

**INTEGRATED MARKETING COMMUNICATIONS AND
CONSUMERS PATRONAGE OF NIGERIAN BEVERAGE
PRODUCTS**

BY

**KEHINDE OLADELE JOSEPH
(CU03GP0024)**

JUNE, 2009

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**BEING A Ph.D. THESIS SUBMITTED IN PARTIAL FULLFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF DOCTOR OF PHILOSOPHY (Ph.D)
DEGREE IN MARKETING, OF THE DEPARTMENT OF BUSINESS STUDIES,
COLLEGE OF BUSINESS AND SOCIAL SCIENCES,
COVENANT UNIVERSITY, OTA, NIGERIA.**

JUNE, 2009

CERTIFICATION

I hereby certify that this thesis titled **“Integrated Marketing Communications and Consumers Patronage of Nigerian Beverage Products”** is based on original research work of Mr. Kehinde Oladele Joseph, under our supervision, in the Department of Business Studies, College of Business and Social Sciences, Covenant University, Ota, Ogun State, Nigeria, and that it has not been submitted for the award of Ph.D or any other degree in this or any other University.

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DECLARATION

We hereby declare that this thesis titled “Integrated Marketing Communications and Consumers Patronage of Nigerian Beverage Products” is based on the original research work of Mr. Kehinde Oladele Joseph. Indebtedness to other research works has been duly acknowledged at the relevant places. It is also declared that this work has not been submitted for the award of Ph.D or any other degree in this or any other University.

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DEDICATION

I dedicate this work to the glory of God Almighty, my creator who has continued to be my only source of support, provision, protection and guidance. I also dedicate the work to the memory of my late grand mother Chief (Mrs.) Felicia Oni Oderinde who God used in my life and my siblings.

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ABSTRACT

The need for an organization to properly coordinate its marketing communications strategies to achieve a clear, consistent and competitive message about itself and its product has become issue of concern to every result driven firm. The study is aimed at examining the impact of integrated marketing communication on consumers' patronage of Nigerian beverage products. The objectives of this research among others are to (i) establish the level of understanding and the use of IMC by Nigerian beverage communications institutions. (ii) Find out whether the use of IMC can bring about profitable long term customer relationship (iii) determine if optimal use of IMC can make a product compete effectively thereby recording a good consumers patronage, and (iv) ascertain whether proper implementation of IMC programmes can help reduce a firm' cost of marketing communications. This research adopted a survey method with four hypotheses and structured questionnaires distributed among sampled respondents, which include those from marketing communication organizations, beverage producers and consumers of the products in the South Western part of Nigeria. To ensure reliability of this instrument, a test-retest was carried out within one and half month interval. The result yielded 0.88and Cronbach alpha of 0.76.The face and content validity of this instrument were ensured. The divergent validity of -0.62 and convergent validity of 0.82were revealed. In analyzing the data, the researcher used suitable test statistics, correlation and Kruskal Wallis one-way analysis where appropriate. Findings show that respondents appreciate the inherent benefits that the use of IMC will bring over its non-use (the traditional approach). Such benefits according to findings include cost savings; effective and efficient marketing communication messages, sustained long term client-customer relationships, better consumer patronage, amongst others. Mere implementation of different combination of marketing communication tools together cannot guarantee better results, it is the strategic coordination of marketing communication tools and the media that will facilitate efficient results and help the company influence its perceived brand value in the eyes of its esteemed customers and other stakeholders.

Key Words: Integrated, Marketing, Communications, Consumers, Patronage, Beverage.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The need for an organization to properly coordinate its marketing communications strategies in order to deliver a clear, consistent, credible and competitive message about itself and its product has become a challenge today for every result oriented firm. Effective marketing communications should therefore be an integral part of every efficient and result driven organization. How innovative and creative marketing communications practitioners are inappropriately combining, coordinating and efficiently using marketing communication tools will have great impact on their companies' products/services and by extension, on such products' market share. This again could pose serious challenge to competing companies across markets in the country.

The Integrated Marketing Communication (IMC) approach believes that a company must leave no chance for error, no patience for miscommunication, and no time for confusion. (Picton and Broderick, 2005). The IMC approach placed much premium on the consistency of messages, that by this, it posits that communications effort of a company through its different products must project a unified voice. Business (companies) must be able to deliver the right message in the right medium to elicit the right results. (Schultz and Kitchen, 1997). A simple argument for IMC is that there are financial, competitive and effective benefits to be achieved through the synergy afforded by the process of integration (Peltier and Schult, 2003; Smith, 2002; Shultz & Kitchen, 2000; Thomas, 2001; Picton and Hartley, 1998). Rather than being considered as a revolution in marketing thought, IMC is gradually emerging as a natural evolution in marketing communications brought about by drastic changes in at least three main areas, which are: (i). The market place; (ii). The media and communications; (iii). The consumers. These changes have been driven primarily by advancement in information technology; and have caused a major shift from the mass

marketing, product centred theories of marketing popularized in the 1950s and 1960s to the more customer – centered, database-driven interactive and measurable approaches of integrated communications, (Schultz, 2003).

The development of IMC can be traced to the early 1980s when many Americans advertising agencies started to feel threatened by their clients’ attempt to save money through direct media buying and patronage and creative boutique operations. Added to these forces were the inclinations of many advertisers to shift money from advertising to more immediate and effective aspect of marketing. These developments came to a climax towards the early part of 1990s when advertising agencies started to offer more than their traditional functions of just producing and placing advertising in the media. The advertising agencies then saw that their survival in the turbulent decade of the 1980s depended on providing integrated strategies. The question one might ask here is “were advertising agencies not adding value to their clients’ programmes before IMC?” Of course, they were but not in ‘an integrated sense’. In this respect, Kliatchko (2005) opined that value added services need not start and end in only advertising messages and strategies. But now, in an expanded view of advertising, advertising agencies must positively evolve specific promotional mix to provide clarity, consistency and maximum communication impact.

In a similar vein, a number of scholars observed that coordination is a powerful element of an integrated communication strategy. And that many companies might find integration difficult to adopt due or owing to tough battles on how to allocate resources and reluctance to invest in the needed database. They also observed that different departments were responsible for different elements in the communication strategy (i.e. an advertising department; direct mail department; and a trade show or an event management department). In many of these cases, they are usually reluctant to give-up control over their respective area and fight each other for a piece of the marketing budget. The result will be that the communication strategy will be fragmented rather than integrated. What happens when interactions with customers are fragmented? Belch and Belch (2004) opined that if customers are fragmented then, they would get annoyed because different parts of the company don’t know what others are

saying. Consumers might feel that they are talking to many different companies instead of one, which is not the way to build relationship.

In the opinion of Akande, (2001) he raised the concern that marketing has moved from customer acquisition (winning new customers) through 'customer relations' (keeping customers for life) towards customers' deselection (dumping unprofitable customers while selectively seeking and keeping the profitable ones). He listed other forms of marketing communication strategies which are media; proliferation, audience fragmentation, advancement of information technology and the internet, consumer empowerment, increased advertising, cluster, shift in channel power and the desire for more accountability. All these underpin the driving forces leading toward integrated marketing communications.

In their work on marketing communications, Duncan and Everett (1993) asserted that IMC is both a concept and a process. The IMC perspective can be interpreted as "meaningful integrative" of "Holistic thinking" i.e. looking at marketing communication in a way by which various marketing communication tools are strategically employed in a complementary fashion after a careful analysis of customer needs and review of market situation. Schultz and Kitchen (2002) equally viewed integrated marketing communication (IMC) as a strategic business process used to plan, develop, execute and evaluate coordinated measurable persuasive brand communication programmes over time with consumers, prospects and other targeted relevant external and internal audience.

Duncan (2002), in his contribution to the literature on evolution of IMC believed that the above definition of IMC by Schultz and Kitchen, forecasted the trend of the development of IMC in the future. He therefore noted that this new definition indicates that IMC has moved from (or has the potentiality to move from) a "marketing planning process" to a "strategic business process". Schimp (2000) summarized five facts of IMC as:

- (i). Aims to affect behaviour
- (ii). Starts with customers or prospects
- (iii). Uses any and all forms of contents
- (iv). Achieves synergy and

(v). Builds relationships.

Low (2000) opined that integrated marketing is simply a step further from IMC or the highest stage of IMC by focusing on conveying unified messages to customers via the correct blending of the promotional mix.

In the Nigerian marketing environment today, many organizations have not appreciated the importance of the strategic blending of the promotional mix elements so as to produce cohesive, consistent, clear, precise and efficient messages. The common explanation is that through IMC, a firm or a manager can attain synergy between all the firm's marketing communications activities and decisions. This synergy in turn improves performance.

With the pace at which globalization is moving, there is need for Nigerian Advertising Agencies to wake-up to a new reality in the marketing world. Clients, world-over, now demand integrated solutions rather than thinking in the old-style of above or below the line statement. Client needs to create a sustainable competitive advantage to meet up with the demands. This cannot be done with advertising alone with a seamless marketing communication programme. Many clients (advertisers) are now asking themselves questions such as "How do I allocate the marketing budget over a variety of promotional tools"?. Here, many rely on the professional advice from advertising agencies. Today some advertising agencies are trying to become marketing consultants, independent media purchasers and multi-dimensional communication practitioner – (Kallmeyer and Absatt, 2001). The words of these scholars revealed the need for these advertising agencies to become total marketing oriented professionals rather than just advertising driven in order to convince clients that they can add value to their marketing efforts.

The Growing Importance of IMC: The move towards integrated marketing communications is one of the most significant marketing developments that occurred during the 1990s and this approach is growing daily as this new millennium continues to advance. Belch and Belch (2004) believed that 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. Some of the reasons why marketers are adopting the IMC approach according to Belch and Belch, (2004) are:

“The understanding that the strategic integration of the various communication functions rather than having them operate autonomously would bring many added benefits to clients and customers. Advocates of IMC believe that it will help company maximize returns on their investments. The move towards IMC reflects an adaptation by marketers to a changing environment with respect to consumer’s technology and the media. Today many consumers are tired of being bombarded with different sales messages.”

These factors according to Belch and Belch, (2004) are capable of promoting marketers towards the development of alternative ways to communicate with target audience.

Another reason responsible for the growth of IMC according to Belch and Belch (2004) is the growth and development of database marketing. Many companies are building database containing customers’ name, geographic, demographic and psychographic profiles; purchase patterns; media preferences etc. Advocates of this approach believed that database marketing is critical to the development of effective use of IMC. A shift of marketing dollars from media advertising to other forms of promotions, particularly consumer – and trade-oriented sales promotions. Many marketers are also of the opinion that traditional media advertising has become too expensive and not cost effective (Thomas, 2001).

Finally, there is demand for greater accountability from advertising agencies and changes in the way agencies are compensated. Many companies are moving towards incentive- based system whereby compensation of their ad agencies is based, at least in part on objectives measures such as sales, market share and profitability. The rapid growth of the Internet services, which is changing the very nature of how companies do business and the interest with the consumer, could also be seen as a major reason for the growing importance of IMC in today contemporary marketing environments.

1.2 STATEMENT OF RESEARCH PROBLEM

There are divergent of opinions in the effectiveness of integrated marketing communications in promoting consumers' patronage of products. Some scholars belief on the traditional approach of using solely any of the promotional mix elements while others have strong belief in the synergy that the integration of the elements would create; (Reid, 2003;Copley, 2004) amongst others. The need for an organization to properly coordinate its marketing communications strategies in order to deliver a clear, consistent, credible and competitive message about itself and its products has become an issue of concern, which every focus driven and result oriented firm wishes to overcome today. Similarly, the marketing environment is becoming more highly competitive, and the once glamorous world of advertising is loosing out to integrated marketing communications (IMC) under which managers can combine approaches and allow brands to speak with a single voice across all media formats.

Swan and William, (2004) argued that a major organizational problem that most companies face is that the various components of the promotional mix are often seen as the responsibility of different departments or agencies. Companies and agencies have different perceptions as to the uses and benefits of integration of marketing communication elements (Nowak & Phelps, 2004; Belch and Belch, 2004). Consequently, many organization executives are craving for ways of minimizing cost of marketing communications with better results. And are not sure of the synergy effects, of the use of IMC. (Picton & Hartley, 1998; Copley, 2004; Raid, 2003; Fill, 2006). One of the trends in recent time according to Pelsmacker, Geuens and Bergh (2004) is the increasing need by companies to build customer relationship in order to sustain brand loyalty.

Many Nigerian beverage producers are using different promotional mixes without due consideration for the cost and appropriateness of the stage of product in its life cycle (Thomas, 2001; Fadipe, 2004), etc. They are often skeptical as to how to properly coordinate the communication mix at different stages of a product life (Thomas, 2001). Many beverage producers have not fully appreciated the fact that communicating effectively with customers

and other stakeholders involves not only a mix of the traditional tools but rather an efficient coordination through the adoption of the IMC approach. Many Nigerian Beverage producers are constantly looking for how to catch and retain the youth especially school children (catch them young syndrome) and build strong brand loyalty with these school age children (Achumba 2000; Thomas 2001). Swan 2004 argued that companies face the challenge in identifying what could efficiently promote or hinder IMC implementation as various departments are faced with bulk passing of marketing communication responsibilities.

The need for Nigerian beverage producers to fully adopt the IMC approach is therefore borne out of the fact that there are financial, competitive and effective benefits to be achieved through the synergy afforded by the process of integration. (Pickton and Hartley, 1998). Despite the broadening of marketing into many facets of Nigerian economy today, and the sensitive position that marketing promotion occupies in the strategic management of a firm's marketing communication efforts, no known attempt has been made, locally, to investigate empirically, the impact of the use of Integrated Marketing Communications on consumers patronage of beverage products in the Nigerian Food and Beverage Industry. Moreover, despite the huge amount of fund spent on Advertising and Information System in the same industry, no body seemed locally to be interested in evaluating the alternative comparison between traditional method of promotion and the new IMC method. This proposed research therefore, intends to fill that intellectual gap.

1.3 OBJECTIVES OF THE STUDY

Many studies have been carried out on marketing communications or on marketing promotions generally. However, a few (if any) of these studies carried out locally have appreciated the effects of appropriate and efficient coordination as well as some of or all of the promotional tools on consumers' patronage of goods and services.

The need for Nigerian beverage producers to fully adopt the IMC approach is borne out of the fact that there are financial, competitive and efficient benefits to be achieved through the synergy afforded by the process of integration (Pickton and Hartley, 1998).

The general purpose of this study is to examine the impact of Integrated Marketing Communication (IMC) on consumers' patronage of Nigerian beverage products.

The specific objectives of this research amongst others are to:

- i. Establish the level of difference in perception of the effectiveness of IMC in improving customers' patronage by staff of beverage producing companies, customers and marketing communications organizations.
- ii Ascertain whether proper implementation of IMC programmes by an organization especially in the Nigerian Food and Beverages Industry can help reduce the cost of marketing communications, thereby having effects of minimizing the company's cost of marketing communications.
- iii Find out whether the use of IMC by clients (beverage producers) through their advertising agencies can bring about profitable long-term client customer relationships.
- iv Determine whether the proper use of IMC at the different stages of the product life cycle could be a major factor in making the products (beverage products) to compete effectively in the market thereby recording more customer patronage for the product.
- v Establish the level to which the use of IMC by Nigerian Beverage producers can influence parents of school children to continue to purchase these products thereby building strong brand loyalty for the products.
- vi Determine what factors to enhance or promote the use of IMC by organizations as well as what factors could serve as barriers to the diffusion of the IMC concept into Nigerian Food and Beverages Industry.

1.4 RESEARCH QUESTIONS

This research will provide answers to the following questions;

- i. Are there any significance differences in the perception of IMC by staff of beverage producing companies, marketing communication organizations and customers on the effectiveness of IMC in improving customers' patronage?

- ii. Will proper implementation of IMC programmes by an organization help in reducing the firm's cost of marketing communications cost thereby having effects of increasing customer patronage through low priced products?
- iii. Can the use of IMC bring about profitable long-term customer relationship between customers and management of Nigerian Beverage producers?
- iv. Will the proper use of integrated marketing communication at the different stages of the product's life cycle make the chosen samples to compete effectively in increasing consumer patronage of the products?
- v. Can the use of IMC influence parents of school children to continue to purchase these beverages thereby building strong brand loyalty for the products?
- vi. What factors can enhance the use of IMC by organizations and what factors could serve as hindrance to it usage?

1.5 STATEMENT OF RESEARCH HYPOTHESES

The following hypothesis was formulated in the null form and tested with the aid of proper statistical tools and well-structured questionnaires that were effectively administered so as to achieve stated research objectives. The hypothesis is as follows:

Hypothesis One - Null

H₀: There is no significant difference among the respondents i.e. (staff of beverage producing companies, customers, and marketing communication organizations) on their perception on the effectiveness of IMC in promoting customers patronage.

RESEARCH HYPOTHESES

The following hypotheses are stated in the research form

Research Hypothesis Two

H₁: The more an organization adopts integrated marketing communication principles, the less funds; it will spend on its marketing communication activities in the long run.

Research Hypothesis Three

H₁: The more an organization uses IMC principles the more profitable long-term client-customer relationships it will build.

Research Hypothesis Four

H₁: The more an organization uses IMC tools at the different stages of a product life cycle, the more customer patronage it will achieve for its products

1.6 Significance of the Study

Marketing communication has been used for several years as an umbrella term to refer to the various communication tools used by marketing. Every organization has at one time or the other constructively used the communications tools such as Advertising, sales promotion, public relations, personal selling, or even direct marketing. It is the strategic integration of these functional areas that makes IMC (Integrated Marketing Communications), a better approach to reaching consumers and other stakeholders. In the developed economies of the world, such as United States, Britain, Australia, Canada, etc. Integrated Marketing Communication has continued to make positive waves as the way ahead for marketing through its synergy of having a common and unified voice in the market place. With IMC in place, managers in these developed economies can combine approaches and allow a brand to speak with a common voice across all media formats. At every point of contact with the brand, consumers see the same message (Mark Ritson, 2005).

This research will be highly significant to producers of beverage products in many respects. It will assist them on how to send highly impactful messages to their esteemed target audience. It will also assist them on how to save cost of marketing communications in the long run. This will translate to minimization of cost of marketing communication. The outcome of the research will also benefit these producers on how to use marketing communications to build long-term client-customer relationships. The research will benefit consumers of beverage products, as the use of IMC will afford consumers with clear, credible and consistent messages. When consumers hear the same messages through advertising, sales

promotion, and personal selling (sales force), they (consumers) will have strong faith in such messages and they are likely to do more of those things which producers of products expect them to do.

Of fundamental significance of this research is to advertising agencies. The use of IMC will definitely help advertising agencies to achieve better results for their clients' investments on marketing communications. The present global economic down-turn is affecting many companies. This has made many companies to look inward and find areas of minimizing cost of production. One area where many companies want to reduce cost is in the area of marketing communications (Advertising, Public relation, Sales promotions, etc). Therefore both advertising agencies and their esteemed clients will readily appreciate a research, which shows how a company can save cost. This research will also be of immense importance to the academic sector especially scholars in the field of marketing and marketing communication in particular who want to know the effect that a better coordinated marketing communication tools will have on an organization marketing objectives, consumers patronage, sales growth and market share.

A number of factors are encouraging the use of integrated marketing communications today by firms/organization, which make the conduct of this research highly significant. One of such factors is lack of real growth in advertising expenditure. According to Picton and Broderick, (2005; 32), advertising is increasingly being questioned as the best or most appropriate form of communications to achieve certain promotional activities. It is the strategic integration of these functional areas that makes IMC (Integrated Marketing Communications), a better approach to reaching consumers and other stakeholders. Scholars such as Thomas, (2001) asserted the belief among some Advertising Agencies that a competitive edge and financial reward may be derived from offering services to clients when integration is in use.

Another major significance of this study is the increasing sophistication by clients in their use of marketing promotional activities, and in what many of them expect from those activities and how they should organize themselves and their advertising agencies to achieve the best results. Added to this is the increasing growth in the activities of media independent agencies. These media independents are gradually taking on the role of media purchase; and this has left advertising agencies seeking other forms of income generation. Increasing reliance has been placed on the charging of fees for services and more integrated services being offered. Greater marketing communications impact will be achieved if all the elements involved are integrated into a united whole by integrating the range of communication mix elements, so that they work in harmony or synergy with each other. Picton and Broderick, (2005) added that synergy is achieved when we bring together marketing communication elements in a mutually supportive and enhancing way so that the resulting whole is greater than the sum of its parts.

Government at all levels (such as Federal, state and local) will find the results of this research highly useful. The use of integrated marketing communications will help government functionaries saddled with the responsibility of repackaging Nigeria as a special brand in the eyes of international community. Companies who wish to maximize returns on their investment, reduce cost of marketing communication will find this study highly useful.

In Nigeria however, scholars asserted that IMC has not been given due attention. Companies see either Advertising, public relations and sales promotion as the major promotional tool available to them and from which they could just pick any one depending on the situations. The result has often been instances of confusion in the market place when Advertising says a message and Sales Promotion comes later to say the contrary (Thomas 2001; and Achumba 2000). In a similar vein, it was documented that advocates of IMC approach are of the opinion that it is one of the easiest ways for a company to maximize the return on its investment in marketing and promotion. (Picton and Broderick, (2005); Schimp (2000).

Today, there is a growing decline in newspapers and magazine audience. Due to a number of factors such as economic reasons which tend to reduce the number of daily newspapers people buy per day; improved technological advancement which make many people to across news on Radios, Television, internet etc. Marketers are also facing the problem of consumers' being less responsive to traditional advertising. Many consumers are turned-off by advertising and are tired of being bombarded with different sales messages. These factors if established may compel marketers towards development of alternative ways to communicate with their target audience; such as making their sales messages part of the popular culture. Marketers will therefore find the recommendations contained in this research as highly useful in giving out credible, consistent and clear messages to their target audience. This research therefore, intends to correct the trend, or fill that gap and show the strategic importance of the use of effective Integrated Marketing Communications in sending messages across to target audiences and the immense inherent benefits which Nigerian companies stand to gain by its usage.

1.7 OPERATIONALIZATION OF THE RESEARCH VARIABLES

The operationalization of the research variables are presented below:

The title of the research is “Integrated Marketing Communications and Consumers’ Patronage of Nigerian Beverage Products”.

Mathematically, $Y = f(X)$

where Y = dependent variables

X = Independent variables.

Constructing the above title into a model where Y = OCP and E = EIMC

we have $OCP = f(EIMC)$

and Optimal Consumers’ Patronage of Beverage products (OCP) can be obtained from Effective Integrated Marketing Communications (EIMC).

Opening up the nature of OCP (dependent variables) into its constituent components, we have:

OCP or Y = y1, y2, y3, y4, y5, y6 yn.

Where; the above components can be presented as follows:

y1 = Level of customer satisfaction

y2 = Level of Consumer income

y3 = Nutritional value of the product.

y4 = Improved client-customer relationship which enhances brand loyalty.

y5 = Competitive prices resulting into more sales.

y6 = Value added to the product from packaging features.

y7 = Special events packages and incentives.

y8 = Catch-them-young programmes of the company.

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:

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yn.

Also from the independent variables f(EIMC), we have

$F(\text{EIMC}) = x_1, x_2, x_3, x_4, x_5, x_6, \dots, x_n.$

where x_1 = The blending of advertising messages.

x_2 = Effective use of the sales promotion tools.

x_3 = The strategic coordination of personal selling with other IMC tools.

x_4 = Efficient use of public relations tools.

x_5 = Effective use of direct and interactive marketing tools.

x_6 = A function of the literate level of the society.

x_7 = The competence and expertise of the Advertising Agencies being used.

x_8 = Availability of funds to the company. (The beverage manufacturer).

x_9 = Company promotional policies and company promotional objectives.

x_{10} = Availability of e-marketing facilities.

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:

:

X_n .

∴ Therefore, we can say $OCP = f(EIMC)$

That is, Optimal Consumer Patronage of Beverage Product (OCP) is a function of the effective use of Integrated Marketing Communications. Put succinctly, we are saying that consumers' patronage of Beverage products depends on marketers' effective use of the marketing communication mix elements.

1.8 Scope and Delimitation of the Study

The study focuses on the impact of Integrated Marketing Communications on consumers' patronage of Nigeria beverage products. The study will be limited to marketers or producers of beverages, advertising agencies and consumers of beverage products. As mentioned in the sampling techniques because most of the Advertising Agencies are based in Lagos, majority of the marketing communications agencies that were sampled are based in Lagos with the exception of a few based in Port-Harcourt and Enugu. Again, because most Advertising Agencies usually have small number of staff and in order to get appropriate sample size about 42 Marketing Communication firms were sampled. This represents about 50 per cent of total number of registered agencies under the umbrella of Association of Advertising Agencies of Nigeria (AAAN).

The period under study covers 1998 – 2006 (8 years). The study under investigation is carefully chosen to give credence to the subject matter under study. As regards distribution of questionnaire to consumer respondents, the distribution is restricted to South-west geo-political zone of Nigeria. The towns and states that were covered are already stated under the sample size determination in chapter three and justifications have been provided for the choice of these towns and states where questionnaires were administered.

1.9 Structure of the Work

The research comprises of five main chapters. Chapter one covers introduction, objective of the study, research questions, research hypothesis, and justification of the study, amongst others. Chapter two deals with a review of related literatures. Both the conceptual, theoretical, and empirical frameworks are embedded in this chapter. The third chapter comprises of methodology used, research instrument amongst others. The fourth chapter comprises of analysis and presentation of findings in a logical manner with the use of test statistics such as Karl Pearson Moment Correlation Coefficient, kruskal wallis one way analysis and the use of T-test to test the reliability of the results obtained under the correlation analysis. Chapter five comprises of major findings (Theoretical and empirical findings), while a new model has emerged for the IMC process. This chapter further draws suitable conclusion and offers relevant recommendations, managerial and policy implications, which shall be of immense importance to Marketing Communication Practitioners, Marketers of Food and Beverage Products and other users of IMC tools.

1.10 Definition of Key Terms in the Research

The following terms are defined for the purpose of this research.

4Ps = A memory aid for the marketing mix: product, price, promotion, place, (distribution).

7Ps = A memory aid for the services marketing mix: product, promotion, place, price, process, people and physical evidence.

Above the line: This is the media advertising (often known as the media mix) for which commission is paid to an advertising agency. This includes advertising in the press such as newspaper, magazines, radio, television (by far, the largest) and other media, such as directories cinema, outdoor. (Belch and Belch, 2000)

AIDA – A sequential model showing the steps that marketing communications should lead potential buyers through. Get Attention; hold Interest; arouse Desire; and then obtain Action: (AIDA model) Farese, Kimbrell and Woloszyk, (2003).

Ansoff's Matrix: comprise four possible growth strategies: Market development, product development, market penetration/expansion, and diversification.

Barrier to Communication: Anything that gets in the way of message and prevents it from being received correctly.

Below the line: Non-Commission – paying promotion typically all forms except Advertising. Examples of below the line messages include sales promotion materials, T-Shirts, biro, cups, etc. Belch and Belch, (2000)

Brand Identity: All the outward trappings of a brand i.e. Logo, name, colours, strap line, labels, and packaging.

Brand Switching: Buying an alternative brand. Competitive advantage or competitive edge; something that allows an organization or its product/services that is perceived as being better than rival offerings.

Competitive advertising: Highlights and illustrates the uses, features and benefits that the advertised brand has and its rival do not.

Copywriter: One who writes the words for promotional materials e.g. Adverts.

Customer's Orientation: The whole organization is focused on the satisfaction of its customers needs.

Dagmar; An acronym that represents “defining Advertising goals for measured advertising results;” Gould, (2000) a hierarchy of effects models describing the stages individuals go through when making a purchase or consumption, decision.

Advertising Practitioner: APCON defines an advertising practitioner as one who is skilled in planning, creating and placing advertisement.

Advertising Agency: This can be defined as a firm or a company that is staffed with people who are advertising practitioners and which render advertising services to its clients. In Nigeria today, notable advertising agencies include Lowe Lintas Ltd, Rosabel Advertising, Insight communications, Pal Communications. Ltd., and STB McCann Advertising Agency amongst others.

Media: These can be defined as the channels through which advertising or promotional messages are transmitted to the intended audience. This includes the media of mass communication such as Newspapers, Radio, Television, Outdoors display such as billboards, etc.

Direct mail: Promotional materials delivered by post

Direct marketing: All activities that make it possible to offer goods or services or to transmit other message to a segment of the population by post, telephone, e-mail or other direct means.

Display advertising: Mainstream press advertising, usually with illustrations or other attraction drawing features..

Feedback: A part of the two – way communication process whereby the receiver sends a message back to the original sender.

IMC: An acronym used to refer to Integrated Marketing Communication.

The America Association of Advertising Agencies (4As) defines IMC as 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 examples, general advertising, direct response, sales promotion and public relations) and combines these disciplines to provide clarity, consistency and maximum communication impact.

Marketing Communication: Another name for Marketing Promotion; communication designed and implemented to persuade others to accept ideas or things or to motivate audience members to action.

Marketing communication is the process of communicating with the individual groups or organization directly to facilitate exchange by influencing them to accept the company's products or ideas. Promotion on the other hand, is the basic tool (and perhaps the only tool of marketing communication) that encompasses the five major modes of marketing communication earlier indicated.

Promotional mix: Traditionally advertising, Public Relations, Sales Promotions, Personal Selling and, Direct and Interactive Marketing.

Public Relations: (PR), Planned activities designed to promote goodwill between an organization and its publics.

Publics: A (PR) term for target audience, the group of people that the organization communicates with.

Sales Promotion: A short-term special offer or incentives to encourage the purchase of a product/service.

Target marketing (targeting): The selection of one or more markets segment towards which marketing efforts can be directed, sometimes called Market Targeting.

Vertical Communication: Happens up and down the hierarchical organization structure e.g. sales manager communicates with sales people and vice versa.

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CHAPTER TWO

REVIEW OF LITERATURE

2.1 INTRODUCTION

The restructuring as well as the re-engineering taking place today in most organizations are not single events. Rather, they are evolutionary processes requiring managers to continually strategize, realign priorities and resources, with organizational goals. At the vortex of this development is the communication function and process. Green and Gould (1996) believed that playing the game means that leading the evolution by aligning communications where it can add the greatest value today. This is because yesterday successes are not good enough to carry on tomorrow's challenges. Value added communication, according to Moore and Thorson (1996), strives for two ideals. So, these are efficiency and effectiveness. To achieve this is by integrating the communication function into a single planning system called Integrated Marketing Communications. (IMC). This process according to Cornelissen and Lock (2000) creates true accountability by maximizing resources and linking communications activities directly to organizational goals and the resulting bottom line.

Also, driving the need for integration is the failure of traditional mass communication to reach highly fragmented, disenchanted audiences. IMC overcomes this by working to influence the behaviour of target audience's overtime. Traditionally, mass communications influences these long-term behaviours only marginally Beard, (1997) and Durkin and Lawlor (2001).

As far as communication is concerned, IMC is undoubtedly the major communication development of the last decade of the 20th Century. (Kitchen and Schultz, 2000). This, despite the fact that most of the history of IMC approaches, theory and contribution are very recent in nature. More organizations consider IMC to be a key competitive advantage associated with marketing (Kitchen and Schultz 2001; Weilbacher, 2001). In practical terms, IMC attempts to combine, integrate and synergize elements of the communication mix as the strengths of one are used to offset the weaknesses of others. Smith, (2002) for example, suggests that publicity and advertising create greater impact in a cost effective manner. IMC approaches have grown in recognition and importance for effective marketing

particularly as there has been a trend to allocate budget away from mass media advertising due to increased media fragmentation and increasing segmentation of consumer tastes and preferences (Durkin and Lawlor, 2001; Eagle and Kitchen, 2000; Schimp, 2000) easier access to consumer database and computational resources. (Kitchen and Schultz, 1999, McArthur and Griffin, (1997), Reich 1998) the importance of reinforcing consumer loyalty via relationship marketing, (Percy, 1997).

The literature before lay-mood, Maskulka, Ogden and Ogden (2003) report, which was among the first studies conducted on IMC and certainly one of the best known then reveals that the idea of integration was essentially for optimal marketing mix, underlying the surface but little or no effort was channeled into developing the concept. Another early writer in this area was one of the first to recognize that there was no smoke without fire. He noted that IMC was provoking much media type and debate albeit at the practitioner level.

Following the above early studies, a veritable wave of academic articles started to appear in the academic literature. Moore and Thorson (1996) noted that there was increasing support for the unification of all communication activities under a single concept and the evolving paradigm of IMC was the undoubted stimuli for such unification. Integration apparently provided a framework to consider the wider ramifications of marketing communications in recognizing not just the value of each discipline but also the value of juxtaposition, (kitchen 2000, Shrimp 2000) presented an IMC study conducted in 1995 among Indian advertisers revealing that marketing managers and organizations around the world were becoming more and more alike. Indian marketers even in 1995, according to Schultz (1996) were apparently familiar with the IMC concept even if they did not actively undertake its implementation. They expected that all marketing communications components needed to be coordinated more closely. However the idea of integration at that time implied working with one agency, and by 1996, many marketers were very reluctant to depend on one agency to integrate their marketing communication programs.

2.2 CONCEPTUAL FRAMEWORK.

Since the inception and formal conceptualization of integrated marketing communication (IMC) in the late 1980s, the concept continues to gain widespread attention and interest among academics and practitioners around the world. Rather than being considered a

revolution in marketing thought, IMC emerged as a natural evolution in marketing communications, which brought about drastic changes in at least three main areas. These according to Kliatchko (2005) are: market place, media and communications and consumers. These changes have been driven primarily by advances in information technology, and have caused a major shift from the mass marketing; product centred theories of marketing popularized in the 1950's and 1960's to the more customer-centric database driven, interactive and measurable approaches of Integrated Marketing Communications (Schultz, 2003b). Schultz and Kitchen, (2000a) opine that four elements impel the changes in today's market place and, therefore, the practice of marketing and marketing communications – digitalization information technology, intellectual property and communication systems.

A review of the IMC initially shows that, authors and scholars in the field of marketing communications were first at a controversy on the general concept and scope of IMC. Duncan and Everette (1993) claimed that since IMC is both a concept and a process there arose difficulty in arriving at a definition of IMC.

Nowak and Phelps (1994, P. 51) equally observed three broad concepts of IMC, which were mainly found in practitioner-based literature. The first was the 'one voice' concept where integration was seen as having a 'clear and consistent image, position, message and/or theme, across all marketing communication disciplines or tools'. Second was the 'Integrated' Marketing Communications concept, which focused particularly on advertisement that not only strengthened brand image but also influenced consumer behaviour. Finally, he identified the third as the 'Coordinated' Marketing Communications concept, which emphasized the coordination among the various marketing communications tools, such as advertising, sales promotion and public relations, with the aim of producing holistic communications campaigns.

In the opinion of some scholars as regards integrated marketing communications literature on what IMC is or should be: 'attitude of mind', 'one spirit', 'one strategy', 'synergy', 'merging disciplines', 'stakeholder emphasis' and 'marketing orientation'. Consequently, this group argued that aside the initial lack of agreement on IMC definitions, the issue of viewing IMC as both a concept and a process is also unsettled. Nevertheless, he singled out two principles of IMC that have appeared consistently in his review of the literature: 'campaign messages

designed to speak with one voice' and 'campaign messages attempting to elicit a measurable, behavioural consumer response' Beared and Brown, (1997).

According to Kliatchko, (2005), while reviewing the work Eagle et al. (1999), who carried out a study among marketers and advertising agency executives in New Zealand, tackled among other issues the 'new' versus 'nothing new' paradigms in relation to the IMC concept. One of their conclusions is that IMC is not just a management fad but is in fact, a fundamental change in the practice and perception of marketing and communications among advertising agencies and clients. As if this was not enough, Cornelissen and Lock (2000) and Cornelissen, (2001), however, seem to uphold a contrary opinion and have revisited the issue on the validity of the IMC concept. They suggest that IMC is but one more among many management fashions propagated by so-called gurus and that it is theoretically underdeveloped and ambiguously defined. Schultz and Kitchen (2000b) rebuffed such claims and explained that IMC is still in a 'pre-paradigm stage of development' and that its value will become more evident as further research and experience is obtained through the years.

Kliatchko, (2005) opines that IMC may be considered 'conceptually old but operationally new'. It is conceptually old insofar as two fundamental principles surrounding the IMC concept are concerned, which are neither new nor exclusive to it: the principles of integration or coordination itself, and consumer orientation. It is, however, operationally new because technology today has made it possible for marketers to put integration and customer focus into actual practice and not merely pay lip-service to them Belch and Belch 2000d; and Kitchen (2003).

Phelps and Johnson (1996) explained the difficulties of identity which IMC measures to use when assessing research studies on IMC application in organizations, due to the lack of a clear understanding of the IMC concept. Hutton (1999), however posits that IMC can help redefine the purpose of marketing communications towards a more humanistic approach to marketing relationships. In addition to the above, Hartley and Pickton (1999) introduced what they call the mindscape of marketing communication. This 'mindscape', composed of corporate communications management, marketing communications management, and consumer contact management which refers to the various activities in the marketing communications mix that allow for a way of thinking towards making the various elements

work together. Issues affecting the organizational integration between agencies and clients and their roles in effectively implementing the IMC programmes have also been examined by Gould et al. (1999).

An important milestone in the conceptual development of IMC was introduced by Schultz and Schultz (1998), where the scholars proposed a shift in focus from marketing communication tactics and operations to viewing IMC as a 'business process'. This perspective, they believe, covers the present as well as the future scope of IMC as it has developed through the years.

In addition, Schultz, (2003b) advocates what he calls the 'next generation IMC', a concept that addresses the new requirements of consumer focused organizations in the new market place, involving the acquisition, maintenance, growth and migration of customer groups, and their income flows over time. Peltier et al, (2003) and Gould, (2000) highlight the growing importance and potential of the interactive nature of the new media and its role in generating interaction with customers through the 'Interactive IMC' approach they propose.

Issues on the measurability of IMC programmes have also been a focus of discussion among academics and practitioners since the early stages of the development of the IMC concept. Harley and Pikton (1999) highlighted that, in a workshop organized by the Institute of Practitioners and Advertising, the delegates underscored the importance of integration and its direct relation to market share. There were concerns, however, about whether the effects of integration can be quantified and how it can actually be achieved.

A study conducted by Low (2000) showed that implementing IMC might be strongly related to better marketing results in terms of sales, market share and profits for an organization. Also, Schultz, (2003a) provided an overview of the developments in IMC thinking through the years, including the growing demands for marketing and marketing communications managers to be accountable for marketing communications investments. Schultz and Grindem, (2002) also proposed the appointment of a Chief Performance Officer (CPO) in organizations to directly oversee the efficient implementation of brand communications programmes to boost sales, market share and profit margins, among other things.

In Nigeria today, many companies especially the multinational-companies, who know the

high value of marketing promotions have separate departments and key officers to monitor their marketing communication programmes. For instance, Cadbury Nig. Plc has advising manager, Guinness Nig. Plc. has promotions manager etc. Many Banks also have media relations manager, corporate affairs manager, manager, public Affairs etc. These key officers have as a sole responsibility the function of monitoring how the organizations communicate with their stakeholders especially consumers, and other members of the public etc.

Despite the late agreement on the definition of IMC even up to the present (Dipasquale 2002), and the varying opinions on the understanding and practice of it, the study conducted by Kitchen and Schultz, (1999) shows that both academics and practitioners regard IMC as the major communications development of recent history. In fact, research studies on IMC since the early 1990s to the present show that industry practitioners continue to see the value and benefits of an integrated approach to marketing communications.

The advancements in technology have also benefited IMC in a very crucial way. Not only has technology provided new and innovative channels of communication, it has also made the availability, development and management of databases an indispensable tool in managing customers today (Schultz & Schultz, 1998). A most important advantage of the IMC approach is greater focused on more specific and well-defined target markets (Schultz & Kitchen, 1997; Kitchen & Schultz 1999; Calder & Malthouse, 2003). Because of technology, the IMC approach can more accurately capture empirical behavioural data on consumers, employ valuation tools and techniques, and differentiate customers beyond merely economic criteria (Schultz & Schultz, 1998).

2.3 An Insight into the Understanding of IMC

As the different citations on IMC will reveal or indicate, it is not uncommon to encounter different articulations of the definition, principles and applications of IMC. What was initially evident was that there was very little agreement on the concept. Among the points of difference reflected in the review of the IMC literature, the following may be identified according to Kliatchko, (2005);

- Disagreements on definitional issues and scope of IMC
- Difficulties arising from the view that IMC is both a concept and a process.
- Contentions on whether IMC is merely a fad or a management fashion

- Debate over measurement methods used in evaluation of IMC programmes.
- Controversy over turf battles and on who leads the integration process
- Conflicts on agency – client relationships, organizational structures and compensation issues.

Furthermore, Kliatchko (2005) believes that much of what has been written about IMC so far has focused more on the elements, tactics, tools, procedures and applications of IMC, and on the various advantages and opportunities it can bring to an organization. We can therefore look at the different views of Scholars on the issue.

2.4 Integrated Marketing Communications – (The Definitions and Clarifications).

Different definitions of Integrated Marketing Communications are presented and briefly discussed in this research work. These definitions are selected on the basis of their apparent acceptability among academics and practitioners who have done intensive work on IMC, as reflected in the various citations and references contained in their works. Three definitions came from the pioneers of IMC who are from Northwestern University, such as Schultz, one definition by Duncan and the contributions by Nowak and Phelps., amongst others.

IMC definition by the American Association of Advertising Agencies (4As)

The first formal definition of IMC was developed at Northwestern University in 1989. This definition was used in a survey of major advertisers and advertising agencies in the US, jointly sponsored by the American Association of Advertising Agencies (4As), the Association of National Advertisers, and Northwestern University (Schultz & Schultz 1998). A review of the literature indicates that this 4As definition has been the most widely used since 1989 up to the present, and the most often cited by academics and practitioners. This definition states that Integrated Marketing Communications 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 – general advertising, direct response, sales promotion, and public relations – and combines these disciplines to provide clarity, consistency, and maximum communication impact.”

This definition emphasizes the need for a synergistic marketing communications plan, that uses multiple tools of marketing communications order than traditional advertising, and capitalizes on the strengths of each, with the goal of achieving maximum communication impact. It highlights the importance of having one communications strategy or plan as the unifying element and the integrative factor of the various tools or disciplines employed, and of achieving greater synergy that would otherwise be absent if the tools were to be used independently without supporting and reinforcing one another (Brown, 1997) and Gould, (2000).

This definition further implies the creation of: ‘one spirit’, ‘one voice’, ‘one look’ effect by coordinating effectively the various disciplines at a strategic level to achieve clarity and consistency of image in all messages delivered through the various communication tools.

The multi-country study on IMC among advertising executives conducted by Kitchen and Schultz, (1999), however, reveals that this definition presents certain inadequacies. Respondents claim the definition lacked certain elements, such as measurability and quantification analyses, drive for results, consumer orientation, aspects of creativity, cost-effectiveness, cost-efficiency and interactivity. Duncan and Caywood (1996) also earlier noted similar weaknesses of this definition, such as the exclusion of consumers or prospects and how effectiveness might be achieved.

There are at least three major implications that may be deduced from the limitations of this definition. First, the emphasis on the advantages that may be derived from employing a combination of a variety of communication tools further accentuates the limited understanding and prevailing notion among industry practitioners that IMC is concerned merely with the effective use of multiple communication disciplines. Second, the absence of references on consumers, prospects and other relevant publics in the definition seems to ignore the centrality and due importance placed by IMC on them, as the very essence that differentiates traditional marketing approaches from IMC. The relevant public is at the crux from which the whole IMC process and planning model emanates and develops. Third, for IMC to be more widely accepted and practiced, measurement issues cannot be de-emphasized. The financial models and valuation tools proposed by IMC scholars (e.g Schultz & Walters, (1997); Schultz, (1998); Schultz & Kitchen, 2000a) ought to be explored and

applied more fully to further strengthen the potential of IMC programmes to drive greater accountability and contribution to achieving business results.

Definition by Don Schultz Northwestern University (1991)

According to Duncan and Caywood (1996), the joint authors submitted that Don Schultz and his colleagues at Northwestern University proposed another definition of IMC. This definition states that:

“IMC is the process of managing all sources of information about a product / services to which a customer or prospect is exposed which behaviourally moves the consumer toward a sale and maintains customer loyalty” (Duncan & Caywood, 1996)

This definition introduces other dimensions of IMC that had not been articulated in the earlier definition. For example, Duncan and Caywood (1996) opined that this definition focuses on the customer or prospect, which is at the very heart of the IMC concept. There is also an implicit emphasis placed on nurturing a relationship between the brand and the customer. Moreover, it highlights the need for behavioural responses from customers or prospects for an IMC campaign to be effective. Attention is likewise given to ‘all sources of information’ about a brand, which is no longer just limited to advertising, public relations, and so on (those that can be controlled and initiated by the organization in coordination with its communications agencies), but included all possible contact points between the brand and the consumer. The above definition, however, leaves out the fact that IMC is also a concept and not just a process. It also seems to miss out the elements of strategic thinking and measurability in the IMC planning process.

According to Kliatchko (2005); Duncan and Caywood (1996) first introduced this definition on IMC when they viewed IMC as:

“The strategic coordination of all messages and media used by an organization to collectively influence its perceived brand value.” (Duncan & Caywood 1996)

This definition supports the view that IMC seeks to achieve a synergy through the

coordination of all messages and communications tools employed by an organization and its communication agencies. A study on IMC conducted by Low (2000) used this definition by Duncan as a basis for the interviews he conducted among 15 senior marketing managers in 15 managers defined it as a management practice. His study also showed that the most common element in the responses was the coordination of marketing communication tools. Low claims that this finding further supported his adoption of Duncan's definition.

Duncan and Caywood (1996), however, posited that this definition limited the messages and media used to those that the brand and its agencies sought to deliver. Duncan then revised this definition in 2002 as follows:

“IMC is the process of strategically controlling or influencing all messages and encouraging purposeful dialogue to create and nourish profitable relationships with customers and other stakeholders.”(Duncan, 2002)

Duncan (2002) explained that this revised definition focuses on building relationships with all stakeholders and moved away from a merely attitudinal to a behavioural change or response by saying that IMC ‘creates and nourished profitable relationships’. This has also expanded the concept of the target market to include, aside from consumers and prospects, all employees, regulators and other parties that may have a direct involvement in the organization. Moreover, this definition has placed considerable emphasis on creating long-term effects by fostering customer relationships and not merely creating short-term impact.

The inclusion of the phrase; ‘controlling and influencing all messages’ in this definition, however, may be misconstrued. While the control and influence of messages are desirable and necessary, it may nevertheless mislead others into the traditional marketing thinking that most, if not all, marketing communications messages are under the control of marketers. As previously cited by Duncan and Caywood, (1996), in this revised version, however, the use of the term ‘control’ may still imply a one-way viewpoint of controlling only those messages that marketers sought to deliver. As Schultz, (2003b) pointed out, the outside-in perspective that IMC takes highlights the fact that messages may be both controlled and uncontrolled, and thereby requiring the management of both favourable and undesirable communication

coming from all possible sources, with some of it beyond the control of marketers.

Another downside of this definition is its failure to mention or specify the means or channels of communication to be employed in order to obtain the goal of ‘encouraging purposeful dialogue’. While the channels may be implied in the concept of ‘dialogue’, it seems appropriate to explicitly state it in a definition. In contrast to the 4As definition cited earlier, which highlight the variety of communication disciplines, the absence of any reference to communication channels in Duncan’s definition downplays an inherent concept in IMC of examining closely the relevant contact points and most effective channels of reaching out to multiple targeted markets.

Furthermore, the aspects of measurability and evaluation of IMC programmes are also not made implicit nor explicit in this definition. Similar to an earlier observation on the 4As definition, measuring and evaluating IMC programmes are among the top concerns of marketing communication professionals, as evidenced by various studies conducted on IMC in the past (e.g. Duncan & Everett 1993; Schultz & Kitchen 1997; Kitchen & Schltz 1999).

Conceptualizations of IMC by Nowak and Phelps (1994)

Nowak and Phelps did not propose a straight forward definition of IMC. However, they sought to contribute by conceptualizing the notion of IMC through what they termed as three broad ‘conceptualizations’, which they found in most practitioners-based literature on IMC (Nowak & Phelps 1994). These conceptualizations are ‘one-voice’ marketing communications, ‘Integrated’ Marketing Communications (i.e. Advertisements), and ‘Coordinated’ Marketing Communications.

One-voice marketing communications is the integrated type that creates ‘a clear and consistent image, position, message, and/or theme across all marketing communication disciplines or tools’. Integration Communications refers to the creation of both a brand image and a behavioral response that emanate directly from marketing communication materials such as advertisements. *Coordinated Marketing Communications* associates ‘integrated’ with the concept of ‘coordination’. This refers to the coordination of all marketing communications tools such as advertising, public relations and direct marketing. The goal is to produce a holistic campaign to achieve synergy that both develops awareness and builds brand image, at the same time evoking a behavioural response from the target audiences.

While the conceptualizations presented by Nowak and Phelps provide some explanations to the understanding of the IMC concept, they primarily dwell on the most basic notions of the concept – that is, one voice, coordination of marketing communication tools and eliciting behavioural responses – and fail to transcend these fundamental ideas.

Definition by Don Schultz and Heidi Schultz, (1998)

Schultz and Schultz, (1998) proposed a new definition of IMC, which in their opinion captures the current as well as the future scope of IMC as they have seen it develop. This definition is based on the studies of IMC that have been conducted in the past as well as the experiences of organizations that have implemented the IMC approach. Schultz and Schultz (1998) defined IMC as follows:

“IMC is a strategic business process used to plan, develop, execute, and evaluate coordinated, measurable, persuasive brand communication programs over time with consumers, customers, prospects, and other targeted, relevant external and internal audiences.”

Schultz and Schultz (1998) claimed that what differentiates this definition from others is the focus it gives to the business process. This definition seems to encompass the entire spectrum of concepts associated with IMC. While it implies most, if not all, of the concepts that have been cited previously in earlier definitions, it further enriches them with the inclusion of concepts such as ‘business process’, ‘evaluation’ and ‘measurability’. The use of a strategic approach provides a clear and consistent concept for a given brand promoted by an organization and minimizes the risk of constantly changing that brand concept, with the goal of building lasting relationships with consumers. Schultz and Kitchen (2000a) further comment on this definition by saying that:

This definition first focuses on strategy – a strategy of communication that is clearly related to corporate mission, values, and needs, but relates equally to brand mission, values,

and needs. At both levels executives will need to develop resonance and consonance in terms of brand identity.

This definition also expands the understanding of the term brand communication programmes from its traditional view (i.e. Advertising public relations, and so on) to all other contact points between the organization and its brands and the consumer or prospects.

Finally, the phrase ‘relevant internal and external audience’ suggests that IMC programme seek to address all public relevant to the organization and are not solely limited to marketing communication programmes focused on consumers. IMC thinking believes in nurturing positive relationships with and addressing the needs of, all stake holders, beginning with those from within the organization as well as all external audiences.

In a qualitative study (through in-depth interviews) conducted among CEOs and senior executives of advertising agencies and marketing directors of client organizations in Manila Kilatchko, (2002), the study sought to examine how IMC was understood accepted and practiced by the respondents in their organizations. Among other issues and concerns addressed in the study the respondents were asked to react to the IMC definition of Schultz and Schultz, (1998). The author chose this definition for the study since it was the most recent definition available during the time the research was conducted. Moreover, the Schultz and Schultz’s definition has also not been used extensively in recent studies on IMC. Findings of the study show that both agency and client respondents found the definition correct and holistic. Most respondents particularly agreed with the inclusion of such terms as “strategic”, ‘measurable’ and ‘overtime’. However, almost all of the respondent claim that they found the definition too long, rather generic and unclear on the immediate benefits of the IMC concept.

While the Schultz and Schultz, (1998) definition appear to be more comprehensive in scope than those previously posted by other scholars, one drawback of this definition is that the immediate value, benefit, uniqueness and specific differences of IMC is not immediately captured and made evident. The generic and obscure phraseology risks the possibility of it being easily interchanged or substituted by other notions or concepts once the IMC label is detached from the definition itself.

A New IMC Definition by Jerry Kliatchko, (2005) is presented in a review of the five IMC definitions cited which suggest that the conceptualization of the IMC construct has developed considerably since its initial formulation and articulation in the late 1980s. It has explained and evolved from the one-voice, coordinated, and consistent notion to a more strategic, consumer-oriented and measurable approach to brand communications planning.

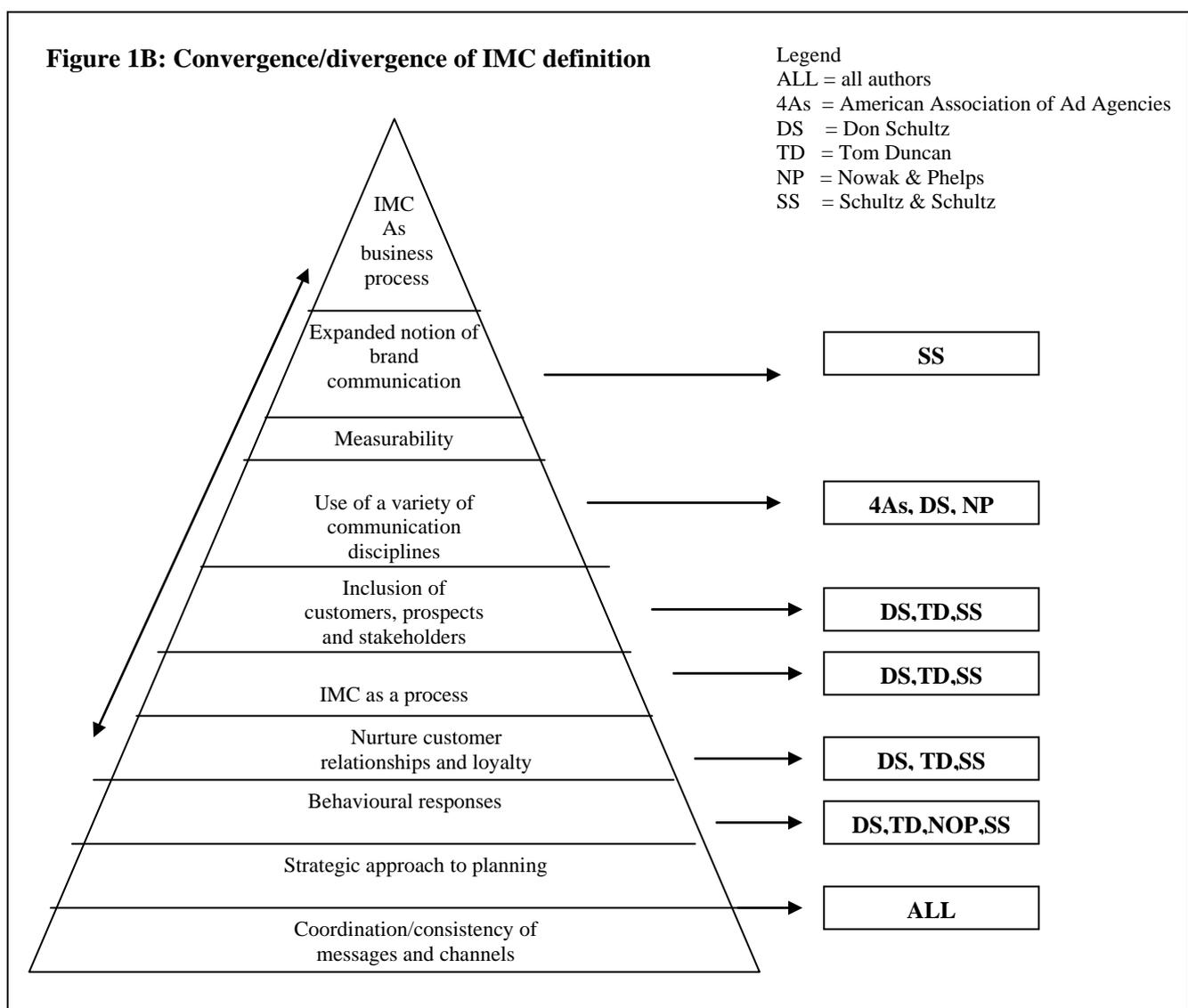
Figure 1A: Emergence of Different Definitions on IMC

Author/year	Concepts Introduced by different Scholars
Don Schultz, (1991)	<ul style="list-style-type: none"> * Inclusion of consumers, prospects * Behavioural responses * Nurture relationship and consumer loyalty *IMC as a process
Tom Duncan, (1994)	<ul style="list-style-type: none"> *Profitable relationships *Expanded audience scope from customers to other stakeholders
Nowak & Phelps, (1994)	<ul style="list-style-type: none"> *Reinforced notions of consistency, coordination and behavioural responses
Duncan & Caywood, (1996)	<ul style="list-style-type: none"> *Focuses on Customers/prospects *Attention given to sources of information on brands *Talks on behaviour of individual prospects *Maintain customer loyalty.
Schultz & Schultz, (1998)	<ul style="list-style-type: none"> * Strategic business process * Expanded notion of brand communication * Measurability * Specified more explicitly the multiple markets – inclusive of external and internal audiences
American Association of Advertising Agencies (4As) (1998)	<ul style="list-style-type: none"> * Coordination and consistency of messages and communication channels ('one sight, one sound') * Use of a variety of communication disciplines to work in synergy based on a comprehensive plan IMC as a concept
Belch and Belch, (2004)	<ul style="list-style-type: none"> * Coordination of all seller's initiated efforts. * Setting up of channels of information and persuasion. * For sale of goods and service or promote an idea.
Kliatchko, (2005)	<ul style="list-style-type: none"> * Concept and process * Managing audience focused * Channel centred * Result driven brand communication overtime

Source: Kliatchko, J. (2005). "Towards a New Definition of Integrated Marketing Communications. Philipianes. *International Journal of Advertising*, pp. 7-24

A summary of concepts introduced by the various scholars, and the emergence of their definition over time, is shown in the table above.

Cathey and Schumann, (quoted in Anantachart, 2001) claim that in their analysis of IMC definitions, three main ideas seem to recur: (1) definitions accentuating the audience; (2) definitions concentrating on message and media integration; (3) definitions revolving around the evaluation of outcomes.



Source: Source: Kliatchko Jerry (2005) "Towards a new definition of integrated Marketing Communications" Philipianes. *International Journal of Advertising* 24(1) pp. 7-24.

In examining the definitions included in this research, some points of convergence and divergence may be identified among the concepts introduced by the various authors (see

Figure 1b). At the base of the pyramid, all the authors converge in articulating the concepts of ‘coordination’, ‘consistence’ and the ‘need for a strategic approach to marketing communications planning’. Moving up towards the other end of the pyramid, the points of convergence begin to taper off as the authors diverge on various concepts surrounding the notion of IMC. For instance, Schultz, (in 1991), and Schultz and Schultz, (in 1998) seem to consistently converge on the ideas of ‘nurturing customer relationships and loyalty’, ‘IMC as a process’ and the ‘inclusion of customers, prospects and other stakeholders’ as their definitions developed through time. At the peak of the pyramid, only the definitions of Schultz and Schultz (the most recent definition included in this study) differs from the rest of the definitions where they explicitly posit the ideas of ‘IMC as a business process’, the expanded notion of ‘brand communications’ and the aspect of ‘measurability’ in IMC.

It is important to note, however, that the points of convergence were determined by the explicitness with which the authors articulated certain concepts in their definitions on IMC. The fact that some authors were silent on some concepts such as measurement, for example, does not mean they were not necessarily concerned about that aspect in their conceptualization of the IMC construct. After an analysis of the above five definitions, it is observed that the above IMC definitions have not been able to sufficiently capture the embodiment of its essential characteristics, with the exception perhaps of the one proposed by Schultz and Schultz, (1998). Kliatchiko, (2002) posits, however, that the definition of Schultz and Schultz still needs further refinement to avoid ambiguous and generic interpretations of the IMC concept.

Based on the examination of current literature on IMC, Kliatchko, (2005) proposes a new definition, which he believes embraces the essence and inherent distinctive elements of the IMC concept. It directly emanates from the framework proposed by Schultz and Schultz, (1998) but expresses, in his view, the nature and essential qualities of IMC with greater precision and clarity. Kliatchko’s definition states:

“IMC is the concept and process of strategically managing audience-focused, channel-centred, and results-driven brand communication programmes over time”

This definition is made up of four basic elements:(1) IMC is both a concept and a process (2)

IMC requires the knowledge and skills of strategic thinking and business management: (3) IMC is hinged on and distinguished by three essential elements or pillars – audience-focused, channel-centred, and results-driven: (4) IMC involves an expanded view of brand communications.

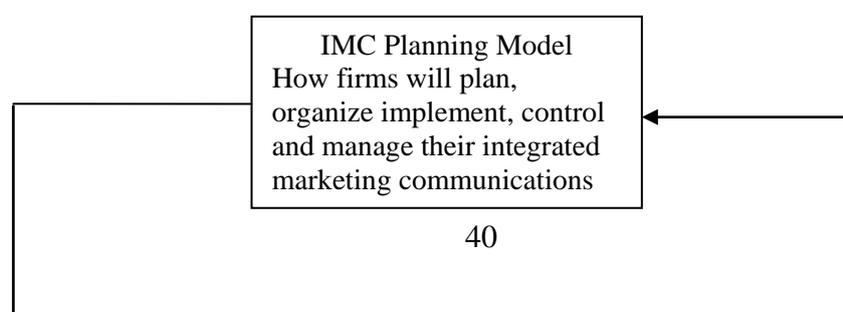
IMC as a concept and process

As a concept, IMC is a notion or construct that demands a way of thinking –a mindset and an attitude – towards a holistic and strategic approach to brand communications planning. IMC is also a process – that is, it involves a dynamic series of progressive and interdependent steps, such as database building and management of consumer information, developing and planning messages to be delivered using a variety of channels, and evaluating and measuring synergistic brand communications programmes.

A firm's understanding of integrated marketing communications structure must first start with an abreast knowledge of the issues involved in IMC planning model. The firm needs to understand the issues involved on how it has to plan, organize, implement, control and manage the entire marketing communication program. The model below explains this clearly. Thereafter, the organization makes a strategic choice of marketing communication mix elements. All the elements are put on the table and the choice of combination depends on a number of factors such as:

- Marketing objective of the organization
- Nature of target audience under focus
- State of the product in its product life cycle
- Resource availability to the organization
- Cost effectiveness of each of the tool
- Cost of media choices
- Type of tool being used by your competitors
- Competitors' reaction pattern to the organization's marketing communication drive

Figure 1c Planning of IMC program



Source: *Designed by the Researcher: Integrated Marketing Communications and Consumers Patronage of Nigerian Beverage Products. December, 2008*

According to the above model, the organization will thereafter make strategic choice of media after considering the factors listed above. The next step is IMC process. Fundamental to the understanding of marketing communications is an understanding of the marketing communication process, (i.e. how marketing communications work from sender to the receiver (Picton and Broderick, 2005). This communication process is treated extensively in the latter part of this chapter.

Strategic Management of IMC Program.

IMC further entails the knowledge and skills of strategic management, such as planning, directing and controlling – both the process itself and the entire brand communication programme over time, to cohesively and integrally tie in with the overall corporate vision, and business objectives. Planning and executing an IMC programme demands a global and comprehensive view of the company's total business and situates itself within that context. The management of brand communication programmes in relation to the whole business operation of an organization presupposes some managerial exigencies. Some of the managerial concerns that need to be addressed in implementing IMC programmes include involvement of top management, organizational structures, 'culture of marketing' as part of the organization's corporate philosophy, cross-functional training of staff, and financial considerations.

Furthermore, IMC thinking does not limit its influence solely to the marketing

communications function within the organization since it involves all other aspects of the business. Without necessarily intending to broaden the scope of marketing communications too far, IMC suggests that marketing communication plays a central role within an organization since the exercise and application of this function influences and produces consequential effects on all other areas of the business operation. In this sense, an integrated approach to planning and executing marketing communications programmes would necessarily encompass and take into account all other areas of business operations.

The model below looks at IMC as a concept which must start with marketing research analysis of company and its products, market opportunity, competitors analysis and other environmental variables. The model believes that there should be a strategic coordination of the IMC tools and the media of communication. It shows many benefits which users stand to gain through the use of integrated marketing communications

In consonance with the strategic approach proposed by Schultz and Schultz (1998), the use of the term strategic in this definition underscores the importance of a holistic approach to planning and execution of marketing communication vis-à-vis merely tactical approaches. This view maintains that IMC planning and implementation is much more than simply coordinating marketing communications tools or creating a one-voice, one-look brand image or the merging of formerly separate areas such as advertising, public relations, and so on. As the power continues to shift from the manufacturer to the consumer in today's market place, communication should not be considered merely as a support or a tactical activity, but as a strategic management tool seen in terms of investments, returns, and how it contributes to business results and the success of the organization as a whole (Schultz & Schultz 1998)

Attributes or Pillars of IMC

What differentiates this definition from previous ones is the articulation of three essential and distinguishing elements of IMC, which encapsulates the various principles surrounding the concept. These distinctive attributes, or what may be called the pillars of IMC, are (see figure 2): *audience-focused*, *channel-centered* and *results-driven*. While these three terms, or pillars are nothing new and may have been used to describe various facets of IMC, nevertheless they have not been stated and put together in a definition such as this.

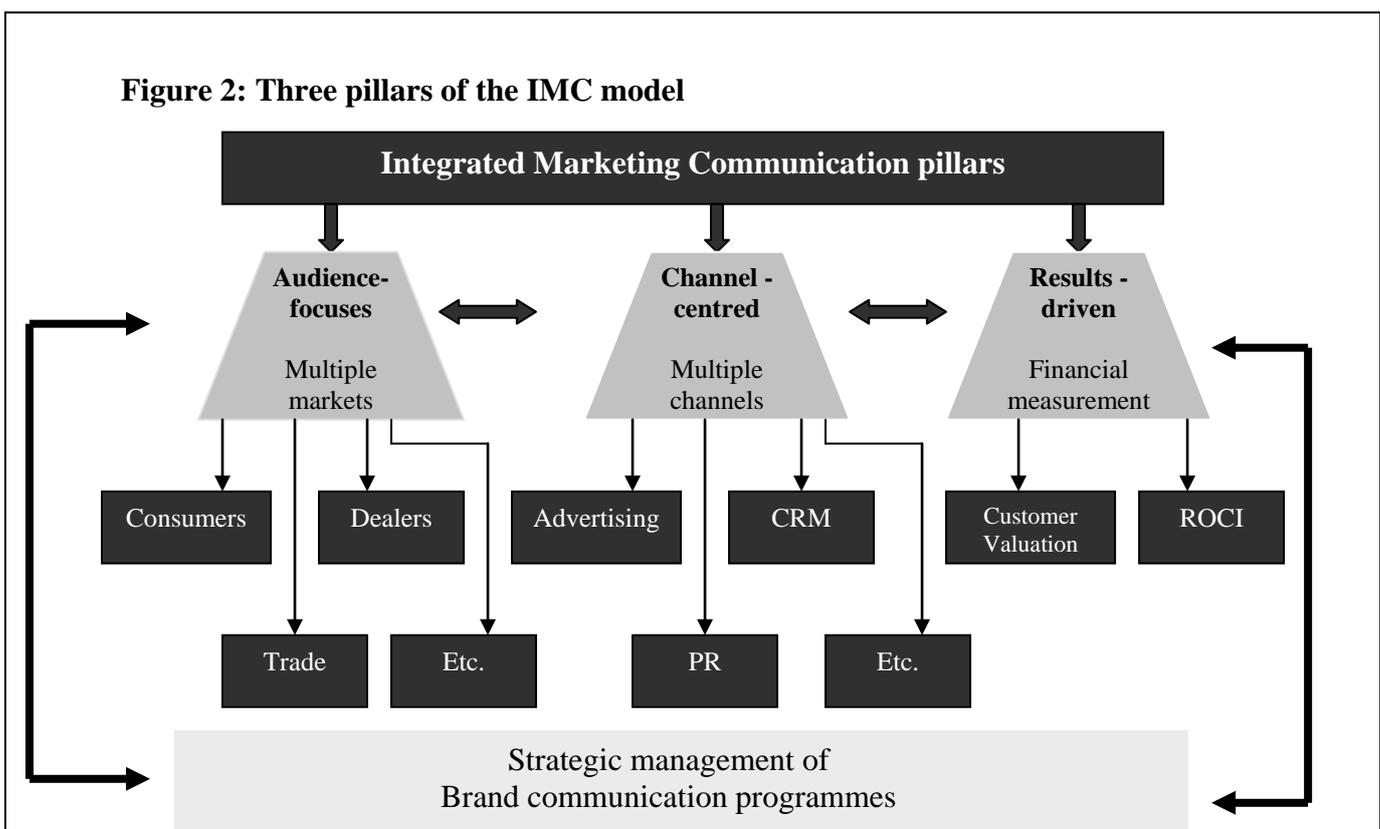
- (i) IMC is audience-focused: multiple markets

The first pillar of IMC is that it is audience-focused. This term signifies and highlights the centrality IMC gives to the relevant public (consumers and non-consumers) for whom the IMC programme is intended. As Schultz and Shultz (1998) emphasize, a cooperation of relevant publics. These include both external and internal audiences. External audiences may refer to customers, consumers, prospects, government and other entities outside the organization, while internal audiences refer to those within the organization, such as employees, managers and members of the board of directors, Building and strengthening positive relationships with an organization’s internal audience is vital as it fosters in them a sense of loyalty and business ownership. Consequently, senior management would then be able to more easily encourage a stronger sense of belonging, and the attitude of being stewards and guardians of the company’s products and services.

Kliatchko (2005) reiterates that the use of the term *audience* rather than consumer is deliberate, as it gives prominence to the fact that IMC programmes are not directed solely to consumers as some have suggested (Grunig & Grunig 1998), but to all relevant publics of an organization.

The publics of an organization according to Copley (2004) include the community where the company is situated; Shareholders; Opinion leaders, money market, consumers, relevant government agencies/organs, etc.

Figure 2: Three pillars of the IMC model



In this sense, to be audience-focused means IMC programmes are directed at the *multiple markets* which an organization interacts with. An audience-focused organization deals with its various publics or stakeholders at any given time in the course of performing the different aspects of its business operations.

To be audience-focused in IMC presupposes that the entire process of developing integrated brand communication programmes places the target audience (both internal and external) at the core of the process – data-base building, customer valuation, objectives and strategy formulation, message development, creative executions, media planning or message delivery systems, and measurement and evaluation methods – in order to effectively address their needs and wants through meaningful dialogue and by establishing long-term and profitable relationships with them.

In the effort to establish relationships, an audience-focused orientation also demands that consumers or prospects are treated with respect, upholding their dignity as people, and not merely as objects for profit. The centrality given to consumers and prospects also implies establishing a market-oriented organizational structure within an organization instead of the traditional brand management set-up. The identification of multiple markets in planning IMC programmes differs in perspective from the traditional advertising planning approach where campaigns are directed solely to one market, typically the consumer (Moore & Thorson 1996). The identified consumer segment is usually defined by broad demographic and psychographic descriptors.

The IMC multiple-market approach, on the other hand, is highly focused on identifying relevant and valued audience groups for a given brand. An infant milk brand, for example, may need to target not just mothers (as the primary consumer segment) but pediatricians as well, as they act as important influencers and decision makers to a large extent, especially for

first-time mothers. Both audience groups (mothers and pediatricians) will then require distinct, yet Integrated Marketing Communications strategies as part of an overall IMC plan. This view is also supported by Wright (2000), Schultz (2003b).

(ii) IMC is channel-centred: multiple channels

The second pillar of IMC according to Kliatchko, (2005) is that it is channel-centred. To be channel centred involves an integrated approach to planning and managing the coordinated use of appropriate and multiple channels, disciplines or tools of communication (e. g. advertising, public relations, direct marketing, sales promotion, internet) as well as all other sources of information and brand contact points, in order to reach and connect with target audiences.

Using the same example of the infant milk brand cited earlier, the multiple-channel IMC approach suggest that traditional tri-media advertising may be an appropriate channel to reach the mothers, while direct marketing may be a suitable channel to communicate with the pediatricians.

With the expanded notion of brand communications in IMC (Schultz & Schultz, 1998), communication channels today refer to a myriad of possibilities – traditional media (radio, TV, print), non-traditional media/below-the-line or through-the-line communications, elements of the marketing mix, and the various functions in the business process within an organization –that need to be managed and coordinated strategically, resulting in powerful and synergistic brand communications mix. Also inherent in the IMC concept its media neutrality in planning media channels or the message delivery system. All channels of communication are treated equally, with no biases for any one medium, since it is the audience or target consumer, not the interest of the marketer or communication agency that is driving the planning and selection process. – Reid (2003), Smith (2002).

The strategic approach to planning integrated brand communications utilizes the zero-based planning method. This means that budget allocations are determined based on the marketing communications objectives that need to be achieved, instead of being constrained by budgets imposed by management. While limited financial resource is an issue most companies have to contend with, the IMC approach strategically examines how these resources can be maximized to attain the desired results.

(iii) IMC is results-driven: financial measurement

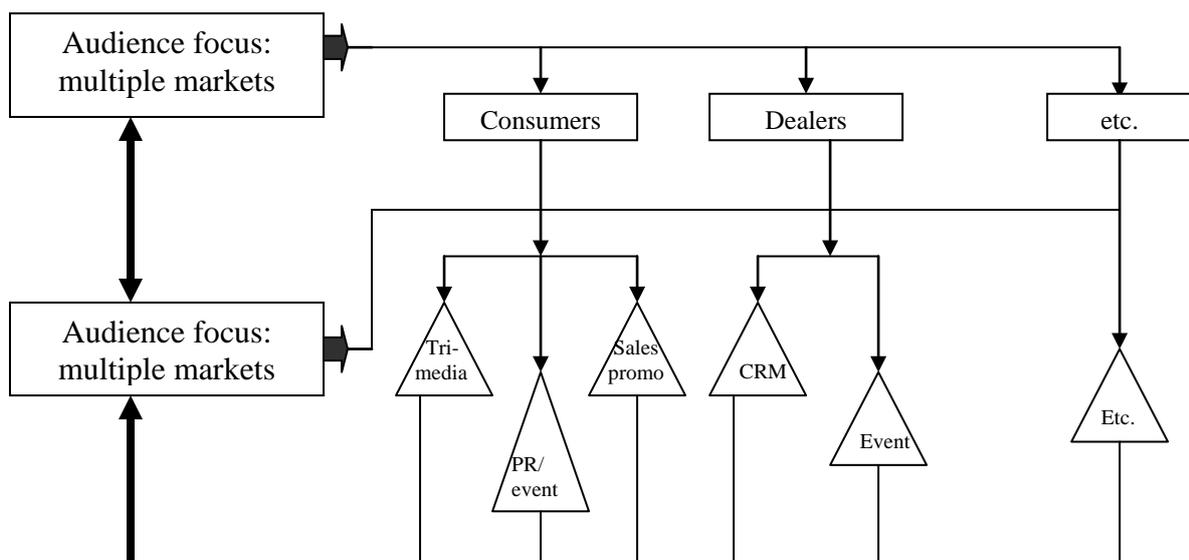
The third pillar of IMC according to Kliatchto, (2005) is that it should be results-driven. IMC programmes should be measurable and accountable for business results through a process of customer valuation of the identified markets, and by estimating Return on Customer Investments (ROCI) these financial estimates are then verified and evaluated at certain points over time, to track the effectiveness of IMC programmes.

The financial measurement tool employed in IMC reinforce its orientation towards measuring behavioural responses rather than attitudes and communication effects (e.g. brand awareness), and measuring outcomes (the financial returns in terms of income flows from consumers) instead of output (what is sent out, what media is bought, etc.) of the total brand communication programme over time (Schultz & Walters, 1997). Value is thus given to what is received in return (ROCI), not on what is spent for marketing communication efforts (Schultz & Kitchen, (2000b).

This particular element of the definition clearly indicates the benefits or fundamental values of IMC programmes –they are meant to contribute to the bottom line, the business results of corporations.

It is also vital to emphasize that the complete IMC process – from planning to evaluating and measuring its effectiveness and results – is done over time; that is, with a longitudinal vision. Observing and tracking the impact of IMC programmes and the behavioural responses and effects on target audiences over time, provides a more solid foundation on which future programmes might be based.

Figure 3: Inter-relationship of IMC pillars

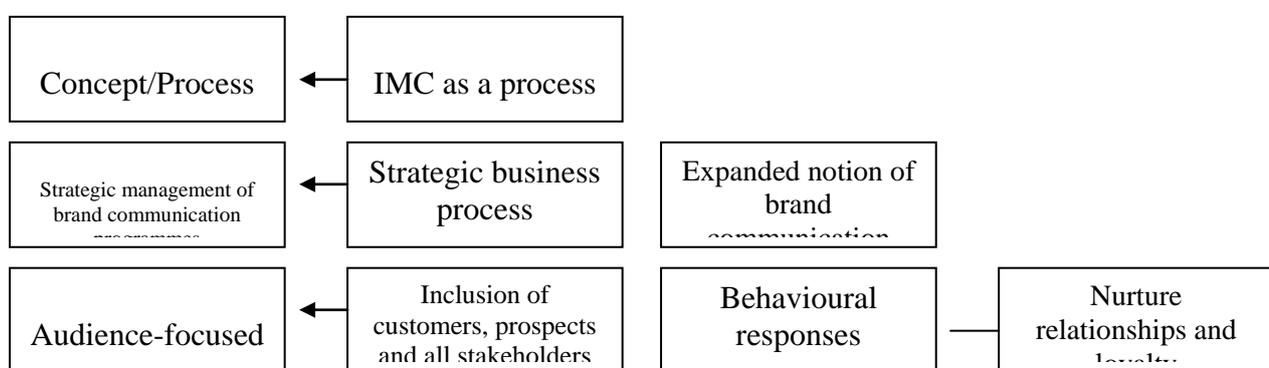


Source: Kliatchko Jerry, (2005) "Towards a new definition of Integrated Marketing Communications" Philippines. International Journal of Advertising 24(1) 7-24.

The interrelationship among the three pillars of IMC, as shown above, is consistent with the IMC planning models proposed by Shultz *et. al.* (1996) and Schultz and Kitchen (2000a). The identification of multiple and relevant markets (audience-focus approach) springs from an information bank of customer and prospect databases. Finding and identifying markets (consumers and non-consumers) to target for a given brand demand utmost precision for an IMC campaign to succeed.

Once markets are identified, it will then be possible to examine the most effective contact points or multiple communication channels (channel-centred) to employ in establishing relationships with each identified markets. Understanding the markets being dealt with and the relevant channels, to which those markets are exposed, will result in more targeted and strategic marketing communication programmes. The IMC approach evaluates the effectiveness of the integrated programme based on the income flows (results-driven) the organization recoups from the identified markets, through a process of market valuation and measurement of the actual returns on the investments placed on those market.

Figure 4: Fusion of elements in new and past definitions



Source: Kliatchko Jerry, (2005) “Towards a new definition of integrated marketing communications” Philippines. *International Journal of Advertising* (24.1, 7-24)

Expanded view of brand communication programmes in IMC

The use of the term *brand communications* in this definition concurs with the expanded understanding and meaning proposed by Schultz and Schultz, (1998). It goes beyond the traditional notion of limiting brand or marketing, and so on. Rather, it encompasses all other forms of communication, marketing elements, activities and functions that influence the relationship between the audience or relevant public, and the organization and its brands.

This new definition of IMC encompasses all the other concepts surrounding the notion of IMC articulated by previous authors included in this study. Figure 4 shows how the concepts introduced in past definitions are consistent with the elements of the new definitions.

This research work has surveyed existing definitions of IMC, and discussed the merits and apparent inadequacies of each. A new definition of IMC by Kliatchko (2005) highlights more clearly the distinctive attributes, or pillars, of the concept. These three attributes are: audience-focused, channel-centred and results-driven.

These attributes, or pillars, encapsulate and synthesize more cohesively the various principles surrounding the IMC concept and process.

Given the detailed review of all the existing definitions by different scholars on Integrated Marketing Communications, we can at this point view IMC as “The strategic coordination of promotional mix elements and the channels of communication in order to afford an organization a clear, consistent, impactful, and result driven communications on its brand and corporate image, to its relative target markets and other stakeholders”.

2.5 THEORETICAL FRAMEWORK

Promotional Mix: The tools for IMC

Marketing promotion has been defined, according to Belch and Belch (2004) as the coordination of all seller initiated efforts to set-up channels of information and persuasion in order to sell goods and services or promote an idea. Kallmeyer and Abratt (2001) viewed it as marketing communication mix which, they called the specific mix of Advertising, personal selling, sales promotion, public relations and direct marketing that a firm uses in order to pursue its advertising and marketing objectives.

While implicit communication occurs through the various elements of the marketing mix, most of an organization's communication efforts with the market place take place as part of a carefully planned and controlled promotional programme. Jobber and Fahy, (2003) reiterate that the basic tools used to accomplish an organization's communication objectives are often referred to as the Promotional Mix.

In the words of Davies, (2006), he sees marketing communication mix as the specific mix of advertising, personal selling, sales promotion, public relations and direct marketing that a company uses to pursue its advertising and marketing objectives. The above view is also supported by Wright, (2000), Jobber and Fahy, (2003), Belch and Belch, (2004) among others. Chris Fill, (2006) goes further when he says, "marketing communication is a management process through which an organization engages with its various audiences. By understanding an audience's communication environment, organizations seek to develop and present messages for its identified stakeholder groups, before evaluating and acting upon the responses. By conveying messages that are of significance value, audiences are encouraged to offer attitudinal and behavioural responses".

The above definition has three main themes. The first concerns the word 'engages'. By recognizing the different transactional and relationship needs of the target audience marketing communications can be used to engage with a variety of audiences in such a way that one-way, two-way and dialogue communications are used that meet the needs of the audience. – Fill (2006); Calder and Malthous, 2003 and Dispasquale, (2002).

The second theme concerns the audience for marketing communications. Traditionally, marketing communications has been used to convey product-related information to customer-

based audiences. Today, Wright, (2000) holds that a range of stakeholders has connections and relationships of varying dimensions and marketing communication needs to incorporate this breadth and variety. Stakeholders' audiences including customers are all interested in a range of corporate issues, sometimes product related and sometimes, related to the policies, procedures and values of the organization itself. Belch and Belch, (2004) added that marketing communications should be an audience – centred activity and that it is important that messages be based on a firm's understanding of both the needs and environment of the audience. Jobber and Fahy, (2003) also added that marketing communication should be grounded in the behaviour and information-processing needs and style of the target audience, if such a marketing communication would be successful.

The third theme from the above definition concerns cognitive response. This according to Fill, (2006) refers to the outcomes of the marketing process, and a measure of whether a communication event has been successful. The audience should be regarded as active problem solvers and they use marketing communications to help them in their lives, in purchasing products and services and in managing organization-related activities. Marketing communications, therefore, can be considered from a number of perspective. It is a complex activity and is used by organization with varying degrees of sophistication and success. This is also supported by Anantachart, (2003); Cornelissen and Lock, (2001); Dospasquale, (2002).

Traditionally, Wright, (2000) believes that the promotional mix has included four elements: Advertising, sales promotion, public relations and publicity; personal selling. However, most modern scholars agreed on the inclusion of the fifth element, which is Direct and interactive (Internet) marketing. The latest view is supported by Schultz & Kitchen, (1997), K. Cornelissen, (2001), Lowe, (2002), Kitchen, (1999), Schultz, (2003), Duncan, (2002), Reid, (2003), Reich, (1998); Jobber and Fahy, (2003), among others. This view is expressed by Kallmeyer and Abratt, (2004) when they emphasized that the ultimate goal of marketing communication is to reach some audience to affect their behaviour. The views of Jobber and

The objectives of marketing communications, according to Jobber and Fahy (2003) are highlighted below.

(i). Information Promotion:

- To measure the awareness of a new product, brand, or product attribute.
- To explain how the product works.
- To suggest new uses for a product.
- To build a company image.

(ii). Persuasive Promotion:

- To encourage brand switching.
- To change customer's perceptions of a product attribute.
- To influence customers to buy now.
- To persuade customers to call back.

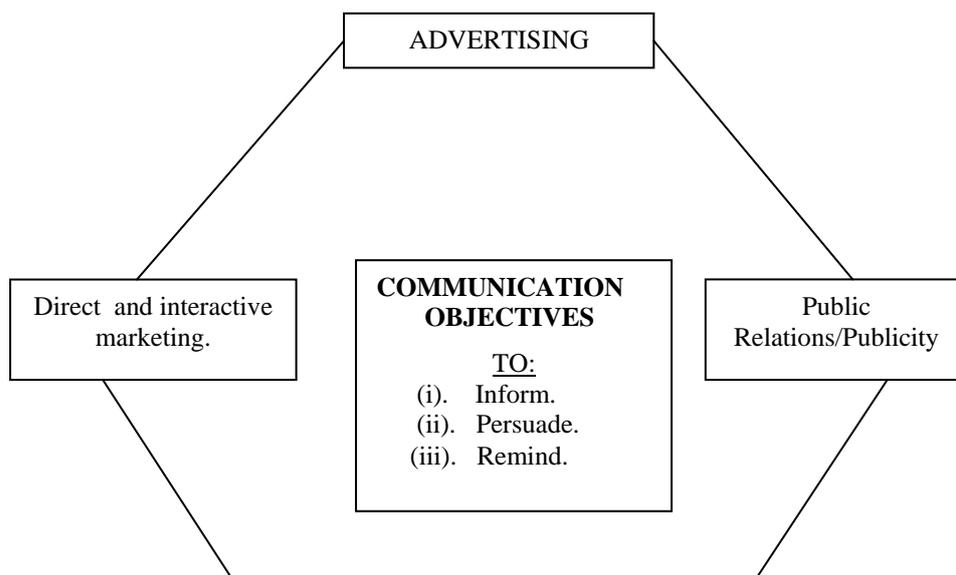
The above marketing communication objectives are further expanded as can be found in Fill, (2006), Belch and Belch, (2004), Wright, (2000). Kallmeyer and Abratt, (2001) Gould, (2000) among others.

(iii). Reminder Promotion:

- To remind customers that the product may be needed in the near future.
- To remind consumers where to buy the product.
- To maintain consumers' awareness.

Fahy, (2003) Kallmeyer and Abbratt, (2004) are presented below diagrammatically.

Figure 5: Marketing Communications Mix.





Source: Jobber David and Fahy John (2003) Foundations of Marketing, London. McGraw-Hill Education Inc.

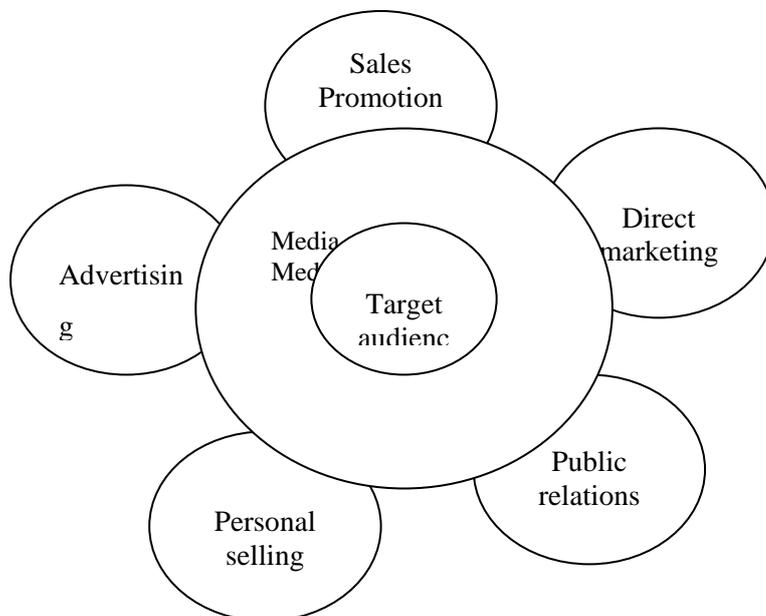
The Chartered Institute of Marketing (CIM) London, (2005) Lecture Manual added a fourth objective to the marketing communication objectives. CIM London, (2008) calls these marketing communication objectives with the acronym “Drip” i.e. To:

- Differentiate a seller’s products from other competing products. “D”
- Remind customers on the company products/offers. “R”
- Inform potential customers on the products’ availability. “I”
- Persuade customers to buy. “P”

Dave Dolak (2006) and Chris Fill (2006) both presented a similar model of marketing communication mix. Both had all the five elements presented in a square each, while marketing communications mix and target audiences are represented at the centre respectively. Below is the view presented by Fill (2006)

2.6 The tools and positions of the marketing communications mix.

Figure 6



Source: Fill Chris, (2006) Marketing Communications: Engagement, strategies and practice. Fourth Edition. England. Pearson Education Limited.

Kotler (2000) gave an explicit picture of marketing communication elements and the various

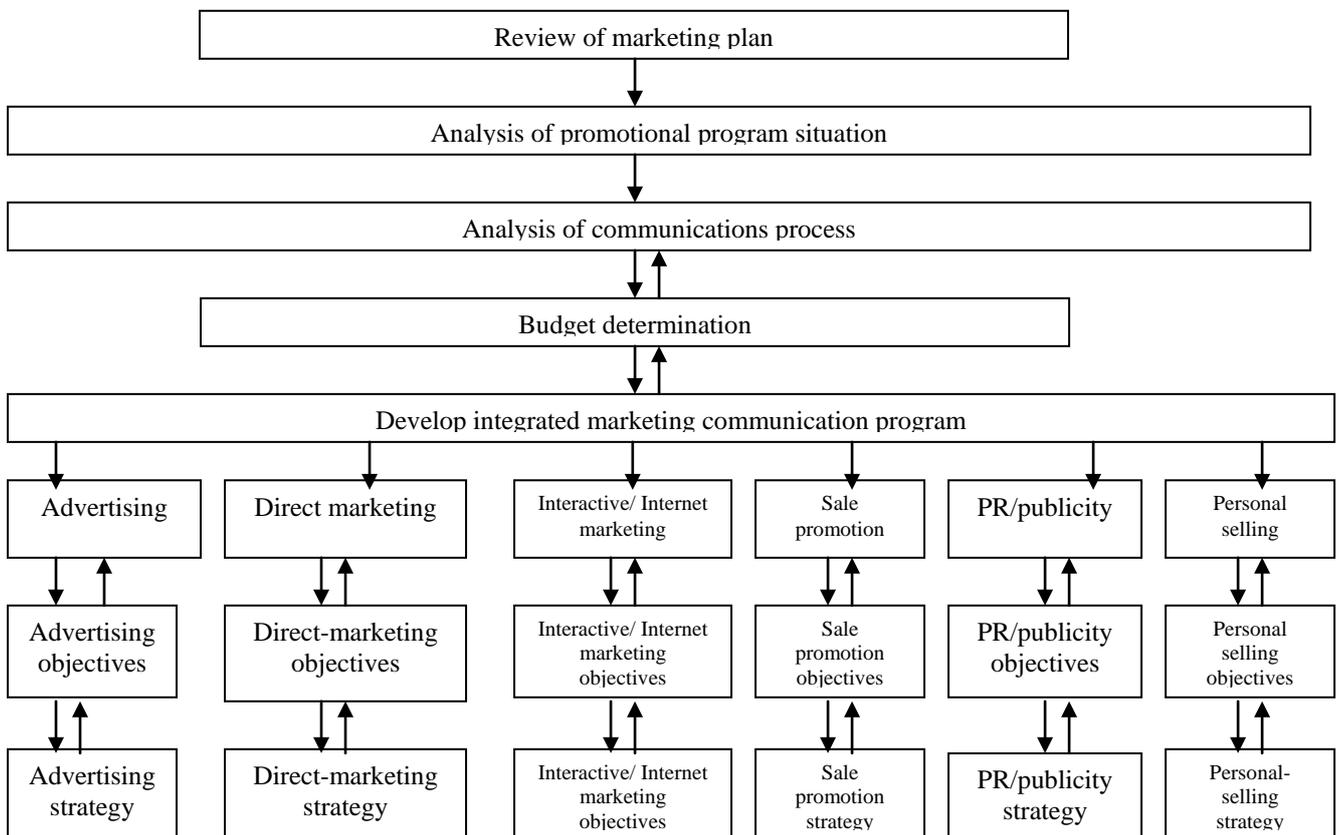
components of each of the tools. The components of each of the marketing communication tools will help readers to better appreciate what each of these tools stand for. The view of Kotler (2000) is presented below in fig. 2.6b.

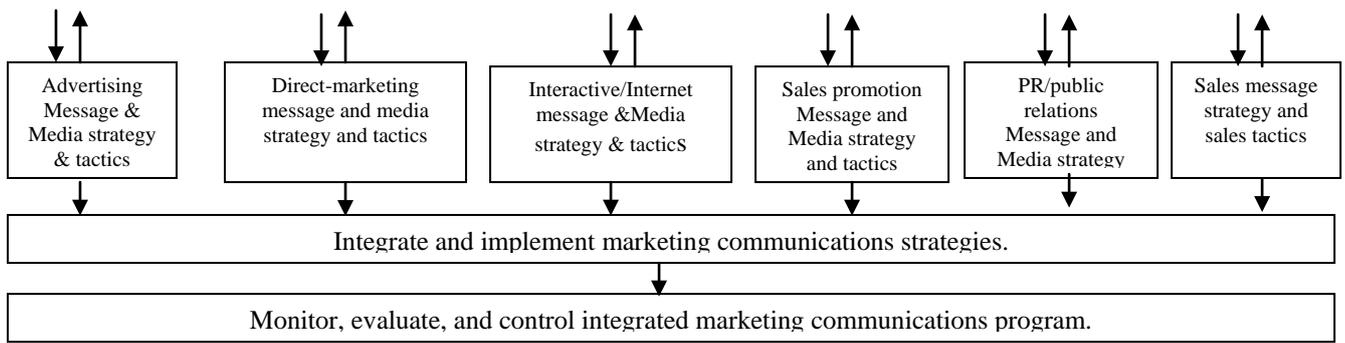
Fig. 6B

Advertising	Sales Promotion	Public Relations	Personal Selling	Direct Marketing
Print and broadcast ads	Contest, games, sweepstakes, lotteries	Press kits	Sales presentations	Catalog
Packaging-outer	Premiums and gifts	Speeches	Sales meetings	Mailings
Packaging inserts	Sampling	Seminars	Incentive programs	Telemarketing
Motion pictures	Fairs and trade shows	Annual reports	Samples	Electronic shopping
Brochures and booklets	Exhibits	Charitable donations	Fairs and trade shows	TV shopping
Posters and leaflets	Demonstrations	Sponsorship		Fax mail
Directories	Coupons	Publications		E-mail
Reprint of ads	Rebates	Community relations		Voice mail
Billboards	Low-interest financing	Lobbying		
Display signs	Entertainment	Identity media		
Point-of-purchase display	Trade-in-allowances	Company magazine		
	Continuity program	Events		
Audiovisual materials	Tie-ins			
Symbols and logos				
Videotapes				

Source: Kotler, P. (2000). Marketing Management, Millennium Edition, Prentice-Hall of India Private Ltd. p.551

Figure 7: An Integrated Marketing Communications Planning Model.

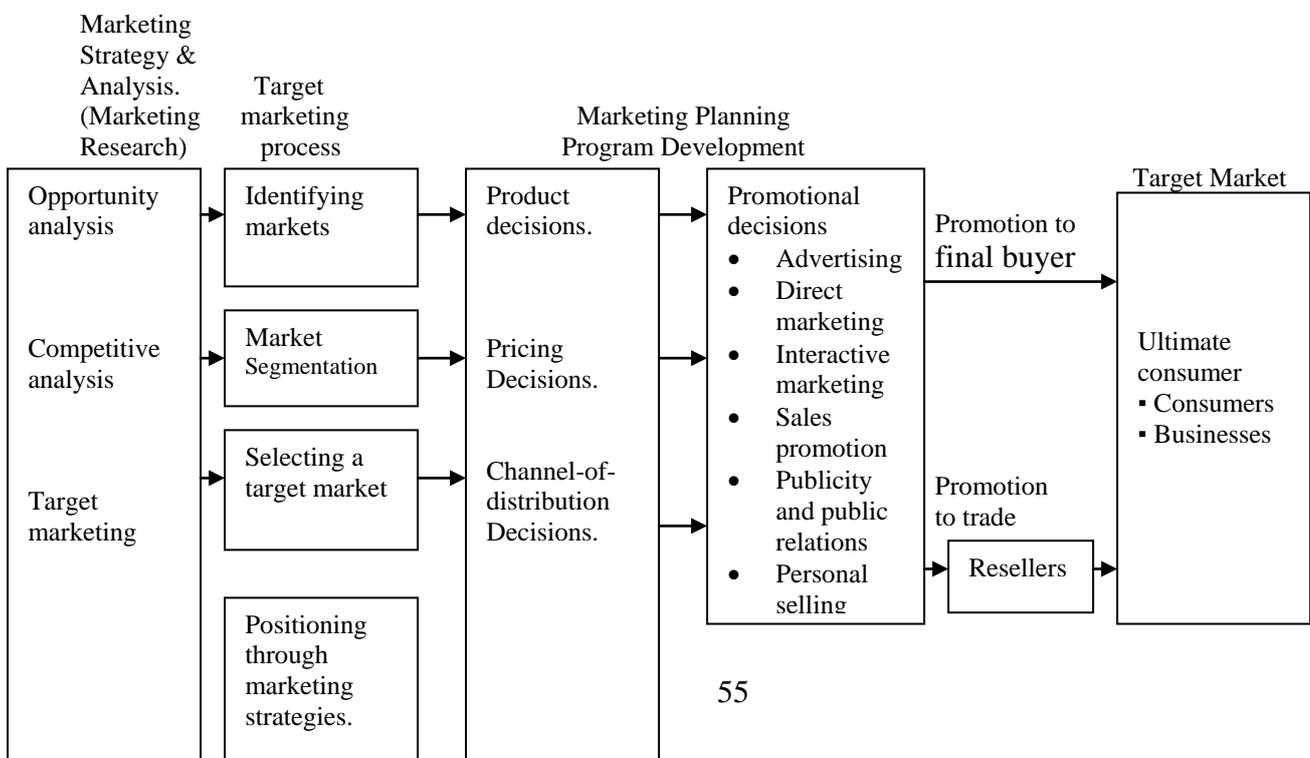




Source: Belch, E. G and Belch, M. A (2004): Advertising and promotions; International Edition, New York, McGraw-Hill Companies Inc. pp.26

Belch and Belch, (2004) added an illustrative and insightful dimension to promotional mix elements from what the authors referred to as marketing and promotions process model. The diagram above captures the views of the joint authors in their new model. In fact, Belch and Belch traced the genesis of marketing communications from an organization’s review of its marketing planning. The organization goes ahead to analyze its promotional programme situation, analyzes its communication process, determine its promotional budget and the firm could thereafter develop its Integrated Marketing Communication programme. The firm further takes a strategic step by identifying all its promotional elements and then integrates its marketing communications strategies. The model however divides marketing communication mix elements into six. The model separates interactive/internet marketing from direct marketing. However a number of scholars combined the two. (Fill 2005, Kotler 2001, picton and Broderick 2005, among others)

Figure 8: Marketing and Promotions Process Model



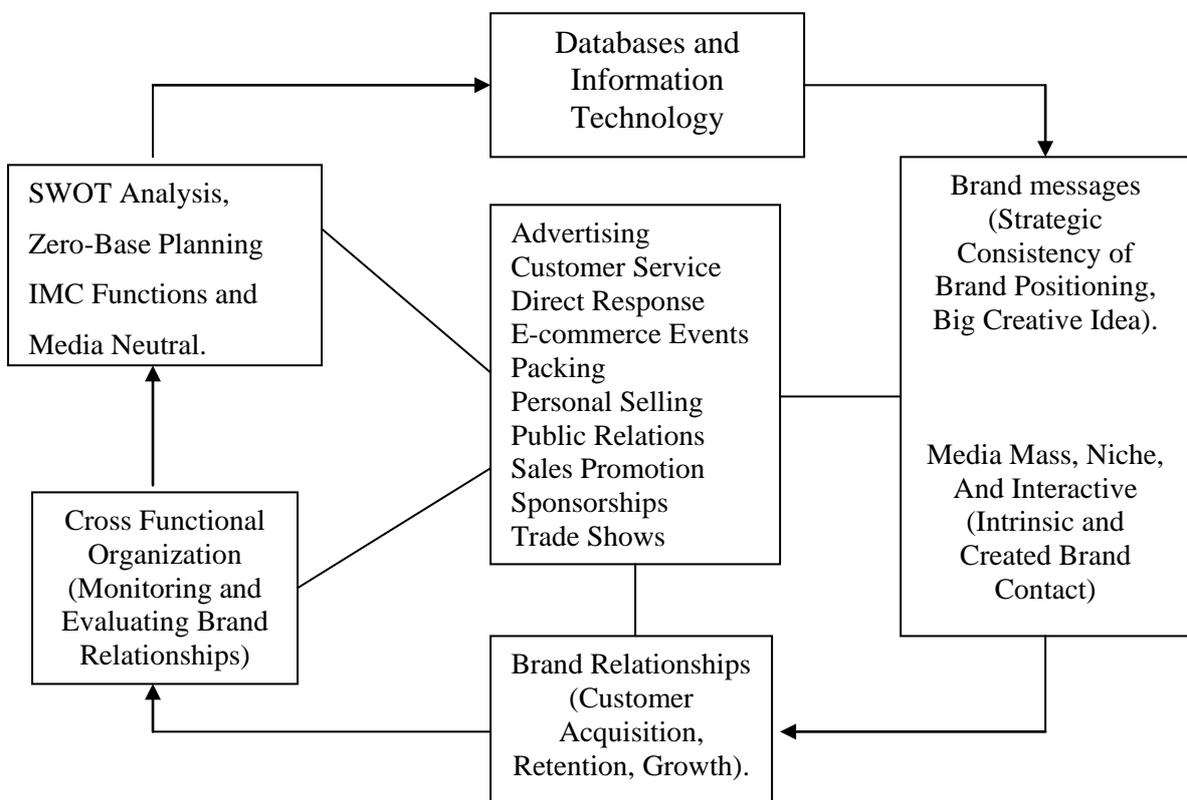


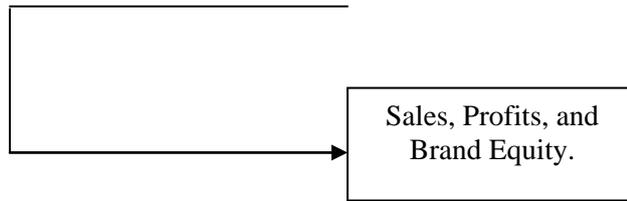
Source: Belch, E. G. and Belch, M. A., (2004): Advertising and Promotions; international Edition. New York, Mc Graw-Hill Comp. Inc. p.39.

The above model shows that the development of a marketing program requires an in-depth analysis of the market. This analysis may make extensive use of marketing research as an input, which, in turn provides the basis for the development of marketing strategies with regard to product, pricing, distribution and promotion decisions. Each of the above steps requires a detailed analysis, since this plan serves as the road map to follow in achieving marketing goals. The above view is also supported by Baldinger (1996); Duncan (2002); Eagle et al (1999); and Gould (2003).

Once the detailed market analysis has been completed and marketing objectives have been established, each of the marketing mixes must contribute to a comprehensive integrated marketing program. The authors added that the promotional program element which is the focus of the model must be combined with all other program elements in such a way as to achieve maximum impact. This view is also supported by Jobber and Fahy, (2003); Sargeant and Eagle and Kitchen, (2000); Cornerlissen, (2000) amongst others.

Figure 9: The IMC Process Model





Source: Kitchen, J. Philip et al (2004): "The Emergence of IMC: A Theoretical Perspective." *Journal of Advertising Research*. 19-30. (The IMC Process Model - Adopted from Duncan, 2002).

Kitchen et al, (2004) looked at IMC process model from the strategic point of view. The authors believed that firms need to do a SWOT Analysis of their operation as well as those of their competitors. The firm is also to analyze its database and information technology network. The firm who intends to have sound Integrated Marketing Communications needs to review its brand relationships, which leads to customer acquisition, retention and growth. This view is presented below by Kitchen et al (2004) where the joint authors adapted and modified the work of Duncan (2002).

The joint authors believed that IMC must show five significant features. These according to them, are:

- The primary goal of IMC is to affect behaviour through direct communication.
- The process should start with the customer or prospect and then work backward to the brand communicator.
- IMC should use all forms of communications and all sources of brand or company contacts as prospects message delivery channels.
- The need for synergy is paramount with coordination helping to achieve a strong brand image.
- IMC requires that successful marketing communication needs to build a relationship between the brand and the customer. Their view above, is also supported by Kallmeyer and Abratt, (2001); Low, (2000) and Kliatchko, (2005) among others.

When deciding how to properly utilize the marketing communications mix to meet the marketing objectives, it is important to consider the relative strengths and weaknesses of each component of the mix. Further, one must always define his/her total budget first (generally defined in the Marketing and/ or Business Plan) and then decide upon the best way to leverage the different elements of the mix to maximize the return on one's investment. One has to balance the various mixes to not only create an integrated approach to one's marketing communications but one must also devote enough resources for each component to be

successful.

The IMC Planning Process

Marketing promotional management involves coordinating the promotional mix elements to develop a controlled, integrated programme of effective marketing communication, Belch and Belch, (2004). Marketers must consider which promotional tools to use and how to combine them to achieve the marketing and promotional objectives. In other words, what percentage of the budget should they allocate to advertising, sales promotion, the Internet, direct market and personal selling? Sweney, (2004) opines that companies consider many factors in developing their IMC programme including the product life cycle and the channels of distributing the product. Belch and Belch, (2004) asserted that companies selling consumer products and services generally rely on advertising through the mass media to communicate with ultimate consumers. This view is also supported by a number of scholars such as Shimp, (2000), Davies, (2004) amongst others. However, business to business marketers (industrial marketers) who generally sell expensive, risky and often complex product and service more often make use of a lot of personal selling efforts in their marketing drive.

It needs be mentioned according to Paul Copley, (2004) that personal selling also plays an important role in consumer product marketing. According to Osuagwu, (2002), the blend of promotional mix depends on a number of factors such as the type of product, the nature of the market, marketing objectives of the organization, amongst others.

On the strategic use of marketing communication tools at each stage of a product's life, Picton and Broderick (2005) gave detailed summary on the marketing concentration tools and the strategic reasons or rationale behind such usage.

Figure 10: The product life cycle and examples of the strategic use of marketing communications

Introduction	Growth	Maturity/saturation	Decline
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<ul style="list-style-type: none"> • Emphasis on awareness building especially among innovators and early adopters (pull strategies) • Emphasis is on trade push strategies to obtain distribution acceptance • Emphasis on PR activities and advertising to generate awareness and image building and assist in positive attitude formation. • Emphasis on sales promotions to induce trial and encouragement of inclusion in customers' repertoire sets • Strong sales force emphasis may be a feature for some products in, for example, industrial durable market 	<ul style="list-style-type: none"> • Emphasis continues on building awareness and adoption by new customer (early adopter, early majority) • Emphasis on trade push strategies to gain distribution penetration • Advertising and PR may be increased as increases in sales revenue permit larger expenditures • As product moves into mass market, wider audiences are included in target specification • Sales promotions may still be emphasized as new customers are encouraged but as demand increases, price offers may be used less • Promotions encouraging 'loyalty' may feature prominently • Efforts to encourage positive word of mouth 	<ul style="list-style-type: none"> • More emphasis may be required on brand differentiation. If competitive environment requires it, re-positioning may be considered • Emphasis on keeping customer (loyalty promotion) and sales promotions to encourage brand switching from competing brands • Reminder advertising encouraging customers to keep brand within repertoire set • Sales promotions to encourage increased usage • Trade promotions used to maintain distribution penetration prominence 	<ul style="list-style-type: none"> • Promotional effort may be reduced to harvest brand profits • Before decline, consideration will be given to rejuvenating brand or re-position brand to new users or attract lapsed users • 'New, improved' versions of the brand may appear and be promoted to extend the PLC
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Source: Picton and Broderick, (2005) Integrated Marketing Communication. Pearson Education Limited, Edinburgh Gate England. Second Edition.

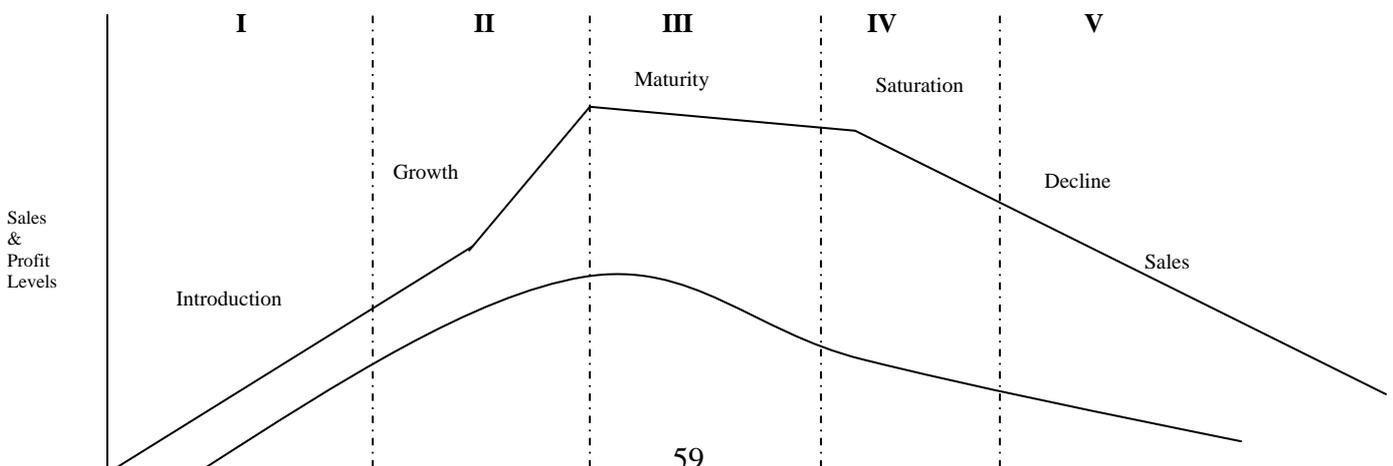
When deciding upon a firm's unique marketing communications mix, one should also consider the **Product Life Cycle**. Here are some general guidelines as to how and when to emphasize different parts of the mix according to the stages of a typical product life cycle. This view is also supported by Belch and Belch, (2004); Wright, (2000), Jobber and Fahy, (2003); Eagle and Kitchen, (2000); Jobber and Lancaster, (2003); Achumber, (2001).

Pre-Introduction: Light advertising, pre-introduction publicity.

Introduction: Heavy use of advertising, public relations for awareness, sales promotion for trial.

Growth: Advertising, public relations, branding and brand marketing, personal selling for distribution.

Figure 11: Product Life Cycle



Time

Key: Stage I = Introduction; Stage II = Growth, Stage III = Maturity, Stage IV = Saturation, Stage V = Decline

Maturity: Advertising decreases, sales promotion, personal selling, reminder & persuasion.

Decline: Advertising and public relations decrease, limited sales promotion, personal selling for distribution.

It must be mentioned that the combination or blending of these promotional mix depends on a number of factors such as whether one is marketing a consumer product or industrial products, company promotional objectives, company resources, competitive reaction, amongst others.

The marketing communications programme of an organization is generally developed with specific purpose in mind and it should be the end product of a detailed marketing and promotional planning process; Shimp, (2000), and Swain, (2004), among others.

Belch and Belch, (2004) asserted that the individuals that are involved in the marketing promotion would design a promotional plan that can provide the framework for developing, implementing and controlling the organization's Integrated Marketing Communications programme and activities. Marketing promotional planners must decide on the roles and functions of the specific elements of the promotional mix, develop strategies for each element and implement the plan. Copley (2004) adds that the place of promotion is important in the marketing programme, it must be integrated into the overall marketing plan and programme of the organization.

The IMC planning process starts with the review of the marketing plan and objectives. Belch and Belch, (2004) emphasized the fact that marketers must first understand where the company (or the brand) has been, its current position in the market, where it intends to go and how it plans to get there. This information needs to be contained in the marketing plan. Chisnall, (2004) describes the marketing plan as the overall marketing strategy and programme developed for an organization, a particular product line or a brand. Belch and Belch, (2004) gave an elaborate summary of the contents of a marketing plan; the joint authors itemized them thus:

- (i). A detailed situation analysis that consist of an internal marketing and its review and an

external analysis of the market competition and environmental factors.

- (ii). Specific marketing objectives that provide direction, a time frame for marketing activities and a mechanism for measuring performance. Picton and Broderick (2004); Chris Fill, (2004); and Copley, (2004) all maintained the need to ensure that “the set marketing objectives” have the “SMART” qualities. These SMART qualities are: Specific objectives, Measurable objectives, Accurate and Achievable ones Results oriented objectives must be Relevant to target audiences and that such objectives must be Time bound.
- (iii). A marketing strategy and programme that include selection of target markets and decision and plans for the four elements of the marketing mix.
- (iv). A program for implementing the marketing strategy including determining the specific tasks to be performed and responsibilities.
- (v). A process for monitoring and evaluating performance and providing feedback so that proper control can be maintained and any necessary changes can be made in the overall marketing strategies or tactics, Copley, (2000) maintains that normally have promotional plan as an integral part of the marketing strategy. This idea thus, emphasizes the need for the promotional planners to know the roles that advertising and other marketing communication mix elements will play in the overall marketing plan. Marketing communication planners must focus on information in the marketing plan that is relevant to the promotional strategy.

After the overall marketing plan has been reviewed, the next crucial step in developing promotional plan is to conduct the situation analysis. Pelsmacker et al., (2004) asserted that the situation analysis focuses on factors that influence that influence or are relevant to the development of a promotional strategy. Belch and Belch, (2004) went further that the promotional situation analysis includes both the internal and external analysis. Kotler, (2000) offers more insight as the authors talks about better environmental scanning which will reveal strength, weakness, opportunities and possible threats that each of the variables in the marketing environment contains.

Figure 12: Marketing and Promotional Plan

<p>Review of Marketing Plan Examine overall marketing plan and objectives Role of advertising and promotion Competitive analysis Assess environmental influences</p>

Analysis of Promotional Program Situation	
Internal analysis	External analysis
Promotional department organization	Consumer behaviour analysis
Firm's ability to implement promotional programme	Market segmentation and target marketing
Agency evaluation and selection	Market positioning.
Review of previous program result	
Analysis of Communication process	
Analyze receiver's response process	
Analyze source, message, channel factors	
Establish communications goals and objectives	
Budget Determination	
Set tentative marketing communications budget	
Allocate tentative budget	
Develop Integrated Marketing Communication Program	
Advertising	Sales promotion
Set advertising objectives	Set sales promotion objectives
Determine advertising budget	Determine sales promotion budget
Develop advertising message	Determine sales promotion tools and develop messages
Develop advertising media strategy	Develop sales promotion media strategy
Direct marketing	Public relations/publicity
Set direct-marketing objectives	Set PR/publicity objectives
Determine direct-marketing budget	Determine PR/public budget
Develop direct-marketing message	Develop PR/publicity messages
Develop direct-marketing media strategy	Develop PR:/publicity media strategy
Interactive/Internet marketing	Personal selling
Set interactive/Internet marketing objectives	Set personal-selling and sale objective
Determine interactive/Internet marketing budget	Determine personal-selling/sales budget
Develop interactive/Internet message	Develop sales message
Develop interactive/Internet media strategy	Develop selling roles and responsibilities
Integrate and Implement Marketing Communications Strategies	
Integrate promotional-mix strategies	
Create and produce ads	
Purchase media time, space, etc.	
Design and implement direct-marketing programs	
Design and distribute sales promotion materials	
Design and implement public relations/publicity programs	
Design and implement interactive/Internet marketing programs	
Monitor, Evaluate, and Control Integrated Marketing Communications Program	
Evaluate promotional program results/effectiveness	
Take measures to control and adjust promotional strategies	

Source: Picton and Broderick (2005) Integrated Marketing Communication. Pearson Education Limited, Edinburgh Gate England. Second Edition.

According to Belch and Belch (2004), Pelsmacker, (2004), Stokes and Comax, (2002), all gave an elaborate dimension on variables in the internal and external analyses. The internal analysis according to the scholars, assesses relevant areas involving the product/service offering and the firm itself.

Figure 13: Variable in the Marketing Promotion Environment

Internal Factors	External Factors
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<p>Assessment of Firm's Promotional Organization and Capabilities Organization of promotional department Capability of firm to develop and execute promotional programs. Determination of role and function of ad agency and other promotional facilities.</p> <p>Review of Firm's Previous Promotional Programs and Results Review previous promotional objectives Review previous promotional budgets and allocation Review previous promotional-mix strategies and programs Review results of previous promotional programs</p> <p>Assessment of Firm or brand Image and Implication for Promotion</p> <p>Assessment of Relative Strength and Weaknesses of Product or Service What are the strength and weaknesses of product or service? What are its key benefits? Does it have any unique selling points? Assessment of packaging, labeling, and brand image How does our product or service compare with competition?</p>	<p>Customer Analysis Who buys our products and services? Who makes the decision to buy the product? Who influences the decision to buy the product? How is the purchase decision made? Who assumes what role? What does the customer buy? What needs must be satisfied? Why do customers buy a particular brand? Where do they go or look to buy the product or services? When do they buy? Any seasonality factor? What are customers' attitude toward our product or service? What social factors might influence the purchase decision? Do the customers' lifestyle influence their decision? How is our product or service perceived by customers? How do demographic factors influence the purchase decision?</p> <p>Competitive Analysis Who are our direct and indirect competitors? What key benefits and positioning are used by our competitors? What is our position relative to the competition? How big are competitors' ad budgets? What message and media strategies are competitors using?</p> <p>Environmental Analysis Are there any current trends or developments that might affect the promotional program?</p>
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Source: Picton and Broderick, (2005) Integrated Marketing Communication. Pearson Education Limited, Edinburgh Gate England. Second Edition.

The internal analysis also includes the capabilities of the firm and its abilities to develop and implement a successful promotional programme, the organization of the promotional department and the success failures of past programmes are also to be reviewed.

Belch and Belch, (2004) added further that the analysis should study the relative advantages and disadvantages of performing the promotional functions. In-house or whether to engage the services of professional advertising agencies.

External analysis beams its light on factors such as characteristics of the firm's customers, market segments, positioning strategies and competitors amongst others.

Belch and Belch, (2004) gave a detailed summary of the contents of the situational analysis. The joint authors reviewed most factors in the marketing environment and their relative impact on the firm's marketing promotional programme. The views of the joint authors are presented in figure 13.

The next step in the IMC planning model is to analyze the communication process. Here the company examines how it can effectively communicate with consumers in its target market. Fill, (2005) believes that the marketing promotions planners must think about the process consumers will go through in responding to marketing communications. Copley, (2004) says that there is need for the company to know the responses process for product or services for which consumers decision making is characterized by a high level of interest which might differ from that for low-involvement or routine purchase decisions.

The author believes that these differences will influence promotional strategy. Picton and Broderick, (2005) asserts that promotional planner should recognize the different effects that various types of advertising messages might have on consumers and that whether they are appropriate for the product or the brand. Pelsmacker et al., (2004) are of the opinion that firms must consider certain issues that have to do with whether the firm would be using celebrity spokesman and at what cost the company.

Belch and Belch (2004) believed that an important part of this stage of the promotional planning process is the establishment of marketing goals and objectives. The joint authors made a clear distinction between marketing objective and communication objective. Marketing objectives according to the authors refer to what the firm wants to accomplish by the overall marketing programme and are often stated in terms of sales, market share, profitability, etc. The authors believed that communication objectives refer to what the organization seeks to accomplish with its marketing promotional programme and that these are often stated in terms of nature of the message to be communicated or what specific communication effects to be achieved. Communication objectives may include creating awareness or knowledge about a product and its attributes, or benefits, creating an image or developing favourable attitudes, preferences or purchase intentions. Copley (2004) opines that an organization's communication objectives should be a guide force which can help the firm to develop an appropriate overall marketing communication strategy.

Budget determination is a vital step in the planning process. This is done after the promotional objectives might have been determined. Fill, (2005) believes that two major decisions are taken in the budget determination. These two decisions are what Belch and Belch, (2004) called two important questions. These are: What will the promotional program

cost? and How will the money be allocated? The two sources of scholars both agreed that the amount a firm needs to spend on promotion should be determined by what must be done to accomplish its marketing objectives. Pelsmacker et al., (2004), Belch and Belch, (2004), Fill, (2006), Picton and Broderick, (2005) all agreed that promotional budget is often determined using a number of approaches such as:

- How much is available
- Percentage of a company or brand sale revenues
- The marketing objective of the organization
- Competitors analyses/activities and their reaction pattern, amongst others.

Fill, (2006) gave an elaborate benefit which companies stand to gain by engaging in budget activities for their promotional programmes which include:

- The process serves to focus people attention on the cost and benefits of undertaking the planned communication activities.
- It instills a management discipline that is necessary to accomplish the plan on those that will implement the programme.
- The process facilitates cross-function coordination and force managers to ensure that the planned communications are integration and mutually supportive.
- The budget process provides a means by which campaigns can be monitored and management control asserted.
- At the end of the campaign, a financial review will enable management to learn from the experiences of the promotional activity in order that future communications can be made more efficient and the return on investment improved.

DEVELOPING THE INTEGRATED MARKETING PROGRAMME

This is probably the most involving and highly detailed step in the marketing promotional planning process. At this stage Belch and Belch, (2004) maintained that decisions have to be made regard the role and importance of each element and their coordination with one another. Achumba, (2000) opines on the need for the firm to know the strength and pitfalls of each of the promotional mix elements so that the organization can take optimal advantage of each of the tools.

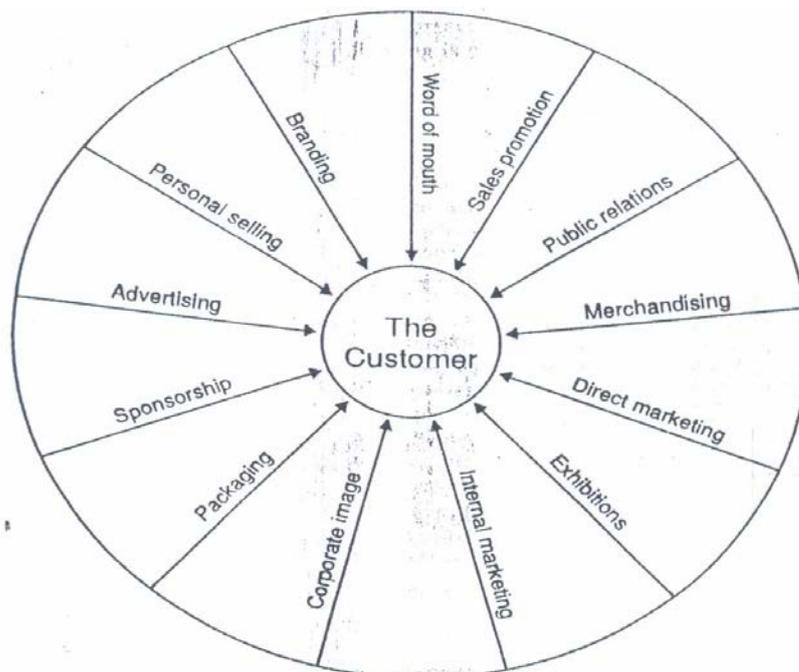
Fadipe, (2004) stresses the importance of the firm's advertising agency to treat the issue with

passion and professionally messages are to be developed which requires good creative strategies. The company also takes decisions on media strategies which involves determining which communication channel will be used to deliver the advertising/promotional message to the target audience. Decisions are also taken in the choice of media such as newspapers, magazine, radio, television, billboard Fill, (2006). Copley (2004) and Pelsmacker et al. (2004) all emphasized the need for an organization to make a careful evaluation of the media options considering the media's strength, limitations, cost and their ability to deliver the message effectively to the target market.

The diagram below shows a complete range of tools that can be used to influence customers or potential customers.

The Chartered Institute of Marketing, London believes that these tools represent the deployment of deliberate and intentional methods calculated to bring about a favourable response in the customer's behaviour. The diagram represents the most obvious methods, though other parts of the marketing mix, including the product itself, pricing, policy and distribution channels, will also have decisive effects.

Figure 14: Promotional influence on customers

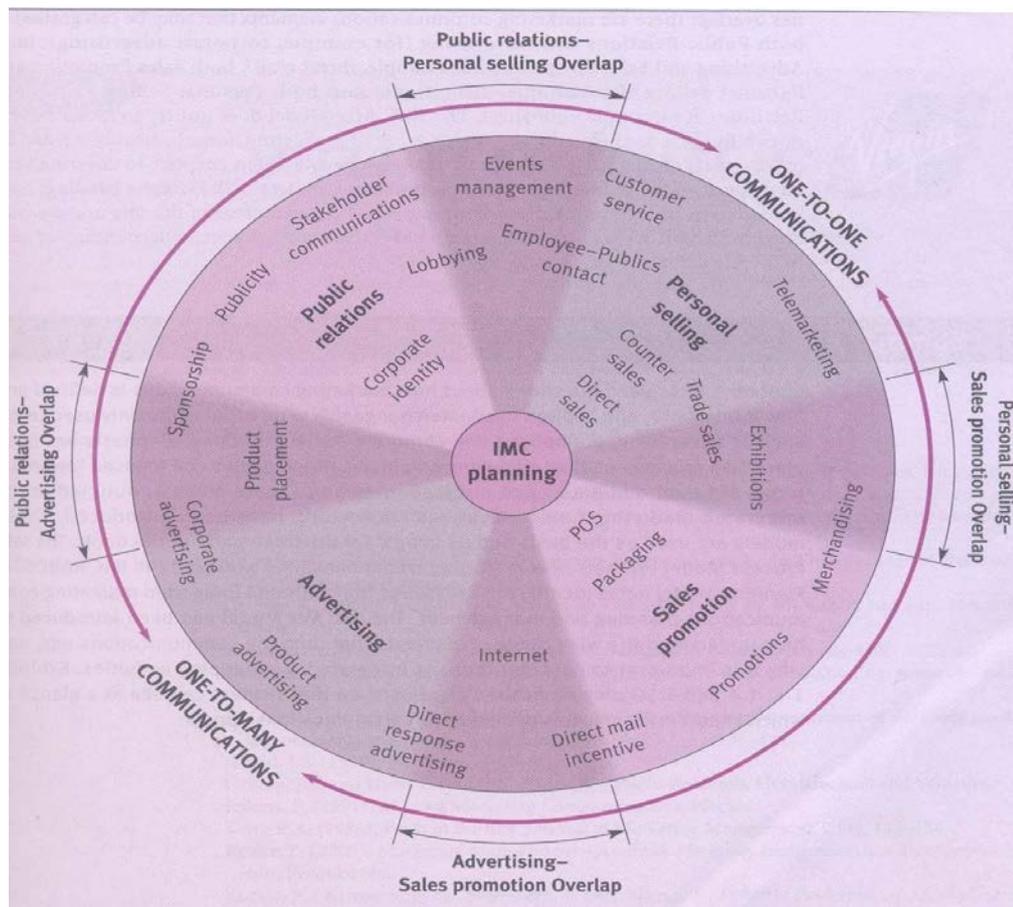


Source: Chartered institute of Marketing, London, (1994) Lecture Manual, p42.

Picton and Broderick (2005) painted a similar picture of the IMC mix model. However, the joint authors brought a new dimension into the IMC mix model by showing the various overlapping of each of the marketing communication tools. The diagram below captures the views of the authors.

The model below conceptualized by Picton and Broderick (2005), gives an insightful dimension on functional areas of integrated marketing communication. It also shows how each of the functional tools over-lapped each other. It portrays the various sub-components that can be found in each of the functional areas. For example, sales promotion has packaging, merchandising, exhibition, trade sales, point of sales as sub-component. In this same vein, public relations has corporate identity, lobbying, publicity, stakeholders communications, sponsorship, and etc. A look at the model shows that personal selling has a number of sub-components such as counter sales, direct sales, customer service, telemarketing, trade sales, exhibitions, and etc. Also, Advertising has a number of sub-components such as product advertising, direct response advertising, corporate/ institutional advertising,

Figure 15: IMC Model by Picton and Broderick and etc.



Source: Picton, D. and Broderick, A., (2005) Integrated Marketing Communication, Edinburgh Gate, Harlow, England, Pearson Education Limited, Second Edition. P.542

The IMC model as presented by Picton and Broderick (2005) above recognizes that many of these activities overlap. There are marketing communication elements that may be categorized as both Public Relations and Advertising (for example, Corporate Advertising). Both Advertising and Sales Promotion (for example, Direct Mail). Both Sales Promotion and Personal Selling (for example, exhibitions) and both Personal Selling and Public Relations

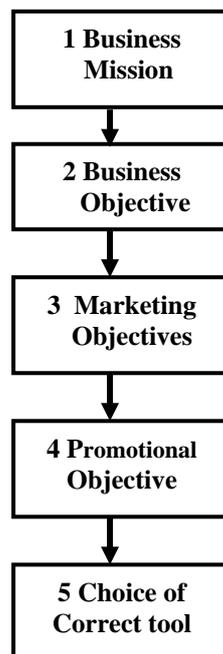
(for example, lobbying).

The joint authors believed that the IMC model does not just try to include every possibility but does identify the major areas of marketing communications listed by many other scholars on the subject matter.

Choosing the correct Tools

It is believed that choosing the correct tools for a particular promotions task is not an easy task. Indeed the process is still very much an art though it is becoming more scientific because of the access to consumer and media database. Matching consumer characteristics with media database can be carried out very rapidly by computer and promotional budgets can be evaluated for a variety of different mixes. In the final analysis, However, the client's wishes and the expertise of the promotion planner are decisive. In this regard, it is good to provide some guideline for choosing the correct promotional tools.

Figure 16



Source: CIM London, 1994 Manual, p.43

At its most basic, the choice should be exercised within the flowing top-down hierarchy of objectives. According to White, (2004) quoting the CIM, London, (1994), the choice of the marketing promotional tool is largely influenced by a number of factors such as:

- Business mission

- Business objectives
- Marketing objectives
- Promotional objectives
- Resources availability
- Competitors activities
- The target audience
- The type of product, amongst others.

The diagram above shows the link between choice of correct promotional tools and companies mission and objectives.

Implementation

Implementation of promotional strategies is very vital and this calls for a firm's advertising agency to display a sense of patriotism, professionalism and commitment to the client's promotional objectives.

Belch and Belch, (2004) added that it is vital for advertising agencies to work closely with their clients as they have to develop the ads and select media because it is the advertiser (client) that ultimately approves (and pay for) the creative work and media plan. The joint authors added that a similar process takes place for the other elements of the IMC programme as objectives are set, an overall strategy is developed, message and media strategies are determined and steps are taken by the firm to implement them.

Monitoring evaluation and Control

This is the last step in the IMC planning process. It is vital for firms to determine how well the promotional programme is meeting the communications objectives. Chisnall, (2000) adds that the marketing promotions planners may want to know how and why the promotion programme is performing. "He may want to know if there are deviations from the plans or whether there is the need for modification", Belch and Belch, (2004) added that this last step is designed to provide managers with continued feedback concerning the effectiveness of the promotional programme which in turn, can be used as input into the planning process.

2.7 Consumer Behaviour and Marketing Communication: The Linkages

How Marketing Communications persuade consumers is largely a black box process that can be explained in a number of ways. Pelsmacker et al. (2004) opined that the consumer in hierarchy of effect model is assumed to go through a hierarchical process of cognitive, affective and behavioral responses to communicate stimuli. However, depending on the type of product and buying situation, this hierarchy might differ. An important role of this persuasion process is the formation and change of attitude. The extent to which attitudes are formed in a stable or less stable way according to Pelsmacker et al. (2004) depends on the elaboration likelihood of information processing which the joint authors believed depend on the motivation, ability and the opportunity to process information across to target audience.

The Learning Theory

The CIM (London), 2007 manual uses the learning theory to explain the marketing communication process and the firm's marketing communications to its consumers. This theory is also supported by Fill, (2005), Picton and Broderick, (2005). The learning theory starts with perception under the information processing. The issues under this include perception and attitude of the consumer towards the product.

Perception

Consumers are continuously bombarded with vast quantities of information. Whether the marketer or the media orchestrates the information, in general, is less relevant than the fact that there is simply too much information for the average consumer to process effectively. The inevitable consequence is that material is simply screened out and discarded. The result is that consumers may make purchasing decisions based on limited knowledge, or even a misunderstanding of the real fact. The individual is far less concerned with the average advertising message, which makes the task of ensuring appropriate communications with the target audience an even more daunting prospect.

As consumers, our awareness of specific advertising messages is treated in a similar way. Some form of trigger mechanism is usually required to encourage us to pay attention to the varieties of marketing communications messages. Usually, this is an internal recognition of an unfulfilled need, which heightens the levels of awareness of pertinent advertising and other information needed. The principle can be commonly observed. If, for example, if a consumer recently purchased a new Sony TV system, his awareness of the brand will be

enhanced and he will immediately become aware of messages received about all competing brands for a period of time after purchase.

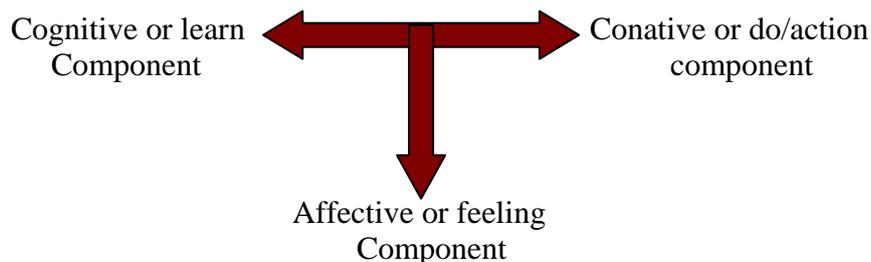
Fill, (2005) added that the process of decoding a message, whether it be from an advertiser or simply in the form of an article which interests the consumers / buyers , will be substantially influenced by a number of perceptual factors. All of us, according to the author, whether or not we think about it consciously or not, are influenced by a number of factors in our perception of situation. And, perception is really a key factor in the field of marketing communications.

Essentially, Swan, (2004) adds that perception is about how we manage the various stimuli that we encounter. From a marketing communications perspective we are dealing with advertisements, promotions, members of the sales force, direct mailers and so on, all of which represent stimuli. The perception of stimuli involves three components – attention-getting, organizing and interpretation.

Attitudes

Attitudes are expressions of an individual’s feeling towards a person or object, and reflect whether they are favourable or otherwise disposed towards that person or object. Attitudes are not directly observable, but can be inferred either from behavioural pattern or by some form of interrogation, typically using market research methods. Attitudes consist of three main components: cognitive, affective and conative. These are more easily remembered and understood as learn, feel and do.

Figure 16B: The Three-components Attitudes Model



Source: Fill Chris, (2005) Marketing Communications Engagement Strategies and Practice. Pearson Education Limited. Edinburgh Gate; Harlow. Fourth Edition, p.136

The above diagram is explained thus according to Fill (2005):

- i. Cognitive (learn)- component: This actually refers to the level of knowledge and

belief held by individuals' about a product and or the beliefs about specific attributes of the offering. This therefore represents the learning aspect of attitude formation.

- ii. Affective (Feel)-component: The author believes that by referring to the feelings held about a product, (good, bad, pleasant or unpleasant) - an evaluation is made of the object. This actually represents the component that is concerned with feelings, sentiments, moods and emotions about an object.
- iii. Conative (do)- component: This is actually the action component of the attitude construct and its refers to the individuals disposition or intention to behave in a certain way. A numbers of researchers are of the opinion that this component refers to observable behaviour.

From the diagram above, it can be easily summarized that cognitive or learn component according to Fill, (2005) deals with the consumer first learning about the product. The Affective or feeling component deals with the consumers' feeling towards the product. Finally cognitive or do/action component shows how the consumer takes decision on the product to either like it, buy it, or reject the product.

Belch and belch, (2004) asserted that attitude may not be directly observable but can be transferred through behavioural pattern to products, the products usage and subsequent repeat purchases.

The theory of consumer behaviour also gives an insight into what influences the consumer to buy, why, how and when he buys and post purchase decisions.

According to Cheong and Morrison, (2008) consumer-buying behaviour can be defined as "the decision processes and acts individual involved in when buying and using products or services. In the words of Dib bet al, in CIM London, (1994) manual, the study of consumer buying behaviour by an organization is important for a number of reasons such as:

- (a). The buyer's reaction to the organization's marketing strategy has a major impact on the success of the organization.
- (b). If organizations are truly to implement the marketing concept, they must examine the main influences on what, where, when and how customers buy. Belch and Belch, (2004) added that only in that way, they will be able to devise a marketing mix that satisfies the need of their customers.
- (c). By gaining a better understanding of the factors influencing their customers, how their customers will respond, Organizations will be better if they able to predict the

effectiveness of their marketing activities.

According to Achumba, (2000), a consumer is an individual who purchases or have the capacity to purchase goods and services offered for sale by marketing institutions in order to satisfy personal or household needs, wants or desires.

Broderick, (1997) opines that a consumer can also be called customer. A customer is a current purchaser of a product or service. A non purchaser who may be influenced at some future date is referred to as potential customers. Worlu et al, (2007). The joint authors added that large number of potential customers may exist due to;

- (a). unawareness of needs
- (b). low intensity of present needs
- (c). lack of information concerning available product
- (d). purchase from competing firms
- (e). a current lack of the means to purchase.

Most of the above reasons clearly justify the place or the need for marketing communication.

According to Assael (1992) as reported in Chartered Institute of Marketing, London Manual (1994), the author presents a typology of consumer decision making based on two main dimensions. These are (a) the extent of decision making and (b) the degree of involvement in the purchase. This is represented diagrammatically below.

	High involvement	Low involvement
Decision making (information search, consideration of brand alternatives)	Complex decision making	Limited decision making
Habit (little or no information search, consideration of only one brand)	Brand Loyalty	Inertia

Source: Chartered Institute of Marketing (CIM), London, 1994 Manual.

The vertical axis represents a continuum from **decision making** to **habit**, based on the extent that the customer goes through the cognitive process of information search and the evaluation of brand alternatives.

The horizontal axis represents a continuum from high to low involvement purchases. **High involvement purchases** are those that are important to the customer in some way; for example, they may be closely tied to the customer's ego and self image. Such purchases

involve risk. **Low involvement purchases** are not as important to the customer and therefore the level of risk is lessened. With such purchases it may not be worth while to engage in the search for information about competing brands and evaluate a wide range of alternatives, and therefore a limited process of decision making usually occurs.

Assael's typology comprises four types of decision making.

- (a). **Complex decision-making** occurs when involvement is high and the consumer searches and consider alternatives, such as in the purchases of major items like cars, brown goods, white goods, etc.
- (b). However, complex decision making will not occur every time and if the brand choice is repetitive the consumer learns from experience and purchases a brand known from previous experience with little or no decision making (**brand loyalty**).
- (c). **Low involvement decision making can** according to Assael, (1990) can take various forms such as:
 - (i). Customers sometimes go through a decision making process even if not highly involved in the purchase because they have little experience of the product areas (**limited decision making**). In this case the customer will go through the process of information search and the evaluation of alternatives, albeit to a lesser extent than for complex decision-making.
 - (ii). Limited decision making may also occur when the customer seeks varieties; for example, customers may be likely to switch between low involvement brands in a quest for interest in the product area. Such variety-seeking behaviour is likely to occur when the customer perceives minimal risk and has little commitment to a particular brand. The brand switch is unlikely to be preplanned and may occur at the place of purchase: for example, while he is actually going round the supermarket, the customer may decide to try a new type of biscuit.
- (d). The fourth option identified by Assael, (1990) is **inertia**, Comprising low involvement with the product and no decision making. Inertia implies that the customer is buying the same brand, not out of any brand loyalty, but because it is not worth the time or trouble to search for an alternative.

The strategic objective of marketing communications is to move the buyer (consumer,

customer/client) from the state of unawareness to the buying stage. According to Osuagwu (2002) there are some mental stages, which the buyer will pass through before he gets to the buying stage. These stages were explained by Lavidge and Skinner, (1961) as reported by Osuagwu, (2002). The six-stage model includes (i) awareness (ii) knowledge (iii) liking (iv) preference (v) conviction (vi) purchase. Osuagwu, (2002) reiterates further that this six-stage model is consistent with the classical psychology theory which divided behaviour into three components i.e. cognitive component (awareness and knowledge), affective component (conviction and purchase). A cognitive component deals with the rational knowing; affective component deals with emotion or feelings while cognitive respect deals with individual need or want.

Howard and Sheth (1969) also came up with a model in their discussion of buying behaviour. The major components of the Howard and Sheth's model are:

- (i). Attention.
- (ii). Comprehension.
- (iii). Attitude, and
- (iv). Purchase behaviour.

Osuagwu, (2002) added that the Lavidge and Skinner, (1961) model and the Howard and Sheth, (1969) are of hierarchy-of-effects because they are used to explain buying behaviour from development to the adoption stage. Osuagwu, (2002) goes further that the above two models have been criticized on two grounds. These are:

- (i). that the models have hunted usefulness for management since only the final stage of purchasing action is relevant to purchasing goals.
- (ii). that there is neither empirical support nor theoretical justification for the assertion of the model that awareness action leads to the development, then, buying action.

However, the major value of the hierarch-of-effects is its usefulness in determining appropriate marketing communication strategy and the evaluation of communication efforts, the author added.

The consumer buying decision- making process: The consumer's purchase decision process is usually viewed as consisting of the steps the consumer passes through before he purchases a product. In the idea of Belch and Belch (2004), this internal psychological

process consists of motivation, perception, attitude formation, integration and learning. The stages in consumer decision making process according to Copley (2004), Achumba (2000) Lancaster and Massingham (2001), among others are:

Problem recognition \Rightarrow Information search \Rightarrow alternative evaluation \Rightarrow purchase decision \Rightarrow post purchase decision.

The above sequence may not be followed rigidly by all consumers. However, as a general model of consumer decision making, these stages are worth exploring (Copley, 2004)

Hierarchy of effects: When a message is sent to target audience, the sender likely assumes that the audience responds in a particular way. A number of scholars grouped these responses into three major groups. These groups according to Fill (2005) CIM (2008) are cognitive, affective, and conative. All messages according to these scholars attempt to influence at least one of these responses. The hierarchy of effects believes that a consumer must pass through series of stages from unawareness to awareness to purchase and to brand loyalty. A number of models have been developed by scholars on this, over the years. Copley (2004) summarises the views of these scholars below.

2.8 Models of Marketing Communication Process

Writers believe that one of the best approaches of making a better foundation in theoretical framework is by reference to models that currently exist on marketing communication and buyers behaviour. It needs be pointed out quickly that one of the strategic reasons why firms communicate is to influence the firm's publics.

We shall therefore make use of models in having a sound theoretical framework. The Oxford English Dictionary defines a model as a "simplified description of a system, etc. to assist calculations and predictions. In the areas of buyer behaviour and communication, there is arguably a strong need for models to provide a simplified framework for understanding because of the range and complexity of the factors influencing these areas.

Williams (1981) as reported in Chartered Institute of Marketing, London, (1994) believes that models fulfill two main purposes in marketing. First, models assist in the development of theories of consumers' behaviour and secondly they aid the marketer's understanding of the complex relationships involved. Kotler, (2000) added that by providing a framework within which research findings can be integrated, gaps in knowledge can be more easily identified

and the interrelationships between variables can be more clearly defined. CIM London manual, (2007) stressed that models can also be used to explain behaviour and its understanding causes, and, by doing this, it can aid a marketer's prediction of how consumers will react in specific situations.

Classification Criteria for Models

However, marketers can make use of a number of different types of models, each with different characteristics and different objectives, and therefore the more or less relevance in certain situations. In 1973, the Market research Society devised a set of classification criteria for different types of models, described by Rice, *Consumer Behaviour: Behavioural Aspects of Marketing* (1993), as a series of alternatives, as follows:

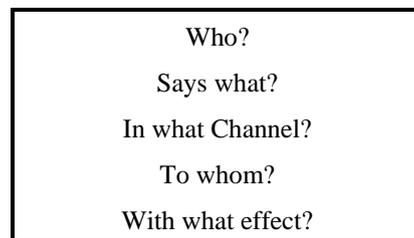
- (a). Micro or macro
- (b). Data-based or theory-based
- (c). Behavioral or statistical
- (d). Generalized or ad-hoc
- (e). Qualitative or quantitative
- (f). Static or dynamic

These terms should be explained in more details.

- (a). **Micro models** focus on a single element in a situation whereas **macro models** deals with the wider picture.
- (b). **Data-based models** are developed from logical analysis of available data whereas **theory-based models** are developed through the application of reason and are often drawn from other social and behavioural sciences.
- (c). **Behavioral models** are based on assumption about how people behave, seeking to relate the total process of consumer responses to a single stimulus, while **Statistical models** make no built-in assumptions about relationships between variables – any linkages between variables are defined through analysis.
- (d). **Generalized model** are designed to be applicable to a wide range of markets whereas **ad-hoc models** are designed to apply to a specific market.
- (e). **Qualitative models** do not explicitly measure any specific variable whereas **quantitative models** measure specific variables and their relative weightings.

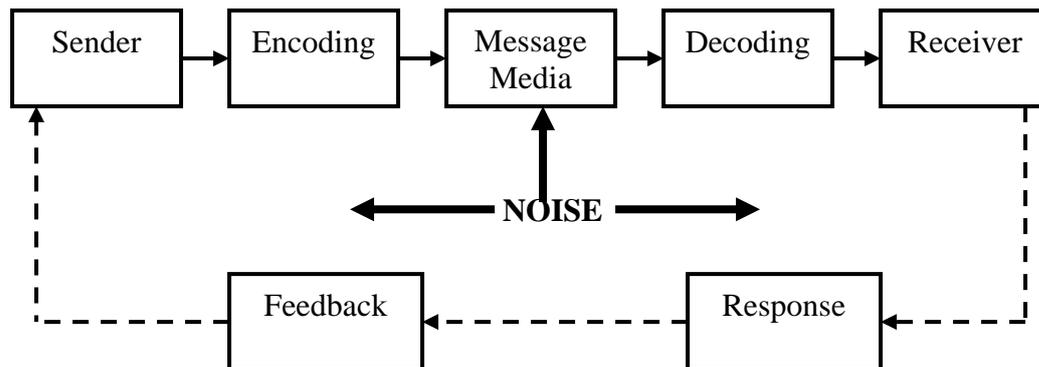
- (f). **Static models** comprise a ‘snapshot’ of a particular phenomenon at a particular point in time whereas **dynamic models** attempt to take into account any change in the values of variables and even changes in basic relationships between variable over time.

According to Lasswell as reported in the Chartered Institute of Marketing, London Manual (1994), a communication model must answer the following questions.



In the face of the above questions, Kotler (2000) puts forward a simple model of the communication process to provide a framework for answering these questions. This is shown below.

Figure 17: Marketing Communication Model by Kotler Philip



Source: Kotler, P. (2000). Marketing Management Prentice-Hall of India Ltd. Millemium Edition.

The element in the above model according to the author can be classified in the following ways.

(a). **Parties**

- Sender
- Receiver

(b). **Communication tools**

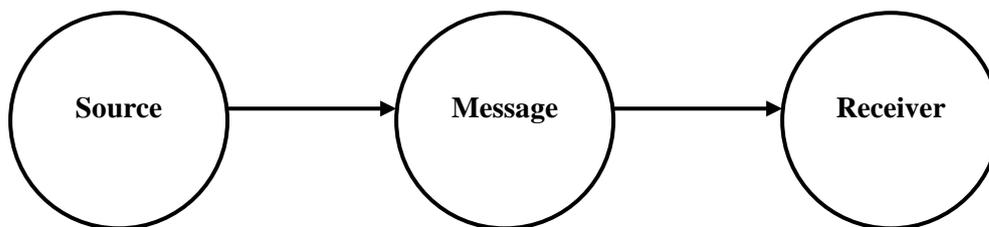
- Message
- Media

(c). **Communication functions**

- Encoding
- Decoding
- Response
- Feedback

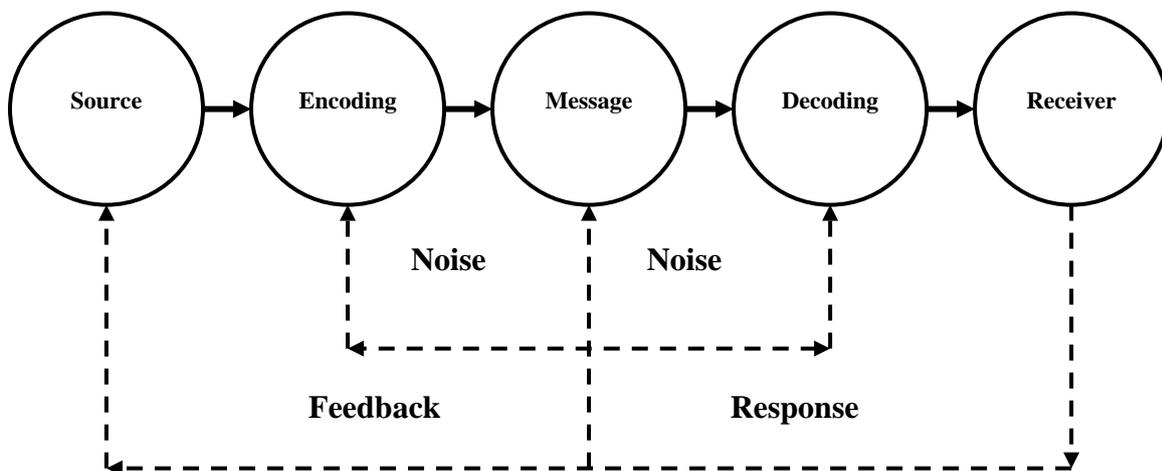
Another element of the process that does not fit into these categories is noise, which can be defined as those factors which prevent or affect communication from being effectively understood. We can also look at a simple model of communication which describes the various stages. At its simplest level, we can describe the model as having three elements. The first is the sender of message, the second is the message itself and the third is the recipient of the message. This could be depicted as shown in figure 1.1. Unfortunately, the model oversimplifies the nature of the process. It makes no allowance for the fact that the message may not be understood or even received by the recipient; nor does it take into consideration the means by which the message is transmitting to the receiver.

Figure 18: A simple model of the communication process.



A more detailed model shown in below provides a better understanding of the process.

Figure 19: A linear model of the communication process



Source: CIM London (2007/2008) Manual p.4

Most authors gave an expository note on the key elements in the marketing communication process. The views of Fill (2005), Siveney (2004), Whitehead (2004) Charles and Joseph

(2000) and Gronroos (2004) are summarized below.

To communicate effectively, Kotler (2000) asserts the need for marketers to understand the fundamental elements underlying effective communication. Kotler (2000) itemizes nine items, which must be present in the marketing communication process. These nine steps according to the author are the Sender, Encoding, Message, Media (channel), Decoding, Receiver, Noise, Response, Feedback.

Most literature agreed on the simple communication model as consisting of five important aspects which are the sender, receiver, the message, the channel and feedback.

A better marketing communication process model is presented by Lamb and Hair (2000). The model depicts marketing communication in practice.

The sender is the originator of the message in the communication process. For an advertisement PR (Press Release), the sender is the company. In interpersonal communication, the sender may be the salesperson or the sales representative etc.

Encoding is the conversion of the message of the sender's ideas and thoughts, usually in the form of words or signs. One way of conveying a message that the receiver will hear properly is to use concrete words and pictures if possible as we can observe in Advertisements in newspapers, television and billboards etc.

Message channel: Transmission of a message requires a channel – (A voice, radio, newspapers or other communication channels). A facial expression or gestures can also serve as a channel.

Noise: Anything that interferes with, or distorts or slows down the transmission of information. It is important to note that noise can occur at the sender, or message channel or receiver's ends.

Decoding: The customer actually understands the symbolic format that was transmitted. That is, associating with the symbol words or images used.

Receiver: The target audience – The customer, the organization or the audience for which the message is intended

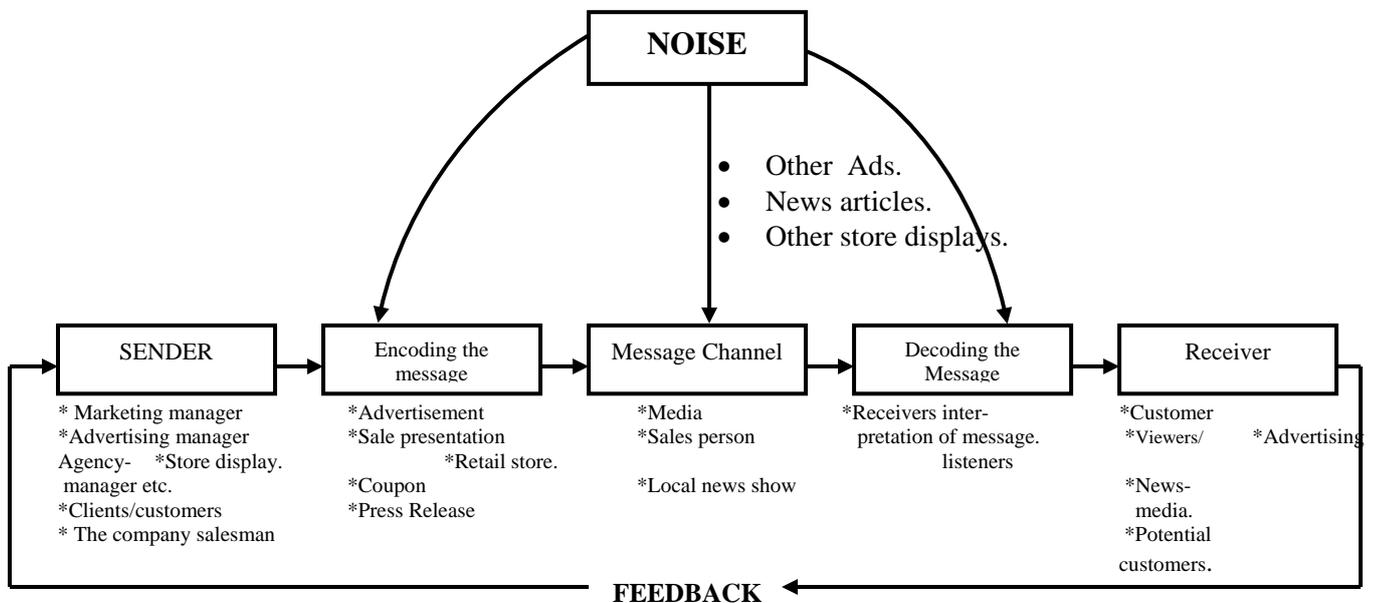
Feedback: To have effective communication, there is need to have feedback which is the action of the receiver of information. In interpersonal communication, the receiver's response to a message is a direct feedback to the source. Feedback might be verbal as in saying "I agree" or non-verbal as in nodding of head, smiling, frowning or complying with the

intention of communication as when the receiver starts to buy the products that are advertised etc. In selecting a practical channel, the marketer must have a clear defined objective.

It must be noted according to Adeleke, (2001) that certain variables are vital in order to have a good and effective communication. These are:

- (i). the sender;
- (ii). the message;
- (iii). the channel through which it is communicated;
- (iv). the Receiver; and
- (v). the feedback.

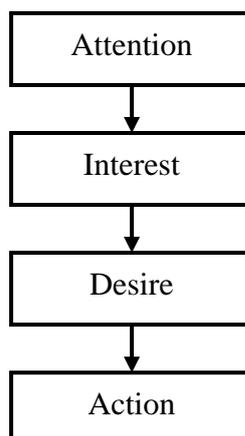
Figure 20: A Better Marketing Communication Process in Action.



Source: Charles W. Lamb & Joseph F. Hair, (2000). Marketing. South-Western College Publishing. 5th Edition, 514.

However, whichever model one uses, the presence of AIDA in the communication is so vital if one must have an effective marketing communication message.

Figure 21: The AIDA Model



Source: Fill Chris and Hughes Graham, 2007-8. As used in Chartered Institute of Marketing, London Lecture Manual, 2007-8, 11.

On How Marketing Communications Works, many theories have been put forward to explain the mechanical operation of marketing communications, many of them have either been too simplistic or have simply not stood up to empirical examination. However, one of the earliest but very simple model is the “AIDA model”.

Originally proposed in the 1920s to explain the process of personal selling, the AIDA model according to Fill, (2005) was rapidly adopted to explain the process of communications in advertising. The basic principle was that, in order to have effect, the first stage of any campaign was to gain the attention of the viewer or reader. The second stage is the stimulation of an interest in the proposition. In most cases, it would be reasonable to assume that if the first requirement – attention – had been met, the second would follow-on almost automatically. The third is to create a desire for the product or service being promoted. Often, this will take the form of a ‘problem-solution’ execution in which the advertiser seeks to position the product as the answer to a problem which has previously been identified. The fourth and final stage of the AIDA model is the stimulation of some form of response on the part of the audience – the action stage. Many advertisements have a specific call to action, and are linked with promotional offers designed to induce a purchase of the product or some other desired end result.

According to Fill, (2005), and Hart, (1996), the AIDA concept might apply in the development of an overall communications campaign or indeed in the creative design of an individual piece of communication. The launch of a new model of car, for example, might involve a TV advertising campaign to create and build awareness – gain initial attention.

Marketing Communication Mix Elements

Companies/organizations use an increasing variety of marketing communication tools and media in order to convey particular messages and encourage their target audiences to favour their products or brands. Consumers are exposed to an increasing amount of information on a daily basis. Starting from News reports on Television, Radio and in the press media, the weather forecasts, traffic information, product packaging, etc.

Various scholars have used the term promotional mix elements to refer to marketing

communication mix elements. Belch and Belch, (2004) defined promotion as the coordination of all seller initiated efforts to set up channels of information and persuasion in order to sell goods and services or promote an idea. Most of an organization's communications with the marketplace take place as part of a carefully planned and controlled promotional programme. The basic tools used to accomplish an organization objectives are often referred to as the promotional mix. Picton and Broderick, (2005); Fadipe, (2002).

The major elements of the Marketing Communications Mix according to Fill, (2005), Belch and Belch, (2004), Picton and Broderick, (2005), Copley, (2004), Pelsmaker, Geuens and Berg, (2004), Schimp, (1997) among others are:

1. Advertising
2. Sales promotion
3. Public Relations
4. Personal Selling
5. Direct Marketing

However, it must be noted that these five basic elements are supplemented by other forms of marketing communications. For example, one might be thinking about sponsorship and telemarketing, or exhibitions and the Internet.

The CIM, London, (2007) added that the above mentioned supplemented forms are either subsets of the five basic tools or they are media. So, sponsorship may be considered by some to be a part of PR, telemarketing is a part of direct marketing, exhibitions are part of personal selling and the Internet may technically not be a tool of marketing communications – it is a communications medium.

According to Fill, (2006) a communication medium is described as a part of the range of media available to carry promotional (often advertising) messages. Communications mix elements and media are separate. It is worth noting here that the main forms of media used in transmitting the communication messages are:

- Broadcasting – television, radio.
- Print – newspapers, magazines.
- Outdoor and transport – billboards, taxis
- New media – Internet, mobile phones, text messaging.

- In-store – point purchase, packaging
- Others – cinema, product placement, ambient.

The marketing communication mix is the use of any or all of the above mentioned tools in a unified and cohesive manner designed to achieve specifically defined and measurable promotional objectives or marketing communication objectives. Belch and Belch, (2004), Baldinger, (1996), Beard, (1997).

It is worthy to note that the above tools of marketing communication are used in all forms of products/services whether they are package consumer goods, consumer durables, industrial products or services. As regards marketing communication planning, CIM, London, (2008) adds that each element of the marketing communication mix will have a specific task to achieve and it is the deployment of the tools to achieve the objectives which will certainly be an important factor to be taken into due cognizance.

The elements of the marketing communications mix have different properties and different potentials to achieve different tasks. Therefore, managers or users of the marketing communication tools must mix the tools in such a way that they achieve the actual tasks at hand, within the resources available.

Fills, (2005) and CIM, London, 2006 added that “marketing communication is an essential part of the Marketing Mix – sometimes described as the ‘Four Ps’ – with the communications aspect represented by “P” for promotion. It is important to understand that each of the elements interacts with one another”. Thus, the nature of the product – and its appeal to the customer – will be influenced by the price which is charged.

Similarly, the availability of the product at specific retail outlets and through different dealerships may influence a customer’s perception of the quality of the product. And marketing communications can affect and be affected by all the other components of the marketing mix.

Marketing communications is just a part of the marketing mix and its role is to communicate information of various kinds about the company, and its products and services to target audiences.

Many scholars such as Baldinger, (1996), Fill, (2006), Cornelissen (2001), CIM, London, (2007) among others believed that marketing communications may be required to provide information, to persuade a potential customer to buy a product or it may be used to remind a

lapsed customer of the need to purchase brand X at the next opportunity. Indeed, there is a fourth role – a strategic role associated with the positioning of a brand so that a customer might understand quickly what the brand is offering and what the value might be to them. This is all part of the differentiation role that marketing communications have to play.

The role of marketing communication according to CIM, London, (2007) are: To

1. **Differentiate** – a product/brand (to make it different from a competitor's brand or seem different through effective positioning).
2. **Remind** – and reassure a target audience with regard to the benefits (to encourage (re)purchase)
3. **Inform** – a target audience by providing new information (e.g. of a new brand of flavour)
4. **Persuade** – an audience to take a particular set of actions (e.g. buy a brand).

These four roles might be more easily remembered as the **DRIP** roles of marketing communications (CIM,,London., 2007). They are the most important factors when considering the objectives for marketing communications and in determining the roles of individual elements of the communications mix. At various times, marketing communications may be utilized in order to achieve more than one of the DRIP-related objectives, maybe all at the same time. The emphasis and role of different elements of the communications mix need to be considered against the DRIP factors when designing and implementing supporting tactics and selecting appropriate media. (CIM, 2007).

Coordinating and choosing the ultimate communication mix is certainly a complex thing that requires professionalism and creatively matching the profile of the customer and the target group with a promotional mix that will essentially attract them to the product. CIM, London (2006) adds that the complexity of the exercise will differ based upon the market such as from a Business-to-Business (B2B) perspective. Fill, (2005) believes that the key success in implementing the ultimate communication mix has to do with understanding of the target customers, their basic characteristics or features and consistent themes during the implementation of the marketing communication objectives.

Customers will require a variety of different communications and promotional activities to fulfill their needs to know about products and services, and then to purchase them. A

company must consider the need to co-ordinate its marketing and communication/promotional activities Fill, (2006).

Communications plans can be successfully developed only if the key factors within the marketing plan are clearly defined, identified and developed. Communication objectives need to be consistent with the firm's marketing and ultimately business objectives, Duncan, (2002).

Coordinated marketing communications are most likely to occur when organizations attempt to enter into a dialogue with their various internal and external audiences. The communications elements used in the dialogue and the message sent should be consistent with the organization's objectives and strategies. Co-ordination and consistency are important when considering the role of marketing communications in maintaining long-term customer relationships; CIM, London, (2007) and Fill, (2005).

On the steps involved in developing an effective marketing communication programme, Kotler 2000 identifies an eight step model. These sequential steps are:

- Identify target Audience/market
- Determine Communication Objective
- Design the message
- Select Channels
- Establish Budget
 - Methods to be used include
 - Affordable method
 - Percentage of sales method
 - Competitive parity method
 - Objective and Task method
- Decide on the media Mx
- Measure Results
- Manage Integrated Marketing Communication

The Chartered Institute of Marketing CIM, London, (2007) provides a summary of the key characteristics of the marketing communication tools. The summary provides an insight into the key characteristics of each of the major communication tools. This according to CIM,

London (2007) Manual, categories the four principal elements: communication impact, credibility, cost, control – The 4Cs – used to determine the role and benefits of using each tool in CMC plan. Copley (2004) and Cornelissen (2001) stressed the need for organizations to recognize the attributes of each of the marketing communication mixes.

The framework below developed by Fill, (2005) and cited by CIM, London, (2007) focuses on the major elements of the communication mix. The institute believes that consideration of the impact of the 4C elements should be given when evaluating the use of other communication tools.

The 4Cs Framework: Summary of the key characteristics of the tools of marketing communications

Figure 22: Characteristics of IMC Tools

4Cs	Advertising	Sale Promotion	Public Relations	Personal Selling	Direct Marketing
Communication					
Ability to deliver a Personal message	Low	Low	Low	High	High
Ability to reach a large audience.	High	Medium	Medium	Low	Medium
Level of Interaction	Low	Low	Low	High	High
Credibility					
Given by target audience	Low	Medium	High	Medium	Medium
Costs					
Absolute costs	High	Medium	Low	High	Medium
Cost per contact	Low	Medium	Low	High	High
Wastage	High	Medium	High	Low	Low
Size of investment	High	Medium	Low	High	Medium
Control					
Ability to target particular audiences	Medium	High	Low	Medium	High
Management's ability to adjust the deployment of the tool as circumstances change	Medium	High	Low	Medium	High

Source: Fill (2005) and adapted by CIM, London, (2007). 39

Before a company decide on the types of Marketing Communication mixes, a number of factors are taken into consideration. These factors according Kotler (2000) Fill (2003) Picton and Brodrick (2005) among others include.

- Availability of funds- The amount of money a company has will determine its choice of marketing Communication tools.
- The marketing objectives of the organization are also a vital factor.
- The nature of the market is a key factor that influences a firm choice of marketing communication tool. This nature of the market includes (i) Geographical scope of the market (ii) size of the market (iii) the types of the customers purchasing the product (iv) the target audience (consumer), etc.

- Another factor that determines the choice of market communication mix is the nature of the market. Is it a consumer market or an industrial market?
- The stage the product is in its life cycle is also crucial in determining the choice of marketing communication Mix(es).
- Other factors include level of consumers' education; competition and competitors' reaction pattern, among others.

The marketing communication mixes are briefly explained below to provide insight into their relative unique place in marketing promotions. These marketing communications mixes are Advertising; Personal Selling; Sales Promotion; Public Relations; and Direct interactive marketing. Each of these is discussed below.

2.9

Advertising is any paid form of non-personal communication, presentation and promotion of ideas, goods or services by an identified sponsor Jefkins (1994).

It reaches large, geographically dispersed audiences, often with high frequency; Low cost per exposure, though overall costs are high; Consumers perceive advertised goods as more legitimate; Dramatizes company/brand; Builds brand image; may stimulate short-term sales; Impersonal, one-way communication; and might be slightly expensive because of the cost of advertising already built into the price of the product.

Advertising can be through Print Advertising such as in Newspaper, magazines etc.

- Broadcast Advertising comes through Television, Radio Odukomaya (2005).
- It could be by walls painting like Bournvita usually paints the walls of Nursery Primary School with Bournvita logo/products, pictures.
- It could be Transit Advertising such as we have on long luxury buses, Taxi etc.

In the words of Wells et al, (1992) they viewed advertising reference to the mass media: the joint authors defined it thus: “Advertising is any paid non-personal communication from an identifiable sponsor using mass media to persuade or influence an audience”. In the words of Crosier, (1999) he highlighted the important components of advertng in his definition as

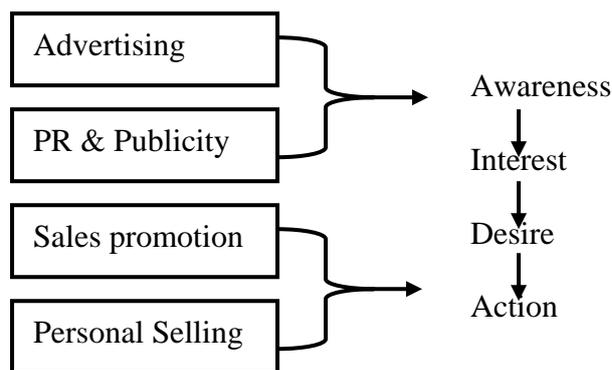
given thus “communication via a recognized advertisement placed in a definable advertising medium guaranteeing delivery of an unmodified message to a specified audience in return for an agreed rate for the space or time used.” Picton and Broderick, (2005) believed that the term agree rate was used to replace Crosier’s term ‘published rate’ as there is often a difference between the rates published by the media and the eventual agreed rate which is actually paid by the advertiser after negotiation.

Benefits of Advertising

On benefits of Advertising, most scholars are of the opinion that advertising has tremendous benefits. These benefits, which also acclaimed by Fill (2005); CIM London (2007); Picton and Broderick (2005); Jefkins (1994); Belch and Belch (2004), among others, include the followings;

- I can reach mass audience (large coverage).
- More effective targeting and media allow large audiences to be reached with specific messages.
- It has low unit cost (i.e. low cost per thousand) However, this depends on the media used.
- It is economical, efficient and effective at reaching large audience.
- It can be used to provide information for consumers at different purchasing stages.
- Effective in awareness creation at early stages of new product launch.
- Wide range of media vehicles available to carry advertisement.
- It helps in brand development and brand maintenance.

Figure 23: The Promotional Mix Mapped into the AIDA Hierarchy of Effects



Source: Picton and Broderick, (2004) Integrated Marketing Communication. Pearson Educational Ltd. Second Edition. 598.

Advertising is also frequently thought of in the context of consumer display advert and is also widely used for industrial and business-to-business products and for consumer and industrial classified advertisements.

A fundamental merit of advertisement is presented as regards its role in relation to other promotional mix elements by Picton and Broderick, (2004).

Advertising like PR is considered good at raising levels of awareness, generating interest and enhancing brand developments. Jones, (1995) in Picton and Broderick, (2005) sees advertising as a strong force when he argues that advertising has a direct and positive impact on sales. This, according to the author, confirms the intuitive views held over many years with the advertising industry that advertising is a strong promotional element which works by;

- Persuading people to buy
- Creating and building brands
- Differentiating between brands, and
- Increasing sales.

Ehrenberg et al, (2000) by contrast, after completing extended studies across numerous product categories, questioned the above interpretation. The joint authors according to Picton and Broderick (2005), argued that according to empirical investigation, advertising does not necessarily work through the mechanism of persuasion and brand differentiation, so typically taken for granted. According to Ehrenberg et al (2000), advertising is called weak force. They argued further that advertising only works through a process of reinforcing values, maintaining brands and defending market share.

*Critics of advertising also believed that Advertising objectives should be ‘SMART’ in the same way that marketing objectives are ‘SMART’ and they should relate directly to achieving the marketing objectives overall. According to Chartered Institute of Marketing, London, (2007) manual. SMART objectives’ suggests that advertising objectives should be

S = Specific

M = Measurement

A = Accurate

R = Realistic

T = Time bound

The above is also supported by Jefkins, (1999); Maskulka, Ogden and Ogden, (2003); Copley, (2004); Petrison and Wang, (1996) among others. The CIM, London, (2007) suggests that advertising objectives should reflect some of the followings:

- ◆ Promote product organization and services
- ◆ Stimulating demand for products
- ◆ Increasing sales growth
- ◆ Educating the market – brand and product awareness
- ◆ Increase the use of products and services (market development)
- ◆ Reminding and reinforcing (market penetration)
- ◆ Reducing fluctuations in sales performance.

It must be noted that there is a difference between using advertising to increase sales and using advertising to create awareness. Certainly, each of these will require different approach in order to achieve the long-term goals of the organization.

Advertising, according to Proctor and Kitchen, (2002) is used in some instances to support many elements of the marketing mix, but in most instances, the product and brand are key points to the advertising activities. The CIM, London, (2007) stresses the fact that Advertising for both distribution and retailing is very much related to the “PUSH” and “PULL” strategies.

The ‘PUSH’ strategy involves the use and application of marketing communication in moving – pushing – goods through the various levels of the distribution system. ‘PULL’ strategies focus on targeting the consumer or end user of the product with a view to stimulating demand leading to goods being ‘Pulled’ down through the distribution system to replace stocks. The above view is also supported by Fill, (2006); Whitehead, (2004); Wright, (2000) amongst others.

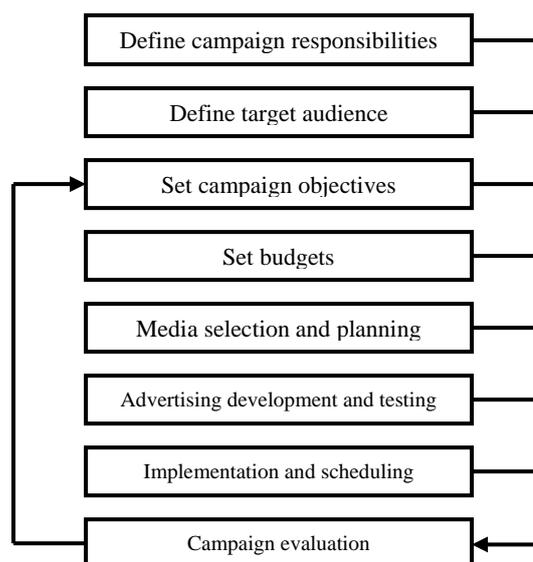
In order to ensure that Advertising achieves the goals it sets on to achieve, CIM, London, (2006) suggests that. Marketing communication planner has to undertake certain activities such as;

- ◆ The need to liaise with channel members to ensure that stock is available.

- ◆ He must be aware of the channel and how and when they need communication support.
- ◆ The need to provide consistency for all communications.
- ◆ The need to ensure that all members of the channel support and are empowered by the message the advertisement seeks to deliver.

Advertising campaign planning: Advertising campaign planning according to Wright, (2000) is a complex and more involving process. CIM, London, (2007) adds that the campaign itself will certainly involve a pre-determined theme communicated through series of messages in different media, which have been carefully chosen for maximum impact on the target audience. Fill, (2005) added that the campaign should be carefully managed and synergy of advertisement will need to be planned. In the words of Picton and Broderick, (2005), the careful planning also requires that both the advertising Agency and the client need to be able to work together and move from stage to stage while making a range of important decisions. The Chartered Institute of Marketing, London, (2007) clearly explains the stages involved in the advertising campaign planning. The sequential steps according to the Institute is as shown below:

Figure 24: The Advertising Campaign Planning Model



Source: CIM, London, (2007) Manual, p.45.

The institute added that setting campaign objectives is a very strategic role which has to involve series of meetings to ensure that campaign objectives are clearly linked to the marketing corporate objectives from which the campaign objectives actually evolve. The above view is also supported by Fill, (2005).

Evaluation of Advertising Effectiveness

Evaluation of Advertising effectiveness or whether it is achieving the desired objectives has been described as a difficult task but highly essential as companies need to know whether the spent resources actually justify the means.

According to Copley, (2004), Peltier Schbrowsky and Schultz, (2003); Fill, (2005); and supported by CIM, London, (2007) Evaluation of Advertising takes several forms such as:

- i. **Pre-testing:** Pre-testing (or copy testing) is about showing unfinished adverts to preselected representatives groups of the target audience, with a view to ensure that the final creative material will actually meet the advertising objectives. CIM, London, (2007) adds that focus groups are the main qualitative method used.
- ii. **Post testing:** this is concerned with the evaluation of a campaign once it has been launched or released. The enquiry tests are used to measure the number of contacts or direct response stimulated by a single advertisement or campaign and can take the form of returned coupons and response cards, requests for further literature or actual orders. CIM, London, (2007). Percy, (1997) believes that recall test will attempt to assess how memorable particular advertisements are with target audience while recognition tests are based on the ability of respondents to actually reprocess information about an advertisement.

Although, sales tests are popular, they may not necessarily be an accurate useful measure of a campaign performance. CIM, London, (2007) adds that a refined form of sales test is the use of single source data. This according to the institute is derived from the collection of product purchased information from households whose every purchase is monitored through a scanner at supermarket checkpoints.

- iii. **Financial Test:** Financial test helps in measuring and controlling how much has been spent and it can also assist in determining the relative amount of investment across the marketing communication tools and across the different media formats.
- iv. **Track Studies:** These involve the collection of data from buyers on a regular basis (either weekly, monthly, bi-annually) in order to assess their perception of adverts and how these might affect their (buyers) perceptions of the brands. Kallmeyer and Abratt (2001); CIM, London (2007) amongst others.

- v. **Likeability Test:** This tries to measure how much the audience likes the advert and it has emerged over the years as a more reliable predictor of sales success. CIM (2007) adds that the term “Likeability Test” refers to the deep set of meaning that the individual attributes to adverts. The institute gives the following illustrations:
- personally meaningful, relevant, informative, true to life, believable and convincing.
 - Relevant, credible, clear product advantages, product usefulness and importance.
 - Stimulates interests or curiosity about the brand, creates warm feelings through enjoyment of the advertisement.

The above illustration are also supported by Fill, (2005); Kliatchko, (2005); Kallmaye and Abratt, (2001), amongst others.

Evaluation and Control

For genuine communications effectiveness to be achieved on a long term basis, a company needs to evaluate or audit the component parts of the communication activities and processes.

The benefits of evaluating marketing communications campaign are numerous. These, according to Picton and Broderick, (2005) include:

- Improved decision making – based on the best available information that can be afforded.
- Risk reduction – based on a greater understanding of the market and intended campaign.
- An improved campaign – based on evaluating as many elements of the marketing communication plan as possible.
- Cost savings – based on better effectiveness and efficiency.
- Accumulated wisdom – based on the idea that learning about one campaign can help you with another.

Evaluation Issues for the marketing Communication Campaign

Evaluating the marketing communication campaign translates into evaluating different elements of the marketing communication plan. Picton and Broderick (2005); CIM, London (2007) and Fill (2005) gave an elaborate list of components needed before a review of the

evaluation of the marketing communication campaign can be carried out. These issues which are also supported by Duncan (2002); Gronroos (2004) and Harley and Picton (1999) include the followings:

- ⇒ **Research and Analysis:** Here the company needs to ask itself how thoroughly it has prepared in gaining an understanding of the markets in which it operates. This decision, according to CIM, London, (2007) should be an on-going process which should underpin decisions made about how and when marketing communication might be employed.
- ⇒ **Objectives:** Specific promotional objectives must be spelt out and these must be derived from business and marketing objectives of the company as well as information gathered through research and analysis as well as information gathered through a research into the target audience profile. Picton and Broderick (2005).
- ⇒ **Target Audience Profile:** Information gathered through a research into the profile of target audience will certainly assist the company in planning its marketing communication campaigns.
- ⇒ **Budget:** Budgets must be set in the light of information regarding competitors' activities and market analyses, target audiences and company objectives. Harley and Picton, (1999) added that the budgets should be broken according to the required elements of the communication mix.
- ⇒ **Strategy and Tactics (Media):** Both new and old media platforms must be kept under constant review. The choice of which media to be used will certainly depend on the objectives of the campaign and the type of target audience sought. Picton and Broderick, (2005). In the words of Fadipe, (2002), it also depends on resources available to the company, media used by your competitors, competitors reaction pattern, amongst others.
- ⇒ **Marketing Mix:** Marketing communications alone may not provide genuine effectiveness if other elements of the marketing mix are not being properly coordinated. CIM, London, (2007).
- ⇒ **Customer Service:** Firms must constantly put facilities in place to handle customers as they respond to advertising or other communication messages.
- ⇒ **Evaluation and Control:** This is actually a part of the marketing communication planning process. Evaluation should be built into every stage of the plan as well as

reviewing the effectiveness and efficiency of the planning process. Picton and Broderick, (2005).

It must be noted that each element within the marketing communication mix can be evaluated in terms of certain variables such as:

- ◆ Efficiency – doing things right.
- ◆ Effectiveness – doing the right things.
- ◆ Economy – doing things within a specified budget.

It is equally important to note that marketing communication campaigns should always be evaluated against the set of objectives set for it (Robinson et al, 1968).

* Evaluation of each of the marketing communication mix elements such as Evaluation of Advertising; Sales promotion; Personal selling; Public Relations and Direct Marketing is treated separate after the discussion on each of the marketing communication mix elements.

2.10 Personal Selling

Personal selling is Personal presentation by the firm's sales force for the purpose of making sales and building customer relationships.

Ibidunni, (2004) added that personal selling, which is usually through words of mouth is a most effective tool for building buyer's preferences, convictions, and actions. Personal interaction allows for feedback and adjustments; Relationship-oriented; Buyers are more attentive; Sales force represents a long-term commitment; Most expensive of the promotional tools. – Durkin and Lawlor, (2001) and Cornelissen, (2001).

Personal selling could be office-to-office selling like The Insurance salesman, door-to-door selling, public rally selling, Television calls, fund raising dinners etc.

Personal Selling can also be viewed as the art of persuading prospects to buy products or services from which they can derive suitable benefits, thereby increasing their total satisfaction. Achumba, (2000) views it as oral presentation in a conversation form with one or more buyers for the purpose of making sales. Kotler, (2000) added that the salesman in a face-to-face communication enjoys the advantage of small audience, immediate feedback and

verbal and non-verbal perception.

The CIM, London, (2007) describes personal selling as an interpersonal communication tools which involves fact-to-face activities undertaken by individuals, often representing an organization in order to inform, persuade, or remind an individual or group to take appropriate action as required by the sponsor's representative. Belch and Belch, (2004) asserted that personal selling involves selling through a person-to-person communication process. The emphasis place on personal selling differs from one firm to another and also depends on a number of factors. Belch and Belch, (2004) added that the emphasis on personal selling depends on factors such as;

- Nature of the product/service being marketed.
- Size of the organization.
- The type of industry.
- Resource available to the firm.
- Effective tools being used by your competitors, etc.

The above views is also supported by a number of scholars such as Fill, (2006); Copley, (2004); Schimp, (2000); Reich, (1998); Picton and Broderick, (2005) amongst others.

According to Belch and Belch, (2004), personal selling differs from other forms of communications because the messages flow from sender (or group of senders) to a receiver (or group of receivers) directly (usually face-to-face). This direct and interpersonal communication allows the sender to immediately receive and evaluate feedback from the receiver. This communication process according to the joint authors is known as 'Dynamic Communication' which allows the sender to tailor his messages in manner that is most suitable for the receiver.

When preparing a marketing communication plan, the CIM, London (2007) believes that the role of the salesman will usually include some form of personal selling objectives. Particular emphasis will include an analysis of the specific responsibilities associated with personal selling, the role of personal selling overall, and how it will influence and enhance other elements of the marketing mix. In the idea of the institute, it describes personal selling as the most expensive element of the marketing communication mix:

- It is resource intensive.
- It is time ineffective.
- It contributes little to economies of scale.
- It incurs high contact costs and customer maintenance costs.

Some organizations have made changes to their selling structures in order to alleviate some of the cost burden. Personal sales calls to relatively low value, and volume customers have been replaced by direct mail, telemarketing and e-mail. In such cases this often provides for more active and regular contact, leading to increases in sales and strengthening of relationships. However, it is probably one of the effective methods of influencing decision-makers to the stage of adoption.

Sales force activity will be subjected to a number of associated sales objectives that will directly relate back to the marketing objectives, and will be pre-determined in order that the organization can optimize and maximize the potential impact of the personal selling team in association with other promotional activities. The above view is also shared by Fill, (2006).

Salesforce Objective

Sales force objectives will not all relate directly to increasing income. They may also relate to cost saving, customer-relationship management and developing new leads.

Therefore, typical objectives according to CIM London, (2007) could be:

- To increase sales turnover by 20 per cent within a 12-month period.
- To reduce the number of clients with minimum viable order levels at the end of a 12-month period.
- To reduce the cost of sales by 10 per cent within a 6-month period.
- To increase the number of distribution outlets by 15 per cent in a 12-month period.

Importance of Personal Selling

Every organization must have one or more persons whose responsibility is to ensure that customers and/or prospects are contacted and convinced for a value desired by the organization. Such persons entrusted with task of effecting market transactions make-up the sales force of organizations.

The strategic place that personal selling occupies in the life of organization, according to various scholars such as Achumba, (2000); Osuagwu, (2002); Copley, (2004); Picton and Broderick, (2005); Reich, (1998); Kotler, (2000) amongst others are summarized below.

- The sales force is very important in organizations be it business, social, religions or political organizations. There is no amount of advertising, sales promotion or publicity that make up for personal selling effort.

In the words of Worlu et al, (2006), someone, somewhere must establish contact with buyers for market transactions to take place.” Indeed, nothing happens in an organization until a sales person sells something. When marketing department sneezes, the entire organization catches cold.

- The core of personal selling has been described as locating prospective customers, converting them to buyers and ensuring customer satisfaction.
- Sales force is indeed the link between organizations and their customers.
- The sales force also ensures that organization realizes profit from sales and that customers derive adequate satisfaction when they buy the organization’s products.
- Personal selling is the most effective tool at later stages of the buying process, particularly in building up buyer preferences, conviction and action.
- The sales force helps the organization in determining the information to be exchanged and presenting the message in a tailored manner to the target audience.

Types of Sales Personnel

On the types of sales personnel, CIM London, (2007) supported by Fill, (2006); Kotler, (2000); Belch and Belch, (2004) gave a detailed analysis on types of sales personnel. They include:

- i. **Order Takers:** these are effectively personnel who take orders from customer at the places of supply, for example holiday bookings, train tickets and retail outlets.
- ii. **Order Getters:** Are sales personnel who effectively visit organizations/customers in order to try gain orders and future business from them.
- iii. **Order Collectors:** Are personnel whose role is to gather orders; this is very much a telemarketing role.

- iv. Order Supporters:** Are back-office personnel who underpin the personal selling process by providing information, customer service and support.

The CIM London, (2007) gives a detailed analysis on the roles of personal selling in organizations. According to the institute, these roles include:

- **Prospecting:** Gathering information in order to gain sales leads and prospective Clients.
- **Communicating:** Being the provider of information about the organization, its Products, services and after-sales care.
- **Selling:** The actual role of convincing a potential customer to adopt the product; Overcoming resistance and handling objections relating to, for example, the company, the product, the service, the pricing strategy, the individual, competitive comparisons, need – or want-related issues.
- **Market Research/Information Gathering:** Environmental scanning, competitor intelligence and customer intelligence.
- **Servicing of Account:** Maintaining and providing on-going customer service, including technical support, financial contractual arrangement and logistics arrangement.
- **Allocating:** Ensuring that the allocation of products to customers is undertaken at all times, in particular in times of production shortages.
- **Customer Relationship Building:** Building and sustaining long-term customer relationships.

The above views of CIM London, (2007) are supported by a number of scholars such as Fill, (2006); Kotler, (2001); Fadipe, (2002); Belch and Belch, (2004); Picton and Broderick, (2005) amongst others.

- **Provision of market information to support the selling process:** customer and competitor intelligence.
- Provision of potential leads from the market scanning process.
- **Client History:** database information about purchasing behaviour, purchasing trends, frequency and value of orders.
- Provision of a range of appropriate promotional materials that include company history, product portfolio, services mix, financial package, support packages and so

on.

- **Sales aids:** product samples, service packages and demonstration of equipment.
- Provision of promotional plans in order that sales staff can co-ordinate their call plans in line with particular marketing promotional initiative.
- The provision of promotional incentives, merchandizing and so on.

Personal Selling Techniques and Process

The salesman must master certain techniques to be successful and efficient in his selling efforts. The techniques of personal selling according to Kotler (2000) and also supported by Achumba, (2000) is the acronym known as the AIDA model.

- Getting **A**ttention: Regardless of the form of selling used, the prospect attention must be attracted and held.
- Arousing **I**nterest: Once of the buyers interest has been aroused to a point where he cares to hear what the salesman is saying, the salesman may be optimistic of selling.
- Stimulating **D**esire: As the sales presentation unfolds, the buyers should be made to see the inherent benefits of purchasing the product.
- Obtaining **A**ction: The salesman is out to make sales. Achumba, (2000) opines that the buyer must feel that he purchased something rather than he has been forced to. The above is known as the AIDA model in marketing (Thomas, 2001) and (Fadipe, 2002).

Steps in the Personal Selling Process

Most scholars believe in the multi-step involved in the personal selling process. These steps according to Copley, (2005); Fill, (2006); Picton and Broderick, (2005); Belch and Belch, (2004); Achumba (2000); Kotler (2000) amongst others include the followings.

- **Preparation:** This is the starting point in the selling process. It requires getting the salesman ready for the task of identifying and locating his prospects and knowing what to do to get them to become buyers. Worlu et al (2006) believes that a salesman hoping to persuade a prospect to become a buyer must take him through the techniques mentioned above [The AIDA Model].
- **Prospecting:** This is the art of identifying and locating prospective customers. (prospects). Achumba, (2000) believes that the salesman must draw up a list of the profiles of the ideal prospects.
- **Pre-approach:** This involves the salesman to try and learn all he can about the

prospects before calling on him. Belch and Belch (2004) added that the salesman should try to find out the personal habits and preferences of the prospect. The need for the salesman to learn about the likes and the dislikes of the prospects is to enable the salesman to be able to tailor the message to the individual buyers.

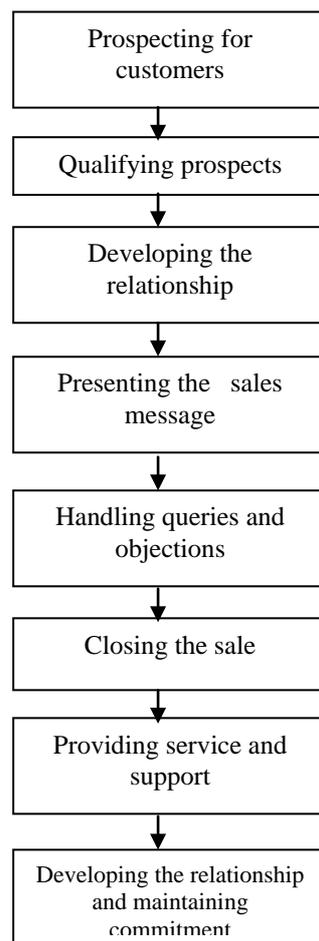
- **Approach:** This step in the selling process is part of the call planning and also part of the presentation. The planning aspect according to Achumba, (2000) extends to deciding what to wear (which depends on time of the day, season, place of interview or booking appointment).
- **Presentation:** This is the crux of the selling process. Here, the salesman takes the prospects through all the mental processes leading to acceptance of the message and the realization of the call objectives. Achumba, (2000) opines that the salesman must continue to have the AIDA model at the back of his mind. The salesman has to convert the prospect to a buyer. Picton and Broderick, (2004).
- **Trial Closing:** The closing statement with its strong emphasis on benefits amounts to the salesman's ending a presentation and a call on the prospect to respond or place an order. Trial closing according to Kotler, (2000); Achumba, (2000); and Copley (2004) is like serving a notice on the prospect. This gives the prospect opportunity to either decide immediately or seek more information or clarification before doing so.
- **Handling Objectives:** In reality, most prospects often raise objections on a product/service Kotler, (2000) believes that such objections could be in respect of price, product quality, delivery system, mode of payment, etc.
- **Closing:** In closing the sale, the salesperson may wish to capture in a nutshell the key selling points in his product. If the prospect is willing to buy, the salesman can offer a deal or throw-in-a-threat. Achumba, (2000) adds that the salesman can either offer the prospect a deal or throw-in-a-threat. In a deal, the prospect could be promised quality discount, lower prices, home delivery, etc. A subtle threat that prices will increase in the near future or that stock will run out can push the prospect over the threshold of indecision and thereafter purchase the product.
- **Follow Up:** A prospect that agrees to buy a product proffered by the salesman has been converted to a customer. Follow up according to Zanbari, (2003) includes checking on how well the product is performing, how satisfied the customer is and ensures that cognitive dissonance is reduced. (After purchase doubts should be

reduced).

The Chartered Institute of Marketing, London, (2007) summarizes the personal selling process with a simple illustration. The institute believes that as advertisements raise awareness and desire a response, as sales promotion provides an incentive to purchase, personal selling provides the opportunity to actually close the sale.

The role of the sales person will be to effectively take the buyer through from the opening of the sale to the closing of the sale and the signing of the purchase order and contract.

Figure 25: Steps in the Personal Selling Process



Source: CIM, London, (2007) Lecture Manual, 70

Evaluation of Personal Selling

Evaluating and measuring sales performance under personal selling will be based upon the sales objectives, which the organization sets. CIM, London, (2007) believes that such sales objectives must meet the SMART attributes. That is, the sales objectives set must be Specific, Measurable, Accurate, Realistic and Time-bound.

The CIM London, (2007) supported by Fill, (2006) asserted that factors relating to sales performance will be measured on the basis of the following:

- Productivity: calls per day, calls per account, total number of orders versus calls.
- Account development: total number of new accounts, total number of existing accounts, growth of sales from existing account.
- Expenses: expenses versus number of calls made, cost per call, etc.

The evolution or advent of information technology today has made sales measurement to become highly sophisticated and more effective. It has also promoted the speed at which information becomes available to managers and evaluators.

2.11 Sales Promotion

Sale Promotions is the use of short-term incentives to encourage the purchase or sale of a product or service. Achumba, (2002) added that Display and trade fairs and shows are vital tools of sales promotional activity.

Sale promotion may be targeted at the trade or ultimate consumer; makes use of a variety of format; Premiums, coupons, etc.; Attracts attention, offers strong purchase incentives, dramatizes offers, boosts sagging sales; Stimulates quick response; Short-lived; Not effective at building long-term brand preferences.

Sales promotion could be through:

- Exhibitions such as shows, Trade fairs.
- Leaflets and stickers.
- Use of incentive such as pay for 2 and take 3 items.
- Finding of winning items by opening the cover of drinks etc.

Sales promotion has also been defined as “a direct inducement that offers an extra value or incentive for the product to the sales force, distributors, or the ultimate consumer with the primary objectives of creating an immediate sale” Belch and Belch, (2004). Picton and Broderick, (2005) defined sales promotion as the “use of any incentive by a manufacturer or service provider to induce the trade (wholesalers or retailers) and/or consumers to buy a brand and to encourage the sales force to aggressively sell it.” The incentive is additional to the basic benefits provided by the brand and temporarily changes its perceived price or value.

In a nutshell, scholars agreed that sales promotion is the use of short-term incentive in order to increase sales or purchase of a product. Fill (2005) sees it as a range of tactical marketing techniques designed within a strategic marketing framework to add value to a product or service in order to achieve specific sales and marketing objectives. This view is also supported by CIM London, (2007).

The objectives of sales promotion vary from one firm to the other and also depend on the objective, which is meant to achieve.

According to CIM, London, (2007) which is also supported by many authors such as Fill, (2005); Copley, (2004); Reich, (1998); Cornelissen, (2001), the objectives of sales promotion includes the following:

- To increase brand and product awareness – attracting new customers
- To increase trial and adoption of new and existing products
- To attract customers to switch over brands and products from competing organizations.
- To level out fluctuations in supply and demand.
- To increase brand usage.
- To increase customer loyalty.
- To disseminate information.
- To encourage trading up to the next size range – particularly pertinent to the car market.

Types of Sales Promotional Activities

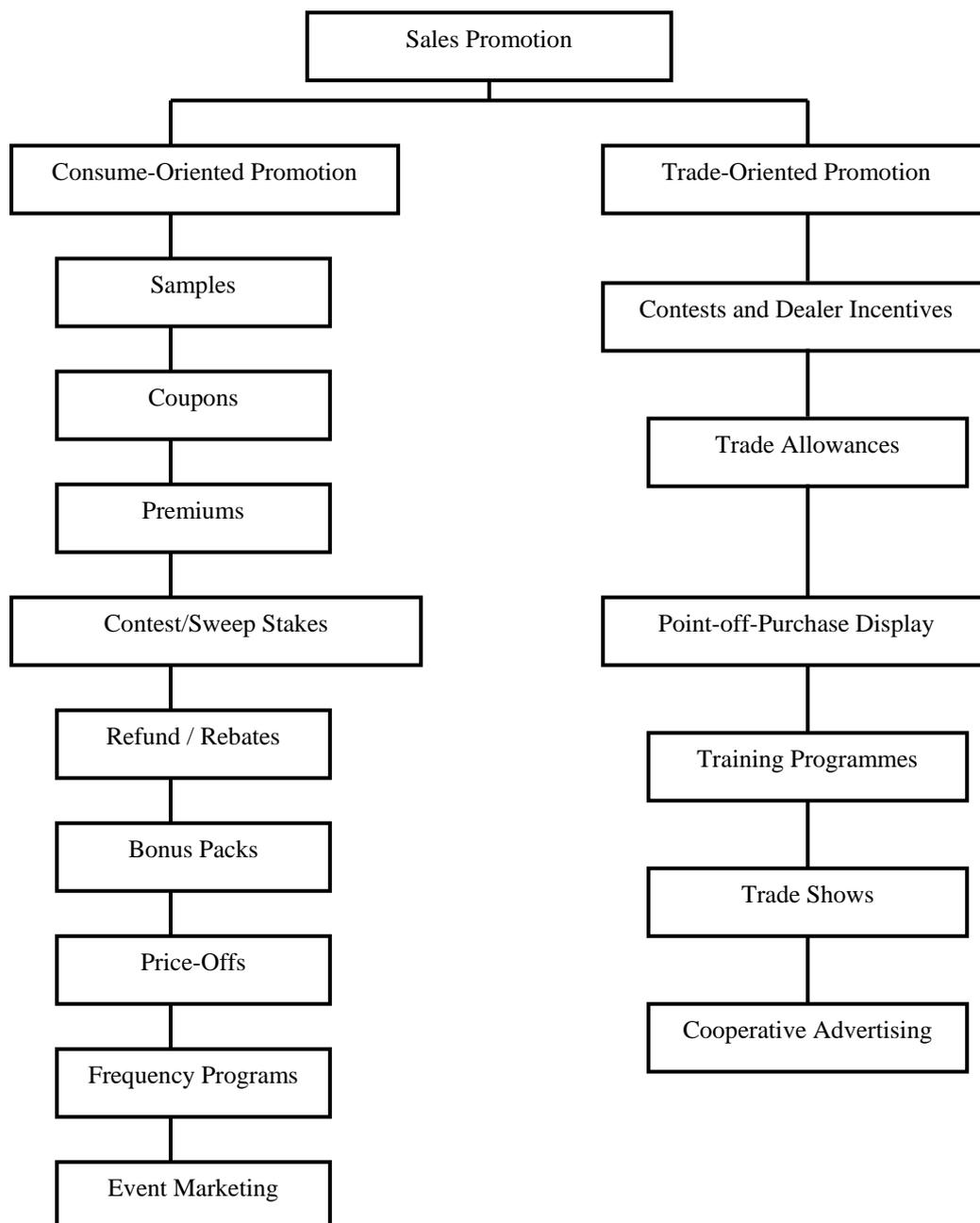
On types of sales promotional activities, Belch and Belch (2004) made better display when the joint authors divided sales promotion into two sections. These are Consumer–Oriented promotion and Trade–Oriented promotion.

Consumer-oriented promotions according to the joint authors are sales promotion activities, which are directed towards motivating or encouraging consumers of the product to buy more of such products. The authors also described **Trade-oriented sales promotion** as activities, which tend to encourage channels of distribution to sell more of the product.

The various forms or tools of both the Consumer-oriented promotions and Trade-oriented promotions are shown below.

However, Picton and Broderick, (2005) disagreed on the division of sales promotion into two as done by Belch and Belch, (2004) below. Picton and Broderick, (2005) added a third part as employee sales promotion. Employees’ sales promotions are those sales promotional activities which are used to motivate and encourage employees of the organization to sell more of the company products and really put-in their best. This view is also supported by a number of scholars such as Davis, (2004); Duncan, (2002); Picton and Broderick, (2005); Gonring, (2004) among others.

Figure 26: The Sales Promotional Tools



Picton and Broderick, (2005) enumerate many benefits of each of the three types of sales promotion, as follows:

*** Benefits of Consumer Promotion are:**

- ✗ Improve sales of existing product.
- ✗ Encourages repeat purchases by current users.
- ✗ Encourage trial by new customers of existing products.
- ✗ Help induce new products.
- ✗ Encourage trial of new products.
- ✗ Increase product usage.
- ✗ Encourage brand loyalty.
- ✗ Pre-empt competitive marketing communication.
- ✗ Counteract competitive marketing communication
- ✗ Facilitate collection of customer database information..
- ✗ Complement other marketing communication pull activities.

*** Benefits of Trade Sales Promotion**

- ✗ Help introduce new products to the trade.
- ✗ Encourages distribution penetration.
- ✗ Improve shelf display positioning.
- ✗ Encourage use of special display features.
- ✗ Provide extra incentives over competing products.
- ✗ Help stimulate trade sales force motivation.
- ✗ Help overcome trade sales force motivation.
- ✗ Help achieve short-term sales targets, i.e. it encourages early ordering of products.
- ✗ Facilitate collection of customer database information.
- ✗ Complement other marketing communication “Push” activities.

*** Benefits of Employees Sales Promotion**

- ✗ Stimulate sales force motivation for new, improved or existing products.

- ✘ Provide extra assistance for sales force staff, i.e. to create extra sales promotion material for their use.
- ✘ Encourage them to meet sales targets.
- ✘ Help in management of customer debt.
- ✘ Encourage sales staff to generate leads.
- ✘ Encourage non-sales staff to generate leads.
- ✘ Encourage all staff to improve customer contact and relations.
- ✘ Complement other marketing communication 'Push' activities.

Source: Picton and Broderick, (2005). Integrated Marketing Communications: Pearson Educational Ltd. 641-642.

Sales Promotion Techniques

There are arrays of sales promotion techniques that can be used to achieve the set aims and objectives. Typical techniques according to CIM London, (2007) and supported by Fill, (2005) are:

- Money-off vouchers/coupons
- Buy one, get one free
- Customer loyalty bonus schemes
- Twin packs
- Bulk buying
- Discounts
- Try before you buy
- Cash rebate
- Trial-size products
- Prize draws
- Competition codes
- Point-of-sales display
- In pack premium or gifts
- Coupon completion, phone or web contact offer fulfillment
- Additional volume 'free'.

Coordinating Sales Promotion and Advertising

Marketing communication experts who are involved in executing the marketing

communication programmes must recognize that sales promotion techniques usually work best in conjunction with Advertising and that the effectiveness of an Advertising campaign can be enhanced by consumer-oriented sales promotion efforts (Belch and Belch, 2004 and Achumba, 2000). Belch and Belch (2004) added that advertising and sales promotion can have a synergistic effect if properly coordinated.

Proper coordination of Advertising and Sales Promotion is essential for the firm to take advantage of the opportunities offered by each of the tools of marketing communication and get the most value from its promotional budget. Successful integration of advertising and sales promotion requires decisions concerning a number of issues in the marketing communication programmes. Such issues include:

- Budget allocation, which depends on a number of factors such as specific objectives of the campaign; the market and competitive situation and the brand stage in its life cycle.
- Coordination of Advertising and promotional themes. The theme of the campaign should attempt to communicate a brand unique attributes or benefits and to reinforce the sales message or campaign theme.
- **Media Support Training:** Media for a sales promotion program is critical and should be coordinated with the media program for the campaign.

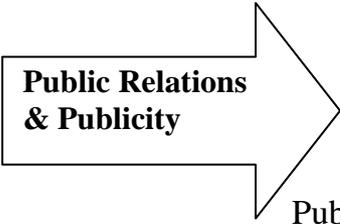
Evaluation of Sales Promotions Programmes

It is crucial, important and highly fundamental to evaluate the effectiveness of sales promotional campaigns or programmes. Typical evaluation methods according to CIM, London, (2007) and supported by Fill, (2005) include the followings:

- **Consumer Audit:** This actually indicates if there has been a change in consumer behaviour as a result of the sales promotion campaign.
- **Sales Information:** This measures whether there has been increase in sales especially if the objective of the sales promotional campaign is to assist the marketing objectives of market penetration.
- **Retail Audit:** This helps in providing insight into the basis of an increase or decrease in sales.
- **Sales Force Feedback:** This is a qualitative approach and based on the experience of the new company sales force.

Voucher/Coupon Redemption: CIM, London (2007) reiterates that the vouchers and coupons will be coded in order to ascertain the most successful rate to sales promotion activities. Fill (2005) adds that this will help in endorsing the right selection of media, the right kind of sales promotion activity and the most frequently used distribution outlet.

2.12 **Public Relations & Publicity**



Public Relations is an indirect promotional tool whose role is to establish and enhance a positive image of an organization and its products/services among its various publics. By definition, the British Institute of Public Relations defined it as “the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics.” The words deliberate, planned and sustained according to Achumba, (2000), mean that public relations is not just accidental but planned with the aim of getting both short and long-run benefits. Building good relationships with the company’s various publics by obtaining favourable publicity, building up a good “corporate image” and handling or heading-off unfavourable rumours, stories and events.

It is highly credible; very believable; many forms: news stories, news features, events and sponsorships, etc.; Reaches many prospects missed via other forms of promotion; Dramatized company or product; Often the most under used element in the promotional mix; Relatively inexpensive (certainly not ‘free’ as many people think—there are costs involved). – Eagle and Kitchen, (2000), Belch and Belch, (2004) and Fill, (2006), Ibidunni, (2004), among others.

The role of PR is to look after the nature an basis of the external relationships between the organization and all stakeholder groups. It is aimed at creating a sustainable corporate brand and an overall company image within the marketplace.

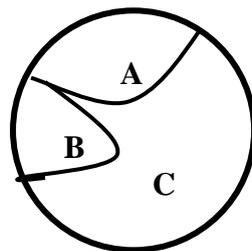
Public Relations is an indirect promotional tool whose role is to establish and enhance a positive image of an organization and its products/services among its various publics.

Achumba, (2000)

For us to really understand the place of public relations in marketing activities and in the life of an organization or individuals, let us look at the world as being split into three parts.

- (a). The first group (A) comprises those who know you and also like you.
- (b). The second group (B) comprises those who know you but don't like you.
- (c). The third group (C) comprises those who don't know you and don't care about you.

Figure 27: The idea of Public Relations



The third group (C) is obviously the largest and the majority.

The idea of Public Relation is to make your organization's product or yourself to keep the first group (A) at a level where it is. The second group (B) you work in the direction of changing their opinion towards you favourably. The third group (C) you do everything humanly possible to reach out to them, build goodwill for yourself or for your organization and try to retain this third group also, after you must have changed their opinion towards you favourably.

Let us examine a few definitions of Public Relations as given by different scholars. The institute of Public Relations defined it as "the deliberate, planned and sustained efforts to establish and maintain mutual understanding between an organization and its public." The words deliberate, planned and sustained mean that public relations is not just accidental but rather something that is , planned with the hope of getting both short and long run benefits.

Nwokoye (1984), views Public Relations as "the activities of a corporation, union, government or other organizations in building and maintaining sound and product relations with special publics such as customers, employees or stockholders and with the general public at large, so as to adapt itself to its environment and interpret itself to society." This

shows that public relations is concerned with the welfare of the organization as well as that of its relevant publics.

Belch and Belch (2004) looked at Public Relations from the traditional definition as “the management function, which evaluates public attitude, identifies the policies and procedures of an organization with the public interest, and executes a program of action (and communication) to earn public understanding and acceptance.”

The above definition of Public Relation requires a series of stages, which include:

- (i). The determination and evaluation of public attitude.
- (ii). The identification of policies and procedures of an organization with a public interest.
- (iii). The development and execution of a communication program designed to bring about public understanding and acceptance.

PR and Other Elements of the Promotional Mix

The marketing promotional mix is concerned with various means of communication with actual and potential customers. The promotional mix is the specific mix of Advertising, personal selling, sales promotion, direct and interactive marketing and public relations that a company uses in order to pursue its advertising and other marketing objectives.

According to Kotler, (2001); Duncan and Caywood, (1996); Cornelissen, 2001; Belch and Belch, (2004); amongst others, companies or organization make use of these promotional mix in varying degrees. A firm’s emphasis on promotion and the combination of the promotional elements depends on a number of factors such as:

- The objective of the organization/promotional objective.
- The type of product.
- The nature of the target market/audience.
- The state the product is in its product life cycle.
- The type of tool being used by your competitors.
- Competitors’ reaction patterns.
- The cost effectiveness of each tool.

Aims and Objectives of PR

- Typical PR objectives according to CIM, London (2008) will closely link to the following:

- To undertake limitation activities to overcome poor publicity for the organization.
- To raise the company's profile and forge stronger, lasting, customer and supply chain relationships.

The above view is also supported by Fill (2006); Gonring (2006); Schrimp (2000) amongst others.

Public relations, as with all other elements of the marketing mix, requires a planned approach and plays also an important role at strategic levels in the life of an organization. Therefore, PR becomes a high level communication objective and it is critical that it is subject to the same intensity in respect of targeting specific groups of the public.

Marketing Information to Underpin PR Activities

How Marketing Supports Public Relations

Marketing supports the PR process by providing a range of relevant information, both in respect of primary and secondary data. CIM, London (2007) adds that the following activities are undertaken to support PR program:

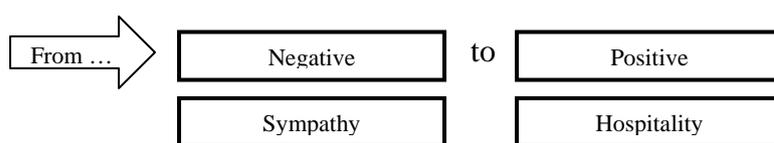
- Consumer and trade press scanning.
- Competitive comparisons.
- Production of publicity materials.
- Promotional videos.
- Management and publicity of special events.
- Development of corporate logos/symbols and identity.
- Internal marketing tools.
- Preparation of literature to support corporate activity.

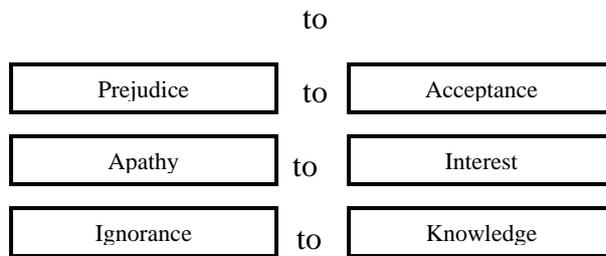
The above is also supported by Fill (2006) and Folarin (2005).

Public Relations and Attitude Change

The whole basis of PR according to CIM, London (2007) is to continually reinforce a positive attitude towards the organization in the minds of the public, therefore for PR to be successful, it has to change a range of negative attitudes into positive attitudes.

Figure 28: PR and Attitudinal Change





Attitude Change

Sources: Worsam, (2000) as used by CIM London, (2007) 51.

In order to undertake this level of attitudinal change, one requires a clear and specific understanding of the nature and breakdown of the market in which one operates both from a customer perspective and also from a media perspective.

Publicity

Publicity refers to the generation of news about a person, product, or service that appears in broadcast or print media Fadipe, (2002). To many marketers, Publicity and Public Relations are synonymous. In fact, Publicity is really a subset of the Public Relations effort. However, there are major differences. These include:

- (i). Publicity is typically a short-term strategy while Public Relations is a concerted program extending over a period of time.
- (ii). Public Relations is designed to provide positive information about the firm and is usually controlled by the firm or its agents. Publicity on the other hand is not always positive and is not always under the control of or paid for by the organization. Publicity might be positive or negative.
- (iii). Both positive and negative publicity often originates from sources other than the company. Publicity can make or destroy a product or a company depending on whether it is a positive or negative publicity.
- (iv). Public Relations news are planned and put in the media by the organization via its public relations department or corporate affairs department. However, for publicity news, the media houses search and get this information, which might either be positive or negative, investigates it, to find out its authenticity and put the stories into the pages of the newspapers or radio or TV.
- (v). Publicity is believed by the public or reading public (citizens) to be highly credible than Advertising, sales promotion or even other forms of PR because the general public believes that publicity news do not usually emanate from the company (but)

from other source.

Reasons Why People Believe Publicity to be Credible

A number of reasons are given by various scholars such as Fadipe, (2000); Hutton, (1996); Thomas, (2001) among others, reasons why many people believe publicity to be highly credible. Some of the reasons by various scholars are summed up below.

- Unlike Advertising or sales promotion, publicity is not usually believed to be sponsored by the organization. Although this might not be 100 percent true.
- Note also that consumers perceive information coming out of publicity to be highly objective since it is not sponsored by an organization.
- Publicity is always perceived to have been endorsed by the medium in which it is carried i.e. Newspaper, radio, TV.
- Publicity is news and people like to pass information that has news value. Publicity thus results in a significant amount of free, credible, word-of-mouth information regarding the company and its products/services.
- Publicity uses the media. It must be noted that the PR may use or not use the media.

Tools of Public Relations

It must be noted that a wide range of tools are available to PR practitioners. Any tool to be used depends on the promotional objective to be achieved by the organization. Some of these tools according to Achumba, (2000); Osuagwu, (2001); Fill, (2006); CIM London, (2007) amongst others include:

- **Press Release :** A press release can be a news communication, which seeks to secure editorial space in the media as distinct from paid advertisement or sponsored commentaries. The aim of press is to place news worth information in the new media to attract positive attention to a person, company, product/service or idea.
- **Lobbying:** This involves dealing with government officials to promote or defeat legislation and regulations. (Mega marketing).
- **Product Publicity:** Product publicity involves various efforts to publicize specific products.
- **Exhibitions and Shows:** Most companies attend important exhibitions and shows, international trade fairs, not with the primary aim of making immediate sales but to create awareness for their organization, which results in long run sales of the company

product.

- **Counseling:** Counseling involves the company Top Management advising or enlightening the general public about public issues, company position and image.
- **In-House Journal:** Many organizations or firms produce in-house journals as an image-building device. Example Covenant University Hebron Times.
- Speeches also help to create product publicity. Company top management like Managing Director, Chairman can field or answer questions from Journalist after the speech. For example, if the Chancellor of Covenant University goes to any conference to deliver a speech, Journalists will ask him questions after the conference. Such avenues can also be as image building exercise.
- **News:** PR professionals create news about a company, its products or people. At times, the PR man can suggest events or activities that would create news.
- **Use of Annual Report:** Brochures, articles, Newsletters, magazines, etc. For example, Covenant University students' handbook is a public relations' tool.
- **Corporate Identity Materials** also help in creating corporate identity that the public would immediately recognize.
- **Sponsoring of Worthy Course/Event:** Companies can also improve their goodwill by contributing money and time to public service activities. Raising money for worthy events or course such as the fight against AIDS, Polio Eradication, giving donations to victims of natural disaster like flood, earthquake, etc.
- **Sponsoring of National and International Events:** This can be used as a vehicle through which a firm gains good public relations exposures.
- **Novelties and Entertainment:** A good example is, the recent ultimate search, which was organized and sponsored by Nigerian Breweries Plc. Novelties are small interesting or personally useful items on which are imprinted the names and perhaps adverts, messages of the issuing company, i.e. Vest, Caps, NTN Shirts, etc.

The Publics of an Organization

Every organization has a set of publics around it. These comprise o all the distinct groups that influence the operations of the organization and also influence the success or failure of the organization in achieving the set goals. Schimp, (2000); Kotler, (2000); Lancaster and Massingham, (2001); Wright, (2000), amongst others.

To identify the publics of any marketing organization, it is necessary to obtain adequate information on the location of the premises, the number and types of staff employed, the range of activities or products produced, what services are supplied, the rate and related organization and the nature of external pressure.

The publics of an organization according to various scholars such as Nasco and Brunner, (2007), Pelsmaker, Geues and Berg, (2004), Picton and Broderick, (2004) amongst others include some of the following:

- **The Community:** The community comprises of the people living within the immediate environment of the firm.

The demand of the community from public relations is that an organization must strive to have good relations with its community and also perform some social responsibilities.

- **Employees:** These are workers in the employment of the organization. Employees' motivation is an important feature of public relations, which an organization must strive to give cognizance i.e. good salaries, training and welfare packages, etc.
- **The Government:** An organization must be in good terms with the different tiers of government (i.e. Federal, State and Local). An organization must be obedient to the various regulatory agencies established by these governments. A firm should be a prompt taxpayer and a good corporate citizen that relates very well with its neighbours and contributes positively towards their social and economic development.
- **News Media:** A firm must be in good touch with the media at all times. These include Newspapers, Radio, TV etc.
- **Competitors:** Competitors of an organization consist of individuals and other firms or organizations that offer products or services that are similar to or that can be substituted for those of that organization.

Every business organization must strive to identify its competitors, monitor them, in order to discover their operating variables, their strengths and weaknesses, their marketing strategies so as to re-strategize its own marketing efforts.

An organization must maintain a fair relationship with its competitors.

- **The Consumers:** These comprise present customers and potential customers. A consumer-oriented manufacturer must see the consumers as the determinant of many moves that the company is making. Public Relations efforts should be made to reach

both the current and potential customers because some of the latter group might be dominant, which is just waiting a little push to actualize their desires to buy the company's products.

- **The Distributors:** Examples of these include wholesalers, agent, retailers, distributors and other members of the company's distribution chain. These days of stiff competition, manufacturers are supposed to treat their middlemen very well and ensure that they are satisfied. This will help prevent their switching over to other competing brands (Osuagwu, 2001).
- **The Suppliers:** The suppliers constitute a very important public especially to manufacturing firms who rely on them for supply of raw material. A supplier who is not happy can affect the operation of his customer negatively especially during periods of scarcity of raw materials when the buyer (the manufacturing company) does not have ready, alternative sources. Organizations must pay their suppliers promptly and not tie down their capital (money).
- **The Money Market:** Every Public Liability Company likes to attract as many shareholders as possible in order to raise the ever needed capital (fund). Shareholders are also interested in knowing how regular and the amount of dividends that a company declares as well as the profitability position of the company.

It must be noted that investors and business inclined individuals always check the "stock market pages" of Financial Newspapers daily or weekly to know the positions of shares of the various companies and also know whether their shares in various companies are rising falling or stable. (Fadipe, 2002)

- **Opinion Leaders:** Opinion leadership is a very popular concept in marketing communications. Examples of opinion leaders include – politicians, trade associations, society celebrities, experts in various fields of human endeavour, Radio, Newspapers, TV, Executives, etc. These opinion leaders can help give approval to a product or service. A marketer must know how to use these opinion leaders to his business advantage. (Fadipe, 2002; Swan and Willian, 2004; Kotler, 2000) amongst others.

As regards main Public Relations Decisions, which firms must undertake before an effective Public Relation activity could take place, scholars such as Kotler (2000), Copley (2004) amongst others mentioned the following steps;

- Proper identification of target audience.
- Set Public Relations Objectives.
- Choose the PR messages.
- Decide on the PR vehicles/tools to be used.
- Implement the PR plan and
- Evaluate the PR results.

When selecting the appropriate PR techniques, CIM, London (2007) believes that it is essential to ensure that the company undertakes an assessment of three major criteria; these according to the institute are:

- **Suitability:** It is vital to ensure that the techniques chosen are targeted and, therefore appropriate to the target market, in respect of tone, content and style.
- **Feasibility:** PR like other marketing communication tools will be restricted by a budget. Therefore, any activity or programme of activities will need to come within the required budget.
- **Acceptability:** Are the activities chosen acceptable to the organization as a whole and its corporate identity

Firms must find out the best approach for achieving the desired level of publicity.

Evaluation of Public Relations

Public Relations activities are not exempted as regards the rules and necessities guiding the evaluation of marketing communication tools.

Haywood, (1991) as used in CIM London, (2007) provides eight commonly used measures of results of the effectiveness of Public Relations. They include:

1. **Budget:** An assessment of whether the planned PR activity has been achieved within the budget defined and also within the timescales set.
2. **Awareness:** The measure of awareness can be quite complex and is most likely to be established through a range of marketing research activities to establish the level of brand awareness in the marketplace.
3. **Attitude:** Combines with research on brand awareness can be research on brand attitudes, whether they are positive or negative and whether they have resulted in any change in consumer behaviour.

4. **Media Coverage and Tone:** First, it will be essential to establish the level of media coverage achieved as a result of planned PR activities. Typical measures might include the number of different media which covered the event, the number of columns taken, key headings and perceived importance of the PR information.
5. **Positioning:** Measuring the perception of the position of the organization versus that of the competitors. The research undertaken to provide an insight into awareness and attitude will also provide the basis for understanding perceived positioning.
6. **Response Generation:** This is a very quantitative mechanism and quite easy to generate. It is likely that as with sales promotions, many of the enquiries or leads generated may be subject to some degree of code referencing, or sources of the enquiry will be recorded.
7. **Share Price:** For large public companies, this is a particularly good indicator of public confidence in the organization.
8. **Sale:** This is probably the ultimate measure in the successful implementation of a sound and robust PR strategy. However, bearing in mind that PR is often not designed purely with increased sales in mind, this is not always an objective measure of organizational performance. However, it is a known fact that when a negative perspective of the organization is presented, then sales drop. The PR challenge then, is to retrieve the situation in order to get the sales back on track.



According to Chaston, (2001), Direct marketing includes direct communications with carefully targeted individual customers to obtain an immediate response and cultivate lasting customer relationships. Cornelissen, (2001), Kitchen, (2003) and Kliatchko, (2002) added that direct marketing involves many forms: Telephone marketing, direct mail, online marketing, etc.; Four distinctive characteristics: **Nonpublic, Immediate, Customized, Interactive**; Well-suited to highly targeted marketing efforts.

Today, while most companies continue to rely primarily on the other promotional mix elements (such as Advertising, sales promotion, personal selling and public relations) to

move their products and services through the market intermediaries, an increasing number of firms are going directly to the consumer. These new companies believed that the traditional promotional mix such as mentioned above are ineffective in brand image, conveying information and/or creating awareness, going direct with the same tool can generate an immediate behavioural response. Direct marketing is a vital tool in the Integrated Marketing Communication programme.

By definition, direct marketing is a system of marketing by which an organization communicates directly with target customers to generate a response or transaction. The response might take the form of an enquiry, a purchase or even a note.

The Direct Marketing Association (DMA) defines direct marketing as “any communication to a consumer or business recipient that is designed to generate a response in the form of an order (direct order), a request for further information (lead generation) and/or a visit to a store or other place of business for purchase of a specific product or service”. Direct marketing uses a two-way communication, reaches a distinct specialized audience (or target market) and directly measure its impact.

Peter Bennett defines direct marketing as “the total of activities by which the seller, in effecting the exchange of goods and services with the buyer, directs efforts to a target audience using one or more media (direct selling, direct mail, telemarketing, direct action advertising, catalogue selling, cable TV selling) for the purpose of soliciting a response by phone, mail or personal visit from a prospect or a customer.” CIM London, (2007) quoting the Institute of Direct Marketing defines Direct Marketing, as an interactive media system of marketing which uses one or more advertising media to effect a measurable response at any location.

We must note that direct marketing uses a set of direct marketing media, including direct mail, telemarketing, interactive TV, print, the Internet and Other media. These above mentioned media are the tools by which direct marketers implement the communication process.

The Role of Direct Marketing in the IMC Programme

Direct marketing is now being increasingly used and taken as an important component in the

integrated marketing programs of many organizations. In fact, today, direct marketing activities are supported by other elements of the promotional mix, according to Copley, (2005); Belch and Belch, (2005); Picton and Broderick, (2004); among others. Direct marketing is now been combined with other promotional mix elements such as:

- (i). **Combining Direct Marketing with Advertising:** Direct marketing itself is a form of advertising. Either through mail, print. TV, the direct response offer is an advert.
- (ii). **Combining Direct Marketing with Public Relations:** Public Relations activities often employ direct-response techniques. Private companies might use telecommunicating activities to solicit funds for charities or co-sponsor charities that use these and other direct-response techniques to solicit funds etc. Direct mail can also be effective in recruiting job candidates.
- (iii). **Combining Direct Marketing with Personal Selling:** Telemarketing and direct selling are two good examples of personal selling methods. Profit oriented organizations now use telemarketing with much greater frequency to screen and qualify prospects on telephone. (This helps to reduce selling costs and it also helps to generate sales leads). Direct-mail letters are often used now in developed economies to invite prospective customers to visit auto showrooms to test-drive new cars, etc.
- (iv). **Combining Direct Marketing with Sales Promotion:** Direct mail piece /letters can be used by companies to notify customers (especially channel of distribution members) of sales promotional activities, which might be imminent or coming very soon. In turn, the sales promotion event may help support direct-marketing effort. Data bases are often built from the names and addresses acquired from a promotion.

Objectives of Direct Marketing

The CIM, (2006) believes that direct marketing performs a number of task, depending upon which element of the promotional mix it might work in parallel with and support.

The aims and objectives of direct marketing according to the institute might include:

Increase direct mail-order levels from new and existing customers.

- Dissemination of information and provision of information to aid customers' enquiries and support the adoption process.
- Leads to increase the number of sales leads and ultimately to influence a rise in sales income.

- Generation of trial leads to increase the number of customers willing to try the product, to influence the process of adoption and to influence a rise in sales income.

The aims and objectives of direct marketing can be achieved in a number of ways, and can often play a pivotal role in enhancing the selling process, by way of providing sales leads, that might directly result in a sale.

Furthermore, direct marketing objectives can be achieved through techniques such as direct mail, direct response advertising, telemarketing and the Internet, all of which are aimed at increasing sales leads and sales turnover.

The above list of objectives of direct marketing is also supported by Fill, (2006); Pelsmacker, Geuens and Bergh, (2004) among others.

Thomas, (2001) also added that direct marketing has other objectives such as:

- To help build corporate image of organization. The way many companies now design their Internet web sites speaks volumes on the role of direct marketing using the net can help build the image of an organization. Fadipe, (2002)

Reasons for the Use of Direct Marketing

The CIM London, (2007) provides an insight into the reasons for growth and use of direct marketing by organizations today. These reasons according to the institute include:

- ✓ **New Technologies:** The institute believes that the key drivers of growth is the massive movement in technologies including the rise in data bases, improving analytical system, development in phone technologies amongst others.
- ✓ **Changes in Market Information:** Today, many companies are knowing more and more about their customers. The profiles of these customers are changing just like the marketing environment itself is highly dynamic.
- ✓ **Emerging Distribution Channels:** Today many companies are not just relying on channels of distribution alone in their dealings with their esteemed customers. Organizations have decided to avoid over dependence on the marketing channels but rather deal with their customers in a highly targets way.
- ✓ Increasing costs of media.
- ✓ Customer power.
- ✓ **Increasing competition:** Because of increasing competition in the market place,

direct marketing has proved to be a very useful tool in the hand of marketers.

- ✓ Because of continuous changing dynamics in demographics and lifestyles of customers.

Media in Direct Marketing Communication

While many media can be used for direct marketing communications, Belch and Belch, (2005) gave an elaborate list of the range of media used in direct marketing communications. The list according to the joint authors includes:

Some of the above mentioned forms of media are also supported by a number of scholars such as Smith and Taylor, (2002); Tapp, (1988); Copley, (2004) amongst others.

Picton and Broderick, (2005) also outlined some of the strengths and weaknesses of some of these media. Such as:

(a). Summary of Strengths and Weaknesses of Direct Mail

- highly targetable
- Responsive
- Pay back can be outstanding
- Creative medium.
- Good for detail.
- You need a suitable list or data base.
- Expensive
- Internal management is committed.
- But regarded as down market.
- But can be instructive.

(b). Summary of Strengths and Weaknesses of Outbound Telemarketing

- highly specific in its targeting.
- Very powerful in getting response.
- Intimate
- Immediate response.
- But the most expensive medium.
- But potentially viewed as intrusive.
- But needs close management.
- But message must be kept simple.

(c). Summary of Strengths and Weaknesses of Customer Recruitment Media

- Press: Awareness as well as response
- Magazine: Segment audience by interest
- DRTV: High power of persuasion and credibility.
- Radio: Can be considered as similar to TV
- Internet: Expanding in use, it is low
- Low creative option
- But long lead times.
- But messages must be simple.
- But less impact than TV and Messages must be simple.
- requires the customer to use the

cost and high coverage.

site to respond (may be missed).

● Inserts: More impactful than press.

● But seen as junk.

Source: Picton and Broderick (2005) Integrated Marketing Communications.

Pearson Education Ltd. Edinburgh Gate, Harlow, England, Second Edition. 626-629.

Despite the shortcomings of telemarketing (use of telephone to market goods and services) and the associated weaknesses of the use of television, Belch and Belch (2005) added that:

- The telephone (telemarketing) has more interactive impact than the Internet.
- At present Direct Response Television (DRT) can facilitate a more creative approach.
- Media such as TV and press create a public awareness which the Internet cannot replicate.

Given the inherent laudable benefits which the use of direct marketing gives marketers or users, it needs be mentioned that most scholars agreed that Direct marketing will definitely flourish where a company maintains better database system. Scholars such as Fadipe, (2002); Kotler, (2001); Kulluvaarg and Tornberg, (2003) submitted that database performs the following functions.

- It allows and improves the selection of market segments.
- It helps in getting needed information which will facilitate repeat purchases.
- Helps the company to cross-sell some of its other variety products to the same customers. i.e. the company already has the data/information on the customer to sell some of its other new products to its customers.
- Database marketing promotes Customer Relationship Management (CRM).
According to Lancaster and Massingham, (2001), database marketing promotes the customer development process. That is, it helps in turning a prospect → customer → repeat purchase customer → member → advocate → partner (partnership marketing). So, customer database helps the organization on which customer to turn Advocate and to partner.

Database Marketing

CIM London, (2007) believes that if an organization wants to really optimize its effectiveness in relation to building and developing long-term customer relationships, it is

essential that they secure as much relevant information as possible about their customers and retain it in a database system. This in turn provides an opportunity to create closely defined profiles in order that a tightly defined targeting exercise can take place. Then such an organization must maintain good data about its customers. This process is known as Database Marketing.

Database marketing is the application of digital information collected about current and/or potential customers and their buying behaviour to improve marketing performance by formulating a strategy and building personalized relationships with customers. (Chaffey et al., 2002).

As information technology plays such a tremendous role in day-to-day business operations, it is increasingly likely that databases will be built to collect information from customers accessing websites which are essentially known as the ‘brains’ behind the website, which enables high level of customer profiling and personalization to take place. CIM London, (2007).

Sources of Database Information

Sources of database information according to Fadipe, (2002); Copley, (2004) amongst others include:

- **Federal Office of Statistics:** In Nigeria, the Federal Office of Statistics serves as a good source of data on companies and many other organizations.
- **CENSUS Board/Bureau:** Census data provide information on almost every household in any developed economy such as USA, UK etc. We hope that Nigeria will grow or develop to such a state.
- **Yellow Pages and Directories:** There are many providers of yellow pages, lists, and directories. However, the accuracy and timeliness of these directories vary.
- **Marketing Research Bureau:** There are few reliable and strong marketing research outfits from which one could gather information on companies and prospective customers.
- **Direct Marketing Association:** In many developed countries, we now have Direct Marketing Association, which helps in providing statistical information on direct marketing use. Some of these sources are also supported by Kotler (2000).

In the developed world, consumer-goods manufacturers, banks, credit bureaus, retailers, charitable organizations and other business operations also sell lists and other selected information. One must note here that companies can build their own database through completed warranty cards, surveys, etc.

Advantage of Direct Marketing

Apart from the list of benefits which each of the media gives, the use of Direct marketing provides numerous benefits to companies according to Kotler, (2000); Fill, (2006); Maskulka, Ogden and Ogden, (2003) amongst others and these benefits include:

- **It opens up new distribution channel** offering delivery from supplier to the customer directly.
- **It reduces distribution costs** especially the margin previously given to distributors and retailers.
- It allows sellers to target the specific customers.
- **Selective reach:** Direct marketing allows the advertiser reach a large number of people and reduces or eliminates wastage coverage. Intensive coverage may be obtained through broadcasting or through the mail.
- **Segmentation capabilities:** Marketers can purchase list of recent purchasers, car buyers or purchasers of other new products. These lists might allow market segmentation on the basis of occupation, geographical area, demographics etc.

Disadvantage of Direct Marketing

Apart from the numerous benefits arising from the use of Direct marketing, it is worthy to note that Direct marketing also has the following shortcomings.

Scholars also believes that Direct marketing has the following pitfalls.

- Direct mail encourages 'junk mail'. This is because most unsolicited letters through Direct mail is often termed "junk mail".
- Direct marketing especially telemarketing can serve as intrusion of people's privacy.
- The cost of telemarketing could be high, except if the customer is in a long distant.
- In less developed economies of the world, not every customer has access to Internet facilities. This could pose serious problem especially in Nigeria where supply of power (energy) is a major concern to government and businesses let alone individuals.
- Power supply can also serve as obstacles to Direct Response TV (DRTV) especially in

developing economies like Nigeria. (Thomas, 2001).

Evaluation of Direct and Interactive Marketing Communication

Evaluation of Direct marketing activities according to CIM London, (2007) relates to measuring the level of response that a campaign might have achieved. It must be noted according to scholars that evaluation of the success of Direct and interactive marketing must be based on the predetermined objectives of such a campaign.

Measures of successful implementation of Direct marketing, according to CIM London, (2007) include:

- **Response Rate:** This has to do with response to Direct messages coming from customers.
- **Conversion Rate:** Conversion of other customers to the company's products/services.
- **Order Value:** This deals with the value of the product/goods the customer is ordering after the direct marketing messages.
- **Repeat Orders:** This deals with repeat purchases the company is experiencing as a result of the Direct marketing messages.

Direct marketers can also test different variations of the elements of their campaigns against standard. Control approaches (Picton and Brodericks, 2005). CIM London, (2007) adds that organizations can use the budgeting perspective to measure the effectiveness of Direct marketing campaigns. The company can also establish the cost per enquiry and cost per order that takes place during and after the campaign.

Other items to be discussed under the literature review in this chapter include the following.

- The marketing communications process
- The Role of IMC in marketing communication process
- The place of AIDA model in marketing communication
- IMC and the promotional mix elements – An appraisal.
 - Advertising
 - Sales Promotion
 - Public Relations and Publicity
 - Personal Selling
 - Direct and interactive marketing

- IMC circular process
- Objectives and Budgetary for IMC programmes
- Planning, Developing, Implementation and Evaluation of IMC programmes
- Measuring IMC effectiveness. Clients (Advertisers) and Ad. Agencies perspective
- Benefits, shortcomings and potential barriers of IMC programme
- Views of Ad. Agencies on IMC as regards Budgeting, Implementation, Measurement and its Impact on Marketing Communications.

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CHAPTER THREE

RESEARCH METHODS

3.1 Introduction

Research is a purposeful, precise and systematic search for new knowledge, skills, attitudes and values, or for the re-interpretation of existing knowledge, skills, attitudes and values. Research refers to the organized, structured, and purposeful attempt to gain knowledge about a suspected relationship. Research is defined as the application of systematic and scientific techniques and methods in pursuit of answer to questions raised in a study of an experiment. It is concerned with gathering of data that can help the researcher to answer questions about various aspects of the society and thus can enable the researcher understand issues in the society (Bailey, 1987; Singlinton, et al. 1992; Otokiti, 2005). These questions, experiment and possible hypotheses can be highly specific, abstract and general. In most cases, they depend on types of research being undertaken from basics to applied. The research method presented in this chapter is directly connected to problem statement and goal of the research. It is an attempt to define activities involved in the research. This chapter therefore, contains the methodology used, the research design, population size determination, sampling procedure and instruments, data collection and method of data analysis.

3.2 Research Methodology

Research methodology is regarded as the process of arriving at dependable solution to problem through objectives, planned and systematic collection, interpretation, analysis and reporting of data and information. Otokiti (2005) explained that there are four types of research methods commonly in use. These he listed as survey research, experimental research, observation and ex-post facto (historical) methods. He concluded that the nature of a research might necessitate the use of one or a mixture of two or more methodologies.

This study has adopted the descriptive research using a mixture of survey and ex-post facto methods. A descriptive study design is one in which the primary goal is to assess a sample at one specific point in time without changing behaviour or conditions nor trying to

make inferences or casual statements. The need for adopting descriptive research is necessitated by our understanding of the need to verify formulated hypotheses that refer to the present situation in order to elucidate it and that these methods are primarily concerned with the process and nature of this study. The emphasis is on description rather than on judging or interpreting the phenomenon understudy... According to Patton, (1990) researchers who use this method for their research usually aim at demarcating the population (representative of the universe) by means of perceiving accurate research parameters; and recording in the form of a written report of that which has been perceived. There was an application of appropriate information retrieval techniques to comply with the criteria set for authenticity and competency.

3.3 Research Design

Research design is the step by step in which the research is carried out. It is actually a plan that guides the researcher in his or her data collection, and analytical phases of the research work. According to kerlinger, (1964), research design includes an outline of what the investigator will do from writing the hypotheses, research questions, operationalization of variables, to the final analysis of data. It is therefore a blueprint of detailed planned on how the research was completed. This involves operationalization of variables, sample size determination, sampling techniques adopted in this work, sources of data, instrument used in testing the variables. It also incorporated procedural plan that was adopted for answering the questions raised validly, objectively, and accurately. This research used a mixture of survey and ex post facto research methods. Survey method involves the use of structured questionnaires, which were designed to obtained information from respondents while ex post facto was used to obtain needed information from the works of past researchers.

3.4 Population of the Study

This is any complete, or the theoretically specified aggregation of study elements. It is usually the ideal population or universe to which research results are to be generalized. The Survey population which is an operational definition of the target population; that is target population with explicit exclusions-for this study include the population accessible, excluding those victims who do not have specified place of work or who were not found on

the job.

The population for this study includes (i) Consumers of Nigerian Beverage South-West of Nigeria; (ii) Producers or manufacturers of Beverage products in South-west Nigeria. (iii) marketing communication organizations such as Advertising Agencies, Public Relations Organizations, Media Independent Organizations. This comprises a total of 85 marketing communication firms (Please see Appendix II). The data on Agencies was obtained from Association of Advertising Agencies of Nigeria (AAAN) Secretariat, Ikeja - Lagos. These are institutions that assist producers of Beverages in carrying out their marketing promotions towards the attainment of organization's marketing objectives.

3.5 Determination of Sample Size

A sample is that part of a population and thus consists of any sub group drawn from the target population. The sample is that unit from which information is obtained which thereafter provides the basis of analysis and subsequent generalization.

The sampling unit for the first strata were consumers of Nigerian Beverage products South-west Nigeria; the second strata were producers or manufacturers of Beverage products in South-west Nigeria, the third strata were marketing communication organizations such as Advertising Agencies, Public Relations Organizations, media independent organizations and other institutions that assist producers of Beverages in carrying out the use of marketing promotions towards the attainment of organization's marketing objectives..

The sample size for each set of these groups of respondents were determined using Yard's formula, which is concerned with the application of normal approximation with 95% confidence level and 5% error tolerance. In the determination of the sample size for the respondents to the questionnaires, the researcher adopted the statistical formula cited in Guilford and Fruchter, (1973) where the author makes reference to Yard, (1960)..The formula is given as follows.

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

Where:

N = population

n = Sample size.

α = Level of significance

(a) To determine the sample size for the staff of Nigerian Beverage (producers of beverages), the researcher made the following substitutions for a sample population of 1380 staff. This number was obtained from the company sampled listed in (appendix iii). The total population includes staff in head office of 14 sampled companies in ratio of 1:1 of multinational and indigenous companies. (seven multinationals and seven indigenous companies. The total obtained from these companies head offices - 1380).

(b)

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

Substituting from above. Therefore $\frac{1380}{1 + 1380(0.05)^2} = \frac{1380}{1 + 1380(0.0025)}$

$$\therefore n = \frac{1380}{1 + 3.45} = \frac{1380}{4.45} = 310.11 = 310 \text{ Respondents (Approx.)}$$

(b) To determine the sample size for staff of marketing communications organizations (Advertising Agencies, PR Consultants, 50% of total population of 84 registered agencies (appendix ii) account for 42 sampled agencies. However, a total number of respondents from the sampled agencies is 743. Based on the population of 743 respondents, the researcher made the following substitutions.

$$\frac{N}{1 + \alpha^2 N} = \text{Therefore } \frac{743}{1 + 743(0.05)^2} = \frac{1}{1 + 743(0.0025)}$$

$$\therefore n = \frac{743}{1 + 1.8575} = \frac{743}{2.8575} = 260 \text{ Respondents}$$

(c) To determine the sample size for consumers of Nigerian Beverage products in Lagos and major towns in south western Nigeria, the researcher made the following substitutions based on multi-stage sampling procedure.

Sampling Techniques and Sampling Procedure: In the distribution of questionnaire to consumer respondents, a multi-stage sampling technique was used and is shown below in

three stages.

STAGE I

Using a multi-stage sampling, the six states in the South-West Nigeria were listed. In selecting samples among consumers of beverage products in South Western Nigeria, given the above data. Using purposeful sampling technique, three states of Lagos, Ogun, and Osun were randomly selected from the six states of South Western Nigeria.

STAGE II

All the Local Governments in the three randomly selected states were identified as follows;

Table 1a: Lagos State

S/N	LGA	S/N	LGA
1.	Ikeja	11.	Lagos Mainland
2.	Amuwo-Odofin	12.	Ifako Ijaiye
3.	Badagry	13.	Kosofe
4.	Ibeju – Lekki	14.	Ojo
5.	Ikorodu	15.	Shomolu
6.	Agege	16.	Lagos Island
7.	Oshodi	17.	Ajeromi – Ifelodun
8.	Sure-lere	18.	Epe
9.	Apapa	19.	Mushin
10.	Eti-Osa	20.	Alimosho

Twenty states which made up Lagos State are presented above.

Source: Nigerian National Population Commission

Table 1b: Local Government Areas in Ogun State

S/N	LGA	S/N	LGA
1.	Ado-Odo/Ota	11.	Abeokuta South
2.	Abeokuta	12.	Ikenne
3.	Ifo	13.	Shagamu
4.	Ijebu North	14.	Odogbolu
5.	Ijebu-Ode	15.	Ogun Waterside
6.	Ijebu East	16.	Imeko Afon
7.	Ipori	17.	Yewa South
8.	Obafemi Owode	18.	Odeda
9.	Remo North	19.	Yewa North
10.	Ewekoro	20.	Ijebu North East

Twenty Local Government in Ogun State are presented above.

Source: Nigerian National Population Commission

One Local Government was selected from each of these three states using judgmental sampling approach. However, in each of the local governments, three locations were selected especially where consumption of beverage could be physically observed. These beverages include (Soft drinks, Malt, Beer, etc) Powder beverage for tea (Bournvita, Milo, Ovaltine, etc).

Table 1c: Local Government Areas that made up Osun State

S/N	LGA	S/N	LGA
1.	Atakumosa East	16.	Odo Otin
2.	Atakumosa West	17.	Ola Oluwa
3.	Aiyeda-Ade	18.	Olorunda
4.	Aiyedire	19.	Irade
5.	Boluwaduro	20.	Orodu
6.	Boripe	21.	Oshogbo
7.	Ede North	22.	Ife East
8.	Ede South	23.	Ife North
9.	Egbedore	24.	Ife South
10.	Ejigbo	25.	Ifedayo
11.	Ife Central	26.	Ila
12.	Irepodun	27.	Ilesha East
13.	Irewole	28.	Ilesha West *
14.	Isekan Iwo		
15.	Obokun		

Twenty eight Local Governments that made up Osun State.

Source: Nigerian National Population Commission

It must be noted that 50% of the total sample was drawn from Lagos state while 25% each was drawn from both Ogun and Osun states. The reasons for the high percentage of sample population from Lagos are numerous. (i). Lagos has the highest population in the South Western part of Nigeria according to 2006 Census figure. (ii). Lagos is a melting point for many Nigerians as the city is the commercial heart of the nation. (iii). In the South West Nigeria, Lagos has the highest concentration of beverage producing firms, amongst other. This was done according to the proportion obtained in the population Census figure of 2006. In all, eight hundred questionnaires were sent out to consumers of beverage products. Following the above proportion, five hundred and thirty-nine were returned and nineteen were rejected because they were not properly filled. The returned questionnaires yielded the data below.

STAGE III

In the three randomly selected states, one local government each was randomly selected, these local governments are:

Table 1d

Sn.	State	Local Government Area Randomly Selected
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(i).	Lagos	Apapa
(ii).	Ogun	Ado-Odo/Ota
(iii).	Osun	Oshogbo

STAGE IV

In this stage, areas where beverage consumptions could be observed were identified. From such areas, the following locations were randomly selected.

Table 1e: Areas Randomly Sampled

State	Local Government	Areas Sampled
Lagos	Apapa	Apapa Bus stop area, Apapa-Ajgunle, Kirikiri, Olodi-Apapa areas.
Ogun	Ado-Odo/Ota	Oju Ore market; Sango main market and garage; Toll Gate Bus stop area
Osun	Osogbo	Station / old garage area; Egbatedo street, Sabo area, Oja-Oba area.

According to Edet, (2004), McQueen and Knussen, (2002), the larger the sample, the more accurate the results. The extent of variability in the population depends on the size of the sample. In order to have a more accurate result, we therefore, base our calculations on 520 consumer respondents.

Apapa Local Government	-	260
Ado-Odo/Ota Local Governemtn	-	130
Osogbo Local Government	-	130
		520
		Consumer respondents.

In the light of the above, 14 beverage producers were sampled. Names of the sampled Beverage Producing companies are shown in Appendix III in the final presentation. An average of about 25-30 questionnaires went to each of the Beverage producing companies to be filled by staff of marketing and corporate affairs departments of each of the companies. In the same vein, about 42 marketing communication organizations (Advertising Agencies and PR firms) were sampled. The reason behind the choice of long list of marketing communications organizations is because most marketing communication agencies usually have small staff strength. So, average of 10-20 questionnaires were distributed among the staff of the marketing communication organizations that were sampled. Names of these marketing communication organizations are shown in Appendix II.

On the selection of sample for Advertising Agencies, the research made use of cluster and

stratified sampling techniques in this regard. First, 80% of major advertising agencies are based in Lagos while the rest 20% are scattered in few major cities such as Abuja, Kaduna, Kano, Port-Harcourt, Ibadan. Therefore, based on cluster sampling technique, all the registered Ad Agencies (under the Association of Advertising Agencies of Nigeria –AAAN) in Lagos were listed while stratified sampling technique was then used in the selection of final agencies before questionnaires were distributed among the staff of the sampled agencies.

3.6 Sampling frame

Sampling frame is the list of ultimate sampling entities, which may be people, households, organizations, or other units of analysis. In this study sampling frame consisted of (i) consumers of Nigerian Beverage products South-west Nigeria; (ii) producers or manufacturers of Beverage products in South-west Nigeria. (iii) marketing communication organizations such as Advertising Agencies, Public Relations Organizations, media independent organizations and other institutions that assist producers of Beverages in carrying out the use of marketing promotions towards the attainment of organization's marketing objectives

3.7 Sources of Data

The research used both primary and secondary sources of data. The primary data were obtained mainly with the research instruments (questionnaire and observation methods). Questionnaires were administered to 520 consumers of beverage products; 310 staff of Beverage producing firms and 260 staff of marketing communication organizations. Information was also obtained from the secretariats of Association of Advertising Agencies of Nigeria; and that of Association of Food, Beverage and Tobacco Employers at Ikeja. (Details of these are shown in appendixes II & III respectively). Journals, books, conference materials/articles were sourced from Covenant University library, University of Lagos library, Centre for Management Development (CMD) library at Shangisa, Lagos. Vital information was also gathered through the Internet.

3.8 Methods of Data Collection

There are several crucial steps that were addressed that actually ensured that the data collection process and measurement systems are stable and reliable. Incorporating these steps into data collection plan helped in improving the likelihood that the data and measurements can be used to support the ensuing analysis. There are various methods of data collection such as personal interviewing, questionnaire, telephone, mail and the Internet. Depending on the survey design, these methods can be used separately or combined. However, this researcher assessed the various survey processes at the data collection stage and used questionnaire to collect data for this study.

In collecting data from a population of persons, there is a range of sampling strategies that stretches from a census, where the population and the sample are identical (sometimes called a saturation sample), to a simple random sample that is meant to be representative of the population. The latter is dramatically less expensive, but requires support from statistical sampling theory to be representative. The questionnaires were administered by research assistants to the participants. The responses were given with direct supervision or assistance. This method permits an extensive inquiry with much less expense than other data collection methods, because a very large number of cases were covered almost simultaneously.

There were many difficulties anticipated from the use of this method, which could have made the results of this study to be unreliable. A large proportion of participants who responded to the questionnaire had little or no interest in it and a very limited understanding of the problem. Some were suspicious of the purpose of the inquiry, or had reasons for not stating certain facts. Busy persons were more or less annoyed by the request for data, which interrupts their routine work. In order to solve these problems identified during pilot study few items were retained which were very simple, definite and easy to answer. Clarity was fundamental despite the presence of research assistants to explain the questions or to check up the replies. However, because an appeal for information was made to participants already interested in the problem that, for the most part, desire to further the purposes of the investigation, this method was made to yield valuable results.

3.9 Research Instruments

In this work, two research instruments were used. These are questionnaires and observation.

(A). Questionnaire: This is designed to collect information on the use of Integrated Marketing Communications, and consumers patronage of Nigerian beverage products. The questions were formulated so as to elicit information on the effectiveness and relationship between the use of integrated marketing communications and consumer's patronage of beverage products. Five Likert-scales questions, which range from strongly agree to strongly disagree were used (strongly agree=5, agree= 4, undecided= 3, disagree= 2, strongly disagree=1). This was used to reflect the agreement of respondents on the statements posed to them in the questionnaire.

It must be mentioned that the nature and purpose of the research were made known to respondents while anonymity was guaranteed. Respondents in marketing communication organizations and beverage producing firms were promised access to the thesis if they so desired after the completion of the work.

The services of research assistants were employed in administering and collation of questionnaires. Seven research assistants were employed who handle the distribution of questionnaires to consumers of the products.

Advert representatives of Financial Standard newspaper, really assisted the researcher in the distribution of the questionnaire to advertising agencies. This help from the newspaper was due to personal interaction with their boss who was a former colleague when this researcher was in the industry. The researcher with the employed assistants handled the questionnaires to staff of beverage producing companies.

The questions were prepared based on information from literature and previous studies (Asika 1991; AAAN 2006; AFBTE 2006; Chen, Q'mei and Rogers 2006; Hooley, Fah and Shipley 2000; Schultz and Kitchen 1997; Weilbacher 2001; Whitely 2000).

The survey was carried out between March 2007 and October 2007. It must be pointed out that the researcher encountered a lot of challenges in the process of collecting data especially from staff of beverage producing firms. This was due to lack of cooperation from them, distrust and suspicion from some respondents generally.

(B). Personal observation: The researcher also employed personal observation to have

on-the-spot assessment and better understanding on how these products were been consumed. Observation according to Asika (1991), allows the researcher to have on the spot assessment of events. The researcher also observes the respondents without them (respondents) knowing that they were been observed. This allows the researcher to make factual judgment. (Patton 1990; Lindgreen and Crawford, 1999).

3.10 Validity of Research Instrument

Among the four methods of measuring external validity, are face (Selltiz et al 1976, Barley 1987); content (Kerlinger 1964; Barley 1987, Singleton et al, 1993); Criterion (Philips 1976, Barley 1987) and Construct validity (Kerlinger 1964, Barley 1987 and Singleton et al 1993). Face and content validity were carried out on this work. **Content validity** measures the appropriateness of the wording of the instrument and the objectives of the study while face validity enables the researcher to make an assertion of claim to have measured what he or she intended to measure.

The validity of this work was justified using the work of Kerlinger (1983), Barley 1987, Singleton et al. (1993). To ensure face and content validity of the instruments, the researcher requested experts on marketing communications, senior academics, and senior media managers of advert agencies to make inputs on the research instrument (questionnaire). This enabled the researcher in ensuring that the instrument covered the breath of the content area and to also ascertain if the instrument contains a representative sample of the content being assessed. It must be noted that the researcher also confirmed whether the format used in designing the instrument was appropriate or not. This is to ensure that the instrument is capable of obtaining the required information from various respondents.

3.11 Reliability of the Research Instrument

It shows the extent to which the researcher can confidently rely on information obtained through the use of instrument adopted to gather data, for the research work. It actually shows the extent to which the researcher can confidently rely on the information gather through the use of research instrument (questionnaire) adopted to gather data for the research work. Thereafter, data collected were subjected to reliability analysis to establish the reliability of the measures and to ensure consistent measurement among the various items in the

instrument (Kerlinger 1964, Philips 1976, Bailey, 1987, Singleton et al, 1993).

It shows the extent to which the researcher can confidently rely on information obtained through the use of instrument adopted to gather data, for the research work. It actually shows the extent to which the researcher can confidently rely on the information gather through the use of research instrument (questionnaire) adopted to gather data for the research work.

Test–Retest: here, the instrument was given the second time to the same group of respondents. Reliability was confirmed through the correlation between the scores of the two independent instruments. The objective of test-retest reliability is to determine the period of time to wait between the two administrations. The researcher and his assistants waited long enough to ensure that respondent do not remember how they responded the first time they completed the instrument. Again, the time was not too long as not to influence the change in knowledge of the material being measured. The test retest was carried out within one and half month interval. This was calculated using Cronbach alpha with Statistical Package for Social Sciences (SPSS) and the result yield $r = 0.76$.

The internal consistency of instrument split half method was used. Under this method, a total score for the odd number was correlated with a total score for the even number statement. Cronbach alpha was used because the items were not scored as “right versus wrong”. This was thereafter calculated with Statistical Package for Social Sciences (SPSS) and yielded result of $r = 0.88$.

3.12 Method of Data Analysis

This section describes many techniques that were used in exploratory and classical data analysis for this study. In this study a mixture of graphical and quantitative techniques was used. The descriptions techniques were used to present demographical data and quantitative or inferential techniques. This is for organizational clarity and hypotheses testing.

Data were double entered for verification to minimize human data entry error. SPSS was used for all statistical analyses. Errors, inconsistencies, and missing data were verified with the original questionnaires .For the dichotomous variables (sex, marital status, age) percentages were used to present the distributions. Student's tests for two independent samples were used to test for group differences in the continuous variables Correlation

coefficients were calculated among the continuous variables. Where appropriate, Kruskal Wallis One Way Analysis was used. What shows that Kruskal Wallis One Way Analysis is applicable for this work is the nature of the hypotheses as we are comparing the means (\bar{X} s) of the three variables which are perception of IMC effectiveness by the attributes of staff of beverage producing companies, attributes of consumers and attributes of staff of marketing communication organizations).

Standard regression analyses were performed to determine whether one or more independent variables would predict the dependent variable. The method of least squares was used to estimate the regression line parameters, i.e., the models having the smallest error sum of squares were selected (Myers, 1990; Hassard, 1991; Rosner, 1995).

Both simple and multiple linear regressions were performed. Model building was accomplished using forward selection. After a main effects model was identified, interaction terms were assessed. Regression statistics, including R², adjusted R², F tests, and Student's t tests were used to select the most robust, parsimonious models that best explain the data from the set of candidate models. Influence diagnostics were used to determine the effects of outliers.

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CHAPTER FOUR

PRESENTATION ANALYSIS AND DISCUSSION

4.1 Introduction

The primary purpose of this study was to investigate the effect of Integrated Marketing Communication on consumer patronage of Nigerian beverage products. The secondary purpose was to determine the extent at which managers in the beverage firm are employing IMC approach to build consumer patronage. Also, the study identified whether the advertisers/clients prefer the IMC to traditional methods. This study equally investigated the impact of IMC on market share building.

However, data collected from the relevant sources through questionnaire were classified, organized and analyzed. The trends, and patterns and relationship among data were identified, grouped and interpreted. The data classification has been carried out on the basis of producing companies' staff, consumers and marketing communication organizations.. The hypotheses formulated for this study actually guided the arrangement of the tables. Each hypothesis focuses on the variables identified A summary of the main findings follow each hypothesis and in addition, where required sustained by demographical data.

4.2 Demographic Data

The Presentations of demographical data were divided into two. The bio data of the participants were presented before the description of variables raised in the hypotheses or research questions.

Biodata

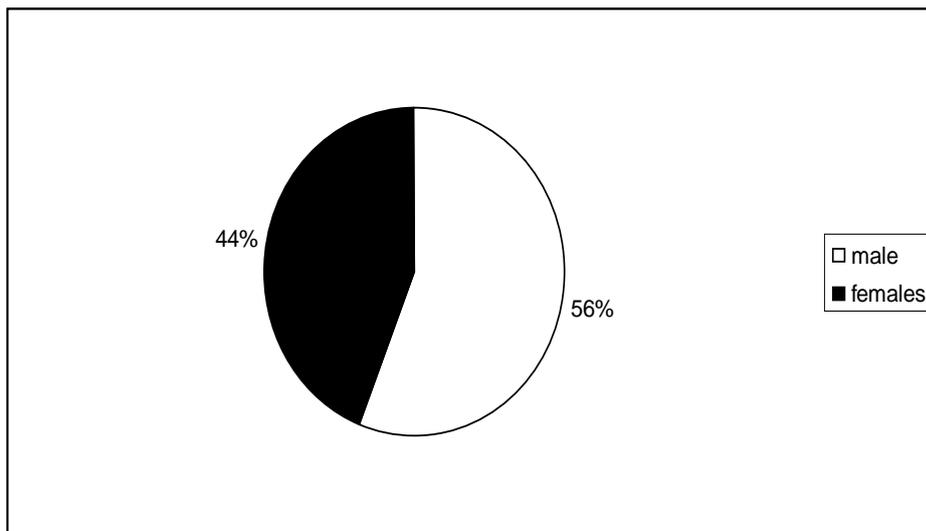
Table 2: Sex Distribution of Respondents

Variable	Frequency	Percent
Male	610	55.96
Female	480	44.04
Total	1090	100.

Source: Field Survey, 2007

The total of the participants as presented in the above table revealed a total of 610 males in the distribution representing 55.96% and 480 females representing 44.04 % This indicates higher number of male in the distribution. The disparity between the number of male and female respondents is not too wide. This close representation signifies that whatever information obtained from these two categories of respondents will be highly representative of people.

The above sex distributions of respondents are also presented in a pie chart pictorial presentation for proper illustration.



Source: Field Survey, 2007

Table 3: Age Distribution of Respondents

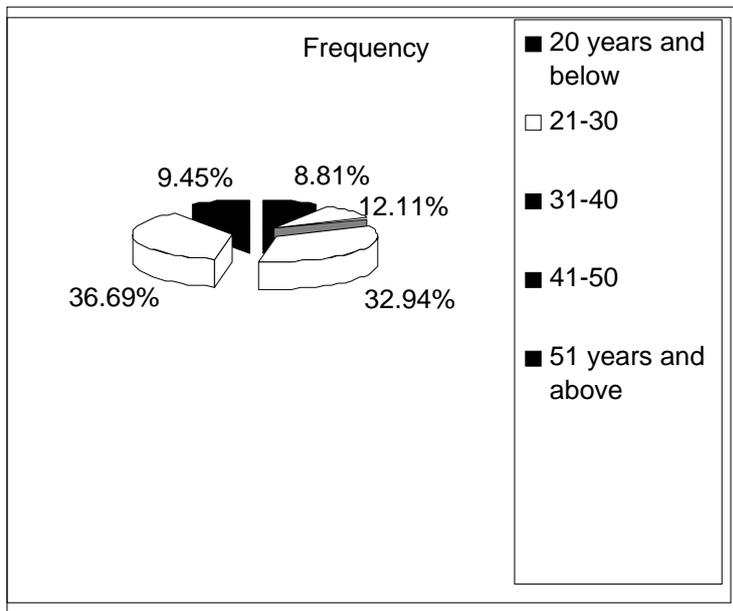
Variable	Frequency	Percent
20 years and below	96	8.81

21-30	136	12.11
31-40	359	32.94
41-50	400	36.69
51 years and above	103	9.45
Total	1090	100

Source: Field Survey, 2007

The age of the respondents as presented in table 3 revealed that those between the ages of 20 years and below were 96 respondents, which represent 8.81% and a total of 132 participants between 21-30 years, this represents 12.59%. Also, 359 for 31-40 years accounted for 32.94% , and 41-50 age were 400 representing 36.69%, while 103 for 51 years and above representing 9.54% . Looking at this table at a glance one would realize that adults dominated the participants of this study and this has indeed contributed to the quality of opinions gathered. The above age distribution is hereby presented in a broken pie chart illustration below for proper understanding and meaningful presentation.

Broken Pie Chart showing Age Distribution of Respondents



Source: Field Survey, 2007

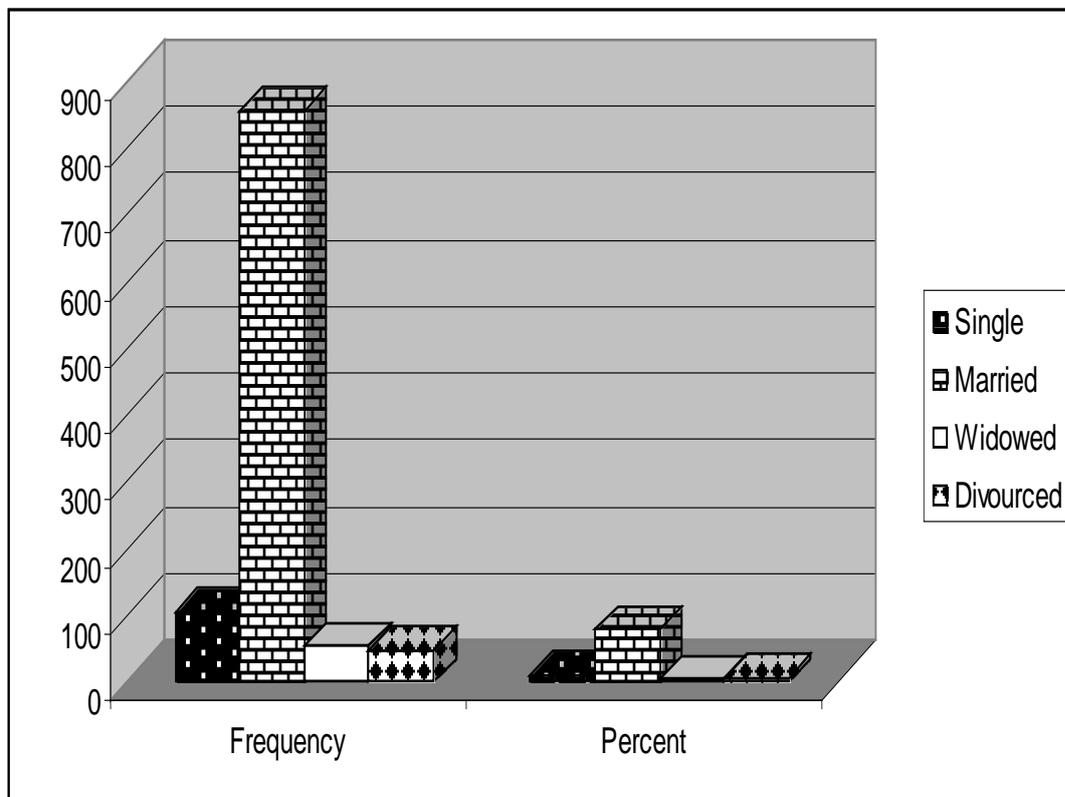
Table 4: Marital Status Distribution of Respondents

Variable	Frequency	Percent
Single	132	12.11
Married	855	78.44
Widowed	54	4.95
Divorced	49	4.50
Total	1090	100.

Source: Field Survey, 2007

The marital status of the participants as presented in table 4 revealed a total of 106 single representing 9.72%, 855 married accounted for 78.43%, widowed were 54 representing 4.95%. However, 49 respondents were divorcees representing 6.81%. Looking at this table at a glance one would realize that married folks from intact homes dominated the participants of this study. The high percentage of married among the respondents shows that information obtained from this category of respondents will be highly matured, qualitative, informed and representative and would help in better generalization. This Marital Status of respondents is again presented in the Bar Chart illustration for proper presentation.

Bar chart illustration of marital status of respondents



Source: Field Survey, 2007

Table 5: Educational Background of Respondents

Variable	Frequency	Percent
Below School Certificate	26	2.38
Ordinary Level	120	11
OND/NCE	360	33
B.Sc/HND	454	41.65
Masters and above	89	8.17
Professional Qualification	30	2.75
Others	11	1.05
Total	1090	100.

Source: Field Survey, 2007

The educational background of the participants revealed that first degree holders were more than one quarter of the participants as presented in table 5. The high literacy level of respondents helped the researcher in getting good and quality responses from respondents. The high education of respondents also helped the researcher in getting useful recommendations from these well-informed respondents. The above educational background of respondents is hereby presented in a pie chart pictorial presentation for greater analysis.

Broken Pie Chart showing Educational attainment of Respondents

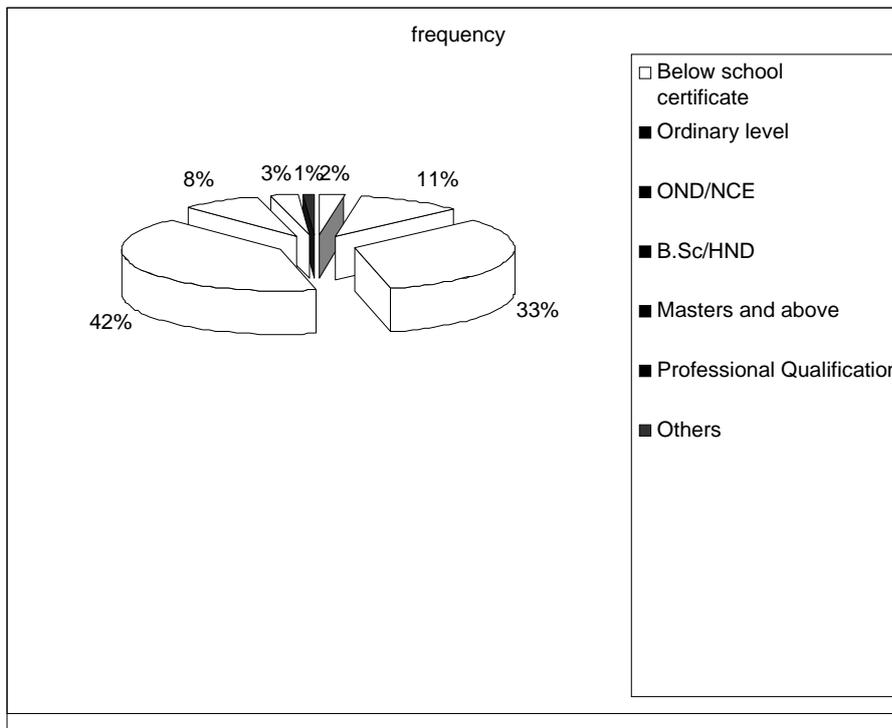


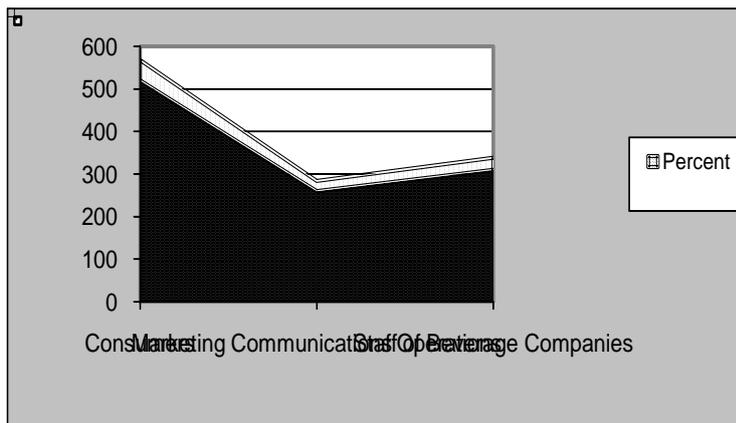
Table 6: Summary of demographical data showing classification of participants and beverage producing companies

Variables	Freq	%
-----------	------	---

1. Consumers	520	47.7
2. Marketing Communication Organisation	260	23.9
3. Staff of Beverage Producing Company	310	28.4
Total	1090	100
1. Traditional Methods	8	34.8
2. Integrated Marketing Communication	15	64.2
Total	23	100

Source: Field Survey, 2007

The above classification of responses can also be presented in line graph illustration as shown below. The high rate of respondents in all the three sectors help researcher in making good generalizations. The two hundred and sixty responses rate from marketing communication organizations is a good figure as most marketing communication organization do not have high staff rate. With the exception of marketing firms such as insightful communications, Prima-Garnet, Rosabel, DBB casers, Centre Spread Advertising and a few others, which have appreciable staff strength, most top marketing communications have staff strength. Within the range of twenty to twenty five while some even have four less than that number. The above demographical classification of respondents is presented in a line chart pictorial presentation below.



Source: Field Survey, 2007

Table 6 reveals the classification of participants and beverage producing companies. In all, 1090 participants took part in the study. Consumers of beverages were 520 and this accounted for 47.7 % of total respondents and staff of marketing communication organization were 260 and this also accounted for 23.9 %, while Staff of Beverage Producing Company were 310, which accounted for 28.4% of the total sample for this study. The classification of beverage producing companies

revealed that in all, 23 companies took part in this study. Companies who claimed they have started operating Integrated Marketing Communication were 15 and this accounted for 64.2% while those that were using traditional methods were 8 which accounted for 34.8 % of the study population.

Table 7: Summary of demographical data showing cross tabulation of classification of participants on the type of method being used by beverage producing companies,

Participants	Marketing Strategies	Freq	%
Consumers	Traditional Methods	18	2
	Integrated Marketing Communication	502	46
Marketing Communication Organization	Traditional Methods	119	11
	Integrated Marketing Communication	141	13
Staff of Beverage Producing Companies	Traditional Methods	45	4
	Integrated Marketing Communication	265	24
	Total	1090	100

Source: Field Survey, 2007

Table 7 reveals the cross tabulation of participants which comprises consumers, marketing communication organs and beverage producing companies, in all 1090 participants took part in this study. Consumers were 520, which accounted for 47.7% 18 participants believed that companies were operating traditional methods and 502 respondents believed their companies were operating Integrating Marketing Communication methods. Staff of marketing communication organization were 260, which accounted for 23.9 %, from this, 119 participants, were of the opinion that companies were operating traditional methods and 114 said companies were operating integrating marketing communication methods. However, Staff of Beverage Producing Company were 310, which accounted for 28.4% of the total sample for this study. From this, 45 participants believed that companies were operating traditional methods and 265 were of the view that companies were operating Integrating Marketing Communication methods.

Table 8: Level of understanding, appreciation and use of integrated marketing communication in Nigeria

Items	Freq	Agreed		Disagreed	
		N	%	n	%
I have heard about Integrated marketing communication before					
1. staff of beverage companies	310	248	22.75	62	5.68
2. staff of marketing organizations	260	254	23.31	6	0.56
3. Consumers	520	120	11.	400	36.69

Total	1090	622	57.06	468	42.93
I understood the concept of integrated marketing communications					
1. staff of beverage company	310	248	22.75	62	5.68
2. staff of marketing organization	260	254	23.31	6	0.56
3. Consumers	520	80	7.34	440	40.36
Total	1090	572	52.47	518	47.53

Source: Field Survey, 2007

The level of understanding, appreciation and use of Integrated Marketing Communication in Nigeria as perceived by the participants is appreciable as many of the respondents said they have heard about IMC “I have heard about Integrated Marketing Communication before” More than half of the participants sampled have heard about IMC before and 52.47% claimed to have understood IMC.

However, with this appreciable number of respondents who claimed they either heard or understood the concept, there is still need for better enlightenment and conscious awareness on the part of consumers as many of them are still highly ignorant of what the concept is all about and its attendant benefits.

Table 9: Perception about integrated marketing communication fostering Long term benefits

	Freq	Agreed		Disagreed	
		N	%	n	%
The use of IMC can promote consumers education thereby building long-term client-customer relationship					
1. staff of beverage company	310	250	22.93	60	5.50
2. staff of Advertising Agency	260	254	23.31	6	0.56
3. Consumers	520	80	7.34	440	40.36
Total	1090	584	53.58	516	46.42

Source: Field Survey, 2007

The Perception about integrated marketing communication fostering Long term benefits by the participants is very high as many of them that believed that IMC can promote consumers education thereby building long-term client-customer relationships. “The use of IMC can promote consumers education thereby building long-term client-customer relationship”. Staff of Beverage Company and staff of marketing organization shared the same belief while many consumers opposed this view. This could be as a result of the level of their knowledge and understanding of the concept.

This again calls for more consumer education. Moreover, students of marketing in the

Nigerian tertiary institutions should pass the knowledge of the inherent benefits of the use of Integrated Marketing Communications to their peers and school mates. If this continues, more knowledge and the diffusion of Integrated Marketing Communications will continue to spread and increase from one level to another in the society.

The Perception about the problem facing IMC by the participants is diverse The problem with the professional expertise of the marketing communication organization or Advertising agency that a company uses which depends on promotion or otherwise of the use of Integrated Marketing Communications by that company was agreed to by the staff of beverage companies and staff of marketing organization but opposed by the consumers, likewise the fact that literate level of the society can encourage a company on its use of Integrated Marketing Communications.

However, the consumer supported this view. The case of the company marketing objectives determining the level of Integrated Marketing Communication the company would use on its products was also opposed by the consumers but agreed to by the staff of Beverage Company and staff of marketing organization

Table 10: Perception about the problems facing IMC

	Freq	agreed		disagreed	
		N	%	N	%
The professional expertise of the marketing communication organization or Advertising agency that a company uses can help promote the use of Integrated Marketing Communications by that company					
1. staff of beverage company	310	240	21.60	70	6.30
2. staff of marketing organization	260	254	22.86	6	0.54
3. Consumers	520	80	7.2	440	39.60
Total	1090	574	51.66	516	48.34
The literate level of the society can encourage a company on its use of Integrated Marketing Communications					
1. staff of beverage company	310	240	21.60	70	6.30
2. staff of marketing organization	260	254	22.86	6	0.54
3. Consumers	520	430	38.70	90	8.10
Total	1090	924	83.16	166	14.84

The company marketing objectives can determine the level of Integrated Marketing Communication the company would use on its products.					
1. staff of beverage company	310	240	21.60	70	6.30
2. staff of marketing organization	260	254	22.86	6	0.54
3. Consumers	520	80	7.2	440	39.60
Total	1090	574	51.66	516	48.34

Source: Field Survey, 2007

The high level of disagreement by the consumers can again be traced to their level of perception and understanding of the concept. This again calls for better consumer education on the meaning of IMC and its diffusion as well as the inherent benefits of the use of integrated marketing communications. As more consumers appreciate companies' use of Integrated Marketing Communications, it will improve their level of purchase of companies' products and companies too will be encouraged on its use.

Table 11: Perception about IMC in Building Long-term Benefits

	Freq	Agreed		Disagreed	
		N	%	n	%
The use of IMC can promote consumers education thereby building long-term client-customer relationship					
1. Staff of beverage company	310	240	21.60	70	6.30
2. Staff of marketing organization	260	254	22.86	6	0.54
3. Consumers	520	430	38.70	90	8.10
Total	1090	924	83.16	166	14.84

Source: Field Survey, 2007

The usefulness of Integrated Marketing Communication in fostering long-term benefit as perceived by the participants is very high as most of respondents believed this view "The use of IMC can promote consumers education thereby building long-term client-customer relationship " More than three-quarter of the participants sampled perceived high use of IMC can bring about Long-term Benefits. The use will assist companies in building better

relationships with their esteemed consumers. It will also promote repeat purchases, brand loyalty and could serve as the foundation for building sound relationship marketing if well handled.

Table 12: Views of Respondents on the Perceived Level of appreciation of IMC usage by beverage companies

The level of usage of IMC by Nigerian Beverage companies is quite appreciated.	Freq	Agreed		Disagreed	
		n	%	n	%
1. staff of beverage company	310	210	19.26	100	5.68
2. staff of Advertising Agencies	260	254	23.31	6	0.56
3. Consumers	520	80	7.34	440	40.36
Total	1090	544	49.90	468	50.10
Many Nigerian Beverage companies today are using the blend of marketing communications tools to promote their Beverage products					
1. staff of beverage company	310	210	19.26	100	5.68
2. staff of marketing organization	260	254	23.31	6	0.56
3. Consumers	520	80	7.34	440	40.36
Total	1090	544	49.90	468	50.10

Source: Field Survey, 2007

While most staff of Beverage producing Companies and those of marketing communication organizations are in support of the above two assertions. Most consumers sampled are ignorant of the use of IMC by beverage producing companies. This is evident from the above data where a high level of consumers sampled said their level of usage of IMC by Beverage producing companies is not quite appreciated.

This calls for better consumer education by Beverage producers. Again, Beverage producers need to blow their trumpet well and send out clear, consistent and competitive messages across to target audience and other stakeholders.

4.3 DESCRIPTIVE STATISTICS OF VARIABLES

The means and standard deviations of variables used in this study were compared to form the basis of discussion and the results are presented in table7.

Table 13: The level of consumers' Perceived Clients – Agency Integration

Statements	N	Consumers 520		Marketing Communication Organization 260		Staff of Beverage Producing Company 310	
		\bar{X}	SD	\bar{X}	SD	\bar{X}	SD
Nigerian Advertising agencies are today recommending IMC for their clients who are Beverage producers	1090	3.09	0.68	3.82	2.21	3.66	0.16
Marketing communications Agencies can provide faster solutions to clients marketing problems when IMC is used	1090	3.42	1.38	3.88	0.11	3.62	0.31

The use of IMC will promote greater interaction between marketing communications practitioners and their clients, which are beverage producers	1090	3.82	2.21	3.74	3.04	3.44	0.18
The professional expertise of the marketing communication organization or Advertising agency that a company uses can help promote the use of IMC by that company	1090	3.62	0.52	3.74	2.32	3.42	0.64
The use of IMC has been growing among marketing communications organizations and clients (Advertisers or beverage producers) in Nigeria in the last eight years	1090	3.74	3.04	3.94	2.23	2.98	0.84
Beverage brands that exhibit a strong IMC approach will likely exhibit superior client-customer relationships compared with products with less integrated approach	1090	2.28	0.08	3.64	0.19	3.63	0.57
Marketing communications agencies can provide faster solutions to clients marketing problems when IMC is used.	1090	3.80	0.95	3.44	0.21	3.81	1.02
The use of two or more promotional tools (i.e. Advertising, personal selling, public relations, sales promotion and direct marketing) will be effective in promoting the purchase of beverage product in the market.	1090	3.83	1.02	3.28	0.62	3.95	1.04

Source: Field Survey, 2007

The level of client-agency integration was observed using Likert scale and the result presented in table 13, the mean of the perceived integration between client and agents by consumers, advertising agents and staff of Beverage companies revealed disparity in the responses. Their responses to the statement “Nigerian Advertising agencies are today recommending Integrated Marketing Communications for their clients who are Beverage producers” produced mean for consumers is 3.09, staff of Marketing Communication Organizations =3.82 and staff of Beverage Producing Companies 3.66 . All of them agreed to this statement but the degree of agreement differs with staff of Marketing Communication Organization having the highest. The responses to the statement “Marketing communications

Table 14: The level of Perceived Effective Use/Adoption of Integrated Marketing Communications with Target Consumers

Statements	N	Consumers		Marketing Communication Organization		Staff of Beverage Producing Company	
		M	SD	M	SD	M	SD
Many Nigerian Beverage companies today are using the blend of marketing communications tools to promote their Beverage products	1090	3.45	0.68	4.22	2.21	3.66	0.16
The use of Integrated Marketing Communications beverage will help to provide the company with greater professional expertise	1090	3.92	1.38	4.17	0.11	3.62	0.31
The use of IMC will promote greater interaction between marketing communications practitioners and their clients, which are beverage producers	1090	4.12	2.21	4.04	3.04	3.44	0.18
The use of Integrated Marketing Communications will provide value added services to consumers of Nigerian beverage products	1090	4.53	0.52	4.00	2.32	3.42	0.64

The use of IMC has been growing among marketing communications organizations and clients (Advertisers or beverage producers) in Nigeria in the last eight years	1090	3.58	3.04	4.06	2.23	2.98	0.84
Many consumers will prefer beverage-producing companies using the Integrated Marketing Communication (IMC) to promote their products than the beverage producing companies that are not using IMC.	1090	2.44	0.08	4.24	0.19	3.63	0.57
. Nigerian beverage brands that exhibit a strong integrated communications approach will also exhibit superior performance compared to brands with no integrated marketing communications.	1090	3.84	0.95	4.44	0.21	3.81	1.02
The adoption of Integrated Marketing Communications by companies will help beverage producers/clients greater control over their marketing communication programmes	1090	3.89	1.02	4.28	0.62	3.95	1.04
The use of two or more marketing communications tool such as Advertising, Sales Promotion, Personal Selling etc will lead to a more consistent, approach in achieving an organization's marketing objectives.	1090	3.46	0.21	4.24	0.24	4.00	0.84
.Proper combination of Marketing Communication elements and implementation of IMC programmes will lead to better/effective marketing communication with target consumers	1090	3.42	0.42	4.18	0.65	4.06	0.57
The use of marketing communications tools will lead to better coordination of the firm's promotional activities/efforts in the market place	1090	3.64	0.21	4.28	0.21	4.24	1.02
Effective implementation of marketing communications principles on a firm's products can make the product to have better market acceptability among its competitors	1090	3.82	0.62	4.44	0.62	4.44	1.24

Source: Field Survey, 2007

Agencies can provide faster solutions to clients marketing problems when IMC is used” produced mean for consumers is 3.42, staff of Marketing Communication Organization =3.88and staff of Beverage Producing Companies is 3.62. All of them agreed to this statement but the degree of agreement differs with staff of Marketing Communication Organizations having the highest (3.88). All participants equally believed that the use of IMC will promote greater interaction between marketing communications practitioners and their clients, which are beverage producers. They also agreed to the fact that the professional expertise of the marketing communication organizations or Advertising agency that a company uses can help promote the use of IMC by that company.

The level of perceived effective use/adoption of Integrated Marketing Communications with target consumers was observed and the result presented in the table above. Marketing

communication staff were of the opinion that the use/adoption of integrated marketing will be effective in making an organization's message to have more impact on its target audience. The high acceptance rate from the start of marketing communication organizations that there has been effective use/adoption of Integrated Marketing Communications with target consumers is due to their professional exposure and judgment as marketing communications experts/practitioners. They know when a company is not using IMC and, the level of usage when a company is using it. However, some consumers don't even know what it means let alone understanding whether a company uses it or not. Again, this calls for better consumer education on the concept. Its effectiveness, the usage will promote good sales patronage, brand loyalty, through repeat purchases and sound client-customer relationships.

Table 15 below reveals summary descriptive Statistics of effective use of IMC on funds/promotional budget in the long run. one observes that the means of staff, customers and marketers perceptions on the effectiveness of Integrated Marketing Communication in promoting customers' patronage differ slightly, however, they all indicated that effective use of IMC has the potentiality of reducing the amount a company spends on its promotional budget or cost of marketing communications.

Table 15: The level of Perceived Effective Use of IMC As it Affects Funds/ Marketing Communication OR Promotional Budget In The Long Run

Variables	No	Consumers 520		Marketing Communication Organization 260		Staff of Beverage Producing Company 310	
		M	SD	M	SD	M	SD
		Proper implementation of Integrated Marketing Communications (IMC) programmes by a beverage producing organization on its products will reduce the overall promotional budget on such a product in the long run.	1090	3.89	1.02	4.28	0.62
The use of marketing communications tools can help reduce the company's overall promotional budget thereby increasing the company's profit in the long run.	1090	3.46	0.21	4.24	0.24	4.00	0.84

The use of different communications tools such as Advertising, sales promotion PR etc by a beverage producing company can help reduce the amount of money the company spends on marketing communication budget.	1090	3.42	0.42	4.18	0.65	4.06	0.57
The use of Integrated Marketing Communications by a beverage producing firm will be an efficient way through which overall cost of marketing communications can be reduced.	1090	3.64	0.21	4.28	0.21	4.24	1.02
The use of IMC by beverage firms will help reduce wastage in the amount of money use for marketing promotions by the company and this will thereafter increase the company's profit	1090	3.82	0.62	4.44	0.62	4.44	1.24

Source: Field Survey, 2007

4.4 Hypotheses Testing

Four hypotheses were raised for this study. They were tested at 0.05 significant level and confidence level of 95%.

4.4.1 Hypothesis One: This hypothesis is stated in the null form.

H₀: There is no significant difference in perception of beverage producing companies, customers and marketing organizations on the effectiveness IMC in promoting customers patronage.

Table 16: perceived Agency-Client Integration

Conditions	N	Mean Rank
Producing Companies	310	18
Consumers	520	18
Marketing Organisations	260	20
Total	1090	

Source: Field Survey, 2007

The opinions of the three groups of participants on agency-client integration and effectiveness of Integrated Marketing Communication were presented. The mean of staff of marketing communication is higher than those of consumers and staff of beverage producing companies.

Table17: Correlation of Consumers perception of client/agency integration Coefficient Matrix of agency-client integration and effective marketing communications

Items Variations	CPACI	MPACI	SBOCPACI	CPEMC	MPEMC	SBOCPEMC
CPACI	1	0.64*	0.74*	0.68*	0.59*	0.62*
MPACI		1	0.62*	0.74*	0.69*	0.72*
SBOCPACI			1	0.82*	0.72*	0.58*
CPEMC				1	0.61*	0.69*
MPEMC					1	0.62*
SBOCPEMC-						1

Mean	16	18	16	8	12	10
Standard Deviation	0.46	0.44	0.42	0.40	0.32	0.24

Source: Field Survey, 2007

Key:

* Significant at 0.05 ** Not Significant.

CPACI-Consumers' Perceived Agency-client integration

MPACI-Marketers' Perceived Agency-client integration

SBOCPACI-Staff of Beverage Producing Company Perceived Agency-client integration

CPEMC-Consumers' Perceived Effective marketing communications

MPEMC-Marketers' Perceived Effective marketing communications

SBOCPEMC-Staff of Beverage Producing Company Perceived Effective marketing communications

The correlation here is slightly high as the result in the above table reveals that there is no significant difference among the three variables.

Once you present variables, they are these or identical, the correlation between them will be either negatively high or positively high.

Relationships among things can be discerned in terms of whether they change together or separately; causes can be imputed on the basis of phenomena co-occurring; or classified as a result of independent variation. However, that reality perceived may be of dependence, concomitance, covariation, coincidence, concurrence; or of independence, disassociation, Therefore, when two things co-vary, there are two possibilities. One is that the change in a thing is concomitant with the change in another. When higher magnitudes on one thing occur along with higher magnitudes on another and the lower magnitudes on both also co-occur, then the things vary together positively, and we denote this situation as positive covariation or positive correlation. The second possibility is that two things vary inversely or oppositely. That is, the higher magnitudes of one thing go along with the lower magnitudes of the other and vice versa. Then, this is denoted by this situation as negative covariation or negative correlation. Perceived covariation must be covariation across some cases. A case is a component of variation in a thing. It must be a number comparable between pairs of variables. We must be able to compare correlations, so that we can determine, for example, which variables are more or less correlated, or whether variables change correlation with change in cases.

Finally, we want a correlation that indicates whether the correlation is positive or negative.

Given that the correlation coefficient measures the degree to which two things vary together or oppositely, how do we interpret it? First, the maximum positive correlation is 1.00. Since the correlation is the average product of the standard scores for the cases on two variables, and since the standard deviation of standardized data is 1.00, then if the two standardized variables co-vary positively and perfectly, the average of their products across the cases will equal 1.00. On the other hand, if two things vary oppositely and perfectly, then the correlation will equal -1.00. Therefore one needs to have a measure, which shows at a glance whether two things co-vary perfectly, or near perfectly and whether positively or negatively. If the coefficient is, say, .80 or .90, we know that the corresponding variables closely vary together in the same direction; if -.80 or -.90, they vary together in opposite directions. What then is the meaning of zero or near zero correlation? It means simply that two things vary separately. That is, when the magnitudes of one thing are high; the other's magnitudes are sometimes high, and sometimes low. It is through such uncorrelated variation--such independence of things--that one can sharply discriminate between phenomena.

There are two ways of viewing independent variation. One is that the more distinct and unrelated the covariation, the greater the independence. Then, a zero correlation represents complete independence and -1.00 or 1.00 indicates complete dependence. Independence viewed in this way is called statistical independence. Two variables are then statistically independent if their correlation is zero. There is another view of independence, however, called linear independence, which sees independence or dependence as a matter of presence or absence, not more or less. In this perspective, two things varying perfectly together are linear dependent. Thus, variables with correlation of -1.00 or 1.00 are linear dependent. Variables with variation less than perfect are linear independent. Seldom, indeed, will a correlation be zero or perfect. Usually, the covariation between things will be something like .43 or -.16.

How are we to interpret such correlations? Clearly .43 is positive, indicating positive covariation; -.16 is negative, indicating some negative covariation. Moreover, we can say that the positive correlation is greater than the negative. But, we require more than that. If we have a correlation of .56 between two variables, for example, what precisely can we say other than

the correlation is positive and .56? The squared correlation describes the proportion of variance in common between the two variables. If we multiply this by 100 we then get the percent of variance in common between two variables. That is: $r_{jk}^2 \times 100 = \text{percent of variance in common between } X_j \text{ and } X_k$. In thus squaring correlations and transforming covariance to percentage terms we have an easy to understand meaning of correlation. And we are then in a position to evaluate a particular correlation.

As a matter of routine it is the squared correlations that should be interpreted. This is because the correlation coefficient is misleading in suggesting the existence of more covariation that exists, and this problem gets worse as the correlation approaches zero. Consider the following correlations and their squares as the correlation r decrease by tenths, the r^2 decreases by much more. A correlation of .50 only shows that 25 percent variance is in common; a correlation of .20 shows 4 percent in common; and a correlation of .10 shows 1 percent in common (or 99 percent not in common). Thus, squaring should be a healthy corrective to the tendency to consider low correlations, such as .20 and .30, as indicating a meaningful or practical covariation.

The correlation coefficient is a single index that indicates the amount of variation in one variable that is accounted for by the variable it correlated with. To obtain this information, coefficient of correlation is squared. The squared correlation coefficient is called the coefficient of determination. The magnitude of the coefficient of determination indicates the proportion of variance in one variable, explained from knowledge of the second variable. Multiplied by 100, this proportion of variance indicates the percentage of variance that is known, accounted for and determined. Complementing the coefficient of determination is the coefficient of alienation, also called the coefficient of non-determination. The coefficient of alienation equals one minus the coefficient of determination. As presented in table 17, all the variables presented yielded significant relationship at 0.05 significant level. In testing the first hypothesis the Kruskal-Wallis test, The Kruskal-Wallis test (H-test) is an extension of the Wilcoxon test and can be used to test the hypothesis that a number of unpaired samples originate from the same population. In this study, factor codes are used to break-up the (ordinal) data in one variable into different sample subgroups. If the null-hypothesis, being

the hypothesis that the samples originate from the same population, is rejected ($P < 0.05$), then the conclusion is that there is a statistically significant difference between at least two of the subgroups. The table is presented below.

Table 18: Summary of Kruskal-Wallis Test One Way Analysis

Test Statistic	0.328
Corrected for ties	0.241
Degree of Freedom	2
Significance Level	0.602

Nonparametric, Kruskal-Wallis Test. A asymptotic significance level at $p < 0.05$

@ - Rating means (scale range 1 to 5) and $n =$ sample size=1090

Source: Field Survey, 2007

Kruskal- Wallis test was developed by Kruskal and Wallis jointly and is named after them. Kruskal- Wallis test is a nonparametric (distribution free) test, which is used to compare three or more groups of sample data. Kruskal- Wallis test is used when assumptions of ANOVA are not met. ANOVA is a statistical data analysis technique that is used when the independent variable groups are more than two. In ANOVA, we assume that distribution of each group should be normally distributed. In Kruskal- Wallis test, we do not assume any assumption about the distribution. So Kruskal- Wallis test is a distribution free test. If normality assumptions are met, then the Kruskal- Wallis test is not as powerful as ANOVA. Kruskal- Wallis test is also an improvement over the Sign test and Wilxoson's sign rank test, which ignores the actual magnitude of the paired magnitude.

Kruskal- Wallis test statistics is approximately a chi-square distribution, with $k-1$ degree of freedom where n_i should be greater than 5. If the calculated value of Kruskal- Wallis test is less than the chi-square table value, then the null hypothesis will be accepted. If the calculated value of Kruskal- Wallis test H is greater than the chi-square table value, then we will reject the null hypothesis and say that the sample comes from a different population.

In this study, it is tested whether there a significant different in perception of beverage producing companies, customers and marketing organisations on the effectiveness of IMC in promoting customers patronage. Perception of beverage producing companies, customers and marketing organisations on the effectiveness of IMC in promoting customers patronage was

recorded on an ordinal scale from 1 to 5. Since the null-hypothesis is not rejected ($H=0.328, df=2$, and $P=0.602$), the conclusion is that there is no statistical significant difference between the different perception of beverage producing companies, customers and marketing organisations on the effectiveness of IMC in promoting customers patronage.

Hypothesis one under discussion which is stated in the null form states thus: “There is no significant difference in the perception of staff of Beverage companies, marketing communication organizations and consumers on IMC in promoting consumers patronage; three variables are considered here. These are:

- i. Consumers Perceived Agency-Client Integration (CPACI);
- ii. Marketing Communication Organization Perceived Client-Agency Integration (MPACI);
- iii. Staff of Beverage Producing Company Perceived Agency-Client Integration (SBPCPAC).

Literature on IMC suggests that both staff of marketing communication organizations and Beverage producing companies are beginning to perceive the use of IMC and its benefits in the same direction due to the professional advice from marketing communication organizations. However, consumers have different perception because they are not aware of the benefits of its usage.

4.4.2 RESEARCH HYPOTHEIS TWO: The less an **organisation adopts** IMC, the less **fund** it will spend on promotional activities in the long run.

Table19: Correlation Coefficient Matrix of Adoption of Integrated Marketing Communication and fund spent marketing communication activities in the long run

Variations	CPAIME	MPIME	SBOCPIME	CPFSP	MPFSP	SBOCPFSP
CPAIME	1	0.57*	0.82*	-0.52*	-0.61*	-0.68*
MPIME		1	0.72*	-0.66*	-0.55*	-0.58*
SBOCPIME			1	-0.73*	-0.60*	-0.68*
CPFSP				1	-0.65*	-0.66*

MPFSP					1	-0.74*
SBOCPFSP						1
Mean	16	18	16	8	12	10
Standard Deviation	0.46	0.44	0.42	0.40	0.32	0.24

CPAIMC-Consumers' Perceived Adoption of integrated marketing Communication

MPIMC-Marketers' Perceived Adoption of integrated marketing Communication

SBOCPIMC-Staff of Beverage Producing Company Perceived Adoption of Integrated Marketing Communication

CPFSP-Consumers' Perceived fund Spend on Promotion

MPFSP-Marketers' Perceived fund Spend on Promotion

SBOCPFSP-Staff of Beverage Producing Company Perceived fund Spend on Promotion

Table 20: Summary of Kruskal-Wallis Test One Way Analysis

Test Statistic	1.875
Corrected for ties	1.642
Degree of Freedom	2
Significance Level	0.071

Nonparametric, Kruskal-Wallis Test. A asymptotic significance level at $p < 0.05$

@ - Rating means (scale range 1 to 5) and $n =$ sample size=1090

Kruskal- Wallis test is a nonparametric (distribution free) test, which is used to compare three or more groups of sample data. Kruskal- Wallis test is used when assumptions of ANOVA are not met. ANOVA is a statistical data analysis technique that is used when the independent variable groups are more than two. In ANOVA, we assume that distribution of each group should be normally distributed. In Kruskal- Wallis test, we do not assume any assumption about the distribution. So Kruskal- Wallis test is a distribution free test. If normality assumptions are met, then the Kruskal- Wallis test is not as powerful as ANOVA. Kruskal- Wallis test is also an improvement over the Sign test and Wilxoson's sign rank test, which ignores the actual magnitude of the paired magnitude.

Kruskal- Wallis test statistics is approximately a chi-square distribution, with $k-1$ degree of freedom where n_i should be greater than 5. If the calculated value of Kruskal- Wallis test is less than the chi-square table value, then the null hypothesis will be accepted. If the calculated value of Kruskal- Wallis test H is greater than the chi-square table value, then we will reject the null hypothesis and say that the sample comes from a different population.

In this study, it is tested whether the less an organisation adopts IMC the more funds it will spend on promotional activities in the long run. Perception of beverage producing companies,

customers and marketing organisations on whether the less an organisation adopts IMC the more fund it will spend on promotional activities in the long run was recorded on an ordinal scale from 1 to 5. Since the null-hypothesis is not rejected ($H=1.875, df=2$, and $P=0.071$), the conclusion is that there is no statistical significant difference on whether the less an organisation adopts IMC the more fund it will spend on promotional activities in the long run. Therefore, the second hypothesis that states the less an organization adopts IMC principles the more fund it will spend on its promotional activities in the long run is upheld at ($H = 1.875; df = 2; \text{and } p = 0.071$) significant level.

4.4.3 RESEARCH HYPOTHESIS THREE

Hypothesis 3: H_1 : The more an **organisation adopts IMC principles the more profitable longterm client-customer relationship it will build.**

Table 21: Correlation Coefficient Matrix of Adoption of Integrated Marketing Communication and client-customer relationship

Variations	CPAIMC	MPIMC	SBOCPIMC	CPCCR	MCR	SBOCPCCR
CPAIMC	1	0.57*	0.82*	-0.58*	-0.67*	-0.64*
MPIMC		1	0.72*	-0.74*	-0.51*	-0.53*
SBOCPIMC			1	-0.88*	-0.59*	-0.66*
CPCCR				1	-0.72*	-0.60*
MPCCR					1	-0.77*
SBOCPCCR						1
Mean	16	18	16	8	12	10
Standard Deviation	0.46	0.44	0.42	0.40	0.32	0.24

Source: Field Survey, 2007

Key:

CPAIMC-Consumers' Perceived Adoption of Integrated Marketing Communication

MPIMC-Marketers' Perceived Adoption of Integrated Marketing Communication

SBOCPIMC-Staff of Beverage Producing Company Perceived Adoption of Integrated Marketing Communication

CPCCR-Consumers' Perceived client-customer relationship

MPCCR-Marketers' Perceived client-customer relationship

SBOCPCCR-Staff of Beverage Producing Company Perceived client-customer relationship

Table 22: Summary of Kruskal-Wallis Test One Way Analysis

Test Statistic	57.415
Corrected for ties	56.246
Degree of Freedom	2
Significance Level	0.012

Nonparametric, Kruskal-Wallis Test. A asymptotic significance level at $p < 0.05$

@ - Rating means (scale range 1 to 5) and n = sample size=1090

Kruskal- Wallis test is a nonparametric (distribution free) test, which is used to compare three or more groups of sample data. Kruskal- Wallis test is used when assumptions of ANOVA are not met. ANOVA is a statistical data analysis technique that is used when the independent variable groups are more than two. In ANOVA, we assume that distribution of each group should be normally distributed. In Kruskal- Wallis test, we do not assume any assumption about the distribution. So Kruskal- Wallis test is a distribution free test. If normality assumptions are met, then the Kruskal- Wallis test is not as powerful as ANOVA. Kruskal - Wallis test is also an improvement over the Sign test and Wilxoson’s sign rank test, which ignores the actual magnitude of the paired magnitude.

Kruskal- Wallis test statistics is approximately a chi-square distribution, with k-1 degree of freedom where n_i should be greater than 5. If the calculated value of Kruskal- Wallis test is less than the chi-square table value, then the null hypothesis will be accepted. If the calculated value of Kruskal- Wallis test H is greater than the chi-square table value, then we will reject the null hypothesis and say that the sample comes from a different population.

In this study, it is tested whether the more an organisation adopts IMC principles the more profitable long term client=customer relationship it will build. Perception of beverage producing companies, customers and marketing organisation adopts IMC principles the more profitable long term client=customer it will build was recorded on an ordinal scale from 1 to 5. Since the null-hypothesis is rejected and the above research hypothesis is upheld at (H=57.415,df=2, and P=0.012), the conclusion is that the more an organization adopts IMC principles, the more profitable long term client customer relationship it will build.

4.4.4 RESEARCH HYPOTHESIS FOUR

Hypothesis 4: H₁: The more an organisation adopts IMC tools at different stages of a product life cycle the more market share it will build.

Table 23: Correlation Coefficient Matrix of Adoption of Integrated Marketing Communication and Results Achieved

Variations	CPAIMC	MPIMC	SBOCPIMC	CPRA	MPRA	SBOCPRA
CPAIMC	1	0.57*	0.82*	-0.56*	-0.64*	-0.65*

MPIMC		1	0.72*	-0.63*	-0.57*	-0.52*
SBOCPIMC			1	-0.77*	-0.63*	-0.66*
CPRA				1	-0.65*	-0.65*
MPRA					1	-0.72*
SBOCPRA						1
Mean	16	18	16	8	12	10
Standard Deviation	0.46	0.44	0.42	0.40	0.32	0.24

Source: Field Survey, 2007

Key: * Significant at 0.05

** Not Significant

CPAIME-Consumers' Perceived Adoption of Integrated Marketing Communication

MPIMC-Marketers' Perceived Adoption of Integrated Marketing Communication

SBOCPIMC-Staff of Beverage Producing Company Perceived Adoption of Integrated Marketing Communication

CPRA-Consumers' Perceived Results Achieved

MPRA-Marketers' Perceived Results Achieved

SBOCPRA-Staff of Beverage Producing Company Perceived Results Achieved

Table 24: Summary of Kruskal-Wallis Test One Way Analysis

Test Statistic	1.713
Corrected for ties	1.646
Degree of Freedom	2
Significance Level	0.711

Nonparametric, Kruskal-Wallis Test. A asymptotic significance level at $p < 0.05$

@ - Rating means (scale range 1 to 5) and $n =$ sample size=1090

Kruskal- Wallis test is a nonparametric (distribution free) test, which is used to compare three or more groups of sample data. Kruskal- Wallis test is used when assumptions of ANOVA are not met. ANOVA is a statistical data analysis technique that is used when the independent variable groups are more than two. In ANOVA, we assume that distribution of each group should be normally distributed. In Kruskal- Wallis test, we do not assume any assumption about the distribution. So Kruskal- Wallis test is a distribution free test. If normality assumptions are met, then the Kruskal- Wallis test is not as powerful as ANOVA. Kruskal- Wallis test is also an improvement over the Sign test and Wilxoson's sign rank test, which ignores the actual magnitude of the paired magnitude.

Kruskal- Wallis test statistics is approximately a chi-square distribution, with $k-1$ degree of freedom where n_i should be greater than 5. If the calculated value of Kruskal- Wallis test is

less than the chi-square table value, then the null hypothesis will be accepted. If the calculated value of Kruskal- Wallis test H is greater than the chi-square table value, then we will reject the null hypothesis and say that the sample comes from a different population.

In this study, it is tested whether the more an organization adopts IMC principles at different stages of a product life cycle, the more market share it will build. Perception of beverage producing companies, customers and marketing organization on whether the less an organisation adopts IMC principles at different stages of a product life cycle, the more market share it will build was recorded on an ordinal scale from 1 to 5. Since the null-hypothesis is rejected and the above research hypothesis is upheld at ($H=1.713, df=2$, and $P=0.711$), the conclusion is that the more and organization adopts IMC principles at different stages of the product life cycle the more market share it will build on the long run.

4.5 Discussion of the Findings

As stated earlier, discussion in this study followed the hypotheses raised and tested and they are presented below:

4.5.1 Hypothesis One

The first hypothesis, which states that there is no significant difference in the perception of staff of beverage producing companies, customer and marketing communication organizations on the effectiveness of IMC in promoting consumer patronage of beverage products was rejected. This implies that there are significant differences in the perception of staff of beverage producing companies, customers and marketing communication organizations on the effectiveness of IMC in promoting consumers patronage of beverage products. This finding agrees with earlier findings .Caywood and Ewing, (1991) reported that clients who allowed their agents to spend their time on what they believed to be the highest value activities enjoyed almost four times greater year-over-year gains than those clients who opted to manage them via detailed task lists. Other findings such as Kallmeyer & Abratt (2001) Eagle and Kitchen (2000) revealed that IMC is successful when clients provide the advertising agents with lots of information about their strategic goals, promotion calendars, marketing communication objectives, merchandise seasonality, their economics and margins, their customers, their site analytics, etc (Cornelissen and Lock 2000). They reported that Integrated Marketing Communication plans and programmes help ensure public awareness,

understanding, accessibility and appreciation more when advertising agents and customers agree on the mode and patterns. Kitchen, (2003) found that in many Fast Moving Consumer Goods (FMCG) companies, public relations personnel operate under the auspices of, and report to, marketing and advertising agents. This ensures partnership in planning adverts that is effective. Duncan and Moriarty (1997) reported that “collaborative partnership” approach works better than “complete client’s weekly task list” They added that a marketing plan that emanated from contributions of agents and companies is well designed, executed and strategically integrated with all of the operational planning and action initiatives help to make the products more competitive, accessible and visible to the consumers. Gronstedt, (1996) found that the way Integrated Marketing Communication is coordinated between the agencies with other (in-house) disciplines, and, closely related, the structure and nature of the client organization determines level of success of Integrated Marketing Communication.

4.5.2 Hypothesis Two

The research hypothesis two which stated that “the more an organisation adopts IMC, the less fund it will spend on promotional activities in the long run” was upheld. This implies that the more an organisation adopts IMC the less fund it will spend on promotional activities in the long run. In an attempt to discuss this finding, it is necessary to mention that promotional expenditures are typically analyzed as a percentage of sales, which is known as the promotional/ advertising-to-sales ratio. Baldinger, (1996) report that advertising-to-sales ratios, at the level of the whole industry (defined as all products, all brands, and all members of brand families sold) are for most industries less than 4%, averaging around 2% to 3%.. In a study conducted by Gould, (2000) the retailers were asked to indicate whether they measured the effectiveness of their advertising, promotion and others, and how this was done. A surprising 69 percent measured the effectiveness of their advertising programmes by monitoring changes in customer traffic and sales during the promotion period. They equally reported a reduction in the advertising budgets due to a relative high sales turn over. The analysis from table 15 where the five questions that deals with funds spent on promotional activities suggests that firms will spend less in the long run on marketing communications if they adopt the IMC approach. The mean and the standard deviation of marketing communication agencies and those from the staff of beverage producing companies support this view. It needs be mentioned according to Belch and Belch, (2005), Broderick and Pickton, (2005), Copley, (2004), Fill, (2006), Pelsmacker, Gellens and Berg, (2004) and a number of scholars asserted that a number of factors are taken into consideration in determining the marketing communication budgets some of the factors

according to these scholars include:

- (i). The marketing communication objective
- (ii). Resources available to the firm.
- (iii). Cost effectiveness of the tools to be used.
- (iv). Competitors strategies and their reaction patterns.
- (v). The stage the product is in its life cycle etc.

4.5.3 Hypothesis Three

The research hypothesis three which stated that “the more an organisation adopts Integrated Marketing Communication the more organisation-customer relationship it will build” was upheld. This implies that the more an organisation adopts Integrated Marketing Communication the more organisation-customer relationship it will build. This present finding supported the earlier findings which supported the importance of Integrated Marketing Communication in building organisation-customer relationship.

One of these findings indicated that Integrated Marketing Communication places an emphasis on improved organizational performance more as a consequence of retaining existing consumers than of attracting new ones (Evans and Laskin, 1994; Gummesson, 1998). These findings supported the fact that the benefits of Integrated Marketing Communication are not restricted to organizations and their profitability. Once a relationship is established, all parties should realize benefits. Benefits as reported by Harker,. (1999) arising from the establishment of long-term relationships are substantial for providers. Indeed, the economics of customer retention is a fundamental principle that underlies Integrated Marketing Communication (Cornelissen & Lock, (2000). Organizations expect to sell more to existing customers and possibly also sell at a higher margin and a lower cost due to enhanced customer knowledge and customer switching costs (Reichheld and Sasser, 1990). In short, a study has reported that firms participate in relationships in order to obtain benefits associated with increases in revenue and/or cost reduction (Ford, 1980). In many instances, researchers have implicitly assumed that consumers rather than organizations want relationships and that those relationships represent some value for them (Barnes 1994). Benefits that have typically been reported including the reduction of risk, improved exchange efficiency and enhanced value.

4.5.4 Hypothesis Four

The research hypothesis three which stated that “the more an organisation adopts IMC at different stages of a product life cycle the more market share it will build, ” was upheld. The earlier

findings show that the effect of IMC on market share seems to go beyond the current period and extend to future ones. To be effective, images arising from popularity must become part of a longer process. For example, perceived quality image associated with brand popularity can enhance customer satisfaction with regard to the usage experience. Knowing that a car is the top-selling brand can affect the experience of driving it; the user can actually feel different (Aaker 1991). It is generally believed that if brand popularity provides such intangible value to customers, then customers tend to "return" value to firms by enhancing their brand loyalty as well as transferring its good image to others through word-of-mouth, which will ultimately influence the sales of the brand in future periods. Studies also documented the advantage of being the most popular brand (i.e., an established market leader) in terms of market share or profit. Although the effect of timing of entry on the established leadership has proven controversial, these studies seem to agree that if a brand is established as the most popular brand (i.e., market leader), then it will acquire more favourable evaluations from consumers in terms of their attribute ratings, overall attitudes, and intentions and engagement in IMC which in turn has produced larger shares in the long run at the aggregate market level [Scherer and Ross, 1990].

The prevalent view is that early movers coupled with adoption of IMC in a given product sector enjoy enduring advantages over late entrants (Caves and Porter, 1977; Lambkin, 1988; Mitchell, 1991; Mascarenhas, 1992; Robinson, Fornell and Sullivan, 1992). The rationales for the first-mover advantages come from four major perspectives, namely economic, preemptive, technological, and behavioural factors (DeCastro and Chrisman, 1995; Yeung, Mitchell and Shaver, 1994). Economic factors include cost advantages from economies of scale, the experience curve effect, and asymmetries in marketing costs as result of IMC. Preemptive factors are those that limit or prevent late entrants from gaining access to suppliers, markets, and customers (Bain, 1956). Technological factors including the ability of early movers to set industry standards, keep innovations proprietary, and the advantage to lead continually future research and development. With respect to behavioural factors, studies have shown that early movers often enjoy a higher degree of customer preference and loyalty than late entrants (Carpenter and Nakamoto, 1989). Early movers benefit from asymmetries in terms of switching costs, reputation, information, and consumption experience (DeCastro and Chrisman, 1995). While early-mover advantages have been shown to be empirically robust, there are circumstances under which late entrants may overcome the disadvantages (Lilien and Yoon, 1990). These conditions include free-rider effects, low costs of imitation, shifts in technology and consumer preferences leading to new product and market opportunities, or simply the complacency of early movers (Carpenter and Nakamoto, 1989;

Lieberman and Montgomery, 1988). Many studies have been able to relate first-mover advantages to market performance. Early movers often command larger market shares than late entrants (Mitchell, 1991; Robinson, Fornell and Sullivan, 1992). Many researchers believe that if an order of entry advantages exists, an increase in the lead time (i.e., the time gap between the entries) should enhance these advantages (Huff and Robinson, 1994). This is because early entrants face little competition before the entry of late followers and the influence of IMC is more prominent. This temporary absence of competition allows early entrants to establish a strong market position in terms of building brand equity (Alpert and Kamins, 1995; Buckley and Casson, 1981; Schmalensee, 1982), shaping customer preferences (Carpenter and Nakamoto, 1989), broadening product lines (Robinson, Fornell and Sullivan, 1992), and so on.

Evidently, a firm's profitability and market share performance are determined by many different factors. The size of firms has long been of interest to business researchers. Large firms have more resources to invest in innovation (Cohen, 1996), pursue more aggressive expansion strategies and adoption of IMC (Buckley and Pearce, 1979), and perform better (Smith, Guthrie and Chen, 1989). Large firms benefit from economies of scale, scope, and learning (DuBois, Toyne and Oliff, 1993; Kobrin, 1991). In short, large firms tend to perform better holding other factors constant (Rao and Rutenberg, 1979).

More importantly, proficiency in deploying and managing the firm's assets is of vital importance (Lieberman and Montgomery, 1988; Robinson, Fornell and Sullivan, 1992). Foreign firms need to pay particular attention to achieving and maintaining high operational efficiency when they expand the size of their local operations (Chang, 1995; Peng and Heath, 1996).

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CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

The main aim of this study is to investigate the impact of Integrated Marketing Communications on consumers' patronage of Nigerian beverage companies' products. This chapter however, discusses the findings of the hypotheses raised and tested in this study. The results of this study presented were discussed. The hypotheses stated for the study guided the arrangement of the discussions. This is followed by conclusions that were drawn from the findings. Recommendations and suggestions for further studies were included.

5.1 Summary of Findings

Findings from this research are divided into two parts; namely, (i). Summary of findings from empirical study. (ii). Summary of findings from theoretical study.

5.2 Summary of Findings from Empirical Study

Successful marketing communication relies on a combination of options called the promotional mix. These options include advertising, sales promotion, public relations, direct marketing, and personal selling. The Internet has also become a powerful tool for reaching certain important audiences. The role each element takes in a marketing communication programme relies in part on whether a company employs a push strategy or a pull strategy. A pull strategy relies more on consumer demand than personal selling for the product to travel from the manufacturer to the end user. The demand generated by advertising, public relations, and sales promotion "pulls" the good or service through the channels of distribution. A push strategy, on the other hand, emphasizes personal selling to push the product through the marketing channels. (The Channels of distribution). These two channels have been considered in this study and factors that promote the two channels were investigated the summary of the findings presented below.

1. The higher the agency-customer integration the more effective the Integrated Marketing Communication
2. the more an organisation adopts Integrated Marketing Communication the more fund it will spend on promotional activities in the long run
3. the more an organisation adopts Integrated Marketing Communication the more client-customer relationship it will build
4. the more an organisation adopts Integrated Marketing Communication at different stages of a product life cycle, the more market share it will build

These findings indicated that successful marketing communication relies on sound management decisions regarding the coordination of the various elements of the promotional mix.

5.2.1 Implication of the Findings

Traditionally, academics and practitioners in the field of marketing have supported the notion that marketing communication plays an important role in building and maintaining stakeholder relationships, and in leveraging these relationships to build brand and customer equity (Ambler et al., 2002; Duncan and Moriarty, 1998; Jones and Blair, 1996; Rust et al. 2004). Nevertheless, achieving a positive return on marketing communication investment is becoming difficult as the dynamics of markets change. A number of issues that affect how customers respond to marketing offers, and how marketing communication is managed, have been identified (Duncan and Mulhern, 2004; Schultz and Schultz, 1998; Shimp, 1999). These including the evolution of IMC have two origins. Marketers began to realize that advertising, public relations, and sales were often at odds regarding responsibilities, budgets, and management input and myriad of other decisions affecting the successful marketing of a brand. Executives in each area competed with others for resources and a voice in decision-making. The outcome was inconsistent promotional efforts, wasted money, counterproductive management decisions, and, perhaps worst of all, confusion among consumers.

Finding from this research show that the development of Integrated Marketing Communications requires an in-depth analysis of the market. This analysis might make use of marketing research as input, which in turn will provide basis for the development of market strategies. Findings also show that there is need for companies to properly integrate itself its Advertising Agency (Client - Agency integration) so that a better communication can be produced to be sent across to target audience.

The production of quality products to match good communication is very important. A quality product will be easily promoted than a bad or unwanted product. Findings also suggest that marketing communication messages must stress the unique benefits of the product and the product's unique selling points. This will make the product to sell well when promoted.

The marketing perspective itself began to shift from being market oriented to market driven. According to Lancaster and Massingham, (2001) marketing communication was traditionally viewed as an inside-out way of presenting the company's messages. Advertising was the dominant element in the promotional mix because the mass media could effectively deliver a sales message to a mass audience. But then the mass market began to fragment. Consumers became better educated and more skeptical about advertising. A variety of sources, whether controlled or uncontrolled by the marketer, became important to consumers. News reports, word-of-mouth, experts' opinions, and financial reports were just some of the "brand contacts" consumers began to learn and form attitudes and opinions about a brand or company, or make purchase decisions. Advertising began to lose some of its luster in terms of its ability to deliver huge homogeneous audiences. Companies began to seek new ways to coordinate the multiplicity of product and company messages being issued and used by consumers and others.

Thus, two ideas permeate Integrated Marketing Communication: Relationship Building and Synergy. The use of integrated marketing communications will help companies to build strong client-customer value laden relationships. Customers are better informed of the company's messages in a clear and credible manner.

Findings also show that the use of Integrated Marketing Communication will bring about synergy effect. The synergy effect suggests that $2+2=5$. that is, the use of Integrated Marketing Communication will reduce cost of promotion while there is an increase in the benefits arising from marketing communication, such as better market share, sales, competitive messages, etc. Rather than the traditional inside-out view, IMC is seen as an outside-in perspective. Customers are viewed not as targets but as partners in an ongoing relationship. Customers, prospects, and others encounter the brand and company through a host of sources and create from these various contacts ideas about the brand and company. By knowing the media habits and lifestyles of important consumer segments, marketers can tailor messages through media that are most likely to reach these segments at times when these segments are most likely to be receptive to these messages, thus optimizing the marketing communication effort.

Ideally, IMC is implemented by developing comprehensive databases on customers and prospects, segmenting these current and potential customers into groups with certain common awareness levels, predispositions, and behaviour, and developing messages and media strategies that guide the communication tactics to meet marketing objectives. In doing this, IMC builds and reinforces mutually profitable relationships with customers and other important stakeholders and generates synergy by coordinating all elements in the promotional mix into a program that possesses clarity, consistency, and maximum impact.

Practitioners and academics alike, however, have noted the difficulty of effectively implementing IMC. Defining exactly what IMC is has been difficult. For example, merely coordinating messages so that speaking "with one clear voice" in all promotional efforts does not fully capture the meaning of IMC. Also, changing the organization to accommodate the integrated approach has challenged the command and control structure of many organizations. However, studies suggest that IMC is viewed by a vast majority of marketing executives as having the greatest potential impact on their company's marketing strategies, more so than the economy, pricing, and the challenges of the global market.

5.2.2 Factors that can enhance the use of Integrated Marketing Communications by Firms

The views of respondents on factors that can promote the usage of Integrated Marketing Communications are summarized below. These views comprise of those given by marketing communication organizations, consumers of the various beverage products and staff of beverage producing companies as contained in the open-ended questionnaire:

- Respondents believed that there should be increase in the display of professionalism on the part of marketing communications organizations. As professionals in marketing communication, they stand in vantage positions in advising their clients on the best way to combine the various promotional tools in order to achieve clarity, consistency and competitive messages.
- Respondents are of the opinion that there should be better coordination of the marketing communication budget. This, they asserted would lead to reduction in the overall promotional budget and thus have the multiplier effect of increasing the profitability level of such companies.
- Most respondents from marketing communication organizations are of the opinion that there is still need for proper Client-Agency education on the IMC concept. In other words, marketing communication organizations need to properly educate their clients on the inherent benefits they stand to gain if they start adopting the IMC concept in their marketing communication campaigns such as Advertising, Public Relations, Sales Promotion, Personal Selling, Direct and Integrative Marketing.
- Respondents asserted there should also be contentious and selective usage of the marketing communication tools without bias. In other words, management of beverage producing companies needs to be high focused as regards their marketing and promotional objectives. This will enable such objectives to achieve set target.
- It needs be pointed out that most respondents from marketing communication organizations stressed the fact that marketing and promotional objectives must be realistic, measurable, achievable, specific and time bound. This will make firms to know whether or not the objectives are being achieved. If there are needs for

corrections, it can be properly and timely effected so that the firm will not derail on this course of action.

- The place of adequate resources to achieve set objectives cannot be over-emphasized. Firms need to back the set marketing objective with enough or adequate financial muscle. This will not allow competitors to take undue advantage. This is because competitors will certainly respond to the firm's promotional drive. The response of competitors may not necessarily be in respect of promotion but could be through other marketing programmes such as innovative products, better pricing strategies or improved and calculated distribution systems.
- Consumer respondents call for better creation of better advertising messages from beverage producers and attractive sales promotional packages. Consumer respondents believe that sales promotion packages must not be deceitful and must be realistic. Such as sales promotion packages must have incentives that can move consumers to buy more of the company products.
- Companies will be able to achieve set promotional objectives if they produce quality products. Respondents emphasize the production of quality products that can meet people's taste. Respondents believed that firms will be able to beat their competitors with their marketing promotions if such promotions are used on better/quality products produced. Certainly, you cannot continue to deceive the consumers.
- Consumer respondents also believed that marketing promotions will achieve more if companies use more of transit advertising on their sales promotion and advertising messages. They believe that long buses; public buses can carry some of these promotional messages especially in major commercial nerve centres such as Lagos, Port Harcourt, Kaduna, Ibadan, Abuja, Kano, etc. This they believe, will continue to register the marketing communication messages in the minds of the people. Moreover, these promotional messages when repeated several times in the people's mind have the effect of making consumers to remember the sales message at the point of purchase.

- Better, effective, and reasonable pricing policies must be given consideration. Respondents believe that firms should not over-price themselves out of the market. Respondents believe that marketing communications will be more impactful if such products are priced effectively and at a degree of reasonability.
- Many respondents re-emphasized the usage of children and youth in promoting beverage products. Most beverage producing companies are already employing this strategy of “catch them young”. Today one easily sees beverage logos and photographs been displayed conspicuously on walls of many nursery/primary schools, signboards of secondary schools, etc. All these have the effect of registering the products well in the minds of these youths right from primary/secondary schools.
- Good personal selling presentation on the part of companies’ salesmen is a factor that respondents believe will enhance the use of Integrated Marketing Communications. Respondents believe that the salesmen messages must be consistent with the advertising and sales promotion messages. This, they believe will help to register the promotion messages well in the minds of consumers.
- Since effective communication must be a two-way flow, respondents are of the opinion that it must consistently gather feedback from their esteemed consumers. Firms must know how satisfied, these consumers are about the company’s products as well as arrays of the company’s promotional tools. This will afford these companies to know how to better improve their messages so that these promotional messages can achieve the set marketing objectives.
- Sponsorship of events such as schools’ inter-house competitions will help promote promotional messages. Firms must seek when most popular schools are embarking on their inter-house competition. In fact, it will be a cheap way of selling the company’s promotional messages in the minds of these youths. During schools inter-house competitions, free products could be given to children and companies can also sell at reduced prices. This will certainly register the company’s sales efforts/messages in the minds of the youths. Moreover, there is need for Nigerian beverage producers to take sponsoring of some major event in the sports arena. Such events according to

respondents include NUGA games, African Cup of Nations. All these events usually draw the attentions of Nigerian youths together. These, respondents believe will help promote the usage of Integrated Marketing Communications.

- The middlemen, according to respondents should not be left out. There is need for periodic seminars and workshop on how best they can help promote company's marketing communications efforts. Since the channel of distribution represent important place in the marketing programme, respondents believe that channel members can help promote the diffusion of Integrated Marketing Communication ideas.
- There is need for companies to start exploring the use of Internet in selling their products to distributors. Placing such "distributors wanted" on the net can also help in promoting a company's selling effort.
- Diffusion of effective communication messages is also a function of consumers' cultural background and values. Respondents believe that marketing communication messages can be better presented in such a way so as to capture the cultural way of life of the people. Beverage producers must take the people's cultures and way of life into cognizance when preparing their marketing communication messages.
- Marketing communication messages must be consumer oriented and not just profit oriented. Respondents believe that if marketing communication messages are really consumer oriented, firm's will make their money in the long run through repeat purchases, enhanced market share, and customer loyalty.
- There is also the need to ensure that firms create awareness programme for their products using appropriate mix of the promotional elements. Catching advert messages must be designed in such a way that consumers can remember these messages at the point of purchase. Since "AIDA model" emphasizes Attention! Interest! Desire! And Action; respondents believe that firms must design their messages in such manner that the final action which represent purchase can be obtained from consumers.

- Marketing starts with research and it also ends with research. Respondents therefore believe that firms must constantly do research before production and that there should also be post purchase research to find out the extent of consumer satisfaction. The performance of this research respondents believe would help to improve the design of message and the use of marketing communication elements.
- Respondents also emphasized the usage of opinion leaders and societal celebrities to promote the diffusion of Integrated Marketing Communication. There is the need to carry these opinion leaders along in the execution of marketing communication programmes campaigns.
- Marketing communication messages must stress the products benefits and strengths. This respondents believe would help to strengthen the belief and faith of consumers on the products being promoted.
- Many respondents called for increased professionalism in the marketing communication industry. Respondents believed that advertising agencies and other marketing communication firms are better placed to offer professional services to beverage producers. The creative professional touch on the marketing communication messages would be better in promoting the diffusion and usage of marketing communication tools.
- Many of the respondents from marketing communication organizations called for selective usage of marketing communication tools. They opined that such selectivity should be based on number of prevailing factors such as the type of the products, nature of target audience, resources available to the organization and more fundamental is the marketing objective which the company has set to achieve. This organizational marketing objective is vital and crucial. The marketing objective will also affect the budget to be spent on the campaign, and can also influence the selection of marketing communication organization that will hand the campaign.
- Effective branding policy is believed to be a strategic factor that can enhance the development of Integrated Marketing Communications. Many respondents believed

that when products are developed to effective brands, usage of integrated marketing communication to promote such products becomes easier and more cost effective. This is because many of the consumers would have been used to the product. Little usage of marketing communication tools would thereafter bring more results.

- Creation of interactive session between clients and their marketing communication organizations is also very vital. Such sessions or opportunities could be used to discuss the inherent benefits of the use of Integrated Marketing Communications and how the client stand to benefits as it would help reduce lost of marketing promotions, better impact and dissemination of highly competitive message across to target audience. Put succinctly, marketing communication organization must show-case the attendant benefits that companies/firms stand to gain if they adopt the Integrated Marketing Communications approach in their marketing communications with relevant stakeholders. Moreover there is need for proper orientation about the structure and the interplay of the synergy of IMC for effective communications.
- For the Integrated Marketing Communications to really occupy its prime place, there is the need for marketing communication organizations to organize seminars/workshop for their clients or advertiser (big or small). This will afford marketing communications organizations to really show-case the benefits of the usage of IMC to their esteemed clients who are advertisers. This definitely promotes the diffusion of the concept among marketing communications practitioners.
- To enhance proper development of Integrated Marketing Communication approach, respondents believe that there is need for marketing communications to always set proper marketing communication objectives. Without objectives, evaluation cannot be in sight. The marketing communication objectives must be definitely specific, measurable, accurate, realistic and time bound. With proper evaluation and success of the IMC approach, other users of the IMC concept will be encourage and motivated if the results are clear and certain.
- Respondents from marketing communication organizations stressed the need for marketing communication organizations to always professionally assist their clients in

properly coordinating the marketing communication tools at each of the stages of the product life cycle. In other words, the combination of the marketing tools to be used at introductory stage of the product life cycle are likely to differ from the tools to be used for growth, maturity, saturation and decline stages. The professional countenances of marketing communication experts will certainly play a vital role in this strategic coordination of the communication tools.

Many respondents recommended that for the use and proper coordination of Integrated Marketing Communication when a firm wants to strategically position itself in the industry such as when a firm wants good increase in its market share and its product sales.

5.3 Summary of Findings from Theoretical Study

Integrated Marketing Communications is the strategic coordination of messages and the media used by an organization in order to collectively influence its perceived brand value (Duncan and Caywood, 1996). The America Association of Advertising Agencies (4As) sees Integrated Marketing Communications as “a concept of marketing communication planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication discipline – general advertising, direct response, sales promotion and public relations and combines these disciplines to provide clearly, consistency and maximum communication impact”. Many definitions were reviewed in the course of the work. Most authors agreed that integration of the marketing communication mix elements would provide an organization with clear, credible, consistent and better competitive messages to the target audiences/marketers.

The views of various scholars on Integrated Marketing Communication emphasized the need for a synergistic marketing communication plan, that uses multiple tools of marketing communications other than traditional advertising and capitalizes on the strengths of each, with the goal of achieving maximum communication impact. Most

scholars portrayed integrated marketing communication mix as the specific mix of Advertising, Personal Selling, Sales Promotion, Public Relations and Direct Marketing that a company uses to pursue its advertising and marketing objectives. The above view is supported by Davies (2004), Belch and Belch (2004) Prasad and Sethi, (2006) and Wright (2000), among others.

Many scholars summarize the objectives of marketing communications under three main leadings. These are:

- To – Inform
- Persuade
- Remind

The above view is supported by Kallmeyer and Abbratt (2004), Cornelissen (2001) amongst others. The Chartered Institute of Marketing, London (2008) lecture manual added a fourth objective. The Institute uses an acronym “DRIP” to describe this as thus:

- To – Differentiate
- Remind
- Inform
- Persuade

These main objectives are further sub-divided into a number of mini or sub-objectives i.e. persuasive promotional objective can be used as follows:

Persuasive promotion

- To ensure brand switching.
- To change customer’s perception of product attributes.
- To influence customers to buy now.
- To persuade customers to call back.

The above marketing communication objectives are further expanded as can be found in Fill, (2006), Belch and Belch, (2004), Wright, (2000), Kallmeyer and Abratt, (2004), Gould, (2000) amongst others.

The illustrative and insightful dimension added to promotional mix elements by Belch and Belch, (2004) in what the joint authors referred to, as IMC planning model is worthy of mentioning. The joint authors traced the genesis of marketing communication from an organizations review of its marketing planning. The organization goes ahead to analyze it's promotional programme situation, analyze its promotional budget and the firm thereafter determines its integrated marketing communication programme. The firm could further take a strategic step by identifying all it's promotional mix elements and then integrates it's marketing communication strategies.

The findings from literature reveal that the development of marketing communication programme requires an in-depth analysis of the market. This analysis might make extensive use of marketing research as an input, which in turn provides the basis for the development of marketing strategies with regards to product, pricing, distribution and promotion decisions. The above analysis, if effectively done and implemented could serve as the road map to follow in achieving the set marketing goals. The above view is supported by Baldinger, (1996); Duncan, (2002); Eagle et al, (1999); Gould, 2000; amongst others.

The literature reveals that IMC must show five significant features. These according to Kitchen et al (2004), where the joint authors adapted and modified the weakness of Duncan (2002). These features are:

- The primary goal of IMC is to affect behaviour through direct communication.
- The process should start with the customer or prospect and then work backward to the brand communicator.
- IMC should use all forms of communication and all sources of brand or company contacts as prospects message delivery channels.
- The need for synergy is paramount with coordination helping to achieve a strong brand image.

- IMC requires that successful marketing communication needs to build a relationship between the brand and the customer. Their view above, is also supported by Kallmeyer and Abratt, (2001); Low, (2000) and Kliatchko, (2005) among others.

The authors added the fact that it is important to consider the relative strengths and weaknesses of each of the promotional mix components when deciding how to properly utilize the marketing communication mix in order to meet the set marketing objectives.

The strategic place of the marketing communication mix in the lives of different product is emphasized in most of the literatures. Picton and Broderick, (2005) gave a summary view of the different marketing communication tools to be used at each stage of a product's life such as at introduction; growth; maturity/saturation stage and decline. This view is further presented below:

Figure 29: The product's life cycle and examples of the strategic use of integrated marketing communications

Introduction	Growth	Maturity/saturation	Decline
<ul style="list-style-type: none"> • Emphasis on awareness building especially among innovators and early adopters (pull strategies) • Emphasis is on trade push strategies to obtain distribution acceptance • Emphasis on PR activities and advertising 	<ul style="list-style-type: none"> • Emphasis continues on building awareness and adoption by new customer (early adopter, early majority) • Emphasis on trade push strategies to gain distribution penetration • Advertising and PR may be increased as 	<ul style="list-style-type: none"> • More emphasis may be required on brand differentiation. If competitive environment requires it, re-positioning may be considered • Emphasis on keeping customer (loyalty promotion) and sales 	<ul style="list-style-type: none"> • Promotional effort may be reduced to harvest brand profits • Before decline, consideration will be given to rejuvenating brand or re-position brand to new users or attract lapsed users • 'New, improved' versions of the

<p>to generate awareness and image building and assist in positive attitude formation.</p> <ul style="list-style-type: none"> • Emphasis on sales promotions to induce trial and encouragement of inclusion in customers' repertoire sets • Strong sales force emphasis may be a feature for some products in, for example, industrial durable market 	<p>increases in sales revenue permit larger expenditures</p> <ul style="list-style-type: none"> • As product moves into mass market, wider audiences are included in target specification • Sales promotions may still be emphasized as new customers are encouraged but as demand increases, price offers may be used less • Promotions encouraging 'loyalty' may feature prominently • Efforts to encourage positive word of mouth 	<p>promotions to encourage brand switching from competing brands</p> <ul style="list-style-type: none"> • Reminder advertising encouraging customers to keep brand within repertoire set • Sales promotions to encourage increased usage • Trade promotions used to maintain distribution penetration prominence 	<p>brand may appear and be promoted to extend the PLC</p>
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Source: Picton and Broderick (2005) Integrated Marketing Communication. Pearson Education Limited, Edinburgh Gate England. Second Edition. P438

Choosing the right and appropriate marketing promotional tool is very essential if a firm is to meet the set marketing objectives. Picton and Broderick, (2004) presented all the promotional tools and how each of the tools has an overlap on the other tools. In others, the authors gave incisive picture of how each of the tools affects the others. The choice of a firm's marketing communication tool(s) is largely influenced by a number of factors such as business mission, business objectives, marketing objectives, promotional objectives, resource availability, competitors' activities and competitors' reaction pattern,

target audience and the type of product, amongst others. Most authors identifies some of these factors such as White, (2004) quoting CIM London, (1994).

The literature explains the linkages between a firm's knowledge of consumer behaviour and the impact of marketing communication on target audience. Fill, (2005) opines that the process of deciding a message, whether it be from an advertiser or simply in the form of an article which interest the consumers/buyers, will be substantially influenced by a number of perceptual factors. Swan, (2004) adds that perception is about how we manage the various stimuli that we encounter. From a marketing communication perspective, we are dealing with advertisements, promotions, members of the sales force, direct mailers, etc., all of which represent stimuli. The authors go ahead to emphasize that perception of stimuli involves three components. These are attention-getting, organizing and interpretation.

The theory of consumer behaviour also gives an insight into what influences the consumer to buy, why, how and the post purchase decisions. The study of consumer buying behaviour by an organization is important for a number of reasons such as:

- The buyer's reaction to the organization's marketing strategy has a major impact on the success of the organization.
- It organizations are to truly implement the marketing concept, they must examine the main influences on what, where, when and, how customers buy. Belch and Belch (2004) added that only in that way, they will be able to devise a marketing mix that satisfies the need of their customers.
- By gaining a better understanding of the factors influencing their customers, how their customers will respond, organization will be better able to predict the effectiveness of their marketing efforts.

Most of the literatures explained the marketing communication process. Of fundamental importance is that five major ingredients are important in effective if communication

must take place. These essential ingredients are the source of the message, the message, the channel, the receiver and feedback, (Adeleke, 2001). In designing an effective marketing communication messages, the presence of the AIDA model is very vital (Fill, 2005).

5.3.1 BENEFITS OF IMC

Benefits of Integrated Marketing Communication Picton and Broderick, (2005) presented an highlight of what the authors considered as part of the benefits of the use of Integrated Marketing Communication by firms. These according to the authors include:

- Create integrity.
- Consistent message.
- Unbiased marketing commendations.
- Better use of media.
- Greater marketing precision.
- Operational efficiencies.
- Cost control.
- High calibre consistent service.
- Easier working relations.
- Greater agency accountability.

Belch and Belch, (2004) stressed that the greatest benefit derived from the integration of marketing communications is synergy. Synergy can be described as the addition of $2 + 2 = 5$ phenomenon.

By bringing together the various facets of marketing communications in a mutually supportive and enhancing way, then the resulting “whole” is more than the simple sum of its parts. For example, Schimp (2000) illustrated this by adding that images and messages used in television advertising are carried through poster and magazine advertisements and are also presented at point-of-sale display on packaging, sales promotion and

merchandizing and in other promotional activities. Each element enhances and supports the other in a consistent fashion.

Integration is not just easy to achieve, however, when it is achieved, the 4Es and 4Cs of IMC will definitely create the synergistic benefits of integration.

Pickton and Broderick (2005) listed these 4Es of IMC as:

- **Enhancing** – improve, augment; intensity.
- **Economical** – least cost in the use of financial and other resources not wasteful.
- **Efficient** – Doing the right thing; competent not wasteful.
- **Effective** – Doing the right thing; producing the outcome required.

The joint authors also enumerated the 4Cs of Integrated Marketing Communications which is also supported by CIM London (2007 – 2008) lecture manual. These include:

- **Coherence** – logically connected firmly stuck together.
- **Consistency** – non self contradictory, in agreement, harmony, accord.
- **Continuity** – connected and connected and consistent overtime.
- **Complementary communication** – producing a balanced whole; supportive Communication.

There are enormous linkages between literature review and data obtained from the field. These can be seen in the light of the following:

The need for better integration between Beverage producers (clients) and their Marketing Communication Agencies. This will provide for sound and cost effective messages. This is supported by both empirical and theoretical findings.

Empirical findings supports the fact that the more an organization adopt Integrated Marketing Communication the less fund the company will spend in the long run. This

view is also supported by a number of scholars in the literature such as Fill (2006), Belch and Belch (2005) amongst others.

Empirical findings support the fact that Integrated Market will help promote client – customers relationship. This view is also supported by a number of scholars in the literature on this research work. This is because literature emphasizes the fact that the use of integrated marketing communications will promote consistent messages; better use of media; easier working relations, greater Agency accountability and greater marketing precision; amongst others.

There are also linkages between the work of Kliatchko (2005) and empirical findings. Kliatchko (2005) believes that IMC should be grounded on three pillars which are (i) Audience Focused (ii) Channel Centred (iii) Result Driven. Empirical findings show that Integrated Marketing Communication focus on a number of audiences, which are consumers, and other stakeholders. It also uses many channels to achieve results.

The results of effective use of IMC according to findings include cost savings; clear consistent and competitive messages; promotes relationship building between the company and its esteemed customers, amongst others.

5.4 Conclusion

It is worthy of note that many companies still rely on one or two marketing communication tools in their attempt to achieve their marketing communication objectives. This practice persists despite growing sophistication of consumers, dynamic nature of the market, growing competition in most industrial sectors and the need for efficient allocation of marketing communication budgets. Yet, the wide range of marketing communication tools, messages and audiences make it imperative for companies to move towards the IMC approach in an effort to ensure clarity of messages, consistency, and credible messages and above all, a competitive message across to target audience.

A careful comparison of the theoretical findings and the findings from this research shows some fundamental issues.

- In the work of Kliatchko (2005), he believe that MIC should be grounded on three pillars which are (i) Audience Focused (ii) chemical centered (iii) Result driven. The result of this research confirms that Integrated Marketing Communications direct is focus on audiences, which are consumes, other stakeholders and it also uses many channels to achieve results.
- Findings of this research confirm that Integrated marketing Communication can help Organizations to maintain long term customer relationships.
- Findings confirmed that the use of Integrated Marketing Communications will make a company product to compete effectively in the market. This is achieved through clear, consistent and competitive messages across to target audiences. The result of this is that the company will start to entry good customers patronage, which result into better market share for its product as the company message is highly clear and competitive. This is confirmed in Table 18 in the results of the analysis of variance presentation.
- It is fundamental to note that findings confirm that proper implementation of integrated Marketing Communications will help an organization to reduce its cost of marketing communications in the long run. This is because of the energy effect, which the integration of marketing Communications will produce. This is confirmed in Table 19 in the correlation coefficient matrix and in the Summary of Analysis of variation in table 20 respectively.

One strategic benefit of IMC is that it helps produce stronger message, consistency and consequently greater sales impact. IMC helps in improving the company's ability to reach the right customers with the right message, at the right time and in the right place.

It has been theoretically and empirically shown that the usage of IMC reduces media waste (reduction in cost of marketing communication) and helps in promoting and

improving the company's competitive edge. The usage of IMC will definitely increase impact, make ideas more effective and provide greater consistence communication. Respondents believed that the use of IMC would improve clients' returns from marketing communications investments.

5.5 Policy Implications/Recommendations

- There is need for organizations to first conduct research in effectively identifying the need for marketing communications, where and to what extent.
- Companies need to properly integrate their marketing communications agencies, Advertising Agencies & Public Relations firms with one another in order to ensure clarity of messages, consistency, credibility and a highly competitive message across to target audience. However, if a firm cannot do this, then it is advisable such a firm should use one single agency for its marketing communication messages.
- There is need for an organization to be consistent and not conflicting about its marketing communication because consistency in message creates better awareness, reinforces the message and helps in building a solid brand while conflicting messages confuses and could even scare away customers.

Needs for organizations to institute regular cross-functional meetings e.g. meetings involving all departmental heads that are involved in the IMC programmes.

Again, firms should also foster inter-departmental communications to ensure that each group is living up to expectations where necessary, to identify unexpected problem or challenges.

- Proper training must be accorded to employees (staff) of both client companies and those from marketing communication agencies. This will yield better marketing communication results.
- The monitoring mechanism must be adequate. There is need to monitor the results of marketing communications across all media.

- Kotler, (2001) opines that organizations must have a rethink on compensation on IMC implementation. Since IMC focuses on delivering results across all organizations, the author suggests that incentive programmes should be linked to achieving the organizational goals and not merely the individual or departmental objectives.
- There should be close relational integration between the agency and client and improved IMC should involve proactively seeking to be collaborative in communications jointly adopting and applying information technology, sharing research and developing trust and communications, Stephen, J. G., Andreas, F. G. and Dawn, B. L. (1999)

The above researchers also suggested that multinational companies may have an additional problem in coordinating communication policies and strategies cross subsidiaries. Hence when a firm has many subsidiaries, there is need for better coordination of marketing communication messages so that, most tools of communication voice out same and consistent message to target audience.

5.6 Contributions to Knowledge

This research believes that users of Integrated Marketing Communications tools so as to enable their marketing communications to achieve the desired objectives must strictly adhere to the following points.

- The design of marketing communication messages must be able to stress the “AIDA” model. That is, the message must succeed in getting the attention of the target audience; secure their interest in the message; Arouse their Desires for the product / idea and the message must succeed in obtaining Action of the Target audience. Action is obtained when the target audience (consumer) buys the product or does that which the advertiser intended. Moreover, satisfaction must be obtained after the action piece. It is this satisfaction that brings about repeat purchases and the foundation of long-term client-customer relationships. Our new model should be AIDAS meaning; Attention→ Interest →Desire→Action→Satisfaction.

- Effective adoption of IMC will afford an organization with a clear, consistent, credible and competitive message to its target audience. When an organization messages its customers / target, markets are clear, credible and competitive, such that the messages will be able to push the company's products or brands to be ahead of other competing products in the market. A credible, clear and competitive message will shake-competing products to their foundations.
- Faithful adoption of IMC principles will help an organization to build strong and sustained long-term relationship with its customers and other stakeholders. This is because, the target audience is not confused and not in doubt about the company messages.
- The use of IMC also ensures that the company makes use of good society celebrities on its Advertising campaigns. This allows the company to carry – these society celebrities along on the company programmes and promotional campaigns.
- The usage of Integrated Marketing Communications will help company / organization to save cost in respect of cost of marketing promotions since the finding of this study shows that the cost of promotion will reduce in the long run. Companies will find adoption of IMC highly useful. There will be provision of better awareness of company products. This is because IMC produces a clear, consistent, credible and competitive message across target markets.

Based on the findings of this research and in the light of the ever dynamic marketing environment, IMC will not only become a choice but a strategic requirement for many clients and advertising agencies around the world, who want to maximize returns on their marketing communication investment

- Managers of resources must appreciate how to manage the promotional mix at the different stages of their product life cycle. This will reduce wastage and help strategise the products among other competing products in the market.

- Mere implementation of different marketing tools together cannot guarantee better results, it is the strategic coordination of marketing communication tools that will facilitate efficient results and help the company to influence its perceived brand value in the eyes of its esteemed customers and other stakeholders.
- The usage of Integrated Marketing Communications can help in influencing school children by convincing their parents to purchase some of the products promoted through IMC approach. This again will help in building strong brand loyalty and the principle of “catch them young” will certainly yield better dividends.

5.7 Suggestions for Further Research

This research investigated the effect of Integrated Marketing Communications on consumer’s patronage of Nigerian Beverage products. It is believed that companies will find the results of the research highly useful when formulating and implementing marketing strategies for their firms. Promotion is an essential key component of the 4Ps of marketing, 7Ps as well as in designing marketing programmes. Therefore, the findings of this study are likely to be highly useful to companies, organizations and other users of Marketing Communications.

In the light of the above further researches or studies can be directed at the following.

- ▶ Further researches can be carried out as regards the impact of Integrated Marketing Communications on the activities of non-profit organizations. This will give room for effective generalization of Integrated Marketing Communication programmes in both profit and non-profit organizations.
- ▶ Future researchers can also beam their light on the roles to be played by different Agencies involved in the implementation of Integrated Marketing Communication programmes. That is, what roles would Advertising agencies play against the roles to be played by Public Relations outfits; Outdoor Agencies and that of media independent agencies who today are involved in media planning and media purchases.

A clear indication of the roles of each of these agencies will avoid conflicts of interest. This will result in better implementation of IMC programmes.

- ▶ Another area where future researches could be carried out has to do with the stage that Integrated Marketing Communications will be more relevant in a product life cycle. In other words, at what stage should managers employ more Integrated Marketing Communications? Should the focus on IMC be at introduction or growth or maturity stage? The research on the stage of the product's life cycle can also include the effective percentage cost at each stage in the product's life cycle. In other words, what percentage of total cost should be spent at introduction, growth, maturity or even at saturation stages?

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APPENDIX I

Department of Business Studies
Covenant University, Ota
P. M B. 1023, Ota. Ogun State
October 16, 2006.

Dear Respondent,

RESEARCH QUESTIONNAIRE

Mr. Kehinde Oladele Joseph, a research student in the above named institution is conducting a Postgraduate Studies research on “**Integrated Marketing Communications and Consumers’ Patronage of Nigeria Beverage Products**”. The objectives of this research among others are to:

- Establish the level of difference in perception of the effectiveness of IMC in improving customers’ patronage by staff of beverage producing companies, customers and marketing communications organizations.
- Ascertain whether proper implementation of IMC programmes by an organization especially in the Nigerian Food and Beverages Industry can help reduce the cost of

marketing communications, thereby having effects of minimizing the company's cost of marketing communications.

- Find out whether the use of IMC by clients (beverage producers) through their advertising agencies can bring about profitable long-term client customer relationships.

Most of the questions are designed in simple format to ensure easy completion by respondents. In your response to the open ended questions, (the last three questions on the last page), you are required to fill the gap. We would like to know your judgment on "how things actually are" rather than on "how things ought to be".

The researcher is aware that some of the information required are confidential, we promise however, to protect your confidentiality.

Thank you in advance for your cooperation.

Prof. J. A. Bello

Researcher's Supervisor

Enclosed:

One Questionnaire

One Self-Addressed Envelope

Questionnaire

Please fill in the gap as appropriate and comment where necessary.

Section A: General information

- I. Sex: male () female ()
- II. Age: years
- III. Marital status:
- IV. What is your highest educational attainment as at present?
.....
.....
- V. What is the nature of your business?

(a) Self Employment () (b) Government Employment ()
(c) Company Employment () (d) Marketing Communication Organization ()

(e) Beverage Producing Organization () (f) Others, Specify
- VI. If you are in paid employment, what is your rank/position in the organization?

(a) Junior Management () (b) Middle Level Management ()

(c) Top Level management

VII. How long have you been working in your present employment?

.....

Section B: General Questions

1. I have heard about integrated marketing communication before.

Strongly Agree Agree Undecided Disagree Strongly Disagree

2. I understand what integrated marketing communications means as the blending of some marketing communication tools such as advertising, sales promotion, public relations, personal selling and direct marketing in order to produce a clear, precise, consistent and more impact on target markets or consumers

Strongly Agree Agree Undecided Disagree Strongly Disagree

3. The level of usage of IMC by Nigerian Beverage companies is quite appreciated.

Strongly Agree Agree Undecided Disagree Strongly Disagree

4. What tools do you think a beverage producing company should use in promoting its products in the market? (Please tick your choice)

- (a) Advertising
- (b) Personal Selling
- (c) Sales promotion
- (d) Public Relations/ Publicity
- (e) Direct and interactive marketing
- (f) A combination of two or more of the above
- (g) Children can be influenced through the use of integrated marketing communications thus making them to convince their parents to buy certain brands of beverage products.

Strongly Agree Agree Undecided Disagree Strongly Disagree

5. Featuring of children in TV commercials for certain beverage brands may likely increase consumers patronage of that brand.



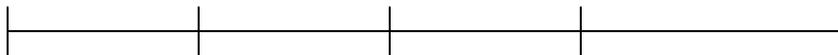
Strongly Agree Agree Undecided Disagree Strongly Disagree

6. The painting of walls of Nursery/Primary Schools with beverage logos such as Bournvita, Milo, Coca-cola logos will help promote consumer patronage of the products.



Strongly Agree Agree Undecided Disagree Strongly Disagree

7. The painting of walls of Nursery/Primary schools with beverage logos such as Bournvita, Milo, Coca-cola logos will have the effect of catching these children from youth (cath them young) and hence will continue to increase patronage of the product.



Strongly Agree Agree Undecided Disagree Strongly Disagree

8. The literate level of the society can encourage a company on its use of integrated marketing communications.



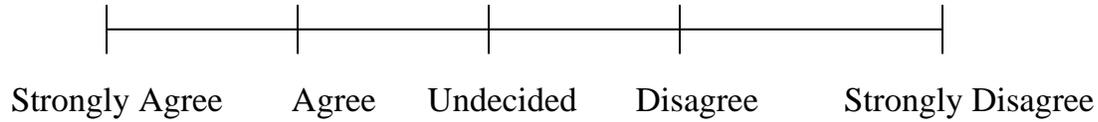
Strongly Agree Agree Undecided Disagree Strongly Disagree

9. The company marketing objectives can determine the level of integrated marketing communication the company would use on its products.

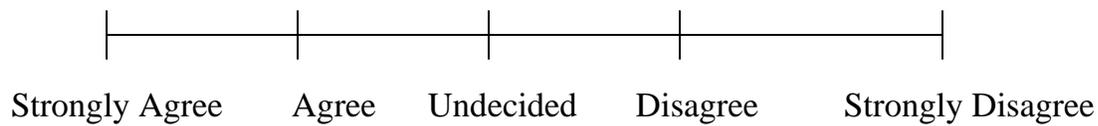


Strongly Agree Agree Undecided Disagree Strongly Disagree

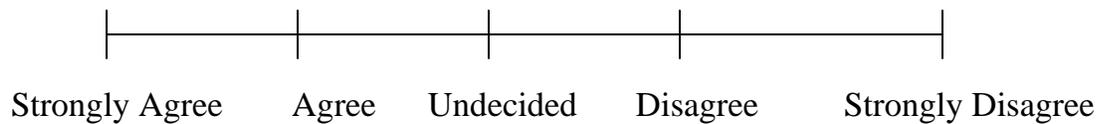
10. Nigerian beverage producers should always continue to use the medium of painting walls of schools and donation of school signboards with the beverage products boldly written as a means of encouraging the sales of these beverage products.



11. The paintings of walls of Nursery/Primary Schools with beverage logos such as Bournvita, Milo or Coca-cola logos will help promote consumer patronage of the products.

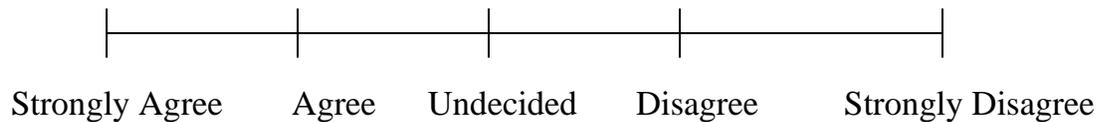


12. School children have real impact in convincing their parents to buy the beverage products which they have seen promoted with the use of different marketing communication tools.

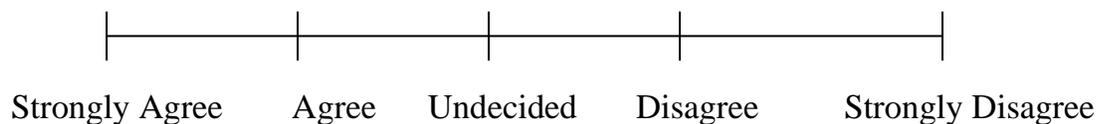


Clients (Beverage Producers) – Agency (Marketing Communication Organs) Integration

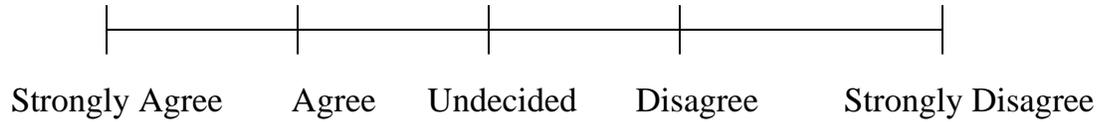
13. Nigerian Advertising agencies are today recommending integrated marketing communications for their clients who are Beverage producers.



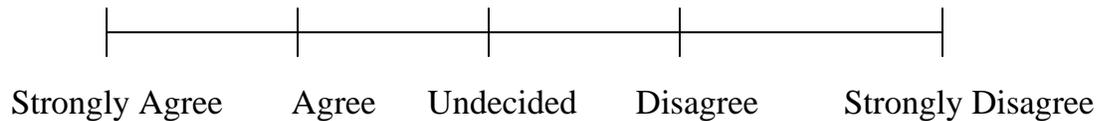
14. Marketing communications Agencies can provide faster solution to clients marketing problems when integrated marketing communications is used.



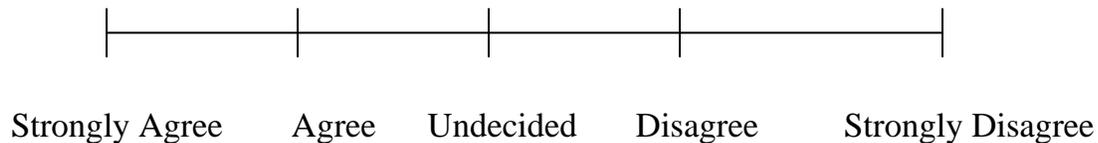
15. The use of integrated marketing communication will promote greater interaction between marketing communications practitioners and their clients which are beverage producers.



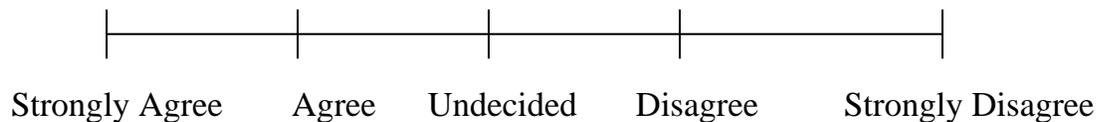
16. The professional expertise of the marketing communication organization organization or Advertising agency that a company uses can help promote the use of integrated marketing communication by such a company.



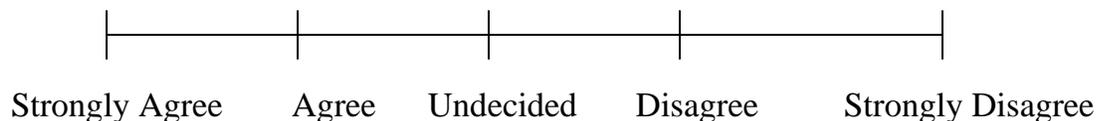
17. The use of integrated marketing communications (IMC) has been growing among marketing communications organizations and clients (Advertisers or beverage producers) in Nigeria in the last eight years.



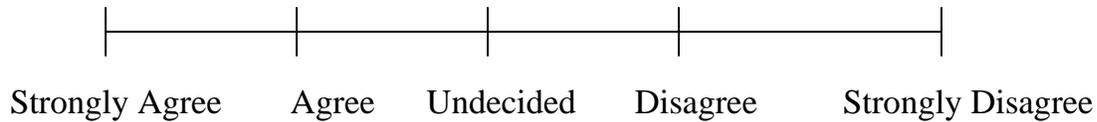
18. Beverage brands that exhibit a strong integrated marketing communication approach will likely exhibit superior client-customer relationships compared with products with less integrated approach.



19. Marketing communications agencies can provide faster solutions to clients marketing problems when IMC is used



20. The use of two or more promotional tools (i.e Advertising, personal selling, public relations, sales promotion and direct marketing) will be effective in promoting the purchase of beverage product in the market.

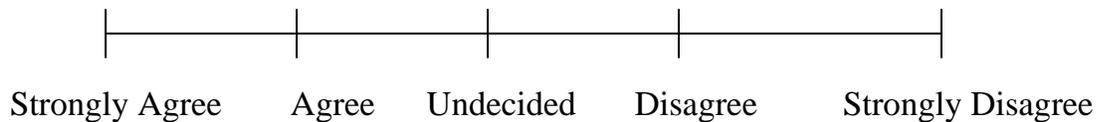


21. If the answer to the above question is in the affirmative, then the two promotional tools that you think are commonly used are :

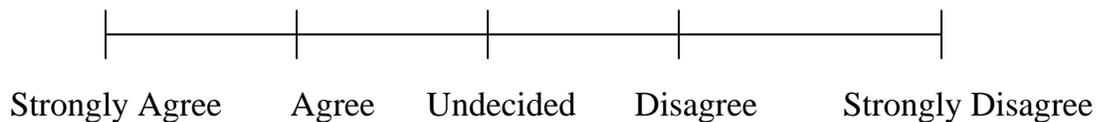
..... and

Effective use/adoption of integrated marketing communications with target consumers

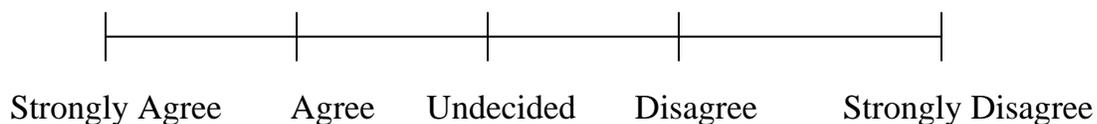
22. Many Nigerian Beverage companies today are using the blend of marketing communications tools to promote their beverage products



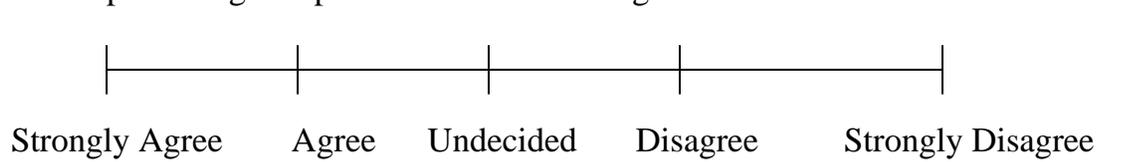
23. The use of integrated marketing communications on a beverage product will help to provide the company with greater professional expertise



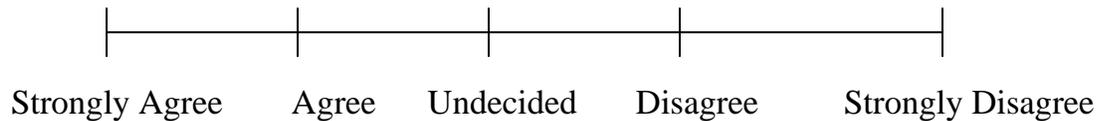
24. The use of integrated marketing communications will provide value added services to consumers of Nigerian beverage products



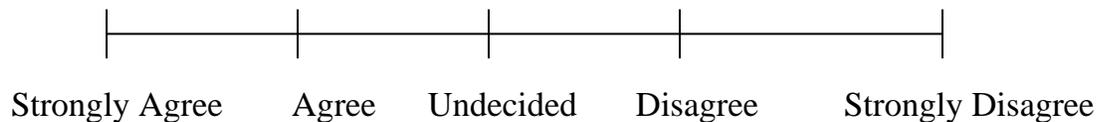
25. Many consumers will prefer beverage-producing companies using the integrated marketing communication (IMC) to promote their products than the beverage producing companies that are not using IMC



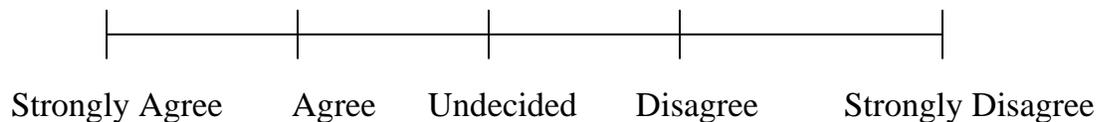
26. Nigerian beverage brands that exhibits a strong integrated communications approach will also exhibit superior performance compared to brands with no integrated marketing communications.



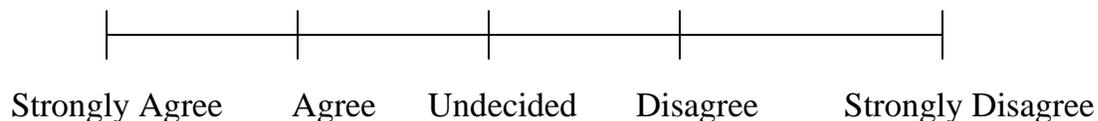
27. The adoption of integrated marketing communications by companies will help beverage producers/clients greater control over their marketing communication programmes



28. The use of two or more marketing communications tool such as Advertising, personal selling, public relations, sales promotion etc will lead to a more consistent approach in achieving an organization's marketing objectives.



29. Proper combination of marketing communication tools by an agency and its clients as regard the implementation of IMC programmes will lead to better effective marketing communication with target consumers



30. The use of marketing communications tools will lead to better coordination of the firm's promotional activities/efforts in the market place



Strongly Agree Agree Undecided Disagree Strongly Disagree

31. Effective implementation of marketing communications principles on a firm's products can make the product to have a better market acceptability among its competitors



Strongly Agree Agree Undecided Disagree Strongly Disagree

Effective use of IMC on Funds/Promotional Budget in the long run

32. Proper implementation of integrated marketing communication (IMC) programmes by beverage producing organization on its products will reduce the overall marketing communication budget on such a product in the long run



Strongly Agree Agree Undecided Disagree Strongly Disagree

33. The use of marketing communications tools can help reduce the company's overall marketing communication budget thereby increasing the company's profit in the long run.



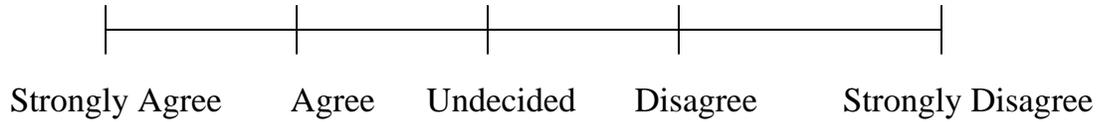
Strongly Agree Agree Undecided Disagree Strongly Disagree

34. The use of different communication tools such as Advertising, sales promotion, public relation etc by beverage producing company can help reduce the amount of money the company spends on marketing communication budget.

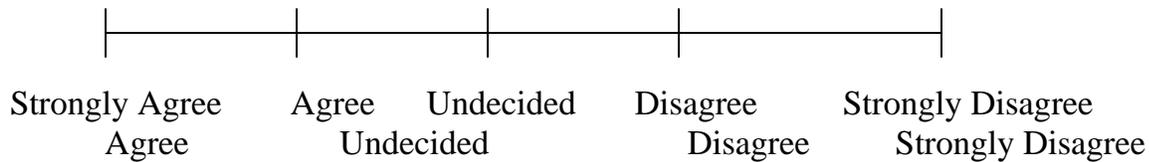


Strongly Agree Agree Undecided Disagree Strongly Disagree

35. The use of integrated marketing communications by a beverage producing firm will be an efficient way through which overall cost of marketing communication can be reduced.

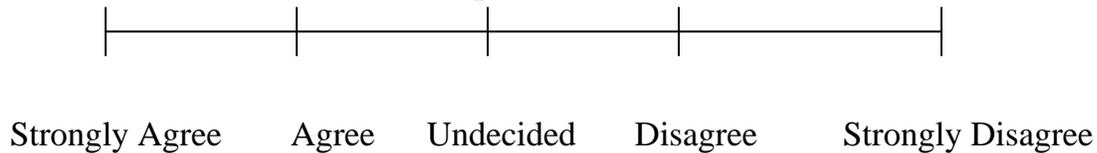


36. The use of IMC by beverage firms will help reduce wastage in the amount of money used for marketing promotions by the company and this will thereafter increase the company's profit.

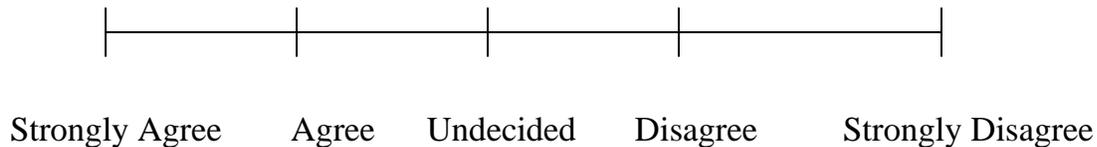


Building profitable long-term customer relationship

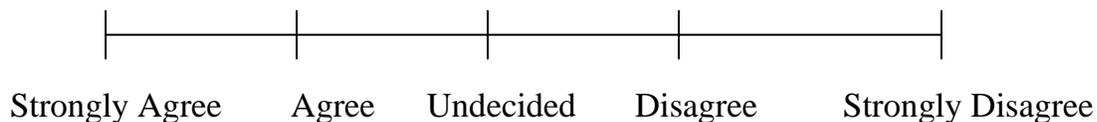
37. The use of IMC can promote consumer education thereby building long-term client-customer relationship



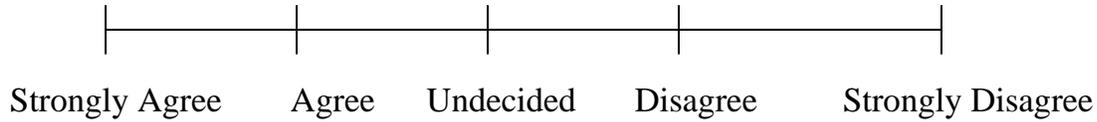
38. Proper coordination of all messages, all media and the communication tools such as advertising, sales promotion, public relations etc by a beverage firm can make it to gain better customer loyalty on its products.



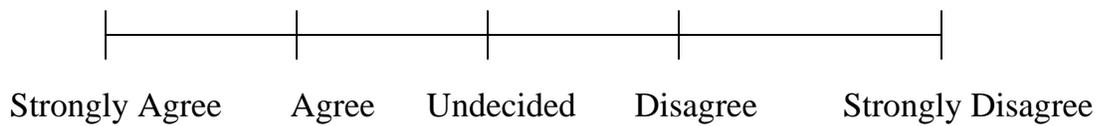
39. The blending of different marketing communication tools at the different stages of the product life cycle will lead to better marketing positioning for the product than when IMC is not used



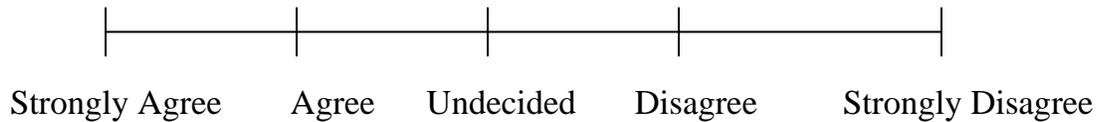
40. A firm who varies the use of its marketing communication tools such as advertising, sales promotion, public relation and personal selling will achieve better client-customer relationship.



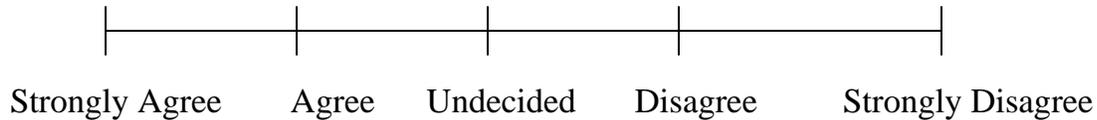
41. The use of integrated marketing communications will bring about profitable long-term customer relationship between beverage producers and their esteemed customers.



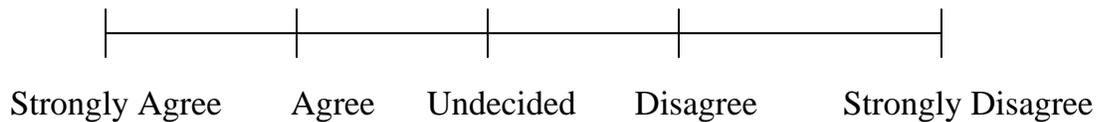
42. Effective use of integrated marketing communications (IMC) will make the consumers to develop strong brand loyalty towards the product.



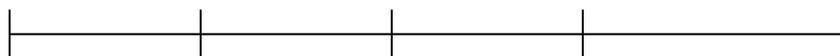
43. The use of integrated marketing communication can promote better consumers education thereby building long-term client-customer relationship.



44. The use of integrated marketing communications by a company on its products will make the products have better market share and this will help to build long-term customers' relationship.



45. Effective use of integrated marketing communication by a beverage firm will make the company's product have better consumer patronage



Strongly Agree Agree Undecided Disagree Strongly Disagree

46. The use of integrated marketing communications as it relates to children advertising and promotional programmes can help increase consumers patronage of the products.

Strongly Agree Agree Undecided Disagree Strongly Disagree

Use of IMC at the different stages of the product life cycle

47. Nigerian beverage brands that exhibit strong integrated marketing communications approach at different stages of its product life cycles are likely to have more market share than brands with less integrated marketing communications approach.

Strongly Agree Agree Undecided Disagree Strongly Disagree

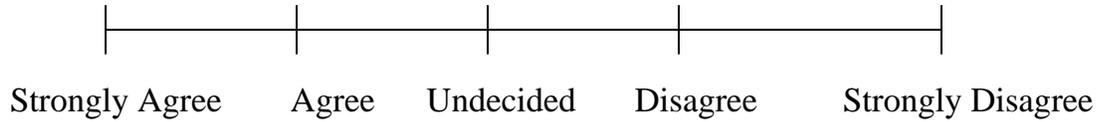
48. The stage of the product in its life cycle will be a good determinant of the combination of promotional tools to be used to promote the product.

Strongly Agree Agree Undecided Disagree Strongly Disagree

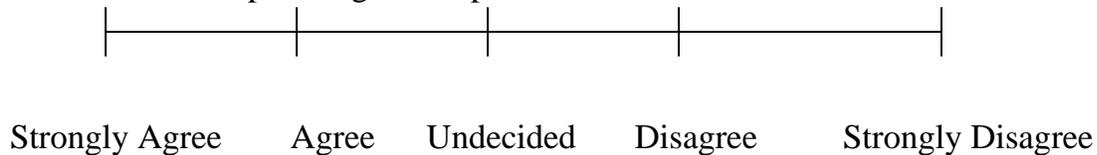
49. Adoption of integrated marketing communication by a firm at the different stages of product life cycle will make the firm's product more profitable for the company than when IMC was not used.

Strongly Agree Agree Undecided Disagree Strongly Disagree

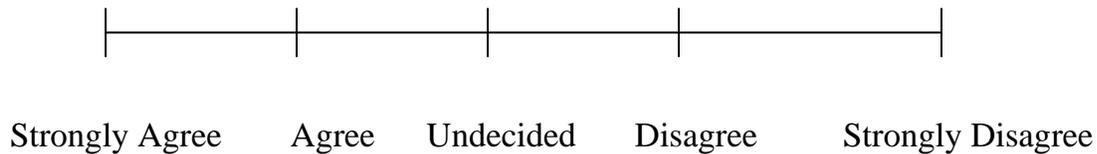
50. The stage the beverage product is in its life cycle will be a vital consideration of the marketing communication tools to be used at each stages of the product life cycle



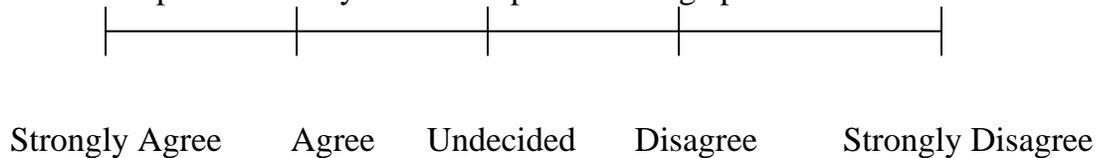
51. A company should try to use at least two or more marketing communication tools at each stage of the product life cycle to create better impact and have better consumer patronage of its products



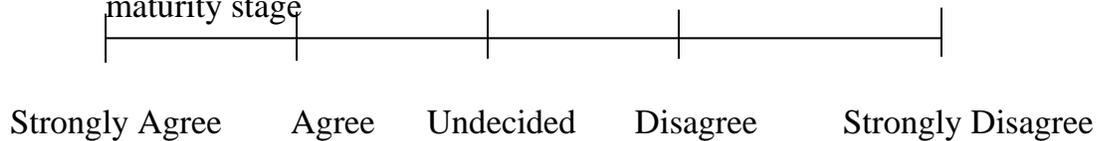
52. The more an organization blends its marketing communication tools at different stages of the product life cycle, the more positive results the product will achieve in the market



53. The blending of different marketing communication tools at the different stages of the product life cycle will help the beverage products to have better market share.



54. The use of marketing communication tools at the different stages of the product life cycle will help prolong the life of the product especially at the growth and maturity stage



55. Effective use of IMC can prolong the life of a product in its life cycle



Strongly Agree Agree Undecided Disagree Strongly Disagree

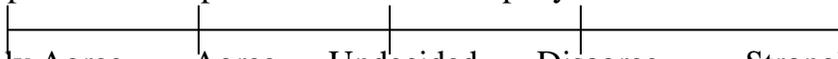
56. Children advertising (i.e featuring children in advert commercials and billboards) can contribute greatly in increasing the sales volume of the beverage brand in the market



Strongly Agree Agree Undecided Disagree Strongly Disagree

Results of the use of IMC on target consumers

57. The use of integrated marketing communications by a firm will make the firm's product more profitable for the company than when IMC was not in use



Strongly Agree Agree Undecided Disagree Strongly Disagree

58. Effective adoption of integrated marketing communication principles by a company will make the company's product have more market share among its competitors.



Strongly Agree Agree Undecided Disagree Strongly Disagree

59. The use of integrated marketing communication by a firm will help the organization realize its set marketing objectives as regards having more consumer patronage of its products.



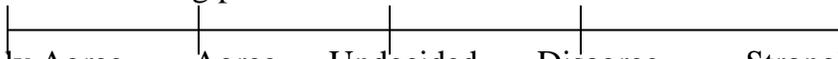
Strongly Agree Agree Undecided Disagree Strongly Disagree

60. The use of integrated marketing communication by Nigerian beverage producers will be a good strategy in making the beverage product to compete effectively in the market and record better sales for the company



Strongly Agree Agree Undecided Disagree Strongly Disagree

61. Effective use of IMC will make the product develop strong brands in the eyes of the consuming public



Strongly Agree Agree Undecided Disagree Strongly Disagree

62. The use of IMC by beverage producers would help to provide value added services to consumers



Strongly Agree Agree Undecided Disagree Strongly Disagree

63. Given that most beverage products are of the same quality, customers will always want to buy beverage products from companies using integrated marketing communications (IMC) to promote their products than companies not using IMC

Strongly Agree Agree Undecided Disagree Strongly Disagree

64. Proper coordination of communication messages and the media can help increase consumer patronage of the product

Strongly Agree Agree Undecided Disagree Strongly Disagree

65. What are the main factors that you think can serve as a barrier to the use and implementation of integrated marketing communication principles in the Nigerian food and beverage industry today?

.....
.....
.....

66. What factors do you think can enhance or promote the use of integrated marketing communication in the marketing of organization's products and services?

.....
.....
.....

67. What advice do you have for Nigerian beverage marketers on how they can improve their marketing communication messages (Promotional messages) on target consumers?

.....
.....
.....

APPENDIX II

Association of Advertising Agencies of Nigeria (AAAN) Member Agencies

1. 24-7 Communications Limited
2. 360⁰ Communication Limited
3. Admirecoms Limited
4. Admix Communications Limited
5. Adpure Limited
6. Advertising Place Limited
7. Advertising Techniques Limited
8. Adwork Limited
9. Access Advertising Limited
10. Alder Media Limited
11. Alicia Virgins Communications Limited
12. Applause Communications Limited
13. Angels Communications Limited
14. Bates Cosse Limited
15. BTAS Communications Limited

16. Bluebell Communications Limited
17. Bluebird Communications Limited
18. Brainy Brag Limited
19. Campaign Palace Limited
20. Campaign Services Limited
21. CentreSpread FCB Advertising Ltd.
22. Comex Limited
23. Commstrat Association Comms Ltd.
24. CSA Production Limited
25. Crystal Functions Limited
26. CT & A Limited
27. CMBU Limited
28. Dawn Functions Nigeria Limited
29. DDB Lagos
30. D.K.K. & Associates Limited
31. Eminent Communications Limited
32. Explicit Communications Limited
33. Franchise Law & Kenneth
34. Frontpage Advertising Limited
35. Goals & Ideas Limited
36. Grant Advertising Nigeria Limited
37. Guy Saries Limited
38. Hunters Publicity Limited
39. Harmonee Concepts Limited
40. Insight Communications Limited
41. International Advertising Services Ltd.
42. Kore & Company Limited
43. Linesworth Limited
44. LTC JWT Limited

45. Lowe Lintas Limited
46. Macsell Associates Limited
47. M-Gold Communications Limited
48. Marktage Communication Limited
49. Mart Link Advertising Limited
50. McSeeks Associates Limited
51. Meryt Advertising Limited
52. Media Plus International Limited
53. Novelpotta Y & R
54. Novitas Limited
55. Olympia Advertising Limited
56. Palcomms Limited
57. Patcos Gino International Limited
58. Pemetad Limited
59. Pertcom Communications Limited
60. PMI Direct Limited
61. Prima Garnet Communications Limited
62. Prex Limited
63. Pulsar Limited
64. Reads & Mark Limited
65. Rinet Limited
66. Rosabel Advertising Limited
67. Richland Communications Limited
68. Ruyi Communications Limited
69. SO & U Saatchi & Saatchi
70. Solutions Communications Limited
71. SMP Communication Limited
72. STB-McCann Lagos
73. Steve Rachael & Associates Limited

74. Sunrise D'Arcy
75. TBWA/Concept Limited
76. The Tall & Wide Company Limited
77. The Nucleus Company Limited
78. The Shops Limited
79. Tie Communications Limited
80. Tomark Services Nigeria Limited
81. Total Marketing Communications Ltd.
82. Touchstone Limited
83. Trustmark Communications Ltd.
84. UB.40 Advertising Limited
85. Zepol Advertising Limited

Source: Association of Advertising Agencies of Nigeria, AAAN Secretariat, Alausa, Ikeja. (33rd AAAN AGM/Congress. June 1-3, 2006. Transorp Hilton Hotel, Abuja, Nigeria).

APPENDIX I11

Association of Food, Beverage and Tobacco Employers Directory of Company

1. A & P Foods Limited
2. Alconi Nigeria Limited
3. Anxin Ind. Technology Nig. Limited
4. British America Tobacco Nig. Ltd.
5. Bio-Organics Nutrient Systems Ltd.
6. Big Treat
7. Cadbury Nigeria plc.
8. Coca-Cola Nig. Limited
9. Coca-Cola Industries Limited

10. Consolidated Breweries Plc.
11. Champion Breweries Plc.
12. Conserveria Africana Limited
13. Celebration Brewing Co. Limited
14. Chellarams Plc.
15. Chikki Foods Industries Limited
16. Current Foods & Confectionery Ltd.
17. Cway Foods W/A Distributors Co. Ltd.
18. Dangote Flour Mills Plc.
19. Dangote Sugar Refinery Plc.
20. Danto Pasta Plant Plc.
21. Dangote Salt Plc.
22. De-United Foods Ind. Limited
23. DIL/Maltex Nig. Plc.
24. Dansa Foods Limited
25. Dana Foods Limited
26. Dana Industries Limited
27. Dakento Limited
28. Danolis Investment Limited
29. Espac Nigeria Limited
30. Elanro Limited
31. Evans Milk Specialties Limited
32. Engels Food Industries Limited
33. Fan Milk Plc
34. Femstar & Company Limited
35. Flour Mills of Nigeria Plc
36. Friesland Foods WAMCO Nig. Plc.
37. First Blends Limited
38. Golden Guinea Breweries

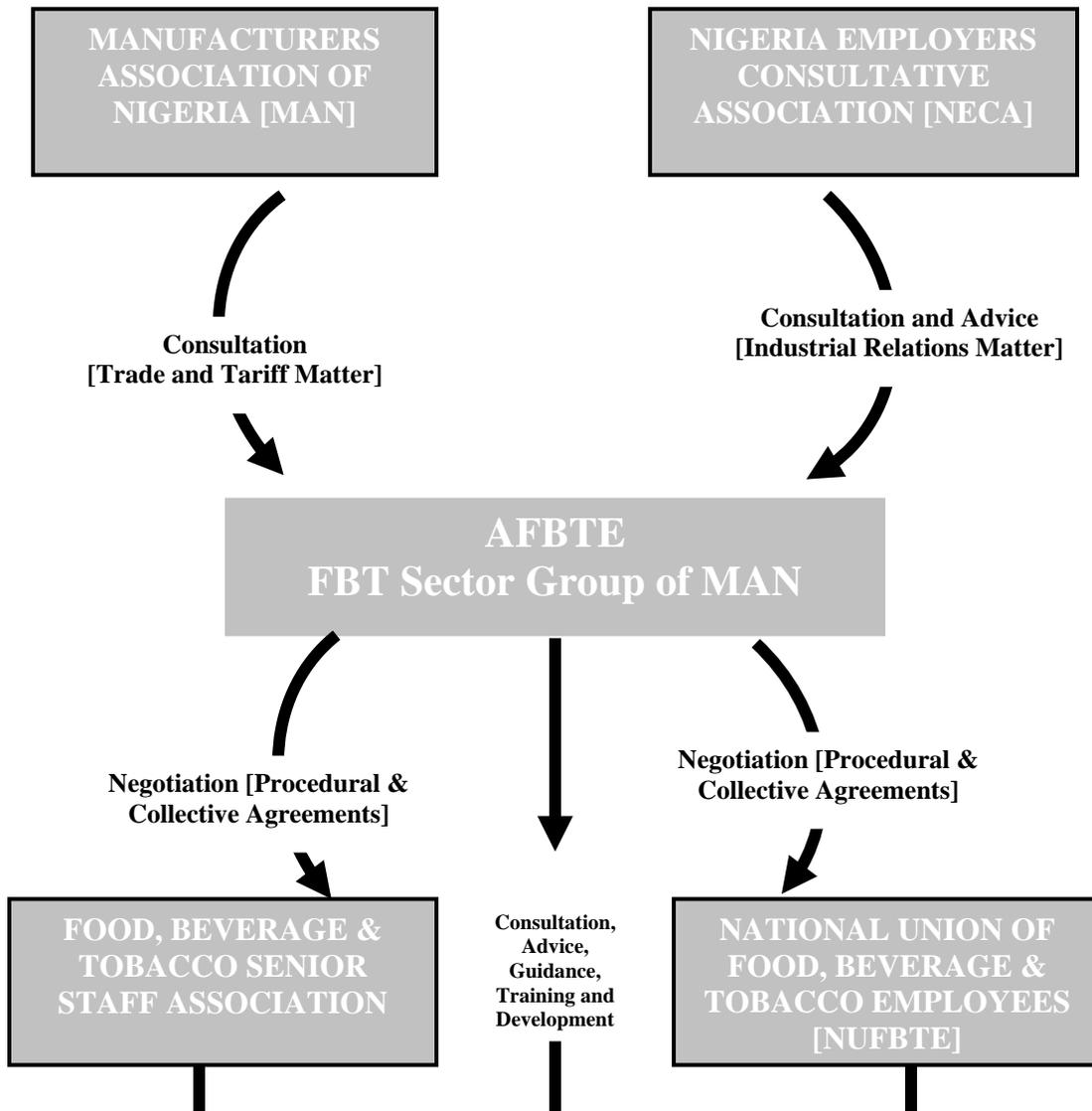
39. Grand Cereals & Oil Mills Limited
40. Guinness Nigeria Plc
41. GlaxoSmithKline Consumer Nig. Plc.
42. Golden Oil Industries Limited
43. Ideal Flour Mills Limited
44. International Distillers Limited
45. Int'l Franctionation & Marg. Prod. Limited
46. International Beer and Beverage Industries Nigeria Limited
47. International Breweries Plc.
48. International Tobacco Co. plc.
49. Jos International Breweries plc.
50. Just Food Limited
51. Kneipe Nigeria Limited
52. Karma Milk Industries Limited
53. Lisabi Mills (Nig.) Limited
54. Life Breweries Co. Limited
55. Maiduguri Flour Mills Limited
56. Marc & Mei (Nig.) Limited
57. May & Baker Nigeria Plc.
58. Nasco Foods Nig. Limited
59. Newbisco Limited
60. Nestle Nigeria Plc.
61. New Century Ind. Limited
62. Niger Biscuit Co. Limited
63. Nigeria Distillers Limited
64. Bigerian Bottling Co. Plc.
65. Nigerian Breweries Plc.
66. Nigerian Eagle Flour Mills Limited
67. Northern Nig. Flour Mills Plc.

68. OK Foods Limited
69. Oyin Holdings Limited
70. Port-Harcourt Flour Mills Limited
71. Pardee Foods Nigeria Limited.
72. Promasidor Nigeria Limited
73. Ragolis Waters Limited
74. Rafico Limited
75. Ruchim Nigeria Limited
76. Seven-Up Bottling Co. Ltd.
77. Sona Breweries Limited
78. Spring Waters Nig. Limited
79. Standard Biscuit Nig. Limited
80. Sumal Foods Limited
81. Sosaco Nig. Limited
82. Sweetco Foods Limited
83. Sunlight Resources Limited
84. Tropics Export & Mfg. Co. (Nig.) Ltd.
85. UAC Foods (Div. of UACN Plc).
86. Unilever Nigeria Plc.
87. UTC Nigeria Plc.
88. UAC Dairies
89. Vitamalt Plc.
90. Vital Products Limited
91. Vioju Industries Nigeria Limited
92. Victoria Water Services Limited
93. Voltic Nigeria Limited
94. West African Seasoning Co. Limited

Source: Association of Food, Beverage and Tobacco Employers, 2007 Annual Publication. AFBTE Secretariat, Elephant Cement House, 6th Floor, Wing A, Alausa, Ikeja. Lagos State.

Figure 31: Association of Food, Beverage and Tobacco Employers.

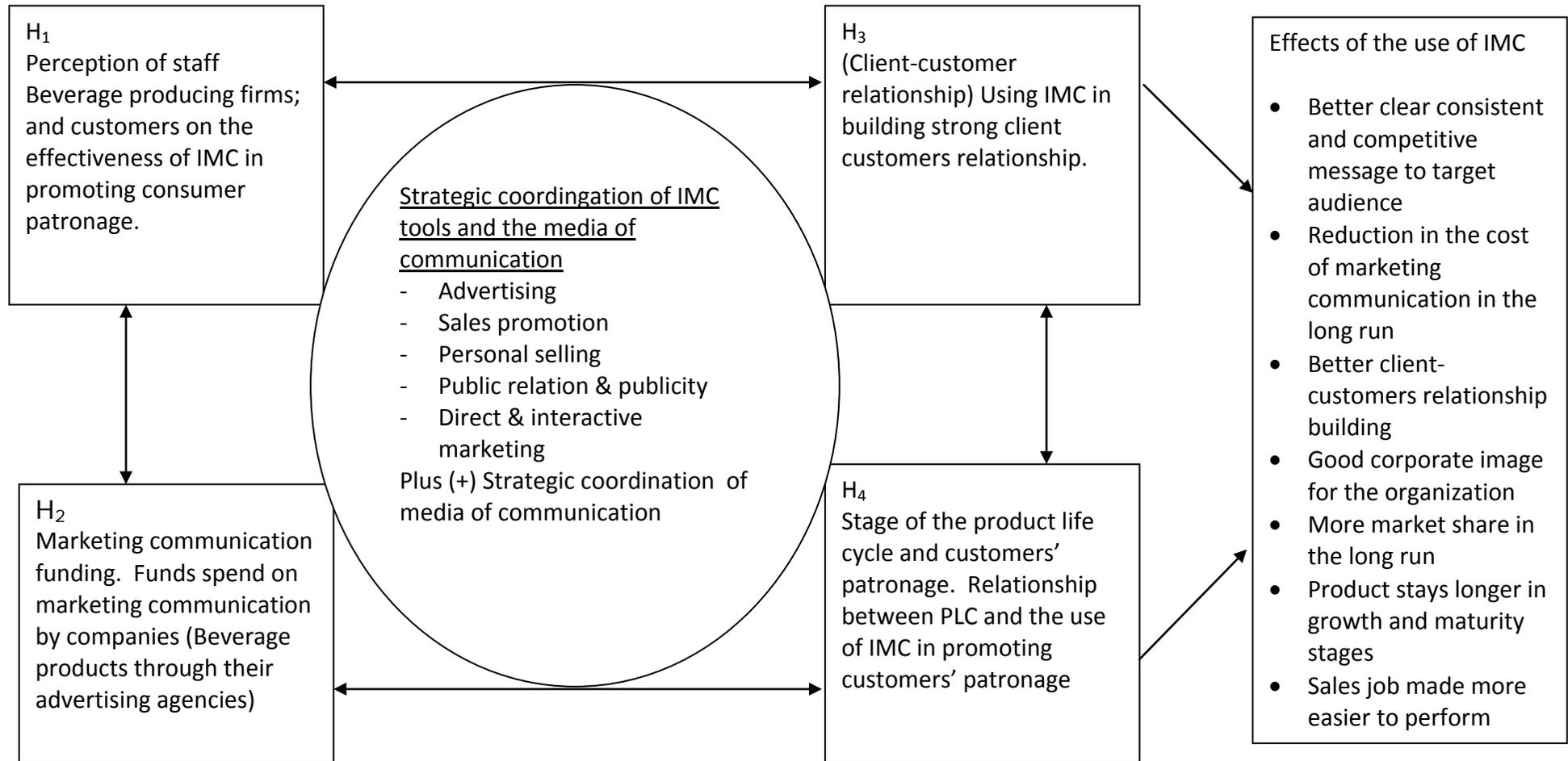
(AFBTE NETWORK)



Source: Association of Food, Beverage and Tobacco Employers, 2007 Annual Publication.
AFBTE Secretariat, Elephant Cement House, 6th Floor, Wing A, Alausa, Ikeja. Lagos State.

Figure 30B:

CONCEPTUAL MODEL OF IMC USAGE AND EFFECTS



Source: *Designed by the Researcher: Integrated Marketing Communications and Customers Patronage of Nigerian Beverage Products. December, 2008*

FIGURE 1D: CONCEPTUAL MODEL OF INTEGRATED MARKETIG COMMUNICATIONS



Source: *Designed by the Researcher: Integrated Marketing Communications and Customers Patronage of Nigerian Beverage Products. December, 2008*

Summary of Findings from Hypotheses Formulated

Title: Integrated Marketing Communications and Consumers Patronage of Nigerian Beverage Products

Hypothesis 1	Variables	Test Used	Findings	What literature Indicates
<p>Hypothesis 1 There is no significant difference in the perception of staff of beverage companies, marketing communication organization and consumers on perception of IMC in promoting consumers patronage.</p>	<p>CPACI = Consumers' perceived Agency-Client Integration MPACI = Marketers, Communication Organization perceived Agency-Client Integration. SBPCPAC = Staff of Beverage producing company perceived Agency Client Interrogation</p>	<p>Correlation and Kruskal-Wallis Test one way analysis were used. Correlation here is slightly high because the result from of the Kruskal-Wallis Test shows that there is no significant difference between the variables.</p>	<p>Kruskal-Wallis Test one way analysis finding shows that there is no significant difference in the perception of Beverage producing companies, and marketing communication organizations. Therefore the first hypothesis is upheld at $H=0.328$, $df=2$ and P value = 0.602 significance level. Correlation here is slightly high because Kruskal-Wallis Test one way analysis reveals the difference between the major variables i.e. marketing communication organizations and staff of beverage producing companies.</p>	<p>Literature suggests that both staff of marketing communication organization and Beverage producing are beginning to perceive the use of IMC and its benefit in the same direction due to the professional advice from marketing communication organization. Swan and William (2004); Nowak and Phelps, (2004). However, consumers have different perception because they are not aware of the benefits of its usage.</p>
<p>Research Hypothesis 2 The more an organization adopts IMC principles, the less fund it will spend on its promotional activities in the long run.</p>	<ul style="list-style-type: none"> • CPFSP= Consumers' perceived fund spent on promotion. • MPFSP= Marketers' perceived fund on marketing promotion • SBDCPFSP = Staff of Beverage company perceived of fund spent on promotion. 	<ul style="list-style-type: none"> • Correlation is used. The result of correlation shows that there is correlation between the use of integration marketing communication and results use of marketing promotion. The more IMC is adopted, the less fund the company spends. • Kruskal-Wallis Test one way analysis is also used. The result shows that the more an organization adopts IMC, the less funds it will spend on promotional activities in the long run. This is upheld at ($H=1.875$, $df=2$ and $P=0.071$) significant level. 	<p>Findings show that the more an organization adopts IMC, principles, the less fund it will spend on its promotional budget. This results in the rejection of the null hypothesis and the adoption of the above alternate hypothesis. The questions that deal with funds spent on marketing communication suggest that firm will spend less fund on marketing if they adopt the IMC approach</p>	<p>Literature indicates that implementation of IMC principle will lead to a reduction in the cost of Marketing Promotion in the long run as all marketing communication tools such as Advertising Sales promotion Public Marketing etc. will be singing a unified message to target audience. This view is supported by Belch and Belch, 2004; Pelsmacker et al.(2004); Pickton and Broderick, (2005).</p>
<p>Research Hypothesis 3 The more an organization adopts IMC principles the more profitable long-term client customer relationship it will build. The above hypothesis is stated in the null form while its reverse is the alternate.</p>	<ul style="list-style-type: none"> • CPCCR = Consumers' perceived client customer Relationship. • MPCCR= Marketing organization perceived Client Customer relationship. • SBOPCCR = Staff of Beverage producing company perceived Client Customer Relationship. 	<ul style="list-style-type: none"> • Correlation and • Kruskal-Wallis Test one way analysis was used <p>The result of correlation shows that there is correlation between the use of IMC and promotion of client customer relationships. The result of Kruskal-Wallis Test one way analysis indicates that the more an organization adopts IMC, the more profitable long term client-customer relationship it will build. The research hypothesis is upheld at ($H=57.415$, $df=2$ and $P=0.012$) significant level.</p>	<p>Findings from the use of correlation show that the more an organization adopts IMC principles the more profitable long term Client-Customer relationship it will build. The result of Kruskal-Wallis Test one way analysis also shows the upholding of the research hypothesis which states that the more an organizations adopts IMC, the more long-term Client-Customer relationship such company will build at ($H=57.415$, $df=2$ and $P=0.012$) Significant Level.</p>	<p>Literature suggests that the use of IMC will help a company to build long-term Client-Customer relationship as a Clear, consistent and competitive messages are been sent to target audience and stakeholders. Literature also reveals that consumers will remember the communication messages easily at the point of purchase as company is sending a consistent message across to target audience. Good messages to customers strengthen client-customer relationships. Customers will not be in doubt about the company's messages. Hartley and Pickton, (1999) Kotler, (2001); Smith,(2002); Peltier and Schult, (2003) among others.</p>
<p>Research Hypothesis 4 The more an organization adopts IMC at different stages of a product life cycle, the more market share it will build. The above is state in the null form while its reverse is the alternate hypothesis.</p>	<ul style="list-style-type: none"> • Consumers' perceived results achieved (Market Share) • Marketing Communication Organization perceived of results achieved. • Staff of Beverage Producing Company perceived results achieved 	<ul style="list-style-type: none"> - Correlation Coefficient matrix - Kruskal-Wallis Test one way analysis <p>Correlation shows that the use of Integrated Marketing Communication will result in more market share for the company. This is because the result shows that there is significant correlation between adoption of IMC and results achievers. The result of Kruskal-Wallis Test one way analysis is similar as it shows the upholding of the research hypothesis at ($H=1.713$, $df=2$ and $=0.711$) significant level. This leads to the acceptance of the alternate hypothesis.</p>	<p>The research hypothesis is upheld at ($H=1.713$, $df=2$ and $P=0.711$) Significant Level. This research hypothesis which is upheld states that the more an organization adopts IMC at different stages of the product life cycle, the more market shares it will build. Findings shows that the use of IMC at different stages of the product life cycle allows the product to build more market share.</p>	<p>What Literature Indicates is that firms need to properly coordinate their marketing communication tools in an integrated manner at the different stages of a product life cycle. This will make the firm to have a clear, consistent and a competitive message across to target audiences. Literature indicates that companies will maximally benefits if they adopt IMC at different stages of a product life cycle. This shows in table 29 in the main work. (Pelsmacker et al, (2004); Fill ,(2005); Kliatchko, (2005); CIM, (2008) among others.</p>