

**IMPACT OF INTEGRATED MARKETING COMMUNICATIONS ON
THE COMPANIES' SALES PERFORMANCE.**

BY

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ENUGU CAMPUS**

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**BEING A DISSERTATION PRESENTED TO THE DEPARTMENT OF
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CAMPUS**

SUPERVISOR: DR. I. C. NWAIZUGBO

APRIL, 2012

CERTIFICATION

I, ADOYI JANET, a post graduate student in the Department of Marketing with Registration number PG/MSc/08/47453/ has satisfactorily completed the requirements for course and research work for the Master of Science Degree in

Marketing. The work embodied in this thesis is original and has not been submitted in part or full for any other Diploma or Degree of any other university.

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Date

APPROVAL

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DEDICATION

This work is humbly dedicated to God Almighty for His mercies and compassion for me.

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Adoyi Janet
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ABSTRACT

The Integrated Marketing Communications (IMC) concept has been largely regarded as an important marketing management issue. This is because to survive in the competitive marketing environment of today many companies try to adopt IMC to improve the management and integration of the marketing communication programmes. But the term and concept of IMC is so recent and “modern” that it is not known and accepted by all which can explain the lack of a generally accepted definition and common understanding of the whole concept. While some marketing managers are aware that marketing communications is an important resource of their business performance, others are very ignorant of the efficacy and prospects inherent in its application for effective business performance. This study therefore examined the relationship between Integrated Marketing Communications and companies’ sales and profits; examined the IMC tools commonly used by the selected companies under study in boosting their sales performance; established how Integrated Marketing Communications save time, money and stress; found out the indicators the marketing executives and managers use in measuring the effectiveness of overall IMC programmes. The study had a population of Eight hundred and three staff of the five selected companies, out of which a sample size of 267 top management officers was determined using Taro Yamane formula. The top management staff and middle managers were used because they have the adequate and relevant knowledge of the subject matter. The study made use of primary and secondary data. A total number of 267 copies of the questionnaire were distributed while 240 copies were collected. The descriptive research design was adopted for the study. Content validity and test-retest of reliability was done with coefficient of 0.96 indicating high degree of consistency. Four hypotheses were tested using Pearson’s Product Moment Correlation Coefficient, Chi-Square (X^2) and Z-test statistical tools. The result of the analysis revealed that there was significant relationship between Integrated Marketing Communications and companies’ sales and profits. The study further showed that Integrated Marketing Communications save time, money and stress. Also the result revealed that there were suitable indicators such as sales growth, market share growth, profitability, sales income, price premiums, brand awareness, channel cooperation, customers’ satisfaction, brand loyalty among others, the marketing executives and managers used in measuring the effectiveness of overall IMC programmes. It is concluded that IMC is more than the coordination of companies’ outgoing message between different media. To this end, the study recommended that firms should develop their IMC programmes in association with changes in order to cover the gaps created by changes.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Integrated Marketing Communications (IMC) concept has been largely regarded as an important marketing management issue since the beginning of the last decade because of the effectiveness of the integration of marketing communication tools for example, advertising, public relations, direct marketing, sales promotion, and personal selling to optimize the communications impact on target consumers, (Kotler, 2002:583; Schultz and Kitchen, 1997:469).

Additionally, there are several reasons for the growing importance of IMC. These include; a change of marketing expenditures from media advertising to other forms of promotions, particularly consumers and trade-oriented sales promotions, a movement way from relying on advertising focused approaches which emphasize mass media to lower-cost, more targeted communication tools such as event marketing, sponsorship, direct mail, sales promotion and the internet. There are also shift in marketplace power from manufacturers to retailers, and the rapid growth and development of data base marketing; demands for greater accountability from advertising agencies and changes in the way agencies are compensated; the rapid growth of the internet, which is changing the nature of how companies do business and the ways they communicate and interact with consumers. There have been increased efforts to measure and improve marketing communications return on investment (ROI) by both clients and agencies (Belch and Belch, 2004:12; Cornelissen, 2001:7-15; Shimp, 2000:15). These factors have given rise to investigations into new ways of managing marketing communications.

Practitioners and academics have the notion that, improvements in the coordination and integration of marketing communications could lead to superior business performance (Kitchen and Schultz, 1999:1-17; McArthur and Griffin, 1997:19-27; McGoon, 1998:15-20). The common explanation is that through IMC, a company can attain "synergy" between all of its marketing communication activities and decisions. Defined in terms of three constructs: "consistency", "interactivity" and

omissionö synergy ensures that the use of alternative communication tools are mutually reinforcing, leading to enhanced productivity and performance (Duncan, 1993:216; Duncan and Moriarty, 1997:311; Eagle and Kitchen, 2000:667-686, Hines 1999:25).

The implicit assumption of IMC is that, through synergy, IMC provides a cost-effective way to maximize the impact of communication by improving marketing decisions, (Duncan and Moriarty, 1997:313; Kitchen and Schultz, 1999:1-17; Hartley and Pickton, 1999:97-106; Stewart, 1996:147-153). Additional efficiencies are derived through improved cooperation between departments and service providers avoiding the duplication of information gathering, or öreinventing the wheelö in developing communication strategies (Hartley and Pickton, 1999:97-106). Other than efficiencies, benefits should also accrue through improved brand communications and positioning, bringing about opportunities for more profitable longer-term customer relationships (Keller, 2001:530).

1.2 Statement of the Problem

To survive in the competitive marketing environment of today and increased managerial expectations related to marketing, many companies try to adopt IMC to improve the management and integration of their marketing communication programmes (Reid et al 2002:22). But the term and concept of IMC is so recent and ömodernö that it is not known and accepted by all which can explain the lack of a general accepted definition and common understanding of the whole concept. The main objective of IMC is to affect the perceptions of value and behaviour through directed communication. But the communication has to move from a tactic to a strategy, only strategically oriented IMC can help companies succeed in the highly competitive and rapidly changing world of today. To be successful it also has to involve every one in the organization, from the top management down to all employees. The highest corporate strategy needs to be consistent with the everyday implementation of individual tactical activity (Reid, 2002:22).

As a consequence of today's competitive environment, low level of product differentiation, consumer perception of product quality performing at a similar standard, increased number of superior brands and alternative, more acceptance of generic and private label brand, low risk in brands switching and high customer expectation put companies in a challenging position where there is decline of loyal customer.

However, it has always been difficult to pinpoint exactly what factors that have motivated consumers to prefer a particular brand of product to another over the years. Marketers have on several occasions paid attention to only those factors which are salient as the determinant of consumers preference for their brand, while many other factors which play significant role are completely ignored in the execution of marketing programmes. But there are also barriers to overcome, as one problem that delayed the implementation of IMC in companies was the difficulty of measuring the effects or exactly what benefits the companies gained from the implementation.

Another disturbing aspect of the application of Integrated Marketing Communications is that most marketing managers fail to appreciate the importance of monitoring and evaluating its impact in the discharge of their marketing activities. This neglect has made it impossible for the marketing managers to measure effectively the impact (positive or negative) Integrated Marketing Communications (IMC), can make on their business performance.

Even when some companies are fully aware of the efficacy and prospects inherent in the application of Integrated Marketing Communications (IMC), they are not committed to its application. Other companies are equally knowledgeable, but lack the financial wherewithal to apply the IMC in their business operations. Equally the wrong choice and usage of non-professionals in the planning, organizing, execution, control and evaluation of the Integrated Marketing Communications (IMC) in marketing activities of most firms is another aspect the marketing managers may have neglected in the promotion of products, as this may lead to waste of resources. Sequel to the above, it has become pertinent to evaluate the impact of integrated Marketing Communications on companies' sales performance.

1.3 Objectives of the Study

The broad objective of the study is to examine the impact of Integrated Marketing Communications on companies' sales performance. The specific objectives are:

- (1) To determine the relationship between Integrated Marketing Communications and companies' sales and profits.
- (2) To examine the IMC tools commonly used by the selected companies under study in boosting their sales performance.

- (3) To establish how Integrated Marketing Communications save time, money and stress for organizations.
- (4) To find out the indicators the marketing executives and managers use in measuring the effectiveness of overall IMC programmes.

1.4 Research Questions

Consequent upon the above objectives, the following research questions were developed.

- (1) What is the relationship between Integrated Marketing Communication programs and companies' sales and profits?
- (2) What are the IMC tools commonly used by the selected firms in boosting sales performance?
- (3) To what extent does Integrated Marketing Communications save time, money and stress for organizations?
- (4) What indicators are used by marketing executives and managers in measuring the effectiveness of the overall IMC programmes?

1.5 Research Hypotheses

The under listed hypotheses stated in the null form were designed to further guide the study:

- 1. There is no significant relationship between Integrated Marketing Communication activities the companies use and their sales and profits.
- 2. Integrated Marketing Communication tools commonly used by firms are not effective in boosting their sales performance.
- 3. Integrated Marketing Communications does not save time, money and stress for organisations.
- 4. There are no indicators used by marketing executives and managers in measuring the effectiveness of overall IMC programmes.

1.6 Significance of the Study

The significance of this study can be viewed from academic and practical stand points. Practically, this study will assist in broadening the knowledge of the market players on the essence, importance of IMC and new media and channels available in disseminating marketing information. The marketing of goods and

services is not done by guess work especially at this age of fierce competition among brand names of products. Rather, all serious minded companies and businessmen who are desirous of remaining in business and cutting a niche for themselves and who plan all their marketing activities ahead of time will adopt Integrated Marketing Communications as a tool. The study hopes to furnish additional information to help manufacturers in achieving high sales volume, saves time, money and adjusts production properly to sales within the context of the marketing concept. The core issue of modern marketing concept lies centrally on the understanding of the customer and making every effort to satisfy him. This study will also be of benefit to students and researchers in the field of marketing communications.

1.7 Scope of the Study

The research covered five selected companies in the Nigeria consumer good and service industries in Nigeria. The companies are: Dangote Flour Mills Plc. Lagos, Nigerian Breweries Plc. Lagos, Nestle Nigeria Plc. Lagos, Zenith Bank Plc. Lagos and P Z Cussons Nigeria Plc. Lagos. And also the study confirmed on concept of IMC, benefits of IMC, tools of IMC, message of IMC, reasons for growing importance of IMC, evaluation of IMC, sales effect of Integrated Marketing Communications, components of Integrated Marketing Communications and effect of Integrated Marketing Communications on organizational performance.

1.8 Limitations of the Study

In carrying out a research of this nature, it is not uncommon to encounter a number of constraints. Some of the limitations of the study included:

- (1) Strike actions: In the course of this study so many strike actions were embarked upon by ASUU (Academic Staff Union of Universities). This prolong the period of the programe.
- (2) Scanty related literatures: There were no much relevant literatures found on the topic. The researcher therefore limited herself to the few ones available.
- (3) Financial constraints: The huge cost involved in carrying out a complete study of a whole organization, is not easily afforded by a student. The researcher therefore limited her study to only five firms in the country.

- (4) Time constraints: The time required for this dissertation was not enough. This is because the research was done at the same time a serious course work was going on in school.
- (5) Attitudes of respondents: Appointments with some of the top officers of the companies were difficult to achieve. Some of the respondents refused to answer the questions asked to them, while some refused outrightly to grant interviews, this posed limitations to the completion of the work.
- (6) Power supply: The researcher also had problem with the epileptic power supply in the country. It was difficult to access the internet without steady light. What the researcher had wanted to download was not all possible. And some materials relevant to the work could not be accessed because of the international mode of required payment. Again, the typing of the work was unnecessarily delayed because of the same power supply problem. The use of the generating machine for alternative power supply hiked the budget cost of the work. This was not anticipated in the planning stage of this work.

1.9 Profiles of the Selected Companies

1.9.1 ZENITH BANK PLC

Zenith Bank Plc., over the years, has through strategic deployment of its people, information and communication technology (ICT) redefined customer service standards and created diverse service delivery channels. The bank was incorporated as Zenith International Bank Limited on 30 May 1990, a private limited liability company and was licensed to carry on the business of banking in June 1990. The name of the bank was changed to Zenith Bank Plc on 20 May 2004, to reflect its status as a public limited liability company. The bank's shares were listed on the Nigerian Stock Exchange on 21 October 2004 following a highly successful Initial Public Offering (IPO). Nigerian individuals and institutions numbering over 700,000 shareholders currently own the bank.

Over the years the Zenith brand has become synonymous with the use of Information and Communication Technology (ICT) in banking and general innovation in the Nigerian banking industry. The group's main service delivery channels remain its local and foreign subsidiaries and its business offices (branches

and cash offices), which currently stand at over 315 while offering electronic banking services, such as Internet banking, bills payment, and telephone banking services amongst others. These business offices are located in prime business and commercial cities in each state of the federation and they are easily accessible to all the Central Bank of Nigeria's clearing zones all over Nigeria. Within the first decade of commencing operations, the bank made its mark in profitability and all other performance indices in Nigeria and has maintained this prime position to date.

1.9.2 PZ CUSSONS NIGERIA

PZ Cussons Nigeria Plc, the largest subsidiary of PZ Cussons, has enjoyed tremendous business success in Nigeria for over a century.

No other consumer goods company possesses our heritage in Nigeria or understands its customers better than we do. Our approach to Nigeria, our customers, our consumers and to our business is designed to sustain us far into the future.

Our prime business objective in Nigeria is sustainable and profitable growth and our drive to be world-class in every aspect of our business life will be relentless.

To achieve this, we have adopted a Strategic Business Unit (SBU) structure, in which each SBU has clear focus on its markets; developing a deep understanding of the needs and aspirations of its consumers and the dynamics of the marketplace, which it can exploit to deliver its objectives. Our business policies, systems and actions (procedures and processes, corporate and personal ethics, corporate image, employee development, equality of opportunity, remuneration, services provided to distributors etc) are harmonized between all our SBUs, ensuring the sharing of best practice and operational synergies. By combining our financial strength and the commercial acumen encouraged at all levels amongst our people, we are positioning ourselves to seize profitable new opportunities within our chosen sectors.

PZ Cussons operates in Africa, Asia and Europe with its strategy built on four core principles. We operate in **selected markets** that have the potential for future growth, both in mature and emerging markets. Our presence across Africa, Asia and Europe ensures a naturally balanced portfolio of global markets, which we

continually review to ensure they provide the Group with the best opportunities for profitable growth. We take pride in our knowledge of local markets which enables us to respond quickly and appropriately to local needs.

We develop **leading brands** for the markets in which we operate. Whilst some have global reach, the majority of our brands are sold only in local and regional markets as we create products that are particularly suited to local needs and tastes. Our strategy is to grow these brands so they achieve category leading positions in their markets and we continually review and expand the categories in which we operate to ensure profitable growth. We are proud of our portfolio of category leading brands which are developed to satisfy the particular needs of local consumers.

We operate **world class supply chain** networks that enable us to deliver our brands quickly and efficiently to our local consumers. Our distribution systems vary by market type, from traditional supply chain models in mature markets to extensive nationwide depot networks in emerging markets. We continually adapt our methods of distribution to suit our local markets and to changing market needs. We take pride in our flexible distribution capability which is tailored specifically for the local market.

We recruit, develop and retain a **great team of people** who are aligned with our values and who can drive our plans for growth. Our aim is to create a high performance culture offering career experiences and development. We work together as a true meritocracy where leadership is determined by talent.

1.9.3 DANGOTE FLOUR MILLS PLC

Dangote Flour Mills Plc commenced operations in 1999, as a division of Dangote Industries Limited (DIL) - one of Nigeria's largest and fastest growing conglomerates. Following the strategic decision of DIL to unbundle its various operations, Dangote Flour Mills was incorporated in 2006. The restructuring was completed in January, 2006 when the Federal High Court sanctioned a scheme of arrangement wherein all the assets, liabilities and undertakings of the erstwhile flour division of DIL was transferred to Dangote Flour Mills. From an initial installed capacity of 500 MT per day at its Apapa mill, Dangote Flour has expanded rapidly by opening in quick successions three other flour mills

in Kano (2000), Calabar (2001) and Ilorin (2005). Each of the mills started with an installed capacity of 500 MT per day but all of them have subsequently expanded resulting in a total installed capacity of 5,000 MT per day, distributed as follows:

- Apapa - 2,000 MT per day
- Kano - 1500 MT per day
- Calabar -500 MT per day
- Ilorin -1,000 MT per day

These expansions were in response to a growing national demand for flour and flour based products in addition to the company's drive for increased market share. Thus from a modest beginning the company has grown to become one of the industry leaders within a six-year period. The company has 3 wholly owned subsidiaries, namely:

- Dangote Agro sacks Limited,
- Dangote Pasta Limited and,
- Dangote Noodles Limited

In line with DIL's business philosophy of establishing a dominant presence in any sector it operates in, these subsidiaries occupy leadership positions in their respective industries.

Business:

The company is in the business of flour milling, processing and marketing of branded flour.

Its product portfolio comprises the following:

- Bread Flour;
- Confectionery Flour;
- Semolina, and,
- Wheat Offal (Bran)

Flour Milling Technology and Process Technology

Wheat is transformed into high-quality flour, by using state-of-the art plant and equipment backed by renowned technical expertise. DFM's mills across the

country are equipped with the latest flour milling technology available in the world.

Raw Material

The company imports its principal raw material, wheat (the Hard Red winter Wheat No.2 variety) from United States of America in shiploads. Wheat Silo Trucks (also DIL owned) thereafter convey the wheat to the inland mills to Kano and other branches.

1.9.4 NESTLE NIGERIA PLC

History

1866-1905

The key factor which drove the early history of the enterprise that would become the Nestlé Company was Henri Nestlé's search for a healthy, economical alternative to breastfeeding for mothers who could not feed their infants at the breast. In the mid-1860s Nestlé, a trained pharmacist, began experimenting with various combinations of cow's milk, wheat flour and sugar in an attempt to develop an alternative source of infant nutrition for mothers who were unable to breast feed. His ultimate goal was to help combat the problem of infant mortality due to malnutrition. He called the new product Farine Lactee Henri Nestlé. Nestlé's first customer was a premature infant who could tolerate neither his mother's milk nor any of the conventional substitutes, and had been given up for lost by local physicians. People quickly recognized the value of the new product, after Nestlé's new formula saved the child's life and within a few years, Farine Lactee Nestlé was being marketed in much of Europe. Henri Nestlé also showed early understanding of the power of branding. He had adopted his own coat of arms as a trademark; in his German dialect, Nestlé means 'little nest'. One of his agents suggested that the nest could be exchanged for the white cross of the Swiss flag. His response was firm: "I regret that I cannot allow you to change my nest for a Swiss cross I cannot have a different trademark in every country; anyone can make use of a cross, but no-one else may use my coat of arms."

Meanwhile, the Anglo-Swiss Condensed Milk Company, founded in 1866 by Americans Charles and George Page, broadened its product line in the mid-1870s to include cheese and infant formulas. The Nestlé Company, which had been

purchased from Henri Nestlé by Jules Monnerat in 1874, responded by launching a condensed milk product of its own. The two companies remained fierce competitors until their merger in 1905.

Some other important firsts occurred during those years. In 1875 Vevey resident Daniel Peter figured out how to combine milk and cocoa powder to create milk chocolate. Peter, a friend and neighbor of Henri Nestlé, started a company that quickly became the world's leading maker of chocolate and later merged with Nestlé. In 1882 Swiss miller Julius Maggi created a food product utilizing legumes that was quick to prepare and easy to digest. His instant pea and bean soups helped launch Maggi & Company. By the turn of the century, his company was producing not only powdered soups, but also bouillon cubes, and sauces and flavorings.

The world's leading Nutrition, Health and Wellness Company. Our mission of "Good Food, Good Life" is to provide consumers with the best tasting, most nutritious choices in a wide range of food and beverage categories and eating occasions, from morning to night.

We believe that leadership is about behaviour, and we recognise that trust is earned over a long period of time by consistently delivering on our promises. Nestlé believes that it is only possible to create long-term sustainable value for our shareholders if our behaviour, strategies and operations also create value for the communities where we operate, for our business partners and of course, for our consumers. We call this 'creating shared value'. The Nestlé Corporate Business Principles (pdf, 1 Mb) are at the basis of our company's culture, developed over 140 years, which reflects the ideas of fairness, honesty and long-term thinking.

The Company was founded in 1866 by Henri Nestlé in Vevey, Switzerland, where our headquarters are still located today. We employ around 280 000 people and have factories or operations in almost every country in the world. Nestlé sales for 2010 were almost CHF 110 bn.

Our Brands

Most people know us through our brands. Our portfolio covers almost every food and beverage category ó giving consumers tastier and healthier products to enjoy at every eating occasion and throughout life's stages including times of special nutritional need. Here is a sample of some of our brands.

Baby foods

Cerelac, Gerber, Gerber Graduates, NaturNes, Nestum

Bottled water

Nestlé Pure Life, Perrier, Poland Spring, S.Pellegrino

Cereals

Chocapic, Cini Minis, Cookie Crisp, Estrelitas, Fitness, Nesquik Cereal

Chocolate & confectionery

Aero, Butterfinger, Cailler, Crunch, Kit Kat, Orion, Smarties, Wonka

Coffee

Nescafé, Nescafé 3 in 1, Nescafé Cappuccino, Nescafé Classic, Nescafé Decaff,

Nescafé Dolce Gusto, Nescafé Gold, Nespresso

Culinary, chilled and frozen food

Buitoni, Herta, Hot Pockets, Lean Cuisine, Maggi, Stouffer's, Thomy

Dairy

Carnation, Coffee-Mate, La Laitière, Nido

Drinks

Juicy Juice, Milo, Nesquik, Nestea

Food service

Chef, Chef-Mate, Maggi, Milo, Minorø, Nescafé, Nestea, Sjora, Lean Cuisine,

Stouffer's

Healthcare nutrition

Boost, Nutren Junior, Peptamen, Resource

Ice cream

Dreyerø, Extrême, Häagen-Dazs, Mövenpick, Nestlé Ice Cream

Petcare

Alpo, Bakers Complete, Beneful, Cat Chow, Chef Michaelø Canine Creations,

Dog Chow, Fancy Feast, Felix, Friskies, Gourmet, Purina, Purina ONE, Pro Plan

Sports nutrition

PowerBar

Weight management

Jenny Craig

1.9.5 Nigerian Breweries Plc

Nigerian Breweries Plc, the pioneer and largest brewing company in Nigeria, was incorporated in 1946 and recorded a landmark when the first bottle of STAR Lager beer rolled off the bottling lines in its Lagos Brewery in June 1949. This was followed by Aba Brewery which was commissioned in 1957, Kaduna Brewery in 1963 and Ibadan Brewery in 1982. In September 1993, the company acquired its fifth brewery in Enugu while in October 2003, a sixth brewery, sited at Ama in Enugu state was commissioned. Ama Brewery is the biggest and the most modern brewery in Nigeria. Operations in Enugu brewery was discontinued in 2004.

Thus, from its humble beginning in 1946, the company now has five operational breweries from which its high quality products are distributed to all parts of this country. The company's range of products include; Heineken, Star, Legend, Amstel Malt, Fayrouz, Maltina and Gulder.

1.10 Definition of Terms

Business Performance: This is an accomplishment of an organization given task measured against preset standards of accuracy, completeness, cost and speed (Bendall-Lyon and Powers 2003:154).

Event Sponsorship: This is cash or in kind fee paid to a property (which may be a sports, entertainment, or non profit event or organization) in return for access to the exploitable commercial potential associated with that property (Arens, Weigold and Arens 2008:350).

IMC: It is a process of building and reinforcing mutually profitable relationships with employees, customers, other stakeholders, and the general public by developing and coordinating a strategic communications programme that enables them to have a constructive encounter with the company/ brand through a variety of media or other contacts (Arens, Weigold and Arens 2008:248)

Interactive Media: These are channels or media that allow consumers participate in the communication by extracting the information they need, manipulating what they see on their computers or TV screens in the real time, and responding in the real time OR an inter-reactive media systems that allow customers and prospects to

control both the content and the pace of the presentation to order merchandise directly from the system (Arens, Weigold and Arens 2008:318).

Mass Customization: A situation whereby a company can make a product or deliver a service in response to a particular customer needs in a cost effective way. (James and Joseph 1997:90-101).

New Advertising: The process of using promotional tools in a unified way so that a systematic communications effect is created (O'Guinn, Alen, and Semenik 1998:28).

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CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

The flow of the chapter is on the effect that has been made by other scholars towards solving the problem relating to Integrated Marketing Communications. This chapter, therefore, specifically reviews related issues such as evolution of Integrated Marketing Communications, definitions of IMC, reasons for growing importance of IMC, tools of IMC, features of IMC, message of IMC, benefits of IMC, performance and measurement of Integrated Marketing Communications, evaluation of IMC implementation, components of Integrated Marketing Communications, sales and effect of Integrated Marketing Communications on organizational performance.

2.2 Evolution of Integrated Marketing Communications

For many years, the promotional function in most media advertising companies relied primarily on their advertising agencies for guidance, and nearly all areas of marketing communications. Most marketers did use additional promotional and marketing communication tools, but sales promotion and direct marketing agencies as well as package design firms were generally viewed as auxiliary services and often used on a preprocessed basis. Public relations agencies were used to manage the organization's publicity, image and affairs with relevant publics on an ongoing but were not viewed as integral participants in the marketing communications process (Belch & Belch, 2001:10).

Many marketers built strong barriers around the various marketing and promotional functions and planned and managed them as separate practices, with different budgets, different views of the market, and different goals and objectives. These companies failed to recognize that the wide range of marketing and promotional tools must be coordinated to communicate effectively and present a consistent image to target markets.

During the 1980s, many companies came to see the need for more of a strategic integration of their promotional tools. These firms began moving towards the process of Integrated Marketing Communications (IMC) which involves coordinating the various promotional elements and other marketing activities that communicate with a firm's customers (Adrienne, 1993:1-2).

As marketers embraced the concept of Integrated Marketing Communications, they began asking their agencies to coordinate the use of a variety of promotional tools rather than relying primarily on media advertising. A number of companies also began to look beyond traditional advertising agencies and use other types of promotional specialists to develop and implement various components of their promotional plans (Belch and Belch, 2001:10).

Many agencies responded to the call for synergy among the various promotional tools by acquiring public relations, sales promotion, and direct marketing companies and touting themselves as IMC agencies that offer one stop shopping for all of their clients' promotional needs (Fortune, 1991:81-85). Some agencies became involved in these non-advertising areas to gain control over their clients' promotional programmes and budgets and struggled to offer any real value beyond creating advertising. However, advertising industry soon recognized that IMC was more than just a fad. Terms such as, new advertising, orchestration and seamless communication were used to describe the concept of integration (Scott, 1991:17).

2.3 Definitions of Integrated Marketing Communications

A variety of definitions have emerged surrounding the concept and understanding of what IMC means. One of the most widely accepted definitions offered by the American Association of Advertising Agencies (AAAA) as cited by Belch and Belch, (2004:11), asserts that "IMC is a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines (for example, general advertising, direct response advertising, sales promotion and public relations) and combines these disciplines to provide clarity, consistency, and maximum communications impact."

The above definition focuses on the process of using all forms of promotions to achieve maximum communications impact. However, advocates of the IMC concept, such as Schultz argue for an even broader perspective that considers all sources of brand or company contact that a customer or prospect has with a product or service.

Additionally, Schultz (1993:17), defines IMC as "the process of developing and implementing various forms of perspective communication programmes with customers and prospects over time." Schultz and others, note that Integrated Marketing Communications calls for a "big picture" approach to planning marketing and promotion programmes and coordinating the various communication functions. It requires that firms develop a total marketing communications strategy that recognizes how all of a firm's marketing activities, not just promotion, communicate with its customers (Belch and Belch, 2001:11).

Consumer's perceptions of a company and/or its various brands are a synthesis of the bundle of messages they receive or contacts they have, such as media advertisements, price, package, design, direct marketing efforts, publicity, sales promotions, websites, point of purchase displays, and even the type of store where a product or service is sold. Integrated Marketing Communications seeks to have company's entire marketing and promotional activities project a consistent, unified image to the market place. It calls for a centralized messaging function so that everything a company says and does communicates a common theme and positioning.

Many companies have adopted this broader perspective of IMC. They see it as a way to coordinate and manage their marketing communication programmes to ensure that they give customers a consistent message about the company and/or its brands. For these companies, the IMC approach represents an improvement over the traditional method of treating the various marketing and communication elements as virtually separate activities. However, as markets become more than just ideas for coordinating all elements of the marketing and communication programmes, the IMC approach helps companies identify the most appropriate and effective methods for communicating and building relationships with their customers as well as other stakeholders such as employees, suppliers, investors, interest groups, and the general public (Belch and Belch 2001:11).

Another definition of IMC was offered by Duncan (2002:24), who states simply that IMC is a process for managing the customer relationships that drive brand value. More specifically, it is a cross functional process for creating and nourishing profitable relationships with customers and other stakeholders by strategically controlling or influencing all messages sent to these groups and encouraging data driven, purposeful dialogue with them.

From this definition, IMC should be composed of five major elements, cross functional process, creating and nourishing stakeholders relationships, profitable customer relationships, strategically controlling or influencing all messages, and encouraging purposeful communications between organizations and their customers.

Duncan and Moriarty (1998:1-13), note that IMC is one of the "new generation marketing approaches being used by companies to better focus their efforts in acquiring, retaining and developing relationships with customers and other stakeholders." They have developed a Communication-based Marketing Model that emphasizes the importance of managing all corporate or brand communications, as they collectively create, maintain, or weaken the customer and stakeholder relationships that drive brand value. Messages can originate at three levels – corporate, marketing and marketing communications, since all of a company's corporate activities, marketing mix activities, and marketing communications efforts have communication dimensions, and play a role in attracting and keeping customers.

At the corporate level, various aspects of a firm's business practices and philosophies, such as its mission, hiring practices, philanthropies, corporate culture, and ways of responding to inquiries, all have dimensions that communicate with customers and other stakeholders and affect relationships.

At the marketing level, as was mentioned earlier, companies send messages to customers and other stakeholders through all aspects of their marketing mixes, not just promotion. Consumers make inferences about a product on the basis of elements, such as its design, appearances, performance, pricing, service, support, and where and how it is distributed. For example, a high price may symbolize quality to customers, as may be shape or design of a product, its packaging, its brand name, or the image of the stores in which it is sold.

At the marketing communications level, Duncan and Moriarty (1998:1-13), note that all messages should be delivered and received on a platform of executioner and strategic consistency in order to create coherent perceptions among customers and other stakeholders. This requires the integration of the various marketing communication messages and the functions of various promotional facilities such

as ad agencies, public relations firms, sales promotion specialists, package design firms, direct response specialists, and interactive agencies. The goal is to communicate with one voice, look and image across all the marketing communication functions and to identify and position the company and/or the brand in a consistent manner.

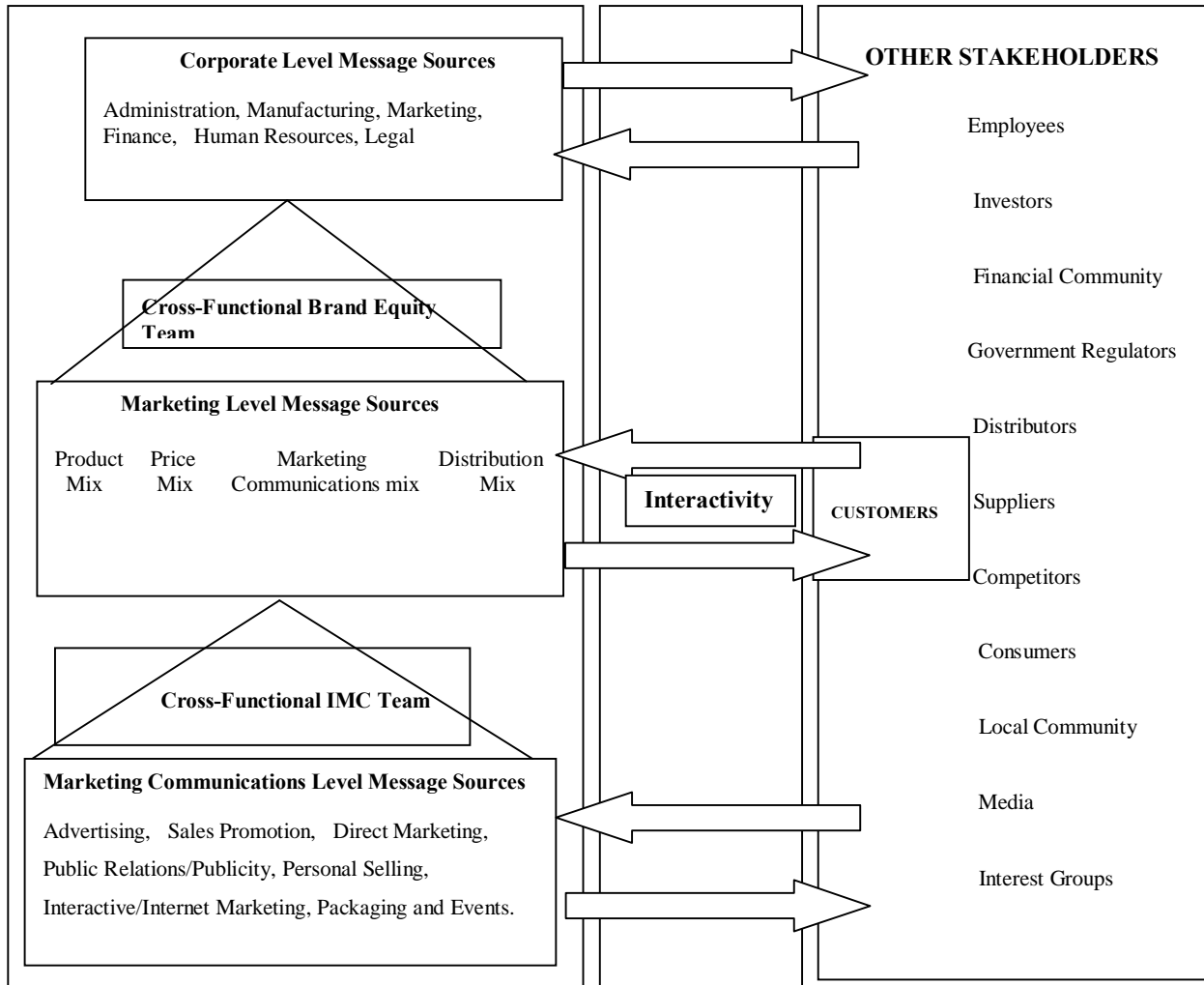


Figure 2.1: Integrated Marketing Communications Ecosystem Model

Source: Duncan and Moriarty (1998:10)

Although, IMC has a variety of definitions, it has a common basic principle, which is, using any form of communication tools and contact points to create long term relationships with stakeholders for maximizing communications impact effectively.

Many companies are realizing that communicating effectively with customers and other stakeholders involves more than traditional marketing communication tools. Many marketers, as well as advertising agencies, are embracing the IMC approach and adopting total communication solutions to create and sustain relationships between companies or brands and their customers. Kate (1998:1-14), opines that the IMC approach is proving to be a permanent change that offers significant value to marketers in the rigidly changing communications environment they are facing in the new millennium.

2.4 Reasons for the Growing Importance of Integrated Marketing Communications

The move towards Integrated Marketing Communications is one of the most significant marketing developments that occurred during the 1990s, and the shift towards this approach is continuing as we begin the new century. The IMC approach to marketing communication planning and strategy is being adopted by both large and small companies and has become popular among firms marketing consumer products and services as well as business to business marketers. There are a number of reasons why marketers are adopting the IMC approach. A fundamental reason is that they understand the value of strategically integrating the various communication functions rather than having them operate autonomously. By coordinating their marketing communication efforts, companies can avoid duplication, take advantage of synergy among various promotional tools, and develop more efficient and effective marketing communication programmes (Belch and Belch, 2001:12). Advocates of IMC argue that it is one of the easiest ways for a company to maximize the return on its investment in marketing and promotion (Tortorici, 1991:20-22).

The move to Integrated Marketing Communications also reflects an adaptation by marketers to a changing environment, particularly with respect to consumers, technology and media. Major changes have occurred among consumers with

respect to demographics, life styles, media use, and buying and shopping patterns. For example, every day more consumers are surfing the internet's World Wide Web (WWW). Online services now provide information and entertainment as well as the opportunity to shop for and order a vast array of products and services. Marketers are responding by developing home pages where they can advertise their products and services interactively as well as transact sales.

Even as new technologies and formats create new ways for marketers to reach consumers, they are affecting the more traditional media. Television, radio, magazines and newspapers are becoming more fragmented and reaching smaller and more selective audiences.

In addition to facing the decline in audience size for many media, marketers are facing the problem of consumers being less responsive to traditional advertising. They recognize that many consumers are turned off by advertising and are tired of being bombarded with sales messages. These factors are prompting many marketers to look for alternative ways to communicate with their target audiences, such as making their selling messages part of popular culture.

The Integrated Marketing Communications is also being driven by changes in the ways companies market their products and services. A major reason for the growing importance of the IMC approach is the ongoing revolution that is changing the rules of marketing and the role of the traditional advertising agency. According to Belch and Belch (2001:13), major characteristics of this marketing revolution include:-

- A shifting of marketing dollars from media advertising to other forms of promotion, particularly consumer and trade-oriented sales promotions. Many marketers feel that traditional media advertising has become too expensive and is not cost effective. Also, escalating price competition in many markets has resulted in marketers pouring more of their promotional budgets into price promotions rather than media advertising.
- A movement away from relying on advertising focused approaches, which emphasizes mass media such as network television and national magazines, to solve communication problems. Many companies are turning to lower cost,

more targeted communication tools such as event marketing and sponsorships, direct mail, sales promotion, and the internet as they develop their marketing communication strategies.

- A shift in marketplace power from manufacturers to retailers. Due to consolidation in the retail industry, small local retailers are being replaced by regional, national and international chains. These large retailers are using their clout to demand larger promotional fees and allowances from manufacturers, a practice that often siphons money away from advertising. Moreover, new technologies such as check-out scanners give retailers information on the effectiveness of manufacturers' promotional programmes. This is leading many marketers to shift their focus to promotional tools that can produce short term results such as sales promotion.
- The rapid growth and development of database marketing. Many companies are building database containing customer names, geographic, demographic and psychographic profiles, purchase patterns, media preferences, credit ratings, and other characteristics. Marketers are using this information to target consumers through a variety of direct marketing methods such as telemarketing, direct mail, and direct response advertising, rather than relying on mass media. Advocates of the approach argue that database marketing is critical to the development and practice of effective IMC.
- Demands for greater accountability from advertising agencies and changes in the way agencies are compensated. Many companies are moving toward incentive based systems whereby compensation of their ad agencies is based, at least, in part, on objective measures such as sales, market share, and profitability. Demands for accountability are motivating many agencies to consider a variety of communication tools and less expensive alternatives to mass media advertising.
- The rapid growth of the internet, which is changing the very nature of how companies do business and the ways they communicate and interact with consumers. The internet revolution is well under way, and the internet audience is growing rapidly. The internet is an alternative medium that is becoming an integral part of communication strategy and even business strategy, for many companies.

Duncan and Caywood (1996:21), also indicate the following trends and changes which have been the primary factors driving organizations to adopt integrated marketing communications.

- (1) Decreasing message impact and creditability
- (2) Decreasing cost of using databases
- (3) Increasing client expertise
- (4) Increasing mergers and acquisitions of marketing communication agencies
- (5) Increasing mass media costs
- (6) Increasing media fragmentation
- (7) Increasing audience fragmentation
- (8) Increasing number of one-to-one products
- (9) Increasing power of the retailer
- (10) Increasing global marketing
- (11) Increasing pressure on bottom lines

2.5 Tools of Integrated Marketing Communications

Traditionally, the promotional mix has included four elements: advertising, sales promotion, publicity/public relations, and personal selling. However, direct marketing as well as interactive media are seen as major promotional mix elements that modern-day marketers use to communicate with their target markets. According to Kotler and Keller (2009:510), "the marketing communications mix consists of eight major modes of communication namely: advertising, sales promotion, events and experiences, public relations and publicity, direct marketing, interactive marketing, word-of-mouth marketing and personal selling." They further maintain that company communications go beyond those specific communications mix. The product's styling and price, the shape and colour of the package, the sales person's manner and dress, the store decor, the company's stationery ó all communicate something to buyers. Each element of the promotional mix is viewed as Integrated Marketing Communications tool that plays a distinctive role in an IMC programme.

2.5.1 Advertising

Advertising is defined as any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor (Kotler and Armstrong, 2001:543). The paid aspect of this definition reflects the fact that the space or time for an advertising message generally must be bought. An occasional exception to this is the public service announcements, whose advertising space or time is donated by the media.

The non personal component means that advertising involves mass media (e.g. TV, radio, magazines, and newspapers) that can transmit a message to large groups of individuals, often at the same time. The non personal nature of advertising means there is generally no opportunity for immediate feedback from the message recipient (except in direct response advertising). Therefore, before the message is sent, the advertiser must consider how the audience will interpret and respond to it.

Advertising is the best known and most widely discussed form of promotion, probably because of its pervasiveness. It is also a very important promotional tool particularly for companies whose products and services are targeted at mass consumer markets. Belch and Belch (2001:15), point at several reasons why advertising is such an important part of many marketers' promotional mix. First, it can be a very cost-effective method for communicating with large audiences.

Advertising can be used to create brand images and symbolic appeals for a company or brand, a very important capability for companies selling products and services that are difficult to differentiate on functional attributes. Another advantage of advertising is its ability to strike a responsive chord with consumers when differentiation across other elements of the marketing mix is difficult to achieve. Popular advertising campaigns attract consumers' attention and can help generate sales. These popular campaigns can also sometimes be leveraged into successful Integrated Marketing Communication programmes.

When utilizing advertising it is hard to pinpoint the target audience making some of it go to waste. It is also a one-way communication; the company sends a message to the market that does not allow a two-way dialogue. Advertising is also seen as having low credibility because, it is a paid message. Another major limitation is that advertising is everywhere, it turns into a clutter. When there is so

much of it; people criticize it and build up a resistance toward it. The nature and purpose of advertising differ from one industry to another and/or across situations. The targets of an organization's advertising efforts often vary, as do its role and function in the marketing programme. One advertiser may seek to generate immediate response or action from the customer; another may want to develop awareness or a positive image for its product or service, over a longer period.

Marketers advertise to the consumer market with national and retail/local advertising, which may stimulate primary or selective demand. For business/professional markets, they use business-to-business, professional and trade advertising.

2.5.2 Direct Marketing

Direct Marketing is the use of Consumer-Direct (CD) channels to reach and deliver goods and services to customers without using marketing middlemen (Kotler, 2003:620). It is a promotional tool which organizations use to communicate directly with target customers to generate a response and/or a transaction. Traditionally, direct marketing has not been considered an element of the promotional mix. However, because it has become such an integral part of the IMC programme of many organizations and often involves separate objectives, budgets, and strategies, we view direct marketing as a component of the promotional mix.

Direct marketers seek a measurable response, typically a customer order. This is sometimes called direct-order marketing (Kotler and Keller, 2009:572). Today, many direct marketers use direct marketing to build a long term relationship with the customers. They send birthday cards, information materials or small premium to selected customers. Direct marketing is much more than direct mail and mail order catalogues. It involves a variety of activities, including database management, direct selling, telemarketing and direct response ads through direct mail, the internet, and various broadcast and print media (Belch and Belch, 2001:17).

One of the major tools of direct marketing is direct-response advertising, whereby a product is promoted through an advertising that encourages the consumer to purchase directly from the manufacturers. Traditionally, direct mail has been the primary medium for direct response advertising; although, television and

magazines have become increasingly important media. More recently, the rapid growth of the internet is fueling the growth of direct marketing. The convenience of shopping through catalogues or on a company's website and placing orders by mail, by phone, or online has led to the tremendous growth of direct marketing (Belch and Belch, 2001:17).

Direct marketing tools and techniques are also being used by companies that distribute their products through traditional distribution channels or have their own sales force. Direct marketing plays a big role in the Integrated Marketing Communication programmes of consumer-product companies and business-to-business marketers. These companies spend large amount of money each year developing and maintaining databases containing the addresses and/or phone numbers of present and prospective customers. They use telemarketing to call customers directly and attempt to sell their products and services or qualify them as sales leads. Marketers also send out direct mail pieces ranging from simple letters and flyers to detailed brochures, catalogues and video tapes to give potential customers information about their products or services. Direct marketing techniques are also used to distribute product samples to target users of a competing brand.

One major strength is that it can be highly targeted, only the target audience is communicated with and that reduces waste. It is also interactive and a two-way communication making it more personal and can lead to behavioural response. Direct response can also lead to immediate results and that is easily measured. The cost of direct response is very high making it important that the communication is correctly targeted. It also suffers from clutter, people are bombarded daily with "Junk mail." Customers can also not see, touch or try a product before ordering, that can decrease the customer satisfaction. In the past it has also been more sales oriented than relationship oriented and that had given direct response a bad image.

2.5.3 Interactive/Internet Marketing

As the new millennium begins, we are experiencing perhaps the most dynamic and revolutionary changes of a new era in the history of marketing, as well as advertising and promotion. These changes are being driven by advances in

technology and developments that have led to dramatic growth of communication through interactive media, particularly the internet (Belch and Belch, 2001:19).

Interactive media allow for a back-and-forth flow of information whereby users can participate in and modify the form and content of the information they receive in real time. Unlike traditional forms of marketing communications such as advertising, which are one-way in nature, these new media allow users to perform a variety of functions such as receive and alter information and images, make inquiries, respond to questions, and of course, make purchases. In addition to the internet, interactive media also include CD-ROMs, Kiosks, and interactive television. However, the interactive medium that is having the greatest impact on marketing is the internet, especially through the component known as the World Wide Web (WWW). While the internet is changing the ways companies design and implement their entire business and marketing strategies, it is also affecting their marketing communications programme. Thousands of companies, ranging from large multinational corporations to small local firms, have developed websites to promote their products and services by providing current and potential customers with information as well as to entertain and interact with consumers. Perhaps, the most prevalent perspective on the internet is that it is an advertising medium, as many marketers advertise their products and services on the websites of other companies and/or organizations. Actually, the internet is a medium that can be used to execute all the elements of the promotional mix. In addition to advertising on the web, marketers offer sales promotion incentives, such as coupons, contests, and sweepstakes online, and they use the internet to conduct direct marketing, personal selling, and public relations activities more effectively and efficiently.

While the internet is a promotional medium, it can also be viewed as a marketing communications tool in its own right. Because of its interactive nature, it is a very effective way of communicating with customers. Many companies recognize the advantages of communicating via the internet and are developing web strategies and hiring interactive agencies specifically to develop their websites and make them part of their Integrated Marketing Communication programmes. However,

companies that are using the internet effectively are integrating their web strategies with other aspects of their IMC programmes.

According to Duncan (2002:14), the most important characteristics of the internet are:

- It shifts the power from the companies to the customers. Customers can collect all information they want and compare before deciding on which company to choose.
- It is accessible to the majority of the population. If people do not have internet access at home, they can go online at work or at school libraries and internet cafes also offer internet connections.
- Provides an extensive range of information: The internet has information on almost every subject, including companies, brands and their products.
- Allows for unsurpassed speed and accuracy. With the increase of broadband and high-speed connection information over the internet travel almost instantaneously.
- Reduces the cost of selling and acquisition. The cost of opening an internet business is far less than opening a traditional offline business.

The ability to target specific groups without major waste is a major strength of the internet. The message sent can also be tailored and designed to meet the needs and wants of the targeted audience. Because of the interactive capabilities the internet increases the customer involvement, feedback and satisfaction. That in turn leads to bigger sales potential. The plethora of information people can find on the internet is almost endless, and it is also the quickest way to gather information. Internet and websites also nourish creativity, as the technological development opens new doors all the time.

One of the biggest disadvantages of the internet is the problem of measure. The internet can collect a lot of research numbers but with low reliability. The growth of internet makes the characteristics of the target audience change quickly, and thus decreases the target potential. Customers can also get lost in the jungle of websites on the internet and lose interest due to all the clutter from competing sites. It is easy to create and design a website but to support appropriate website costs lots

of money. The increasing number of internet scams makes the customers more suspicious and therefore many people still consider the internet not to be safe.

2.5.4 Sales Promotion

Sales promotion, a key ingredient in marketing campaigns, consists of a diverse collection of incentive tools, mostly short terms, designed to stimulate quicker or greater purchase of particular products or services by consumers or the trade (Kotler, 2002:609).

It is generally defined as those marketing activities directed to the sales force, distributors or the ultimate consumers and can stimulate immediate sales (Belch and Belch, 2001:21). Sales Promotion is generally broken into two major categories: consumer oriented and trade oriented activities.

- 1) Consumer oriented sales promotion is targeted to the ultimate user of a product or service and includes: couponing, sampling, premiums, rebates, contests, sweepstakes, and various points of purchase materials. These promotional tools encourage consumers to make an immediate purchase and thus, can stimulate short term sales.
- 2) Trade oriented sales promotion, is targeted towards marketing intermediaries, such as wholesalers, distributors and retailers. Promotional and merchandising allowances, price deals, sales contests and trade shows are some of the promotional tools used to encourage the trade to stock and promote a company's products.

Among many consumer package goods companies, sales promotion is often 60 to 70 percent of the promotional budget (Belch and Belch, 2001:21). In recent years, many companies have shifted the emphasis of their promotional strategy from advertising to sales promotion. Reasons for the increased emphasis on sales promotion include declining brand loyalty and increased consumer sensitivity to promotional deals. Another major reason is that retailers have become larger and more powerful and are demanding more trade promotion support from companies.

2.5.5 Publicity/Public Relations

Publicity refers to non-personal communication regarding an organization, product, service, or idea not directly paid for or run under identified sponsorship.

It usually comes in the form of a news story, editorial or announcement about an organization and/or its products and services. Like advertising, publicity involves non-personal communication to a mass audience, but unlike advertising, Publicity is not directly paid for by the company. The company or organization attempts to get the media to cover or run a favourable story on a product, service, cause or event to affect awareness, knowledge, opinions and/or behaviours. Techniques used to gain publicity include: news releases, press conferences, feature articles, photographs, films and videotapes.

An advantage of Publicity over other forms of promotion is its credibility. Consumers generally tend to be less skeptical towards favourable information about a product or service when it comes from a source they perceive as unbiased. Another advantage of Publicity is its low cost, since the company is not paying for time or space in a mass medium, such as TV, radio or newspapers. While an organization may incur some costs in developing publicity items or maintaining a staff to do so, these expenses will be far less than those for the other promotional programmes.

Publicity is not always under the control of an organization and is sometimes unfavourable. Negative stories about a company and/or its products can be very damaging. For example, a few years ago, negative stories about Indomie Noodles appeared in different media in Nigeria, that so many people died after eating Indomie Noodles, which led to a drop in the company's sales volume and a temporary close-down of the firm.

It is important to recognize the distinction between publicity and public relations. When an organization systematically plans and distributes information in an attempt to control and manage its image and the nature of the publicity it receives, it is really engaging in a function known as public relations. Public relations is defined as "the management function that focuses on the relationship and communication that individuals and organizations have with other groups (called publics) for the purpose of creating mutual good will (Arens, Weigold, and Arens 2008:338). Public relations generally have a broader objective than publicity, as its purpose is to establish and maintain a positive image of the company among its various publics.

Public relations uses publicity and a variety of other tools including special invitations, participation in community activities, fund raising, sponsorship of special events and various public affairs activities to enhance an organization's image.

Traditionally, publicity and public relations have been considered more supportive than primary to the marketing and promotional process. However, many firms have begun making public relations an integral part of their predetermined marketing and promotional strategies. Public relations firms are increasingly touting public relations as a communications tool that can take over many of the functions of conventional advertising and marketing.

2.5.6 Personal Selling

Personal selling is a form of person-to-person communication in which a seller attempts to assist and/or persuade prospective buyers to purchase the company's product or service or to act on an idea. Unlike advertising, personal selling involves direct contact between buyer and seller, either face-to-face or through some forms of telecommunications such as telephone sales. This interaction gives the marketer communication flexibility, the seller can see or hear the potential buyer's reactions and modify the message accordingly. The personal, individualized communication in personal selling allows the seller to tailor the message to the customer's specific needs or situation.

Personal selling also involves more immediate and precise feedback because the impact of the sales presentation can generally be assessed from the customer's reactions. If the feedback is unfavorable, the sales person can modify the message. Personal selling efforts can also be targeted to specific markets and customer types that are the best prospects for the company's product or service.

Personal selling is not very cost-effective, salaries are not the only cost connected to it. Personal sales can also overemphasize on making a quick sales instead of building lasting relationships. The flexibility of personal selling is a strength but can also be negative. Inconsistent message can be created making the customer unsure of the offering.

2.5.7 Events and Experiences:

Event marketing and sponsorship are not the same but they overlap and have many things in common. They are designed to create involvement and are effective to bond customers to a brand or company. Event marketing is used to involve target audience, increase awareness, reach hard to reach audiences and gain publicity. Sponsorships have increased over the years and both differentiate and add value. The definition is the financial support of an organization, person or activity in exchange for brand publicity and association (Duncan, 2002:640).

Events and sponsorships can build good relationship by associating with something positive such as a cause or sports team. It can emotionally bind customer to the company or the brand and create involvement. Companies can also gain good-will from events or sponsorships. The two major limitations of events and sponsorships are the small target audience and the lack of control. The event and sponsorships, even if it is large, only reaches a small amount of the target audience. The company also have little control of the sponsored events as well as the design and management.

According to Arens, Weigold and Arens (2008:351), events and experiences have the following distinctive qualities:

- Relevant: A well chosen event or experience can be seen as highly relevant because the consumer gets personally involved.
- Involving: Given their live, real-time quality, events and experiences are more actively engaging for consumers.
- Implicit: Events are indirect soft sell.

2.5.8 Word-of-Mouth Marketing:

This is people-to-people oral, written or electronic communications that relate to the merits or experiences of purchasing or using products or services.

Word-of-mouth also takes many forms on line or off-line. The three noteworthy characteristics are:

- Credible: Because people trust others they know and respect, word of mouth can be highly influential.
- Personal: Word-of-mouth can be very intimate dialogue that reflects personal facts, opinions, and experiences.
- Timely: It occurs when people want to and when they are most interested, and it often follows noteworthy or meaningful events or experiences.

Table 2.1: Common Communication Platforms

Advertising	Sales Promotion	Event & Experiences	Public Relations & Publicity	Direct & Interactive Marketing	Word-of-Mouth Marketing	Personal Selling
Print and broadcast ads	Contests, games, sweepstakes, lotteries	Sports	Press kits	Catalogue	Person to person	Sales presentations
Packaging-outer	Premiums and gifts	Entertainment	Speeches	Mailings	Chat room	Sales meeting
Packaging inserts	Fairs and trade shows	Festivals	Seminars	Telemarketing	Blogs	Incentive programme
Motion pictures	Exhibits	Arts	Annual reports	Electronic Shopping		Samples
Reprints of ads	Demonstrations	Causes	Charitable donations	TV shopping		Fairs and trade shows
Brochures and booklets	Coupons	Factory tours	Publications	Voice mail		
Posters and leaflets	Rebates	Company museums	Community relations	Fax mail		
Directories	Low-interest financing	Street activities	Lobbying	E-mail		
Billboards	Sampling		Identity media	Blogs		
Display signs	Entertainment		Company magazines	Web sites		
Point-of-purchase displays	Trade-in allowances					
Audio visual materials	Continuity programmes					
Symbols and logos	Tie- ins					
Videotapes						

Source: Kotler and Keller (2008:513).

2.6 Features of Integrated Marketing Communications

Schultz (1993:17), maintains that IMC is based on customers' benefits and that features of Integrated Marketing Communications include the following:

- (1) Focus on customers
- (2) Emphasis on database marketing
- (3) Build relationship marketing
- (4) Integrated marketing strategy and communications strategy
- (5) Consumers brand awareness does not guarantee purchasing behaviour

- (6) Marketers are full time participators
- (7) Build perceived value to achieve differentiated goods.
- (8) Pay attention to planning rather than implementation
- (9) Integrated all forms of contacts
- (10) Four hierarchy model: Unified image, consistent voice, good listener and inside-out.

Duncan and Moriarity (1993:38), considers that the basic concept of IMC is to achieve synergy. To achieve maximum synergy and impact, entrepreneurs should combine database marketing and public relations to communicate with customers and prospects. They postulated the following features of IMC.

- Zero ó based communications planning
- Menu media strategy
- Mission marketing

IMC is all about building and taking care of customers and consumers interest and relationships. Effective implementation requires a strong control and coordination of marketing communication programmes in these new relationships. (Kitchen, 2000:51).

Reid, Ratcliffe, Skrip and Wilson (2001:259), suggest that IMC should be more strategic than executional. The focus should not only be an advertising and sales promotion message, but instead concentrate on two-way communication. IMC should also be result driven and not adopted just for the sake of it. In the right hands, and with a proper implementation and use IMC can be the way to more efficient and effective marketing communications.

Shimp (2000:57), also lists the following key features of IMC:

- ***Affects behaviour***

The goal of IMC is to affect the behaviour of the target audience. This means not only increasing brand awareness or enhancing customer attitude but instead encouraging some forms of behavioral responses. The objective, in other words, is to move people to action.

- ***Starts with the customer***

IMC starts with the customer when deciding the most appropriate communication methods. The needs of the customer should serve as the base when the communication methods are determined. This is called "outside in" approach in opposite to the "inside-out" approach when the company decides the communication.

- ***Uses any and all forms of contacts***

IMC uses all forms of communications and contacts to deliver the messages to the customers. The best and most effective ways to reach the customers are used instead of only using single medium. By using IMC, all sources of brand and company contacts are potential message delivery channels.

- ***Achieves synergy***

A major part of IMC is synergy. All communications must speak with a single voice, coordination is crucial to achieve a strong brand image and moving people to action. Failure to do so can result in messages saying different things.

- ***Builds relationship***

Successful marketing communications requires building a relationship between the brand and the customer, and IMC can be the key to relationship building. A good relationship increase loyalty and entails repeat purchases. It is much more effective for companies to keep existing customers than to continuously search for new ones.

2.7 The Messages of Intergraded Marketing Communications

A successful message is received by the intended target, either as an individual or as a bigger audience. It must catch the attention of the target, and be designed so the target audience can understand and believe the message. If properly designed, the message will be remembered and ultimately persuade the target to act. The main purpose of all communications is to motivate an action. If that is not the result the entire message creation and targeting process has failed (Therkelson and Fiebich, 2001:251).

2.7.1 Message Structure

The marketing communications will most likely consist of several messages aimed for the customers and it is very important that these messages are structured so that they can be easily communicated. The structure of the message is vital and is a major influence on the effectiveness of the communication. Order of presentation, conclusion drawing, message sidedness, refutation and verbal versus visual message are all major parts to consider when designing a message (Belch and Belch 2001: 124).

a) Order of Presentation

The order of presentation in a message has to be thoroughly considered. Research has showed that arguments in the beginning or in the end are remembered better than those in the middle. A message with the strongest argument in the beginning of the message is appropriate when the target audience is a little negative, or not so interested. Otherwise they may not look at the whole message. With a more interesting audience the strong arguments can be saved to the end of the message and may result in a more favourable opinion as well as better retention of the information. The order of presentation is more important with longer, more detailed message as opposed to short messages with few arguments.

b) Conclusion Drawing

To present the conclusion or to let the target audience draw their own conclusion is also important when designing message. Messages with firm conclusion are often more easily understood and effective in influencing attitudes. On the other hand, highly educated people like to draw their own conclusions and can feel annoyed with already stated conclusions. The target audience's involvement also matters with highly personal message conclusions. The target audience feel a greater involvement, they want to make up their own minds on what the commentators want to accomplish with the message. If it is immediate action that is an objective, the message should draw a definite conclusion.

c) Message Sidedness

The message sidedness also has to be considered. A one-sided message only display positive information. While a two-sided message is preferred as they will agree with a positive or less educated audience the one-sided message is preferred

as they will agree with the stated positive information. When targeting a highly educated audience or people that have an opposing opinion two-sided messages are more effective. It will enhance the creditability and be seen as more objective. Most advertising are one-sided messages where the fear of presenting the bad arguments is greater than having an objective message.

d) Refutation

A two-sided message that refutes the opposing view point is known as a refutational message. Both the positive and negative information or attributes are presented and the message ends with an explanation why the positive attributes are greater. These messages are effective when facing opposing messages or attitudes. They can be very effective when marketing communications want to defend the target audience from outside attacks or criticisms.

e) Verbal versus visual message

Message can be verbal, visual or a mix of the two. Visuals or pictures are often used to reinforce the verbal part of the message and they both affect how the message is processed. Messages containing little verbal information can increase the effectiveness by adding visuals. This is not as effective when the message already contains much verbal information. Another strategy that is used sometimes is to have contradictory verbal and visual information; that will in some cases increase the interest from the target audience and catch their attention.

2.7.2 Message Execution

How to present and execute the message are also factors that require major consideration. As stated before, the structure of the message is important, so is the execution of the message. According to Belch and Belch (2001:411), a message can be presented or executed in the following ways:

a) Straight sell or factual message

A message using this creative execution contains straightforward information regarding the product or company. The focus of the message is often on the positive attributes and is commonly used in print advertising.

b) Scientific/technical evidence

This is a variation of the straight sell or factual message. The straightforward information and the positive attributes presented are followed by scientific or technical evidence, evidence such as studies or endorsements.

c) Demonstration

Demonstration is used to display the positive attributes of a product/service benefits and is often used in TV advertising.

d) Comparison

Another way of showing attributes and benefits is to compare with the competition. This is a popular execution approach since it is a direct way to showcase the particular advantage over the competitors or to compare new brands with market-leaders.

e) Testimonials

Using a testimonial execution means that a person praises the product or service and highlights the positive attributes and benefits. It can be ordinary customer but it is more common to have a person that the target audience can believe and identify with.

f) Slice of life

The slice of life execution portrays everyday problem that can be solved by using the product/service. It is often used together with package goods products such as shampoo or toothpaste and are frequently criticized for being silly and phoney.

g) Animation

The use of animation and cartoons in message has increased rapidly. Obviously it fits perfect with message targeted at children but the recent evolution in computer graphics will make it effective in other messages as well.

h) Personality Symbol

The use of a central character or a personality symbol is another execution approach. The character or symbol delivers the product/service attributes and make the target audience identify the product/service with the character or symbol.

i) Fantasy

Emotional types of message can use the fantasy execution. The product/service can be placed in situations that do not exist and can help the audience to "escape" the real world. It works particularly well with television message.

j) Dramatization

An execution approach that is related to fantasy is the dramatization. A short story is told where the product/service is the star. The purpose is to catch the attention of the audience and draw them into the action.

k) Humor

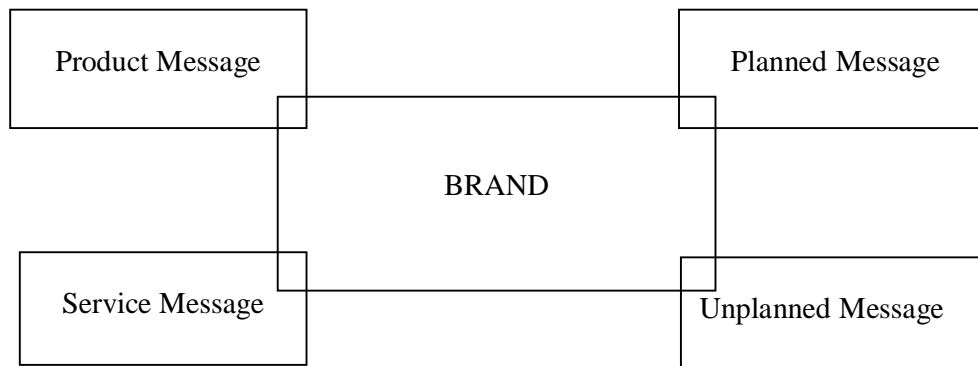
To attract and hold audience attentions the use of humor is highly effective. It puts the audience in a good mood and increases their positive feelings about the message and the product/service.

l) Combinations

Of course, these different message executions can also be combined such as animation with fantasy and slice of life together with humor. There is no right or wrong method of presentation, but it depends on what product/service that is and what the communicator wants with the message.

2.7.3 Message Types

Knowing and recognizing that the messages created by the marketing communications are not the only ones a company sends is a major element of IMC. The obvious messages are communicated through advertising, sales promotion or any other tool or channel. But customers and stakeholders receive many other messages about the company that is not part of the marketing communications. Every thing a company does sends a message; the challenge is to coordinate those messages. Four types of messages according to Duncan (2002:221) are as shown in figure 2.2 below:

Figure 2.2: Message Typology**Figure 2.2: Message Typology**

Source: Duncan 2002: 221.

Planned Messages

The planned messages are the marketing communication messages delivered by advertising, sales promotion and other communication tools. They are usually created to promote the brand or the company but also to encourage action; buying, sampling or requesting additional information. The messages come from a variety of sources and do not only target customers, but also employees, investors and other stakeholders.

Product Messages

Product messages are all messages sent by a product including design, performance, pricing and distribution.

- **Product design**

The design of products is very important and can send powerful message. If a product looks better than a competitor's it will often do better, even if the quality or benefits are the same. The design of the product also creates an image, the better the product looks the better the image is.

- **Product performance**

Product design is important for first time buyers. While performance is a major determinant whether or not customers become repeat buyers, product performance is even more important than product design when sending brand message. If the product does not perform or the service is not well delivered, relative to expectations customers will not buy it again.

- **Pricing and distribution**

Pricing and distribution also send powerful brand message. A high priced product is often considered more exclusive than cheaper products. The place or store that sells a product also has impact on the brand.

Service Messages

Service messages derive from contacts with representatives of the company such as in-store employees, receptionists and delivery people. The messages are often personal and in real-time making them especially strong-opposite of one-way communication such as advertising. Service messages are interactive and personal, making them more persuasive.

Unplanned Messages

Unplanned messages consist of news stories, gossips, rumors, research findings, comments by competitors, word-of-mouth and other messages that the company has little or no control over, and because they are hard to control companies can only hope for that the messages are positive and matches their other brand messages. Unplanned messages include messages that may come from employees, news media, disasters and crises.

- **Employee messages**

Employees are often experts of the company they work for and their views are highly creditable. It is very difficult to control employee messages and if they are negative it can play havoc with the carefully planned messages. Open communication environments can generate more positive employee messages.

- **News media**

Messages from the news media often reach a large audience and have a high credibility amongst people. This is where, for most companies, the most critical unplanned message come from. It can be very difficult to influence media behaviour and public relations.

- **Disasters and crises**

The most unwanted of all unplanned messages are crisis or disaster; it is a part of life and can well happen. Therefore every company should have a crises management plan, a plan for handling the types of disaster that can be anticipated. Planning for the future can be a very effective way to influence unplanned

messages. IMC tries to maximize the positive messages and minimize the negative ones and communicate them using the proper tools. A successful IMC uses a combination of the right tools, define their role and use and coordinate their use. The company should use the contact method that offers the best ways of delivering the message to the target audience (Duncan, 2002:224).

2.8 Benefits of Integrated Marketing Communications

Although IMC may require a lot of efforts, it delivers many benefits. According to available literature, IMC could create four main benefits such as competitive advantage, a boost in sales and profits, build clear brand image, while saving time, money and stress.

2.8.1 Creates Competitive Advantage

Smith (2008:196), suggests IMC could wrap communications around customers, and help them move through the different stages of the buying process. The organization builds dialogues and relationships with customers. Yeshin (2000:256), also claims that, for the agency, it provides the opportunity to play a significantly more important role in the development of the communication programmes and become a more effective partner in the relationship. This marketing relationship could be seen as a powerful competitive advantage.

2.8.2 Boosts Sales and Profits

Smith (2008:197), points out that, IMC increases profits through increased effectiveness. It could increase sales by stretching messages across several communication tools and make messages more consistent and more credible. Yeshin (2000:256), suggests that, for the company, IMC could be used as a strategic tool in communicating its corporate image and the benefits of its products or services. In addition, integration of communication messages leads to creative completeness and consistent messages. Also media choices are optimized, which can lead to operational efficiency as a result, more ways are created for customers to become aware, motivated and make purchases.

2.8.3 Saves Time, Money and Stress

Smith (2008:197), emphasizes that, IMC could save money, such as graphics and photography; they can be shared and used in advertising, exhibitions and sales literature. Yeshin (2000:256), suggests that within the IMC programme, the same

message is delivered repeatedly to the target audience. This requires the adoption of an overall strategy for the brand, rather than developing individual strategies for the separate marketing communication tools. Nakra (1999:42-45), also claims that the use of IMC saves time and money and improves the firm or organization's ability to protect the integrity of the product or service. Moreover, organizations can maximize their return on investments and minimize selling stress through IMC (Tortorici, 1999:20-22).

2.8.4 Builds Clear Brand Image

According to Smith (2008:199), IMC could help a brand to consolidate its image by developing a dialogue and nurture a relationship. In addition, IMC helps businesses and organizations to create brand value in the form of sales, profits and brand equity. Since its focus is on building and sustaining long-term relationships. It is more effective than the traditional advertising and marketing.

Moreover, Yeshin (2000:256), claims IMC highlights "integration" by harmonizing various marketing messages to create "synergy" for a brand and is based on a clear brand image to build relationships with target audience to advance the brand value.

Belch and Belch (2004:14), maintain that one of the major reasons for the growing importance of Integrated Marketing Communications over the past decade is that it plays a major role in the process of developing and sustaining brand identity and equity. Keller (2000:3-10), notes "building and properly managing brand equity has become a priority for companies of all sizes, in all types of industries, in all types of markets." With more and more products and services competing for consideration by customers who have less and less time to make choices, well-known brands have a major competitive advantage in today's market-place.

Brand identity is a combination of many factors, including the name, logo, symbols, design, packaging and performance of a product or service as well as the image or type of associations that comes to mind when consumers think about a brand. It encompasses the entire spectrum of consumers, awareness, knowledge, and image of the brand as well as the company behind it. It is the sum of all points of encounter or contact that consumers have with the brand and it extends beyond the experience or outcome of using it. These contacts can also result from various

forms of Integrated Marketing Communication activities used by a company, including mass-media advertising, sales promotion offers, sponsorship activities at sporting or entertainment events, websites on the internet, and direct mail pieces such as letters, brochures, catalogs, or videos. Consumers can also have contact with or receive information about a brand in stores at the point of sales through articles or stories they see, hear, or read in the media; or through interactions with a company's representatives, such as a sales person.

2.9 Performance and Measurement of Integrated Marketing Communications

The issue of IMC-performance relationships has been considered as an important issue by both academics and practitioners in marketing and advertising for a long time. However, there have been few empirical studies to examine such relationships (Cornelissen, 2001:483-499; Low, 2000:27-39). More recently, Reid (2002:37-52) and Reid, Johnson, Ratcliffe, Skrip, and Wilson (2001:239-262) examine the IMC-performance relationships and have begun to provide further insights into IMC outcomes. There is agreement in these literatures that a likely correlation exists between the IMC management in organizations and marketing performances (brand, customer, and sales performances). That is, a higher degree of integration in marketing communications management in organizations can result in better marketing performances.

In measuring the IMC management in previous studies (Reid, 2002:37-52; Reid, et al., 2001:239-262), the IMC mini-audit created by Duncan and Moriarty (1997:187) was adopted. This audit views integration in the management of marketing communications across five constructs:

- 1) Organizational infrastructure ó items relating to strength of cross-functional relationships in the organization that affects the management of brands.
- 2) Interactivity ó items relating to the process that link customers to the company and its brands.
- 3) Mission marketing ó items relating to having a mission statement that directs values creation through brand and products and delivery of value to stakeholders.
- 4) Strategic consistency ó items relating to the coordination of all messages and marketing mix elements in the promotion of brands, and

- 5) Planning and evaluation ó items relating to the strategic consideration of all key target audiences in brand promotion.

This audit is based on the premise that integrated marketing is a cross-functional process for the management of profitable brand relationships. It further recognizes the strategic requirement for building strong relationships between customers and companies, and the requirement for companies to adopt a learning perspective in order to achieve strategic consistency and improve brand equity. In this framework, marketing communications is the glue that enables the connection between the company's efforts and customer's response (Duncan & Moriarty, 1997:188). Besides, this audit is a diagnostic tool designed to help managers assess areas of integration, strength and weakness effectively.

Additionally, for measuring performances, three basic dimensions were largely employed in previous studies (Reid, 2002:37-52, Reid, et al., 2001:239-262). These three dimensions include:

- Sales-related performance ó evaluation of market share growth, sales growth, overall profitability, and sales income;
- Brand strength-related performance ó evaluation of comparative brand awareness, ability to command premium prices, and level of favorable channel support;
- Customer satisfaction-related performance ó comparative customer satisfaction and level of customer brand loyalty.

These themes are also consistent with the market orientation literature. In addition; Reid (2002:37-52), found that there was a positive association between these various performance measures and IMC management as measured through the Duncan-Moriarty IMC mini-audit.

The issue of evaluation of the IMC program remains a major area of IMC studies (Kitchen & Schultz, 1998:465-485, 1999:1-17). There are two basic approaches to measuring the effectiveness of the IMC program. One approach is to merely take on the measurement of each of the promotional tools used in a campaign, trying to measure the effectiveness of each communication tool. For example, advertising can be measured by recall, recognition, awareness and attitude, and behavior-based

measures (Semenik, 2002:280). Sales promotion can be measured by using four communication frameworks:

- The ability to gain the consumer's attention,
- The ability to relate the messages in an easy-to-follow, straightforward manner that can be clearly interpreted,
- The persuasive capability, and
- The ability to produce a favorable impact in purchase behavior (Gadener & Trivedi, 1998:67-71).

Direct marketing and e-commerce can be measured by an inquiry or a response directly through a Website, reply cards, orders, or toll-free phone number (Kitchen and Pelsmacker, 2004:159). The success of point-of purchase materials may be measured on the basis of sales effects. Public relations or corporate advertising may be measured by changes in awareness or attitude. Additionally, salespeople can be evaluated by sales, profit margins, orders, or even customer satisfaction ratings (Semenik, 2002:281). The other approach is to take on the measurement of the overall IMC program. This approach has the limitations of measurement methodologies and there has still been a key question: what indicators are suitable for measuring the overall IMC program?

However, based on reviewing relevant literatures on the measurement of the effectiveness of each communication tool (Gadener & Trivedi, 1998:67-71; Kitchen & Pelsmacker, 2004:161; Semenik, 2002:281), the indicators suitable for measuring the overall IMC program should be drawn from both marketing-based perspectives and communications-based perspectives. Therefore, 18 indicators based on reviewing literatures on both marketing based perspectives and communications-based perspectives were found to be suitable for measuring the overall IMC program. They include:

- 1) Sales growth,
- 2) Market share growth,
- 3) Profitability,
- 4) Sales income,
- 5) Price premiums,
- 6) Brand awareness,

- 7) Channel cooperation,
- 8) Customers' satisfaction,
- 9) Brand loyalty,
- 10) Brand knowledge,
- 11) Brand attitude,
- 12) Brand preference,
- 13) Purchase intention
- 14) Mass media exposure,
- 15) Contact points exposure,
- 16) Personal contacts,
- 17) Brand referral, and
- 18) Brand extension.

2.10 Evaluation of Integrated Marketing Communications Implementation

Duncan (1999:25), in Ying-Chu Lu (2006:20), concludes that there are two methods to evaluate firm's implementation of IMC. A firm has to use 'output control' and 'process control' to evaluate its outcome to strengthen its brand equity.

Duncan's (1999:25), output control means the evaluation of firm's outside performance including research of brand awareness, research of tracking, investigation of customers' satisfaction, and sales outcome. The indicative evaluation methods is 'matrix of relationship,' including customers' income and benefits, analysis of customers' lifetime value, index of purchasing frequency, index of recommendation, and percentage of customers' possession.

In 1997, Percy also indicates another evaluation method based on 'brand.' No matter which kind of marketing mix firms use, there are five communication impact to achieve: category need, brand awareness, brand attitude, brand purchase, intention and purchase facilitation.

Duncan's (1999:25), input control means the evaluation of firm's inside performance, including the evaluation and the situation of integrated plans implementation and function. The indicative evaluation method is 'viewing of integrated marketing' including core ability of marketers, quantity and quality of communication inside firms, consistency of marketing communications message

and consistent strategies. Moriarty (1994:24), in Ying-Chu Lu (2006:20) also indicates another evaluation method focusing on achieving *“synergy”*, the impact of delivering integrated consistent message (one voice) through different marketing mix is more than that of summing up all different message together. There are three elements of synergy *“consistency, interactivity and mission.”*

Table: 2.2: Evaluation of IMC Implementation

Evaluation method	Year	Scholar	Content
Output control	1997	Percy	“brand” Category need, brand awareness, brand attitude, brand purchase, intention, and purchase facilitation.
	1999	Duncan	“matrix of relationship” Customers’ income and benefits, analysis of customers’ lifetime value, index of purchasing frequency, index of recommendation, and percentage of customers’ possession
Process control	1994	Moriarty	“synergy” Consistency, interactivity and mission
	1999	Duncan	“viewing of integrated marketing” Core ability of marketers, quantity and quality of communication inside firms, consistency of marketing communications message and consistent strategies

Source: Ying-Chu Lu, (2006: 20)

2.11 Components of Integrated Marketing Communications

Most scholars who study IMC suggest that a successful IMC programme incorporates numerous dimensions.

- **Synergistic Strategy:** Moore and Thorson (1996:16), suggest the use of a strategic system to create an Integrated Marketing Communication Programmes. The strategic system should consider multiple audiences and opportunities to reach consumers at several levels during the decision making process. Furthermore, messages and communication tools for each stage of the process and each target are developed. Therefore, there is one

basic communication strategy for each major target audience which creates a synergistic effect of the communication (Duncan and Everett, 1993:42). Message should be integrated thematically and address each audience as they move through various stages of the purchase decision making process (Deighton 1996).

- **Technical Consistency:** Keller (2000:19), recognizes that advertising retrieval cues are important tools that influence the effects of advertising. Retrieval cues include visuals or distinctive slogans. As Keller (2000:20), mentions, having consistency in these cues capitalizes on the strengths and weakness of advertising and other communication options to facilitates brand learning and the creation of brand knowledge structures to contribute to brand equity. Therefore developing consistency with retrieval cues through all media could help building a strong image for the brand. This means that having a single voice aspect to tactical implementation is important.
- **Interactivity:** This is an integral part of IMC when organizations practicing IMC tend to gather extensive information about customers through various channels (McGoon 1998:16). Moriarty (1994:40), also suggests that facilitating dialogues and building relationships are the specialties of Integrated Marketing Communications. In order to start the dialogues; organizations need to identify people who are involved, or might be involved in the communication programmes and create a system for handling communications between each other (Moriarty, 1994:39).

2.12 Sales

Sales is an activity involving selling of products and services in return of money or other compensations, which is initiated and completed by the seller, the owner of the goods. The first step is of the agreement to an acquisition followed by the passing of title and settlement of prices, the sales completes prior to payment and makes the payment obligatory.

Sales are captured as:

- The exchange of goods or services for an amount of money or its equivalent; the act of selling.
- An instance of selling
- An opportunity for selling or being sold demand
- Availability for purchase
- A selling of property to the highest bidder: an auction.
- A special disposal of goods at lowered prices
- A quantity or amount sold (Shira:2004L53).

While payment is not necessary for recognition of sales on company financial statements, there are strict accounting guidelines stating when sales can be recognized, when the transaction is already realized or can be quite easily realized. This means that the company should have already received a payment or the chances of receiving a payment is high. In addition, delivery of the good or services should have taken place for the sale to be recognized. (Thesaurus, 2002:12).

2.12.1 Functions of Sales in an Organization

Sales department contributes majorly in any organization's growth; the goal is to increase the number of interactions between potential customers and company using promotional techniques such as advertising, sales promotion, publicity and public relations, creating new sales channels, or creating new products, among other things. It deals with the interaction between the customer and sales facility and sales person. In order to do this, the sales management would break down selling process and then increase the effectiveness of the discrete processes as well as the interaction between different processes. It is suggested that by effectively bringing more customers and enticing them to contact, sales organization can improve their efficiency, profitability, allowing sales people to provide a higher level of customer service and satisfaction.

It secures income to drive the rest of the business. Aims at persuading customers to buy products or services and it involve coordinating travelling representatives, telephone sales, and preparing mail shots. It also involves interaction with the

marketing function and complaints, orders, monitoring sales, profitability, expenses, setting targets, preparation for catalogues etc, customer accounts, chasing up orders and dealing with special requests.

2.12.2 Dimensions of Sales Productivity

The learning international identified four major areas of management activity that affect sales productivity. Each of these four dimensions ó market strategy and focus, sales force composition and fitness, sales systems and controls, and front-line effectiveness í is essential to improving sales productivity. The four dimensions encompass 45 activities that can improve productivity and enable organizations to maintain a balance between the needs for maximizing financial return and creating customer loyalty.

The four dimensions of productivity and their corresponding activities are:

a. Market Strategy and Focus

This dimension defines and shapes the organizations response to the market place. Its 11 activities represents long-term, fundamental commitments to the customer to meet market needs, develop lasting relationships, and provide effective service. They also represent core commitment to employees. The 11 activities are:

- Develop and internally communicate organizational mission and sales strategies
- Encourage innovation-for example, new products and sales strategies
- Ensure that products and services meet market needs
- Build long-term relationships with customers
- Ensure effective customer service
- Implement strategies to help customers understand or evaluate products or service
- Open new business within desired organization
- Implement strategies to sell effectively against the competition
- Choose the right distribution channels
- Set appropriate individual and group goals
- Communicate progress towards sales goals.

b. Sales force Composition and Fitness

This dimension encompasses 12 activities that determine the character and capabilities of the sales force. The activities relate to structuring the sales operation, as well as promoting high performance.

- Deploy sales force in the most effective manner
- Determine the appropriate number of sales representative and managers
- Determine the appropriate criteria for measuring sales force performance
- Control turnover among sales representatives and sales managers
- Source and hire candidates with the appropriate background, skills and personal attributes.
- Determine and use appropriate hiring criteria for sales jobs.
- Ensures that salesperson fully understand roles, responsibilities and expectations.
- Ensure that salespeople have strong selling skills
- Provide salespeople with in-depth product or service knowledge
- Provide salespeople with comprehensive knowledge of competitors
- Bring new people ðup to speedö
- Deal effectively with poor or marginal performers.

c. Sales Systems and Controls

This dimension regulates the sales organization response to the market placeí by establishing prices, for example. This dimensionø eight activities listed below, also control and monitor the system by tracking progress and building management ranks to ensure continuity of the operation.

- Ensure sales management positions are filled quickly and appropriately
- Develop optimal pricing structures.
- Implement organization wide sales tracking system
- Forecast sales accurately
- Control expenses within the sales department
- Provide compensation programs that support organizational strategies
- Provide comprehensive job benefits
- Provide centre programs that reward particular behaviours or results.

d. Front-Line Effectiveness

The fourth dimension consists of the following 14 activities, which make it possible for the sales organization to respond appropriately to customers needs on a daily basis.

- Promote team work within the sales department
- Foster cooperation between the sales function and other departments
- Maintain positive recognition and image of the organization in the market place
- Provide effective advertising and promotion campaigns
- Institute a process to assess and respond to customer feedback and ensure that sales managers direct sales efforts that advance organizational strategies
- Ensure that sales managers regularly coach and give feedback to salespeople
- Ensure that sales people have comprehensive knowledge of their customers business issues
- Equip salespeople with high-technology tools (for example, laptop computers)
- Provide effective clerical support for the sales staff.
- Provide recognition for outstanding sales performance
- Maintain a high level of morale and job satisfaction among salespeople
- Maintain a high level of market and job satisfaction among sales people
- Allow salespeople and sales manager to negotiate price, terms and conditions within established guidelines
- Process and deliver order quickly and accurately.

2.12.3 Critical Issues of Sales Performance

Michael, Archangel and Leimbach (2004:314), found that sales people with good interpersonal versatility had higher overall performance, and it was also revealed that performance requiring higher communicational aspects gets directly influenced by versatility. Versatility has a greater influence on sales presentation as well as at furnishing information.

According to a study done on Personality and Motivational Profile of an effective salesperson, by CHR ADMINISTRATOR (2005), it was found that sales people show moderate degree of dominance and empathetically listen to their prospects, presenting with other alternatives for their objections. Sales people are high achievers, are very much hard working, love their challenges and are intrinsically motivated, for them their customer satisfaction is of most importance rather than their sales.

Effective salespeople show moderate affiliation, exhibit warmth in their interactions and never forget that they have to convert a prospect into a business associate. People good at sales are very creative; they create new ideas and new ways to approach the existing buyers or answering the objections. These people are highly exhibitionist. They accept laurels on their achievements. Also they do not unnecessarily take credit for others' accomplishments. They are not afraid of working in a new territory, thus having a positive approach towards sales negotiation.

Boorum, Goolsby and Ramsey (2007:181), found that communication apprehension strongly influences interaction involvement, which is supposed to be an integral part of adaptiveness and sales performance. The study revealed that as the communication apprehension increases salespersons effectiveness is lessened, ultimately effecting the growth of the organization. To overcome communication apprehension the sales persons can undergo intensive skills training programmes, visualization and cognitive modification techniques.

According to Jeremy (2008:15), organization has to recognize and recruit candidates who possess those specific skills required to gain success in sales and then evolve sales processes and management system to form a learning organization in order to adapt to the market.

Spring (1993:311), carried a study named Four dimensions of sales productivity, whereby he specified four dimensions to keep up the sales productivity. In the first dimension of market strategy and focus, he mentioned that by developing and communicating organizational missions and sales strategies and strategizing proper customer satisfaction, through appropriate distribution channel, and encouraging innovative ideas and business ventures the productivity can be improved.

In the second dimension of sales force composition and fitness he speaks about determining appropriate number of sales representatives and managers and criterion for measuring sales performance, using appropriate hiring criterion for sales job, and hiring candidates with strong selling skills, ensuring that sales people have in-depth knowledge about product and knowledge of competitors.

Third dimension deals with sales, system and control, regulates the sales and organization's response to market place, by controlling and monitoring the system through tracking progress and building management ranks to ensure continuity.

Fourth dimension is of front-line effectiveness whereby he emphasizes on team cooperation, facilitating salespeople with present day technology and recognitions, maintaining high level of morale and job satisfaction among them to keep positive recognition and image of organization in the marketplace.

In a study done by Pepper on basic skills required by an effective sales person, he found seven basic skills required for an effective sales person, this study revealed that salespersons should have a complete knowledge about his product, should be capable of identifying his prospects and should be approachable, with good presentation skills and should be aware of the techniques required for terminating sales.

According to a study done by Buffington, (2006), there are eight essential attributes of sales performance; which are as follows:

1. Achievement Drive

The best salespeople love good competition and thrive on besting themselves and others. They are never complacent or satisfied with the status quo. They celebrate every win, but only briefly; then the desire to experience another win kicks in and they are off on the next quest.

When interviewing for sales positions, have applicants provide plenty of examples setting goals, formulating action plans, overcoming obstacles, executing their plans, and getting what they want. People with great sales potential can readily do that. They are go-getters and generally have plenty of past achievements to point to. If you need someone who can hit the ground running, look for take-charge people who have an abundance of achievement drive and plenty of successful

selling experience under their belt. These people don't come cheaply, but if you can afford them, they are worth every dime, provided they have the other attributes listed below as well.

If you can't afford the top guns, you can create your own by finding rookies with the right attributes and molding them into superstars. Real-world experience is a strong predictor of sales success, but that experience need not be direct selling experience. Research consistently shows that anyone with the right attributes can be successful at selling provided they receive good sales training. To ensure that you have the right people, know what attributes you need and have a sure-tire way to determine whether sales candidates possess them.

2. Empathy

Great salespeople are not just driven to achieve, they also genuinely care about people and insist on treating them well. They are good listeners and great problem-solvers who go out of their way to provide knock-your-socks-off service to every customer every time. Customers expect salespeople to be a knowledgeable expert and a caring consultant and salespeople that possess achievement drive well balanced by empathy deliver both. Empathy cannot be faked - most people can spot insincerity in an instant. Sales figures will most definitely reflect the degree to which salespeople possess enough empathy to be consistently considerate of the needs of the company on the one hand and their customers on the other. One caveat here; empathy without a balance of achievement drive can result in poor sales outcomes. A salesperson with too much empathy and not enough achievement drive will back down in life face of objections and frequently fail to close.

3. Self-Confidence

Self-confidence is essential to sales success. It is the factor that allows an individual to keep going in the face of adversity and is the best source of rejection protection. Great salespeople don't take rejection or the loss of a sale personally. They stay confident in their ability to present their product or service effectively and recognize that circumstances beyond their control sometimes influence outcomes.

4. Self-Esteem

Self-esteem is the belief in one's worth and the effort factor that keeps great salespeople learning, perfecting and improving upon their skills. The best salespeople settle for nothing less than complete mastery of their profession. They spend a great deal of their free time doing things to improve themselves. They know that, in the world of sales, competence and expertise require constant updating of knowledge and skills and they do the work because they know they are worth the effort it takes to be the best.

5. Enthusiasm

In selling, enthusiasm comes from believing whole-heartedly in the company and what it offers. Not just a little, but completely. Salespeople with integrity will not sell something they don't believe in and without integrity, both you and your customers are in trouble. Your salespeople have got to believe that what you offer is exceptional in some way. If they don't, don't count on having a sales staff with much passion or enthusiasm for what they are selling. Before they will effectively sell for you, you have got to sell them on the value of your products and services, on your mission and vision for the company and on the rewards that will follow their actions. If your mission, vision and unique selling position (USP) is not readily understood, you will need to convey them. Help your salespeople see the connection between what your company provides and why providing it is important. Also convey how your offering is superior and uniquely useful to the customer. It's a mistake to have salespeople on staff who cannot generate and express passion around your offering. Without enthusiasm they are dead in the water and will likely drain the energy and enthusiasm from other people on the sales team.

6. Attentiveness

The most effective salespeople are very good at reading people and gathering important clues from the environment and they are masters at hearing what is not said. They are observant listeners as well as keen observers of non-verbal communications. They are proficient at using non-verbal feedback to know when to change the direction of a conversation, ask a question or attempt a close. They are also able to use the power of non-verbal communications to convey interest and

concern, build rapport, test a customer's resistance or readiness to buy, and to connect with prospects and customers on the deepest levels.

7. Likeability

People do business with people they like. It's human nature and there is no getting around it. Of course, not all people like the typically high energy, powerful types that gravitate to selling and the most successful salespeople are aware of this fact. To compensate for it, they have learned to be chameleon-like and to adjust to their customer's style. Likeability, by this definition can be learned and, with the right training, is generally relatively easy to master for those who gravitate toward selling as a profession. Never underestimate the importance of the likeability factor. If you have salespeople on staff that are not willing or able to flex their style to make themselves likeable, either get them the training they need or move them out of the sales arena.

8. Self-Discipline

Top sales performers are very disciplined. They don't need external controls to keep them doing the right things at the right time. In fact, one of the worst things a sales manager can do to high performing salespeople is to manage them too closely. Great, or potentially great, salespeople want and need very little supervision. They are race horses, not plow horses, and managers will get a lot more out of them by giving them clear goals and then giving them their head and cuing them run. Those who have the self-discipline to drive their own actions will generally bring in far more revenue than they are given plenty of freedom and flexibility to perform so long as it is well balanced by clear expectations, goals and objectives. If giving your sales staff plenty of freedom and flexibility has not resulted in increased revenue, you either don't have the right people in place or you have not clearly defined expectations, goals and objectives. Make sure you have the right people and that they know what you expect of them. The right people will make your job easy and keep your company profitable.

Selling is both a science and an art. The science comes from technical training. The art requires both natural talents and skills and, where natural talents are concerned, your people either have them or they don't, and few companies can afford to discover which it is the hard way.

Table 2.3: Indicators of Good Sales

Sales tasks	Functions to be performed	Performance indicators
Sales planning, forecasting and budgeting	Predicting demand for the product and sales assets, availability of sales assets and additional opportunities of sales, react quickly when the demand decreases; it improves efficiency and decreases unfocused and uncoordinated activities within the sales process, consumer's taste, competitive conditions, industry trends, strategies needed to obtain projected sales revenues	Volume of sales in currency. Extent to which sales representative sells the company. Knowledge of business
Sales associate development	It includes sales goals and sales tracking, encouraging the sales process along with end results, task carried out by each sales representative should be studied, and out bound phone sales done, tracking the sales activity,	Amount of time spent in office. Number of calls made on existing account. Volume of sales in currency. Extent to which sales representative sells the company
Designing the sales territory	Whether the sales representative has the opportunity of reaching potential customers in that territory over a given period of time, structured routing system used by the sales person for contacting customers in that territory in with minimum selling time and cost	Number of new accounts opened. Planning and routing of calls
Training the sales force	Sales force should regularly receive information regarding selling skills and knowledge of: customers, product/services, company, industries and competitors and plans to be implemented in future.	Completeness and accuracy of sales order. Knowledge of business. Accuracy in quoting prices and deliveries. Sales person's presentation Number of new accounts opened.
Motivating and leading sales force	Maintaining a high level of self motivation in the sales staff, enhance the existing talent by giving additional skills training and work around the traits which cannot be changed, atmosphere of respect, trust and common vision within the team should be maintained in order to move towards the company's vision and goal.	Number of new accounts opened. Number of sales made on existing accounts
Compensating the sales force	Facilitate the sales people with incentives along with basic salary and develop Compensation packages to keep up their motivation.	Completeness and accuracy of sales orders. Productivity of the company
Evaluating sales force	Customer's relations, adherence to expense guidelines, job skills and company relations.	Expenses made in entertaining.

Performance	Criterion and expectation should be discussed with each sales person and incentive packages should be attached to each criterion.	Expenses made in entertaining.
Sales report	Promptness in submitting report as set forth in sales planning and to take corrective actions, allows senior management to evaluate sales manager to satisfy the need of different stakeholders.	Volume of sales in currency. Promptness in submitting reports.

Source: Buffington (2006)

2.12.4 Determinants of Sales Performance

There are many factors affecting sales performance of the sales person, these factors can be classified as internal and external, factors like motivation, skill set, aptitude, knowledge, job satisfaction, role perception, personal factors like age, sex, height etc, ego drive, and empathy towards the customers are inherent in the individual sales person. Among these factors, skill set have been broadened into competencies, which include knowledge, skills and abilities of the sales person. Research on competencies have shown that there are three to four broad categories which influence their performance; these are selling skills, general management skills, technical skills, interpersonal skills and emotional intelligence of the person.

Interpersonal skills reflect the contribution of sales person's ability to form and develop relationship with their clients to create profitable and productive relation among both the parties. Emotional intelligence is another factor which influence their performance. Persons high on emotional intelligence display self awareness, self regulation, motivation, empathy and social skills. Self awareness improves the impression they create on their clients, the level of motivation also contributes their performance. The external factors include environmental and organizational aspects of the job and other different functions of sales management.

2.12.5 Determinants of Sales Productivity

Productivity is the sum of all efforts that it takes to deliver a product or service, which is measured in terms of items produced and services performed within a given time period. It becomes the value or result of the price of a product or service deducted from all cost (supplies, material, human labor etc.) that go into the effort. It is used to compare the effectiveness of the company, organization, department,

workstation or individual to itself overtime for the same operation or with other counterparts. It can be expressed as partial, multifactor and total measures. Partial measures are used to analyze activities in terms of a single input, multifactor measure is used to analyze the utilization of multiple inputs, and total productivity expresses the ratio of overall output produced to all resources used.

Productivity is the quantum of sales done by a sales person in a given time period, which can be measured by value of sales, number of sales units and quality of sales. Sales persons with increased work experience in the given environment is found to be good at product knowledge, understanding of company and client's needs, network of contacts, references and his overall experience, which results in improved productivity of the company.

Many organizations prefer training their sales people which includes product training, training of prospecting, sales pitch training and many other aspects of sales which influence sales productivity. A ready infrastructure to meet the upsurge demands can enhance sales productivity.

Sales person's productivity tools such as sales contact management, commission and calendar management, quotation system, product comparison system and financial planner system adds considerably to sales productivity. Functions such as order placement to delivery, post sales service and customer touch and financial operations if taken care properly can contribute in sales productivity.

If direct and indirect sales force work together with a strong commitment and investment towards sales results it increases productivity. Emerging market has more business and growth potential as compared to mature markets leading to better chances of productivity. On the other hand sales material such as brochures, sales order, demonstration material, media coverage album quotes from customers, contractual links of the product, price list, EMI calculation sheet etc. along with sales training forms and good sets of field systems encourages sales productivity.

2.13 Effect of Integrated Marketing Communications on Organizational Performance.

The effects of Integrated Marketing Communications on organizational performance are:

- 1. Encouraging purchase of large size unit:** IMC consist of diverse collection of incentive tools, mostly short term designed to stimulate quicker or greater purchase to products or service by consumer e.g. the use of premiums, product warranties etc stimulate consumers to purchase in larger quantities. Rotimosho (2003:11).
- 2. Generating trials among non-users:** Trials among non-users of a product is generated through invitation of prospective purchasers to try the product without cost or little cost with the hope that they will buy the product.
- 3. Persuading retailers to carry new items and higher level of inventory:** IMC encourages retailers to give shelf space to new products. Manufacturers provide retailers with financial incentives to stock new products.
- 4. Encouraging off season buying:** IMC also encourages off season buying of a particular product because of added value, compared to normal season.
- 5. Building brand loyalty:** IMC helps build brand loyalty by giving the seller the opportunity to attract a loyal and profitable set of customers, which provides sellers some protection from competition and greater control in planning their marketing mix (Shira 2003:111).

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the research methodology employed for the study. It included, among other things, the basic research design, sources of data, data collection instruments, population of the study, sample size determination, sampling techniques, validity and reliability of the instrument and statistical tools for data analysis.

3.2 Research Design

In the view of Onwumere (2009:111), research design is a kind of blue print that guides the researcher in his or her investigation and analysis. For the purposes of this study, descriptive survey design was used. The method is considered adequate and most appropriate because it helped the researcher to describe, examine, record, analyse and interpret the variables that existed in this study. Furthermore the researcher also found it necessary to employ oral interview because of its factual implication on the study.

3.3 Sources of Data

Two sets of data were utilized for this study: Primary and Secondary data.

(a) Primary sources of data

These are facts that were collected by the researcher herself specifically for the research through instruments such as questionnaire, interviews, telephone calls etc. Structured questionnaire was used and it was designed in open ended and optional forms to eliminate bias in the choice of selection by the respondents. The interview questions were structured in line with the challenging research questions earlier raised in chapter one.

(b) Secondary sources of data

The secondary sources were derived from existing but related data, which were produced by earlier researchers for the purpose of contributing their quota to the problem under study. Specifically the materials used for extracting secondary data for this study included journals, magazines, text-books and internet.

3.4 Population of the Study

The population of the study comprised of the top management and middle management staff of the five selected companies under study. Dangote Flour Mills Plc. consists of 42 top management staff and 132 middle managers which summed up to 174 staff. Nigeria Breweries Plc. consists of 47 top management staff and 156 middle managers which summed up to 203. Nestle Nigeria Plc. consists of 36 top management and 107 middle managers which summed up to 143. Zenith Bank Plc. consists of 28 top management staff and 98 middle managers which summed up to 126. PZ Cussion Nigeria Plc consists of 31 top management staff and 126 middle managers which summed to 157.

The top management staff is made up of CEOs and directors. The middle management staff is made up of managers from departments of Marketing, Finance, Accounting, Production and Personnel of the selected companies. The managers from these departments have adequate knowledge of implementing IMC, cost implication of implementing IMC, personnel needed for implementing IMC, and the product planning that will make IMC successful.

Table 3:4:1 Population of the Study

S/No	Names of Company	Staff Categories		Total
		Top management	Middle manager	
A	Dangote Flour Mills Plc	42	132	174
B	Nigeria Breweries Plc	47	156	203
C	Nestle Nig. Plc	36	107	143
D	Zenith Bank Plc	28	98	126
F	PZ Cussions Nig Plc.	31	126	157
	Total	184	619	803

Source: Field Work 2011

3.5 Sampling Procedure

The sample method adopted in this study was the stratified random sampling method. Stratified sampling was used as the population has a sample frame and questionnaire distributed in proportion to the population size of each company that

formed the population. According to Ikeagwa (1998:185), this method enables every element of the population to have equal chance of being selected and ensure greater degree of representation.

3.6 Sample Size Determination

The formula adopted in determining the sample size for this study, was propounded by Taro Yamane (1964). The mathematical formula is given as:

$$n = \frac{N}{1 + Ne^2}$$

Where

n	=	Sample size desired
N	=	Population size
e	=	Maximum acceptable margin of error (0.05)
I	=	Theoretical constant.

In applying this formula in determining the sample size of this study, we substitute as follows.

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{803}{1 + 803 (0.05)^2}$$

$$n = \frac{803}{1 + 803 (0.025)}$$

$$n = \frac{803}{1 + 2.0075}$$

$$n = \frac{803}{3.0075}$$

$$n = 266.999$$

$$n = \underline{\underline{267}}$$

Therefore 267 represent the sample size for the population. The sample size for each stratum or category of staff sampled was determined using Bowley's proportional allocation statistical techniques as stated below.

$$nh = \frac{nNh}{N}$$

Where:

- nh = Number of units allocated to each firm/staff category
 Nh = Number of employee in each firm/staff stratum in the population
 n = The total population size under study

Thus:

Company A: Dangote Flour Mills Plc.

Number of units allocated to each firm/staff category.

$$nh = \frac{267 \times 174}{803} = 58$$

$$\text{Proportion of top management staff sampled} = \frac{267 \times 42}{803} = 14$$

$$\text{Proportion of middle management staff sampled} = \frac{267 \times 132}{803} = 44$$

$$\text{Company A's total sample size} = 58$$

Company B: Nigeria Breweries Plc.

Number of units allocated to each firm/staff category

$$nh = \frac{267 \times 203}{803} = 67$$

$$\text{Proportion of top management staff sampled} = \frac{267 \times 47}{803} = 15$$

$$\text{Proportion of middle management staff sampled} = \frac{267 \times 156}{803} = 52$$

$$\text{Company B's total sample size} = 67$$

Company C: Nestle Nig. Plc.

Number of units allocated to each firm/staff category

$$nh = \frac{267 \times 143}{803} = 48$$

$$\text{Proportion of top Management Staff sampled} = \frac{267 \times 36}{803} = 12$$

$$\text{Proportion of middle management staff sampled} = \frac{267 \times 107}{803} = 36$$

$$\text{Company C's total sample size} = 48$$

Company D: Zenith Bank Plc

Number of units allocated to each firm/staff category

$$nh = \frac{267 \times 126}{803} = 42$$

$$\text{Proportion of top management staff sampled} = \frac{267 \times 28}{803} = 9$$

$$\text{Proportion of middle management staff sampled} = \frac{267 \times 98}{803} = 33$$

$$\text{Company D's total sample size} = 42$$

Company E: PZ Cussons Nig Plc

Number of units allocated to each firm/staff category

$$nh = \frac{267 \times 157}{803} = 52$$

$$\text{Proportion of top management staff sampled} = \frac{267 \times 31}{803} = 10$$

$$\text{Proportion of middle management staff sampled} = \frac{267 \times 126}{803} = 42$$

$$\text{Company E's sample size} = 52$$

Therefore the five companies' total sample size is $= 58 + 67 + 48 + 42 + 52 = 267$.

Table 3.4.2: Summary of Sample Size

S/No	Names of Company	Staff Categories		Total
		Top Management	Middle manager	
A	Dangote Flour Mill Plc	14	44	58
B.	Nigeria Breweries Plc	15	52	67
C.	Nestle Nigeria Plc	12	36	48
D.	Zenith Bank Plc	9	33	42
F.	PZ Cussion Nigeria Plc.	10	42	52
	Total	60	207	267

Source: Fieldwork 2011.

3.7 Validity and Reliability of Instrument

3.7.1 Validity of instrument

Onwumere (2005:66), defines validity as "the extent to which a measuring instrument on application performs the function for which it was designed." Validity is determined by the degree of provision of correct response from sample objects by the relevant research design or research instrument. To ascertain the validity of the instrument, content validity was adopted, in which the researcher subjected the instrument to face validity by giving it to two executives of the National Institute of Marketing of Nigeria (NIMN), Benue State chapter, who examined the items and made sure they were in line with the objectives of the study. The structure and language of the questionnaire were modified in the light of their corrections. The instrument was structured in such a way as to minimize the effect of errors like inconsistency and ambiguity.

3.7.2 Reliability of Instrument

Anyanwu (2000:87), defines reliability as "the ability of a particular measuring instrument to yield similar result when applied to the same situation at different times." The reliability of instrument was determined by a reliability test through the use of pilot study. Test and retest approach was adopted and the pretest was done using questionnaire administered to the respondents of the selected companies. A total of twenty (20) copies of questionnaire were administered to Dangote Flour Mills Plc, Nigeria Breweries Plc, Nestle Nigeria Plc, Zenith Bank Plc and PZ Cussons Nig. Plc. The respondents used for the pretest were the top management officers and middle managers from the selected companies. All the copies of the questionnaire distributed were completed and returned. Using the Pearson Product Moment correlation Coefficient, the reliability was found to be high, $r = 0.96$ showing that there is consistency in the items of the survey.

Table 3.7 Pearson – Product Moment Correlation Coefficient showing the reliability of instrument

Organizations	First Average Response (x)	Second Average Response (y)	Xy	X₂	Y₂
Dangote Flour Mills Plc	4	5	20	16	25
Nig. Brew Plc	5	4	20	25	16
Nestle Nig. Plc	3	4	12	9	16
Zenith Bank Nig. Plc	3	4	12	9	16
PZ Cussons Nig. Plc	4	3	12	16	9
Total	19	20	76	75	82

Source: Researcher's Field survey 2010.

Formula:

$$\begin{aligned}
 & \frac{n\sum xy \text{ ó } (\sum x)(\sum y)}{\sqrt{(n\sum x^2 \text{ ó } (X)^2) (n\sum y^2 \text{ ó } (y)^2)}} \\
 & \frac{20(76) \text{ ó } (19)(20)}{\sqrt{20(75) \text{ ó } (19)^2 \text{ } (20(82) \text{ ó } (20)^2)}} \\
 & \frac{1,520 \text{ ó } 380}{\sqrt{(1,500 \text{ ó } 561) (1,640 \text{ ó } 400)}} \\
 & \frac{1,140}{\sqrt{(1,139) (1240)}} \\
 & \frac{1,140}{\sqrt{1,412360}} \\
 & \frac{1140}{1188.42} \\
 & = \underline{0.96}
 \end{aligned}$$

3.8 Data Treatment Techniques

Data collected from the field were presented using tables while the statistical tools of Pearson Product Moment Correlation, Chi-square test and Z-test were used in testing the hypotheses.

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CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.1 Introduction

The focus of the chapter is on the presentation and analysis of data generated through a set of interviews and questionnaire administered to the respondents. Tables, simple percentage and other common statistical tools such as Pearson Product Correlation coefficient test, Chi-Square and Z-test were used in presenting and analyzing the data generated. Furthermore brief explanatory discussions are attached to tables for clarity purpose.

4.2 Questionnaire Distribution

Organization	No Distributed		No Returned		No not Returned	
	Top management	Middle management	Top management	Middle management	Top management	Middle management
Dangote	14	44	12	40	2	4
Nig. Brew.	15	52	14	45	1	7
NESTLE	12	36	10	32	2	4
Zenith	9	33	8	31	1	2
PZ	10	42	9	39	1	3
Total	267		240		27	

Source: Fieldwork 2011

In the table above, 267 copies of questionnaire were distributed, 240 were returned, while 27 were not returned.

4.3 Analysis of Questionnaire

Table 4.3.1: Sex of the Respondents

Sex	Dangote		Nig. Brew		Nestle		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
Male	10	36	13	40	8	30	7	29	6	35	214	89
Female	2	4	1	5	2	2	1	2	3	4	26	11
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

The table 4.3.1 above shows the gender of the respondents, out of 240 respondents, 214 (89%) are male, while 26(11%) are female. It signifies that there are more male managers than female.

Table 4.3.2: Age of the Respondents

Age	Dangote		Nig. Brew		NESTLE		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
18-25	-	-	-	-	-	-	-	-	-	-	-	-
26-35	3	10	2	5	1	4	2	3	1	6	37	15
36-45	4	13	6	13	2	7	2	24	6	14	91	38
46- above	5	17	6	27	7	21	4	4	2	19	112	47
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

The table 4.3.2 above shows the age group of the respondents. Out of 240 respondents, 112(47%) are in the age group 46-above, 91(38%) are between 36-45, 37(15%) are between 26-35, while 18-25 has no respondents. It shows that half of the respondents are 46 years and above.

Table 4.3.3: Qualifications of the Respondents

Qualification	Dangote		Nig. Brew		Nestle		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
B.Sc.HND	2	13	4	14	3	10	5	25	4	11	91	38
M.Sc/MBA	7	24	9	27	6	18	2	5	5	27	130	54
ICAN/NIMIN	1	3	-	3	1	4	-	1	-	1	14	6
PHD	2	-	1	1	-	-	1	-	-	-	5	2
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

Table 4.3.3 above shows the qualifications of the respondents. Out of 240 respondents, 91(38%) have B.Sc/HND as qualification, 130(54%) are MSC/MBA holders, 14(6%) have professional qualifications while 5(2%) are Phd holders.

Table 4.3.4: Marital Status of Respondents

Marital	Dangote		Nig. Brew		NESTLE		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
Single	2	10	3	8	-	2	1	5	1	2	34	14
Married	9	27	10	34	9	30	7	25	8	25	184	76
Widow	1	2	1	2	1	-	-	-	-	4	11	5
Divorced	-	1	-	1	-	-	-	1	-	8	11	5
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

From the table 4.3.4 above, it was observed that out of 240 respondents, 34(14%) are single, 184(76%) are married, 11(5%) are widows, while 11(5%) are divorced.

(Ho) there is no significant relationship between Integrated Marketing Communications and Companies' sales and profits.

Table 4.3.5 : Marketing Communications and Firms' Products/Services

Rating	Dangote		Nig. Brew		Nestle		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
S. Agree	6	28	4	18	7	10	7	22	2	15	119	50
Agree	4	9	7	20	3	15	1	7	7	24	97	40
Undecided	1	-	1	5	-	5	-	1	-	-	13	5
S. Disagree	1	2	1	1	-	-	-	1	-	-	6	3
Disagree	-	1	1	1	-	-	-	-	-	-	5	2
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

The above question was set to find out if marketing communication programmes are essential for the success of the firms' products. 119(50%) respondents strongly agreed that marketing communication programmes are essential for the success of the firms' products, 97(40%) supported the assertion, 13(5%) were indifferent about the statement, 6(3%) strongly disagreed with the statement, while 5(2%) disagreed with the statement.

Table 4.3.6: Sales Performance and IMC Programmes

Rating	Dangote		Nig. Brew		Nestle		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
S. Agree	7	20	4	32	6	22	6	15	8	21	141	59
Agree	3	17	8	10	2	6	1	11	1	9	68	28
Undecided	1	1	2	1	-	1	1	-	-	3	10	4
S. Disagree	-	1	-	2	2	3	-	2	-	4	14	6
Disagree	1	1	-	-	-	-	-	3	-	2	7	3
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

From table 4.3.6 above, out of 240 respondents, 141(59%) strongly affirmed that the firms' sales performance are being affected by frequent use of IMC programmes, 68(28%) respondents agreed with the statement. While 10(4%) were indifferent about the assertion, 14(6%) strongly disagreed with the statement and 7(3%) disagreed with the statement.

Table 4.3.7: Cost of IMC and Firm's Profitability

Rating	Dangote		Nig. Brew		Nestle		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
S. Agree	4	15	6	20	7	8	-	10	6	10	86	36
Agree	4	8	2	10	2	12	1	6	1	16	62	26
Undecided	2	-	1	2	1	4	1	-	2	-	13	5
S. Disagree	1	12	4	9	-	6	6	12	-	9	59	25
Disagree	1	5	1	4	-	2	-	3	-	4	20	8
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

The question was administered to find out if cost of implementing IMC programmes negatively affect the firm's profitability. Out of 240 respondents, 86(36%) strongly agreed with the statement, 62(26%) supported the statement, 13(5%) were indifferent about the statement. While 59(25%) strongly disagreed with the statement, 20(8%) disagreed with the statement.

Table 4.3.8: Results of IMC Programmes and Sales Performance

Rating	Dangote		Nig. Brew		Nestle		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
S. Agree	6	15	10	20	6	14	8	14	4	18	115	48
Agree	4	18	2	12	4	15	-	16	7	20	95	40
Undecided	-	4	-	5	-	1	-	-	1	-	12	5
S. Disagree	1	2	1	5	-	1	-	-	-	-	10	4
Disagree	1	1	1	3	-	1	-	-	1	1	8	3
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

Table 4.3.8 above, indicates that out of 240 respondents, 115(48%) strongly agreed that the results of IMC programmes are measured in relation to sales performance, 95(40%) agreed with the statement, 12(5%) were indifferent about the assertion. While 10(4%) strongly disagreed with the statement, 8(3%) disagreed with the assertion.

(Ho) Integrated Marketing Communication tools commonly used by firms are not effectively boosting the sales performance.

Table 4.3.9: Advertising and Companies' Sales Performance.

Rating	Dangote		Nig. Brew		Nestle		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
S. Agree	7	18	9	24	6	13	6	21	8	12	124	52
Agree	4	20	3	15	3	17	2	7	1	10	82	34
Undecided	-	-	1	2	1	1	-	1	-	1	7	3
S. Disagree	1	1	-	4	-	-	-	1	-	7	14	6
Disagree	-	1	1	-	-	1	-	1	-	9	13	5
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

The table 4.3.9 above shows responses of the respondents on advertising as an effective tool used in promoting increase in sales performance. Out of 240 respondents 124(52%) strongly agreed with the statement, 82(34%) supported the assertion, 7(3%) were indifferent. While 14(6%) strongly disagreed with the statement, 13(5%) disagreed with the assertion.

Table 4.3.10: Internet as a Modern Tool and Customers

Rating	Dangote		Nig. Brew		Nestle		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
S. Agree	6	14	7	22	5	16	8	25	6	21	130	54
Agree	4	19	4	12	3	10	-	4	3	6	65	27
Undecided	1	4	1	-	1	3	-	-	-	3	13	5
S. Disagree	1	1	1	6	1	2	-	1	-	5	18	8
Disagree	-	2	1	5	-	1	-	1	-	4	14	6
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

From table 4.3.10 above, out of 240 respondents, 130(54%) strongly agreed that internet is a modern IMC tool used in reaching customers, 65(27%) agreed with this assertion, 13(5%) were indifferent about the statement, 18(8%) strongly disagreed with the statement and 14(6%) disagreed with the assertion.

Table 4.3.11: Personal Selling and Market Share

Rating	Dangote		Nig. Brew		Nestle		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
S. Agree	9	28	12	24	7	15	6	15	8	21	145	60
Agree	1	10	2	18	1	12	1	14	1	10	70	29
Undecided	1	-	-	1	2	2	1	1	-	2	10	4
S. Disagree	1	1	-	1	-	1	-	1	-	4	9	4
Disagree	-	1	-	1	-	2	-	-	-	2	6	3
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

The question was administered to find out if personal selling is a product of IMC in market share growth. Out of 240 respondents, 145 (60%) strongly agreed, with the statement, 70(29%) agreed with the assertion, 10(4%) were indifferent about the statement. While 9(4%) strongly disagreed on the statement, 6(3%) disagreed with the statement.

Table 4.3.12: IMC and Time

Rating	Dangote		Nig. Brew		Nestle		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
S. Agree	7	21	9	24	5	18	6	22	9	21	142	59
Agree	3	15	2	10	3	12	1	4	-	7	57	24
Undecided	1	2	1	2	1	-	1	2	-	3	13	5
S. Disagree	1	1	1	5	1	1	-	1	-	6	17	7
Disagree	-	1		4	-	1	-	2	-	2	11	5
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

Table 4.3.12 above indicates, that out of 240 respondents, 142(59%) strongly agreed that IMC save time for firms, 57(24%) also agreed with the statement, 13(5%) were indifferent about the statement. While 17(7%) strongly disagreed with the assertion, 11(5%) respondents disagreed with it.

Table 4.3.13: IMC and Money

Rating	Dangote		Nig. Brew		Nestle		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
S. Agree	6	15	7	21	8	17	5	18	4	20	121	50
Agree	4	20	3	14	1	12	1	7	5	9	76	32
Undecided	-	1	1	3	1	1	1	2	-	3	13	5
S. Disagree	1	2	2	5	-	1	1	4	-	5	21	9
Disagree	1	2	1	2	-	1	-	-	-	2	9	4
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

Table 4.3.13 above shows that out of 240 respondents, 121(50%) strongly agreed that Integrated Marketing Communications save money for the firms, 76(32%) agreed with the statement, 13(5%) were indifferent about the statement. While 21(9%) strongly disagreed with the assertion, 9(4%) disagreed.

Table 4.3.14: IMC and Stress

Rating	Dangote		Nig. Brew		Nestle		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
S. Agree	2	18	7	14	9	21	5	15	3	20	114	48
Agree	7	14	3	24	1	7	2	9	5	9	81	34
Undecided	2	4	2	1	-	3	1	4	1	4	22	9
S. Disagree	1	3	1	4	-	-	-	2	-	4	15	6
Disagree	-	1	1	2	-	1	-	1	-	2	8	3
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

From table 4.3.14 above, out of 240 respondents, 14(48%) strongly agreed that IMC reduces stress in communication activities for firms, 81(34%) agreed with the statement, 22(9%) were indifferent, 15(6%) strongly disagreed with the assertion and 8(3%) disagreed.

(Ho) there are no indicators the managers and marketing executives use in measuring the effectiveness of overall IMC programmes.

Table 4.3.15: IMC and Market Share Growth

Rating	Dangote		Nig. Brew		Nestle		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
S. Agree	9	24	10	20	7	14	6	16	4	9	119	50
Agree	2	14	4	15	2	40	1	8	4	20	80	33
Undecided	-	1	-	2	-	1	1	2	1	2	10	4
S. Disagree	1	1	-	3	-	4	-	1	-	6	16	7
Disagree	-	-	-	5	1	3	-	4	-	2	15	6
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

From table 4.3.15 above, out of 240 respondents, 119(50%) strongly agreed that Integrated Marketing Communications contribute to market share growth, 80(33%) agreed with the assertion. While 10(4%) were indifferent about the statement, 16(7%) strongly disagreed with the statement, 15(6%) disagreed with the assertion.

Table 4.3.16: Price Premiums and IMC

Rating	Dangote		Nig. Brew		Nestle		Zenith		PZ		Total	
	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Top	Middle	Freq	%
S. Agree	5	17	7	25	3	15	4	6	3	14	99	41
Agree	4	13	7	10	4	14	3	20	5	9	89	37
Undecided	1	4	-	4	1	1	1	-	-	6	18	8
S. Disagree	1	6	-	2	1	1	-	4	1	4	20	8
Disagree	1	-	-	4	1	1	-	1	-	6	14	6
Total	12	40	14	45	10	32	8	31	9	39	240	100

Source: Field work 2011.

Table 4.3.16 above indicates that out of 240 respondents, 99(41%) strongly agreed that IMC is a determinant of price premiums, 89(37%) agreed with the statement 18(8%) were indifferent about the statement. While 20(8%) strongly disagreed with the statement, 14(6%) also disagreed with the assertion.

4.4 Test of Hypotheses

To test the hypotheses listed in chapter one, the work adopted the following statistical tools, Pearson's correlation coefficient test, Chi-square and Z-test, aided by computer Microsoft Statistical Package for Social Sciences (SPSS). Pearson's Correlation Coefficient was used in testing hypothesis one and Chi-Square was used in testing hypotheses two and three while Z-test was used in testing

hypothesis four and below are the analyses and the testing of the hypotheses formulated to answer the research questions asked to guide the study.

Hypothesis one: There is no significant relationship between Integrated Marketing Communications and companies' sales and profits

Table 4.4.1: Descriptive Statistics for Hypothesis One

	Mean	St. Deviation	N
Integrated marketing communications	1.6167	.79941	240
Companies sales	1.6583	1.00622	240
Companies profits	2.4375	1.40093	240

Table 4.4.1 displays the descriptive statistics of Integrated Marketing Communications, companies' sales and companies' profit. Integrated Marketing Communications had mean score of 1.6167, standard deviation of .79941 and number of cases as 240; companies' sales had mean score of 1.6583, standard deviation 1.00622 and number of cases (respondents) 240, and companies' profit had mean value of 2.4375, standard deviation of 1.40093 and number of cases 240.

Table 4.4.2: Correlations

		Integrated marketing communications	Companies sales	Companies profits
Integrated marketing communications	Pearson Correlation	1	.835**	.774**
	Sig.(2-tailed)		.000	.000
	N	240	240	240
Companies sales	Pearson Correlation	.835**	1	.851**
	Sig.(2-tailed)	.000		.000
	N	240	240	240
Companies profits	Pearson Correlation	.774**	.851**	1
	Sig.(2-tailed)	.000	.000	
	N	240	240	240

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

Table 4.4.2 shows the correlation co-efficient significance values and number of cases for the various variables of the study. The result in the correlation table shows that there is a positive relationship between Integrated Marketing Communications, companies' sales and companies' profit (r.84; r.77) respectively. The correlation co-efficient shows moderate relationships between Integrated Marketing Communications, companies' sales and profit. Besides, there, is a significant relationship between integrated marketing communications, companies sales and profit as reported probability (r.84 p. <.05, r.77 p<.05).

Hypothesis Two: Integrated Marketing Communication tools commonly used by firms are not effective in boosting their sales performance.

Table 4.4.3: Organisations' Cross-Tabulations for Hypothesis Two

			Organizations					
			Dangote	Nig. Brew	Nestle	Zenith	PZ	Total
Integrated marketing communications tools	Strongly disagree	Count	25	33	19	27	20	124
		Expected Count	26.9	30.5	21.7	20.2	24.8	124.0
Commonly used by firms are not effective in boosting their sales performance	Disagree	Count	24	18	20	9	11	82
		Expected Count	17.8	20.2	14.4	13.3	16.4	82.0
	Undecided	Count	0	3	2	1	1	7
		Expected Count	1.5	1.7	1.2	1.1	1.4	7.0
	Strongly agree	Count	2	4	0	1	7	14
		Expected Count	3.0	3.4	2.5	2.3	2.8	14.0
	Agree	Count	1	1	1	1	9	13
		Expected Count	2.8	3.2	2.3	2.1	2.6	13.0
Total		Count	52	59	42	39	48	240
		Expected Count	52.0	59.0	42.0	39.0	48.0	240.0

Table 4.4.3 above demonstrates the observed and expected frequencies of responses of strongly disagreed to strongly agreed. By careful observation of the descriptive statistic, respondents had an opposing view to the statement that Integrated Marketing Communication tools commonly used by firms are not effective in boosting the sales performance.

Table 4.4.4 Chi-Square Tests for Hypothesis Two

	Value	df	Asymp.Sig. (2-sided)
Pearson Chi-Square	44.486 ^a	16	.000
Likelihood Ratio	41.473	16	.000
Linear-by-Linear Association	8.570	1	.003
N of Valid Cases	240		

a. 15 cells (60.0%) have expected count less than 5. The minimum expected counts is 1.14.

Table 4.4.4 above shows the chi-square test computed from the frequency distribution and sig values. The chi-square computed value $X^2_c = 44.486$ is greater than chi-square table $X^2_t = 26.30$ with 16 degrees of freedom at 0.05 significant level.

Decision

Since the chi-square calculated $X^2_c = 44.486$ is greater than chi-square tabulated $X^2_t = 26.30$, the null hypothesis should be rejected. Therefore Integrated Marketing Communication tools used by firms are effectively boosting the sales performance.

Hypothesis three: Integrated Marketing Communications does not save time, money and stress for organizations.

Table 4.4.5 Organizations' Cross-Tabulation for Hypothesis Three
Case Processing Summary

			Organizations					
			Dangote	Nig. Brew	Nestle	Zenith	PZ	Total
Integrated marketing communications do not save time, money and stress.	Strongly disagree	Count	21	29	26	28	26	130
		Expected Count	28.2	32.0	22.8	21.1	26.0	130.0
	Disagree	Count	12	8	3	8	14	45
		Expected Count	9.8	11.1	7.9	7.3	9.0	45.0
	Undecided	Count	1	4	2	3	3	13
		Expected Count	2.8	3.2	2.3	2.1	2.6	13.0
	Strongly agree	Count	15	15	10	0	3	43
		Expected Count	9.3	10.6	7.5	7.0	8.6	43.0
	Agree	Count	3	3	1	0	2	9
		Expected Count	2.0	2.2	1.6	1.5	1.8	9.0
	Total	Count	52	59	42	39	48	240
		Expected Count	52.0	59.0	42.0	39.0	48.0	240.0

Table 4.4.5 displays the cross-tabulation of observed and expected frequencies ranging from strongly disagreed to strongly agreed. By careful observations, Integrated Marketing Communications save time, money and stress.

Table 4.4.6: Chi-Square Tests for Hypothesis Three

	Value	df	Asymp.Sig. (2-sided)
Pearson Chi-Square	33.179 ^a	16	.007
Likelihood Ratio	42.822	16	.000
Linear-by-Linear Association	12.071	1	.001
N of Valid Cases	240		

a. 15 cells (40.0%) have expected count less than 5. The minimum expected counts is 1.46.

Table 4.4.6 shows the Chi-Square test statistics computed from the frequency distributions of table 4.4.5. The chi-square computed value $X^2_c = 33.179$ is greater than chi-square table value $X^2_t = 26.30$ with 16 degrees of freedom at 0.05 level of significance.

Decision

Since the Chi-Square computed $X^2_c = 33.197$ is greater than tabulated $X^2_t = 26.30$. The null hypothesis should be rejected. Therefore, we conclude that Integrated Marketing Communications saves time, money and stress.

Hypothesis four: There are no indicators the managers and marketing executives use in measuring the effectiveness of overall IMC programmes.

Table 4.4.7 Descriptive Statistics for Hypothesis Four

	N	Mean	Std. Deviation	Minimum	Maximum
There are no indicators the managers and marketing executives used in measuring the effectiveness of overall IMC programmes	240	1.8792	1.18126	1.00	5.00

Table 4.4.8: One-Sample Kolmogorov-Smirnov Test for Hypothesis Four

		There are no indicators the managers and marketing executives used in measuring the effectiveness of overall IMC programmes
Normal Parameters a, b	N	240
	Mean	1.8792
	Std. Deviation	1.18126
Most Extreme Differences	Absolute	.284
	Positive	.284
	Negative	-.228
	Kolmogorov-Smirnov Z	4.404
	Asymp. Sig. (2-tailed)	.000

a. Test distribution is Normal.

b. Calculated from data

From table 4.4.8, the computed Z α value 4.404 against tabulated value of 1.96 and a significance of 0.000, the null hypothesis should be rejected. Therefore, it is concluded that there are suitable indicators the top management executives used in measuring the overall IMC programmes.

4.5 Discussion of Results

The study was evaluated through the use of interview and questionnaire, with questions tailored towards determining the impact of Integrated Marketing Communications on companies' sales performance. All the four hypotheses were subjected to statistical tests and the tools employed were: Pearson's Correlation Coefficient, Chi-square and Z-test. Computer aided Microsoft Statistical Package for Social Sciences (SPSS) was used to aid analysis to ensure accuracy and eliminate mistakes arising from manual computations.

Hypothesis one was tested with Pearson's correlation coefficient to determine the strength, magnitude and direction of the relationship between Integrated Marketing Communications and companies' sales and profits. To further validate the result of the test, additional test statistics of t-test was conducted to test the significance of the correlation coefficient (r) with a computed t-value, the null hypothesis was rejected giving to the conclusion that there was significant relationship between Integrated Marketing Communications and companies' sales and profits.

Hypothesis two was tested using the Chi-square test to examine the IMC tools commonly used by the selected companies in boosting their sales performance. With a computed chi-square value $X^2_c = 44.486$ is greater than chi-square table $X^2_t = 26.30$, the null hypothesis was rejected resulting in the conclusion that Integrated Marketing Communication tools commonly used by firms are effective in boosting their sales performance.

Based on other scholars' views, IMC increases profits through increased effectiveness. It could increase sales by stretching message across several communication tools and make messages more consistent and more credible (Smith 2008:179). Yeshin (2000:256), suggests that, for the company, IMC could be used as a strategic tool in communicating its corporate image and the benefits of its products or services.

Hypothesis three was tested using Chi-square to establish how Integrated Marketing Communications save time, money and stress. It was observed that IMC effectively save time, money and stress for organizations. Based on the chi-square computed value $X^2_c = 33.179$ is greater than chi-square table value $X^2_t = 26.30$, the null hypothesis was rejected resulting in the conclusion that Integrated Marketing Communications effectively saves time, money and stress for organizations.

Smith (2008:197), emphasizes that IMC could save money, such as graphics and photography. Nakra (1999:45), also claims the use of IMC saves time, money and improves the firm's or organization's ability to protect the integrity of the product or service. Moreover, organizations can maximize their return on investments and minimize selling stress through IMC (Tortorici, 1999:22).

Lastly hypothesis four used the Z-test to find out the indicators the marketing executives and managers use in measuring the effectiveness of overall IMC programmes. With a computed Z statistics, ($Z_c = 4.404$ is greater than tabulated $z_t = 1.96$) the null hypothesis was rejected resulting in the conclusion that there are suitable indicators the marketing executives and managers used in measuring the effectiveness of the overall IMC programmes.

The 18 indicators suitable for measuring the overall IMC programmes should be drawn from both marketing-based perspectives and communications-based

perspectives (Gadener & Trivedi, 1998:71, Kitchen & Pelsmacker, 2004:161; Semenik, 2002:281), and they include:

- (1) Sales growth
- (2) Market share growth
- (3) Profitability
- (4) Sales income
- (5) Price premiums
- (6) Brand awareness
- (7) Channel cooperation
- (8) Customers' satisfaction
- (9) Brand loyalty
- (10) Brand knowledge
- (11) Brand attitude
- (12) Brand preference
- (13) Purchase intention
- (14) Mass media exposure
- (15) Contact points exposure
- (16) Personal contacts
- (17) Brand referral
- (18) Brand extension

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides an overview of salient findings emanating from the research. The results are aligned with the various objectives and hypotheses set out in chapter one of the dissertation. Conclusion is drawn and necessary recommendations are made from the research findings. Contribution and suggestions for further research are also made.

5.2 Summary of Findings

The results based on the descriptive statistics revealed the following.

- (1) It was gathered that the firms appreciate and apply IMC in their day to day business as it gives them edge in the competitive and technological turbulent market with consumers and customers becoming more aware and sophisticated and difficult to handle.
- (2) The result revealed that there was significant relationship between Integrated Marketing Communications and companies' sales and profits, which is an indication that if firms want to increase sales and profits, Integrated Marketing Communication programmes should also be increased.
- (3) It was found from this study that Integrated Marketing Communication tools commonly used by firms effectively boost the sales performance, which means with good blend of IMC tools organisational goals will be achieved.
- (4) It was observed from the study that Integrated Marketing Communications effectively saves time, money and stress for organizations which implies that IMC reduces expenditure budget on issues concerning communication mix.
- (5) It was observed from the study that the marketing executives and managers used 18 suitable indicators in measuring the effectiveness of the overall IMC programmes, which implies that with these indicators organizations will boost their sales and profits. This also shows that there are many other indicators for measuring overall IMC performance other than sales growth and profitability.

5.3 Conclusion

The emergence of Integrated Marketing Communications (IMC) has become a significant example of development in Nigerian marketing discipline. It has influenced thinking and acting among all types of companies and organizations facing the realities of competition in the present open economy. It is the judicious and efficient use of the marketing promotional tools so that a universal, clear, and effective promotional message is communicated amongst the target audience.

Integrated Marketing Communications (IMC) is more than the coordination of a company's outgoing message between different media and the consistency of the message throughout. This also facilitates in ascertaining the effectiveness of the overall marketing effort to evaluation of brand messages. It is an aggressive marketing plan that captures and uses an extensive amount of customer information in setting and tracking marketing strategy.

As the IMC strategies should be based on situation analysis and SWOT analysis, a periodical implementation would be significant. The need of the audit of the IMC process should be well understood and measurement and evaluation of the effectiveness should be taken care of. The primary goal of affecting the perception of value and behavior through IMC has to be checked up carefully. Nigerian consumption patterns are changing rapidly, technical advancements are fast, development and diffusion of IMC program should closely be associated with these changes. Objectives and strategies must be elastic enough to mould accordingly.

In order to reach a better result, the marketing managers and the management need to develop marketing integration at occurring different levels and degree of various functions. The most important and fundamental level should be of vertical integration of objectives and activities. Within their own organizations, marketing managers should recognize the importance of creating important positions with clear responsibility at different level on performance and productivity basis.

The key is Value and all efforts must be in level-headed way to deliver in order to reduce the cost and increase the benefits; Integrated Marketing Communications can perform and lead the way to reap the benefits if exercised as a unit in order to attain the common objective of delivering the value to the customers.

5.4 Recommendations

Based on the research findings and conclusions, the following recommendations are made:

Periodic SWOT Analysis: There should be a periodic SWOT analysis of the business environment in order to assess their strength, weakness, opportunity and threats. This will enable them to develop a proper IMC programmes that suits their business environment. The proper IMC programmes will help the firms to create competitive advantage, boost sales and profits, save money, time, and stress.

Consumption Pattern Monitoring: The consumption patterns are changing frequently, technological advancements are fast. Consequently, firms should develop their IMC programmes in association with the changes in order to cover the gaps created by the changes. This will equally make the firms to maintain their position in the industry or even overtake the leaders.

New and Sophisticated IMC tools : The turbulent and high competitive nature of the markets coupled with increasing sophisticated nature of the consumers has forced many firms in developed world to search out new ways of reaching their markets. Therefore, firms in the country need to embrace IMC fully and follow the trend to search out new ways that are fast, cheap and accessible to the market anywhere. Social networking sites like Facebook, Twitter, MySpace are there to be used in disseminating information on products with the use of pictures, videos, jingles and real-time chatting with the customers. It has proven effective and efficient in managing crises, product/service presentations etc.

Adequate management of IMC programmes : There is need for adequate and timely management of firms' IMC programmes in order to achieve objectives. The objectives of the firms originate from the management of the firms down to subordinates. The planning process should incorporate every department in the firm in order to achieve harmonious relationship in the different departments. This will equally make each department work assiduously towards achieving the stated objectives and work to improving the firms' corporate image.

5.5 Contribution to Knowledge

The results of this study has provided basis for better appreciation of the contribution of impact of Integrated Marketing Communications to companies and

sales performance and profitability. Among other things, the results enhance our understanding of the role Integrated Marketing Communications play in creating brand image, saving time, money and stress for organizations. Moreover it has generated empirical and theoretical base concerning the awareness, application and importance of the new marketing innovations IMC can offer. This will in no small measure offer marketers the opportunity of using new media and channels available in disseminating marketing information synergistically.

Lastly, the model design for this study will help firms to develop and effectively use IMC programs to communicate with their target audience. Below is the model design for the study.

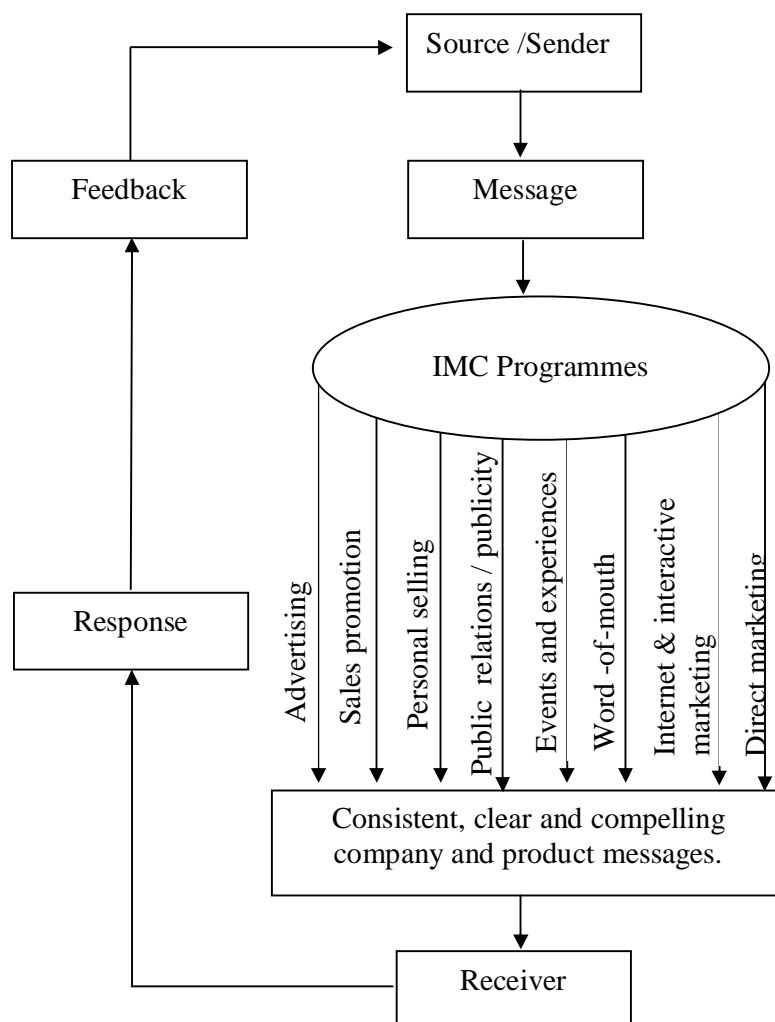


Figure 5.1: IMC Process Model

Source: Researcher (2011)

Description of the Model

As shown in the model above, there are seven major elements in the Integrated Marketing Communications process namely: sender, message, IMC programmes, consistent, clear and compelling company and product messages, target audience, response and feedback.

5.5.1. The Sender/Source

The term source or sender means the person involved in communicating a marketing message, either directly or indirectly. A direct source is a spokesperson that delivers a message and/or demonstrates a product or service. An indirect source, say, a model, doesn't actually deliver a message but draws attention to and/or enhances the appearance of the ad. Some ads use neither a direct nor an indirect source; the source is the organization with the message to communicate. As seen in this study the sources of the Integrated Marketing Communications are the five firms ó Dangote Flour Mills Plc, Nigeria Breweries Plc, Zenith Bank, Nestle Nig Plc and PZ Cusson Nig. Plc. They use the IMC programmes to communicate with their target audience.

The communication process begins when the source/sender selects words, symbols, pictures, and the likes to represent the message that will be delivered to the target audience.

5.5.2 Message

The message contains the information or meaning the source hopes to convey. The message may be verbal or non-verbal, oral or written, or symbolic. Duncan (2002:221), is of the view that everything a company does sends a message: the challenge is to coordinate these messages. Messages must be put into a transmittable form that is appropriate for the channel of communication being used. Duncan (2002:221), further maintains that there are four types of messages: product message, service message, planned message and unplanned message.

5.5.3 IMC Programmes

These are the coordination of the various promotional elements and other marketing activities that communicate with a firm's customers. IMC programmes are used to accomplish an organization's communication objectives. Traditionally,

the promotional mix has included four elements: advertising, sales promotion, publicity/public relations, and personal selling. Kotler and Keller (2009:512), note that marketing communication mix consists of eight major modes of communication namely: advertising, sales promotion, events and experiences, public relations and publicity, direct marketing, interactive marketing, word-of-mouth marketing and personal selling. As revealed by the study the companies made use of all these promotional mix. The companies' challenge therefore is to find the right combination of the communication tools and techniques, define their role and the extent to which they can or should be used, and coordinate their use.

5.5.4 Consistent, Clear, and Compelling Company and Product Messages

All the corporate messages, positioning and images and identity are coordinated across all marketing communications venues. For instance PR materials must say the same thing as direct mail campaign, and advertising has the same look and feel as website. The IMC solution calls for recognizing all contact points where the customer may encounter the company, its products, and its brands. The company must strive to deliver a consistent and positive message at all contact points. As the model specifies, the companies carefully integrate and coordinate their many communication channels to deliver a clear, consistent and compelling message about their organizations and their products.

5.5.5 Receiver

The receiver is the person(s) with whom the sender/source share thoughts or information. Generally, receivers are the consumers in the target market or audience who read, hear, and/or see the marketer's message and decode it. However, Ebue (2002:394), notes that a company's communication responsibilities do not end with the target customers. The company must communicate with other parties in its external environment. The company must communicate with its suppliers, marketing intermediaries, competitors, financial publics, media publics, government publics, general publics, action groups, employees, investors, regulators, local publics, interest groups, etc.

5.5.6 Response

Response is the receiver's set of reactions after seeing, hearing, or reading the message. Receiver's responses can range from non-observable actions such as storing information in memory to immediate action such as calling a toll-free number to order a product advertised on television.

5.5.7 Feedback

That part of the receiver's response that is communicated back to the sender. Feedback which may take a variety of forms closes the loop in communications flow and lets the sender monitor how the intended message is being decoded and received. For example in personal selling situation, customers may pose questions, comments, or objections or indicate their reactions through non verbal responses such as gestures and frowns. The sales person has the advantage of receiving instant feedback through the customer's reactions. But this is generally not the case when mass media are used. Because advertisers are not in direct contact with the customers, they must use other means to determine how their messages have been received. While the ultimate form of feedback occurs through sales, it is often hard to show a direct relationship between advertising and purchase behaviour. So marketers use other methods to obtain feedback, among them are customer inquiries, show visits, coupon redemptions, and reply cards. Research ó based feedback analyses, readership and recall of ads, message comprehension, attitude change and other forms of response can also be used. With this information, the advertiser can determine reasons for success or failure in the communication process and make adjustments.

5.6 Future Research

Future research is mainly based on the current scope of the study and indicators used for measuring IMC performance; therefore, future research will seek to extend the scope to include marketing communication agencies in the country.

Also, although the use of sales performance and profitability as an indicator for measuring the impact of IMC is just one out of the eighteen observed from the literature, future research will seek to include other indicators like market share growth, customers satisfaction, brand knowledge etc.

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APPENDIX 1
QUESTIONNAIRE

Department of Marketing,
Faculty of Business Administration,
University of Nigeria,
Enugu Campus,

27th August, 2010.

Dear Sir/Madam,

I am a Postgraduate Student of the Department of Marketing, University of Nigeria, Enugu Campus. I am undertaking a research work on "Impact of the Integrated Marketing Communications on the Company's Sales Performance."

This questionnaire being presented for your completion is designed to gather information relating to the study, and is purely for academic research purpose, in partial fulfillment of the requirements for the award of Master of Science (M.Sc.) Degree in Marketing.

It is also my request, that you kindly and sincerely answer these questions, as the success of this work depends on your willingness to do so, and be assured that any information provided shall be for the study only and shall be treated with optimum confidentiality.

Thanks,

Yours sincerely,

Adoyi, Janet.

PG/M.Sc/08/47453

8. Do you know what Integrated Marketing Communications is all about?

Yes

No

Indifferent

9. If Yes, what are the IMC programmes do your firm used in reaching its market?

í .
 í .

.....

10. How often does your firm use these Integrated Marketing Communication Programmes?

Always

Not always

Indifferent

11. Is your firm's Sales Performance being affected by the use of the IMC programmes?

Yes

No

Indifferent

12. If YES, positively or negatively?

Positively

Negatively

13. The cost of implementing IMC programmes negatively affects the firm's profitability

Strongly Agree

Agree

Undecided

Disagree

Strongly Disagree

14. Do you measure the results of IMC programmes in relations to sales performance?

Yes

No

Indifferent

If YES, what indicators do you use in measuring the effectiveness of the IMC programmes?

í
 í
 í

15. Advertising is an effective tool used in promoting sales performance.

Strongly Agree

Agree

Undecided

Disagree

Strongly Disagree

17 Internet is a modern IMC tool used in reaching customers anywhere.

Strongly Agree

Agree

Undecided

Disagree

Strongly Disagree

18 Personal connection is a product of integrated marketing communication in promoting market share of accompany.

Strongly Agree

Agree

Undecided

Disagree

Strongly Disagree

19 Blending of communication tools is the total sum of impression?

Strongly Agree

Agree

Undecided

Disagree

Strongly Disagree

20 Integrated marketing communications saves time for organisations

Strongly Agree

Agree

Undecided

Disagree

Strongly Disagree

21 Expenditure reductions is a determinant of integrated marketing communication

Strongly Agree

Agree

Undecided

Disagree

Strongly Disagree

22 Integrated marketing communications promotes sales through stress reduction.

Strongly Agree

Agree

Undecided

Disagree

Strongly Disagree

23. How does your firm manage the IMC programmes in relation to its outcome?

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24 High competition in the market makes firm to search for modern methods of reaching their markets

Strongly Agree

Agree

Undecided

Disagree

Strongly Disagree

25 If strongly agree, what are the modern ways available to the firm to utilize?

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26. What are the right combinations of the IMC programmes that are most suitable for your firm?

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Thank You.