IMPACT OF KNOWLEDGE TYPE, STRATEGIC ORIENTATIONS AND ORGANIZATIONAL LEARNING ON NEW PRODUCT LAUNCH SUCCESS

By

MUHAMMAD ADEEL

Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in Fulfilment of the Requirements for the Degree of Doctor of Philosophy

November 2021

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DEDICATION

I dedicate this study to my Father, and Mother who always encourage and support me to pursue my dream. Thank you for everything.

To my wife, Dr. Maryyam Adeel, Alhamdullilah we managed to finish this long memorable journey together. Thank you for your support and encouragement to complete this study.

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Doctor of Philosophy

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November 2021

Chairman : Norazlyn binti Kamal Basha, PhD
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This study is aimed at observing the impact of knowledge type, strategic orientation, organizational learning, and knowledge management system on new product launch success by drawing on Resource-based Theory, Knowledge-based View, and Double-loop Learning Theory. The study integrates the two concepts of knowledge type (knowledge complexity and knowledge tacitness) and three strategic orientations (market orientation, product orientation and relationship orientation) in a cohesive framework which defines a realistic view of new product launch success. It provides a road map in pursuing to test both concepts with mediating (organizational learning) and moderating (knowledge management system) factors as they are crucial for new product launch success. Past research has mainly focused on new product development but rarely see it through all the way to actual commercial success in the launch stage of a product. This study focuses on actual commercial success in the NPD process which is impacted by product-centered knowledge and strategic organizational orientation. The study was conducted through positivism philosophy, employed a deductive approach, explanatory research design, and a quantitative methodology. In all, 211 samples were collected from the leather gloves industry in Sialkot, Pakistan. The industry is export oriented and is well known in the global market for its extensive variety and high quality of leather gloves products. Smart-PLS and SPSS were used in analyzing and developing the model of the study. The analysis revealed that knowledge complexity and knowledge tacitness positively relates to new product launch. However, market orientation and product orientation were insignificant to new product launch success. Relationship orientation has a significant positive relationship with new product launch success. Organizational learning is positively linked to new product launch success. Regarding mediation effects, the results show that organizational learning was found to mediate the relationship between knowledge complexity, knowledge tacitness, market

orientation, product orientation, and new product launch success. However, there was no mediation effect of organizational learning between relationship orientation and new product launch success. In relation to moderating effects, the results suggest that no moderation effect was found. Based on this, the findings are beneficial for policymakers, the government of Pakistan, firm owners, managers, as well as other stakeholders to formulate succeeding policies and practices. Finally, it is recommended for further research to employ other organizational resource variables which are not included in this study.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

KESAN JENIS PENGETAHUAN, ORIENTASI STRATEGIK, DAN PEMBELAJARAN BERORGANISASI TERHADAP KEJAYAAN PELANCARAN PRODUK BAHARU

Oleh

MUHAMMAD ADEEL

November 2021

Pengerusi : Norazlyn binti Kamal Basha, PhD
Fakulti : Sekolah Perniagaan dan Ekonomi

Kajian ini bertujuan untuk mencerap kesan jenis pengetahuan, orientasi strategik, pembelajaran berorganisasi, dan sistem pengurusan pengetahuan terhadap kejayaan pelancaran produk baharu dengan menggunakan Teori Berteraskan Sumber, Pandangan Berteraskan Pengetahuan, dan Teori Pembelajaran Dua Gelung. Kajian ini mengintegrasikan dua konsep jenis pengetahuan (kerumitan pengetahuan dan kependiaman pengetahuan) dan tiga orientasi strategik (orientasi pasaran, orientasi produk, dan orientasi perhubungan) ke dalam suatu rangka kerja padu yang mentakrifkan pandangan realistik kejayaan pelancaran produk baharu. Rangka kerja ini boleh dijadikan sebagai panduan dalam pengujian penggunaan kedua-dua faktor pengantara (pembelajaran berorganisasi) dan faktor penyederhana (sistem pengurusan pengetahuan) yakni faktor-faktor yang amat penting demi kejayaan pelancaran produk baharu. Penyelidikan terdahulu tertumpu pada pembangunan produk baharu, walau bagaimanapun, penyelidikan sebegini jarang sekali diteruskan sehingga mencapai kejayaan komersil pada peringkat pelancaran produk. Kajian ini memberi tumpuan kepada kejayaan komersil yang sebenar dalam proses pembangungan produk baharu yang dipengaruhi oleh jenis pengetahuan berteraskan produk dan orientasi strategik organisasi. Kajian ini dijalankan dengan menggunakan falsafah positivisme, pendekatan deduktif, reka bentuk penyelidikan penjelas, dan metodologi kuantitatif. Secara keseluruhannya, 211 sampel telah dikumpul daripada industri sarung tangan kulit di Sialkot, Pakistan. Industri tersebut berorientasikan kegiatan pengeksportan dan terkenal di pasaran global oleh kerana produk sarung tangan kulitnya yang berbagai jenis dan berkualiti tinggi. Smart-PLS dan SPSS digunakan untuk menganalisis dan membangunkan model kajian. Hasil analisis mendedahkan bahawa kerumitan pengetahuan dan tahap tersiratnya suatu pengetahuan berkait secara positif dengan pelancaran produk baharu. Manakala orientasi pasaran dan orientasi produk adalah tidak penting bagi kejayaan pelancaran produk baharu. Orientasi

perhubungan pula mempunyai hubungan positif yang signifikan dengan kejayaan pelancaran produk baharu. Pembelajaran berorganisasi dikaitkan secara positif dengan kejayaan pelancaran produk baharu. Berkenaan kesan pengantaraan, hasil kajian menunjukkan bahawa pembelajaran berorganisasi memberi kesan pengantaraan pada hubungan antara kerumitan pengetahuan, pendiaman pengetahuan, orientasi pasaran, orientasi produk, dan kejayaan pelancaran produk baharu. Walau bagaimanapun, pembelajaran berorganisasi tidak memberi kesan pengantaraan di antara orientasi perhubungan dan kejayaan pelancaran produk baharu. Mengenai kesan penyederhanaan, hasil kajian mendapati bahawa tiada kesan penyederhanaan ditemui. Berdasarkan hasil kajian ini, didapati bahawa penemuannya adalah bermanfaat bagi penggubal-penggubal dasar, kerajaan Pakistan, pemilik-pemilik firma, para pengurus, serta pihak berkepentingan lain untuk merumuskan dasar-dasar dan amalan-amalan berikutnya. Akhir sekali, adalah disyorkan untuk penyelidikan lanjut gunakan pembolehubah sumber organisasi lain yang tidak termasuk dalam kajian ini.

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Very special to my supervisor, Dr. Norazlyn Kamal Basha for her dedicated support, guidance, kindness, motivation, and trust in me that I can complete this research successfully. I would also acknowledge the support and guidance of my Supervisory Committee members, Assoc. Prof. Dr. Ng Siew Imm and Assoc. Prof. Dr. Choo Wei Chong for their support and encouragement for me to complete my study. I am forever grateful to all members of the Supervisory Committee, and their kind acts could never be repaid.

I would like to record my highest gratitude to my parents, who always kept me in their prayers and encouraged me to do the best that I can in whatever I choose to do.

To my dearest wife, Dr. Maryyam Adeel, thank you so much for your unconditional love, support, and prayer. Thank you also for believing in me, always nudging me to keep going with my study and complete my PhD journey successfully. Indeed, this study could not have been accomplished without her support and love.

Also, I express my thanks to my family in law for their support and valuable prayers in making this possible. Finally, I would also like to give thanks to my friends and colleagues who have supported and motivated me to move forward with my study. I could not have completed this dissertation without their support.

This thesis was submitted to the Senate of the Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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Date: 14 April 2022

Declaration by Members of Supervisory Committee

This is to confirm that:

- the research conducted and the writing of this thesis was under our supervision;
- supervision responsibilities as stated in the Universiti Putra Malaysia (Graduate Studies) Rules 2003 (Revision 2012-2013) are adhered to.

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CA	Cronbach Alpha
CB-SEM	Covariance-based Structural Equation Modelling
CMV	Common Method Variance
CR	Composite Reliability
DLLT	Double loop Learning Theory
HTMT	Heterotrait-Monotrait
f^2	Effect Size
KT	Knowledge Type
KT	Knowledge Tacitness
KC	Knowledge Complexity
KBV	Knowledge-based View
OL	Organizational Learning
SMEDA	Small & Medium Enterprises Development Authority
PLS	Partial Least Square
PLS-SEM	Partial Least Squares Structural Equation Modelling
Q^2	Predictive Relevance
R^2	Coefficient of Determination
R&D	Research and Development
RBV	Resource-based View
RBT	Resource-based Theory
SPSS	Statistical Package for Social Sciences
SO	Strategic Orientations

MOIP	Ministry of Industries & Production
TDAP	Trade Development Authority of Pakistan
SECP	Security Commission of Pakistan
FPCCI	Federation of Pakistan Chambers of Commerce and Industry
SBP	State Bank of Pakistan
PVTC	Punjab Vocational Training Council
TEVTA	Technical Education and Vocational Training Authority
PLGMEA	Pakistan Leather Garments Manufacturers & Exporters Association
PTA	Pakistan Tanners Association
PSIC	Punjab Small Industries Corporation
PITAC	Pakistan Industrial and Technical Assistance
NPD	New Product Development
NPLS	New Product Launch Success
VIF	Variance Inflation Factor

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter outlines the brief overview of the study. It begins with an overview of the global leather industry and its contribution to the world economy. Pakistan's leather glove industry and its contribution to the economy together with the challenges associated to the leather glove industry is established. Then, the short product life cycle of the leather gloves and its contribution to the falling exports of Pakistan's leather glove industry are discussed. Other matters discussed in the chapter include how product life cycles and new product launch successes are related in Pakistan's leather glove industry, followed by discussions on this study's research questions, research objectives, significance, and scope. This chapter also outlines the organization of the thesis, operational definition of key terms, and chapter summary.

1.2 Background of the Study

1.2.1 International Leather Trade and its Importance to the Global Economy

The international leather trade held a net value of US$200 in 2019 (TDAP, 2019). Leather industry activities have recently shifted to emerging economies which made way for China to arise as one of the leading global manufacturers of leather products in the market (Sajid et al., 2017). China has been focusing on huge manufacturing of low-value added leather goods, and the latest figures show that it is now moving towards high-value added leather manufacturing products (Azeem et al., 2017). After this move, countries like Pakistan, Vietnam, India, and Bangladesh emerged as the main suppliers of leather in the global market (Azeem et al., 2017). Emerging countries have developed themselves as exporters of manufactured leather products and finished leather sheets. In the leather global market, leather goods are categorized as luxury products; hence, countries with greater disposable revenue have higher demands for the goods which made regions like the European Union (EU) and the North American Free Trade Association (NAFTA) as the leading importers of manufactured leather products and services in the global leather market (SBP, 2019).

Every year, nearly 50 billion pairs of gloves are manufactured worldwide. Two main types of gloves desiredin the international market are consumers gloves and commercial gloves, both of which are put into focus in this study The market

for consumers gloves is smaller and is in a declining trend (Grumiller et al., 2019). The usage of consumers gloves is restricted to a few events; so, its demand has decreased with the passage of time (De Marchi & Di Maria, 2019). Conversely, industrial gloves are manufactured for military use and sporting. Their market is enormous and is constantly rising, predicted to increase in the near future (TDAP, 2019). Although this is a micro-niche in the global leather industry, it is a substantial segment of the glove industry worldwide. Defensive leather gloves are also greatly needed in working environemtns exposed to fire, ultra-violet waves, chemicals, and water.

The global market share of a particular product can be used to calculate its significance in global total trade. Comparing demand trends over a few years' period can likely decide if the product has lost or gained weight or significance within thatpassage of time. Figure 1.1 displays segments of the leather industry in global total exports in 2014 and 2020. In 2014, market share was at 6.9%, but in 2020, it was at 5.8%. As can be seen in the figure, leather apparels have the highest market share worldwide, and then comes the rest of the glove sectors in both years. The worldwide market share of sports gloves has been stable from 2014 to 2020. On the other hand, the worldwide market share for non-sports gloves decreased to 0.3% in 2020 as compared to 0.4% in 2014.

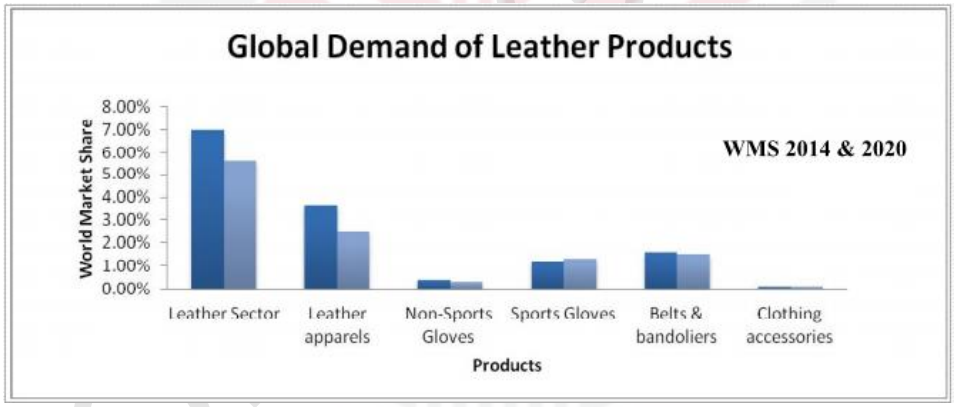

Figure 1.1 : Global Demand for Leather Products
(Trade development authority of Pakistan, 2020)

The annual average growth rate (AAGR) of numerous leather goods has been examined with the passage of time. Figure 1.2 demonstrates the AAGR of the global total leather trade between 2014 and 2020. The leather segment, which is of AAGR 12.2%, is greater than the AAGR of the global total trade, which stands at 9%, demonstrating that the leather industry is a dynamic industry in world trade. It is apparent that the demand for sports gloves, bandoliers, belts etc is growing quickly with the passage of time. Amid all nominated products in Figure 1.2,the AAGR forleather apparels and non-sports gloves is lowest.

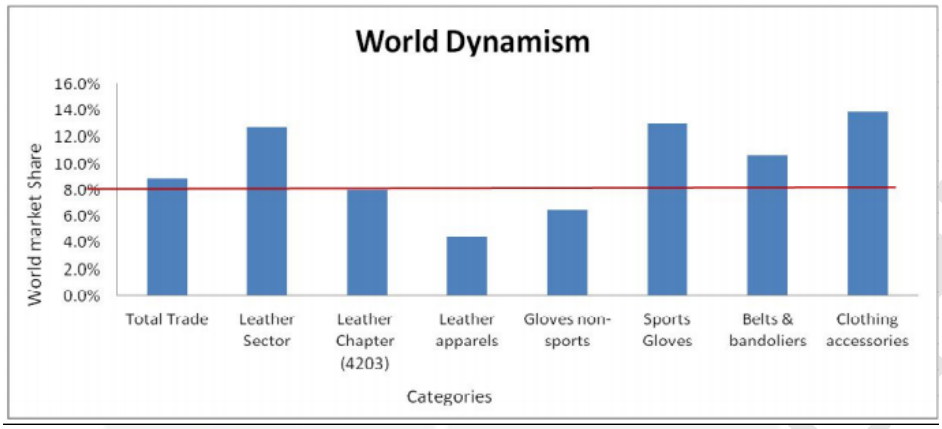

Figure 1.2 : World Dynamism
(Trade development authority of Pakistan, 2020)

Globally, the leather sector categorizes their export products according to their global market share and global dynamism. In Figure 1.3, the bubble size symbolizes the unit worth of the goods. As can be seen in Figure 1.3, sports gloves, bandoliers, and leather belt types share the biggest global market share and their progress rate surpasses the AAGR of the other leather segments. Hence, these two products are known to be in the champion category as they are vigorous and increase global market share. It is vital that contributing economies like Pakistan should utilize their capital in the manufacturing of sports gloves, bandoliers, and belts as these goods have great demand and remarkable growth potential.

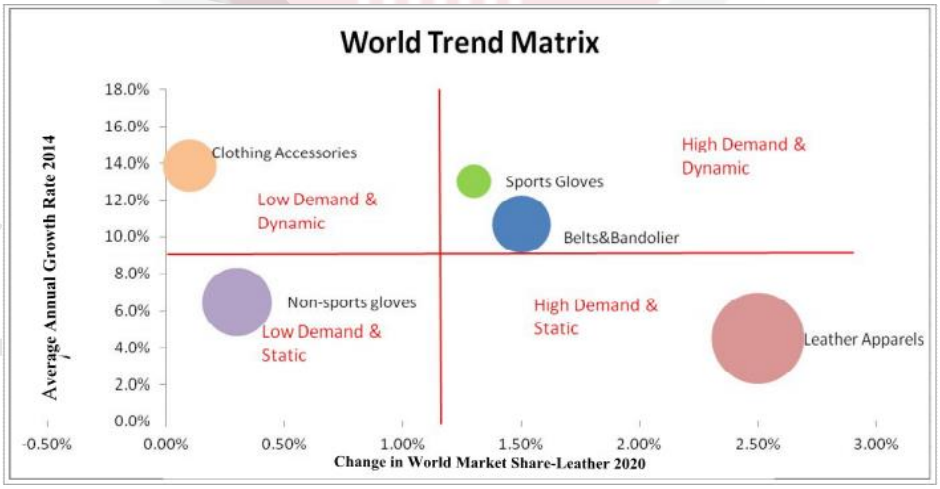

Figure 1.3 : World Trend Matrix (UNCTAD, 2020)

1.2.2 Leather Trade in Pakistan and its Contribution to the Economy

The leather industry in Pakistan is the biggest export-oriented industry after textile (Bhatti et al., 2016). Currently, the leather industry contributes $874 million annually to the national economy (TDAP, 2019) andhas the potential to enlargen the net of exports through developments and amendments in various types of products (Maqbool et al., 2018). This industry involves six sub-segments i.e. tanning, leather gloves, leather garments, leather footwear, leather shoe uppers, and other leather products (TDAP, 2019). In recent times, Pakistan is one of the prominent states involved in the manufacturing of leather gloves and garments (PTA, 2019). This industry plays a substantial role in the economy adding 4% to the GDP of Pakistan (Maqbool et al., 2018).

In calendar year 2018, the global exported value of leather goods was US83.24 billion. In the same year, Pakistan exported leather products worth up to US$0.66 billion. Figure 1.4 shows the trend in Pakistan's export of leather goods, demonstrating decreased exports in 2018 from 2014.

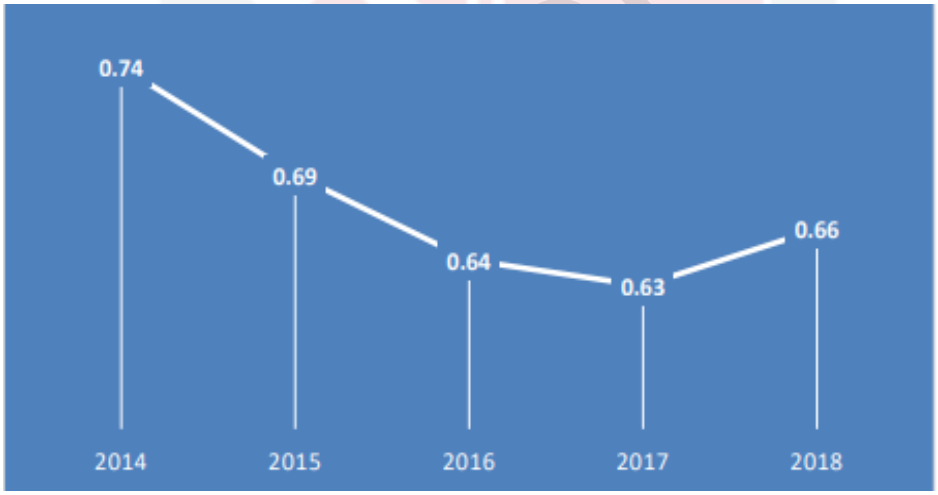

Figure 1.4 : Growth Trend of Leather Goods Exports Value US$ Billion (SMEDA, 2020)

China is the major exporter of leather goods in the world followed by Italy and France. The percentage share of the biggest exporting countries is shown in Figure 1.5

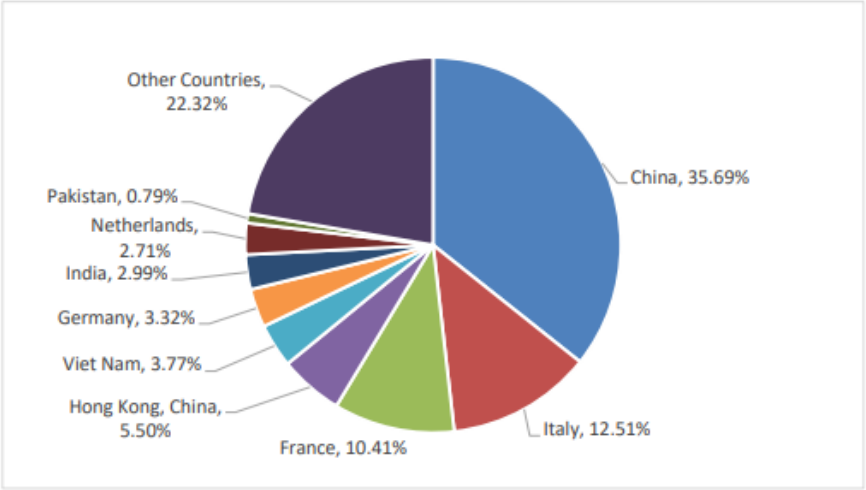

Figure 1.5 : Global Share in Exports of Leather Goods in 2018
(Source: SMEDA, 2020)

Pakistan is quite famous in the global market for its extensive variety and high quality of finished leather, leather gloves and leather garments products. However, Pakistan's leather sector is producing below its optimal capacity currently (SMEDA, 2020). The country has immense capacity to manufacture superior leather goods at an economical price, however, the success of new product launches has been an issue for the glove industry (SMEDA, 2020). To be able to sustain in the market, it is vital for Pakistan to move in and uphold its position in high value-added product activities like manufacturing.

An overview of the industry's production capacity shows that the sub-sectors of this industry have performed well as compared to the previous fiscal year during FY2017-18 in terms of production. During this period, the total quantity of leather goods produced increased by 14.33%, with , leather gloves recording the highest growth followed by leather garments (2020, Pakistan Trade Development Authority report). The lowest growth rate was seen in the category of other leather goods in production. Figure 1.6 display production for FY2016-17 and FY2017-18 with growth rate over the fiscal year in the leather industry sub-sector.

Product Sb-Heading	Quantity Produced ('000' SQM)		Production Growth Rate
	July-June 2016-2017	July-June 2017-2018	
Apparel & Clothing (Leather Garments)	753	861	14.34%
Leather Tanned	23,297	26,179	12.37%
Leather Gloves	4,751	6,032	26.96%
Footwear	5,339	6,018	12.72%
Other Leather Manufactures.	943	1,022	8.38%
Total Production	**35,083**	**40,112**	**14.33%**

Figure 1.6 : Pakistan Leather Industry – Production
(Source: TDAP, 2020)

When it comes to comparing export performance of Pakistan together with other Asian competitors in the market, China is nominated for its competitive progress in terms of technological developments and high-quality products. India is also chosen as a contender because of its geographic contiguity and availability to raw material.

Referring to Figure 1.7, between FY 2014 and FY 2020, the share in exports of Pakistan's sports gloves shortened extensively, which shows that Pakistan has decreased its dependency on the sports gloves exports. Export per capita stayed persistent within the same period. Additionally, export progress for China, India, and Italy exhibit a similar trend in low percentage of sports leather gloves and it stayed static between FY 2014 and FY 2020. Additionally, total trade of sports gloves also dropped for the above mentioned countries.

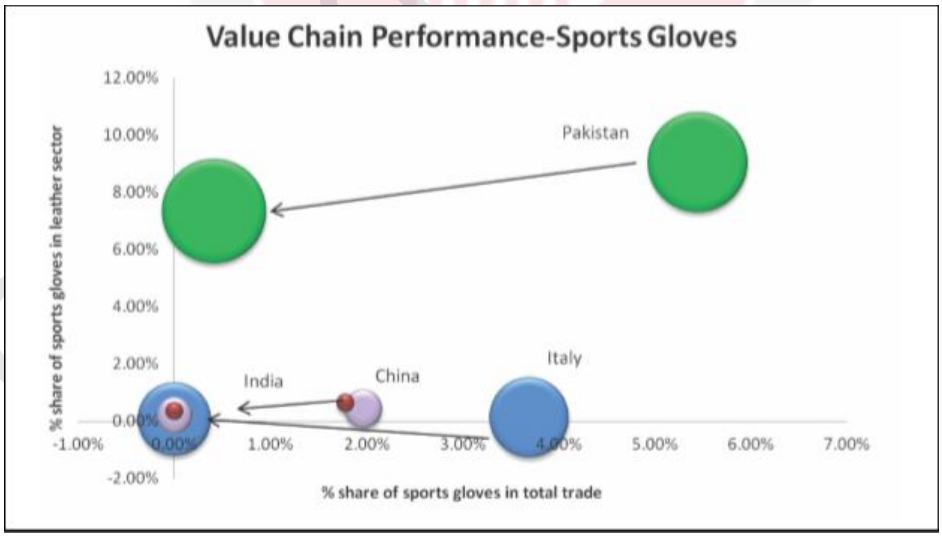

Figure 1.7 : Percentage of Sports Gloves in Total Trade
(Trade Development Authority of Pakistan, 2020)

The selected countries to compare the performance of Pakistan's non-sports gloves sector are Denmark, India, and China. The figure below shows that Pakistan's non-sports gloves exports have declined overall. The country's reliance on the non-sports gloves sector has reduced to 0.6%. The exports of non-sports gloves in the leather industry have also dropped between FY 2014 and FY 2020. However, Pakistan's reliance on the exports of non-sports gloves in total trade is at the top amid all the other nations. Denmark, India, and China displayed almost parallel export performance for non-sports gloves, as shown in Figure 1.8. These nations do not depend highly on exports of the non-sports gloves industry.

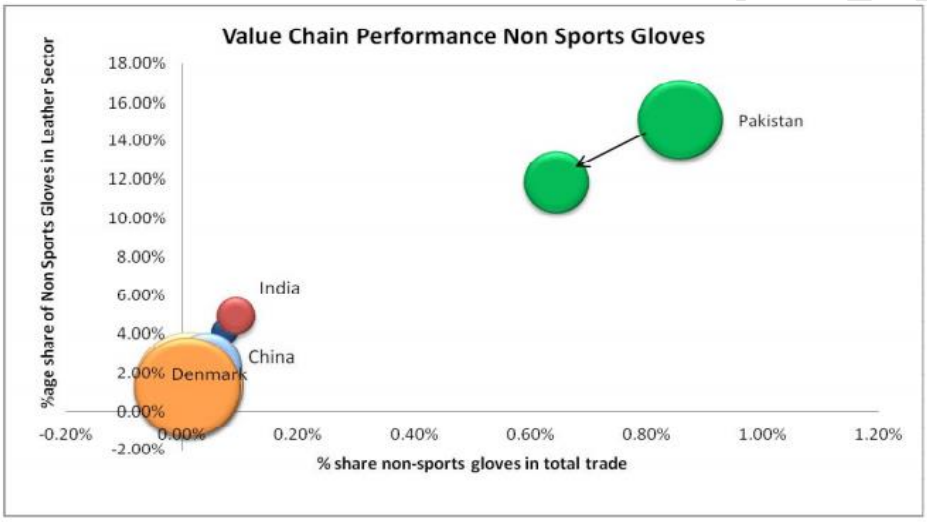

Figure 1.8 : Percentage of Non-Sports Gloves in Total Trade
(Source: Trade Development Authority of Pakistan, 2020)

1.2.3 Short Product Life Cycle and its Contribution to the Falling Exports of Pakistan's Leather Glove Industry

Flawless launching of a new product, bearing in mind time constraints, is a significant aspect of any successful industry around the globe. Product life cycle (PLC) is becoming shorter in today's competitive market and Pakistan's leather industry faces immense pressure from rivals in the markets, as well as from clients seeking regular upgradation of products (Rafiq, 2019). When a product has launched in the market, the next test of management is to ensure that the product sustains for a long time. The new product is not predicted to last forever, however, the organization would like to have good profit to reimburse all the costs, risks, and other efforts that have been utilized in the launching process. The organization is conscious that each product has a specific life-cycle, even though the exact length and shape is not well known. Figure 1.8 shows a product life-cycle that has five distinctive stages:

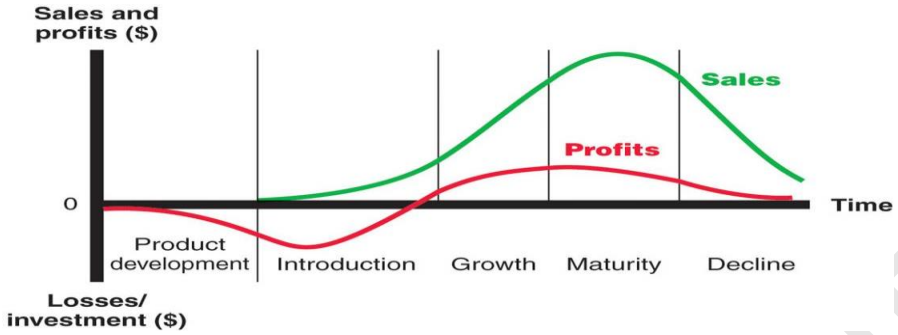

Figure 1.9 : NPD Stages (Youngme Moon, 2005)

As shown above, product development starts when the organization finds an idea for developing a new product. Throughout product development, sales will not occur and firm investment expenses will rise. The second stage is introduction, that is, a time of sluggish sales progress since the product is being brought to the market. Making profit is not possible in this stage due to the cost of product introduction into the market. The third stage is growth, a time of quick market recognition and growing profits. Maturity is the fourth stage,sales progress decline because the product has already accomplished recognition by its prospective consumers.

In the fourth stage of the product life cycle, profits decline due to the enlarged advertising costs to protect the product from rivalry. The final stage is decline, a time when sales decline and profits fall. Depending on the industry, not all products follow the PLC. Some die quickly after being introduced while others sustain in the mature phase for quite a long period of time. Meanwhile, some move onto the decline stage and then bounce back to the growth stage by means of robust advertising. The product-life cycle can define a product category or brand.

The product-life cycle is implemented in a different way for each product. Some products have the longest life cycle. In these kinds of products, sales stay in the mature stage for a longer period of time. In contrast, product forms that have a normal product life cycle arein the likes of cassette tapes and dial telephones, products that went through a steady pace of PLC. A particular trademark's life cycle can change rapidly with shifting competitive reactions. For instance, even though teeth-cleaning products enjoy long-life cycles, the life cycles of particular brands sustain much shorter as compared to their competition in the same market.

The fashion industry delves in presently recognized or prevalent styles in a given field. For instance, the more formal commercial outfit look of corporate wear of the late 80s and early 90s of last century has now given fashion to the 'corporate

casual look' in today's world. The fashion industry progresses gradually, sustains popularity for some time, and then decayswith the passage of time. When it comes to the leather glove industry, mainly leather sports gloves, fall intotrends that enter rapidly into the market, are accepted with huge enthusiasm, grow earlier in the PCL, and then decline rapidly.

These products last only a short period of time and have managed to induce restricted followings. Leather gloves entice those who are looking for new trends, a way to set a different feeling from others. Leather gloves do not survive for longer periods as they usually do not fulfill a long-lasting need. These conditions have set Pakistan's glove leather exports into a declining trend (TDAP, 2019). In leather exports, Pakistan is deteriorating behind other parts of the South Asian region for not being able to expand its product range (Maqbool et al., 2018). Pakistan's contribution to South Asia's total leather exports of finished and processed products is 18% and 27% respectively, lesser than that of India, according to the State Bank of Pakistan (SBP) citing the Asian Development Bank (ADB) in its latest second quarterly report for fiscal year 2017/18. According to the Asian Development Bank report, the country has potential to boost its intraregional trade to around $90 million yearly if it expands its product range (Rafiq, 2019).

Pakistan Tanners Association (PTA, 2018) quoted an unexpected fall in exports of leather goods from July 2015 to June 2016. Leather apparel and clothing exports fell by 12.4%, leather footwear exports declined by 18.80%, leather glove exports fell by 11.45%, and exports of other leather products declined by 6.25% during the above-mentioned time. According to PTA representatives, the average drop in the exports of leather products stands at 18%. Numerous causes for the declining exports have been cited, like low GDP, an ongoing energy crisis, and high cost of doing business. However, short product life cycles in line with changing habits of consumers remained one of the most significant factors which contributed to declining leather exports in Pakistan (Saif, 2012; Dinh et al., 2013; Shahab & Mahmood, 2013; TDAP, 2019).

Industry experts also cited that this decline was due to the inability of leather firms to develop new products with attractive designs for good quality leather gloves and other leather goods at competitive prices (Maqbool et al., 2019). To grow and hold competitiveness in leather exports, investments arerequired for scientific research in product innovation and development to yield quality products, formulate global marketing strategies, and make substantial influence to decrease inclusive negative trade balance of the country (Maqbool et al., 2018).

The product life cycle theory can be implemented by marketers as a valuable structural frame for explaining how products work in the market. However, applying this idea to predict performance of goods or for developing marketing

tactics leads to some practical issues in the industry. For instance, supervisors could struggle to recognize in which stage of the product life-cycle the existing product is currently in, isolate when the product enters into the next phase, and defining the aspects that influence the product's growth through all the stages it goes through. Practically, it is difficult to estimate the respective sales of the product in each phase of its PLC, the span of each phase, and the nature of the PLC curve.

1.2.4 Product Life Cycle and New Product Launch Success in Pakistan's Leather Glove Industry

The product life cycle is the shift in product sales from its start until its removal from the marketplace. This process comprises quick growth, peaking in sales, and then declining in sales (Deepa & Geeta, 2020). In this section, the concept of new product launch success is discussed, followed by how introducing new products into Pakistan's leather gloves industry can solve the core issue of their short product life cycle.

As shown in Figure 1.9, the new product development (NPD) process begins from idea generation, methodical search for new product ideas, and ends with commercialization (introducing a new product into the market), which is the final stage of NPD and is also called a new product launch (Cooper, 2017).

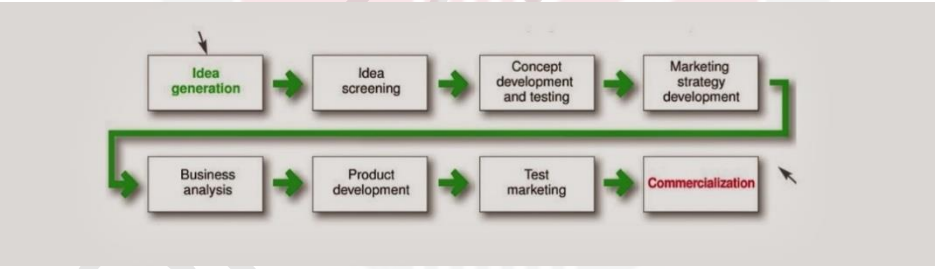

Figure 1.10 : New Product Development Process (Cooper, 2017)

The NPD process will be explained further in the next chapter. Past research has focused on new product development, but hardly see it through all the way to actual commercial success (new product launch success) in the leather industry of Pakistan. As discussed earlier, the main challenge of Pakistan's leather glove industry is its short product life cycle (TDAP, 2019). Challenges like heterogeneous consumer preferences and shrinking product life cycle have compelled leather glove manufacturing firms to recognize that outperforming their competitors requires developing new products in the market (Pinna et al., 2018). This is exactly what Pakistan needs to do in the leather glove sector, as discussed above, as overall exports have gone down due to the country's

inability to come up with new products according to the changing habits of customers (TDAP, 2019).

The product launch is the most expensive phase in new product development (Griffith et al., 2021; Cooper, 2018). Kleinschmidt and Cooper (1991) evaluated that the average sum consumed by manufacturing new product creators on commercialization to be around USD 434,000. Moreover, the price of commercialization of successfully launched products to be around USD 633,000, over six times the amount consumed for commercializing products that were unsuccessful. For instance, the Gillette Sensor launch cost was estimated to be USD 200 million in R&D with an addition of USD 110 million in the first year for print and television publicity (Talke & Hultink, 2010). A meta-analysis of NPD research (Montoya-Weiss & Calantone, 1994) showed that the number of the aspects influencing new product launch success (NPLS) are controllable by their administration.

In the context of Pakistan's leather gloves, if product launch activities and other NPD activities are upgraded, greater success rates can be achieved.The first new product study (Cooper, 2018) established that many firms just wished for the best to happen and have not devoted time on launch forecasting. Although product launch activity has been developed, as far as the leather gloves industry is concerned worldwide, Pakistan has still got much more work to do in the leather gloves sector (PGMEA 2020).

Past studies on product innovation management have widely been conducted from the angle of product quality and less from the improvement of short product life cycle as far as Pakistan's leather gloves industry is concerned (PGMEA, 2020). In essence, when product life cycle becomes shorter and companies remain to strive for existence and development, a thorough understanding of the market conditions and the favorites of the customers will enable industries to design new products that fulfil market requirements and meet the wants of the clients (Salmen, 2021). According to a Harvard business review in 2015, in an extremely disjointed construction sector, for instance, success takes a remarkably extended time to happen, and once it takes place, it lasts for a longer period of time. Contrarily, leather items in the likes of leather gloves clearly catch on shorter life cycles. This is because the trends set by consumers preferences is so influential that causes the product life cycle to be reduced.

Now, the question is why not prolong the growth or maturity stage in Pakistan's leather gloves industry? The slope and length of the growth or maturity stage depend on the product's complication, degree of novelty, suitability towards consumer demands and wants, and existence of competing alternatives (Harvard business review, 2015). In the leather gloves industry, according to PGMEA, leather gloves tend to last from 1-3 years. It is not possible to prolong the maturity stage as consumer preferences change with the passage of time or

the product may not fit their need anymore. Pakistan's leather gloves industry has been facing competition from globalization; the circulation of the product life cycle is short and rapid while there is greater pressure and challenge for businesses. Hence, to develop andlaunch new products, and to generate new desires based on the perception of customer priorities, and to understand the pattern of PLC, the management strategy for today's businesses needs to increase their competitiveness (Sewaid et al., 2021).

1.3 Problem Statement

Recently, processes for a successful product launch has increasingly adopted features of a market-oriented task. Fast technology and market variations enforce the requirement for efficient synchronization, technology, research-development, and marketing strategies. The product launch is significant for corporate success of a firm. Evaluating product launch success and its influence on the business of an organization is a very complicated procedure. After reviewing previous literature, five gaps were found concerning the relationships between knowledge type, strategic orientations, organizational learning, and product launch success. The first fundamental problem for Pakistan's leather gloves industry, when evaluating product launch success, lies in the implication of such success as it has not been well-defined (TDAP, 2016). The explanation of launch success is influenced by the concerned parties participating in the product development process. Complications when measuring launch success comes from the character of innovation which may be radical, incremental, compatible, or not compatible. Radical innovation has a greater possibility of failure, however, it can bring more profit than incremental innovation. The time perception of a product launch success also upturns the trouble of selecting appropriate methods (Cooper, 2018).

Secondly, in the short run, it is important to launch a new product into the market. But, in the long run, the stress is on fiscal achievement. Launch success could be a value-laden conception. These issues are provoked by the statement that small theoretical work has detached launch success determinants and indicators (Lin & Huang, 2013). Assessing launch success involves the probability of making a difference between involvement of an NPD program to the launch success and project success (Dayan & Di Benedetto, 2009). Thirdly, the need for Pakistan's leather gloves industry to continuously re-orient their strategies with the changes in the market is of importance if the firms intends to maintain their competitiveness (SMEDA, 2017). The current level of competition within the leather industry has become unprecedented due to the increased number of firms that offer the same services as the mainstream leather firms which has forced the firms to move outside their operating zones (TDAP, 2016). Operational strategies that the firms can pursue to remain relevant is to strategically orient their business activities by analyzing the market that they operate in (Song et al., 2011).

Fourth, in a volatile business atmosphere which requires legislative actions that are strategically premeditated, an organization will have to align its operations in a way that will enable it to meet client needs and simultaneously stay competitive relative to other players in the market (Grinstein, 2008). According to Altindag et al. (2011), when identifying what the customers want, a firm should position itself to market demands by producing products using an appropriate technology (Matikainen et al., 2015).

Fifth, firm managers should have appropriate attributes in regards to knowledge type and strategic orientation (Noble et al., 2002). This implies that according to the strategic orientation and knowledge management principles, a firm's competitiveness is determined by the interaction of the firm's knowledge, technology, market performance, and customer acceptance of a new product launch success (Matikainen et al., 2015). In Pakistan's leather gloves industry, lack of knowledge about the latest market trends and lack of development of new products with an attractive design and good quality is the main challenge that has become synonymous with a reduction of existing product life cycle, and the introduction of new products periodically has become a must to these firms (SBP, 2017). As Calantone & Di Benedetto (2007) suggested, an organization must invest heavily in their research and development, and seize opportunities to useinnovative tools to advance their next-level products. New product development is oxygen for organizations contending in these competitive markets due to the comparatively short life cycle of these product. This encouraged scholars to focus on the expansion of the wide-ranging literature dedicated on the antecedents to NPLS (Henard and Szymanski, 2001).

Amongst all these antecedents, two types of organizational resources that appeared as vital forecasters of new product launch success are the firm's strategic orientations and knowledge base. Although the effects of knowledge type (Marinova, 2004; De Luca and Atuahene-Gima, 2007) and strategic orientation (Srinivasan et al., 2002; Gatignon and Xuereb, 1997; Im and Workman, 2004) on new product launch success has been studied independently, not a single study so far has empirically verified a comprehensive framework integrating both sets of organizational resources in the leather industry context. An excess amount of work has been documented as far as strategic orientations in prior literature is concerned.

A few studies have produced experimental data examining the integrated effects of these orientations with one another (Aloulou and Fayolle, 2005; Hakala, 2010). The bulk of the work analyzed orientations on a conceptual ground. There are studies that viewed these orientations independently instead of looking into their combined effects (Zhou et al., 2005; Kshetri, 2009). Other studies claimed that the strategic orientation idea utlized in earlier literature is disjointed and demonstrated only partial and disconnected opinions.

Previous research investigating the impact of knowledge type, strategic orientation, organizational learning, and knowledge management system (KMS) on NPLS have also been viewed as lacking theoretical justification and focus on integration of organizational recourses, and rarely looked into the effects of combining the associated constructs employed (Salojärvi et al., 2015). Therefore, empirical validation concerning the relationships between knowledge type, strategic orientation, and knowledge management system on NPLS is necessary for a greater understanding of the subject. Severalstudies dedicated to market orientation of a firm have been carried out, observing the impact of a firm's strategic orientation on new product launch success (Van Raaij and Stoelhorst, 2008; Carbonell and Escudero, 2010; Wong and Tong, 2013). However, these studies mostly ignored the influence of other strategic orientations on new product launch success. Yet, market orientation remains the central strategic orientation related to new product launch success (Noble et al., 2002; Mu and Di Benedetto, 2011). Strategic orientations represent profoundly embedded beliefs and values that yield assured actions influencing new product launch success (Zhou et al., 2005) and guide the organization to competitive advantage in the market (Day, 1994). Therefore, numerous academics have posited that a solitary orientation method is inadequate and is not ideal for measuring new product launch success regardless of market circumstances (Noble et al., 2002; Grinstein, 2008).

This study widens the existing theoretical concept of strategic orientation by observing the influence of market orientation, product orientation, and relationship orientation on new product launch success. Even though prior research has revealed the significance of relationship orientation in the broad context of organizational business performance (Salojärvi et al., 2015; Palmatier et al., 2009; Sin et al., 2005; Stewart et al., 2012), but explanatory confirmation in the NPL setting is still missing. Moreover, this study serves as an accompaniment to existing knowledge on strategic orientation by effusively discovering the role of product orientation on new product launch success. This is because product orientation has been debated to play a crucial role in NPLS, mainly in research and development concentrated businesses (Cooper, 2017). The three alternative strategic orientations looked into for this study are MO (market orientation), PO (product orientation) and RO (relationship orientation). While studies have been undertaken in regards to establishing the link between a firm's strategic orientation and NPLS, the findings have sometimes been contradictory and complicates the assessment of the robustness of concepts used to support the model that links strategic orientation to NPLS. In addition, several studies that focus on a specific orientation or on the direct effects of each respective orientation disregard consideration for knowledge type collaboration that can have various influences on new product's positional benefit; hence, managing knowledge collection in regards to organizational SO is crucial for NPLS (Matikainen et al., 2016).

This study proposes that various forms of knowledge assets (explicit versus tacit and simple versus complex) together with suitable SO signified by outside-in (market-oriented) and inside-out (product-oriented) competencies (Christensen

et al., 2001; Day, 1994) encompass a dynamic capability in the organization. This capability is valued once it facilitates the organization to run its operations more efficiently to generate superior customer satisfaction at a lower cost (Xu & Quaddus, 2012). and can support Pakistan's leather gloves industry to uphold its position in the marketplace by producing innovative new products and launching them successfully into the market. This corresponding set of intangible assets is exceptional and very hard to copy for rivals (Huang, Quaddus & Lai, 2011). Numerous studies highlighted firm requisite to continuously improve their interior abilities and knowledge to expand their competitive setting in the industry (Quaddus & Woodside, 2015). Ensuing this concept, literature has demonstrated that organizational learning is an essential element for new product development (Grant, 1996; Alegre & Chiva, 2013). Lukas and Ferrell (2000) found that organizational resources (strategic orientations) enhance organizational marketing knowledge which leads to its financial success (NPLS). Strese et al. (2016a) perceived that organizational resources positively relate to NPD. Organizational learning has rarely been tested as a mediator in prior research (Liao et al., 2017). This study will empirically test organizational learning as a mediator to fill the gap in current literature.

Finally, in order to launch a product successfully into the market, knowledge management systems through data collection and knowledge flows play a central role (Xu & Quaddus, 2007; Scuotto et al., 2016; Kim et al., 2012). As a matter of fact, extensive application and scholarly interest in a firm's knowledge predominantly covered the subject of handling KMS to increase new product launch success and organizational benefits. KMS involves procedures of leveraging and establishing organizational mutual knowledge to attain sustainability (Xu & Quaddus, 2012; Argote and Ingram, 2000) and to expand responsiveness and innovativeness to environmental changes (Thrassou and Vrontis, 2008; Teece, 2018). Few studies exist on the design and success of KMS to support its use in businesses (Xu & Quaddus, 2007). This creates an important gap in the field of business knowledge and also in its practical framework as many companies are evolving KMS to expedite the formation, distribution and storing of knowledge in the organization. This therefore creates an interest in undertaking this study within the leather gloves industry in Pakistan so as to determine whether knowledge type and strategic orientation practices are responsible for new product launch success.

The research gaps highlighted above motivated the examination of this topic in the current study with the aim of narrowing these gaps and developing a model capable of identifying the impact of knowledge type, strategic orientation, organizational learning, and knowledge management system on NPLS. In this regard, the explanatory power of the conceptual framework of the current study is expected to increase with the integration of RBT, double-loop learning theory, and KBV considering the role of organizational learning as the mediator and knowledge management system as the moderator in the knowledge type and strategic orientations – NPLS relationship.

1.4 Research Questions

The current research seeks to narrow the research gaps highlighted in the problem statement regarding the impact of knowledge type, strategic orientation, organizational learning, and knowledge management system on NPLS. The main research question for this study is to what extent does the impact of knowledge type, strategic orientation, organizational learning, and knowledge management system contribute to NPLS.

More specifically, this study attempts to answer the following specific research questions:

1- To what extent does knowledge type and strategic orientation impact new product launch success?

2- How does organizational learning mediate the relationship between knowledge type and new product launch success?

3- How does organizational learning mediate the relationship between strategic orientation and new product launch success?

4- In what way knowledge management system moderates the relationship between knowledge type and new product launch success?

5- In what way knowledge management system moderates the relationship between strategic orientation and new product launch success?

1.5 Research Objectives

The main objective of this study is to examine the impact of knowledge type and strategic orientation on new product launch success in Pakistan's leather gloves industry. The specific objectives are as follows:

1- To analyze the impact of knowledge type and strategic orientation on new product launch success.

2- To measure the mediating role of organizational learning between knowledge type and new product launch success.

3- To evaluate the mediating role of organizational learning between strategic orientation and new product success.

4- To identify the moderating role of knowledge management system between knowledge type and new product launch success.

5- To quantify the moderating role of knowledge management system between strategic orientation and new product launch success.

1.6 Significance of the Study

1.6.1 Theoretical Significance

This study attempts to analyze the recommended framework for actual commercial success so that the effects of knowledge type and strategic orientation are appropriately reflected in new product launch success which includes its financial and market outcomes. Past research have focused on new product development but have rarely seen it all the way through to actual commercial success at the launch stage of a product. This study focuses on actual commercial success in the NPD process which is impacted by product centered knowledge type and organizational strategic orientation. The study intends to contribute to knowledge management and the strategic marketing field of knowledge by looking at the relationship between knowledge type, strategic orientation, organizational learning, knowledge management system, and new product launch success. In actuality, the study will contribute to the body of knowledge as explained below.

1) Though there are numerous studies on knowledge type and strategic orientation but the majority of these are led independently in developed nations (Kim et al., 2012). As Rauch et al. (2009) says it is deceptive to suppose the homogeneousness of a variable in diverse national settings as the sampling variance is small and proposes that there are perhaps moderators or mediators impacting a firm's NPLS that are specific to a certain locale. This research is one of the first empirical studies of strategic orientation combined with knowledge type conducted in a developing nation like Pakistan. Todorovic and Ma (2008) recommended that the corresponding impact of strategic orientation should be more effective in developing nations as strategic activities are not usually part of the business model in these emerging nations, and organizations engaging in these methods may gain substantial benefit over their opponents.

2) The present study integrates the two concepts of knowledge type (knowledge complexity and knowledge tacitness) and SO (market, product, and relationship orientation) in a cohesive framework. It creates a more realistic view of new product success as diverse strategic activities inside a firm that cohesively engages with each other. This offers a framework that is more efficient than a solitary strategic orientation which has been frequently applied in previous literature.

3) It offers a cohesive framework that incorporates mediating effects of organizational learning and moderating effects of knowledge management system with new product launch success in the context of Pakistan's leather gloves industry.

4) By integrating knowledge type and strategic orientation together, this study delivers a new perspective towards existing concepts of strategic and knowledge theories. This study provides a theoretical basis for engaging two intangible organizational assets (knowledge type and strategic orientation) as antecedents to NPLS in the context of Pakistan's leather gloves industry. By implementing RBV, double-loop learning theory, and KBV, this study presents the complexity and tacitness types of knowledge along with market, product, and relationship orientation measures of the company to improve new product launch success. Existing literature has only examined organizational stored knowledge (Hsu et al., 2014) or strategic orientations (Matikainen et al., 2016). This study contributes to the existing theory by creating a positive association between strategic orientation, knowledge type, and new product launch success. It extends the proven positive relationship between relationship orientation of organizations and broad business performance view (Stewart et al., 2012; Sin et al., 2005; Salojärvi et al., 2015) to new product launch success concepts of NPD.

1.6.2 Practical Significance

Firstly, this study delivers practical contributions primarily concentrating on product or project managers to increase the flow of formless knowledge by inspiring internal organizational knowledge distribution and application among NPLS participants. This administrative exertion may reduce the potentially negative influence of dependence on tacit knowledge and offer more opportunities to tackle shifting consumer wants and expectations, hence increasing new product launch success. Secondly, this study provides project/product managers a framework to implement all three strategic orientation (market orientation, product orientation, and relationship orientation) and industry-oriented commercial activities because these three dimensions of strategic orientation can increase the chances of new product launch success in the market. Moreover, these strategic orientation measurements support the integration of diverse knowledge types to new product launch success.

Thirdly, the obstructive assumption or mind-set of an organization, in regards to an internal confrontation to NPLS (a preventive firm culture and fear of failure or change), has been accepted as a crucial interior dispersion hurdle to radical revolution in commercialization research (Sandberg and Aarikka-Stenroos, 2014). Therefore, paying unambiguous devotion to the strategic orientation of an organization can eradicate these obstacles and increase new product launch success. Fourthly, the relationship orientation of an organization has been the most significant strategic orientation for success when launching new products into the market (Matikainen et al., 2016). This study attempts to explain how new product launch success can be achieved by relational acts accompanying traditional product and market-oriented tactics in new product launch. In the practical field, this suggests that organizations must allocate sufficient means to build a relationship-dedicated culture containing relational front-line marketing and sales actions like consumer bookings, leader participation in proficient

learning, and dedicating top administration's personal time to crucial consumers. Finally, relationship orientation and market orientation facilitate organizations to form and gather organizational assets, hence leading up to successful launches by means of organizational learning. (Sandberg and Aarikka-Stenroos, 2014). Project/product managers should classify current resources in their firms, evaluate and recognize their worth, and completely utilize them in the strategy and implementation of a new product launch.

1.7 Scope of the Study

This study provides a road map for testing both concepts with mediating (organizational learning) and moderating (KMS) factors as they are crucial for new product launch success in Pakistan's leather gloves industry. Moreover, this study suggests that leather gloves firms in Pakistan re-bundle competencies and resources in various combinations to widen existing sustainable competitive advantages by developing new products (Pakistan Gloves Manufacturers & Exporter Association, 2020). This study intends to evaluate product managers of leather gloves firms for their insight on the impact of knowledge type and strategic orientation on new product launch success. Therefore, the target population of this study are product managers employed in leather gloves manufacturing firms in the city of Sialkot in Punjab, Pakistan. Sialkot is chosen for this study as more than 70% of the leather gloves firms in (Punjab/Pakistan) are situated in Sialkot. There are approximately 429 leather gloves firms located in Sialkot city of Punjab (PGMEA, 2020). The study focuses on industry analysis of the leather gloves industry from 2014 to 2020. In accordance with resource-based view, double-loop learning theory, and knowledge based view, distinct mediator (organizational learning) and moderator (KMS) were identified to connect organizational strategic orientation and knowledge type to new product launch success.

1.8 Thesis Outline

The organization of chapters in this thesis is as follows:

Chapter 1 of the study briefly describes on the leather sector in Pakistan and its background. It discusses the practical issues faced by the Pakistani Leather industry, research gaps, research questions, objectives, hypotheses, significance, and scope of the study.

Chapter 2 contains a review of literature and relevant studies associated with the background of the study, problem statement, and construct. It concludes previous studies on knowledge type, strategic orientation, organizational learning, knowledge management system and new product launch success drawing on resource-based view, double-loop learning theory, and KBV.

Chapter 3 explains on the study's hypotheses development and a proposed research framework. It focuses on how relationships between constructs are developed based on previous studies carried out in this field.

Chapter 4 highlights the methodology of the study. It discusses on research paradigm, research design, population, sampling method, sample size, data collection techniques, operational definitions, measurements, and data analysis used for this study. This research is a quantitative approach study.

Chapter 5 discusses the results of the data analysis and links the findings of the study with the hypotheses which have been developed.

Chapter 6 discusses the findings of the study, theoretical and managerial implications, limitations, recommendations for future studies, as well as the conclusion of the study.

1.9 Operational Definition

Table 1.1 contains the definition of constructs specific to this study. These definitions are adopted from previous studies.

Table 1.1 : Definition of the Main Constructs

No.	Construct	Definition	Source (Year)
1	Knowledge complexity (KC)	Clustersof interdependent knowledge about a strategically relevant phenomenon, rooted in the minds of multiple cross functional organization members.	Kim et al., 2012
2	Knowledge tacitness (KT)	How simply knowledge can be codified for transmission.	Al-Qdah and Salim, 2013
3	Market orientation (MO)	A marketing idea, either interactive or through adoption of cultural views, which allows it to generate superior product performance.	Narver and Slater, 1990
4	Product orientation (PO)	Product-focused culture concentrating on development and launch of new products.	Narver et al., 2004
5	Relationship orientation (RO)	Organizational culture that reflects customer relationship as a fundamental driver of a firm's performance.	Matikainen et al., 2016

Table 1.1 : Continued

6	Organizational learning (OL)	Organization's multifaceted competency to grow new knowledge that eases performance improving organizational modifications.	Basten and Haamann, 2018
7	Knowledge Management System (KMS)	IS sub-system for gaining, storing, disseminating, recovering and submitting organizational knowledge.	Igbinovia and Ikenwe, 2018
8	New product launch success (NPLS)	Overall accomplishment of financial launch objectives concerning sales, market share, and profitability.	Di Benedetto, 1999

1.10 Chapter Summary

This chapter outlines an overview of the study whereby it provides the background of the study and problem statement which sheds light on the research questions, research objectives, hypotheses, and significance of the study. It also demonstrates the scope of the study, organization of the study, and operational definitions of the main constructs used in this study. The next chapter will review past literature documented in this field of study.

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