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## **Acknowledgments**

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## **Abstract**

Integrated Marketing communications (IMC) as an emerging concept in the marketing discipline has lasted for approximately the last 30 years has achieved a tremendous welcome from both practitioners and scholars. Within this research study, the main purpose was to investigate how Integrated Marketing Communications can be effectively achieved and better more if there is involvement of a third party and in this case the dealer network system within the new car market. The practicability of IMC within organizations from the theoretical implications has caused a lot of debate ever since IMC as a doctrine surfaced. This was evidenced by Kitchen *et al.*, (2008) arguing that in organisations where IMC works, it is worth representation on the balanced sheet but for those where it fails, it is just an expense to the company. Therefore, this research was in the direction of finding out on how the problems associated with implementation can be eliminated.

Considering a case study of the new car market in two different countries (United Kingdom and Uganda) a comparative study of how IMC can effectively be implemented was done through an extensive study of literature and data collection. The study's population comprised of 100 consumers (50 from the United Kingdom and 50 from Uganda), ten media practitioners, ten dealerships and 10 manufactures from both countries respectively. Responses were received from 80 respondents in total. The consumer's responses were analysed with simple frequencies, SPSS software and the other responses were analysed qualitatively.

The main findings of this study were compiled and presented by the author in the concluding chapter (6) of this thesis discussing how IMC is perceived by the consumers, marketing practitioners, associated publics and how best it can be implemented. This was followed with recommendations for future research which were also presented for the benefit of the reader.

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## **Abbreviations**

AAAA	American Association of Advertising Agencies
ABV	Advanced Brand Valuation
ADMA	American Direct Marketing Association
AMA	American Marketing Association
B2B	Business to Business
B2C	Business to Consumer
BO	Brand Orientation
CAP	Committee of Advertising Practice
CIM	Chartered Institute of Marketing
CO	Country of Origin
CVF	Competing Values Framework
DLKW	Delany Lund Knox Warren
DMA	Direct Marketing Association
EV	Electronic Vehicle
EVA	Economic Value Added
HOG	Harley Davidson's Harley Owners Group
HPS	Health Promoting Schools
ICC	Integrated Corporate Communications
IMC	Integrated Marketing Communications
ISO	International Organization of Standardization
IT	Information Technology
KPIs	Key Performance Indicators
LDCs	Low Developed countries
LowVCP	Low Carbon Vehicle Partnership
MARCOM	Marketing Communications

MDCs	More Developed Countries
MO	Marketing Orientation
MOT	Ministry of Transport
M&A	Mergers and Acquisitions
NADA	National Automotive Dealers Association
NFDA	National Franchised Dealers Association
NHS	National Health Service
NUMMI	New United Motor and Manufacturing Incorporated
OEM	Original Equipment Manufacturer
OPR	Organization – Initiated Public Relations
PR	Public Relations
PPR	Public – Initiated Public Relations
RBV	Resource Based View
ROBI	Return on Brand Investment
ROC	Return on Communications
ROI	Return on Investment
SEO	Search Engine Optimization
SMMT	Society of Motor Manufacturers and Traders
TDMM	Total Direct Mail Model
UCC	Uganda communications Commission
UNBS	Uganda National Bureau of Standards
UK	United Kingdom
URA	Uganda Revenue Authority
USA	United States of America
VRIO/N	Valuable, Rare, Costly to initiate, Organized to Capture value, Non-substitutable
WHO	World Health Organization

# **Chapter 1: Introduction**

## **1.1 Introduction**

This introductory chapter uncovers the study undertaken to investigate how best Integrated Marketing Communications (IMC) can be achieved through the dealer network systems in the United Kingdom (UK) and Uganda, particularly focusing on the new car market. The chapter describes the background to the problem, articulates the aims and objectives and states the relevance of the research to academia and professional practice, as well as introduction of concepts and definitions of the constructs used in the study. The research method and study outline of the thesis are also highlighted in this chapter.

## **1.2 Background**

The concept of Integrated Marketing Communications (IMC) was introduced in the 1980s from the roots of psychology, marketing and mass communications. From that time, despite the ongoing arguments that IMC is merely a new phrase for the same old ideas, it has been widely embraced and accepted to the point of being taught in business schools all over the world (Reinold and Tropp 2012a; cited in McGrath 2005; Spotts, Lambert and Joyce 1998). It is the changes of the environment and the new developments in the markets (both local and international), media, communications and consumers' needs that has led to the need for a new concept to coordinate the marketing communications hence the shift to more customer-centric, database-driven, interactive and measurable approaches of IMC from the mass marketing, product-centric theories of marketing during the 1950s and 1960s (Kelly, 1997; cited in

Schultz, Tannenbaum and Lauterborn, 1993). The markets have been more globalized than ever before unifying for common goals. The media and communications have been digitalized and the trends have had a significant shift leading to an automatic change in consumers' needs hence the need for a more consolidated structure of marketing communications.

However, by 2004, Swain asserted that "the literature on integrated marketing communications after a decade of its introduction offers evidence that debates over the definition; acceptance, leadership and measurement of IMC were still unresolved." This intrigued the author to carry out a survey and find out how best IMC would be achieved in real practical terms because of the fact that the theory and practice of IMC remains controversial up to date (Swain, 2004). Within the same discussion apart from the issues of leadership, among others are the issues of how success of IMC programs and campaigns can be measured; how agencies can be compensated for IMC services. Measurement of marketing campaigns is still a challenge to many marketers making it even more difficult to measure IMC campaigns which are usually more complex in nature and this has led to the decrease in budgets for the marketing departments in many companies today. It is actually very triggering for communications agencies that have to prove to companies that previous campaigns from previous clients were successfully executed or even if they did not do so, at least they can be measured to determine the failure and plan better for the future which is also a true characteristic of business communication.

In organizations where marketing communications works, it is an investment worth representation on the balance sheet, where as it becomes an expense in organizations where it fails, hence the need for a move from theory to practice (Kitchen *et al.*, 2008). In other words,



financial departments/accountants would be in position to accept the notion of IMC and willing to include the marketing communications activities in their financial reports if they can be accounted for. Hence forth, marketing communications expenditure has continued to increase as marketing practitioners have taken on this concept, to enhance their marketing activities in organizations hence organizational performance and competency. For example, some of the successful IMC campaigns that were witnessed in recent years are the comparethemarket.com campaign that was launched at the end of 2013 and it was perfectly executed throughout the year 2014. However, on the other hand, other authors believe that IMC has failed to demonstrate its contribution to the organizational performance despite the availability of a wide range of literature which is arguably the biggest obstacle hindering IMC'S broader acceptance among both scholars and practitioners, creating difficulties for measurement and evaluation characterized with the new era of consumer empowered, technology-enabled marketing (Ewing, 2009).

IMC by definition is *“a communication process that entails the planning, creation, integration and implementation of diverse forms of marketing communications (Marcom) advertisements, sales promotion, publicity releases, event, etc. that are delivered over time to a brands targeted customers and prospects.”* (Shimp, 2010. p10). The goal of IMC is ultimately to influence or directly affect the targeted audience in terms of consumer behavior. The effect of all the communications made by the various IMC campaigns is measured by the sales outcome of a company by the marketing practitioners and this is actually the most common way of measuring the success of the IMC campaigns. In early 2000 this was evident in the Uganda telecom industry whose market was clearly dominated by MTN and most of this market share was attributed to the marketing communications campaigns at the time. When MTN came into the Ugandan market, it used all available media to communicate with the population and it

instantly became the leading player in telecommunications business. It is only of recent that it has got a stiff competition from Airtel which was a merger between Warid and Celtel. This merger was intended to counter the marketing capabilities of MTN which it has progressively done. IMC considers all touch points or sources of contact as suggested by Shimp (2010) that “a customer or prospect has with the brand a potential delivery of channels for messages and merges use of all communications methods that are relevant to customers or prospects. IMC requires that all of a brands communication media deliver a consistent message. The IMC process further necessitates that the customer or prospect is the starting point for determining the types of messages and media that will serve best to inform, persuade and induce action” (Shimp, 2010). Therefore, consistency of all the messages from a company at every touch point will be the most important for practitioners adopting the IMC concept which is not an easy task and it is more strategic in nature hence the rationale for this study. By touch points, the author means every single aspect where a consumer can find communication at all the different levels. On the definition of IMC, Kliatchko (2005) affirmed that “research work on definitional issues on IMC is still called for at this time” and that “working towards a consensus on the fundamental tenets of IMC is a step towards consolidating a common framework in the understanding and practice of the concept.” (Porcu *et al.*, 2012). This implies that there is still a great deal of research needed by practitioners and scholars to find a clear, precise and consolidated definition of IMC which will not only help in the understanding of what IMC represents but it will increase the practical application of the concept.

Positively on the other hand, marketing practitioners greatly think IMC has become widely accepted and has pervaded various levels within organizations arguing that, it has become an integral part of brand strategy that requires extensive brand development activities within the firm before beginning any external brand communications efforts (Madhavaram *et al.*, 2005).

Vargo and Lusch (2004) suggested that IMC should replace diverse, limited-focus promotional tools and Kitchen *et al.*, (2004) observed that IMC has evolved from being a mere “inside-out” device that brings promotional tools together to being a strategic process associated with brand management. This shows how practitioners and scholars appreciate the shift of marketing communications to a more consolidated approach for the benefits of organizations that embrace the ideology of IMC given the explosive growth of new electronic media, numerous and diverse means of communication and communication options and the speed, span and reach of electronic communication, which is driving firms to adopt a global perspective. (Madhavaram *et al.*, 2005)

According to Luck and Moffatt (2009), IMC is a broader concept than it is often described and written about. It is actually more than a process within an organization: It is a system of belief and engagement, embedded in an organization’s culture, underpinned by communication and further driven by technology and senior management of the organization considering the adaptability of the IMC concept. Literally, the idea is that senior management has to create a conducive environment to promote the belief within the organization and better more if the organizations culture is marketing oriented with availability of resources then adapting the integrated marketing communications or marketing concept could be easier than ever before. After so many discussions about the definition and the characteristics of IMC it was agreed and suggested by (Kitchen, 2005; Luck and Moffatt, 2009) that if IMC was to make a real contribution, then communication has to move from a tactical component to a strategic business partner. This was logical from the point of view that early marketing communication was used by marketers as a technique with a concentration on advertising and promotions to increase sales for companies where other departments were actually isolated in the formulation of marketing campaigns and strategies. Not only the other departments such as finance were

isolated but even the customers were not put into consideration causing widespread losses for companies hence the decrease in the input of capital for the marketing departments. Companies have however, realized the need to integrate the points of contact from the internal and external point of view.

Luck and Moffatt (2009) cited seven key elements of IMC as: communication, branding, relationship management, cross-functional planning, integration, synergy and market orientation after seemingly agreeing to a definition by Duncan (2005, p8) which defines IMC as: *“a cross functional process for creating and nourishing profitable relationships with customers and stakeholders by strategically controlling or influencing all messages sent to these groups and encouraging data- driven purposeful dialogue with them”*. This was in comparison with the definition by Schultz (2006) IMC *“is a strategic business process used to plan, develop, execute and evaluate coordinated, measurable, persuasive marketing communications programs over time with consumers, customers, prospects, employees and other targeted, relevant external and internal audiences”*. These two definitions however, are vital in this research as they allow a broader perspective of IMC and its possibility to be adapted in different commercial environments. Duncan emphasizes the point of cross functional process meaning that, all departments (human resource, accounts and finance) should be coordinated in order to achieve profitable communication and dialogue with customers and stakeholders which is the sole objective of marketing communications which was well backed by the Schultz definition of IMC for marketers to be able to plan, develop, execute and evaluate these messages. It is a challenging process which needs to be strategically thought out at every stage from the beginning to end and as it involves all the company as a whole, it needs to be in line with the company's vision and objectives, that way marketers can be able to plan and develop viable Integrated Marketing Communications campaigns.

Just as seen today, the relevancy of the distinction between “*above and below-the-line*” tools of communication has been minimized through the doctrine of IMC despite the fact that these tools have been developed to work separately. It is this level of integration that makes it viable to adapt IMC as a company doctrine so that the messages can reach every single touch point of the company. This also engulfs the idea that communication is at the centre of market oriented firms where communication has been traditionally approached and managed from a functional perspective and with a clear aim of persuasion (Porcu *et al.*, 2012). Companies would desire to carry out less expensive campaigns that are profitable at the same time and for the fact that IMC creates such an environment then a combination of both the paid and non paid communication strategies is available. However, since persuasion tends to be more of a one-way type of communication, a wider rational view of these communication tools will go beyond persuasion but aim to build dialogue with stakeholders in the attempt to achieve three main objectives: to inform, listen and respond instead of informing, persuading and reminding (Porcu *et al.*, (2012). Surprisingly on a contradictory note, Schultz at some point in one of his works said, “the question of integration or not is moot” and even when organizations transmit uncoordinated messages, consumers will in most cases have the ability to understand and interpret these messages as a whole or in unison. This is true because of the nature of the human brain; it will always want to put things together to create meaning although the cognitive aspect will differ according to individual ability. In other words, the knowledge and experience that an individual possesses will help in the interpretative process of the received messages. For example, a university student may be in a better position to analyze a message more quickly and effectively as compared to a person who has not attended school at all.

Other researchers such as Thøger *et al.*, (2008, p316) suggest that “integrated communications can be defined as the notion and practice of aligning symbols, messages, procedures and behaviors in order for an organization to communicate with clarity, consistency and continuity within and across formal organizational boundaries.” More often marketing scholars have fervently promoted the notion of IMC arguing that without proper alignment of symbols, messages, etc. organizations reduce their potential impact to the market and sub-optimize their communication budgets (Thøger *et al*, 2008; Duncan, 2005; Knox and Bickerton, 2003; smith, 1996) and without clarity, consistency and continuity in their communications, organizations have difficulties standing out as interesting and distinctive brands in a cluttered market place hence the inevitability to create unified and integrated marketing communications programs. In this direction of argument, it is with no doubt that aligning or putting the elements associated to the brand together is a key factor of IMC and as it is with the concept of communication issues such as clarity and consistency are inevitably crucial. Creating a memory in the minds of the consumers about a particular product or brand is a challenge and since it entails strong brand creation and maintenance, organization of these communication elements now becomes the challenge for IMC practitioners to make sure that there is a causal effect of all the efforts of the organization.

Hence forth, tracing the concept of IMC from the 1980’s when the terminology began to emerge in the literature of public relations field; the awareness of IMC is currently widespread. Organizations have increasingly expressed interest in adapting the concept to build brand equity and maximize communications impact (Baidya and Maity, 2010). It should also be noted that it was argued by Beard (1997), that “IMC is not simply a multimedia-coordinated campaign, hence it is more than just a tactical consistency, usually referred to as “one voice, one look” (Baidya and Maity, 2010, Duncan and Mulhern, 2004). Strategically IMC potential

can be seen through the increase of sales if applied within an organization but it may not have the same effect for different brands, meaning that practitioners need to know when to increase the investment in IMC approach and when to decrease. The use of IMC should be purely strategic and in line with the company needs otherwise it can end up being an expense with no returns.

Therefore, since its development, IMC as a concept or field of study has constantly been faced with contradictions, leading the researcher to the focus on how best it can be achieved through the dealer network system with a comparison of two different economic settings (UK and Uganda) and came out with an approach to the implementation of IMC. It may not be entirely applicable but at least adaptable to different economic environments depending on the users.

### **1.3 Research Problem**

As earlier noted, IMC as an emerging concept in marketing has been faced with a lot of criticism and debate in various directions where academics and practitioners have clearly emphasized continued holistic research towards the contribution of IMC theory and practice. Interestingly, there has not been much research involving dealer networks in this particular case despite their involvement in the increase of sales for the car manufactures. Cars are a high involvement product and this was one of the reasons why the research chose the new car market to be able to understand the implications of IMC implementation in such markets. According to Reid (2002), the focus of IMC is being driven by the ongoing global changes in the marketing communications environment and the need to improve effectiveness of marketing communications is paramount. The changes include the development of sophisticated customer databases, fragmentation of mass media, cost of new customer acquisition and customer

defection, the relationship between below and above the line activities and changes in consumers' response to traditional communications tools and approaches, among others.

This therefore means that, the complexity of managing the marketing communications intensifies when it involves third parties (dealer networks) with the already existing challenges within IMC whose primary concern is the strategic co-ordination of the diverse communications activities and tools employed by an organization.

#### **1.4 Purpose of Study**

The purpose of this study is to analyze and assess how best IMC can be achieved and further more if it entails a third party in this case the dealer networks in the new car markets. For a clear view, the research is conducted within a dimension of two different countries (United Kingdom and Uganda) to create better approaches of how practitioners can use IMC in different environments.

#### **1.5 Definition of Constructs**

The definition of constructs used in this study is important since it establishes the conceptual foundation of the research study. The section introduces the main terms, clarifies and provides greater insight of the constructs used in the study. The researcher considered Integrated Marketing Communications and Dealer Networks as the main constructs that needed more insight before proceeding to the following chapters of this thesis. These two constructs are discussed below;



### 1.5.1 Integrated Marketing Communication (IMC)

In order to overcome the existing problem within organizations the coordination of marketing communications activities practitioners have adopted the doctrine/ideology of integrated marketing communications (IMC). Integrated marketing communications is the system by which companies coordinate their marketing communications tools to deliver a clear, consistent, credible and competitive message about the organization and its products. This is the simplest way to define integrated marketing communications. However, the American Association of Advertising Agencies defined 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 communications disciplines and combines these disciplines to provide clarity, consistency and maximum communications impact*” (Reid, 2002; Schultz, 1993). For a broader interpretation Schultz and other researchers added an extension that “*IMC is the process of developing and implementing various forms of persuasive communications programs with customers and prospects overtime. The goal is to influence or directly affect the behavior of the selected communications audience*”. Therefore, IMC as a concept is based around thorough analysis of stakeholders and customers to assess their understanding of what they consider as valuable and once this is understood, then planning and implementation of IMC to enhance brand equity and increase in profitability can be witnessed within the organization. This is because there will be synergy between the audience or segmented audiences and the organization which is one of the most important constructs of IMC. (Reid, 2002; Schultz, 1993).

The above is backed up by Duncan and Moriarty (1997) in their Integrated Marketing Audit which views integration across five constructs including: Organizational infrastructure,

Interactivity, Mission marketing, Strategic consistency, Planning and Evaluation. The audit recognizes that there is need to have a strong cross functional relationship within the organization because it affects the brand and general understanding of the available communications tools. It also recognizes the relationship and link between the customers and the company. Mission statements that give direction to the creation of shareholder value, customer value, development of appropriate corporate culture and legitimization of communications activities and process are important to the organization. The co-ordination of all messages and market mix elements that create and support brand images, positions and reputations in the minds of customers and stakeholders is of crucial value to marketing practitioners to note. The consideration of all key target audiences, the creation of profitable relationships, the strategic integration of media and messages, and adoption of a zero-based approach to employing various marketing communications tools is also very important according to Duncan and Moriarty (1997) and (Reid, 2002).

Several IMC scholars have asserted that the term Integrated Marketing Communications (IMC) came into existence in the late 1980s. From this period there has been more acceptance of the term and a gradual shift of the marketing notion from a tactical tool to a more strategic tool. In this perspective, the American Association of Advertising Associations (4 A's/AAAA) defined IMC as *“an approach to achieving the objectives of a marketing campaign through a well-coordinated use of different promotional methods that are intended to reinforce each other.”* Within this definition as much as it seems as though it emphasises coordination of promotional methods it also clearly reflects the strategic angle through reinforcement of each other. It has now come to a point where IMC has evolved and is more customer centred. The emergency of the internet also enhanced the evolution process where the marketing practitioners have an explicitly a wide range of opportunities on top of the traditional marketing tools to influence

buyer decisions, create data bases for future communications, monitor consumer behaviour and also interact with the customers for feedback and other related issues. This is why IMC is becoming more important in the business world today because it accommodates the entire marketing options dependant on the capability of the organization.

### **1.5.2 Dealer Networks**

The best way to define dealer networks is to understand who a dealer is. According to the oxford dictionary a dealer is “*a person or business dealing in*” which becomes a dealership. Therefore, a dealer network system would be identified as a group of different business entities/people who deal in a particular business or industry, for this case the dealer network system of car is the interest to this research. In both the UK and Uganda there exist a number of car dealers although they are extremely more in the UK given the nature of economy and production levels. Manufacturers understand the importance of the dealer networks and this applies to the consumers too. For example, in 2004, Honda was seeking to provide a way it could provide promotional material to its dealer network and the Japanese car manufacturer was looking out for a direct marketing agency hence in the bid to redevelop its dealership marketing model (Ben, 2004). Within the dealer network we see that various advertising agencies have helped with the marketing objectives of both the dealers and the manufactures. For example, Delany Lund Knox Warren and Partners (DLKW) and Lowe Broadway have been dealing with Vauxhall Motors Ltd and its dealer network in the UK where DLKW was responsible for Vauxhall’s 450 dealerships (Emma, 2004). Dealers are a very important group of stakeholders in the car market. In 2008, MAN dealers beat the targets of the key performance indicators (KPIs), particularly the Ministry of Transport (MOT) vehicle safety test (Justin, 2009). Understanding the importance of dealer networks, Nanjing had to create a UK dealer

network to infiltrate the market in 2007 after paying off MG Rover £53million for its assets in July 2005 (Ian, 2007). According to the commercial motors association in 2007, it announced that Isuzu was looking to recruit new dealers to launch its 10-18 tone F series in 2008 to join the 60 outlets in UK.

Curiosity created a need for the researcher to question how dealerships make their money. Balfanz and Verran (2015) found that contrary to popular belief, new car dealerships do not make a majority of their profits off of new car sales. Most dealers will sell their new vehicles at or below invoice price in order to stay competitive. Dealerships also maximize their cash flow through floor planning. Floor planning is the financing of a dealership's new vehicle inventory through a financial institution so that they don't have to front for example the £20.000 to £50.000 per unit on their lot. This will require the dealership to pay interest monthly on the automobiles, so it is important for a dealership to sell cars quickly. Other ways include the finance and insurance sales and the service department (Balfanz and Verran, 2015).

More to this, in 1980, Marx presented a paper examining the economic consideration behind an automobile dealer's decision to carry a single or multiple line car line. In discussion, single-line representation has an advantage to the dealer for minimizing retail distribution costs for any given sales level, thereby maximizing profits, and so it applies to the advantage of the manufacturer if the dealer is concentrated on one single-line of cars given the automobile cost of production and technical complexity. However, if the profitability levels of a single-line representation are low, and then dealers prefer the multi-line representation to maximize profits which is absolutely reasonable. This has remained the trend of business within the dealership and manufactures where we see that today there are car dealers who concentrate on one single

brand (with different models) and others prefer to deal with multi-brands (with different models). However, as for the business nature today after approximately 35 years, the decision for dealers to choose what kind of representation suits them with greatly depend on a number of factors respectively evaluated for profitability. Actually the relationship between the dealers and the manufactures today has enhanced as we see dealers in the United Kingdom have to give a 35% discount to buyers of new cars by august 2016. This kind of decision represents the business relationship between the dealers and the manufactures.

According to Carter (2015), automotive dealerships are the real estate that the automotive industry uses to sell its products. In the United States, it was indicted that through the information published by the National Automobile Dealers Association (NADA) in the US, the number of franchised new car dealerships rose to their peak in 1949 at 49,000 and has been declining ever since. In actuality, according to Urban Science, this number was down to 17,838 by the end of 2013. This researcher also discussed in brief how dealerships franchise work and argued that since the industry's inception, manufacturers (commonly known as OEMs, an acronym for original equipment manufacturer) have already focused on vehicle design, manufacturing and brand promotion then they definitely need a network of independent dealers where financing, leasing, repairs and retail distribution will be done. In other words, the dealerships act as representatives of the manufacturer to the consuming public. The franchises are usually granted at a no charge, meaning that both manufacturers and dealers are in effect partners in the process of marketing the automobiles. The dealerships can market a number of brands or a single brand and this will depend on a number of factors such as industry experience and financial backing of the dealership. However, it is also equally crucial to note that different business franchising models may be applicable to different economic settings for example; a

difference in the US and UK dealer franchising laws may need a change by the OEMs strategy to franchise. (Carter, 2015)

Essentially, there was also need to understand the relationship between the manufactures and the dealers within the business. According to the National Franchised Dealers Association (NFDA), 1995, manufacturers have been seen to exert a considerable degree of control over their business in terms of emphasis on the customer aspect rather than the retail distribution aspect (Omar and Blankson, 1998). This is very important to note in this research that as much as the sole objective for the dealers is to maximize profits through increase of sales, the customer acquisition and retention aspect is equally important. However, the relationship quality between car manufacturers and dealers as concluded by Omar and Blankson (2000) depends on a number of factors which are supposed to maximize the benefits and minimize the risks involved in developing, designing and implementing the partnership. This involves decision making on the relationships with the long-term objectives by targeting new customers, reducing overheads, garnering expertise in a key function and obtaining scale for capital drive. They further argued that while setting the retail marketing goals, manufactures should include dealers so that their business views are shared. Therefore, a well built relationship between the manufactures and the dealers will lead to success for both parties in the business.

## **1.6 Research Question**

The main question that the research seeks to answer is:

How best can IMC be achieved with the involvement of dealer networks in the new car market of United Kingdom and Uganda?

### **1.6.1 Sub questions**

The following research sub-questions have been formulated for the study:

- How is IMC perceived within companies and car dealer networks?
- Does IMC contribute to profitability and brand value for companies within the new car market?
- How is IMC implemented and what are the possible barriers to it's implementation?
- Do the consumers understand the concept of IMC and if so what are the implications?
- Who are involved in the formulation of IMC?
- Does the concept of IMC apply to all economies (developed and developing)?

## **1.7 Research Aims and Objectives**

The research aims at creating more understanding of the IMC concept (as identified theoretically and in practice) and how it can excellently be achieved when implemented particularly within the new car market of United Kingdom and Uganda.

The objectives of the study are:

- To thoroughly review the literature and identify the different steps in the formulation and implementation of Integrated Marketing Communications (IMC) and how IMC is achieved with the involvement of other existing stakeholders (Internal and External).
- To create a conceptual model that is adaptable with the involvement of the dealer networks to create value, profits and maintain reputation.
- To test the interpretation and application of the IMC model within the context of two different countries.
- To analyze the findings and evaluate the effectiveness of IMC in terms of reputation, value and profits for organizations to draw conclusions and recommendations.

## **1.8 Limitations of the Study**

There is a lot of severity of problems such as collecting and collating data and information for a study of this nature especially when it involves developing countries in particular Uganda with poor historical, political and socio-economical orientations. Scarcity of data and information is such an existing problem and even where available, documentation and reliability is rare. There were a couple of limitations involving acquisition of data from the dealerships in the UK as well due to the fact that messages disseminated by these dealerships are usually managed strategically by the manufactures and fear to breach contract was a very big problem in the data collection process. More data would have been collected from various



parts of the world to help draw more conclusive attributions but due to a limitation of funds and ability to travel, the research was concentrated in UK and Uganda.

## **1.9 Structure of the Study**

The entire research study is organized as follows:

- Chapter 1 is the introduction of the study giving details of the background to the research problem, aims and objectives, constructs of the study as well as the relevance of the research.
- Chapter 2 is a detailed cover of the theory done through a review of the extant academic literature on marketing communications. Focusing mainly on the definition of marketing communications, the marketing communications process, the tools of marketing communications and the link to the new car market both in Uganda and United Kingdom under this particular sub heading. Further more in this same chapter (chapter 2), an extensive theoretical study of Integrated Marketing Communications is done involving discussions of the different definitions of Integrated Marketing Communications, related literature to the practice of Integrated Marketing Communications, the benefits and characteristics plus the barriers to implementation. The last section of chapter 2 entails a critical literature analysis which discusses the concept of IMC in-depth and from different contexts to draw more understanding on the concept of IMC

- Chapter 3 gives a detailed insight within the new car market of both Uganda and United Kingdom, looking at the practice of IMC within these two countries. This chapter also analyses the limitations to practice of IMC within the new car market and the IMC process with involvement of the dealer network system.
- Chapter 4 outlines the research methodology, research strategies and design, the description of the survey, sampling processes, collection instruments and general data collection methods.
- Chapter 5 details the research finding, the response rate and analyses these finding to help the research come to conclusions in chapter 6
- Chapter 6 is the last chapter of the study comprising of a detailed discussion of the whole study from primary to secondary data. Conclusions and recommendations are made in this chapter.

## **Chapter 2: Literature Review**

### **2.1 Introduction**

This chapter explores and substantially reviews the theory of marketing communications, its components, the relationship to each other and how it relates to the research study. It is also important to understand why there is a change from most commonly used words such as “advertising” and “promotions” to marketing communications. In 1990 an earlier researcher Dolzier had argued that “the promotional mix has long been viewed as the company’s sole communications link with the consumer. However, this kind of provincialism can often lead to sub-optimization of the firm’s total communications effort. This is because, if viewed in isolation promotion can actually work against other elements in the marketing communications mix” (Pickton and Broderick, 2001). Based on this statement it is imperative for the researcher to have an in-depth understanding of marketing communications tools before the actual integration process of these tools/techniques and strategies takes place. The chapter goes further to explore literature of Integrated Marketing Communications, the planning process of Integrated Marketing communications, its implementation and barriers to IMC, and a critical analysis of IMC literature.

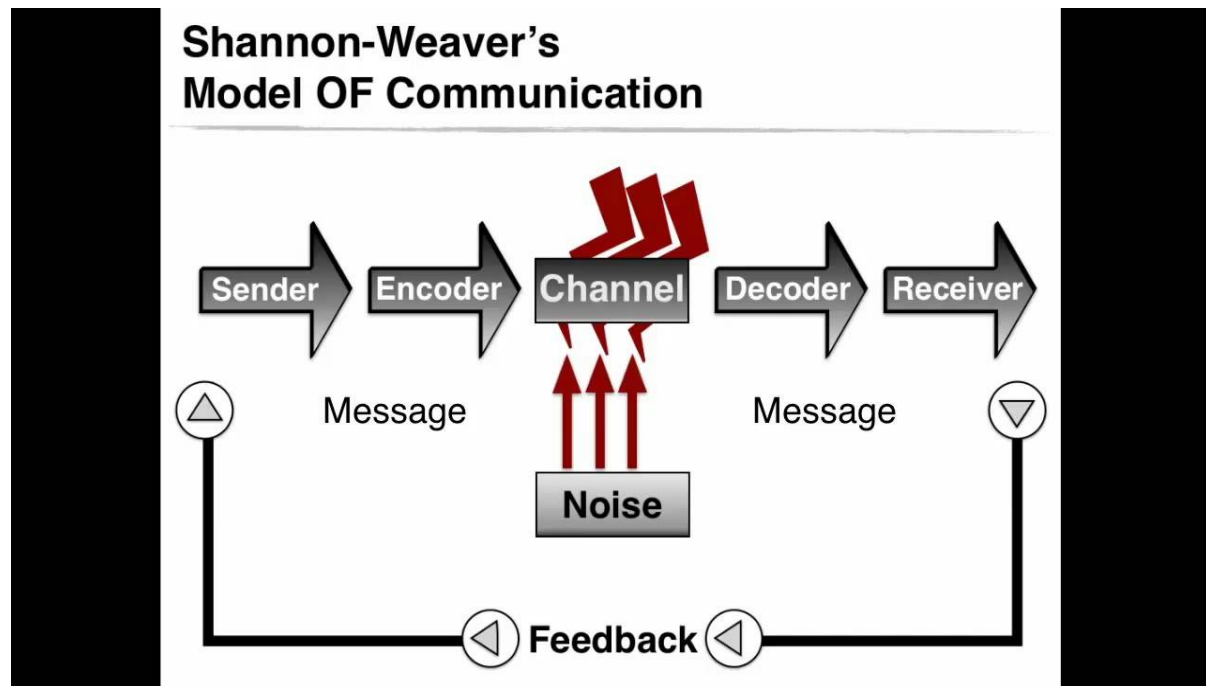
### **2.2 Marketing Communications**

Communication is one of the most important human activities characterised with exchange of thoughts through conversation, written words and pictures. Humans will always communicate to make sense of their existence. Engel *et al.*, (1994) defined communication as a

*“transactional process between two or more parties whereby, meaning is exchanged through the intentional use of symbols”* (Blythe, 2014. p237). From the Aristotle times, communication has had different models where scholars have based their arguments. These models include Aristotle model which suggests that the messenger has all the control and the receiver is expected to be influenced and respond accordingly. This is more of a one-way communication process that most companies adopted from all along in terms of advertising. Marketers have been noticed to capitalise on this kind of perspective for the communication campaigns in the past. Company marketing executives have always communicated to their prospective consumers from an inside-out approach where they put emphasis onto what they want the consumers to see, hear or do. This also meant that there was no room for the customers to get involved in the creation and formulation of these messages hitherto there was limited feedback and this kind of model is seen to be ineffective today.

From the Aristotle era, other models eventually emerged such as, Berlo’s model of communication, Shannon and weaver model (1948) and Schramm’s model of communication among others. Among these others the most commonly accepted model is Schramm’s model of communication following Shannon and Weaver model and with a lot of similarities. Schramm’s model (1954) emphasises feedback or the cognitive aspect for the communication process to be complete. Content, encoding and decoding are also very important in this model alongside the aspect of noise or interruptions. Modern marketing communications and approaches have used this model as a basis of their communication putting elements of other models into consideration. This in other words can also be known as the kind of communication that takes into account the “inside – out approach and the outside – in approach” of marketing communications. These models have also been very important in the evolution of the organizational communications notion.

**Figure 2.1: Shannon-Weaver's Model of Communication**

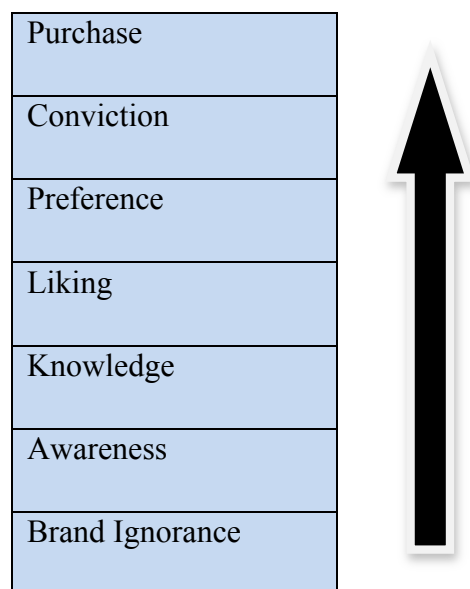


**Source: Alexandre Sévigny (2013). *Introduction to Communication*, 3<sup>rd</sup> Revised Edition, Kendall.**

Given the key elements that communication is intentional, it is a transaction and it is symbolic, it means that humans are supposed or required to translate their original concepts into a symbolic manner to convey the required meaning. The rationale behind integrated marketing communications is that the sender conveys or delivers almost identical messages via different routes to create more meaning to the recipient. This a more technical manner is referred to as “Redundancy”. But on the marketing point of view, it is important for marketers to carefully assess and consider the effects of their communications because in some cases communication may not necessarily create all its impacts at once. The processes may differ from product to product or from audience to audience hence creating either positive or negative effects. Some effects and responses that are caused by the marketing communications take a considerable

amount of time to surface henceforth, marketing practitioners should be in position to identify such situations and deal with them accordingly. For example, a consumer is most likely to spend less time to purchase a soft drink as compared to when he/she wants to purchase clothing for a party a function. Figure 2.2 Shows the hierarchy of communication effects.

**Figure 2.2: Hierarchy of Communication Effects**



**Source: Personal Collection.**

From the figure (2.2) above, it is evident that marketers should take note of the hierarchy of communications from the business perspective. However, this is not a must that all consumers have to go through the same hierarchy of communications and therefore marketers should use this model/process carefully while planning their communication campaigns. Existing products cannot have the same strategy like new products on the markets and consumers/customers may find themselves buying and liking afterwards. For example, if a marketer is tasked to launch a

new product in the market, he/she will be expected to understand that there is a high level of brand ignorance for the product within the consumers as compared to a product that is already in the market where he/she will be required to concentrate on more market share other than the market entry techniques.

Therefore, different strategies of approach will appeal to different levels within the hierarchy of communication effects to create the actual desired intentions of the marketer/sender of the message. And although the end result of the effects is usually to purchase, this may not be the case where the consumers' association with the product caused a negative effect. This could have been caused by the fact that the brand in question did not satisfy the consumer as promised by the company, it could have been the poor after sales services or anything related to the product or brand. So, marketing practitioners need to beware that as much as communication is intended to create the final effect of purchase, they need to eliminate all possible negativities that may occur within the process and also leave room for unplanned eventualities that may lead to a change in the purchase decision of the consumer that is not connected to the marketing communications of the product.

For more understanding on the concept of marketing communications, it is important to understand the element of audiences to which all communications are often directed to. Various audiences are usually targeted by the marketing communications. Internally, within the organization, marketing communications should target the employees, stockholders (such as investors and beneficiaries) and the various departments within the organization. Marketing communications tools such as Public Relations are tailored to deal with internal departments and general internal issues although they are at the same time very useful tools to the external

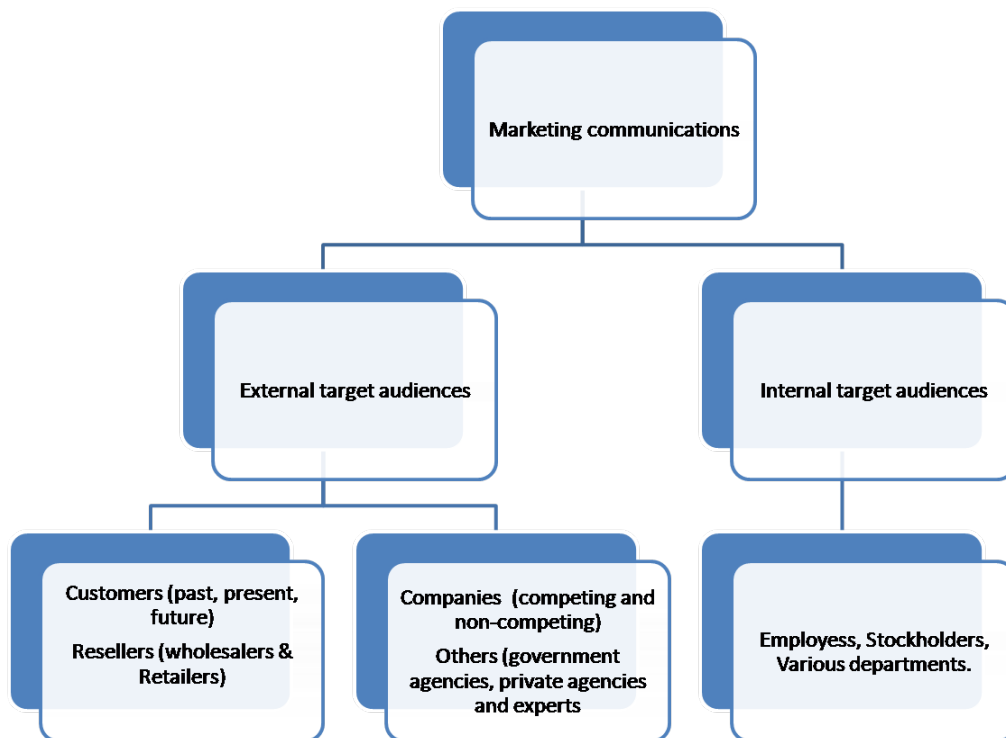
environment of the organization. Effective internal communications are intended and will most likely yield effective and positive external communications for organizations. This is from the logical view that once an organization is internally well structured then it will in most cases be able to extend the culture to the external environment. Take an example of a financial institution which has to deal with complexities of finances and at the same time deal with people to offer different services to meet the needs of these people. If the internal atmosphere of this financial institution is not well structured and organised, the probability that it will collapse in its operations automatically increases. This is when marketing communications tools such as public relations come in and are actually very important to any organization.

Externally, marketing communications should target customers (past, present, future), Resellers (wholesale and retail) and on the other hand they may also target companies in the business to business (B2B) environment. The audiences are the ends to the means in the communications world where logically, there would be absolutely no reason to communicate if the communication is not directed to any of the above audiences (Internal and External) henceforth it is the duty of the marketer to understand and distinguish which of the audiences is relevant to him or the organisation as a whole. It is also equally important to note that these audiences have different underlying characteristics that need to be taken in consideration during the communication processes. Past customers will most likely be loyal customers or one off customers and this period has its own significance. Present customers may be in the transition process of becoming loyal customers which demands a different approach and the future customers will also need a different approach. This literally means that understanding which audience you are communicating with will help and improve the communications approach of the company. Another example is how technology companies communicate with the different audiences. If Dell is communicating to an education institute to sale a lump sum



of computers, the approach will automatically differ as compared to when it is communicating with an individual buyer. This may be because of the characteristics and anticipated benefits of that particular audience. This is illustrated in the figure 2.3 below to draw more understanding of the different audiences that marketers are exposed to;

**Figure 2.3: Target Audiences of Marketing Communications**



**Source: Personal Collection.**

Communication in nature is complex and marketers ought to be very familiar with the theories and their constituents such as signs and meanings (Icon, Index, Symbols) to be able to communicate to the masses effectively. Blythe (2006) noted that the most obvious symbols are words but because words can be either *denotative* (having same meaning for everybody) or *connotative* (having a meaning which is unique to the individual) marketers need to develop

empathy with their target audiences through understanding fields of study namely, *Semiotics*, *Syntactic and semantics*. In a broad manner, *semiotics* is a study of signs and the meaning produced by events determined by both the sender and the receiver of the message. In some other instances, the receiver (consumer) may not interpret the message as the communicator intended which is an obstacle to communication. This is usually very true with international marketing where meaning of different words may differ according to the norms and culture of the society. *Syntactic* is closely related to semantics where syntactic is derived from the word syntax-meaning the order and what words are allowed in a particular language where as semantics broadly means the actual meaning of these words. Marketers have the obligation to understand these fields of study in depth to ease on the marketing communication challenges entailed in their day to day duties especially when it comes to international marketing which involves a lot of cultural diversification. Messages or communications made by the company should reflect exactly what the messenger intended to portray. Recently in an online advert of Dove, the cosmetics company went into an online crisis when the advert portrayed a negative image of inferiority for the black women. This was not what the messenger intended but because the actual ad was not well thought out, the crisis was inevitable. So with such a sensitive world that we are living today, marketers should be absolutely sure that every message they send has been scrutinised in all angles to avoid dangerous situations for the company.

In his discussion Blyth (2006) further argued that, to be a better communicator, marketers should have the ability to understand the diversity of culture to eliminate ethnocentrism. All the above is important to help create better communication and better consumer behaviour in the marketing context. However, there are also issues of failure to communicate categorised into, *implication, distortion, disruption, confusion, disagreement, misunderstanding and personal transformation* (Blythe, 2006). For instance, if a marketer sends out communication

and the desired implication of action is different from his/her expectations, then there is failure of communication not because the message was not received but because the implications were those that were not intended. This can be the case as a result of distortion, disruption or misunderstanding and personal transformation of the message. It can be completely disastrous to the company if not carefully taken into consideration.

Organizations, large and small, commercial, government, charities, educational and not-for-profit organizations need to communicate with other organizations to coordinate different issues which is fulfilled with the use of the different marketing tools provided. Initially there are five main marketing tools: advertising, sales promotion, personal selling, public relations and direct marketing (Fill, 2002). Witnessing the changing atmosphere of Marketing Communications (Marcom) where the media has been fragmented, globalization has taken route, customer retention has become key, increased mergers and acquisitions, Marketing Communication agencies are trying to adjust the way they can best serve the interests of their clients leading to Integrated Marketing Communications (IMC). However, it is not a must that for a company to succeed, it has to adapt to the new concept of IMC and totally forget about the traditional process of marketing communications, it is a matter of choice after careful analysis of the company's objectives and capability. Literally, not all organizations have the ability to adopt the IMC doctrine because of its complexity and large budgets. Hence forth, marketing practitioners should be very analytical while marking a move from the traditional practice of marketing communications to IMC. They should be able to incorporate IMC with the different management models that are being applied in totality to the objectives of the company. If the business model used cannot accommodate the doctrine of Integrated Marketing communications, then marketers should make sure to stick to the other ways of strategic marketing management for the good of the organization/company.

On that note therefore, effective communication is critical to organizations but at this point, the author looks at some of the definitions of Marketing Communications. There is not only one definition of marketing communication but according to Dolzler (1976), he defined Marketing Communications as *“the process of presenting an integrated set of stimuli to a market with the intent of evoking a desired set of responses within that market set and setting up channels to receive, interpret and act upon messages from the market for purposes of modifying present company messages and identifying new communication opportunities.”* This is more of a one-way communication system according to Dolzler's definition which typically intended to cause a set of action from the audiences to which it is directed but at the end of the definition he creates a two-way communication process where channels are set up to receive, interpret and act upon messages from the market. This means that, as much as the marketers send out messages to induce action, they should also be ready to collect feedback from the audience to which they have communicated. This can be done by comparing the number of sales after a particular sales campaign/promotion or through other available techniques that can be interpreted in terms of marketing and be used to strategically manage the next marketing communications campaigns. The marketing communications process is a continuous process just as it is with so many strategic management processes and this allows flexibility and adaptation together with increased exploration of opportunities.

In a more analytical manner, Fill (2002) relays a marketing communications definition that *"Marketing communications is a management process through which an organization engages with its various audiences. By understanding an audience's communications environment, organizations seek to develop and present messages for its identified stakeholder groups, before*

*evaluating and acting upon responses. By conveying messages that are of significant value, audiences are encouraged to offer attitudinal and behavioral response.*" This definition is more elaborate looking at the important touch points in the communication process entailing synergy with in the process. In the dynamic era today, consumers have a keen understanding of value which means that before a product actually affects their buying behavior, they will consider its value and so applies to the messages communicated to them. In this case management engages with the consumers to understand what creates value for them within the product or service. It is after this understanding that marketing practitioners can then go ahead a create messages that suit their various audiences. And from the well tailored messages the behavioral responses (positive and negative) can be witnessed from the audiences.

Pickton and Broderick (2001) defined marketing communications as "*all the promotional elements of the marketing mix which involve the communications between an organisation and its target audiences on all matters that affect marketing performance.*" This may be considered the most basic way of defining marketing communications. It is also absolutely important to understand the difference between marketing communications and advertising because it has been noted as a common area of confusion within the marketing field. Other important issues to note are the differences between marketing communications and promotions, marketing communications and corporate communications. From this definition of marketing communications, one would think integration is just a timetabled combination of activities from the different marketing communications tools but it is by far more than it is simply referred to as seen later in this thesis. Below is a diagrammatic representation of the basic elements of marketing communications.

**Figure 2.4: The tools and position of the marketing communications**



**Source: Personal Collection.**

The above elements of the marketing communications mix in figure 2.4 have been often used in isolation although they have interactivity within them that if well thought-out can be used to support each other. Due to the fact that there is always a struggle for funds to facilitate marketing strategies or marketing communications campaigns, most company executives have found themselves in a position of using one or a few marketing communications tools at given time. The environment in which they operate is a key factor in determining which element best suits the situation and although PR is considered a marketing communications element, this view is always disregarded by the PR practitioners. A more detailed figure below shows the main elements of marketing and what they consist of.

**Figure 2.5: Five main models/tools of Marketing Communications**



**Source: Personal Collection.**

As seen from the figure 2.5 above, each marketing communications tool has a variety of constituents that can be used to reach the target audience whether in isolation or a combination of two or more constituents from each tool. This will depend entirely on the needs of the company in direct reference to its audience's needs. That is why marketers need to be very careful while choosing a particular tool for a marketing campaign. On the other hand, there is also need to discuss about the changes from the 4p's (place, product, price and promotion) of the marketing mix to the 4c's. Various distinguished scholars have asserted that the 4p's are of old age and there is need to shift to the 4c's although they may differ in words but the same

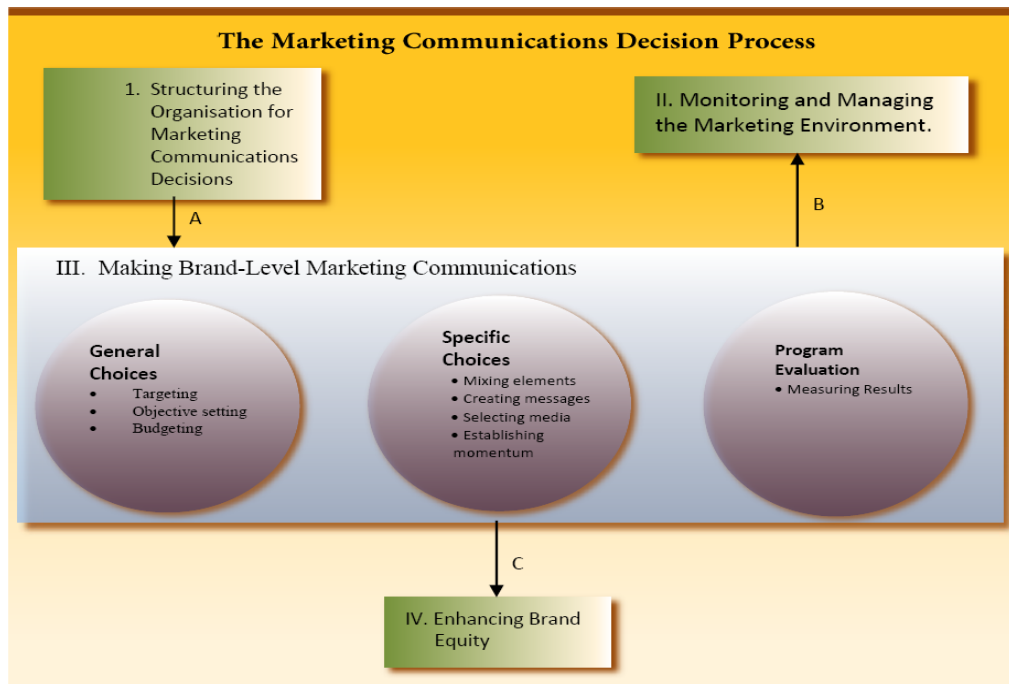
acronym. For instance, Lauterborn (1990) laid out a 4c's model that consists of; *consumer wants and needs cost to satisfy, convenience to buy and communication*. Whereas Jobber and Fahy (2009) 4c's model consisted of; *clarity, consistence, credibility and competitiveness*. The researcher thinks that the 4c's are more strategic in nature and can be very useful in strategic marketing management. This is because they entail exactly what management should be aware of from a managerial and strategic point of view. If the consumer needs and wants are identified, then it means that they will be supplied and located in the right place and communicated in the right manner with clarity and consistence which provide a competitive advantage for the company or organization.

### **2.2.1 Marketing Communications Decision Process**

Marketing communications also entails a communications decision process categorised into four sections; 1) Structuring the organisation for marketing communications decisions. 2) Monitoring and managing the marketing environment. 3) Making brand-level marketing communications decisions (including general choices, specific choices and program evaluation) 4) enhancing brand equity.



**Figure 2.6: The Marketing Communications Decision Process**



**Source: Chris Fill (2013) *Marketing communications, Brands, Experiences and Participation*, Pearson, 6<sup>th</sup> ed**

While structuring the organisation, the marketing managers should endeavour to see that the context in which the overall company view the decision is beneficial in the marketing perspective. This would be more of a market centred organisation. If the employees and management don't contribute to the marketing decisions in any way, then orchestration of creative marketing strategies is made harder and the decision making process may be ineffective. The second stage will then entail monitoring the actual marketing environment. The marketing environment is both internal and external. It should be monitored to assess the changes and the factors that cause this change to determine whether anything can be done to prevent the changes that harm the decision making process of the communications or whether nothing can be done and all that is left is to play along with the existing state of the environment. The next stage is then to deal with the brand level decision process which entails making

choices. Such choices will include choosing the target audience, deciding on clear objectives, creation of messages, selecting the media, how the implementation will be carried out and measuring the outcomes of the implementation. The fourth stage will be dealing with the enhancement of brand equity. With all the activities encompassed in the decision making process of communications, the marketer should bare in mind that there is need to enhance the brand equity and by making the right decisions the possibility of this is higher. As seen, the marketing communications decision process is not just a matter of analysing the feedback from the audience or from the accounts department regarding the sales but it is a more complex process (Fill, 2013).

### **2.2.2 Advertising**

Advertising is often defined as a *“non-personal form of mass communication that offers a high degree of control for those responsible for the design and delivery of advertising messages with persuasive intensions directed to the target audience, same applies to sales promotion. Although both are paid for, sales promotion comprises of various marketing techniques”* Fill (2002). Researchers have enormously tried to distinguish between informative and persuasive advertising. Informative advertising is most commonly used by not-for-profit organizations whereas profit oriented companies tend to use both informative and persuasive advertising. Informative advertising can be used for purposes of sensitization and awareness about social issues, a product or other similar contexts. It should be however noted that the not-for- profit organizations also do use both categories of advertising dependent on the objective of the campaigns (Fill, 2002). It is important to distinguish or segment the audience because advertisements will differ according to which audience it is intended for and which media will be most effective to convey the message if used (Bovee and Al, 1995). For example, the target

audience may be consumer or business, the geographical area may be national or international, the media used may be print, electronic or direct mail and the purpose may be commercial or non-commercial.

According to Lancaster *et al.*, (2002) all advertisements can be seen to offer information and can be regarded as communications about products, services and organizations. Following the nature of all advertisements, the ultimate goal/purpose is to create sales through persuasion which leads to motive of purchase by the consumers. Advertising is also more concerned with creating differentiation on which it greatly thrives and the essence is the strategy of branding. In the UK the area of branding within manufactures accounts for approximately 40 percent of the total advertising expenditure. It then makes it clear that brand image is a very important aspect of advertising and that, advertisements will increase the levels of brand awareness and manage to position a particular brand in a particular position on the market *ceteris Paribus*. The more value that a brand achieves on the market through all the advertising efforts will increase the brand equity although this is not definite in practice due to the different business dynamics that may prevail. Advertising according to Geoff Lancaster *et al.*, (2002) can also be used to enhance corporate image amidst criticism by other scholars that it is a waste of money since it does not have specific targets. These researchers went ahead to also look at the different models of advertising which they termed *sequential models of advertising* starting with AIDA (Attention-Interest-Desire-Action) which surfaced in the 1920s to enlighten on how consumers are processed through the buying or purchasing process. At a later stage in 1961, Colley came forward with the DARGMAR model (Defining Advertising Goals for Measured Advertising Results). Therefore, advertising as a marketing tool is complex in nature from creativity, purpose, and target audience in a management point of view. Hence there is need to understand

how it has evolved over the years to suit the new challenging setup of the world economies and organizations.

Advertising is just one of the marketing communications elements and is used by organizations (profit and non-profit) to persuade customers or service users to take action in form of purchase or reaction. There is an anticipated level of satisfaction from the customers which is the duty of the organizations to create this satisfaction through their products or services. In relation to communication it is important to receive feedback in form of purchases or other audience action for advertisers to determine whether their message has been received and interpreted as intended. However, it is a complex process when it comes to marketing communications which entails six significant phases; *Awareness, Comprehension, Acceptance, Preference, Ownership, Reinforcement* (Bovee and Al, 1995, p14). The first stage of awareness is usually intended to ignite attention of the consumers. This is not only for new products or brands but also for new offers and changes of existing products. It is very important that marketers create a message that will be easily understood by the consumers at this stage otherwise the whole process may be a mess. It is after the consumers' awareness that they will start to try and understand what the advertisement or message is saying and what actions need to be taken if accepted. This acceptance will most likely create a situation of choice and preference especially if the product is not a monopoly in the market and the influence the purchasing behavior.

It is also important to understand the advertising process as a marketing communications tool. It consists of eight steps: (1) *Analyzing the current situation*. Advertisers should at all times before any advertising campaign analyze the current situation of their products in the market, their general returns on investment and the available finances and that is why IMC is important

because it integrates all the internal departments of the company, (2) *Defining the audience*. The audience can be defined in various ways for example a company can decide to define their audience by age, education etc. Some other companies will use the data they collect from their own previous sales to define the audience although this is usually more technical, it may be worth employing in practice. (3) *Developing marketing goals and a marketing plan*. This third step is very crucial because it entails the purpose and how that purpose will be fulfilled to the benefit of the company, (4) *Developing advertising goals and advertising plan based on the marketing plan*. As noted earlier advertising is just a part of the marketing communications mix therefore it should be executed in line with the overall marketing plan. (5) *Agreeing on the advertising budget*, (6) *Developing and executing creative strategy*, (7) *Developing and executing media strategy* and (8) *evaluating advertising effectiveness*. Looking at advertising in the IMC perspective, for each IMC campaign the advertising program should be aligned with other marketing communications tools such as public relations and sales promotions. In relation to advertising scholars, Schultz, Tannenbaum and lauterborn devised the IMC model which starts with purchases, partial transactions or commitment, brand relationship and the attitudes towards brands and brand networks (Bovee and Al, 1995)

Another important aspect of advertising is the advertising plan which is more of an integral component of the overall marketing plan. Figure 2.7 below illustrates the slight difference between a general marketing plan and an advertising plan. Notably, it shades more light on the various steps in the advertising plan so that marketers can be able to effectively and efficiently execute their duties. These two have a lot of similarities but the marketing plan is more strategic in nature as compare to the marketing plan which is more specific and tactical. the advertising plan outlines the steps that should be followed only for advertising whereas the marketing plan includes advertising as well as other marketing communications tools. The essence of

distinguishing the two is to create a clear understanding and avoid confusion in implementation which has always been the case with non experienced marketing practitioners and some others who do not see marketing beyond the notion of selling and buying.

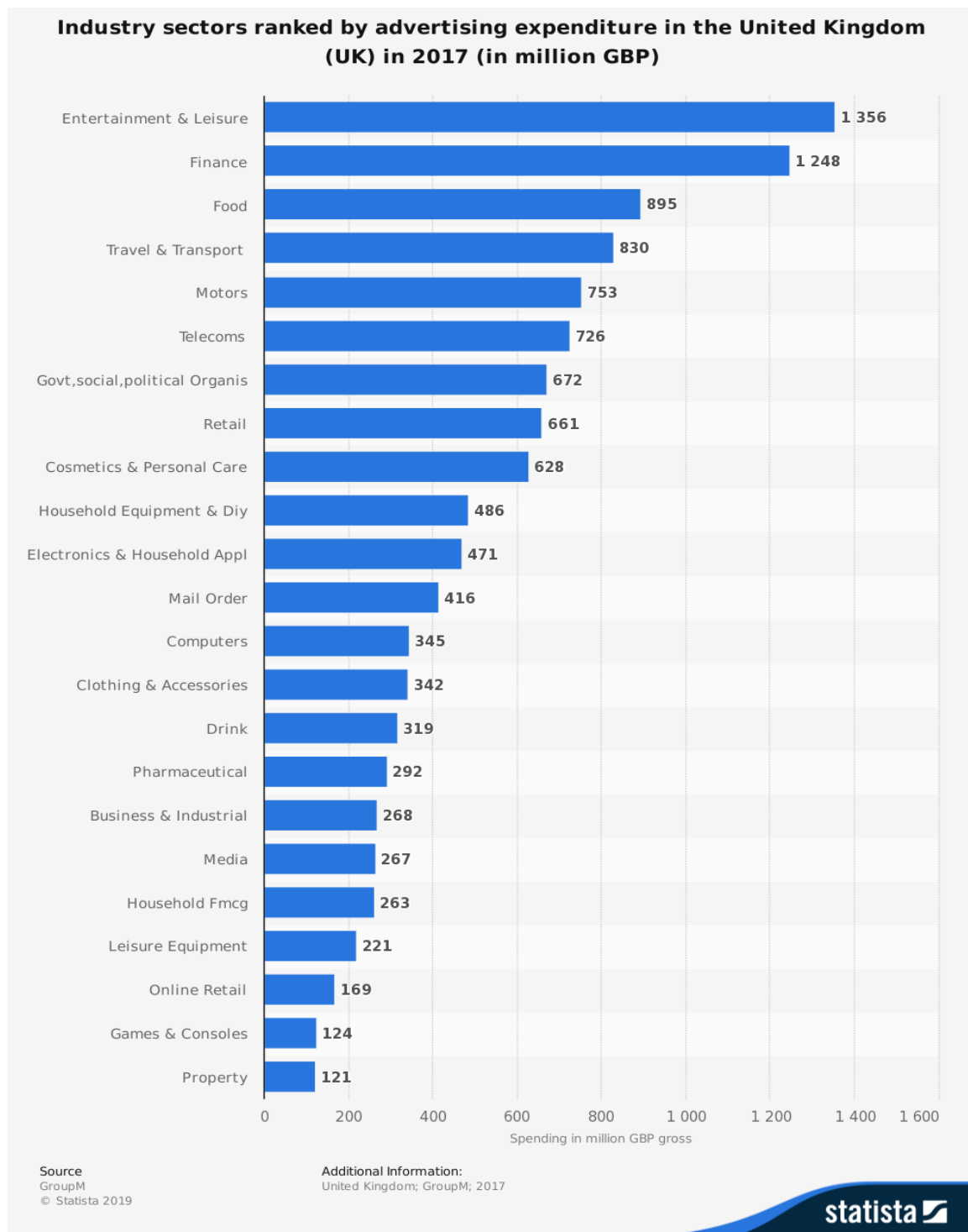
**Figure 2.7: Difference Between a General Marketing Plan and an Advertising Plan**



Source: Chris Fill (2013) *Marketing communications, Brands, Experiences and Participation*, Pearson, 6<sup>th</sup> ed

In the UK advertising across several platforms has witnessed growth especially between 2010 and 2012. The rapid expansion of the internet has been the major roots cause of this growth compensating for the decline of print advertising during this period. This summed up the total size of the UK advertising market to approximately £21.5 billion – the £14.7 billion total of indirect advertising expenditure with exclusion of social media campaigns, telemarketing, email marketing, experimental marketing and free post which accounted for an estimated £.8 billion. This shows that advertising as a tool is still widely used by marketing practitioner in the UK in various industries. A company cannot survive the competition in the UK economy without advertising where the consumers are very much informed, look out for new and better products, understand value for the products, quality sensitive among others. That is why, all the different industries endeavour to advertise as much as possible and deliver according to their ads. In other words, there are very few cases where the ads are misleading as compared to the developing economies like Uganda. Figure 2.8 below illustrates the total UK expenditure by industry sector 2017 which accounts the record high of £22.2 billion in total with a 4.6% increase from the previous year.

**Figure 2.8: Total UK Advertising by Industry Sector, 2017**



**Source:** <https://www.tutor2u.net/economics/reference/advertising-in-oligopoly>  
**Accessed:** 25/01/2020



Different advertisement is usually employed between differing industries and it is important for a researcher to distinguish between general advertising and direct response advertising. While the direct response advertising is intended for immediate response, general advertising is more concerned with awareness and a later response when the need arises from the consumers. The advantage with the direct response advertising is that the response can be easily measured and quantified. Direct response advertising also helps in building a consumer data base for future communications. Other types of advertising include institutional (corporate) advertising, product advertising (cars) and advocacy advertising (fight against racial discrimination) and these can use all the available media to drive their objectives.

Internet advertising in Uganda is enjoying a tremendous increase where reports indicate that it now accounts for 18.6% of the media time of Uganda as of June 2015. Given the fact that business managers are drawing on the strategies of advertising, they would be much more pleased if they can measure the effectiveness of the advertisement. This is one of the reasons why the researcher conducted this study to find out how this can be effectively done. With the measurement tools in place within the different media, strategic marketing communications can be executed with effectiveness. The internet is one such media where this can be achieved because service providers can trace the usage and with the help of key search history and they can tell what a prospective buy may be interested to purchase and even forecast the urgency.

**Table 2.1: Level or Usage of Internet in Uganda**

Year	Internet Users	Penetration (% of pop)	Total Population	Internetless	1Y User Change	
2016	7,645,197	19	40322768	32677571	5.5	
2015	7,249,340	17.7	39032383	31783043	8.3	
2014	6,691,364	16.2	37782971	31091607	12.9	
2013	5,924,889	14.7	36573387	30648498	13.9	
2012	5,200,209	13	35400620	30200411	16.6	
2011	4,458,484	12.5	34260342	29801858	7.6	
2010	4,143,677	9.8	33149417	29005740	32.1	
2009	3,136,165	7.9	32067125	28930960	28	
2008	2,450,140	3.7	31014427	28564287	122.5	
2007	<b>1,101,294</b>	3.3	29991958	28890664	50.1	

**Source: Internet Live Stats (2016).** <https://www.internetlivestats.com/internet-users/uganda/>

In terms of usage, it is true that the newspapers are losing readability not only in countries like Uganda where people have to generally spend on each copy but it has been witnessed even in countries like the UK where some newspapers are actually free. What this implies is that although their existence is still relevant, there is an ongoing debate of their future in the medias business. Literally speaking, in Uganda most people would prefer to watch television for information and entertainment, listen to radio and use the internet more as compared to the print media. This is an observation that was made by the Uganda Communications Commission (UCC) in 2014.

Looking at advertising by platform, UK's advertising market has actually witnessed growth in between 2012 - 2017 following the decline in the years 2007-2009 which could be attributed

to the global economic crisis. As earlier noted, the use of the internet has been greatly on the rise seeing organizations eliminating the paper or print services not only in advertising but also in other sectors of operation. For example, the NHS, universities and other institutions have urged the population to get acclimatized with the internet. This means that in a low developing country like Uganda, expenditure could not have been any better. Table 2.2 below shows that despite the significant decline UK advertising has recovered steadily. More of this growth can be attributed to the increased use of the internet by the population and the actual digitalisation of most media shifting away from the analog days.

**Table 2.2: Total UK Advertising Expenditure by Platform 2017-2018**

<b>Full-year forecast summary 2018-2020</b>	<b>Ad spend 2018 (£m)</b>	<b>2018 v 2017 (% change)</b>	<b>Forecast 2019 (% change)</b>	<b>Forecast 2020 (% change)</b>
Search	6,656.0	14.3%	11.3%	9.9%
Online display*	5,331.7	21.4%	12.5%	10.2%
TV	5,111.4	0.1%	2.2%	3.4%
of which VOD	391.0	29.4%	26.3%	20.2%
Direct mail	1,555.4	-8.5%	-8.2%	-7.3%
Online classified*	1,451.3	-1.3%	-5.0%	4.3%

Out of home	1,209.1	5.7%	3.7%	4.2%
of which digital	603.0	14.7%	13.6%	13.0%
National news brands	970.6	-6.3%	-3.3%	-2.3%
of which online	274.1	-0.2%	9.4%	7.2%
Regional news brands	804.3	-9.3%	-6.9%	-4.7%
of which online	227.5	7.6%	4.3%	7.7%
Magazine brands	717.7	-7.5%	-6.1%	-4.3%
of which online	270.3	-0.3%	0.3%	1.2%
Radio	713.3	5.0%	4.1%	5.7%
of which online	45.4	30.6%	23.6%	21.0%
Cinema	253.6	-2.1%	5.6%	6.9%
<b>TOTAL UK ADSPEND</b>	<b>23,566.1</b>	<b>6.3%</b>	<b>4.8%</b>	<b>5.5%</b>

Source: AA/WARC Expenditure Report, (April, 2019)

### 2.2.3 Public Relations

Earlier scholars concluded that public relations is “*the art and social science of analysing trends, predicting their consequences, counselling organizations’ leadership, and implementing planned programs of action which will serve both the organizations’ and the public interest*” (Fill 2002; cited in Mexican Statement, 1978). By analysing the trends, it means that research for public relations is done to enable better understanding of circumstances that may arise and better planning of the Public relations (PR) programs. The Institute of Public Relations (1984) then defined it as “*the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its publics; customers, employees, shareholders, trade bodies, suppliers, government officials and society in general*” (Blyth, 2000). PR is therefore concerned with creating favourable images of the company in the minds of the consumers or target audience. The nature of practicing public relations is journalistic and thus more believable by the audience. It also involves creation of events that bring products or companies to the public attention. A major difference between public relations and advertising is that public relations messages are not paid for directly. Public Relations has got “publics” which provide the direction for an organization’s public relations activities and these include; the community, employees, government, the financial community, distributors, consumers, opinion leaders and the media. These publics are very important to all organizations in planning their public relations activities (Lancaster *et al.*, 2002)

Some of the basic public relations activities include; organising press conferences, staff training workshops, events, handling incoming criticisms or complaints, grooming senior management for the press or for TV appearances, internal marketing and setting the organisation’s culture towards a customer orientation (Blythe, 2000). Therefore, PR does not only help in publicity

but it covers a wide range of issues and it plays a key role in relationship marketing since it is concerned with building a long-term favourable image rather than gaining a quick sale. Public relations practitioners should also carefully note the difference between defensive public relations, proactive public relations and internal public relations taking into consideration that public relations will not directly increase sales, cover up something that is adverse for the company or replace other promotional activities (Blythe, 2000).

Recently, there has been a shift from reactive public relations which deals mainly with negative perception management or crisis management to proactive public relations which looks at public relations in a more offensive manner and opportunistic approach. In the past, public relations practitioners were believed to be active only when there was a crisis in the company or organisation but today, they have to use every opportunity that arises to create and maintain the image of the company. Spotting the various opportunities where proactive PR can be taken advantage of is a challenge but in most cases these opportunities will present themselves and when they do, PR practitioners need to act as quickly as possible. This has been evidently seen when car manufactures have called back certain models of their vehicles from the market in the bid to protect their image. It cannot go without being noted that because of the previous understanding of the activities of Public Relations, there has been and there is still a mentality that public relations practitioners are “paid liars”. This is because they were known to twist facts to the benefit of the organizations.

A research conducted by Joep and Phil (2004), found that there is little literature available about the interdependence of public relations and marketing as two different functions of an organisation and the various researchers that have tried, have still failed to point out the

operational issues where Public Relations is seen as practiced with idiosyncrasy to preclude structural analysis. Therefore, there is continued need to research about how communications can be organised, such as the inter-functional dependencies between public relations (e.g. issues management, investor relations, public affairs, internal communications, media relations) and marketing communications disciplines (e.g. advertising, promotions, direct marketing, branding) and other associated activities. Basing on the information–processing perspective of communication within these researchers logically referred to a *“process of grouping activities, roles, or positions in the organisation to co-ordinate effectively the interdependencies that exist...the implicit goal of the structuring process is achieving a more rationalised and co-ordinated system of activity”* (Pfeffer, 1978; Joep and Phil, 2004)

On a very crucial note, Public Relations deals so much with human behaviour and just like many other disciplines it has ethics and to understand the ethical depth of Public Relations, Culbertson (1973) took a look at some of the important aspects that practitioners need to carefully put into consideration in relationship to human behaviour and understanding. The knowledge of facts is one of the issues that he pointed out, arguing that it is necessary at some point in practice for practitioners to have the ability to recall facts. This is the only way that one can be able to understand his opponent’s views with which they don't agree and is definitely a key factor in Public Relations especially for the business world. It is more of common sense that if you don’t know anything about something then you cannot propose anything which is literally true yet in the business world facts are a key to assessment and judgement or decision making. This is why he further discussed about taking time to weigh and assess arguments, assessment of credibility on bases other than prominence and personality, humble perception of one's own expertise, fineness of discrimination, the summing up, level of uncertainty about conclusions were all the other issues that practitioners need to beware of. The researcher

therefore agrees that Public Relations is much more than what it is usually defined as, meaning it has moved from a journalistic perspective to a strategic management perspective.

In relationship with IMC, public relations practitioners are trying to define IMC more along the line of theory and practical application for example, Duncan's IMC message typology, the IMC synergy, zero-based planning and IMC audit which should be important to corporate communication managers. The IMC message typology is a model of different types of messages communicated by an organisation as identified by Duncan so that practitioners can be aware of and be able to control or influence thus planned, inferred, maintenance and unplanned. The synergy model is inclusive of the components; consistency, interactivity and mission. Managing these IMC campaigns will need a high level of leadership and will have to align with PR programs as research has shown that much of IMC is based on public relations theories and practices (Moriarty, 1994). Therefore, if Public Relations is incorporated in the IMC doctrine, practitioners need to beware of the systematic planning and factual aspect that it entails to integrate all the messages that are intended for the target audience. Information is so much more available to the public today that business people cannot take a risk of misinforming the public or twisting facts to suit their strategy or within their communications.

Given the changing environment of the media, public relations practitioners are faced with a challenge of analysing the phenomenon of "*media catching*", a reversal of the traditional media relations' communication patterns (Waters, Tindall and Morton, 2010). The relationship between media people (journalists) and PR practitioners is a "*traditional norm*" because Public Relations is journalistic in nature. Cited by Waters *et al.*, (2010), Deacon, Fenton and Bryman (1999) discussed the intricacies involved in the news-making process and how an item becomes



news because of the love-hate relationship within the two groups where the journalistic role entails gatekeeping and the PR practitioners' role entails the purported unbalanced promotion of an organisations objective. Journalists need the PR people and the reverse is true but how is the harmony between the two groups kept? This is an interesting question and in most cases the journalists tend to be more superior in negotiating what will make news and what will not due to the fact that they have the gatekeeping capacity. However, there is still an important issue of adaption from the traditional mass media to the new wave of technology to match the needs of the target audiences (Waters *et al.*, 2010, p260). Things are changing so fast that PR people need to find all possible ways of penetrating the media and finding space to future due to the high competition within the various businesses. Having a press release featured in a newspaper today is harder than it used to be 30 years ago which is quite a challenge for PR practitioners.

Way back in 1968, a research study by Hudson on the response of how public relations could be used in a political context of United States of America (USA) found that Public Relations is problem solving in nature, not only for business but for society and leadership as well. Starting from the basis that something can be done, public relations' biggest success is in clearing up the misunderstandings, in identifying worthwhile institutions with the public interest, in stressing performance and in framing messages in terms of which the various audiences can understand. Therefore, there are situations in government and society as a whole, where Public Relations' practitioners need to get involved as individuals and also through the various companies and institutions. For example, if a company sent out messages to stop racism within their audiences it would increase harmony within the society that it operates and it is a good value added to society. in a developing country like Uganda where institutions have failed to operate and satisfy the citizens, it makes it hard for Public Relations' practitioners to fully

engage and defend the government because the facts prove otherwise from whatever they say and this when the public starts to have a misconception about the role of Public Relations in society yet it would be the basis of which government clearly communicates. In other developed countries Public Relations is actually a very important tool because it is not only used when there is a crisis but in prevent measures so that the crisis does not occur.

Public Relations within companies is usually part of the marketing and communications strategy and it is usually costly. However, Seroka (2011) noted that the cost of public relations can be cut down but increase the general impact. From the definition that, "*Public relations is a means of facilitating a genuine connection between an organization and its publics. It is about engaging the public, increasing recognition, building relationships and creating goodwill that enhances an organization's image and credibility.*" means that there are various ways into which public relations can get involved at a low cost sighting aspects such as: media relations, special events, surveys and research and social media among others (Seroka, 2011). From this point of view, the researcher thinks that communication or corporate managers need to look at public relations in a more functional manner baring in mind the two basic purposes of relations from both the inside and outside the organization and the objectives of the organization. In other words, the organization should be able to obtain information as much as it gives information. This will help to communicate a meaningful message and image of the organization and its key publics taking into consideration the definition of the actual existing corporate image, understanding how the public shape the corporate environment and how the communication activities will be coordinated.

Public relations is still a growing field as an academic discipline and industry (Botan and Hazleton, 2006; Botan and Taylor, 2004) but has been seen to have two basic problems in the strategic management context (Grunig et al., 2009; Grunig, & Dozier, 2002; Kim & Ni, 2013; Kim & Ni, 2010) creating a behavioural strategic management paradigm consisting of several middle-range theories that have been continually improved and refined. In the bid to advance theory development in the public relations discipline, Kim and Ni (2013) theoretically conducted a piece of research to answer three basic questions; (a) How to diagnose and classify the types of public relations problems, (b) how to choose segmentation theories that are relevant to the given problems and (c) how to choose communication theories and variables that offer the most appropriate nonfinancial metrics for assessing the success of strategies and tactics chosen for the given problem-solving context.

The key to proper strategic management of sensitive aspects of life is the ability to identify the problems and if these problems can be identified, the possible solutions can be sought out. The same applies to public relations and because it has a direct link to human behaviour it makes it even more difficult to understand or identify the problems associated with its failure or ineffectiveness. After identifying the problems, practitioners need to segment these problems matching them with their target audiences so that strategies to solve the problems can be initiated. These scholars also identified two types of public relations problems namely; *Public-initiated PR (PPR) problems* which often arise because the public has sensed or realised a problem in the organizations decisions or actions (Grunig & Repper, 1992). Governments and their institutions usually face these kind of problems because they are always being watched by the public and they have an obligation to serve the public. For example, in Uganda, the National Resistance Movement (NRM) which is the ruling party, has at so many occasions been accused of neglecting the most important issues that affect the public (health, education,

corruption etc.) and dealing with other issues that are not considered relevant. It has also been accused of high levels of corruption and of recent it has been accused of trying to alter the constitution for the benefit of the ruling president. From this example you can see that the public is watching and it is a problem to the government that needs to be given ultimate attention. The other is the *organization-initiated PR (OPR) problem* which often starts when an organization senses potential problems affecting the public or the organization's interests (Grunig & Grunig, 1991). For example, Samsung realised that it had to recall the phones back despite the negative image it would portray in terms of quality to the product and brand. Understanding these problems and the public (latent, aware, active and activist) not only enhances the literature of public relations but also increases the potential capability of Public Relations practitioners to execute their duties in the estranged business world today where clients are well informed and more active. Within this research the relationship of the two PR problems was directed to situational and relational theory to better understand the issue in discussion. Their research (Kim & Ni, 2013) concluded with a taxonomy of PR problems theoretically driven to throw more insight on the PR problems and how they could be solved practically for the benefit of both the companies, governments, non-government organisations and the public.

#### **2.2.4 Direct Marketing**

Direct marketing is a “shift from mass to personalized marketing through the help of the new technological era creating a shift from intervention-based approach of marketing communication towards permission-based approach” (Kotler *et al.*, 2013). Within the intervention based approach, marketers seek the attention of customers even when they are not interested whereas with the permission based approach, the marketers are dealing with an

audience that has already shown some kind of interest in the product or brand. The advantage of direct marketing is the one to one connection with the clients or customers which allows production of tailor made products leading to 100 percent customer satisfaction and this is the ultimate goal of marketing (Kotler *et al.*, 2013).

Early direct marketers had a challenge of gathering information about their customers in a more manual form but thanks to the advance of technology where it is easier to create a data base from which they can perform their duties. We can see that social media is filled with adverts that have been carefully scrutinized considering the behaviors of the customer and anticipating what might be of interest to that particular customer. For example, according to the Direct Marketing Association (DMA), US companies spent \$116.5 billion on direct marketing in 2009, 54 per cent of the total dollars spent on advertising. There are various forms of direct marketing; face-to-face, direct mail marketing, catalogue marketing, telemarketing, direct-response television marketing, kiosk marketing, new digital technologies, online marketing (Kotler *et al.*, 2013.).

According to the American Direct Marketing Association (ADMA), “*direct marketing is an interactive system of marketing which uses one or more advertising media to effect measurable response and/or transaction at any location*”. The researcher finds a close relationship to the definition of personal selling but Bird (1993) goes ahead and clarifies that, direct marketing is not a mass medium but despite being interactive between individuals, the communications are targeted (as far as possible) only to those individuals who are likely to be interested in the offering. Bauer and Miglaustch (1992) offered another alternative definition which is accepted by the UK’s Direct Marketing Association that “*it is a cybernetic marketing process which uses*

*direct response advertising in prospecting, conversion and maintenance*” (Blythe, 2000. p.161). These definitions above show the complexity of direct marketing as a communications tool and the fragmentation of traditional media and increase in the falling cost of information technology have increased the widespread use of direct marketing by firms.

In a B2B (Business to business) perspective, organizations tend to use direct marketing more often to maintain their relationship or increase the economic value through generation of sales. A recent research by Kim and Kumar (2018) looked at the relative influence of economic and relational direct marketing communications on buying behavior in business to business markets. They found that, effects of economic and relational marketing communications on customer purchase behaviors interplay and vary over time. Customers will not have a static attitude towards these communications directed to them. They could change for the better or for the worse in terms of relationship with the sender or in economic terms of either purchasing more, referring others to buy or not even buy at all. They also found that, latent stock of direct communication affects customer purchase behavior. And lastly the researchers concluded that evolution of customers’ perceived importance can be recovered using transaction data (Kim and Kumar, 2018). This is the reason why a company has to create a well managed and organized data base where all clientele information can be stored. This does not only help in sending out new messages but also following up on the loyal customers of the company or organization. In respect to this research, direct marketing is a very crucial tool of marketing especially because of the high value commodities entailed. It would be very ideal to use direct marketing to reach out to various individuals who can actually afford to buy cars not only for business to business markets.

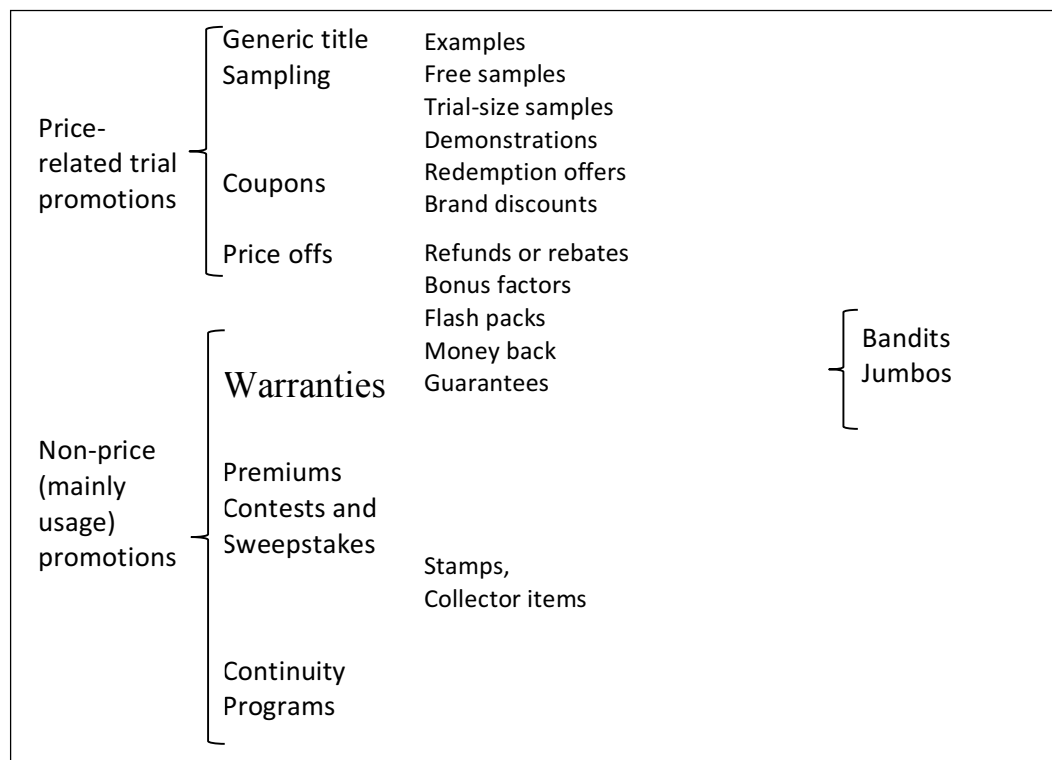
### 2.2.5 Sales Promotions

Sales promotions are similar to advertising but with a distinct characteristic of encouraging the target audience to behave in a particular way which is in most cases to buy a product or get involved in a service. The researcher thinks that the only difference is that advertising is long term whereas sales promotions is short term but with the same objectives and possible outcomes. Sales promotion consists of short-term incentives to encourage the purchase or sales of a product or service. The purpose of sales promotions is to create temporary increasing sales by bringing purchasing decisions forward and adding some immediacy to the decision-making process. Blythe (2000) argued that, sales promotions will often be useful for low-value items and is most effective when used as part of an integrated promotion campaign. The “*ratchet effect*” as defined by Moran in 1978 (Blythe, 2000. p.186) was thought to be effective in quick boosts from sales promotions. Sales promotions range from trade, retailer and manufacturer to produce different results. Trade promotions can be used to increase stock levels, gain better shelf space, new product launch, even out fluctuating sales and counter the competition. Retailer promotion in nature attempt to increase store traffic, increase frequency and amount of purchase, increase store loyalty, increase own-brand sales and even out busy periods. Manufacturer promotions attempt to encourage trials, expand usage, attract new customers, trade up and load up. It is important for marketing practitioners to evaluate the actual purpose of the sales promotion to effectively execute the sales promotions campaigns (Blythe, 2000).

Promotions have a hidden danger if the marketer does not get them right. A poorly designed and executed promotion can be costly to the company in terms of brand credibility. Issues such as, entry requirements, regulations for example, the guidelines set out by the Committee of Advertising Practice (CAP) Code are paramount while carrying out the promotions. Therefore,

marketers/promoters should be in position to give the customers what they were promised. Most of the brands that benefit from promotions will be those that establish a clear and desirable proposition for both the target audience and the brand's long term strategy (Belinda, 2003)

**Figure 2.9: A Taxonomy of Consumer Sales Promotions**



**Source; Davies, M (1992). Sales promotion as a competitive strategy. Management Decision 30(7)**

In a recent study, it was suggested that promotions can be used creatively as a means for developing, or supporting, a strategic advantage noting that although expenditure on sales promotions has now surpassed that on advertising, it is usually considered a tactical activity, primarily deployed on a short-term basis. This has been true on several occasions where



promotions have been used as a response to sales problems rather than being designed strategically for creation of competitive advantage (Mark, 1992). Therefore, to enable the use of promotion as part of a strategic plan, there should be a clearly defined process. This process entails identifying the existing positioning of each target segment, evaluation of consumer motives and the firm's current situation in relation to the competition, setting clear objectives based on cost leadership or differentiation, screening promotions to match consumer profiles and compatibility in respect with the consumer mix, pre-testing the selected promotions before full execution or launch, implementation of the promotions and tracking of the promotions to monitor achievement of the objectives (Mark, 1992). With such an organised process, then sales promotions can support strategic planning and strategic decision making within the firm.

The value of direct marketing in the automobile sector has also been researched by various academics. Ishiguro *et al.*, (2012) developed a strategic Total Direct Mail Model (TDMM) to enhance the level at which auto dealerships can bring in customers. Direct mail is a form of sale promotion. Auto dealerships just like any other company in any sector today store customer attributes, purchase history, and other information on their clients in a database or similar storage system (Ishiguro and Amasaka, 2012; Amasaka, 2004). An organization's ability to select recipients and the ability to offer personalized content is a great advantage to establish long-term relationships between the organization and the customers. Direct mail has been notably recommended by marketing professionals as an effective way of targeting specific premier customers for sales promotions (Ishiguro, *et al.*, 2012; Kotler and Keller, 2009; Peirsma and Jonker, 2004; Bult and Wansbeek, 2005)

In an era of increasingly mature markets and intense competition, the effective management of a sales promotion mix may prove to be a valuable source of competitive advantage according

to a conclusion by Lee (2002). For more insight about how relevant sales promotions are, the researcher drew more attention on the manager's attitudes towards the use of sales promotions. Given the diversity of the sales promotion tools (price-oriented and non-price oriented promotions), managers need to find out which of the two is most effective for their target audience and objectives. However, it is assumed that managers use price-oriented promotions more extensively than non-price promotions, primarily because they are concerned about the competition and short-term pressures rather than the long term health of the brand (Lee, 2002). For some reason price-oriented promotions are more effective because the consumers get a driving financial factor towards the promotions and they have a belief of the extra gain apart from the intangible value of the product that is being promoted

In the automobile industry, Busse *et al.*, (2006) argue that incentive promotions play an important role in the manufacturer's product market strategies by enabling retail prices to adjust to fluctuating demand conditions. These incentive promotions take various forms; cash rebates to customers, cash payments to dealers, subsidized interest rates for customers who finance through the manufacturer's captive lending arm, and lease incentives. They concluded that customers will realize that there is customer cash back and although on the contrary they will not be able to know that there is dealer cash back and it all depends on their negotiation ability to get the promotions cash back which to some point is a disadvantage for the customers during this promotion period. It is important to understand how manufacturers in the automobile industry carry out their promotions especially for this particular study.

### 2.2.6 Personal Selling

Personal selling is perceived as an interpersonal communication tool that involves face-to-face activities undertaken by individuals. This oral communication with prospective purchasers and the company sales representatives is with a sole intention to make sales. Personal selling is a powerful instrument in the promotions mix because it offers two-way communication with the prospective customer/consumer. Salesperson/people help in clarification, answering questions and raising the profile of issues that seem to be of greatest interest to the prospective consumers. Drucker (1973) was quoted saying that “the aim of marketing is to make selling superfluous” and from a marketer’s point of view, marketing’s aim is to produce products that are so ideally suited to the customer/consumer that the product will “sell itself”. However, there is a confusion between personal selling and the selling concept (Blythe, 2000) where personal selling is used by marketers to fill in the gaps in the communications mix and on the contrary this is not the case because sales people are believed to find, inform and persuade customers in a way that has yet to be better by any other communications medium. Bassington and Pettit (1997) in their definition for personal selling argued that *“it is about finding, informing, persuading and at times servicing customers through the personal, two-way communication that is its strength. It means helping customers to articulate their needs, tailoring persuasive messages to answer those needs, then handling customer’s responses or concerns in order to arrive at a mutually valued exchange”*. Dibb et al., (1994; Dibb et al.,2019) defined personal selling as *“the process of informing customers and persuading them to purchase products through personal communication in an exchange situation”*. Cooper (1997) offered a more complex definition that *“selling is a function which is concerned with identifying the specific needs, desires and problems of individual customers and providing satisfaction of these through benefit or solution in order to facilitate profitable business transactions”*. Therefore,

the purpose of this person-to-person dialogue between the buyer and the seller is to make sure that the consumer accepts the buyer's point of view and take action that is purely beneficial to the organisation in terms of actual sales of loyalty (Blythe, 2000).

### **2.2.7 Other Marketing Tools (Internet/Sponsorship/Exhibition)**

There are various other marketing tools at the exposure of marketing practitioners such as; Internet Marketing, Sponsorship, Exhibition among others. Recently, there has been an increase in sponsorship of events, arts and other such similar activities by companies to create a positive feeling about the firm. Meenaghan, (1991) defined sponsorship as “an investment, in cash or kind, in an activity in return for access to the exploitable commercial potential associated with this activity” Zafer *et al.*, (2001) argued that sponsorship attempts to link beliefs about the sponsoring organisation or brand with an event or organisation that is highly valued by target consumers (Blythe, 2000). However, Heffler (1994) suggested that sponsorship cannot be adequate as a stand-alone policy as research has shown that two to three times the cost of sponsorships needs to be spent on advertising if the exercise is to be effective hence marketing practitioners need to consider that the sponsorship must be economically viable and cost effective. The event should be consistent with the brand image and overall marketing communications plans. It should also offer a strong possibility of reaching the desired target audience and it is equally important to acquire knowledge about earlier sponsorship (Heffler, 1994; Blythe 2000)

Internet marketing involves the distribution of products, information and promotional benefits to the target audience through interactive communication in a way that allows response to be measured. This has changed the nature of marketing communications around the globe. The

increased fragmentation of media and customers, as well as the revolution introduced in mass communication by the new communication channels (internet and mobile communication technologies) has created the need for a new approach to marketing communication, that can insure centralised management and a consistency of corporate messages sent towards various (McArthur and Griffin, 1997; Semenik, 2002; Smith, 2002; Gurau, 2008). The communication procedures have changed over the last fifteen years because of the interactivity, transparency and memory. Therefore, practitioners need to know that the audience inter-connected and has the ability to pull information from each other and even from the organization. Predictions were made by Chi-Chung Shiu and Dawson (2002) about the growth of the internet especially for countries with large numbers of internet users and at least by 2020 it has shifted from cross-national segmentation to global segmentation meaning that marketers need to scrutinise marketing communications on the internet with a global perspective. In another research, Evans and Shui (2006, suggested that it would be helpful if online marketing activities were aligned with the “Process alignment Dynamic Model and the Holistic Alignment Model.

The internet has continuously created enormous opportunities for the marketing professionals although at the same time it has come along with so many challenges. Information about organizations is readily available for all audiences and targeted segments which demands for accurate planning, design, implementation and control of the marketing communications (Hart *et al.*, 2000). The integration of marketing and PR messages seems to be happening in the same place at the same time according to Ashcroft and Hoey (2001). This is definitely true because of the free access of the medium (internet) that both the consumers and the organizations are using. The progressive integration of PR and marketing activities was long predicted in 1978 by Kotler and Mindak and it is now a reality that PR and marketing are sharing the online communication concurrently. Proactivity, reactivity, continuity and flexibility should be noted

as the key constructs for building an online corporate identity. So many marketing professionals have not taken these four pillars as a very important aspect henceforth, leading to failure in their marketing campaigns. (Ranchhod *et al.*, 2002)

Gurau (2008) argues that if marketing communications are to yield any success, then complex choices have to be and implemented so that the communication strategies and tactics can be beneficial to the organization. If the message is for foreign audiences, it needs to adapt to the cultural contexts and settings of that particular country or state. Therefore, the fragmentation of the audiences, the customisation, the interactivity, the transparency and memory of the data enabled applications enhanced with consistency and coherence will make sense for the organization.

Discussing about the web/internet brings in focus about E-Marketing (as defined by other scholars) which can be viewed as just marketing because despite the change in what practitioners refer to as online marketing, where market research is enhanced with online data collection, the process of identifying research problems, collecting and using the data to make marketing decisions will never change. In other words, marketing practitioners must stay well grounded in the discipline and remain updated with current technologies and changing e-marketing concepts for competitive purposes. (Strauss and Frost, 2014) Hence, if marketers understand the internet technologies, they will definitely be able to harness its power through the various activities because of the internet's unique properties such as lower costs, traceable-measurable results, global reach, personalization, one-to-one marketing, more interesting campaign, better conversion rates and twenty-four-hour marketing opportunities (Strauss and

Frost, 2014; 30) there is a lot that can be said about the online/internet but this thesis will concentrate much onto the first traditional media while in discussion of the following chapters.

## **2.3 The Marketing Communications Process**

The concept of the communications process by Schramm (1960) is the foundation of our understanding of marketing communication (Pickton and Broderick 2001) which consists of four elements the sender, message, media and receiver. However, marketing scholars have expanded the marketing communications process model and included two other elements which include; the marketing communications context and the communications loop. The marketing communications context is the macro- and micro-environment in which communications take place. The communications loop recognises the two-way nature of communications with Grunig and Hunt (1984) arguing that the communications loop involves one-way, two-way asymmetric and two-way symmetric communications.

One-way communications are the communications from sender to receiver with no feedback or dialogue (for example a person watching television), whereas two-way asymmetric communications are from a sender to a receiver with little or delayed feedback (for example an email response), producing a non-direct dialogue and two-way symmetric communications are communications with direct dialogue between a sender and receiver of communications (Pickton and Broderick, 2001). From a marketing communications perspective, feedback is a very important aspect of the company communications because it provides both negative and positive responses from which strategic managerial decisions can be made.

According to Blythe (1998), there are 6 elements included in the strategic planning process of marketing communications; situational analysis, setting objectives, strategic decision making, operational decision making, campaign management, campaign evaluation. Within situational analysis, marketers should critically analyse the company, competitors, consumers, the market and the product before they go to the next stage of the planning process. The next stage is setting clear objectives and making strategic decisions depending on what the objectives of the communication are. Followed by operational decision making, once the campaign is started, it should be properly managed. The last one is the campaign evaluation which helps to assess the value achieved through the previous campaign and then set a bench mark on what should be the next move towards the next campaign.

**Figure 2.10: Elements of the Strategic Planning Process of Marketing Communications**



**Source: Personal Collection**



In simplicity, developing an effective marketing communications process starts with identifying the target audience, determining the response sought, choosing the message, choosing the channel, selecting the source's attributes and collecting the feedback (Blythe, 1998). Blythe (2000) further argued that, planning a marketing communications campaign before or after budget setting will depend on whether the marketer is adopting an objective and task policy or not. The objective of the campaign therefore is very important to the actual budget issues to the marketing department by many companies (image building, product differentiation, positioning and direct response). It would be usually advisable to adopt the objective and task policy before budgeting for strategic reasons of effective implementation.

## **2.4 Marketing Communications Tools in the UK and Uganda**

From the standing point of the nature of economy in the UK, marketing communications tools have been effectively utilised by companies to reach their target audiences for decades. Marketing practitioners have used tools such as advertising, sales promotions, public relations among others in all possible ways to increase value and profits as well as acquiring greater market shares by matching their messages to the needs of their target audiences. In Uganda, this has been the case but on the contrary, the opportunities for the marketing practitioners to explore these tools have been hindered due to a number of reasons such as the demographics aspects of the nation, political, economical and social aspects. Uganda as a third world country is limited to so many resources such as electricity, internet and other infrastructure to help marketing practitioners execute their duties with excellence and this is not only because they cannot but because the budgets are usually limited to the calculation of the Return on

investment (ROI) not the long-term relationship building as compared to the companies in the UK.

Furthermore, the access to media in Uganda by the populace is limited compared to the access of the media in the UK. This is very crucial to note in reference to this thesis because the researcher is looking at two different economic and social settings from which to draw a conclusion of how effective IMC can be achieved. On average every home in the UK has access to a television, news paper, mobile phone etc. which is not the case in Uganda hence, the way marketing practitioners are going to operate and exploit the marketing tools will be different. However, in recent years there has been increased growth in the use of the internet in Uganda which has enhanced the levels of communication but still it is limited to income levels of the citizens due to the socio-economical problem or socio-stratification.

The above differentiation is vital because that way, the researcher can be able to draw a consolidated research design to pull out a clear way onto how to effectively communicate. For example, a report in monitor newspaper about a research conducted by Ipsos, revealed that in 2014, 20 companies spent Shs613b on image building and brand marketing and this was characterised by the usual companies (Airtel, MTN, VIVO etc.) that have been spending on advertising for the last 10years. Importantly for this thesis is that there is no single car dealer or manufacture within the 20 top advertising companies in Uganda despite the increase in the ad spend from Shs584b in 2013. It should be noted that less than Shs4.8b went to online advertising as the population of Uganda that is much more affiliated to online advertising is in the urban areas hence the companies still prefer to use that traditional media as channels to convey their messages to their target audiences. ([www.monitor.co.ug](http://www.monitor.co.ug), 24 Feb. 2014) In the

same year, (2014) advertising expenditure for TV as a media channel in the UK shot up to £4.91 in TV which is a very big margin by difference compared to Uganda total revenue for all TV advertising. This is of great interest to the research because the IMC literature lacks a model that can cater for the implementation of IMC in all or complex situations like that of Uganda. It could be easier to create an IMC campaign in the UK because of the availability of resources and the level of development of the country where the population can easily be reached through different media hence consolidation and integration of marketing communications. Therefore, it is actually very reasonable to look at IMC in all the different contexts if it is going to more practical than theoretical than ever before. If the basic marketing communication tools can barely be fully implemented in developing countries, then it even makes it harder for a more complex notion of IMC to achieve effective implementation as compared to the developed economies or countries. However, as the world is becoming more globalized, we may see these changes happening but other factors also play a very important role.

## **2.5 Culture and Marketing Communications**

For marketers to realise success in marketing communications today both locally and internationally, it is obvious that the success will be determined by the marketer's cultural intelligence. The cross-cultural perspective is very important in marketing communications and far more crucial in this study because of the fact that car manufactures are multi-national companies hence the need to understand the impact of culture to marketing communications in a broader perspective. Culture is a very important aspect that controls consumer behaviour and

it is a prerequisite for marketers to analyse the cultural aspects of the environments in which they operate and merge that with their objectives.

There are various definitions of culture according to various scholars and understanding from different origins. Ralph Linton (2007, p.21) defined culture as “*the configuration of learned behaviour and results of whose behaviour component elements are shared and transmitted by the members of a particular society*” (Usunier and Lee, 2009). Culture on its own is a broad concept of study given that every individual has a belonging to a particular culture although there is a certain level of interaction at different stages in different ways. According to Goodenough, (2000) “*culture is a set of beliefs or standards, shared by a group of people, which help the individual decide what is, what can be, how to feel, what to do and how to go about doing it*” (Usunier and Lee, 2009). This would be the best way to define culture when the definition is critically analysed. The set beliefs or standards are agreed upon by the society and these can be used to govern the people of that particular society. In return, these belief impact on what is considered to be right or wrong and how the general aspects of life are carried out. To the marketing professionals, these aspects of culture are very important to understand otherwise the marketing efforts will end up in turmoil. in the same direction for example, Ugandan’s believe that all product coming from the UK are genuine and this impacts greatly on their purchase decision although at the same time when looking at the car market, they also believe maintaining car brands that are not from Japan or China is really expensive even though they could afford. This means that the set beliefs are influencing not only the social life but also the economic affairs of individuals which are directly connected to various markets.

As marketers try so hard to communicate to their audiences, it should be noted that at the least, even communication within us as people from the same cultural background is at times difficult. Because we have a difference in thinking, natural abilities, attitudes and experiences, a breakdown in communications becomes inevitable (Wang, 2012). If people from one culture are unable to understand the differences in communication practices, traditions and the way people think in another culture then there is likely to be a big problem with the communications. Since we cannot share all the same attributes in the same way basing on the law of nature, we ought to be a little more tolerant and understanding when communicating with each other. But on the marketing point of view, this should not be an excuse for breakdown in communication because it is the work of the marketing practitioner to clearly understand the culture where they intend to carry out business.

The international advertising research has confirmed differences in advertising content between countries and the premise upon which these studies are predicted indicates that advertisements, in part, reflect individual countries' social systems (Wang, 2012; Emery and Tian 2003; McLeod and Kunita, 1994; Mueller, 1992; Ramprasad and Hasegawa, 1992; Zandpour, Chang, and Catalano, 1992). This is absolutely true with examples of television ads aired in Uganda. They are totally of a very low quality as compared to those in United Kingdom and from observation one can easily relate and define the social systems in Uganda by watching the ads on Television. Therefore, cross-cultural communication can be defined as "*marketing communication among consumers or customers whose culture differs from that of the marketer's own culture in at least one fundamental aspect of culture such as language, religion, social norms and values, education and life style*" (Wang, 2012). Understanding the values and practices of the consumers in these different settings (environment) is a key to successful marketing communications and it is not only important to understand the differences but also

the similarities to identify opportunities and strategically align marketing communications with consumer preferences, purchasing behaviour and product-use patterns. Strategic issues like product-use patterns are important because for example, some people in some societies are known for not being extravagant yet other societies are known for being extremely extravagant. By identifying such patterns, marketers stand a chance of exploiting opportunities.

In a research study by Tian and Borges (2011), from an anthropological perspective, they concluded that culture is one of the key factors deeply rooted in the life of each individual and exerts tremendous influence on a variety of human behaviours. They further noted that, from a practical standpoint, building an awareness of both visible and invisible manifestations of culture is a critically important first step in determining how to effectively conduct marketing communications internationally and cross-culturally. For instance, Griffith (1998) reports that U.S marketers were hard-pressed to understand the French government's decision to restrict retail store size and protect local mom-and-pop retailers, especially considering the success of supermarkets there. The author noted that this was in part cultural in nature to protect the business culture and environment of the French.

In relation to this study, it is important to have an understanding of the African culture due to what is referred to today as the "global village" where industrialized economies have on a very large scale invested in various African nations (Levitt, 1983; Keegan and green, 2005). This research study has taken a perspective of two different economies in context (United Kingdom and Uganda) where understanding the relationship between marketing and these different cultures is not an option but a necessity. According to Nkwankwo (2000), there is a conducive atmosphere for business in Africa investors who are looking at long-term business ventures

stand great chances of profits and Returns on Investment (ROI). This could be called the "new scramble for Africa". Therefore, marketers should go ahead and analyse the African business environment and consider culture as an important factor in this analysis. Looking at the African cultural values, Darley and Blankson (2008) described the African culture along cultural orientations and dimensions. These scholars chose Kluckhohn and Strodtbeck's (1961) theory of value orientations because it forms a foundation of our understanding of cultural patterns and has been influential among several scholars in multi-cultural communications (Lusting and Koester, 1999) and has also been suggested to be important in assessing implications of culture and marketing practices (Nakata and Sivakumar, 2001; Darley and Blankson, 2008). Actually, China has taken this root and has invested heavily in most African countries Uganda inclusive. The results may not be immediate but in the long-run it will definitely realise the ROI from the fact that Africa is believed to be the richest continent in terms of natural resources.

Five cultural orientations that are common to all human groups are; *human nature orientation, man and nature orientation, time orientation, relational orientation and activity orientation* (Darley and Blankson, 2008; cited in Kluckhohn and Strodtbeck 1961). Beginning with human nature orientation, it is how humans seek to find the difference between good and bad and in African culture this can be seen to be more of belief in through actions of one person in reference to the community hence it is more societal in nature than spiritual. Therefore, strategically marketing communicator will need to identify these societal orientations whilst communicating in the African settings. Man and nature is basically about dominance and harmony. Mbiti (1990, p. 39) notes that in African culture, "*man is not the master of the universe; he is only the centre, the friend, the beneficiary, the user. For that reason, he has to live in harmony with the universe, obeying the laws of natural, moral and mystical order. If these are unduly disturbed, it is man who suffers most. African peoples have come to these*

*conclusions through long experience, observation and reflection.*” However, the author noted that not only have the Africans viewed the universe in that nature but also in other continents where they have continuously appreciated the use of harmony to live in the universe. International bodies have been formed to make sure this is possible and in return it is advantageous to marketers and companies as a whole. In regards to time orientation, African culture takes the past as more important to the future due to the fact that the event has not happened yet hence making socialized time very important (Onwubiko, 1990). This is a clue to marketers that as much as you need to communicate, time is very important and the sequence of how you communicate to people in Africa should be critically analysed. Other orientations (relational and activity) are not so different from those from other cultures, however, they need to be generally understood for proper execution of marketing communication campaigns.

Another important perspective of African culture as seen from above is Hofstede's cultural dimension (1980, 1983, 1991, 1996) which is conceptualized into four (i.e. power distance, individualism-collectivism, uncertainty-avoidance, masculinity-femininity). Power distance according to Hofstede refers to "the appropriateness of power within a society and acceptance of inequality among individuals in a society" Most of the African nations exhibit high power distance rooted from the family level top society level. Individualism-collectivism refers to "the relative importance of the interests of the individual versus the interests of the group." Characterised with the social behaviour of extended families, most of African societies exhibit high collectivism according to Hofstede (1991). Uncertainty avoidance is related to the degree of which individuals in society will be willing to adhere to change and to what levels are they threatened by uncertain situations. This is one moderate level according a research done by Hofstede in 1980 and 1983. Masculinity-femininity has varying dimensions where some African societies have shown a certain level of femininity whereas other societies exhibit a



high level of masculinity. However, whatever the case may be today the world has become a global village with gender inequality being widely condemned and therefore marketers should be able to reflect through such issues in relation to the societies or target audiences to which they intend to communicate. And most importantly is to understand the depth of the cultural implications of their communications before the cause problems for the entire firms (Darley and Blankson, 2008).

## **2. 6 Branding**

The Oxford American Dictionary (1980) has a definition of a brand as; (noun) “trade mark, goods of a particular make, a mark of identification made with a hot iron, the iron used for this: a piece of burning or charred wood, (verb): to mark with a hot iron, or to label with a trade mark” (Clifton, 1996. p.13). From the history of brands where it was used on the flank of an animal, brands have since then been commercialised and branding has become so important to business strategy today. Brands are intrinsic in nature with a basic role of creating an indelible impression. This has been witnessed from the 1990’s when Coca-Cola and Marlboro were recognised as the best brands around the world followed by Adidas. The increasing understanding of brand equity by management since the 1980’s saw that need to identify ‘brand equity’ or the financial value of a brand was important and it would actually cost more than what the actual brand would cost on the stock market with examples from Nestle when it bought Rowntree for almost three times its stock market and 26 times its earnings (Kapferer, 2008). This made it clear that branding and brand equity had gained more attention in the business management world and that the actual brand name was more than just a name but an asset of value.

According to Keller (2019), the American Marketing Association (AMA) offers a definition of what a brand is and it defines a brand as a “name, term, sign, symbol, or design or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition.” This is very important in the context of business operations that are taking place in a dynamic and increasingly changing environment today. Building a brand name that will be used to create profitability goes far beyond the actual creation of the brand. For example, Toyota is a well known brand within the automotive industry but besides the name “TOYOTA”, the symbols of the company and design of the vehicles there is more that has helped and enabled Toyota to fit in the market and enjoys a relatively big market share. This is the challenge that marketers face with branding. In other words, the task of creating value and profits through strategic brand management is a main concern for marketers. This has also been witnessed with other products in other sectors of business like telecommunications and consumer goods. The importance of branding cannot be overlooked because there has been an ongoing debate about brand valuation by various researchers and practitioners on how to value brands in monetary terms. This is usually intended to increase stock value and help in business circumstances such as mergers and acquisitions, franchising among others. It may not be easy to quantify what a brand name is worth if there is no mechanism of brand valuation. For example, recently Jaguar UK was planning to close its manufacturing plant due to a number of reasons but just in case there was a potential buyer the question would definitely arise of how much the name “Jaguar” would cost in the business transaction. So within the IMC context branding is a very important aspect that needs to be strategically incorporated within the IMC campaigns and strategies.

In the automotive industry, another clear example from the US car companies was seen in 2000 when they spent more than \$50 billion on marketing which was much more than what was

spent between 1996 and 2000 although the time between 1996 and 2000 saw a \$15 billion loss of revenue despite the increase in the cost of marketing. This meant that it does not necessarily mean that the more you advertise or increase the marketing budget, the more sales you are bound to make (Anjan *et al.* 2000). These researchers further noted that in the automotive industry, the number of car makes and models has increasingly grown in every product segment and that the once vast gaps in quality, performance, safety, fuel efficiency and amenities have all closed significantly. Therefore, if these gaps have closed and the creation of a competitive advantage has been left to persistent design and style, then the intangible and emotional benefits of proper branding remain a key in the success of the auto motive companies. It is equally important to understand what sets the different brands apart. Some of these cars are built by the same designers and engineers in the same companies and have very little differentiation within them but at the end of the day, customers will make a choice according to the few set apart issues associated with the brand. This was the case with the with the Toyota Corolla and the Chevrolet Prizm built at the California base company – New United Motor and Manufacturing Incorporated (NUMMI). The Chevrolet need at least \$750 dollars more in the buyer incentive yet it still did not yield more results than the Toyota. So the emotional connections formed by the marketers towards the consumers have a great impact towards the purchasing behaviour of the prospective customers (Anjan *et al.*, 2000).

Another important research that indicates the importance of brands and the attachment of product brands to the consumers was conducted by Martin *et al.*, (2017) where they wanted to understand the close brand relationship between the consumers and the actual brand and if this relationship can insulate pain. For the fact that the psychological aspect has to been considered while building a brand, these researchers based their study on the discipline of social psychology inter-relatable with branding to draw conclusions. They cite examples of how

consumers can end up purchasing goods for comfort in times of pain (Eisenberger *et al.*, 2011; Master *et al.*, 2009; Passman 1997). In so many occasions we tend to find ourselves buying products that we are emotionally related too in times of pain. This is the emotional value that aids the brand to get purchased. For example, so many people buy electronic gadgets no matter how expensive to eliminate loneliness and stress. To them, this will be more effective if they bought a product that is directly associated to them in terms of branding. Although one would ask, does this really decrease the pain that the consumer is going through at the moment or not? Perhaps that is a need for further research beyond this thesis.

Managers should be in position to leverage the different types of marketing communications messages intended for brand-building on both the traditional advertising media and the new conventional advertising. Every year, U.S firms invest approximately \$130 billion in traditional advertising, to build their brands and increase sales. However, empirical evidence has also show that there is a gradual shift of advertising to the internet (De Vries *et al.*, 2017). So, as much as this shift can be seen from companies all over the world, marketing practitioners and managers should not only consider cutting the costs while shifting from the traditional advertising in building brands but consider effectiveness of the traditional advertising in doing so. In reference to this research, whilst we are embracing the new waves and dynamics of marketing communications, brand creation, development and maintenance should be integrated. This is because there is need to engage with the consumers from the marketing management strategic point of view and the need to command the messages with the ability to evaluate the efforts and the investment. The choice between which of the marketing communications tools will be used entirely depends on the management's intentions and the nature of the company and products.

Another study as regards branding is a research that was done by Johannes and Waldemar (2013). This was significant in accordance to this study because it looked at ingredient branding of industrial goods and more specifically taking a case of two distinct automotive suppliers in the automotive industry. Being faced with the difficulty of getting the messages across to the consumers who are filled with piles and varieties of messages, brand leverage is the key in creating strong brands because even the gap of creating an outstanding competitive advantage is narrowing day-by-day due to the fact that these advantages are being copied so frequently. From the stand of such an environment, companies have realised that some of their most valuable assets is the brand name associated with their products or services. (Rid and Pfoertsch, 2013; Keller, 2003; Pfoertsch and Mueller, 2006) As a rising phenomenon, strategists within companies have resorted to co-branding and ingredient branding where applicable. According to Riezebos (2003), co-branding is an alliance that is clear to the consumers but it also depends on the fit between the products and the partner brands while ingredient branding on the other hand is a brand that is solely used as a component of a branded article/product. Some of these examples are Intel, the component supplier to the computer and information technology (IT) industry. As they concluded, the researchers found that Bosch and Autoliv have strategically established their potential as ingredient brands (Johannes and Waldemar, 2013). Creating such an impression in the business to business (B2B) environment takes a long time and it should usually focus of the long-term objectives of marketing and branding.

The social influence of brand communities has also proved to be evident in promotion of brand loyalty among consumers. Companies go ahead to create brand communities in relation to their brands, for example the Harley Davidson's Harley Owners Group (HOG) cited in most published studies is a typical example of a brand community. (Algesheimer *et al.*, 2005). Such

brand communities are actively nurtured by the company and marketers have increasingly become more interested in learning about, organising, and facilitating brand communities which are based according to Muniz and O'Guinn (2001) on a structured set of relationships among admirers of a brand. (Algesheimer *et al.*, 2005) considering the car clubs in the German-speaking Europe (Germany, Austria, Switzerland) preliminary research there revealed that clubs were associated with virtually every major automobile brand in German-speaking Europe. This helps in acquisition of new customers through new member entry strategies but it is more a customer retention tool than the former. Facilitating brand communities greatly helps in promoting customer relationships which is a direct link to consumer behaviour and management. It has an impact to the profitability of the company because of the nature and fact that it usually influences the buying behaviour of the consumers.

### **2.6.1 Brand Equity and Marketing Communications**

Brand equity is a concept in the marketing discipline that came to rise in the 1980s and it is a concept that relates to the characteristics of the services and products incorporated with the aptitude of brand equity. Marketing communications activities have to build the brand and in due course the attributes of the effects associated with are brand are what is known as brand equity. It is only through brand equity that the value of a brand and the marketing strategies can be identified (Keller, 2003). Higher brand equity will mean that the brand has attained value over a period of time and possesses a sustainable and differentiated advantage over other competitors. Since brand equity is a result of marketing strategies, this implies that effective brand management is a prerequisite for marketers and it is enhanced with well developed marketing decisions. The differentiation of brands increases customer brand knowledge and this leads to customer response which may be either positive or negative. Companies such as

Apple have exhibited this kind of brand performance and attained a higher number of brand equity within their specified markets.

Marketing communications are directly related to the concept of brand equity because they are the tools that marketing professionals use to build the brands. Choosing which marketing communications tool or technique is strategic process that requires maximum scrutiny by marketing managers to understand the magnitude onto which it helps in the brand creation process. Advertising is the most common tool used especially with large companies because they have the financial capacity to fund the advertising campaigns. Other techniques in this case are used as compliments to support the advertising process of the company. If these tools are effectively and efficiently utilized, customers are bound to respond in the manner that is desired by the company. So that response if measured will represent brand equity. However, sustainability of the brand equity is a challenge because it has to be monitored and it also has to be consistent with the marketing objectives and strategies. For the purposes of this research, the author deems it necessary to align these marketing communications tools in the direction of integration to achieve better results believing that consumer behaviour can greatly be influenced if there is integrated marketing communication.

As seen, Marketing Communications are a necessity to businesses today and for their survival the marketing communications need to be managed well. Understanding the tools of marketing communications thoroughly is also a pre-requisite for marketing communications practitioners. There is so much embedded in these tools that one can explore to get the main objectives of the marketing communications strategies that are set out within their various organisations and these can be successfully completed. These tools can be used in isolation but it should also be

noted that they are interrelated whereby one can easily have an effect on the other. Within the above literature, it has been noted that although there has been an increase in the digitalisation of the media, the print media has still got a lot of strength in its communications world. This can be attributed to the fact that newspapers and magazines are considered to be factual in nature and take a very big percentage of credibility of factual content. However, there has been a tremendous shift from the analog media to digital media in reference to use by the consumers. The increased use of the internet has totally changed the game for the marketers. Social media marketing is taking route and on a very fast increase today. It is imperative that marketers familiarise themselves with such new aspects of communication because it is inevitable that at one point, they will need them. Other media such as TV and radio are still in constant use especially for the motor vehicle industry where we see billions of dollars paid for TV adverts because of the strong sense of visual interaction with the consumers' feelings towards the products/cars. In reference to this research, all the marketing communications tools should be integrated to create a "single voice" and if understood in isolation, then integration can be a little easier. This is because each of these tools has a very outstanding purpose and a wide range of capacities. For example, Public Relations is usually understood as a weapon for publicity for the organisation and it is also used to protect against negative perspectives of the company but if greatly understood in-depth you will find that is actually a managerial function. Therefore, it can be used to analyse the public and help in the strategic management of an organisation. Another important factor is culture. Culture is one of the aspects where marketers have to put great emphasis. Societies are very sensitive and any slight mistake in the messages communicated by the company to the consumers can be very damaging. Words and symbols differs within different societies and it the work of marketers to identify how these differences can be overcome so that there is accurate and effective communication. The other issue is branding. A brand as seen, is the actual product in the mind of the consumer meaning that all



the communications are considered effective if the mind of the consumer can relate to the product which is known as brand equity. The actual brand value is when communication can influence the buying behaviour of an individual to choose within the different brands on the market and concentrate on the other. This can be achieved over time and some can be timely depending on the situation. However, high involvement products like cars, this may evolve over a certain period of cars. Subsequently, the study then extended to explore how these tools of marketing communications can be integrated to fulfil the doctrine of Integrate Marketing Communications (IMC).

## **2.7 Integrated Marketing Communications (IMC)**

According to Krishan Kant (2011), Integrated Marketing Communications is a term used to describe a holistic approach to marketing communications. It aims at ensuring consistency of messages and the complementary use of media. The concept includes online and offline marketing channels. Online marketing channels include any electronic or e-marketing campaigns or programs, from Search Engine Optimization (SEO), pay-per-click, and affiliate, and email, banner to latest web related channels for webinar, blog, micro-blogging, RSS, podcast, and Internet TV. Offline marketing channels are traditional print (newspaper, magazine), mail order, public relations, industry relations, billboard, radio, and television. A company develops its integrated marketing communications programs using all the elements of the marketing mix (product, price, place, and promotion) which are collectively known as the 4ps.

According to Kitchen and Burgmann (2015), Integrated Marketing Communications is *“integration of all marketing tools, approaches, and resources within an organization which*

*maximizes impact on consumer mind and which results into maximum profit at minimum cost.”*

Therefore, the integration of all these marketing tools is intended to create a competitive edge over other competitors in the business. At this point, there is need to understand the different levels of integration that are entailed within IMC. There are five levels of integration namely; Horizontal, Vertical, Internal, External and Data integration. Horizontal integration is where all the functions of marketing and other business functions are integrated. For example, advertising, promotions, sales, accounts and human resource are integrated to work towards the same objective of integration. Vertical integration in this case then means the IMC objectives have to be in line with the organizations objectives, vision and mission. Internal integration is associated with the employees of the company where they have to be fully informed and management has to make sure they agree to the notion of integration and their actions are geared towards the same purpose. External integration deals mostly with the outside stakeholders with whom the organization works to make IMC a reality.

However, according to Keller (2016; cited in Belch, 2014), argues that integrated marketing communications, *“is the coordination and merging of all marketing communications tools, avenues, and sources within a company into a seamless program that maximizes the impact on consumer and other end users at a minimal cost.”* Integrated Marketing Communications is also a simple concept as it ensures that all forms of communications and messages are carefully linked together. At its most basic level, Integrated Marketing Communications, or IMC, as we’ll call it, means integrating all the promotional tools that they work together in harmony. Promotion is one of the Ps in the marketing mix. A promotion has its own mix of communications tools that work better if they work together in harmony rather than in isolation and their sum is greater than their parts provided they speak consistently with one voice all the time, every time. This is enhanced when integration goes beyond just the basic communications

tools. There are other levels of integration such as Horizontal, Vertical, Internal, External and Data integration as also identified by Kitchen and Burgmann (2005).

According to Drucker and Broderick (2001), there was fundamental growth and development of IMC between the 1990s and 2000s. Within this period, it came to the notice of the practitioners and scholars that there was need for IMC to be extended in in practice with principles that will be applicable within all kinds of organizations and also within the entire individual organizations. Baring in mind that each and every communications tool has a stand alone ability of operations and costs, it is entirely based on the objectives of the organization that marketing practitioners will choose the best fit for their strategies. For example, while every organization may have a desire to use advertising as a communication tool, it may not be in position to do so because of the large budgets associated with advertising and this may hinder the organizations ability to reach its desired sales and failure to build a long-term image. Such organizations end up adopting other communications tools that fit within their budgets and capability to execute. If they are in position to use direct marketing and other techniques, then the way forward is to strengthen these areas of operation. However, this may not be so helpful to the doctrine of IMC where it is intended to use all or most of the tools in unison to communicate. In a nutshell, understanding the managerial potential of a company leads to a well thought-out marketing communications decision which may lead to realization of profits for the organization.

According to the American Marketing Association (AMA) by (2015), Integrated Marketing Communications is *“a planning process designed to assure that all brand contacts received by a customer or prospect for a product, service, or organization are relevant to that person and*

*consistent over time.*” 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 and combines these disciplines to provide clarity, consistency and maximum communications impact. The History of Marketing in the 20th century and earlier is a complex and still not fully explored subject, mixed up as it is with a history of trade and economics. Therefore, integrated marketing is focused on the creation of value, arguing that the organization needs to be united in the creation of distinctive or differentiated value in order to achieve productive synergy.

Corporate plans can easily be understood by the employees because of the potential vertical integration that IMC can bring within the organization. In this case all departments have a responsibility to impact on how the customers will view the organization because all communications will also be linked. This is the strategic capability of IMC to align itself with all the organization’s plans to enhance stability. If IMC happens from the reception desk to the accounts department then the company image is unified and this is a positive aspect for any company today where customers have a critical eye for the services and value of the products from any company. They are so keen on how companies operate.

There are basically four stages of IMC according to Schultz and Kitchen (2000), and these authors concluded with an integrated value-based model arguing that because most of the organisation’s focus is to gain a bigger amount of the market share through differentiation and coherent consistency the marketing approach shifts from the department to the whole organisation. The organizational culture is then programmed to accommodate the integration of the marketing communications. Depending on the service levels or products of the

organization, the challenges to implementation will vary with some of them more complex than others. For example, financial institutions may have a more complex situation as compared to a foods and beverages organization. In this argument it makes it clear that Integrated Marketing Communications is a management model from the marketing discipline which is not only about marketing the product but also about the long term existence of the company. However, the downside here would be the fact not so many managers may be willing to drive the company on the basis of this notion but may only apply the concept within a few areas of their operations or departments. This hinders the progress of the IMC concept. There would arise a question of what if we just concentrated on the marketing department and customer relationship management, wouldn't it be better than having to deal with the complexity of Integrated Marketing Communications? To the financial based managers, the answer would not favour the IMC advocates.

Another important definition was by, Kotler *et al.*, (1991) where they defined IMC as the *“concept under which a company carefully integrates and co-ordinates its many communications channels to deliver a clear, consistent and compelling message about the organization and its products.”* However, despite the existing theoretical confusion surrounding Integrated Marketing Communications (IMC), Kitchen *et al.*, 2008, argue that IMC has gradually moved from theory to practice. A practitioner application study was taken as the first step towards the development of information that would be required in the conceptualization, theorization, implementation, and evaluation of IMC which in turn would help solve the paradigm involved in the definition of IMC. However, the reality is that IMC is still an emerging discipline where most prior research does not cover cross-cultural comparisons, which is one of the challenges of this research for the reason that the researcher intends to take a cross-cultural study between UK and Uganda. (Kitchen *et al.*, 2008) This

research will bring closer the differences of practice within the context of different economical settings.

In the bid to conceptualize IMC Schultz, Tannenbaum and Lauterborn (1993) suggested that McCarthy's 4P's (product, price, place, promotion) be abandon and replace them with the 4C's model (consumer, cost, convenience and communication). In the authors view point, this argument was substantial looking at the fact that, you can only sell what a consumer wants to buy (product), you have to understand the consumers cost to satisfy that want or need (price), people need not to go to particular places to buy a product and this place should be convenient enough (place) and so on (Porcu *et al.*, 2012). Therefore, in this very research paper we see that various authors have come up with different views and definitions of IMC over the last decades. However, these have been classified into three categories; 1) *The Inside-out approach*. 2) *The Outside-in approach*. 3) *The Cross-functional strategic approach*.

The "Inside-out approach" which was the first category of IMC conceptualization shows a poor customer orientation in which IMC represents a relatively easy task of joining and integrating the elements of marketing communication to make them speak with "one voice". This was the 1989 definition by the American Association of Advertising Agencies (AAAA) that IMC is a "*concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluated the strategic role of a variety of communications disciplines, e.g. general advertising, direct response, sales promotion and public relations and combines these disciplines to provide clarity, consistency and maximum communications impact*". Considering IMC as a mere tool of making communication elements speak with "*one*"

voice” with a dearth of strategic view is the major weakness of this definition (Porcu *et al.*, 2003).

The “outside-in approach” is more inclusive of an attempt to understand what customers and clients want to see or listen to, when and where and through what means. This approach is the backbone of the definition affirmed by Kitchen and Schulz that, “*Integrated Marketing Communications is the process of developing and implementing various forms of persuasive communication programs with customers and prospects over time. The goal of IMC is to influence or directly affect the behavior of the selected communications audience. In sum the IMC process starts with the customer or prospect and the works back to determine and define the forms and methods through which persuasive communications programs should be developed.*” (Porcu *et al.*, 2012) The importance here is that, it defines IMC as a business process which was stated earlier by other IMC scholars such as Schultz and Schultz, Pickton and Broderick (2001).

The third classification of IMC definitions according to Porcu *et al.*, (2012) is the cross-functional strategic approach where all departments and agencies have to work together in the planning and management of all phases in the IMC program. From this perspective, Duncan and Mulhern (2004) had suggested that IMC should be more strategic than executive going beyond the promotional selling and advertising messages including two-way communication and should be managed according to results leading to a redefinition of IMC as “*an on-going, interactive, cross-functional process of brand communication planning, execution, and evaluation that integrates all parties in the exchange process in order to maximize mutual satisfaction of each other’s wants and needs.*” With such a well defined definition IMC can

now be said to have ground of operation within organizations from the strategic point of view however the challenge is the actual implementation from theory to practice.

Smith and Chatterjee (2006), argue that the marketing and sales functions in many firms are often at odds despite the common goal of increasing revenue and profits. This is important for this research because the integrated messages affect the duties of all the functions of a firm and therefore if the sales function which is literally a marketing activity is often at odds with the marketing function the researcher ought to be very careful while analyzing the implication of the sales function towards the creation on IMC in reference to the marketing communications mix. In previous research the IMC concept has been characterized as both a relational process and a business competency (Smith *et al.*, 2006; Reid 2003) implying that the relationship between the firm and its clients with other stakeholders inclusive has a direct impact on the sales and profit. Citing the report by the Aberdeen Group (Watkins, 2002) in their conclusion confirmed that the IMC framework is a useful way to bridge the gap between the sales and marketing function which lessens wasted expenditure and energy for any given firm. Bridging the gap between the marketing activities also increases employee relations which enhance productivity and can boost the increase in profits for the organization. When employees are at war with each other for any reasons such as resources for their departmental budgets or company decisions, it causes havoc which can be eliminated if IMC is well implemented.

Research has shown a direct link between IMC, market orientation (MO) and brand orientation (BO) by clearly showing that marketing communication plays an important role in building and maintaining stakeholder relationships and in leveraging these relationships in terms of brand and channel equity (Reid *et al.*, 2005). They emphasized that the implementation of IMC



required the involvement of the whole organization taking consideration from the highest corporate strategic level down to the day-to-day implementation of individual tactical activity. This will look more of the Market Orientation doctrine where the customer is crucial in business and also all decision depending on the marketing philosophy throughout the company. Reid *et al.*, (2005) also look at the range of definitions by different researchers in recent papers (Kliatchko 2005; Joanne and Tao 2004; Gould 2004; Duncan 2002) finding that Kitchen, and Duncan's representation is that IMC is *"a process for managing the customer relationships that drive brand value. More specifically, it is a cross-functional process for creating and nourishing profitable relationships with customers and other stakeholders by strategically controlling or influencing all messages sent to these groups and encouraging data driven, purposeful dialogue with them"* (Reid, 2005; Duncan, 2002)

Therefore, it would be right to assert that IMC works well in organizations where the Market Orientation (MO) philosophy is taken into consideration in both the organizations' strategic and tactical decisions where marketers need to plan and execute the integration at all levels of the organization to build brand value, attract and retain customers through proper application of the marketing mix. Reid *et al.*, (2005) identified the strategic and tactical characteristics of IMC; Driven by Market- based assets and financial expectations, customer and stakeholder connectivity, strategic consistency, Cross - functional integration, resource commitment for IMC as the strategic characteristics while Campaign-level consistence, campaign level clarity and campaign-level coordination were identified as tactical characteristics/dimensions of IMC. These characteristics must be scrutinized at every stage of IMC campaigns to realize positive results and this is why IMC is considered to be a complex concept because it is not a straight

forward process incorporating both strategic and tactical dimensions of orchestration within the company.

Furthermore, as much as IMC has been recognized as one of the major existing developments of the last decade, it is equally important to review the legal and regulatory environment of the companies that have accepted to practice IMC in general. This is important in the managerial perspective because it examines the legal issues that could influence the development and practice of IMC. These may include the legal risks that could affect strategic planning and tactical implementation of IMC efforts, including decisions about the placement and structure of IMC functions. (Kathy, 2005) Marketing practitioners are still faced with a challenge of amending the regulatory circles of IMC that a viably applicable in the various nations of the world and the researcher will endeavor to find out any of such amendments that are in place for the constituting elements such as public relations which falls under the first amendment as a commercial speech in the U.S. commercial speech doctrine. Not so much research has been done earlier on the legal framework of IMC by scholars and practitioners but there are general marketing regulations that are widely used in reference to the conduct and execution of marketing communication plans.

Interesting is the research by ILchul *et al.*, (2004) when they went ahead to understand the diffusion of IMC pointing out that they do not believe IMC has a commonly accepted theoretical framework. Therefore, their premise was that the diffusion and acceptance of IMC is based on the interaction between the clients and the advertising agencies as well as market place factors such as culture, industry structure and language among others explaining why IMC has diffused or not around the world in the past 18 years. This clearly shows that despite

the influence created by the advertising agencies and the clients towards the customers IMC broadly entails various factors that should be properly analyzed and incorporated to achieve the best results. More emphasis and research should then be carried out to increase the theoretical and literature base and also avail more insight on IMC practice.

Over the past few years, advertising as one of the basic elements of IMC is experiencing major changes such as, the decrease in the effect of advertising through the mass media, the increase of the number of advertising channels due to digitalization, increase in the number of advertising agencies and increased expectation by the clients of their ability to estimate the efficiency of their advertising budgets (Kiely, 1993, ILchul *et al.*, 2004). Hence the need to adjust and fit the advertising element properly within the IMC framework to be fully adapted by businesses today because the development of new media technologies has greatly weakened the power of traditional mass media as an advertising channel. However, recently noted by Piskorski, (2011) was that, where as businesses are thriving to stand out on the social platforms which is one of the new technological media in existence today, most of them have failed because of the way they communicate their messages differing from what the social media stands for. This is important because people go to social media to connect not to buy stuff and it is crucial for marketing practitioners who are challenged with adjustment to the new media to note.

The central idea of IMC is that communication does not take place in a vacuum because it includes not only the traditional media but also other communication efforts, as well as product and service encounters (Duncan and Moriarty, 1997; Ake and Christian, 2009). However, most literature has been based on an inside –out perspective where the company drives the

integration and a consistent message is conveyed to the consumer. But if marketers think of relationship communication as a result of IMC then the concept of “meaning” comes in as a central focus of the IMC practitioners. According to Ake and Christian (2009), they defined marketing communication in a consumer centric manner, “*Relationship communication is any type of marketing communication that influences the receiver’s long-term commitment to the sender by facilitating meaning creation through integration with the receiver’s time and situational context. The time context refers to the receiver’s perception of the history and envisioned future of his/her relationship with the sender. The situational context refers to other elements internal or external to the receiver.*” (Ake and Christian, 2009). IMC should be able to reflect the image of the company or brand and the messages should have the ability to create meaning to the consumers especially with the challenge of the new media. Consumers are faced with a challenge of having so many messages from different companies at their disposal and they sometimes struggle to find time to analyze what messages they should concentrate on and what entails the millions of various messages. so creativity should be directed towards creation of meaning in the quickest way possible if the marketing communications message is to yield any responses.

This argument implies that as much as marketers view IMC as their sole responsibility, the customers actually perform the integration and through the integration process meaning is created. According to the relationship communications model, integration takes place at the consumer level which differs from the IMC model which takes place at the company level. This is important to the researcher to further find out the levels of involvement of other stake holders in the formulation of IMC at the company level and the contribution of other

stakeholders at the consumer level. It is also important to help determine the effectiveness of the communication efforts towards the receiver hence effectiveness of IMC campaigns.

But with the wide spread economic recession all over the world marketers are faced with the earnings effect which also greatly affects the development of IMC worldwide. Roger and Kristina (2011), examined the associations between company earnings and marketing communications (i.e., advertising and promotion) expenditures during recessions dating back to 1971 covering five recessionary periods. The data revealed that changes in firms' advertising and promotion expenditures are related to changes in firms' current and future earnings, conditional on product classification. However, marketers have always failed to backup their argument that there should be no decrease in the budgets of marketing communications following the fact that managers always look at the marketing department first when they are trying to cut costs within companies. Marketing communications are seen as market-based assets with economic value created through the interaction of the messages with consumers and the company (receiver and sender) and therefore asset value should increase as additional expenditure contributes to future earnings vice versa determined by situational conditions in the market place such as economic downturns. They concluded that marketing and advertising managers can feel more confident about defending their expenditures as an investment because there is actually a contribution of the two towards the company earnings especially among consumer products and also for the service firms it appears to be unaffected. This is in relation to one of the biggest questions that always arises between the finance and marketing practitioners of how to determine the capability of the marketing activities in terms of money or profits.

IMC has become an expansive discipline linking to various fields such as corporate design, corporate culture, public relations and corporate communication. Lars *et al.*, (2008) argues that across these various fields attached to IMC, contemporary organizations pursue integrated communications in many different types of situations, for example when they develop corporate branding programs (e.g. Balmer, 1995; Ind, 1997; Knox and Bickerton, 2003; Mitchell, 1997; Harris and de Chernatony, 2006), manage corporate identity projects (e.g. Gioia *et al.*, 2000), facilitate data driven and dialogue-based product customization (e.g. Achrol, 1991; pepper and Rogers, 1993; pine *et al.*, 1993), where the early conceptions of integrated communications looked at the coordination of a limited set of communication parameters in order to provide message clarity and message consistency, this latter kind of integration involves the organization more substantially through the inclusion of employees, customers and other stakeholders and in this case the research looks at the involvement of the car dealer networks in the process of IMC implementation.

Clearly IMC is an outcome of both the communications model and the marketing mix therefore managers need to maintain a broader view of communication from the basic view including the marketing mix to meet the purposes of the messages sent out to the consumers. In most cases IMC messages are formulated with a purpose of persuasion and they trigger outcomes which are measured in terms of sales and consumer behavior towards the company products. However, the researcher is most interested in how best IMC can be achieved when other stakeholders are included such as the dealers in the new car market. The strategic and tactical dimensions of IMC should be intertwined with the management models such as BCG depending on the actual situation of the company. This helps in the planning and implementation process of IMC and also lays a foundation for the company managers to make

informed decisions while adopting the IMC concept within their companies. It also eliminates conflict which is one of the reasons why so many other concepts that arise within companies do not come to light. the next sub section will now explore the literature on IMC planning and implementation which is the centre focus of this research study because as earlier on noted, IMC as a new concept within the marketing discipline is still faced with the challenge of theory to practice.

### **2.7.1 Planning and Implementation of IMC**

Integration is a complex organizational issue that still needs to be addressed as noted by scholars such as (Eagle and Kitchen, 2000; Schultz and Schultz, 2003; Grostedt and Thorson, 1996) and the question of how to implement an integrated marketing communications program across different departments and professions has brought attention to the dimension of integration. The dearth or rather scarcity of research on the organizational dimensions of IMC has brought about many scholars addressing the issue of implementation in prescriptive terms as an issue of organizational design and as questions of overcoming structural “barriers” (e.g. Lars *et al.*, 2008; Pettegrew, 2001; Schultz and Schultz, 2003; Wightman, 1999) The fact is that not so many business managers have embraced the notion of IMC and that being the case it has failed to show in clarity how far it can be implement throughout the organization.

The most commonly used IMC planning model is the RABOSTIC planning model. This model has been widely accepted by scholars as a dependable model of IMC planning (Pickton and Broderick, 2005). RABOSTIC stands for Research and Analysis, Audiences, Budget,

Objectives, Strategy, Tactics, Implementation and control. This means that before any campaign or planning takes place, research should be undertaken and then the results analyzed for better planning. With that in mind, the target audiences should be clearly defined. This enables marketers not to waste the resources to reach the unwanted audiences. Budgeting is very paramount in this planning process. A clearer drawn budget will help the whole organization evaluate the worthiness of the campaign henceforth be able to eliminate errors due to lack of funds to execute the campaign objectives which may occur at a critical time. Objectives should also be smartly and clearly set. Without clear objective, the IMC campaigns are bound to fail due to lack of direction. Strategy on how fulfill the objectives will then be the next point of discussion. Strategy is not definite and there is always room for adjustment but it will involve a lot more than just a whole company analysis and evaluation to actual focus on planning. It will involve understanding the position of the company at length and drawing a clear line on what the company can or cannot do. The different tactics are then laid out which leads to Implementation. However, the implementation is controlled to ensure that the aspirations of the marketers are reached. In other words, the above paragraph explains briefly of what the RABOSTIC model is and how it is one of the key models of IMC planning.



**Figure 2.11: The RABOSTIC Model**



**Source: Pickton and Broderick, (2005); Integrated Marketing Communications.**

There are some important elements of the IMC planning process marketers need to carefully streamline to achieve success in IMC implementation (Organisation and management of IMC, Planning and decision making process, analysis and evaluation, marketing communications target audiences, budget, objectives, strategy and tactics and implementation) these are the key elements of the IMC planning process (Pickton and Broderick, 2001). For a proper IMC campaign, it needs to be thoroughly organized to eliminate all the loop holes and managed like any other business project by setting objectives and working in line with those objectives. It is from this stage that a clear plan will be set out and critical decision making will be done on whether to proceed or change a few things within the plan. In other words, management is bound to analyse and evaluate all possible risks and opportunities that are available. Understanding the marketing communications target audience is very important especially

within then external environment and this is when research is proved to be an important factor of marketing because you cannot understand the environment into which you plan to work without research. The marketers will be able to draw acceptable budgets to fit within their planned campaigns to execute the strategies that have been thought and actual implementation will take place.

For the purpose of this particular study, it is important to look at the stages of IMC development as discussed by Schultz and Kitchen (2000) with their four stages of IMC development. The first stage is the tactical coordination of marketing communications which requires a high degree of interpersonal and cross functional communication within and without the business. The second stage is redefining the scope of marketing communications which entails the gathering of extensive information about the organisations' customers and apply to deploying marketing communications and evaluating feedback in alignment with external agencies. The third stage is the application of information technology this involves maintaining access to data sources and build globally segmented databases where the data is strategically and effectively incorporated in communication planning and implementation to turn customer data into customer knowledge. The fourth stage is the financial and strategic integration; at this stage firms constantly monitor marketing communications performance from the return on investment (ROI) perspective. Information, knowledge linked to an ongoing evaluation of each served segment on a global basis. (Lynne *et al.*, 2007)

One of the great strengths of IMC is its flexibility as proposed by Dennis *et al.*, (2006) asserting that a finely crafted IMC effort can influence target audiences that would otherwise be unreachable because marketers may choose to employ any combination of advertising,

personal selling, word of mouth, sales promotion or any other tool that helps organisations gain attention, awareness and creates image. This is emphasized by IMC through harnessing synergy across multiple media to build brand equity of products and services. The researchers advocated for the inclusion of exhibit marketing within the IMC process arguing that although it has been highly misunderstood in the past, it has continued to become more important and it requires its own mini-marketing strategy because it is a tool that is sufficient enough for Business to Business (B2B) and Business to Consumer (B2C) application. Therefore, IMC should be able to incorporate all different tools of marketing communications to enhance its applicability.

As researchers have continued to debate differently about the emergence of IMC over the past decade, the view of IMC “as a philosophy” seems to be taking the same path as marketing itself. Lynne *et al.*, (2006) posed important questions that practitioners and researchers of IMC can possibly use to find a common ground on the true description of IMC to advertising practitioners, educators and researchers. These questions were meant to answer the future of IMC, to avail evidence that supports the central theory or idea of IMC, how IMC emerged and if there were no answers there should be a reason why. From the basis of these questions the author is intrigued to find out how best the practice of IMC can be achieved because they describe exactly how practitioners should view IMC as an emerging concept in the marketing field. These questions therefore, could only be answered if there is an understanding of the nature of IMC following its extant literature, to eliminate the levels of confusion within the field.

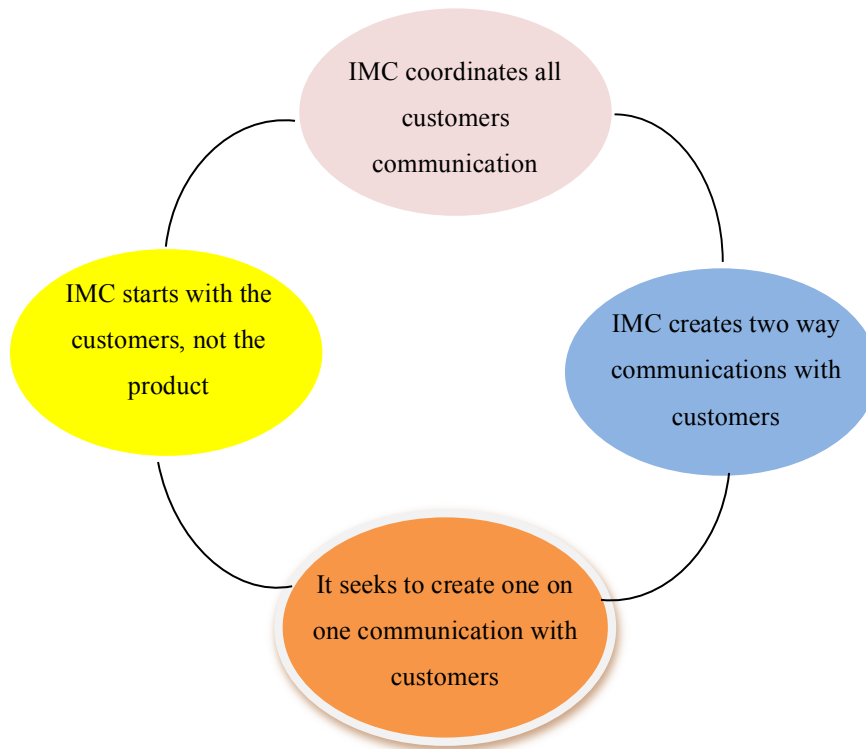
However, according to their research, (Lynne *et al.*, 2006) concluded that still have a challenge to show that they actually listen and adhere to the needs and wants of their customers and the communications are synergistic in nature. The researcher finds this conclusion insufficient in this era that is filled with a lot of competition and bench marking. It is an era of technological advancement where the world is moving so fast and if one cannot deal with the feedback from the customers then he or she cannot be successful in any business today. On the other hand, the reality is that IMC has been recognised although several scholars still debate the conceptualization and argue that it is situation-specific and context dependent where it's use will depends on the needs of the user or clients per say. Therefore, if IMC is to move from this current situation in the minds of the practitioners and academics, then it needs to provide more practical evidence of implementation and success later on organizational sustainability because this is what the real business world needs. Businesses have reached a point where the real world matters more than actually the theoretical conception of ideas.

Integrated Marketing Communications planning and implementation according to Caemmerer (2009), involves a wide range of managerial tasks and is more complex than it appears to be. Caemmerer (2009) listed a number of tasks which include; *“situation analysis and identification of marketing communications opportunities; choosing the right marketing communications agency; campaign development and implementation; the selection of marketing communications mix; creative execution and media planning; campaign evaluation; planning of follow-up campaigns; and managerial coordination between all tasks and parties involved to ensure integration of marketing communications throughout the campaign”*. In this particular research, she argued that within planning for IMC, *“the country-of-origin (COO) can act as an important informational cue in consumers’ buying decision-making process when evaluating products and brands”* (Caemmerer 2009; Verlegh *et al.*, 2005) confirming Yasin *et*

al. (2007) conclusion that “the image consumers have of the country or brand originates on most occasions influences their purchase intentions”. For the case of Uganda, this conclusion cannot be made bearing in mind that Uganda as of today does not manufacture or produce any vehicles and solely depends on importation. Therefore, the buying decision making process of the consumers will depend on the country of origin of the vehicles on market and the actual perception of the brand in the minds of the consumer.

Although there are a number of scholars who have come up with IMC planning processes, Bovee and Al, (1995) described the IMC planning process arguing that a successful approach to IMC is based on four key concepts. 1. *IMC coordinates all customer communication*. 2. *IMC starts with the customers, not the product*, 3. *It seeks to create one-on-one communication with customers*, 4. *IMC creates two-way communication with customers*. This seems to be a less complicated and straight forward approach to IMC planning which should be easy to incorporate or adopt within any type of organization (profit and non-profit) and even though the company has a financial orientation as a key strategic pillar. The simplicity that comes with this approach cannot be underestimated.

**Figure 2.12: Key Concepts of the IMC Planning Process**

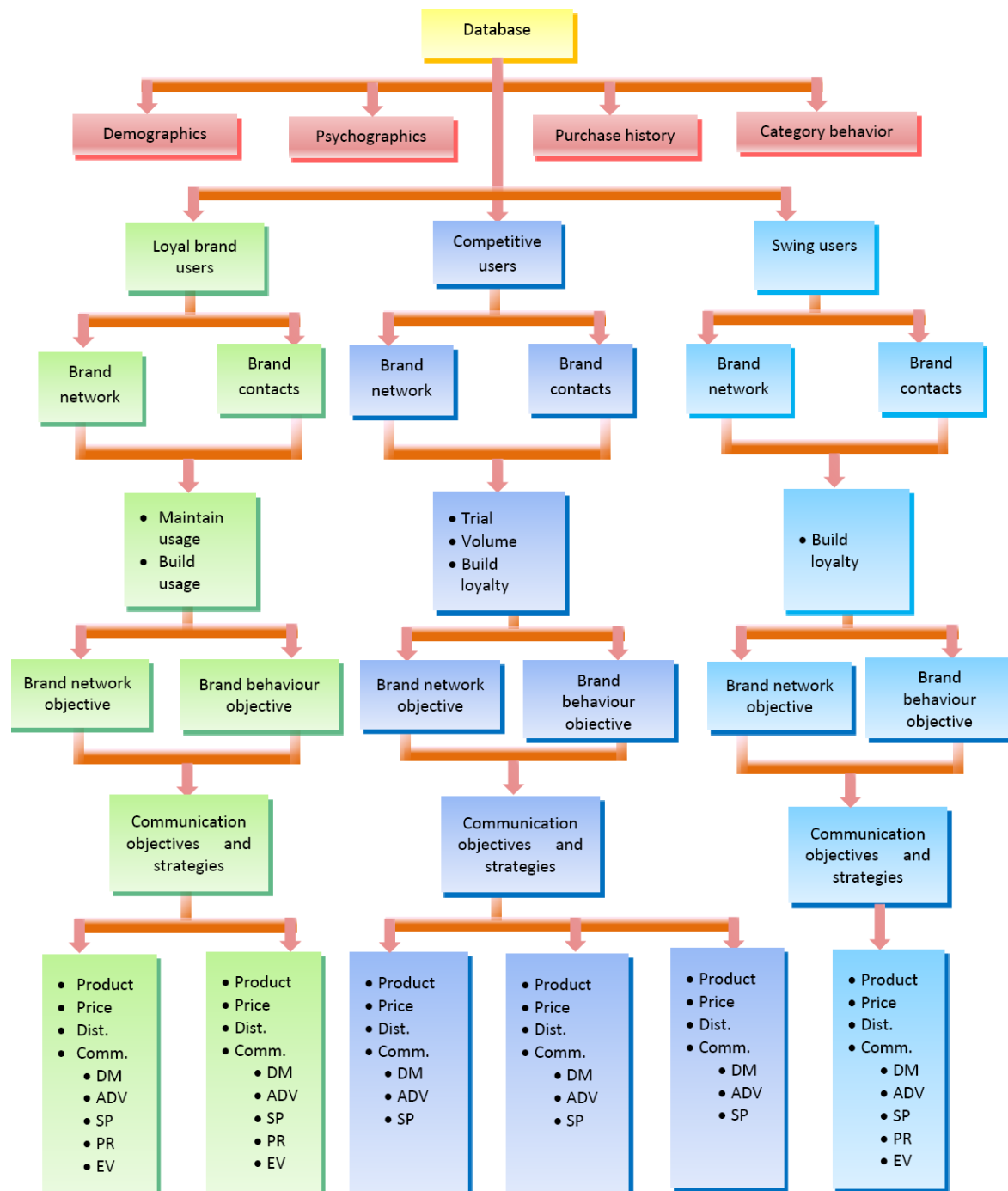


**Source: Bovee and Al, (1995) Advertising Excellence. Mcgraw-Hill**

From Bovee and Al (1995), the description of how IMC should be planned it puts the customer at the centre of everything or rather at the very beginning. The issues concerning the product are in context that the product is produced with the focus on the customer. In the process, IMC should be able to coordinate all the customers' communication meaning that all possible avenues used to collect and communicate with the customers should be drained of the available information. IMC should also be able to create both a one on one communication with the customers and a two-way communication. This is all done in the bid to leave no stone unturned. However, it is not as easy as the theoretical explanation done here because of the complexity of the process and some other issues that might arise such as availability of funds etcetera.

Understanding the IMC approach to communication planning in depth is very important for this research because of the need to overturn the theoretical literature of IMC into practical terms that will benefit companies and scholars. It is however a complex approach that needs critical assessment and the different stages ranging from creating a database through demographical research, collecting psychographic data, purchase history of the available customers to categorising their consumer behaviours. Figure 2.13 below is a representation of this complex approach following the principals of IMC as discussed in the previous paragraph. This approach is characterised with a secured data base with the customers' demographics, psychographics, purchase history, and behavioural category. The archived data base is then divided into three categories which consist of the loyal brand users, competitive brand users and the swing movers. These three categories are further broken down in sub-sections of each and loyal customers tend to maintain the brand usage and even create more brand usage. Competitive brand users or customers tend to be more inquisitive by trying on the different brands through which they build loyalty and for the swing movers the eventually build loyalty when they want to. The correlation within the brand network and brand behaviour for each category should now be used to set communication objectives and strategies. It is from these strategies and objectives that the marketing practitioner can now decide on how to integrate the marketing communications tools to suit the right category and purpose. That is one of the best approaches to IMC planning and implementation although with some bit of complexity.

**Figure 2.13: IMC Planning and Implementation Matrix**



Source: David Pickton and Amanda Broderick (2001), *Integrated Marketing Communications*. Prentice Hall, Financial times.



According to the chartered Institute of marketing, planning for IMC involves more than assessing how much the firm can afford to spend, allocating it across some media and in the course looking at whether sales levels have increased or not (Pimenta, 2012). The process begins by looking at the company's overall strategy (marketing), and then it goes to the next stage to look at the position strategy in the market or its intended target audience. The third stage involves making communication decisions (who are you targets? What does the company want to communicate?). The company needs to set clear objectives for the IMC campaign, a well calculated promotional mix and budget. After proper execution of the campaign, it should be evaluated to assess its effectiveness.

**Figure 2.14: The IMC Planning Process According to the Chartered Institute of Marketing**



**Source: Da Gama, A.P. (2012) Marketing audits: The forgotten side of management? Journal of Targeting, Measurement and Analysis for Marketing, 20(3-4), pp.212–222.**

Another important aspect of the planning and implementation of IMC is the implementation of integrated online marketing communications. A previous study by Garua (2008) identified a tentative model on the basis of the basic characteristics of the online environment, applications and audiences. The three stage process states that first, the message should respect and integrate the core corporate values of the organisation. Second, the message has to be adapted in relation to the strategic and tactical objectives pursued through the online communication campaign. Third, the message should be transformed considering the specific characteristics of the targeted audience/channel. The specific characteristics of the internet are making the implementation of integrated online marketing both inevitable and efficient for organisations. The transparency, interactivity and memory of the internet force the organisation to adopt a proactive-reactive attitude in online communication, and to combine consistency and continuity with flexibility and customisation. There are a number of IMC planning models (Schultz Model, Moore Thorson model, Sirgy, Percy, and Generic IMC model) introduced by the various scholars following the emergence of the IMC concept but the first stage is usually to identify the marketing objectives which are usually expressed in the form of sales, market share, or profitable figures.

According to Valos, Habibi, Casidy, Driesener, and Maplestone (2016), in an organization, no support from senior management is a critical challenge to implementation. It is lack of commitment from all levels of employees, including senior management. The lack of involvement from senior management could lead to IMC being deprived of resources which prevents the full potential that IMC can deliver for the organization to benefit from higher levels of the business. For IMC to be fully utilized, it has to be fully supported and funded. Therefore, if the senior management does not second the idea and cannot fully support IMC

existence then it is totally a waste of time to even start planning for IMC because it will automatically fail. Some times the marketing professionals get confused about the concept due to the stress they receive from clients and budgets being reduced by advertising agencies. It should also be noted that the introduction of new technology (internet based applications) has increasing undermined the purpose of IMC from the point of view that it greatly employs the traditional marketing communications tools. Senior managers especially if they come from a background that is not marketing oriented, they will view IMC as a wastage of resources. Hence forth, there is need for the marketing managers who are ready to use IMC within their organizations, to make sure that all employees understand the benefits of IMC and how it will benefit not only the company or organization but even the individuals themselves. In other words, IMC doctrine should be able to empower employees at all levels for proper planning and implementation.

Organizational change is a challenge to companies themselves as regards other organizational issues and it usually creates conflict which leads to staff resistance. Now if this resistance occurs, it means that the employees will most likely under perform their tasks or duties. This is not any different with IMC where it involves moving employees from the normality of their organizations culture to a totally new culture or perspective (Valos *et al.*, 2016). Because of the fear for the change in structure, operations and company atmosphere the challenge is for the management to deal with the changes in a more strategic manner rather than a more situation-specific manner or tactical manner in other words (Vladmir, Miroslav, and Papic, 2012). This further means that some organizations are structured in a way that they cannot easily restructure to adapt IMC and this is a very unfortunate scenario for marketing

practitioners who would have used such organizations as practical examples that implementation of IMC is actually possible.

According to Duncan and Everett (1993), IMC advocates should be in position to show how they can use the new media to create communication impacts and responses at a very minimal cost. Following up on past, identified barriers to IMC implementation such as “poor or limited power, coordination, and control issues; client skills, centralization, and cultural issues; agency skills and general time/resource issues; flexibility/modification issues; IMC measurement difficulties; lack of strategic vision and business culture; unclear positioning at corporate level; subcultures within different communication departments”. Management should be skilled enough to control cross functional capabilities of implementation to enable change and organizational performance. Integration should be able to reflect a shared process and fit within an agreed budget for both the short and long term plans of the organization. Creation of data bases and training should be also looked at as very important aspect for IMC to function effectively in an organization.

According to Schultz, Tannenbaum, and Lauterborn (1993), while IMC is being viewed as a valuable concept by practitioners, they also believe that organizational factors impose constraints on its institution. In certain client situations, because of organizations' preoccupation with functional focus, capable people see it as being "strapped in functional boxes, constrained and trained not to solve business problems but to 'do advertising' or 'do public relations' or 'do direct marketing'". In others, where brand management is practiced, communications “is being developed and implemented at the lowest levels, that is, by the most

junior and inexperienced employees” thus both conditions are considered as barriers to implementation.

Multiple integrated marketing communication function responsibility is being assigned to a single agency and a single position internally. However, the span of functional responsibility, the problem of limited knowledge about the task by employees, high loads assigned, large volume of clients to serve by one personnel, lack of coordination and control by director of companies has increased clients’ failure to place a high priority on full service among advertising organisations. Also use of limited marketing communication activities by clients and the variance in usage by different business types there is no single tool or technique appropriate for all situations which eventually makes it impossible for the organisation to use appropriate for IMC implementation (Duncan and Everett, 1993).

There is absolutely no doubt that IMC has so many benefits and these benefits can rise or decrease with time given the way they are received within the company or organization. So if the benefits and barriers are not carefully analysed then progress of IMC implementation is hindered. There is usually a conflicting tendency of departments within the organization that leads to such scenarios of incompetence in implementation of IMC. For example, some managers do not want to adopt the concept due to the fact that they don’t know how it worked and have to protect their jobs and power within the organisation. Some departments deliberately decide not to communicate with each other. So, if there are no communications within the company how will the messages of the company effectively be communicated to the external audiences? At the end of it all, creativity is stifled or limited and it even makes it

harder to draw a line between the long term and short term IMC strategies. (Kitchen, and Schultz. 2001).

There is urgent need to examine how internal organizational structures hinder the implementation of Integrated Marketing Communications efforts. Previous studies have noted the issue of departmental conflicts in strategy implementation not only within the marketing circles but even within other departments like security, accounts and procurement. As a result of this confusion and disagreement, IMC is facing continued debate of acceptance within the academia and organizational settings which sets back the implementation of the concept. There are also issues of functional specialization in communication agencies where they focus on a particular communications tool and excellently implement it throughout their client's organization. Other issues include; organizational ineffectiveness, ego problems, perceived complexity of planning and co-ordination within the organization among others (Egan, 2007). In fact, Shimp (2007) emphasises that the most visible and witnessed barrier to the IMC implementation is the co-ordination of activities through the functions of the organisation and the external stakeholders. The complexity and planning involved even when they employ communication agencies usually doesn't yield the anticipated results due to the low involvement and difference in objectives and direction due to the levels of independence allowed in the operations. Other scholars have noted that some other barriers to the IMC implementation are because of the low client skills where the clients do not have an idea of what they exactly want or what the agencies are offering, some other issues may be the organizational cultural issues that may hinder adjustment to fit with the IMC campaigns where as that flexibility is needed to for IMC implementation (Eagle *et al.*, 2007).

According to Dmitrijeva and Batraga (2012), Integrated Marketing Communications implementation is still faced with a problem of further development and company managers cannot be certain of the long-term benefits and strategies for the organizations if IMC is adopted. This would have been eliminated if the marketing practitioners can demonstrate a higher understanding of the concept with clear examples and also be in position to make the management understand the benefits. By doing so, it lessens the time for negotiation and belief within the IMC strategy. Actually if a marketing practitioner can get the managerial committee to understand and agree to the concept of IMC then implementation will be much easier to plan and co-ordinate. These managerial conflicts in understanding lead to poor decision making and affect the way the low level employs are going to perceive the process of IMC implementation.

There is also a problem of specialization where agencies today have specified the various areas of concentration within their daily operation. This is may be due to the previous experience and knowledge of the proprietors or the top management especially in the private sector. If the management is comfortable with a particular marketing communications dimension or tool, then it concentrates where it feels that it will have a better competitive advantage. For example, a manager may prefer to concentrate more on Public Relations (PR) campaigns instead of advertising campaigns because of the know how or past experience or even the available resources of the agency. And this is also true with the clients or organizations themselves. They tend to choose which marketing communications tools that they prefer prior to the planning of the marketing communications and when it entails IMC which is a little broader then there is more difficulty (Hartley and Pickton, 1999).

According to Loyd and Pettegrew (2001), the barrier of missing elements from IMC treatment of culture is determined by organizational behaviour as well as organizational communication that have caused poor mutual influence. Also some cultures are so strong and directed away from centralized control of communication that make implementing IMC impossible. For example, regulated monopolies and electrical utilizes that develop cultures where marketing is not an important requirement while public relations is being as critical thus there is a biggest challenge of overcoming the Utility culture and become a market driven company due to contrast in culture. Limited competition for resources that led to fewer amounts of cooperation and collaboration in IMC is virtually impossible to achieve since resources are scare and exists great competition between departments causing a very narrow communication function to influence the capital markets.

The IMC failure to integrate their public and employee relations functions and corporate reputations has led to short shift to organisation to implementation of IMC. This has led to less effectiveness to address cultural and structural functional barriers. Therefore, the most important barrier need for support of IMC by top level management, particularly the Chief Executive Officer is highly ignored in companies. The companies fall short of the IMC ideal where they have failed to effectively merge many communication functions with one voice hence companies may end up being strong in marketing but weak in public relations, employees' communication, or both. Therefore, organisation must avoid missing IMC in its organizational structure where marketing planning systems and basic marketing thinking, organizational structure, and capabilities and control failure must be effectively addressed in this study (Schultz *et.al.*, 1992).

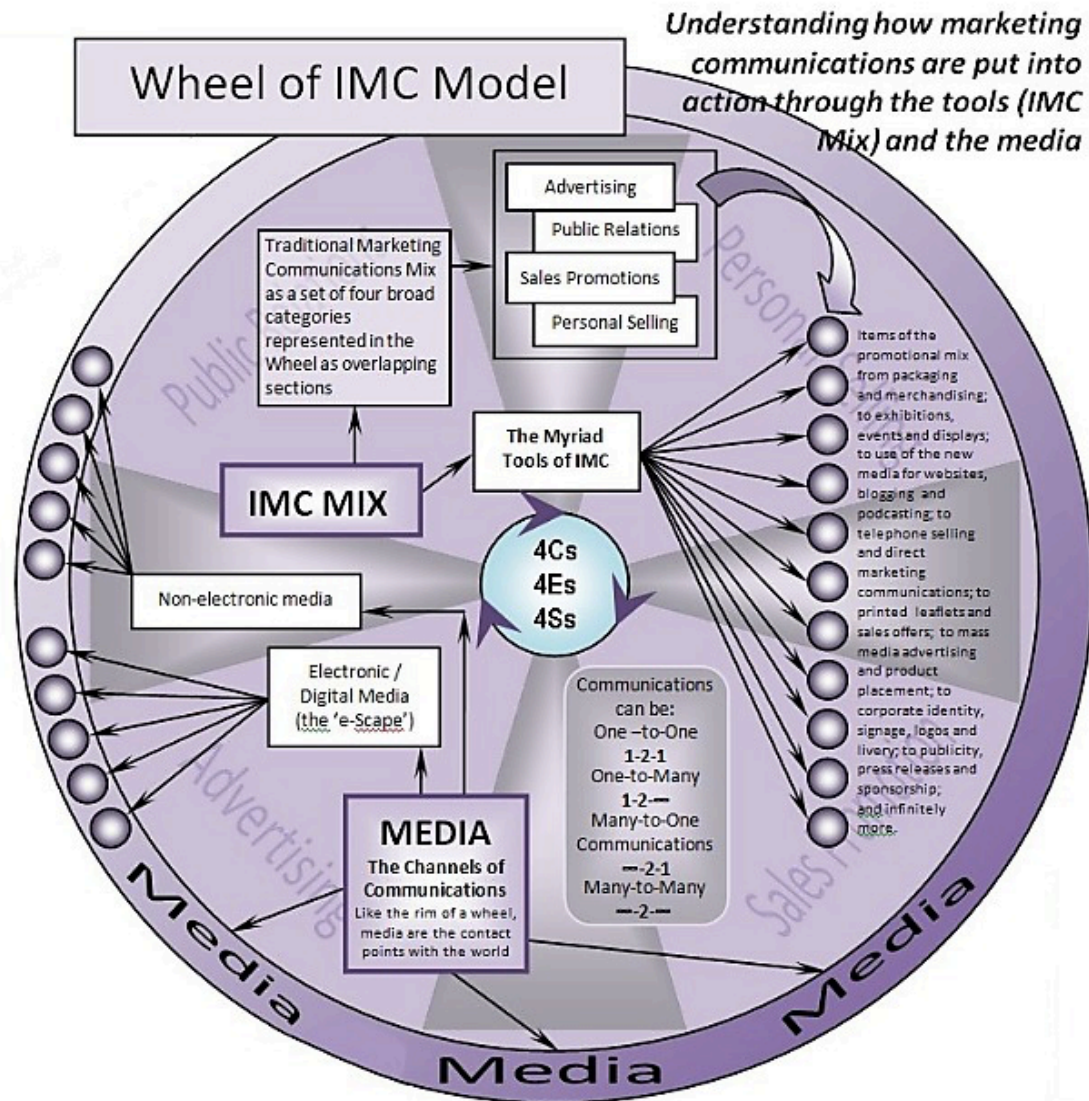


### **2.7.2 Practice of IMC (New Car Market)**

Cars would be classified as high-involvement products and a research by Radder and Huang (2008) concluded that there is a higher awareness of high-involvement product brands than of low-involvement product brands; however, the researchers did not clarify on the procedures of which IMC tool was most creditable for the creation of this awareness. Therefore, as much as IMC can create awareness and influence action, the decision making process is further simplified by a brand's association with quality (Radder and Huang, 2008; Vranesevic and Stancec, 2003).

The practice of IMC would be enhanced and effective if marketers would carefully understand how marketing communications are utilised through the media. Below is the wheel of IMC Model to help draw a better understanding of IMC practice. This in return would help the new car market achieve the benefits of IMC. Within the wheel of IMC model are the 4Cs (consumer wants and needs, cost to satisfy, convenience to buy and communication), 4Es (experience, every place, exchange, evangelism) which apparently have replaced the 4Ps of the marketing mix. The wheel also entails the 4Ss (service dominant, social interaction, sales engagement and superior knowledge). These have a lot of significance when it comes to IMC in general. The wheel also entails the media, marketing communication tools such as Advertising, Public Relations, Sales promotions etc. All these are intertwined to create more meaning of how IMC can actually be put into practice involving both old and new techniques of marketing and media (Pickton, 2017).

**Figure 2.15: The wheel of IMC Model**



**Source: David Pickton, 2017. Integrated Marketing Communications Wheel of IMC Model.**

Media has changed a lot from the way it appeared a decade ago and this should provide direction to marketers on how they should leverage their campaigns to reach their desired audiences. It has created a situation where communication can be one-to-one, one-to-many, many-to-one or many-to-many communication based campaigns through various ways such as

events, blogging, radio, TV, product placement etc. which could be relevant to the new car market.

### **2.7.3 External and Internal Factors Affecting the Practice of IMC**

One of the major stumbling blocks to IMC is its marked inability to measure or evaluate outcomes. This is one of the reasons why the implementation of IMC is still a problem to practitioners hence a need for a structured way in which practitioners and scholars in the field of marketing can measure the IMC activities and their results. (Lynne *et al*; 2006)

Shimp (2000) pointed out four factors that affected marketing communications that the researcher found important;

- Reduced faith in mass marketing as communication channels proliferate and customer and consumer loyalties diminish or dilute.
- Increasing reliance on more highly targeted communications methods to reflect an emerging relationship marketing orientation in business.
- Greater demands placed on marketing communications suppliers, such as agencies, to become more of a brand custodian than just a transaction based supplier of communications services.
- Increased efforts to access communications Return on Investment (ROI) reflecting greater demands by managers (marketers) for accountability and measurement of alternative customer acquisition and relationship activities.

Ambler (2000) remarks that, regarding the long existing debate on the potential of marketing communications, it should be also noted that advertising as a marketing tool still has the power

to create and maintain a big market share for organizations otherwise there would be no point why it still occurs. There is always a need for organizations to persuade new customers and also maintain the existing customers. The serious challenge is the creation and implementation of effective communications programmes. (Lynne *et al.*, 2007) Therefore, mass media communication strategies are definitely affected by so many barriers with issues of consumers' definition and understanding of the marketing communication.

The IMC practitioners are faced with the phenomenon of ethnocentrism in relation to the COO-effect, which is the overall tendency to evaluate domestic products as better than imported ones (Baker and Michie, 1995; Cleveland *et al.*, 2009; Shimp and Sharma, 1987; Papadopoulos and Heslop, 1990; Evanschitzky *et al.*, 2008) All the above authors agree to this notion and an example of the COO effect is research conducted by Ahmed and d'Astous, (1996) showing that it is a strong factor impacting on consumers' decision making when buying a car particularly in the five European key markets of Germany, France, Italy, Spain and UK (Netzeitung, 2006) The industry data show that most of the top ten best-selling cars in Germany-the biggest car market in the EU-are produced by Volkswagen, BMW or DaimlerChrysler, while the Italians and French prefer cars that originate from their home markets, (Loeffler, 2002) Hence this is a challenge to marketing practitioners who have to carefully plan not only to operate within the acceptable market share but also expand to fulfil the company objectives.

Among other barriers to integration, lack of horizontal communication is the one of the most prevalent and without adequate communication among departments, it is argued, organisations will have difficulties exchanging and sharing crucial information about target audiences (Lars

*et al*; 2008). De Pelsmacker *et al*; (2002) also pointed out that “turf battles, ego problems and managerial parochialism as important barriers to integration of communications”. Therefore, the various tools of marketing communications if fragmented as it is in most organisations depending of the various targets of each department, the managers may sometimes feel less need for integration. From the organisational point of view, organisational theorist James D. Thompson (1967) suggested that “no matter how well an organisation has integrated its symbols and messages; there will always be some activities that are less affected by the communication programme”. Henceforth, as regards this discussion Weick and Sutcliffe (2001. p.134) noted that, “organisations, even when new integration projects are in process of being implemented, must encourage widespread participation and information exchange about weaknesses or strengths of the integration project to allow free flow information and increase creativity” (Lars *et al.*, 2008).

Although the theory of IMC has theoretically acquired presence in the academic world, it has practically failed due to a few reasons. There needs to be a high degree of horizontal communication within the organization to enable successful implementation. There also needs to be some acceptable level of functional specialization to enable excellent execution of duties that are embedded within the IMC programs. There needs to be a high level of planning due to the complexity involved in the implementation of IMC and marketers need to be able to lobby for a reasonable budget to help them meet the financial demands of the IMC programs. If the above problems are tackled effectively then the fear for change within the organization can easily be eliminated. However, the truth is that implementation of IMC is a process with no static plan that fits all organizations and that each and every organization has a mandate to clearly analyse its capabilities, desires and objectives then work out a plan that will suit its needs (Gurau, 2008; Percy, 1997).

## **2.7.4 Benefits and Characteristics of IMC**

A number of benefits from the use of integrated marketing communications can be registered within the organisation if properly implemented. IMC can lead to improved consistency and clearer positioning of companies and their brands the minds of the consumers. This is the most important reason why marketing practitioners should adopt the ideology backed up by evaluation of the IMC campaigns in terms of value and profit. In a more general perspective, Reid (2002) clearly states that “the strategic management of marketing communications (IMC) is about ensuring that short-term sales requirements do not negatively impact on the longer-term brand building and market positioning objectives” (Reid, 2002).

Stephen (2015) maintains that, an Integrated Marketing Communication (IMC) campaign if executed with precision and lucidity will be valuable to the entire organisation and each and every level. Due to IMC’s alignment with strategic brand development and ability to unify the image of the company while at the same time creating a difference in the market, it increases customer brand loyalty. This market positioning ability of IMC is advantageous for brand growth and increase of product sales to fortify return on investments (ROI) and return on brand investment (ROBI). All profit organizations have aspirations of have a bigger market share and this can be achieved if the organizations develop a systematised and structured IMC campaign. In the attempt to realise more profits Arthur *et al.*, (2002) suggest that marketing practitioners should allocate more time and attention to IMC as is the case with other marketing tools and should not wait to use IMC in distinct times when they feel they need it. This will facilitate the proliferation of usage and effect of the other marketing activities such as public relations, advertising, trade exhibitions and show among others.

Modern-day businesses have to be so accommodating to endure the pressures of the competition they face. Traditional marketing communications can be seen to be a little rigid in terms of implementation although they have a significant level of environmental (internal and external) adaptability. IMC denotes techniques and avenues that can help a company to fit into the global economic internationalization and globalization trends that the prospect consumers and customers are confined. This also adds value to the goods and services of the company increasing the potential to functional planning and coordination as well as promotion of internal corporate communications. Conventional marketing communications had a limitation of being isolated from each other and a failure in one technique or department could not be answerable to in another department. This at some point cause conflict between employees leading to a decrease in the general performance of the organization (Dmitrijeva and Batraga, 2012).

According to Rocky (2012), it is very crucial to understand that IMC builds a wider level of trust among the customers. It eliminates the sceptical feeling that the general public possesses over the advertising and marketing messages in general. It is known that all marketing messages have a goal of making profits or creating response from the consumers but when these messages are integrated, consumers start to get a sense of extra belief and trust. This builds the brand image and positions it in a place where traditional marketing may not have done so. For example, in the UK, there are place where it is not easy to put an advert because it is really expensive and the procedure is well structured (say on the underground tubes). So when a consumer finds a product's advertising on the billboards of the underground the value automatically increases in the mind of the consumer. Therefore, the integration and ability to

reach all consumers through all or most of the available media is a beneficial characteristic of IMC for the organizations.

IMC is characterized with a synergistic approach and it appreciates the significance of marketing strategy and corporate branding of new communication tools. However, the biggest challenge is with the creation and maintenance of that synergy not only within the organization but also externally to enable appreciation of external influence in the planning processes of IMC. If any IMC campaign is to be successful, there should be a considerable amount of care given to the continuity of these messages because once the cycle breaks down, revival may not be easy which may lead to a negative conception of the messages delivered. This is a critical point that marketing professional should note and in reality that is why most managers have fear in adopting the IMC concept because they are not certain of whether they can accumulate budgets that will sustain the IMC campaigns in a long-term strategy. They end up either giving up on it or employing for a short term to yield value in terms of profit or create awareness of a particular product (McGrath, 2005).

According to Eugenia (2011), Integrated Marketing Communications has got two major two benefits that is to say effective and efficient. First and foremost, IMC makes marketing more powerful because it sets the premise onto which the brand survives or dies in the mind of the consumer. It exorbitantly manifests when an IMC campaign is successful by affecting the consumer behaviour. A few years ago when T-Mobile merged with Orange, they successfully integrated all the marketing communications and this did not only keep them in the business but in even created more market share for the new EE brand that was created. So they hit two birds with one stone where they had to sensitise the public about the merger and at the same



time create awareness of their new brand. That is the power of IMC. Secondly because IMC is more strategic in nature than being tactical as often perceived, it exploits the strengths of the different marketing tools and individuals within the organization. This leads to realization of return on investments (ROI) and hitherto organizational performance.

In the same line according to Kitchen and Burgmann (2010), Integrated Marketing Communications (IMC) can be purposely used in the creation of a competitive advantage for any company, boost sales and profits, while saving money, time and stress. The ability of IMC to reach the various numbers of customers through the various tools combined with a similar and consistent message helps them move through the consumer buying process and helps a lot in building the relationship with the customers with is referred to as relationship marketing. The business world and the people in the world at large are so busy with so many messages delivered to the consumers each and every second. This means that for your message to be heard, read or seen and understood, it has to be clear and consistent so that it can have presence in the minds of the recipient (customers). The systematic sequence and planning of these messages psychologically triggers the mind of the buyer or consumer that there is credibility from the sender of the message which results into quick buyer decisions and increase in profits as well as customer retention through the long term relationships that are built. Most marketing practitioners have actually proposed that for an effective IMC campaign, a company should use a single agency for the strategic and tactical planning and implementation if need be. This will eliminate issues of time wasting in decision making, increased creativity and efficiency.

In a nutshell, IMC benefits are so many and it would be true to say that IMC is a sound and clear approach that considers all target audiences and encourages individual and one-to-one

communication. IMC also provides a gap to align both short and long-term marketing plans. For these benefits to be realized, that fact is that organizations must perform to attain such benefits using the various communication tools to leave little room for actual challenges faced with marketers' positive perceptions of IMC (Eagle *et al.*,2007).

### **2.8.5 Measurement of IMC Performance**

The measurement of Integrated Marketing Communications (IMC) has remained a challenge for both practitioners and scholars based on the definition of IMC with regard to the four IMC pillars (customer centric approaches, channels, content and measurable results) and according to a research by Reinold and Tropp, (2012) there is no tool that satisfies the criteria that define the modern paradigm of IMC hence the need for a model for measuring IMC effectiveness to close the gap for practical use. The lack of a commonly accepted definition of the IMC concept has caused the slow standardization of evaluation and measuring the application of IMC and its benefits where focus has been greatly on defining the concept and its implementation (Ewing 1994). It is equally important to explore all the possible definitions of how one would understand IMC but most importantly, it would be really beneficial to the discipline of marketing if there was a standardized formula or criteria to measure IMC which in the end would eliminate the current issues of trust between the practitioners, scholars and other potential users.

However, according to Reinold and Tropp (2012) there assert that a number of existing tools have been identified to measure marketing communications although there is none that satisfies the criteria based on the aforementioned four pillars of IMC leaving a gap in the range of marketing auditing tools. It is important for the researcher to look at these tools of measurement

because this study is directly linked to implementation and effectiveness where measurement of IMC is the only way practical application can be improved especially with the involvement of third parties (dealer networks).

From the fact that there is still a challenge in measuring brand equity, it is important to understand the concept of brand equity which may assist in implementation and measurement of IMC campaigns. Because of the increasing product diversity, the complexity of the automobile buying process has never been greater (Baltas and Saridakis, 2010). These researchers used a hedonic price analysis to measure brand equity in the new car market. They believed that brand names convey information about various aspects of a product that are difficult to quantify such as reputation, status, reliability, aesthetics and reputation. In reference to this study where the researcher wants to understand how IMC can add value, profits and reputation to a company, it is important to understand the dynamics of brand equity. Marketers, although with a short term objective of increasing the sales, will also be faced with a long term challenge of reputation and loyalty (Brand Equity) to secure a profitable market share. This characterised with the recent issue of "virtual dealership" where a car manufacturer can produce and introduce a vehicle line and market that line directly to the consumer via the internet means that brand management is a prerequisite for the marketing practitioners (Urban and Hoffer. no dates). Hence, the measurement of brand equity can be understood to represent the results of IMC if properly correlated with the IMC activities.

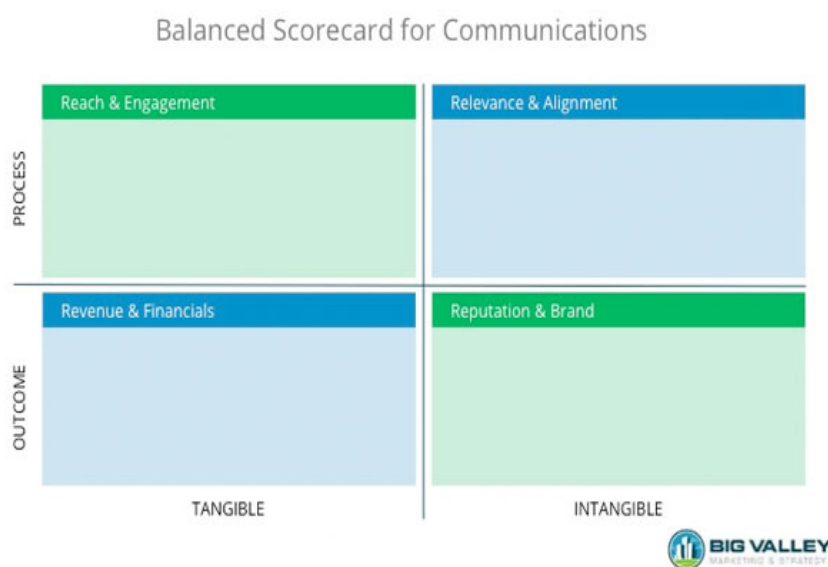
In 2000, Schultz and Kitchen commented upon the measurement of IMC and said "we can't measure IMC now, and it may be sometime before we can..." adding that "the problem, however, is that many marketing activities can't be measured, and the value of communication

effects and impacts are even more tenuous" (Swain, 2004). This is a clear obstacle that has been identified by these various scholars but the question comes in then, what is the managerial implication of IMC? This is when marketers have to prove the worthiness and value of the IMC campaigns and programs because as such there are no standardised methods of measurement for reference by other people. However, Kitchen and Schultz (1999) went ahead to look at IMC as a hierarchical process with four developmental stages, "*communication coordination, redefining marketing communication through consumer research and feedback, building globally segmented databases to refine customer communication and behaviour measurement and financial and strategic integration which involves monitoring return-on-investment performance for each audience segment*" (American productivity & Quality Center, 1998; Kitchen and schultz, 1999; Swain. 2004)

Prior to the above, Schultz, Tannenbaum and Lauterborn (1992) had also advocated an "outside in, customer-oriented planning approach" rather than the "inside-out approach" that focuses on the promoter's welfare and on the audience only as a means to an end. This was in the bid to find out a more viable way of measuring IMC. However, in conclusion Swain (2004) found that IMC was not yet a cohesive and effective paradigm, theory or practice. And stated that, "for IMC to achieve those levels of recognition and adoption, conceptual questions of definition, leadership, best practice, measurement, service compensation, and the relationship between them must all be addressed, resulting in a workable system to meet modern marketing communications challenges." On that note, despite the fact that marketing practitioners and scholars are still faced with the problem of measuring marketing and communications, various scholars have dedicated their time and efforts to eliminate this problem by adopting other organisational and functional measurement tools and aligning them within the discipline of marketing and communications. Below we look at the few devised approaches to the

measurement of marketing communications. First, is the new balanced scorecard for communication as described by Marklein (2015) where he says that "what is needed is a cross-discipline, multi channel approach to communications measurement that is easy to understand and use. One that helps an organisation frame its metrics in meaningful terms-balancing short-term and long-term impact with a focus on organizational outcomes." With this kind of argument, Kaplan and Norton's balanced scorecard could be incorporated and matched with the different metrics and tools and for the purposes of better insight four quadrants were created.

**Figure 2.16: The Balanced Scorecard for Communications**



Source: Tim Marklein (2015) [www.themeasurementstandard.com](http://www.themeasurementstandard.com)

The quadrants above represent a mixture of both tangible and intangible processes and outcome measures. Reach & Engagement reflects the real and tangible process of how an organization can reach and engage effectively and efficiently with its audiences. While Relevance and

Alignment how an organisation deals with the intangible processes such as message consistency, market relevance and employee alignment (Marklein, 2015). Then we also have the Revenue & financials which is a tangible outcome metrics that reflects and represents the general finances of the organization from expenditure to returns and any data that is financially related to the business. On the other side we have Reputation and Brand which are also intangible outcome metrics. This is one way in which marketers can try to measure the marketing communications impact and the underpinnings that are inclusive. However, the use of this method has not been standardised and there is need to fully understand how to use the balanced scorecard, not only to measure and manage marketing communications but also for strategy and planning.

Measuring the Return on Investment (ROI) in a communications perspective is a very complicated challenge to marketers. Becker (2009) argued that the ROI for communication can be defined as Return on Communication (ROC). Hence, measuring the value of business communication begins by understanding that return is related to the intent of the communication and the outcomes it produces. Therefore, if the desired intent for communication is received and perceived as intended by the sender, then, the reaction to the communication can be easily measured. Mission statement have for long been used as steering wheels and very important in the shaping of communications although not all mission statements have been successfully put to work in the various organisations/companies. In this case therefore, objectives and purpose will equal t intent in the bid to change behaviour and sway opinion ( $S+T=I$ ). After the above, it is also important to understand what is known as intent realization where intent is dependent upon the effectiveness of the message, suitability of delivery an ability to reach the intended publics,  $I (m + s*r)$ . As regards communication sustainability and brand equity are also very important  $I (m+s*r)/d$  and  $B*I (m+s*r)$

respectively. This is due to the fact that effectiveness of any message will dilute exponentially over a given period of time and this applies even to the strongest campaigns due to familiarity which eventually produces boredom. As for brand equity, in relation to communication, strong brands usually benefit from the perception that intent of the communication is more important than that of companies without brand equity. In the same respect is also the aspect of the cost of communication which includes, the budget, time to produce, and asset management. Calculating the budget, time to produce and allocating experience would then be,  $[C=b+t+e]$ . All in all, communication can deliver a tangible ROI in terms of direct sales, but most of the results of communication are intangible in nature but delivering indirect sales (Intent). Hence, ads should accomplish the desired intent and produce outcomes, social media should establish engagement to accomplish the equation  $[(B*I) (m+s*r)/d]/ [o/ (b+t+e)]$ . (Becker, 2009)

Measurement of IMC is still a great challenge as witnessed through the literature above and for the fact that it is still an emerging concept, it will take some time for the actual measurement tools to surface as discussed by the various scholars. However, there are other ways into which the measurement of IMC can be done because if marketing as a general aspect can be measured the why not IMC. This will need independent research to find ways of how best IMC can be measured in correlation with other available measurement systems that have been employed before. Another issue that was discussed in the above subsection is the definition of IMC and the IMC concept in general. There have been so many definitions of IMC ever since it emerged and marketing practitioners, scholars and associations have agreed to a couple of them. The trend in which this has happened is interesting. The definitions began with a basic unification of marketing communications tools to more strategic and managerial definitions in nature. This transition shows that over time IMC has been accepted and it has grown significantly in both theory and practice. Therefore, the planning process is very crucial because it is the only way

marketing practitioners can move the ideology or notion or concept of IMC from theory to practice. The proper planning process in most cases leads to excellent implementation and profitability in the business world. The above subsection of chapter 2 has also identified a few barriers to implementation that should be taken note of. In general IMC has so many benefits to the company that most may not be excessively outlaid in this research but bottom line is that IMC is the way forward for marketing communications practitioners.

## **2.8 Critical Literature Analysis**

This subsection presents a critical literature analysis of Integrated Marketing Communications and is intended to discuss the literature in depth including arguments from the author to clarify on various issues concerning IMC. There has been a lot of literature disseminated to the world through books, academic journals among others and the generalisation of concepts has been widely witnessed. Therefore, this subsection will look at some of the studies undertaken and critic where necessary.

First, we shall look at how Integrated Marketing Communications have changed with the new ideas creating new lessons and findings. The new media has presented new challenges to Integrated Marketing Communications practitioners because the consumers and brands have also profoundly changed. According Batra and Keller (2016), there have been significant shifts in the media patterns and increasing divided consumer attention. It had been previously emphasised by Court *et al.*, (2009) that the consumer decision journey and how consumers process communication has fundamentally changed. They now actively seek the information when they need it differing from the times when all they had to do is to wait for the information through mass media. Truthfully, that is very correct and the world over has realised that there



is need to divert the way communications are delivered to suit the desired objectives of the company or brands. This has actually led to the change into how the hierarchy of importance begins with the consumers. However, does this mean that the more the world is getting digitalised, is the more difficult it is to operate. The answer would be no, because as much as these changes are visible marketers have to become more creative and be able to create communications that will create the desire for consumers to seek their messages. Since the consumers are actively seeking this information, then the primary point or argument would be, how do we keep the consumers on our pages of information for a longer period of time and how do we create purchase and consumer loyalty. Once these answers are carefully answered then marketing practitioners will be able to execute the IMC campaigns successfully because times do change, markets do change and so do the technologies.

To note, although these changes are happening recent research has also empirically established that there are still interactions between the new and old media options (Joel *et al.*, 2013; Mayzlin and Shin 2011) and the author thinks that the old media still have a lot to offer but it all depends on how one potentially sequences them in reference to the challenges available today where it is much possible for these integrated marketing communications to drive short-term sales and long-term brand building (Luo and Donthu 2006; Osinga *et al.*, 2011; Reid, Luxton and Mavondo 2005). So, after a review on the existing literature, Batra and Keller (2016) argued that the “integration challenge can be met more easily through the use of a conceptual framework that analytically considers consumers’ most pressing brand-related information needs at different points in their decision journeys and then matches the particular media and messages that are strongest in their ability to meet each of those specific needs”. Substantially, the cost involved is also a fundamental part of the planning and sequencing of

effective and efficient IMC programming (Briggs, Krishnan and Borin 2005; Madhvaran, Badrinarayanan and McDonald 2005, Naik, Raman, and Winer 2005).

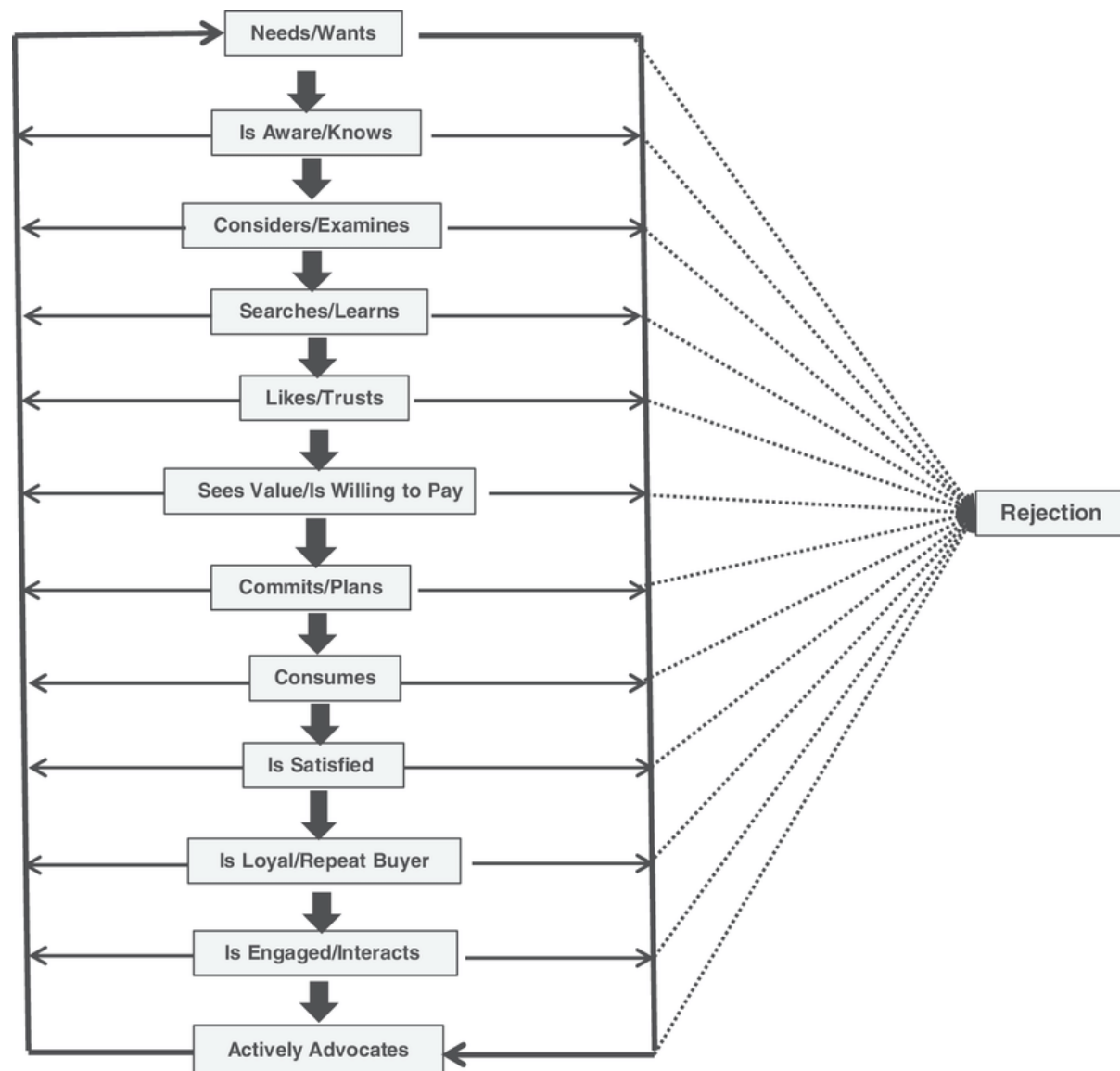
Therefore, in the above literature, we see the element of conceptualization of IMC in the context of what the consumers need and not actually what the company wants to offer hence becoming more consumer centric than ever before because of the new challenges that have been poised by the new media. There is a lot of sensitivity and complexity involved in today's communication and perhaps a new way of influencing the consumer purchase decision journey would be a more viable way of approach taking into consideration the IMC communication models; "bottom-up" communications matching model and the "top-down" communications optimization model. In definition, a "bottom-up communications matching model identifies the communication options that have the greatest ability to satisfy consumers' brand related information needs at different stages of the consumer decision journey while the "top-down" communications optimization model helps marketers to evaluate the overall design or makeup of a marketing communication program with relevant criteria to judge how well it is integrated to both drive the shorter-term sales and build longer-term brand equity" (Batra and Keller, 2016).

But this is a model of a dissected marketing communications management approach because choosing a communications route with a well outline objective and evaluation is more of management and strategy which would then lead to questions of how effective can this be done and how much can the consumer decision journey be influenced to the benefit of the company and the consumer at the same time. Those are issue that future researchers could look into to bring forward more literature on IMC and the challenges of the new media. Therefore, for the

purposes of this research study, its important also to note that previous marketing academic research has been centred on two different streams; “micro approaches that use consumer psychology and consumer information-processing principles to study multimedia campaigns and macro approaches that use econometric techniques to assess multimedia effects at the brand level” (Batra and Keller, 2016).

These authors as discussed earlier have offered a broader approach as regards the consumer decision journey or path to purchase and they suggest that there has been a shift from the earlier traditional funnels such as AIDA (Awareness, Interest, Desire and action) to more sophisticated models that entail the new era of technological innovations alongside the media. They also came up with a process/model that that can be used to understand the way consumers’ decision journey prevails and how marketers can be able to use this understanding to create IMC campaigns that will actually yield profits for the organization. The stages involve a situation where a consumer feels the need for the product, knows about the product (sufficient or moderate, actively considers the product by examining the attributes and benefits of the product, searching for more information more information about the product, learning more about the product and beginning to critically evaluate the product. If the prospect customer has gone through the above stage, he or she will choose the product in a trial mode and if it proves worth of his or her spend then a repetitive behaviour will occur and this is directly favourable to the company because they have now acquired a loyal customer which is not an easy feature to achieve in business. These are the stages that were identified by Batra and Keller (2016) as represented in the figure below differing from the more traditional models as mentioned in the previous paragraphs.

**Figure 2.17: A Dynamic, Expanded Consumer Decision Journey**



**Source: Rajeev Batra and Kevin Lane Keller; Integrated Marketing Communications: New Findings, New Lessons, and New Ideas. Journal of Marketing: AMA/MSI Special issue. Vol. 80**

In view of the above, the authors discussed the stages in a more definite manner of what should happen in a positive context and did not discuss how to overcome the break down at each stage because it is very likely that the process can break down at any of these stages. For the fact that

this is virtually happening and can be paused for later interaction also cause a risk of alternative interactions with other products during the decision journey or path of purchase.

Therefore, more attention should now be put onto how to make sure that there is a complete cycle of the decision process or increase the probability since this model is based on probability at all stages. In other words, consumer communication processing should be more diagnosed and in direct reference to this study. The significance is that, as marketing practitioners endeavour to convey messages to their various audiences, they should take into consideration the changes that are happening so fast within the media and how their consumers/customers utilise these different media option. By doing so they can then be able to anticipate the course of actions at every stage of the purchase decision journey and overcome these actions with positive impact towards their organisations. It is also important to note that since there is no direct control over the cognitive aspect of the messages and the wide availability of alternatives to the consumers', creativity and brand management are paramount.

Integrated Marketing Communications has since its existence sparked off a lot debate on what it is. A research by Kerr *et al.*, (2008) Indicated that there was still need to find out whether it is just an alternative approach to the traditional promotions strategy, advertising management or marketing communication with minor IMC theory or content. This was done through an analysis from 87 IMC course syllabi from six countries. The people entrusted with the teaching of this new discipline are challenged to give the next generation of practitioners and academicians a factual and censored platform of knowledge to which they will draw and perform. And this is a very big gap in the literature of IMC given the fact that most of the literature has also been descriptive and looked at from the IMC practitioner's point of view.

Therefore, agreeing on what IMC stands for or means is still an important issue in the discipline of IMC. Now for this particular research, the author described and detailed the available definitions of IMC from the different scholars and practitioners of IMC to create a better understanding of what IMC is and from that point then the author would evaluate how best it can be achieved in practical terms. The constraint with this is that there are so many definitions and approaches which make the discipline wide in terms of what it actually is and this kind of paradigm restricts the ability to explore all the possible angles of IMC. We should remember that integration is more of a holistic approach and its complexity is expensive in nature to implement, then how is it going to be possible for the marketing communications agencies or departments to determine the actual outcomes while there has been an ongoing struggle to represent the effectiveness in tangible forms. That is a very big point of discussion. Brands have failed to be represented on the balanced sheet due to this same issue amidst existing brand valuation techniques. So the totality and integration of the marketing communications then seems to be more theoretical other than practical or if not there is just an issue of repackaging the existing marketing concepts which the author cannot contend at this time. The development of this discipline has witnessed different arguments and suggestions from scholars such as Schults *et al.*, 1993; Hartley and Pickton 1999; Duncan 2002; Gould 2000, Cornelissen and Lock 2000; Keller 1996; Zahay *et al.*, 2004; Kerr et al; 2008.

Integrated Marketing Communication capability and brand performance is another important direction of discussion within the area of IMC practice. Based on the Resource-Based View (RBV), authors Luxton *et al.*, (2015) conducted a research to investigate how an Integrated Marketing Communications (IMC) capability drives a brands financial performance through influencing the effectiveness of communication campaigns and the brand's market-based performance. In the above research, found results illustrated that an IMC capability has a

significant direct effect on campaign effectiveness and significant indirect effect on a brand's market-based performance and financial performance. This argument is literally true as has been the case for the traditional marketing communications building a substantial existence within the business world and non profit organisation. Some of the marketing communications have short-term benefits whereas some of the others have long-term financial implications and lead to building of brand equity. Then, if that is the case, why would it be so important to have IMC within the organisation if the traditional marketing communications can deliver the same. Is it possible that the emergence of IMC has undermined the existence of the way things were happening within the marketing field automatically or by default so that we should abandon the old fashion of marketing? The author thinks this should not be the case as per say. However, Luxton *et al.*, (2015) went ahead to detail their argument by distinguishing between the two inter-related areas of marketing capabilities. The first area was a set of capabilities associated with individual marketing mix processes (product development and management and channel management) and the second set of capabilities was the processes of marketing strategy development and execution. Various authors have supported this notion asserting that these capabilities are actual valuable and non substitutable sources of creating a competitive advantage (Peteraf and Barney 2003; Ratnatunga and Ewing 2005; Wu 2010) and IMC's market-relating deployment mechanism enables the optimization of communication approaches to achieve better/superior communication effectiveness, which has enormous benefits. There for given the basis of the RBV processes within a firm where a firms performance is dependent on its deployment of resources and capabilities, the challenge turns out to be how much can the marketers be able to turn both the tangible and intangible components of IMC into tangible outcomes (profits and assets) and intangible assets (brand equity and value). Employing different techniques of IMC implementation would be key in such scenarios and understanding where the overall IMC packages are fit for an organisation

to deploy would be very important because not all organisation are fit for overhaul IMC strategies. Some may be just fit for temporary strategies to enable them move to the next stage and these are issues that need to be strategically thought out by the marketers putting into the VRIO/N model (Valuable, Rare, Costly to imitate, Organised to capture value, Non Substitutable).

Given all the existing debates of what IMC is and what it is not, scholars and business researchers have continuously invested in IMC related research studies. One of the very recent one is the research paper by Porcu *et al.*, (2017) examining whether adhocracy and market cultures facilitate firm wide integrated marketing communication. In this article Porcu *et al.*, (2017) argue that IMC has evolved from a marketing communications centred approach to a firm wide organizational perspective and within this same study, they anticipated to develop a measurement instrument to assess IMC and examine the role of organisational culture in IMC implementation. This is a very important piece of study in respect to this research where the author is investigating how best to achieve effective IMC. It is more of the practical implementation of IMC that sets the basis of this research from theory available and the organisational culture is embedded in the fact that the author has chosen the new car market as the case study. The new car market especially in the UK has so many companies with differing ideologies and culture which makes this piece of research by porcu *et al.*, (2017) salient. Measurement of IMC is still a very important area of research and marketing practitioners still have a challenge to develop a widely acceptable tool/instrument of measurement although there are some in existence (IMC performance metrix) Taylor (2010) clearly stated that “there is clearly a need for more research on the return on investment from integrated programs” and “to measure the positive returns it can provide when IMC is used effectively”. This is just one of the many scholars (Kliatchko 2008; Porcu, Del Barrio, and Kitchen 2012) that have come



up with the same argument. And many others have actually criticised the importance of IMC (Cornelissen and Lock 2000). Referring to the above and more extant literature out there, It means that organisations that have good research and development departments or well-founded capabilities or competitive advantages may not considered adapting the IMC concept due to the inability to show measurement that can be validated and retested practically. This is a very big problem for IMC implementers. Convincing management to accue to the ideology of IMC becomes harder and harder in these times where the communications are shifting goal posts due to enhanced technology and globalization. Therefore, on this particular issue the author agrees that there is great need indeed to develop measurement instruments for IMC and this will not only help in practical terms but increase the acceptability of IMC in the academic world to phase out the saying that “it is just a new name for the old concepts”. Financially speaking, this is also the only way accountants or financial people are going to devise ways to include other marketing related issues like brand value, IMC campaigns, marketing communications although they maybe in isolation on the balanced sheet or any books of accounts to prove return on investment or loss.

Within the same scholarly writing, Porcu *et al.*, (2017) discussed about IMC and organization culture basing the discussion on the earlier definitions of organization culture since 1988 (Porcu *et al.*, (2017) cited in Cameron and Ettington, 1988). In 1989, Deshpande and Webster defined organizational culture as “the pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them norms for behaviour in the organization”. However, the most recent definition by Cameron and Quinn (1999. p.34) states that “an organization’s culture is reflected by what is valued, the dominant leadership styles, the language and symbols, the procedures and routines, and the definitions of success that make an organisation unique”, hence the application of the Competing Values framework (CVF)

(Porcu *et al.*, 2017). From the hypothesis that “the adoption of adhocracy culture facilitates the implementation of Integrated Marketing Communications (IMC) to a greater extent than does the adoption of market culture” Porcu *et al.*, (2017) Continued with the research focus on all the dimensions of IMC within the entire organization but mainly focusing on the external factors that involve a more flexible manner or approach to organizational culture. They argued that adhocracy would enable creativity and innovativeness which is result driven although involves a lot of risk taking where marketing professionals need to be extremely careful because organizational culture is a source of sustainable competitive advantage within any organization. Following their research study in the tourism industry of Spain (world’s number one, by 2017) they came to conclusions that the 25-item IMC assessment tool was empirically tested and valid for use alternatively with the prior available mini audit measurement tool. Now as well founded in this literature earlier, it is true there is a problem or an issue of a dearth in the literature about the measurement of IMC and its implementation but how can we be very sure that this measurement tool is very much able to be used within the different industries that have different scales of challenges. How can we also be sure that it can be able to sustain all the different economies if the methodology did not allow the authors to carry out comparison between the different economies where actual different economies would be largely represented by different organizational cultures? The author then thinks that there is still a gap in this research that needs to be fulfilled so that this assessment to can be accurately allocated to the right environment. Therefore, this is why the author of this research study decided to investigate how best effectiveness could be achieved taking into consideration two significantly different economic settings. But still on the bright side, Porcu *et al.*, (2017) managed to contribute a lot to the body of knowledge as far as IMC and organisational culture is concerned and the managerial implications of using the 25-item IMC assessment tool so that managers can be able to make informed decisions, strategic decisions and yield results from the IMC

campaigns and also be able to measure representation in terms of cost together with the CVF model.

There is increasing demand for more research directed towards the practice of IMC from theory. This has been and is still an ongoing challenge/problem for IMC scholars, practitioners and other concerned academics on how the actual practice of IMC is conducted and what it actually involves. This is a very interesting and yet challenging area of discussion. Given the fact that for the last decade or so, there has been more literature on IMC about the conceptualization, theorization and implementation strategy, not so much has been done to find out how the practice of IMC is carried out apart from models that have been orchestrated to fit the IMC planning process but with so much doubt that they can actually be implemented in real life situations. Ots and Nyilasy (2017), elaborated on the concept of IMC practice and provided an empirical exposition of how IMC is enacted in the life worlds of marketing practitioners, drawn from from the “practice turn” in management studies in reference to organisational and sociological theories of IMC practice in the field. Bourdieu, (1990) asserts that because the world is essentially a social place in which actions produce and reproduce social life, individual actions and sociality are mutually interdependent with and inseparable from, the context in which they are enacted (Ots and Nyilasy, 2017). It is also understood that the practice theory rejects the idea of separating cognition from action, the individual from the institution and determinism from voluntarism (Reckwitz, 2002). Of relevance to this study and IMC, there is an interrelation between these notions where IMC practitioners contribute to the actual implementation of IMC from the capabilities that they individual poses in terms of knowledge, norms, tacit skills, routines and rules of their social worlds (Schatzki *et al.*, 2001). This is fundamentally true given the fact that the management and practice theory above does not only apply to the marketing professionals but also to other professionals. For example,

medical practitioners have a certain pattern of individual characteristics that would easily reflect the manner in which they handle their duties and so applies to politicians. However it does not mean that without these characteristics practitioners will not be able to execute their duties. In so many circumstances, human beings have portrayed that they can adjust their intellect and abilities given the situations in which they are operating and there will be an immediate change of skills and routines among others traits. Ots and Nyilasy (2017) pointed out components of the operationalization (Routines, Material set-ups, Rules and procedural knowledge, cultural templates and tele affective structures) concluding that their research would be a stepping stone into the future of IMC and what it “should be doing” which is a very crucial part of understanding IMC from the management and practitioners point of view and it is clear that individuals are a very important aspect of IMC implementation. Therefore, as IMC practitioners, we should understand that our individuality correlates with the institutions in which we operate where cognition vs. behaviour and culture vs. structure.

Another salient issue within IMC is how it is used in social marketing. As much as the use of IMC within the business sector has been well documented and has relatively enough literature, not so much has been written in the direction of social marketing as pointed out by Hawkins *et al.*, (2011). It is evident that IMC has been used to successfully promote unhealthy products making it definite that it can also be used to promote pro-socio behaviour within societies. Citing examples from Morgan and Voola (2000), Dresler-Hawke and Veer (2006), WHO (2003), Hawkins *et al.*, (2011) demonstrate that there has been use of IMC to implement centralized communication planning and management hence successful attitude reinforcement and change enabling development of consistent messages across media forms and across social levels. This was mainly witnessed in New Zealand through the Health Promoting Schools (HPS) framework. Therefore, what we see here is a notion that IMC should not only be viewed

as a business concept from creation of business communication strategies but should also be view as a concept that can help or can be used in social situations. For example, in Africa, there are a number of social problems that could be eliminated if an effective and comprehensive communication approach was implemented. You find that sometimes it is the lack of knowledge within the public and reinforced communication that leads to the stagnant social problems in Africa as compare to the way the developed world deals with similar issues. Integrated communications strategies should then be tailored to suit the needs of the people and help the social policy implementers to execute their duties in terms of effective communication. Generally, there is evidence that IMC has been effectively in a social marketing context in various parts of the world. The National Health Service (NHS) in the UK has also portrayed an example of the use of IMC in tackling various social problems such as smoking, weight control and healthy eating among others. So when the communication is people or problem centric it is similar to being customer-centric in the business world and this yields positive results within the communities. The use of the available media is a point of choice by the people who are implementing the social marketing campaigns taking into consideration the capability of the organisation and the target audience. The audience's level of understanding and the ability to comprehend the messages sent through the chosen vessel of communication or media. This is important because of the evolving nature of media today where even the best companies are struggling to convey messages across their niche markets. However, to a greater extent IMC and social marketing are very much compatible.

Furthermore, it is every important to note that as much as there has been a lot of research within IMC, the implementation of IMC has been slowly acquiring attention from different scholars around the world. A recent research by paper by Mortimer and Laurie (2017) presented an interesting discussion about the internal and external challenges facing clients in implementing

IMC. In their conclusion, they noted that “the three main barriers to implementation are that clients do not feel confidence in their level of understanding of IMC, that the marketing department does not have sufficient authority or influence over other parts of the organisation to implement IMC fully, due partly to lack of representation at board level, and that there is uncertainty over the role that agencies should play” (Mortimer and Laurie, 2017). This is a signal to IMC people/practitioners and scholars that much as there has been considerable development of the IMC concept and theory, there is still much more to be done to convince the other non IMC people (Clients and stakeholders) that it is worth implementation throughout the organisation (internally and externally). This is really a challenge where questions keep rotating around “why?” Why should we actually believe in this non practical theory? Why would we engage into a concept that is complicated and does not have enough evidence of applicability? IMC has faced these kinds of criticisms, for example, Christensen et al., (2008, 2009), assert that IMC is about control and conformity and therefore it prevents companies from being flexible and adapting to changing circumstances. Although the author does not agree to this, it is given here as example of how much criticism is out there against IMC practices which creates barriers to implementation. Therefore, in this case, practitioners need to devise means to convince or make the clients understand IMC from both the tactical point of view and the strategic point of view. It is through this that representation of the IMC concept at board level can be achieved and the uncertainty can be eliminated to demonstrate the benefits of IMC towards business performance which is the ultimate goal of any business entity.

In a recent article, Tafesse and Kitchen (2017) reviewed the extant work in the IMC literature. The review unveiled important points of theoretical intersection among the three frameworks that were used as a starting point in the study. This resulted into a reconceptualization of IMC according to these authors. They concluded that IMC at the early stages consists of three mulit-

level process (integration scope, integration strategy and integration modes) which should all be consolidated for IMC to produce outcomes. Then this would facilitate the theoretical underpinnings and give way for measurement and validation which has always been a centre point of discussion in IMC conceptual development. The fact that these constructs have been discussed earlier alludes for formalization into testable propositions as far as IMC is concerned. Therefore, the consolidation of the IMC frameworks helps managers to implement IMC from a strategic, functional and tactical point of view. The main question is how different would the consolidation of IMC be through an integrative framework from the direction of integrating the marketing communications in a simpler way and straight forward manner. This has been and is still a challenge within the circles of IMC practitioners and scholars henceforth, because of the challenges of formalisation, measurement and validation this debate may take a few more years to come to one common understanding both in literature and practice. Therefore, it is important to continuously point out that although IMC has profoundly been accepted in theory and practice in terms of brand equity and brand performance, the challenges of the new and changing media, changes in consumer behaviour, measurement on ROI for IMC are still prevailing issues that need to be attended to for the future of IMC.

## **2.9 Conclusion**

One of the subsections of chapter 2 consisted of a critical discussion of some of the key factors involved with IMC and identifying areas that need more attention by academics to contribute to the on-going development of IMC in theoretical terms and management (practice). As noted throughout this study, IMC still has is still faced with significant issues of definition, barriers to implementation, conceptualization, strategic and managerial misunderstandings but it has at the same time been widely accepted by organisations, communications (advertising) agencies,

scholars and marketing professionals and this has increased its existence within the academic world and business world today. There is a lot of evidence that it has been successfully implemented and it has increased the return on investment within these companies that have used it. It has also contributed to brand equity and market share for some other companies that focus on the long term aspect of their communications. Therefore, it is of importance to note that there is still a long way to go but credit should be given to the founders of this concept arguing that it is not just management fashion but a management tool.

Chapter 2 was a substantial exploration of literature on Marketing Communications connecting the knowledge to IMC and discussing a couple of relevant issues concerning the area of research study to and concluded with a critical analysis of IMC literature. The next chapter will look at the literature of the new car market for both United Kingdom (UK) and Uganda.



## **Chapter 3: New car market**

### **3.1 New Car Market in the United Kingdom**

According to a recent report by the BBC (British Broadcasting Corporation) news car manufacturing in the United Kingdom hit a 10-year high with more vehicles exported in comparison to the previous years. In 2015, 1.6 million cars were built making a 3.9% increase from 2014. The increase was attributed to the economic recovery in Europe where for example production of Mini rose by 12.4% to 201,000, Toyota produced 190,000 cars, and Vauxhall's production rose by 9.5% to 85,000, Jaguar Land Rover rose 9% to 489,000. However, there was a reduction within some companies such as, Nissan and Honda. (<http://www.bbc.co.uk/news/business>)

In September 2018, a press release by the Society of motor Manufacturers and Traders (SMMT) indicated that there was a rise in the car sales as 1 in 12 buyers were interested in the electric vehicles. Although this was the case, the overall car sales were still down by -4.2% from the yearly projections of 2018. This could be attributed to a number of factors but in this research study the concern would be whether marketing communications has a part to play in this downfall or the demand in hybrid and plug-in cars is the main cause. In general, the UK new car declined in 2018 for the second year in a row by -6.8% although some brands have managed to have a rise in their overall sales (Ford Fiesta had more sales than all the other brands). Following the political environment in the UK (BREXIT), Jaguar Land Rover was forced to cut down on production leading to loss of jobs within the company. (<https://www.bbc.co.uk/news/business-46810473>) Marketing and all its activities are directly connected to all these factors and it can only be fair to mention that the loss of markets by

Jaguar Land Rover worldwide cannot be seen as a failure in the marketing perspective but as a failure for the policy makers to create a strategic environment for such companies to operate.

It should also be noted that the UK car market had matured and reached a new peak in terms of value and volume of new cars sold by 2001 (Toyota Prius, Marketing Communications Plan, 2002). Being favored by the sound economy, rising disposable income, low interest rates it has managed to hold up within the times of recession. In 2008 the UK manufacturing sector had a turnover of 52.5 billion pounds, generated 26.6 billion pounds of exports and produced around 1.45 million passenger vehicles and 203,000 commercial vehicles. The UK is also a Major center for engine manufacturing and in 2008 around 3.16 million engines were produced in the country.

The success of the UK car auto sector dates back to the final years of the 19<sup>th</sup> century and by 1950s the UK was the second-largest manufacture of cars and largest exporter. However, many British car Marques were acquired by foreign companies in the late 1980s including BMW (Mini and Rolls-Royce), SAIG (MG), TATA (Jaguar and Land Rover) and Volkswagen Group (Bentley). Apparently the UK car market is almost dominated by foreign-owned groups where about 40 manufactures offer cars, 16 of these have a market share of more than 1%. Ford was leading the market with 21% by 1997. (The SMMT report, 2013)

In general, by 2013, the UK had produced 1.6 million cars and commercial vehicles and more than 2.5 million engines annually for the last decade. 1.58 million Vehicles and 2.5 million engines were made in the UK in 2012, and of these, 18% of the total vehicles and 62% of

engines were exported. As a vital part of the UK economy, the sector generates more than 55 billion pounds in annual turnover, delivering around 12 billion in net value-added to the country's economy. (The SMMT 2013)

There has been an increase in the production of new cars in the UK from 2012 -2017 and industry analysts suggest that UK will be making than two million cars per year, higher than the all-time record of 1.92 million in 1972. This includes both exports and for home use. A report by the Society of Motor Manufactures and Traders (SSMT) put down a table of the top five UK automotive manufactures by 2018 as illustrated below;

**Table 3.1: Top Five Car Manufactures by Brands (UK 2018)**

MAKE	VOLUME
Jaguar Land Rover	449,304
Nissan	442,254
BMW	234,183
Honda	160,576
Toyota	129,070

**Source:** SSMT report 2018. [www.smmmt.co.uk/2019](http://www.smmmt.co.uk/2019)

The table 3.1 above shows the top five cars manufactures by brand in 2018 putting Jaguar Land Rover at the top of all manufactures, Nissan in the second place, BMW in the third place,

Honda in the fourth place and Toyota in the fifth place. However, to better understand the general output levels of the UK car market, the researcher looked at the annual totals for both the imports and exports of cars in 2018.

**Table 3.2: UK Car Production, Exports by Destination**

Position	Country	2018
1	EU27	650,628
2	USA	221,164
3	CHINA	75,749
4	JAPAN	40,830
5	TURKEY	28,022
6	AUSTRALIA	26,546
7	SOUTH KOREA	25,905
8	CANADA	25,306
9	RUSSIA	17,800
10	SWITZERLAND	9,873

**Source: UK Automotive Trade Report. SMMT 2019**

According to the SMMT UK automotive trade report in 2019, 90% of the UK car exports are shipped to mainly 10 economies or markets. The EU received 52.6% of the car exports in 2018, The USA received 17.9%, China received 6.1% and Japan received 3.3% of which these are

the big four economies among the specified 10 markets in the table above. The table below is a representation of the importation levels within the UK market in 2018.

**Table 3.3: UK Car Imports by Destination**

Position	Country	2018
1	EU27	1,618,444
2	JAPAN	135,775
3	SOUTH KOREA	107,680
4	TURKEY	79,937
5	SOUTH AFRICA	48,432
6	USA	30,625
7	INDIA	14,064
8	MOROCCO	14,020
9	THAILAND	12,505
10	CHINA	10,098

**Source: UK Automotive Trade Report, SMMT 2019**

The European Union (EU27) dominated the market share of imports in regards to all the other UK automotive partners with a representation of 77.8%. These imports are mainly from EU members such as France, Germany, Spain and the Czech Republic. Japan represented 6.5% while South Korea in the third place represented 5.2%. This was followed by Turkey with a

representation of 3.8%, South Africa, 2.3%, USA, 1.5%, India 0.7%, Morocco with 0.7% as well, Thailand slightly lower with 0.6% and lastly China with 0.5% of imports of cars in the UK. From the automotive report by SMMT (2019) it can be clearly seen that the UK automotive industry is as active with imports as it is with exports leading to a mass production of cars both within the UK and outside the UK through the different production channels of the manufacturing companies.

### **3.2 New car market in Uganda**

Research conducted by Griffiths (1968) shows that the total vehicle population of Uganda was well over 40,000 while registration of brand new vehicles was 5,276 by 1967. By the time, the industry was made up of representatives and subsidiaries of large companies based in source countries such as Great Britain (United Kingdom), United states, France and Germany. In East Africa, for example, the products for manufactures such as Ford, Leyland, Volvo, Fiat, Peugeot and Datsun-Nissan were a common place.

The history of dealership in Uganda sets back from 1908 when the first dealership was formed which later on acquired the Ford franchise in 1922. This was the beginning of the actualization of the automotive industry in Uganda based on franchises acquired by several other individual companies though most of the manufactures companies were at the time based in the neighboring country (Kenya). There has been a rise as indicated by the ministry of works, transport and communication in the estimated number of vehicles on the road between 1987-1998 attributed to the increased levels of globalization and political stability (31,307-126,214 estimated vehicles). Therefore, the market has grown though still under franchises and through dealerships by individual companies for both new and used vehicles.

**Table 3.4: Estimated numbers of vehicles on the road: 1987-1998**

<b>Year</b>	<b>Pick-ups Vans</b>	<b>Buses</b>	<b>Mini Buses</b>	<b>Cars</b>	<b>Motor Cycles</b>	<b>Agric Tractors</b>	<b>Others</b>	<b>Heavy Commercial</b>	<b>Total</b>
<b>1987</b>	5,933	553	1,980	12,342	4,187	-	3,077	3,235	31,307
<b>1988</b>	6,616	578	2,078	12,739	4,157	-	3,385	3,360	32,913
<b>1989</b>	7,410	564	2,384	12,964	4,240	-	3,676	3,700	34,983
<b>1990</b>	7,967	524	2,762	12,284	4,620	-	3,686	3,649	35,492
<b>1991</b>	13,000	342	4,680	17,804	5,226	988	838	7,224	50,102
<b>1992</b>	13,791	382	5,283	18,998	6,213	1,222	981	7,397	54,267
<b>1993</b>	15,035	401	6,489	20,464	7,646	1,331	1,080	7,554	60,000
<b>1994</b>	17,776	464	8,809	24,208	12,142	1,541	1,150	7,957	74,047
<b>1995</b>	22,039	591	11,158	28,941	21,988	1,785	1,179	8,521	96,212
<b>1996</b>	27,365	617	13,261	35,361	36,994	2,043	1,386	9,187	126,214
<b>1997</b>	33,120	625	13,400	42,000	48,000	2,100	1,400	9,850	150,495
<b>1998</b>	38,445	701	15,653	47,450	64,817	2,336	1,453	11,582	182,437

Source: Statistical abstract of republic of Uganda, ministry of planning and economic development, 1997; 1998; 1999. Ministry of Finance, Planning and Economic Development

The new car market in Uganda is not so large and looking at the entire auto sector it only accounts for a small fraction. Commercial cars are more on the market as compared to personal or passenger vehicles. There has been an increasing demand for trucks and heavy vehicles within the East African region due to the uprising construction industry. However, the demand for new cars is slowly picking up especially for organizations and some average living people within the country. Banks have also widened the access to financing vehicle loans boosting the new car market. On the Brands point of view, there is no doubt Toyota is a leading brand of vehicles in Uganda. After witnessing the first assembly plant for the motorcycles by Nile Fishing Company, the first ever domestically assembled (designed) car was unveiled at Makerere University (College of Engineering, Design, Art and Technology). The Electronic Vehicle (EV) named the Kiira EV was designed for a period of 4 years and was only tested recently at the end of 2018.

From Table below we note that a bigger number (30,659) of new vehicles with diesel engines were registered by URA and MoW&T more than the 7,461 New Petrol vehicles registered for 10years from 2005 to 2015. Also there is decrease of imported both new diesel and petrol vehicles from 2157 to 1890 and 1875 for 2009 and 2010 respectively. There is rapid increase of both new diesel and petrol vehicles from 2857, 3784, 5815, 6975 and 7692 for years like 2011, 2012, 2013, 2014 and 2015 respectively.

**Table 3.5: Vehicle Inventory by Status at Registration: 2005-2015**

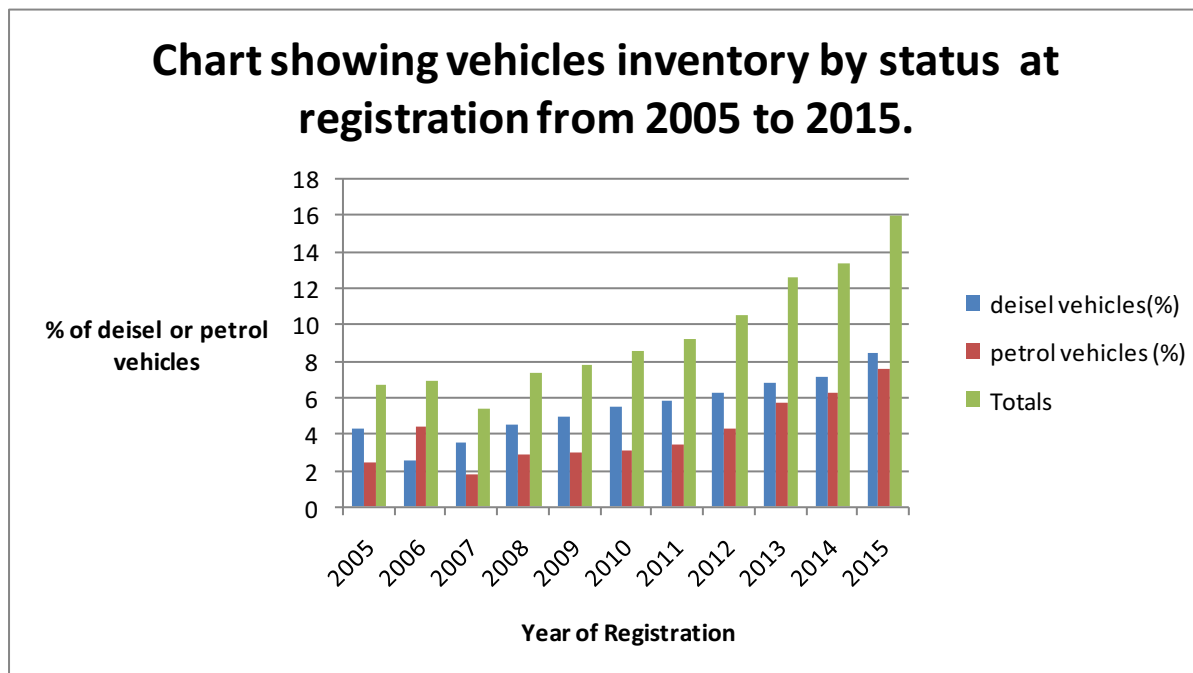
Year of Registration	DEISEL	PETROL	TOTAL
	New Vehicles	New Vehicles	
2005	1042	392	1434



<b>2006</b>	1218	379	1597
<b>2007</b>	1540	474	2014
<b>2008</b>	1723	434	2157
<b>2009</b>	1510	380	1890
<b>2010</b>	1476	399	1875
<b>2011</b>	2507	350	2857
<b>2012</b>	3206	578	3784
<b>2013</b>	4848	967	5815
<b>2014</b>	5881	1094	6975
<b>2015</b>	5678	2014	7692
<b>Total</b>	<b>30,659</b>	<b>7,461</b>	<b>38,120</b>

**Source: Computations based on combined dataset (URA e-tax dataset and MoW&T dataset)**

**Figure 3.1: Chart Showing Vehicles Inventory by Status at Registration 2005-2015**



**Source: Computations based on combined dataset (URA e-tax dataset and MoW&T dataset)**

However, the specification of what should be registered as a new car in Uganda is still questionable because of the increased second hand car importation and these cars are also registered as new cars. This problem is prevalent and the government ought to clearly differentiate what cars should be registered as new or otherwise the specification issue remains a big problem.

The new car market in Uganda is dominated by imports and characterised by dealerships for both new and used cars. Companies such as Nissan, Mercedes have franchises and dealerships to help reach out to their customers. However, the consumers depend so much on used cars due to the low income earned by the populace. This makes this research significant to draw

comparisons on how IMC can be implemented in the context of two differing economies (developed and developing). China has laid down a strategy to invest in a manufacturing plant in Uganda which will increase productivity and consumption of cars in the country. Recently, on November 13, 2014 Uganda's automotive history was re-written after creating its first hybrid motor vehicle (Kiira Ev-SMACK). The managers of the government funded project ascertained that mass production will be expected to begin in 2018. The most important question is whether the public will be able to demand for the cars depending on the COO effect and if the car will also create value for the consumers and if so then the Uganda new car market will have the very first brand of a car produced at home.

According to New Vision news paper in (2016), there has been a gradual extension to the availability of information regarding sales of cars in Uganda. Most people can now access such information from the internet, magazines and television. So the choice of the buyer is within his or her means and convenience although much of the Ugandan population buy second hand vehicles due to the economic factors of the country. some of the used car dealers are; Spear motors Uganda limited, Nagoya car bond Jambo Auto Mart Ltd, Smart Motor World Ltd, Future Group Co. Ltd, Yuasa Investments Ltd, Planet Solutions (U) Ltd, Ramzan Motors (Show Room), Dura Motors Ltd, Victoria Motors Ltd, Autorec Enterprise Ltd, Adachi Auto Ltd, Bejo Motor Solutions (U) Ltd, Tokyo Auto Ltd, Aisha Group (U) Ltd, Ramzan Motors (Bonded Warehouse), Al-Malik Group, Muko Investment, Autorec Enterprise Ltd, Japan Auto Traders Ltd, Chatha Investments Ltd, and Cosmos (U) although at the same time, some of these also deal in brand new vehicles. The increased purchase of the second hand or used cars in Uganda is also because of the potential bargain power that is available to the consumers and also the availability of unstructured payment systems within the business as compared to outlets that sell new cars. The government does not have a policy in place to guide the buyers and the

sellers within this dealership. It is more of a typically privatised sector with very less limited regulations. In the end it becomes risky for customers in case the purchase was faulty.

According to Gillian (2015), in Uganda there is an increased tax charged on imported new and used vehicles being affected by the National Budget Framework Paper for Financial Year 2015/16 – Financial Year 2019/20, the government proposed that 86% were being sourced locally where by government intends to make a reduced dependency on foreign aid. And this, therefore, was believed to be part of the reason for the increased levy because government intended to collect more than Shs7b from these taxes in a year. However, the increased taxes are also reduced the number of used cars which make up the largest vehicle population in the country. The levy on vehicles between five to 10 years has increased to 35% of the cost, insurance, and freight. Currently, the levy on used cars started at 20 per cent by 2015, the government has initially proposed an increase to 25 per cent. On cars 10 years and older, and the proposed tax of 2016 is 50 percent (Gillian, 2015)

The move to eliminate old cars from the roads was not only unique to Uganda. This had earlier on happened in Kenya and Rwanda to for the purposes of promoting cleaner and more fuel-efficient vehicles in order to reduce localized air pollution, greenhouse gas emissions and national fuel bills. According to Geoffrey (2015), the Uganda Revenue Authority and Uganda Parliament proposed an outright ban on used vehicles, even though there were no government efforts to justify the claim that emissions from used cars are detrimental to the environment, also there was more use of charcoal by largest population of Uganda therefore new taxes were a ploy to increase taxes since there was still increased importation of used cars and less new cars in Uganda.

Under the Pre-Export Verification of Conformity Programme (PVC) car dealers have been mandated to pay for the pre-inspection services in the country of origin and if this is not done in this procedure, the owner or dealer will have to part with a larger sum of money at the URA. In the UK this is known as the JEVIC certificate that all vehicles leaving the country are supposed to have to acquire border clearance for export. For cars originating from Japan, the dealer pays a pre-export road worthiness inspection fee, per vehicle, of USD 140 (about Shs419, 000),” Uganda National Bureau of Standards. For cars coming from the UK and Dubai, the importer pays USD 200 (about Shs599, 000) and USD 125 (about Shs374.000) per car, respectively. According to the daily monitor news paper (12<sup>th</sup> may 2015), the competition among car importers is already stiff, and now with higher taxes has led to raise the price of cars, because the Ugandan customers are used to specific price ranges for different cars it is hard for them to adjust to the new prices. As a result, instead of levying taxes according to the year of manufacture, government came up with one specific tax to cover all imported used cars rather than Parliament coming up with new taxes after consulting the importers to know their stand and finally the cheapest new cars cost between Shs80m and Shs100m.

### **3.3 Impact of IMC in the New Car Market**

Data released by the advertising association/warc on 28<sup>th</sup> October 2014 through a press release showed that UK advertising spend grew at its fastest rate in since 2010 by 8.5% year-on-year reaching £4.515million. (AA/Warc expenditure report, 2014) The report included various media (television, radio, out of home, national news brands, regional news brands, magazine brands, cinema, internet and direct mail).

**Table 3.6: UK Advertising Expenditure 2013-2015**

UK ADVERTISING EXPENDITURE 2013- 2015	Ad spend 2013 (£)	2013 vs. 2012	Forecast 2014	Forecast 2015
		(% change)	(% change)	(% change)
TV	4,642	3.6%	7.8%	6.6%
Of which spot advertising	4,233	2.9%	6.7%	5.2%
Of which broadcaster VOD	126	21.2%	27.0%	31.3%
Radio	537	-2.9%	6.8%	4.5%
Out of home	990	2.0%	3.4%	5.5%
National news brands	1,447	-5.7%	-2.8%	1.0%
Of which digital	184	19.5%	15.4%	22.8%
Regional news brands	1,300	-7.3%	-5.0%	-4.3%
Of which digital	139	7.9%	17.4%	8.1%
Magazine brands	1,038	-507%	-3.3%	0.1%
Of which digital	252	7.1%	6.9%	9.5%
Cinema	185	-14.2%	67%	5.5%
Internet	6,281	14.1%	15.1%	13.1%
Of which mobile	1,021	93.2%	56.0%	42.8%
Direct mail	1,856	-1.2%	-1.0%	1.0%
TOTAL UK ADSPEND	17,511	3.2%	6.4%	6.5%

Source: AA/Warc expenditure report October 2014

From the table 3.6 above the researcher noted that there have been significant increases in some media as compared to others but the importance in this particular case is to find that marketing professionals are using various tools to reach their target audiences so that they can acquire a greater market share within the UK market. However, this table is not detailed enough to show the usage and distinction of the most used and whether these tools have been integrated or not. It is of relevance that marketing practitioners can relate to these figures to execute IMC campaigns in relation to the company objectives, strategy, business model, reason for communication especially in the UK automobile market.

However, it is important to note that the challenges in the industry are challenging the dealers' current business model. Therefore, manufactures and dealer group have started to rigorously restructure, consolidate and improve their dealership networks by implementing new processes and standards. In relation to IMC through the dealer network system, manufacturers are considering issues such as brand restrictions, organisational and financial separation between the dealers' used-car and new car business as well as the minimum marketing budgets reviewing terms and conditions of the contracts as opposed to the traditional dealership norms. It should also be noted that an increase in car dealerships for a particular manufacture does not guarantee increased market share and profitability. Hence, dealerships remain crucial in the customer decision making journey as they can easily access more information and physical feel about the vehicles they desire to purchase e.g. test drives.

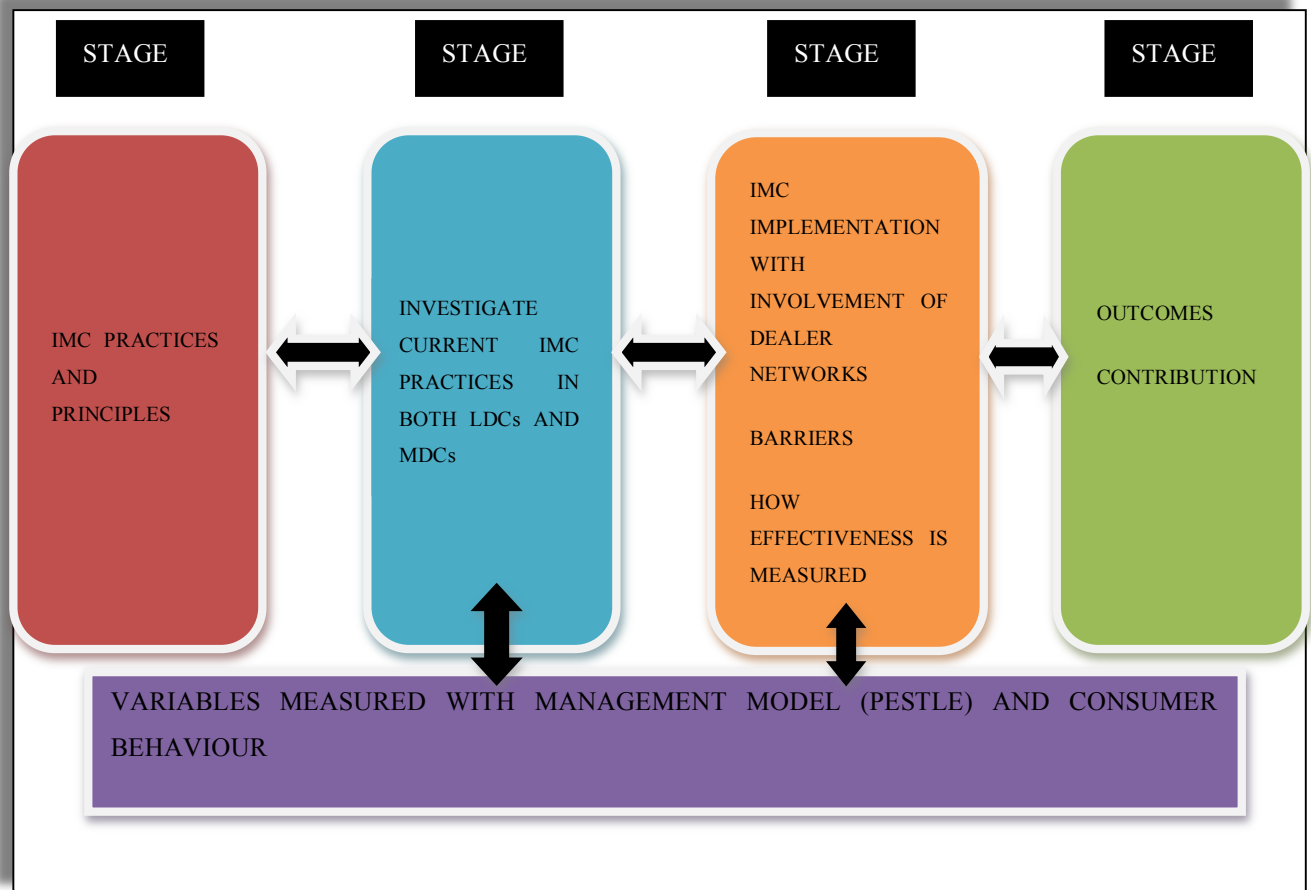
To ensure that marketers carry out best practice within the UK automotive industry, principals have been developed as a framework and starting reference point for consumers, the automotive industry and its marketers in the sphere of marketing communications for passenger

cars and light commercial vehicles (up to 3.5tonnes). Although these principals are not intended to supersede existing legislation, the mandatory advertising codes and other government guidance which are the still the key sources for ensuring that advertising and marketing are fully compliant in respect of the environmental claims. With such endorsements, there is a clear view that the automotive industry is certain of the ill practices of marketers towards the consumers and it is for the actual importance that manufactures take into consideration codes of practice that were jointly endorsed by Low Carbon Vehicle Partnership (LowVCP) the Society of Motor Manufactures and Traders (SMMT) and the Voice of British Advertisers (ISBA) (issue 2011). Such practices include the legal, decent, honest and truthful aspect of marketing communications, access of information to consumers to make informed purchases with ease, transparency and proper use of imagery. In relation to marketing practitioners, this is one of the most important aspects of marketing. Understanding not only the marketing codes of practice but all the other codes of practice associated with the industry where they work for successful implementation of IMC campaigns.



### 3.4 Conceptual Model of IMC Through a Dealer Network System

**Figure 3.2: Conceptual Model of IMC Through a Dealer Network System**



**Source: Author**

This conceptual model/framework was developed from the basic communication models by Shannon (1948) where a message is created, sent through transmission of signals by help of a carrier or channel with possible “noise” to the receiver who encodes the message. IMC is a typical of the communications model because firms/companies formulate messages objectively to reach their target audiences although these messages have a sole purpose of affecting behaviour. There are so many tools of communication as seen earlier in this research study but

IMC stands for the integration that occurs within these tools both tactically and strategically. From the perspective of this research, it is a four stage conceptual model as detailed below:

### **Stage 1**

Stage one entails understanding the IMC principles and practices. It is very important to understand the IMC principles and practices only then can one be able to look at IMC from a manufacturer's point of view. This is also important because it is assumed that the manufacturer creates the message that is going out to the public or prospect consumers with an intention to induce action. These principals may vary in usage from one sector/industry to another and in this case the author looks at IMC principles as used in the new car market and practices may differ depending on the economic and social settings of that a particular area. For example, most tools that are used in the Europe may not be practically applicable in Africa due to the difference in the economic settings.

### **Stage 2**

This stage involves the investigation of current practices of IMC in both United Kingdom and Uganda to understand the applicability of the concept in the two differing economical settings. More developed countries (MDCs) tend to appreciate certain academic concepts better than the low developed countries not only in the field of marketing but other disciplines as well. Therefore, this comparison and investigation will lead to answers of practical adaptability and adjustment where necessary at the end of the research. The management model PESTLE (Political, Economical, Social, Technological, Legal, and Environmental) has been taken into consideration at this stage to interlink the activities of IMC with this stage in a broader perspective.

### **Stage 3**

Stage three of the conceptual model encompasses the involvement of a third party in the communication process (dealer network system), the barriers to implementation when the dealers are involved or not and how the effectiveness of the communication can be measured taking into consideration the independent variables of PESTLE and consumer behaviour. At this stage questions of who is involved in the formulation of IMC messages are tackled. Dealer networks are a very important part of the commercial chain in the new car market but there raises a significant question of whether they are involved in the formulation of the messages that are communicated to the potential customers and if they are actually happy with the process of implementation. By looking at this, the gap between theory and practice can be eliminated if we understand the missing puzzle because the dealers are in direct contact with consumers making them a very important touch point.

### **Stage 4**

At the final stage of the conceptual model/framework, the outcomes of the research through the three stages are reported and contributions of the research are made. It is at this stage where the research questions will be answered leading to the final objective of the research.

With incorporation of the RABOSTIC model, this model would be more effective for implementation of IMC taking into consideration the different stages of which communication occurs. This is to help filter the effectiveness of the messages or campaigns and activities at

the different stages. However, this was the conceptual model onto which the researcher based this study.

### **3.5 Conclusion**

The chapter started with a review of the new car market of the United Kingdom looking at the production levels among other things. The new car market of Uganda was also reviewed in this chapter showing the difference in production of cars within both countries.

The chapter also involved a discussion about the impact of IMC within the new car market. A conceptual model was then drawn involving four stages. The first stage of the model consisted of the principals and practice of IMC from the manufactures point of view. The second stage consisted of the investigation of the current IMC practices in both Low Developed Countries (LDCs) and More Developed Countries (MDCs). The third stage involved the dealer networks which create a very important part of this research looking at the barriers and effective ways of implementation leading to the fourth stage which comprises of the outcomes and contribution of the research.

## **Chapter 4: Research Methodology and Design**

### **4.1 Introduction**

This chapter describes the research design and methodology used to address the objectives of the study and a brief discussion of the research philosophies. The research design comprised of an exploratory and a formal study surveying the views/opinions of IMC experts, managers of car manufacturing companies, managers at dealer networks, managers of advertising agencies and consumers regarding how best IMC can be achieved. The focus of the research was how IMC can be achieved through deal networks in UK and Uganda in the new car market. The research process outlined by Cooper and Schindler (2008), as illustrated in the figure 22 was adopted to conduct this research.

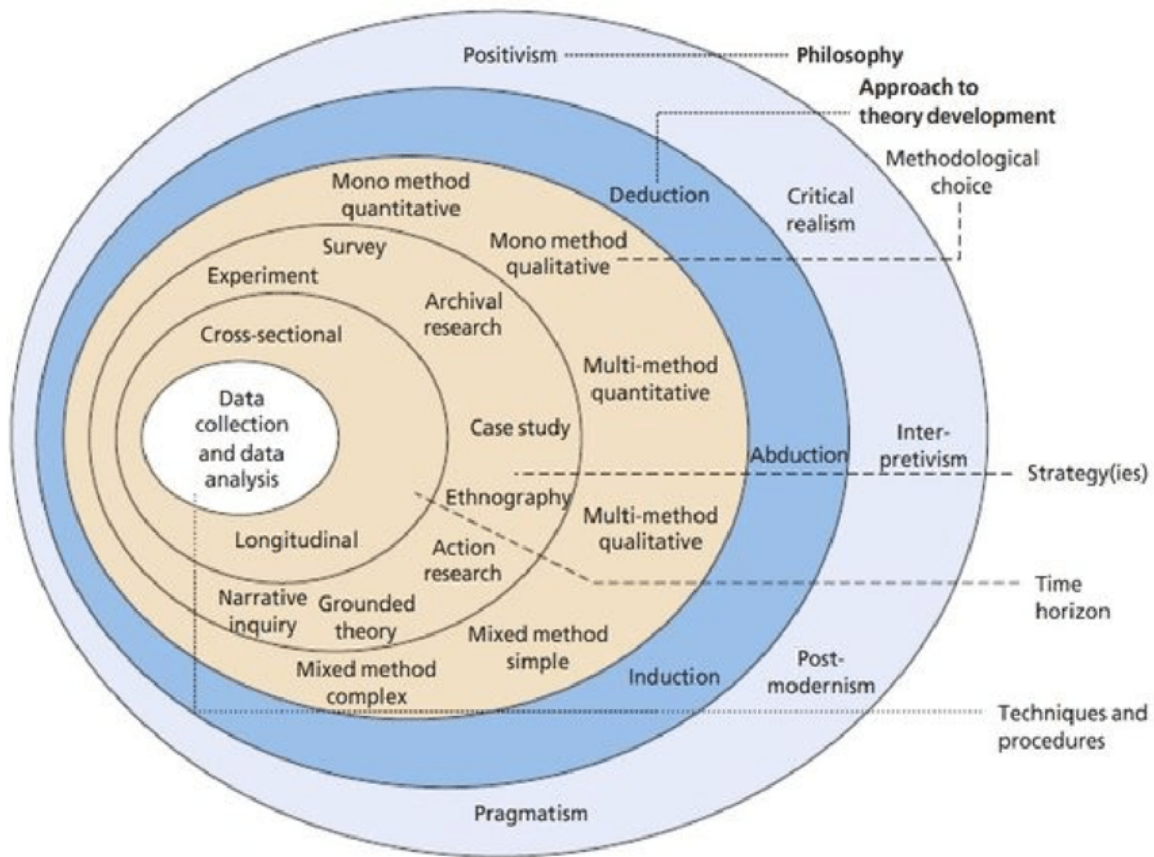
### **4.2 Research Philosophical Issues and Discussion**

Completing a research study can be really hectic if one does not understand the research philosophy. Saunders *et al.*, (2019) defines research philosophy as the “development of knowledge and the nature of that knowledge”. He further argues that every research philosophy adopted contains important assumptions about the way the researcher views the world. Say for instance, if the colour black was named red what would be the difference? Black is just a name and red is also just a name to identify that particular colour and so if it was renamed, then red could be black and it could be renowned worldwide. Henceforth, the reflections of our philosophical choices depict how well the research was conducted.

Epistemological assumptions are very much evident in research because of the usual assumptions about human knowledge. We ought to understand what is considered to be acceptable, valid and legitimate knowledge (Gabriel *et al.*, 2013). Then the ontological assumptions occur about the realities that researchers encounter. In marketing communications, the cognitive aspect of both the sender and receiver of the messages shapes how the researcher conducts the research (Thomas and Hardy, 2011). The axiological assumptions are concerned with how the researcher's values influence the research processes which leads to how the researcher understands the research questions, the methods and how the findings are interpreted. The ethical aspects of research come into play when you understand the axiological aspect of research (Crotty, 1998; Saunders *et al.*, 2019).

Research methods gurus have devised a simple way of understanding research philosophy through the research "onion". It has got a chronological setup from the philosophies of research to the data collection and data analysis. Below is a pictorial representation of the research "onion" to show a clear grasp of what the author is discussing.

**Figure 4.1: The Research Onion.**



Source: Saunders, M.N.K. & Lewis, P. Thornhill, (2009). *Research Methods for Business Students*. 5<sup>th</sup> Pearson

#### 4.2.1 Objectivism and Subjectivism

Objectivism incorporates the assumptions of natural sciences, arguing that the social reality that we research is external to us and others (the social actors). Therefore, ontologically speaking, objectivism embraces realism, which, in its most extreme form, considers social entities to be like physical entities of the natural world, in so far as they exist independently of how we think of them, label them, or even of our awareness of them (Burrell and Morgan 1979, Saunders *et al.*, 2012). These scholars argue from an objectivist point of view that social and physical phenomena exist independently, being universal and enduring in character.

Epistemologically, Objectivists seek to discover the truth about the social world, through the medium of observable, measurable facts, from which law-like generalisations can be drawn about the universal social reality. From an Axiological perspective, they further argued that since the social entities and social actors exist independently of each other, objectivists seek to keep their research free of value, which they believe could bias their findings. This is very important to understand in respect to this research study because of the communications complexities involved and the involvement of the social actors.

On the other hand, subjectivism incorporates assumptions of the arts and humanities, asserting that social reality is made from the perceptions and consequent actions of social actors (people). Ontologically discussing, subjectivism embraces nominalism (conventionalism). Nominalism considers that the order and structures of social-phenomena we study are created by us as researchers and by other social factors through use of language, conceptual categories, perceptions and consequent actions (Burrell and Morgan, 1979).

### **4.3 The Five Basic Research Philosophies**

There are five known major philosophies that are commonly used within the business and management academic circle. These include, Critical realism, positivism, postmodernism, interpretivism and pragmatism as discussed and explained below. It is paramount for any persons engaged with research are familiar with these philosophies so that they can eliminate issues of diverted directions of research and using the appropriate techniques to complete their distinguished research studies;



### **4.3.1 Realism/Critical Realism**

Realists have been identified as people who see things the way they are and act or respond to these situations with relation to real life. This in simplicity can be used to define realism. For example, for a woman to be pregnant, realist believe sexual intercourse must have taken place and any other forms of pregnancy can be discussed at alter stage. Within this philosophical framework, what you see is what you get meaning that what we experience through our senses portrays the world accurately (Saunders *et al.*, 2012). Fleetwood (2005) asserts that reality is the most important consideration, a structured and layered ontology being important for the critical realists. Reed (2005) further expands this assertion that human face a process known as “retroduction” where we reason backwards through our experiences and process what we consider as reality from the sensations and events. Bhaskar (1989) concluded earlier that social facts are social constructs agreed on by the people rather than existing independently meaning that the critical realist notions cannot be reduced to statistical correlations and quantitative methods and that a range of methods is acceptable according to Reed (2005). Therefore, if one attempts to view his or her research in this direction, he or she must be aware of the socio-cultural environment in which they exist or have existed before and the different experiences that might affect or influence their research hence need to minimise biases be as objective as possible.

### **4.3.2 Positivism**

This philosophical term relates to a purpose of agreement that what is considered true and agreeable should have the ability to be tested and proven for it to exist. It literally applauds the purpose of research in many cases where results are scientifically tested to prove the hypothesis

or disregard the hypothesis. Discovering observable and measurable facts and regularities and the phenomena that is observable in this philosophical stance lead to the production of credible and meaningful data (Crotty, 1998). Within this kind of research the researcher can or might use existing theory to develop hypotheses which would then be tested and confirmed, in whole or part or refuted, leading to the further development of theory which then may be tested by further research or extended research. However, it is not necessarily a basis of operation that there has to be a well founded hypothesis for this kind of research to occur following a fact that most natural sciences were developed with no hypotheses (Crotty, 1998). The highly structured methodology that facilitates replication is a very important characteristic of the positivism philosophy (Gill and Johnson, 2010)

### **4.3.3 Postmodernism**

Researchers for long have been faced with a challenge to differentiate between postmodernism and post-structuralism and only of recent has this debate come to a decline because of the existence of subtle difference that does not intrigue for more debates of who is right and who is wrong. Postmodernism has an emphasis on language and the power of relations which seeks to question accepted ways of thinking and give voice to alternative marginalised views. According to Chia (2003), postmodernists believe that any sense of order is provisional and foundation less, and can only be brought about by our language with its categories and classifications although they also recognise that language is always partial and inadequate. There is no particular way of concluding what is “right” or “wrong” in terms of social orders but it happens collectively through dominance of power relations among us and that’s how we shape the meaning of what is “right” or “wrong” dependant on the context (Foucault, 1991). For example, if you were to carry out a postmodernist research in IMC within organizations,

you would consider looking at the issues of how the employees influence the implementation and decision making of management towards IMC. This deconstruction of the perspectives helps to look at things independent of what you are thinking and writing. This is ethically important in research and it needs in-depth investigation with use of every available material. This has some similarity with the interpretivism philosophy.

#### **4.3.4 Pragmatism**

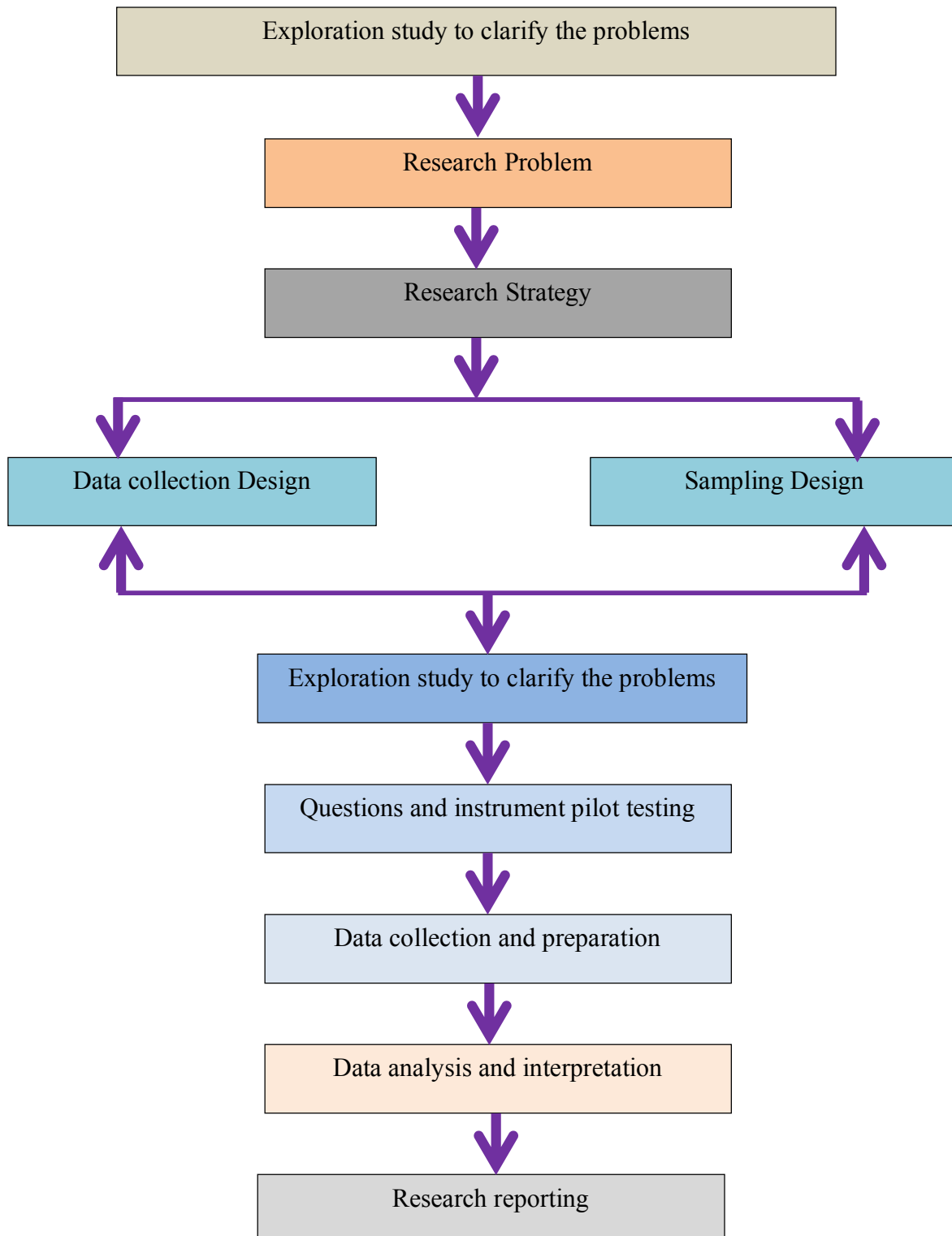
In the bid to reconcile both objectivism and subjectivism, facts and values, accurate and rigorous knowledge and different contextualised experiences there comes the pragmatists who assert that concepts are only relevant where they support action (Kelemen and Rumens, 2008). In their perspective, reality matters as a practical effect of ideas, and knowledge is valued for enabling actions to be carried out successfully. In this direction of thinking, researchers start with identification of a problem and aim to contribute practical solutions that inform future practice (Saunders et al, 2009). Most policy researchers have this kind of thinking because most of their research is intended to eliminate prevailing problems and help involved parties to make informed decision and also prevent future problems of the same nature. For example, in this thesis the researcher adopted a mixed method on data collection to enable a conclusive approach to better implementation of IMC with credible and relevant and reliable data.

#### **4.3.5 Interpretivism**

Humans are different from physical phenomena because they create meaning and interpretivists study and investigate these meanings (Crotty, 1998). The main purpose of interpretivist research is to create new, richer understandings and interpretations of social world and contexts and this is based on the fact that people have different cultural backgrounds and live in different

circumstances and times which creates different meanings and different experiences of social realities and discourages law like generations (Saunders et. 2009). For example, in a managerial aspect, if an incident happened and it involved females and males, management should have a look at things in a perspective that females may have different situations that may hinder performance as compared to their male counter-parts and the reverse can also be true. So if management can be able to look at things subjectively then it helps to eliminate circumstances in which other employees may feel pressurised and unappreciated. Therefore, not generalising circumstances in a law like manner helps interpretivists to study and analyse their subject and make conclusions that have validity in terms of impartial thinking.

**Figure 22: The Research Process**



**Source: Cooper, D.R. and Schindler, P.S. (2008). *Business Research methods*. 10<sup>th</sup> Edition. Boston: McGraw-Hill**

The exploratory study mentioned above is constitutive of an extensive literature research which provides detailed insights into Integrated Marketing Communication with linkages between a set of factors, thus the constituents of IMC, how it is implemented, the new car market and the dealer networks. The study helped the researcher to understand or discover what was happening in the world of IMC and gaining more insight of IMC with the involvement of the dealer network system. This was done through extensive literature review and conducting interviews. The other stages of the research process are discussed in the sub headings below.

#### **4.4 Research problem**

The research was necessary because of the existing problem of understanding IMC and its implementation to increase company profits through increased sales and product/brand value focusing on the new car market. Despite the increased spread of the concept within the marketing sphere, more literature is needed to give IMC meaning in business practice as companies have to attain value from the marketing communication activities they engage in.

Discussions between the financial practitioners such as accounts and marketing practitioners on how to measure the effectiveness of IMC campaigns have not yielded much either as the marketers do not have standardized methods of calculation and measurement. Such issues intrigued the researcher asking questions as why can't IMC be measured? In other words, as a new discipline IMC is faced with a lot of challenges that need to be addressed.

Therefore, seeking to answer a fundamental question of how IMC can be achieved through proper implementation to reveal positive results was the essence of the research.

The research was seeking to answer the following research questions:

- What parties are involved in the formulation of IMC?
- How is IMC perceived by managers of companies and dealer networks?
- How is IMC implemented and what are the barriers to this implementation?
- Do the consumers understand the concept of IMC and how is their response to the IMC campaigns?
- Does IMC contribute to the companies' profitability and brand value?
- Is the IMC concept adaptable to various economies?

#### **4.5 Objectives of the Study**

The research aims at understanding the theory and practice of IMC and the links between the dealer networks and the new car market, particularly in UK and Uganda. The objectives of the study are:

- To thoroughly review the literature and identify the different steps in the formulation and implementation of Integrated Marketing Communications (IMC) and how IMC is achieved with the involvement of other existing stakeholders (Internal and External).

- To create a conceptual model that is adaptable with the involvement of the dealer networks to create value, profits and maintain reputation.
- To test the interpretation and application of the IMC model within the context of two different countries.
- To analyze the findings and evaluate the effectiveness of IMC in terms of reputation, value and profits for organizations to draw conclusions and recommendations.

## **4.6 Research Design**

The research study consisted of two-stages. Stage one of the research design covers an exploratory study while stage two covers a field research. (Cooper and Schindler, 2008) The secondary research (exploratory) formed the first phase of the study determining concepts and philosophy included in the theoretical framework to support the foundation, background and rationale for the research. It comprised an extensive search of existing literature and secondary data available on the definitions of IMC, Marketing communications, dealer networks, the new car market (Uganda and United Kingdom). A comprehensive review of the literature on Marketing communications, the tools and process and in relation to the research and an extensive review was then done to define IMC, its formulation, planning and benefits for a company for example Ford. The focus of the literature then led to the second phase of the research to find out whether IMC is effectively achieved within the companies that have adopted it as their centre of marketing communications and also help answer the other research questions such as whether consumers have an idea of IMC existence and how managers interpreted IMC concept etc. This would be classified more as qualitative (Mason, 2007) because of its nature and how it was structured but it also used quantitative methods (Flick, 2002) which started by building a model from the theoretical knowledge taken from the



literature or earlier empirical findings, from which prepositions were derived, operationalized and tested against empirical decisions.

Therefore, to answer the research questions fully with empirical evidence a field study was conducted by the use of data collection tools such as interviews and questionnaires with both closed and open-ended questions to various respondents (Managers, Experts, Media Agencies, car dealership managers, consumers). So it was basically a multiple methods research design because it included the quantitative characteristics such as basing on the facts of figures to test and verify the effectiveness of IMC campaigns basing on the argument by Ghauri and Gronhaug (2010;105) that qualitative and qualitative methods can be combined and used in the same study. The benefits of this combined method are assessed in the final parts/chapter of the research.

## **4.7 Sampling Design**

Due to the fact that resources are limited to this kind of research to study the whole population, the most possible solution to complete this nature of research is by sampling. A sample was taken from the population of both Uganda and United Kingdom within a series of groups and measurement was done to benefit the research in terms of opinions and facts.

### **4.7.1 Population**

The study covered a population comprising of car manufactures in the new car market in United Kingdom and Uganda, car dealerships in the United Kingdom and Uganda, consumers and media practitioners but due to the fact that demographic characteristics of consumers in Uganda

cannot be accurately relied upon, the study relied upon the available given data and information from the authorities responsible - SSMT, UNBS (Uganda National Bureau of Statistics) among others.

#### **4.7.2 Sampling Frame**

Given the fact that an authenticated register for car dealers/dealerships in Uganda, it was difficult to come up with a compiled list of new car dealership, differing from that of United Kingdom where it is well organised and therefore, the research commenced the fieldwork study by compiling a list from:

- Car manufactures in the UK
- Car dealerships in the UK and Uganda (new cars)
- Media practitioners in the UK and Uganda
- Uganda Revenue Authority data base
- Total population of both countries (United Kingdom and Uganda)

#### **4.7.3 Type of Sample**

The study used probability sampling methods where each and every member of the population would stand a chance or participation. The samples were chosen at random after being stratified into sub-samples out of the entire population for accuracy and easy representation.

#### **4.7.4 Sample Size**

Determining a sample size is very challenging and an extremely critical aspect of any empirical research because it must represent the entire population in order for it to gain acceptance. Due to the constraints of time and cost, the sample size of this research study did not include all the car manufactures, dealers and consumers. The study included 100 consumers, 10 car manufactures and ten media practitioners. This sample size was enough according to the author to investigate the main objectives of the research.

#### **4.7.5 Sample Elements**

The respondents that were targeted included, managers of car manufacturing companies, managers of car dealerships, media agencies, marketing communications experts, and consumers both in the UK and Uganda. These targeted elements were required to meet the following criteria;

- The car manufacturing companies are to be well established.
- Managers should have worked at the company for a considerable time.
- Dealerships have to be dealing specifically in cars (New and Used).
- Consumers should be residing in that particular country at the time of research and should be considerably literate.

## **4.8 Instrument and Questions**

There are various instruments of research but this study used a survey questionnaire as the research instrument with mainly closed-ended questions, using a yes/no or five-point likert scale and some limited open questions. The self-designed questionnaire was used to collect data through face-to-face administration, email and telephone interviews. The research questionnaires also took into consideration the demographic aspects of the population. (Age, gender, educational background, work experience and industry factors). Due to the nature of the research design that the researcher employed both qualitative and quantitative methodology different instruments were used and questions generated to for the various research ethical reasons.

## **4.9 Data Collection Methods and Techniques**

The data collection methods employed in this research were both qualitative and quantitative choosing the suitable techniques from each method to facilitate the completion of this research. According to Ghauri and Gronhuag (2010), both qualitative and quantitative research methods are often used at different stages of research. At the first level of any type of research, the problem is of unstructured nature and qualitative methods are suitable. At the second level, quantitative methods are most suitable because the research wants to test the different prepositions arrived at stage one to accept or reject these prepositions in a logical and consistent manner. At the third stage/level, both methods can be used. Therefore, the research used the qualitative (exploratory) approach for secondary data collection to create prepositions together with unstructured and semi-structured interviews to collect primary data. The researcher also structured surveys, structured observation and structured interviews as quantitative data

collection techniques to collect both secondary and primary data to answer the research problem of how effectively IMC can be achieved through a dealer network system. One of the main reasons of focusing on secondary was to help understand the level of implications after the primary data is collected and analysed. This in return would help better understand the findings and enable well thought-out conclusions at the end of the research study.

#### **4.10 Data Analysis Methods**

There are various methods of data analysis for both qualitative and quantitative (interpretive and positivist) researchers. This research used both quantifiable and non-quantifiable methods to analyse qualitative data. Content analysis, data reduction and quasi-judicial method were used to analyse qualitative data. According to Collis and Hussey (2009), content analysis is “a method by which selected items of qualitative data are systematically converted to numerical data for analysis.” This was done by selecting a sample, coding units and constructing a coding frame. According to Miles and Huberman (1994. p.11; Collis and Hussey, 2009. p.167) data reduction is “a form of data analysis that sharpens, sorts, focuses, discards and reorganises data.” This method of data analysis had to inevitably be used to enable the researcher eliminate unnecessary information/data as acquired from the respondents. One of the most important data analysis methods for this study was the quasi-judicial methods which involved the rational judgement of the researcher to interpret data.

#### **4.11 Preparation, Inputting and Checking Data**

The analysis of the research data started with the checking of the data questionnaires for errors, consistency and other issues that would be affective in the data analysis process. Data coding was then done by developing codes and actual coding of the data. The questionnaire was

processed by the doctoral researcher to enable better understanding of the respondent's feedback.

#### **4.12 Frequencies**

As one of the analytical tools, frequencies were used to determine the general distribution of the categorical variables, providing a simplified method of data presentation with assigned numerical values, columns for valid percentages, as well as cumulative percentages (Cooper and Schindler, 2011)

#### **4.13 Inferential Statistics Tests**

Inferential statistics is the mathematics and logic of how the generalization from sample to population can be made because when research is done, part of the population can only be sampled (Kushawa, 2016). They determine probability of characteristics of population based on the characteristics of the sample. They also help the researchers to assess the strength of the relationship between the independent (Causal) variables and the dependent (effect) variables. Inferential statistics are important because they allow generalization of the researcher's findings to the larger population in a sense of determining not just what can happen but what tends to happen in certain programs or scenarios. The Chi-square and T-test were done to carry out inferential statistics (Kushawa, 2016)

#### **4.14 Reporting Research Findings**

Chapter five (5) of the study will describe the research findings and the analyses while the interpretations, conclusions, limitations and recommendations are detailed in chapter 6. Based

on the results from the analyses, the research will develop possible action steps for the implementation of IMC within the context of both developing and developed countries respective of key factors of value and profit for the companies or organizations that adopt the IMC concept in their operations.

#### **4.15 Conclusion**

This chapter (4) described the research design and methodology used in the research study. Survey-based field data was collected based on the questionnaire administered. Interviews were also conducted using open-ended questionnaires. The data was analysed with the objective of answering the research questions and there after using the research findings and interpretations in the proceeding discussion chapter.

## **Chapter 5: Research Findings**

### **5.1 Introduction**

This section of results and interpretation of study findings is in line with the questionnaires. Data is presented in form of descriptive analyses such as mean, standard deviation, frequencies and percentages with the help of data analysis software (SPSS). They are presented in two sections; section one consists of results from consumers in Uganda and section two consists of results from consumers in United Kingdom. However, in Uganda out of the expected 50 respondents, the researcher was able to come up with only 29 respondents and 34 respondents in the UK due to research challenges. The data is presented in a textual, tabular, semi-tabular and graphical manner.

### **5.2 Descriptive Statistics (Uganda)**

The basic features of the data of this research study are given in this subsection to summarise the sample data and measures which depicted the spread and shape of the data as shown below for respondents in Uganda;



**Table 5.1: Descriptive Statistics Presentation for Respondents in Uganda**

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Respondent's Gender	29	1	2	1.38	.494	.525	.434	-1.858	.845
Respondent's Age (in years)	29	24	43	34.00	4.979	-.041	.434	-.774	.845
Respondent's Marital Status	29	1	2	1.62	.494	-.525	.434	-1.858	.845
Respondent's Education level	28	1	3	2.36	.731	-.688	.441	-.752	.858
Does advertising affect purchase?	29	1	2	1.38	.494	.525	.434	-1.858	.845
Car ownership by friend or family	29	1	2	1.07	.258	3.591	.434	11.695	.845
Effect of car advertisement	29	1	2	1.48	.509	.073	.434	-2.148	.845
Contributions to choice of purchase	20	1	31	10.45	11.441	.742	.512	-1.288	.992
Are car manufacturers ethical	29	1	2	1.69	.471	-.865	.434	-1.349	.845
Is unification of communications important?	29	1	2	1.41	.501	.369	.434	-2.007	.845
Memory ability of advertisement	25	1	3	1.88	.833	.238	.464	-1.521	.902
Sufficiency of information in car advertisement	29	1	2	1.28	.455	1.059	.434	-.950	.845
Preferred media outreach	29	1	16	6.69	3.809	.769	.434	1.218	.845
Efficiency of advertising by car manufactures	29	1	8	3.86	2.532	.081	.434	-1.710	.845
Valid N (list wise)	18								

The table 5.1 above presents the overall summary of the descriptive statistics for respondents in Uganda defining the average or mean (M) and the standard deviation (SD) between the results of each participant regarding each and every question on the survey and this helped in drawing and consolidating results and conclusions of this research study. The general spread out of the standard deviation (SD) was generally low and closer to the mean (M) except for the respondents' age showing a realisation of normality in distribution. Although the total number of respondents was 29 (n=29), not all these respondents answered every question on the questionnaire. This can be seen where there are cases such as contributions to choice of purchase where only 20 respondents (n=20) attempted this question with the average of (M=10.5, SD=11.45) with a skewness of 0.75 (SE=0.512) and Kurtosis of -1.29 (SE=0.10). Although the number of respondents was low even among the participants in respect to this particular question, it was a positive response for the research to understand that actually the choice of purchase is greatly influenced by the given variables such as quality, branding, advertising among others. On average the respondents age was (M=34) and (SD=4.979) with a skewness of -0.05 (SE=0.44) and kurtosis of -0.78 (SE=0.85) therefore, it implies that most of the respondents were basically youths. One of the most important variables was the unification of communications (IMC) which was in line with the main objectives of the research study and the results are averaged (M=1.41, SD=0.51) with a skewness of 0.37 (SE=0.44) and kurtosis of -2.01 (SE=0.85). In general, the data was a little skewed and kurtotic but does not significantly differ from normality because it was mostly between +/-1.96 and as it has been known in reality data are often skewed and kurtotic (Cramer, 1998; Cramer & Howitt, 2004, Doane and Seward, 2011)

The information below is a statistical presentation of the data response rate and results from the questionnaire survey conducted in Uganda with the consumers in respect to the research objective.

### 5.2.1 Frequencies (Uganda)

Respondents were asked to indicate their gender, age, marital status and education level coupled with other questions relevant to the study. Frequencies were obtained and transformed into percentages together with the variables which were also analyzed and statistically presented as seen below:

**Table 5.2: Statistical Presentation of Respondent's Gender in Uganda**

		Value	Count	Percent
Standard Attributes	Label	Respondent's Gender		
Valid Values	1	Male	18	62.1%
	2	Female	11	37.9%

The table 5.2 above, it shows that among the 29 respondents in Uganda, 18 (62.1%) were males and 11 (37.9%) of these were females.

**Table 5.3: Statistical Presentation of Respondent's Age in Uganda**

		Value	Count	Percent
Standard Attributes	Label	Respondent's Age (in years)		
Valid Values	24		1	3.4%
	26		1	3.4%
	27		1	3.4%
	28		1	3.4%
	29		1	3.4%
	30		2	6.9%
	31		3	10.3%
	32		3	10.3%
	33		1	3.4%
	34		2	6.9%
	35		2	6.9%
	37		2	6.9%
	38		3	10.3%
	39		2	6.9%
	40		1	3.4%
	41		1	3.4%
	42		1	3.4%
	43		1	3.4%

The above statistical representation of the respondent's age in Uganda shows that out of the 29 respondents, most of these were between the age of 30 – 39 and there were similarities in the response rate for respondents of the age between 24 -30 and 40 – 45.

**Table 5.4: Statistical Presentation of Respondent's Marital Status in Uganda**

		Value	Count	Percent
Standard Attributes	Label	Respondent's Marital Status		
Valid Values	1	Married	11	37.9%
	2	Single	18	62.1%

From the table 5.4 above which presents the respondent's marital status in Uganda, 11 (37.9%) were married and 18 (62.1%) were single respectively.

**Table 5.5: Statistical Presentation of Respondent's Education Levels in Uganda**

		Value	Count	Percent
Standard Attributes	Label	Respondent's Education level		
N	Valid		28	
	Missing		1	
Central Tendency and Dispersion	Mean		2.36	
	Standard Deviation		.731	
	Percentile 25		2.00	
	Percentile 50		2.50	
	Percentile 75		3.00	
Labelled Values	-9	Did not answer	1	3.4%
	1	GSCE	4	13.8%
	2	College	10	34.5%
	3	University	14	48.3%

From the table 5.5 above, out of the 29 respondents, 14 (48.3%) were university graduates, 10 (34.5%) were college graduates, 4 were at the GSCE level and 1 person did not answer which level of education. The average is (M=2.36, SD=0.731) respectively.

**Table 5.6: Statistical Presentation of Whether Advertising Affects Purchase Decisions**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	62.1	62.1	62.1
	No	11	37.9	37.9	100.0
	Total	29	100.0	100.0	

To find out if advertising in general affected the purchase decisions, the results in the table 5.6 above show that 18 (62.1%) answered yes and 11 (37.9%) answered no out of the 29 respondents in Uganda

**Table 5.7: Statistical Presentation of Car Ownership**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	27	93.1	93.1	93.1
	No	2	6.9	6.9	100.0

	Total	29	100.0	100.0
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The results in the table 5.7 above show that 27 (93.1%) of the respondents in Uganda either owned a car or a friend or family owned a car while only 2 (6.9%) of the 29 respondents did not own a car neither did a friend or family own one.

**Table 5.8: Statistical Presentation of Car Ads and Effect to Purchase in Uganda**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	15	51.7	51.7	51.7
	No	14	48.3	48.3	100.0
	Total	29	100.0	100.0	

Results in the table 5.8 above show that 15 (51.7%) respondents agreed that they purchased the car or would purchase the car because of the advertisement on media giving reasons like the way the advert is formed, the information given about the car, the nice look, among others whereas 14 (48.3%) respondents disagreed with the statement giving reasons of having no time to watch adverts while others did not pay attention when there is an advert in existence, among others.

**Table 5.9: Statistical Presentation of Contributions to Choice of Purchase for Respondent's in Uganda**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Advertisement	6	20.7	30.0	30.0
	Quality	4	13.8	20.0	50.0
	Price	1	3.4	5.0	55.0
	Branding	2	6.9	10.0	65.0
	Quality and Price	1	3.4	5.0	70.0
	Ads and Quality	4	13.8	20.0	90.0
	Ads and Price	1	3.4	5.0	95.0
	Quality and Branding	1	3.4	5.0	100.0
	Total	20	69.0	100.0	
Missing	-9 Did no answer	9	31.0		
Total		29	100.0		

Results in the table 5.9 above show that 06 (20.7%) respondents agreed that advertisement made them prefer and purchase the type of car that they have, 04 (13.8%) respondents said it was the quality, 01 (3.4%) respondent said it was due to the price, 02 (6.9%) respondents said it was branding, 01 (3.4%) said it it was quality and price combined, 04 (13.8%) said it was advertising and quality, 01 (3.4%) said it was advertising and price, 01 (3.4%) also said it was quality and branding combined while 09 (31%) did not answer respectively.



**Table 5.10: Statistical Presentation of Ethical Issues of Advertising by Car Manufactures for Respondent's in Uganda**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	31.0	31.0	31.0
	No	20	69.0	69.0	100.0
	Total	29	100.0	100.0	

Results in the table 5.10 above show that 09 (31%) respondents agreed to the way car manufactures adhere to the ethical issues through their advertising campaigns while 20 (69%) did not agree to that. Perhaps because most of the respondents were not aware of the ethical issues of advertising.

**Table 5.11: Statistical Presentation of the Importance of IMC for Respondents in Uganda**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	17	58.6	58.6	58.6
	No	12	41.4	41.4	100.0
	Total	29	100.0	100.0	

Results in the table 5.11 above represent the importance of IMC as perceived by the respondents in Uganda and 17 (58.6%) agreed that it was important to unify all the marketing communications of products in general while 12 (41.4%) said it was not really important.

**Table 5.12: Statistical Presentation of the Ability to Memorize Car Adverts for Respondent's in Uganda**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 day	10	34.5	40.0	40.0
1 Week	8	27.6	32.0	72.0
1 month	7	24.1	28.0	100.0
Total	25	86.2	100.0	
Missing -9 Did not answer	4	13.8		
Total	29	100.0		

Results in the table 5.12 above show that 10 (34.5%) respondents said that they can memorize a car advert just in 1 day, these were followed 08 (27.06%) who said that they can memorize it in 1 week and 1 month with 07 (24.1%) respectively, 04 (13.8%) respondents said they can never memorize any car advert because of reasons like being busy or not being attentive, among others.

**Table 5.13: Statistical Presentation of How Sufficient Car Manufacturers Provide Information in Car Adverts for Respondents in Uganda**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	21	72.4	72.4	72.4
No	8	27.6	27.6	100.0
Total	29	100.0	100.0	

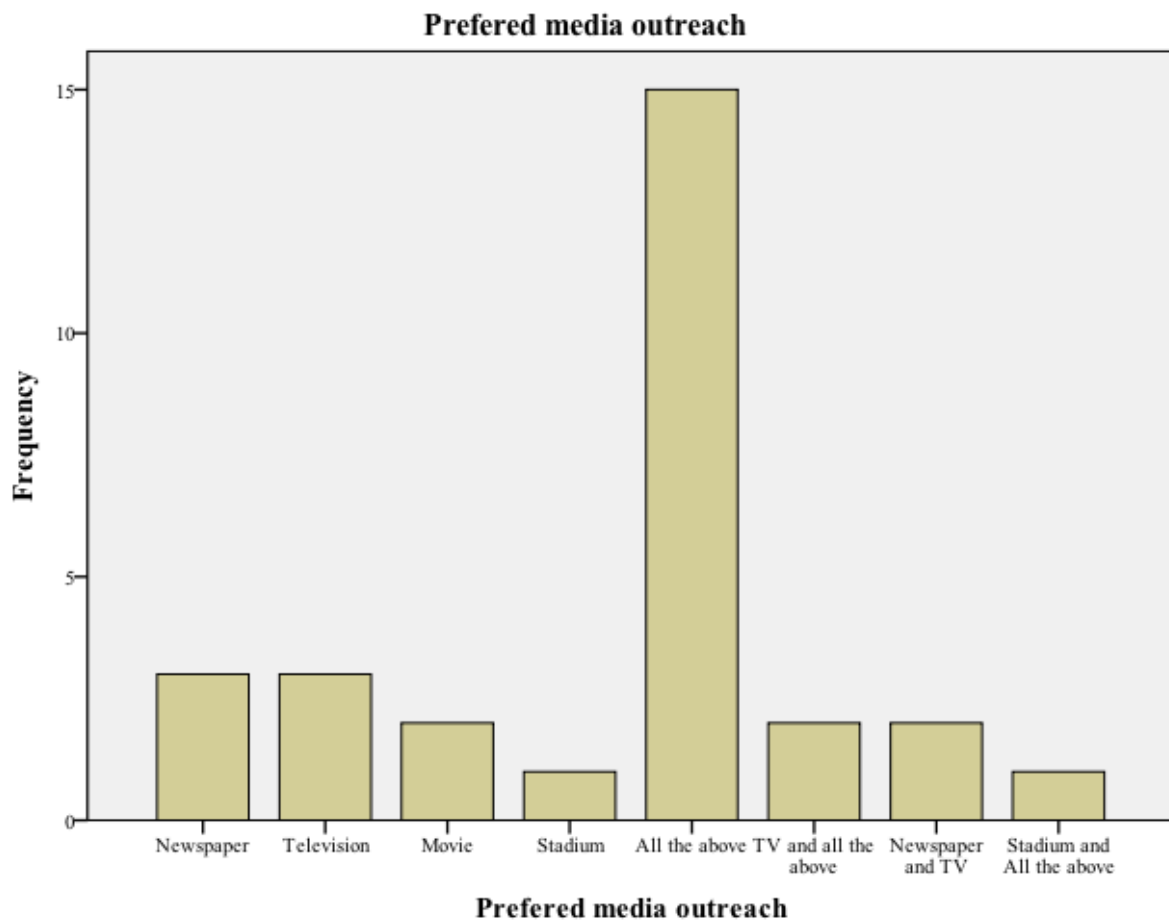
Results in the table 5.13 above show that 21 (72.4%) respondents agreed that car manufacturers provide all the necessary information when making adverts basing on the quality, its price which doesn't change, its branding, among others while 08 (27.6%) respondents disagreed with the statement saying that they are denied a lot of information concerning the car such as its speed, mechanical possibilities, and also activities that it performs.

**Table 5.14: Statistical Presentation of Preferred Media Outreach for Respondents in Uganda**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Newspaper	3	10.3	10.3	10.3
Television	3	10.3	10.3	20.7
Movie	2	6.9	6.9	27.6
Stadium	1	3.4	3.4	31.0
All the above	15	51.7	51.7	82.8
TV and all the above	2	6.9	6.9	89.7
Newspaper and TV	2	6.9	6.9	96.6
Stadium and All the above	1	3.4	3.4	100.0
Total	29	100.0	100.0	

Results in the table 5.14 above show that 15 (51.7%) respondents said that they would prefer their desired type of car to appear on all the above media for advertising, 03 (10.3%) respondents would prefer it is on television, 03 (10.4%) respondents preferred the newspapers, 02 (6.9%) preferred their desired car types to appear in movies, 01 (3.4%) preferred the stadium, 02 (6.9%) preferred television and all the above media, 01 (3.4%) preferred the stadium and all the above media while 02 (6.9%) preferred Newspapers and television. The figure below is a chart representing the preferred media outreach for the respondents in Uganda.

**Figure 5.1: Chart Showing the Preferred Media Outreach for Respondents in Uganda.**



**Table 5.15: Statistical Presentation of Car Manufacturers Perceived to Have Efficient Advertising Campaigns for Respondent's in Uganda**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Toyota	10	34.5	34.5	34.5
Nissan	6	20.7	20.7	55.2
Mercedes Benz	8	27.6	27.6	82.8
Isuzu	4	13.8	13.8	96.6
TATA	1	3.4	3.4	100.0
Total	29	100.0	100.0	

Results in the table 5.15 above revealed that 10 (34.5%) respondents agreed that more efficient advertising campaigns are done by Toyota, 08 (27.6%) respondents said it was Mercedes Benz, 06 (20.7%) respondents said it was Nissan, 04 (13.8%) respondents it was Isuzu, and 01(3.4%) respondents said it was Tata.

**Table 5.16: Frequencies of Respondents on Traditional Mass Media and the Internet**

Items	Response s	Frequenc y	Percen t (%)
<b>Traditional mass media</b>			
Television ads are more memorable and persuasive	Strongly Agree	20	68.9
	Agree	05	17.2
	Neutral	00	00.0
	Disagree	04	13.8
	Strongly Disagree	00	00.0
	<b>Total</b>	<b>29</b>	<b>100.0</b>
Newspaper ads are more memorable and persuasive	Strongly Agree	09	31.0
	Agree	10	34.5
	Neutral	05	17.2
	Disagree	05	17.2
	Strongly Disagree	00	00.0
	<b>Total</b>	<b>29</b>	<b>100.0</b>
Ads in magazines are more memorable and persuasive	Strongly Agree	00	00.0
	Agree	10	34.5
	Neutral	10	34.5
	Disagree	00	00.0
	Strongly Disagree	09	31.0
	<b>Total</b>	<b>29</b>	<b>100.0</b>
Radio ads more memorable and persuasive	Strongly Agree	20	69.0
	Agree	09	31.0
	Neutral	00	00.0
	Disagree	00	00.0

	Strongly Disagree	00	00.0
	<b>Total</b>	<b>29</b>	<b>100.0</b>
<b>Internet</b>			
Car ads on the internet are more memorable and persuasive	Strongly Agree	20	69.0
	Agree	09	31.0
	Neutral	00	00.0
	Disagree	00	00.0
	Strongly Disagree	00	00.0
	<b>Total</b>	<b>29</b>	<b>100.0</b>
I come across more ads on the internet than any other media	Strongly Agree	09	31.0
	Agree	10	34.5
	Neutral	05	17.2
	Disagree	05	17.2
	Strongly Disagree	00	00.0
	<b>Total</b>	<b>29</b>	<b>100.0</b>

Results from the table 5.16 above show that 20 (68.9%) of the respondents in Uganda strongly agreed that TV ads were more memorable and persuasive, 05 (17.2%) agreed to the same while 04 (13.8%) were in disagreement. 09 (31%) respondents strongly agreed that newspaper ads were more memorable and persuasive, 10 (34.5%) agreed to the same, 05 (17.2%) were neutral while 05 (17.2%) were in disagreement. 10 (34.5%) respondents agreed that magazine ads were more memorable and persuasive, 10 (34.5%) were neutral while 09 (31%) strongly disagreed. 20 (69%) respondents strongly agreed that radio ads were more memorable and persuasive and 09 (31%) agreed to the same respectively. 20 (69%) respondents also strongly agreed that the ads on the internet are more memorable and persuasive with 09 (31%) agreeing to the same. 09 (31%) also strongly agreed that they come across more ads on the internet than any other

media, 10 (34.5%) agreed to the same, 05 (17.2%) were neutral and 05 (17.2%) were in disagreement respectively.

**Table 5.17: Frequencies of Respondents on IMC Perception**

Items	Response s	Frequenc y	Percen t (%)
<b>IMC Perception</b>			
I realize that the ad is the same in newspaper, TV and billboards	Strongly Agree	20	69.0
	Agree	08	27.6
	Neutral	00	00.0
	Disagree	01	03.4
	Strongly Disagree	00	00.0
	<b>Total</b>	<b>29</b>	<b>100.0</b>
I pay attention when the ad is on all media	Strongly Agree	13	44.8
	Agree	10	34.5
	Neutral	00	00.0
	Disagree	06	20.7
	Strongly Disagree	00	00.0
	<b>Total</b>	<b>29</b>	<b>100.0</b>
It does not really matter whether the ad is repeated on all media or not because I will still buy the car I want	Strongly Agree	05	17.2
	Agree	10	34.5
	Neutral	00	00.0
	Disagree	04	13.8
	Strongly Disagree	10	34.5
	<b>Total</b>	<b>29</b>	<b>100.0</b>



Results from the table 5.17 above show that 20 (69%) of the respondents strongly agreed that they realize the unification of ads of different media, 08 (27.6%) agreed to the same while only 01 (3.4%) was in disagreement. 13 (44.8%) respondents strongly agreed that they pay attention to ads that are communicated through all the media platforms, 10 (34.5%) agreed to the same while 06 (20.7%) were in disagreement. 05 (17.2%) strongly agreed that it did not matter if the ads were repeated on all media, 10 (34.5%) agreed to the same, 04 (13.8%) disagreed while 10 (34.5%) disagreed respectively.

**Table 5.18: Frequencies of Respondents on the IMC Effect**

Items	Response s	Frequenc y	Percen t (%)
<b>IMC Effect</b>			
I like it when I can see the car ad everywhere	Strongly Agree	27	93.1
	Agree	02	6.9
	Neutral	00	00.0
	Disagree	00	00.0
	Strongly Disagree	00	00.0
	<b>Total</b>	<b>29</b>	<b>100.0</b>
The most advertised car is definitely the good one	Strongly Agree	15	51.7
	Agree	00	00.0
	Neutral	00	00.0
	Disagree	00	00.0
	Strongly Disagree	14	48.3
	<b>Total</b>	<b>29</b>	<b>100.0</b>

Results in the table 5.18 above show that 27 (93.1%) of the respondents strongly agreed that they like to see the car ads everywhere on all media platforms and 02 (6.9%) agreed to the same. 15 (51.7%) of the respondents strongly agreed that the most advertised car is usually the better one on the market while 14 (48.3%) Strongly disagreed respectively.

**Table 5.19: Measures of Central Tendency and Dispersion for Respondents in Uganda on Traditional Mass Media, Internet, IMC Perception and IMC Effect**

Statistics												
									It does not really matter whether the ad is repeated on all media or not because I will still buy the car I want	I like it when I can see the car ad everywher e	The most advertised car is definitely the good one	
		Television ads are more memorabl e and persuasiv e	Newspap er ads are more memorabl e and persuasiv e	Ads in magazine s are more memorabl e and persuasiv e	Radio ads are more memorabl e and persuasiv e	Car ads on the internet are more memorabl e and persuasiv e	I come across more ads on the internet than any other media	I realize that the ad is the same in newspape r, TV and Billboards	I pay attention when the ad is on all media			
N	Valid	29	29	29	29	29	29	29	29	29	29	29
	Missi ng	0	0	0	0	0	0	0	0	0	0	0
Mean		4.4138	3.7931	2.7241	4.6897	4.6897	3.7931	4.6207	4.0345	2.8621	4.9310	3.0690
Median		5.0000	4.0000	3.0000	5.0000	5.0000	4.0000	5.0000	4.0000	4.0000	5.0000	5.0000
Mode		5.00	4.00	3.00 <sup>a</sup>	5.00	5.00	4.00	5.00	5.00	1.00 <sup>a</sup>	5.00	5.00
Std. Deviation		1.05279	1.08164	1.25062	.47082	.47082	1.08164	.67685	1.14900	1.61961	.25788	2.03419
Sum		128.00	110.00	79.00	136.00	136.00	110.00	134.00	117.00	83.00	143.00	89.00

a. Multiple modes exist. The smallest value is shown

The table 5.19 above shows results for the measures of central tendency or location and dispersion to summarize and compute variability of the Likert scale data for respondents in Uganda on traditional mass media, internet, IMC perception and IMC effect. On the section of traditional mass media and the internet, respondents were given statements on a Likert scale. The first statement was that, “television ads are more memorable and persuasive”, the results were;  $N=29$ ,  $M=4.414$ ,  $SD=1.053$ . Looking at the mean, it shows that more respondents were in agreement with the statement and based on the standard deviation, the responses were a bit varied. The second statement was that, “newspaper ads are more memorable and persuasive” and the results were;  $N=29$ ,  $M=3.793$ ,  $SD=1.082$ . This reflects that more of the respondents were neutral or undecided on this particular statement. The third statement was that, “ads in magazines are more memorable and persuasive” and the results were;  $N=29$ ,  $M=1.252$ ,  $SD=1.255$ . More of the respondents strongly disagreed with this statement. The fourth statement was that, “radio ads are more memorable and persuasive” and the results were;  $N=29$ ,  $M=4.689$ ,  $SD=0.471$ . Therefore, more respondents were in agreement with this statement. The fifth statement in this section was that, “car ads on the internet are more memorable and persuasive” and the results were;  $N=29$ ,  $M=4.689$ ,  $SD=0.471$ . This means that most of the respondents agreed to the statement according to the mean results. The sixth statement was that, “I come across more ads on the internet than any other media” and the results were;  $N=29$ ,  $M=3.793$ ,  $SD=1.082$ . The respondents were more undecided on this statement with a few in agreement. The seventh statement was that, “I realize that the ad is the same in newspapers, TV and Billboards” and the results were;  $N=29$ ,  $M=4.621$ ,  $SD=0.676$ . More of the respondents were in agreement with this statement. The eighth statement was that, “I pay attention when the ad is on all media” and the results were;  $N=29$ ,  $M=4.035$ ,  $SD=1.149$ . The mean shows that most of the respondents agreed to the statement. The ninth statement was that, “it does not really matter whether the ad is repeated on all media or not because I will still buy the car I

want” and the results were; N=29, M=2.862, SD=1.619. The mean shows that most of the respondents disagreed with the statement. The tenth statement was that, “I like it when I can see the car ads everywhere” and the results were; N=29, M=4.931, SD=0.257. The mean shows that respondents strongly agreed to this statement and the response greatly varied. The last statement was that, “the most advertised car is definitely the good one” and the results were; N=29, M=3.069, SD=2.034. The mean shows that more of the respondents were neutral. The mode results however show that respondents strongly agreed to most of the statements overall.

### 5.3 Data Response and Results in the United Kingdom

Below is a presentation of the research findings from the consumers in the United Kingdom (UK). The findings are presented in descriptive analyses such as mean, standard deviation, frequencies and percentages to represent a fraction of the population as the research adopted the sampling method to find the respondents. However, out of the expected 50 respondents, the researcher was able to come up with only 34 respondents due to research challenges.

**Table 5.20: Descriptive Statistical Presentation for Respondents in the United Kingdom**

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Respondent's Gender	34	1	2	1.32	.475	.790	.403	-1.466	.788

Respondent's Age (in years)	34	19	43	32.50	4.807	-.404	.403	.930	.788
Respondent's Marital Status	34	1	2	1.50	.508	.000	.403	-2.129	.788
Respondent's Education level	25	1	3	2.48	.586	-.592	.464	-.540	.902
Does advertising affect purchase?	34	1	2	1.15	.359	2.086	.403	2.496	.788
Car ownership by friend or family	34	1	2	1.15	.359	2.086	.403	2.496	.788
Effect of car advertisement	34	1	2	1.38	.493	.507	.403	-1.856	.788
Contributions to choice of purchase	34	2	28	16.50	6.881	-.051	.403	-1.065	.788
Are car manufacturers ethical	33	1	2	1.18	.392	1.730	.409	1.051	.798
Is unification of communications important?	34	1	2	1.38	.493	.507	.403	-1.856	.788
Memory ability of advertisement	20	1	3	1.50	.607	.785	.512	-.213	.992
Sufficiency of information in car advertisement	27	1	2	1.22	.424	1.416	.448	.000	.872
Preferred media outreach	20	2	14	7.10	3.905	.082	.512	-1.088	.992
Efficiency of advertising by car manufactures	33	1	6	3.30	1.212	-.068	.409	-.499	.798
Valid N (list wise)	10								

The table 5.20 above presents the overall summary of the descriptive statistics for respondents in the United Kingdom defining the average or mean (M) and the standard deviation (SD) between the results of each participant regarding each and every question on the survey. The general spread out of results depicted by the standard deviation (SD) was generally low and closer to the mean (M) showing a realisation of normality in distribution with a few exceptional differences as is true with any type of data. The total number of respondents was 34 (n=34) although not all these respondents answered every question on the questionnaire. On average the respondents age was on average (M=32.5, SD=0.481) with a skewness of -0.404

(SE=0.403) and kurtosis of -0.93 (SE=0.79) therefore, it implies that most of the respondents were basically youths who can actually follow marketing communications of different products on the market. One of the most crucial variables was the unification of communications (IMC) which was in line with the main objectives of the research study and the results are averaged (M=1.38, SD=0.493) with a skewness of 0.51 (SE=0.41) and kurtosis of -1.86 (SE=0.79). In general, the data was a little skewed and kurtotic but does not significantly differ from normality basing on the +/-1.96 rule (Cramer, 1998; Cramer & Howitt, 2004, Doane and Seward, 2011). The information below is a statistical presentation of the data response rate and results from the questionnaire survey conducted in United Kingdom with the consumers in respect to the research objective.

### 5.3.1 Frequencies (United Kingdom)

Respondents in the UK were asked to indicate their gender, age, marital status and education level followed by questions relevant to the research study. Frequencies were obtained and transformed into percentages in correlation with the variables which were analyzed and presented as seen below;

**Table 5.21: Statistical Presentation of Respondent's Gender in the United Kingdom**

		Value	Count	Percent
Standard Attributes	Label	Respondent's Gender		

Valid Values	1	Male	23	67.6%
	2	Female	11	32.4%

Results in table 5.21 above show that out of the 34 respondents, 23 of the respondents were male which was equivalent to (67.7%) in terms of percentages and there were 11 female respondents (32.4%). The researcher did not find any particular reasons as to why more males were willing to participate as compared to females.

**Table 5.22: Statistical Presentation of Respondent's Age in the United Kingdom**

Standard Attributes	Label	Value Respondent's Age (in years)	Count	Percent
Valid Values	19		1	2.9%
	25		1	2.9%
	26		1	2.9%
	27		2	5.9%
	28		3	8.8%
	29		1	2.9%
	30		1	2.9%
	31		2	5.9%
	32		3	8.8%
	33		3	8.8%
	34		4	11.8%
	35		4	11.8%
	36		3	8.8%
	37		2	5.9%
	39		1	2.9%
	41		1	2.9%
	43		1	2.9%

The above statistical presentation of the respondent's age in the UK shows that out of the 34 respondents, most of these were between the age of 31 – 37 and there were similarities in the response rate for respondents of the age between 18 -26 and 40 – 45.

**Table 5.23: Statistical Presentation of Respondent's Marital Status in the United Kingdom**

		Value	Count	Percent
Standard Attributes	Label	Respondent's Marital Status		
Valid Values	1	Married	17	50.0%
	2	Single	17	50.0%

From the table 5.23 above, the response rate between the married and single respondents was the same coming up with 17 (50%) of single respondents and 17 (50%) of married respondents respectively.



**Table 5.24: Statistical Presentation of Respondent's Education Levels in the United Kingdom**

		Value	Count	Percent
Standard Attributes	Label	Respondent's Education level		
N	Valid	25		
	Missing	9		
Central Tendency and Dispersion	Mean	2.48		
	Standard Deviation	.586		
	Percentile 25	2.00		
	Percentile 50	3.00		
	Percentile 75	3.00		
Labelled Values	-9	Did not answer	9	26.5%
	1	GSCE	1	2.9%
	2	College	11	32.4%
	3	University	13	38.2%

From the table 5.24 above, out of the 34 respondents, 13 (38.2%) were university graduates, 11 (32.4%) were college graduates, 1 was at the GSCE level and 9 respondents did not answer which level of education adding up to a total sum of 25 respondents who indicated their education level within the survey. They had tendency and dispersion averaged at (M=2.48, SD=0.59) respectively.

**Table 5.25: Statistical Presentation of Whether Advertising Affects Purchase Decisions for Respondents in the United Kingdom**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	29	85.3	85.3	85.3
	No	5	14.7	14.7	100.0
	Total	34	100.0	100.0	

Results in table 5.25 above revealed that 29 (85.3%) accepted that advertisement on TV, Radio or posters makes them buy products and 5 (14.7%) of the respondents said no. When respondents were give chance mostly those who accepted to specify at least 3 products, most of these products were the day to day consumer products such as clothes, shoes, furniture, cosmetics, home materials, among others respectively. Cars were not something the respondents looked at much as they referred to the products that advertising impacts on them to buy.

**Table 5.26: Statistical Presentation of Car Ownership for Respondents in the United Kingdom**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	29	85.3	85.3	85.3
	No	5	14.7	14.7	100.0
	Total	34	100.0	100.0	

Results in table 5.26 above show that 29 (85.3%) accepted that they either own a car or friend or a family member and 5 (14.7%) said no. When respondents were asked to specify which types of car they owned or their friends and family owned, most of them could not actually describe the models with actual details but some of the most mentioned brands were Skoda, Ford, BMW, Prius, Vauxhall, Mercedes Benz, Honda among others.

**Table 5.27: Statistical Presentation of the Effect of Car Ads to Purchase in the United Kingdom**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	21	61.8	61.8	61.8
	No	13	38.2	38.2	100.0
	Total	34	100.0	100.0	

Results in table 5.27 above shows that 21 (61.8%) respondents agreed that they purchased or would purchase the car because of the advertisement on media giving reasons size of the car, brand, among others whereas 13 (38.2%) respondents disagreed with the statement saying that other issues such as insurance and credit approval and maintenance were equally important to them.

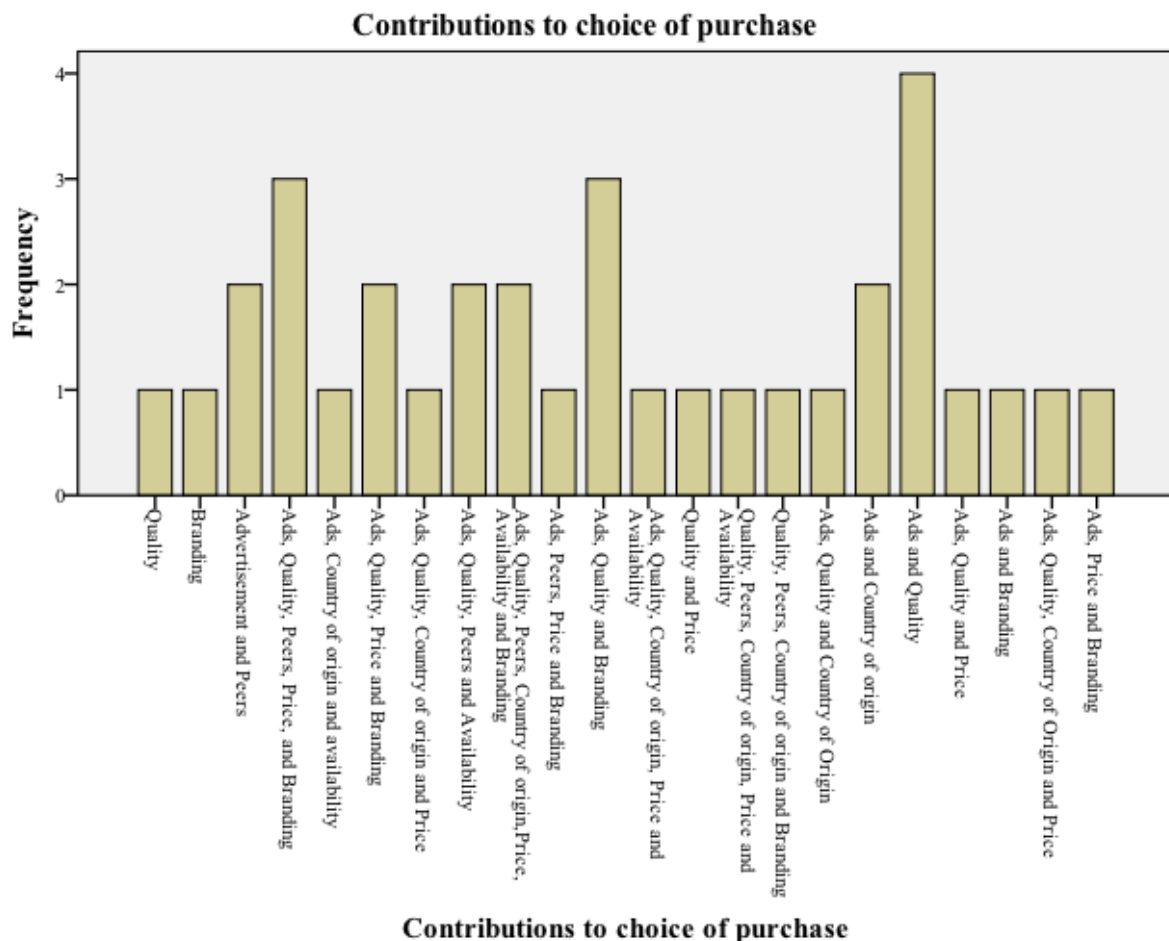
**Table 5.28: Statistical Presentation of Contributions to Choice of Purchase for Respondents in the United Kingdom**

Contributions to choice of purchase					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Quality	1	2.9	2.9	2.9
	Branding	1	2.9	2.9	5.9
	Advertisement and Peers	2	5.9	5.9	11.8
	Ads, Quality, Peers, Price, and Branding	3	8.8	8.8	20.6
	Ads, Country of origin and availability	1	2.9	2.9	23.5
	Ads, Quality, Price and Branding	2	5.9	5.9	29.4
	Ads, Quality, Country of origin and Price	1	2.9	2.9	32.4
	Ads, Quality, Peers and Availability	2	5.9	5.9	38.2
	Ads, Quality, Peers, Country of origin, Price, Availability and Branding	2	5.9	5.9	44.1
	Ads, Peers, Price and Branding	1	2.9	2.9	47.1
	Ads, Quality and Branding	3	8.8	8.8	55.9

Ads, Quality, Country of origin, Price and Availability	1	2.9	2.9	58.8
Quality and Price	1	2.9	2.9	61.8
Quality, Peers, Country of origin, Price and Availability	1	2.9	2.9	64.7
Quality, Peers, Country of origin and Branding	1	2.9	2.9	67.6
Ads, Quality and Country of Origin	1	2.9	2.9	70.6
Ads and Country of origin	2	5.9	5.9	76.5
Ads and Quality	4	11.8	11.8	88.2
Ads, Quality and Price	1	2.9	2.9	91.2
Ads and Branding	1	2.9	2.9	94.1
Ads, Quality, Country of Origin and Price	1	2.9	2.9	97.1
Ads, Price and Branding	1	2.9	2.9	100.0
Total	34	100.0	100.0	

Results in table 5.28 above shows that respondents indicated a combination of different attributes that would make them prefer and purchase a particular type of car in preference to the other. For example, 3 respondents approximately (8.8%) said it was advertisement, quality, peers, price and branding that informed their purchase decisions. Other respondents also highlighted country of origin and availability of the product. This is graphically shown below but as seen from the table 5.26 above, it depicts that strategic unification of marketing communications can be intuitively understood by the consumers unknowingly making the concept of IMC important in business.

**Figure 5.2: Chart Showing Contributions to Choice of Purchase for Respondents in the United Kingdom**



The figure 5.2 above demonstrates that although these contributions to choice of purchase can have isolated effects on the consumers, most of them preferred a combination of two or more. For example, some of the respondents said quality was enough to influence their purchase decision, others said branding would do so while the majority preferred a combination of advertisement, quality, branding, price etc. This reflects how IMC could be beneficial for the organization if well implemented.

**Table 5.29: Statistical Presentation of Ethical Issues of Advertising by Car Manufactures for Respondents in the United Kingdom**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	27	79.4	81.8	81.8
	No	6	17.6	18.2	100.0
	Total	33	97.1	100.0	
Missing	-9 Did not answer	1	2.9		
Total		34	100.0		

Results in table 5.29 above revealed that out of the 34 respondents, 27 (79.4%) agreed that they like the way car companies advertise their new cars. 6 respondents (17.6%) were not satisfied by the way car manufactures advertised 1 respondent (2.9%) did not answer this question. The discussion about these differences can be found in the conclusion chapter of this research.

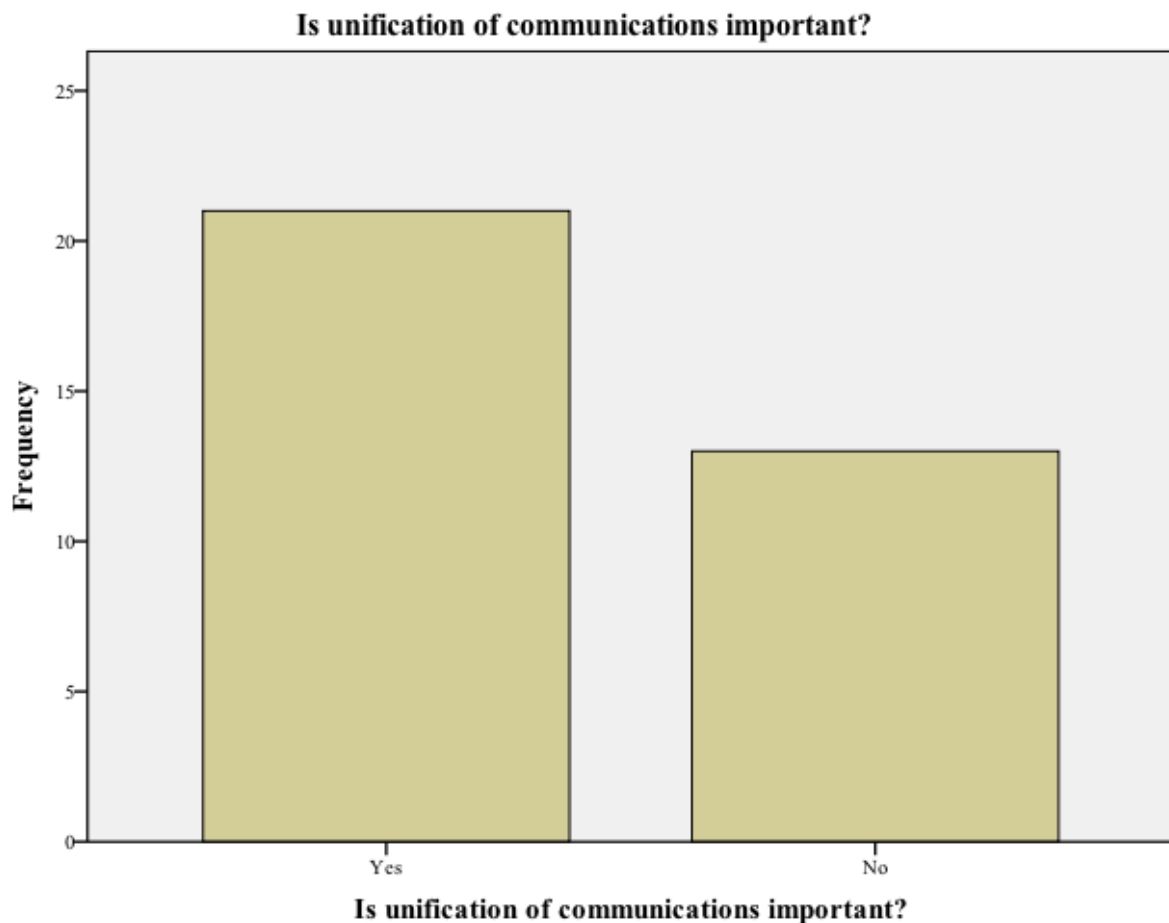
**Table 5.30: Statistical Presentation of the Importance of IMC for Respondents in the United Kingdom**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	21	61.8	61.8	61.8
	No	13	38.2	38.2	100.0
	Total	34	100.0	100.0	

Results in table 5.30 above shows that 21 (61.8%) respondents agreed that it made sense to use the save advert on TV, newspaper and on billboard with so many reason as discussed in the next chapter of the thesis, while 13 (38.2%) respondents disagreed with the statement and said that it shouldn't look similar. All the reasons are discussed in the next chapter as this question was in direct relation to IMC and the research objective.



**Figure 5.3: Chart Showing the Importance of IMC for Respondents in the United Kingdom**



The chart above in figure 5.3 shows that respondents are more pleased if there is a level of unification in the marketing communications although they may not have a formal idea of the concept of IMC. However, others did not mind if the communications were unified/integrated or not.

**Table 5.31: Statistical Presentation of the Ability to Memorize Car Adverts for Respondents in the United Kingdom**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 day	11	32.4	55.0	55.0
	1 Week	8	23.5	40.0	95.0
	1 month	1	2.9	5.0	100.0
	Total	20	58.8	100.0	
Missing	-9 Did not answer	14	41.2		
Total		34	100.0		

Results in table 5.31 above shows that 11 (32.4%) respondents said that they can memorize a car advert just in 1 day, these were followed by 8 (23.5%) respondents who said that they can memorize it in 1 week and 1 respondent (2.9%) who said 1 month be ideal. wit (23.5%) respectively, 14 respondents (41.2%) did not answer this question.

**Table 5.32: Statistical Presentation of How Sufficient Car Manufacturers Provide Information in Car Adverts for Respondents in the United Kingdom**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	21	61.8	77.8	77.8
	No	6	17.6	22.2	100.0
	Total	27	79.4	100.0	
Missing	-9 Did not answer	7	20.6		
Total		34	100.0		

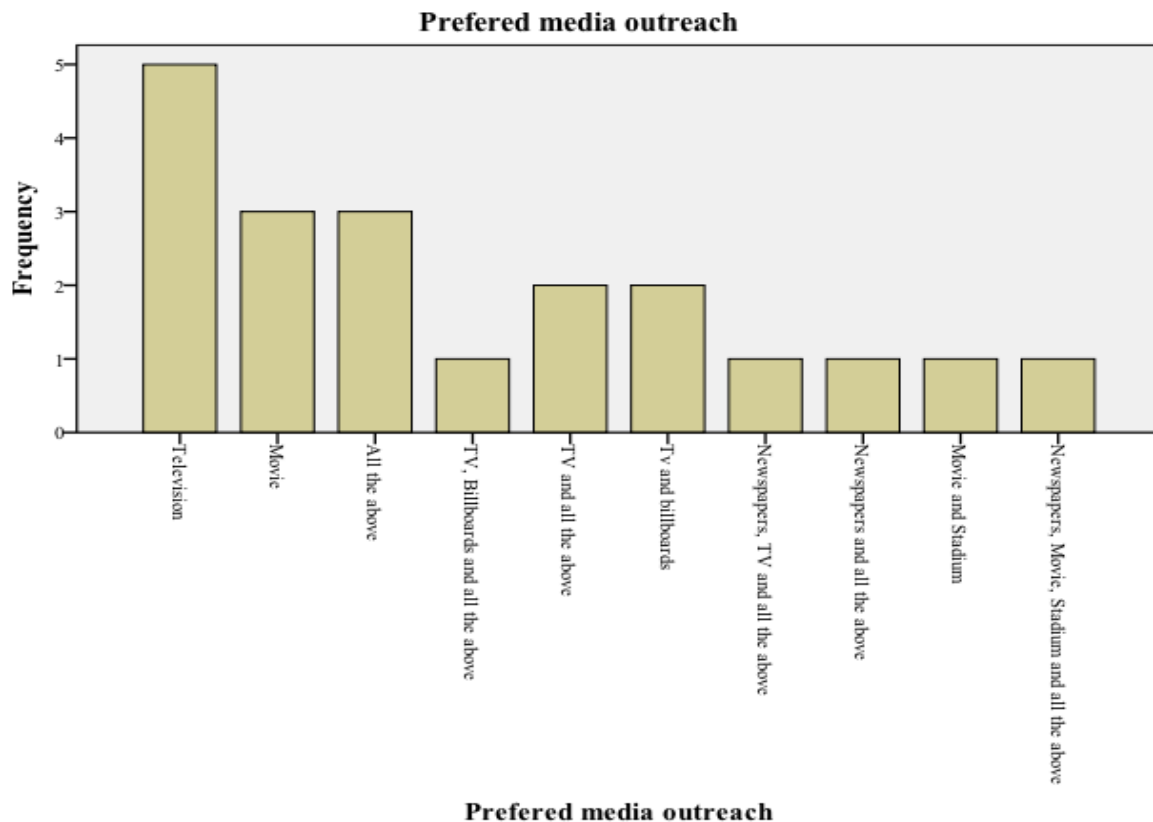
Results in table 5.32 above show that 21 (61.8%) respondents agreed that car manufacturers provide all the necessary information when making adverts while 6 (17.6%) respondents disagreed with the statement. 7 respondents (20.6%) did not give an answer to this question.

**Table 5.33: Statistical Presentation of Preferred Media Outreach for Respondents in the United Kingdom**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Television	5	14.7	25.0	25.0
	Movie	3	8.8	15.0	40.0
	All the above	3	8.8	15.0	55.0
	TV, Billboards and all the above	1	2.9	5.0	60.0
	TV and all the above	2	5.9	10.0	70.0
	TV and billboards	2	5.9	10.0	80.0
	Newspapers, TV and all the above	1	2.9	5.0	85.0
	Newspapers and all the above	1	2.9	5.0	90.0
	Movie and Stadium	1	2.9	5.0	95.0
	Newspapers, Movie, Stadium and all the above	1	2.9	5.0	100.0
	Total	20	58.8	100.0	
Missing	-9 Did not answer	14	41.2		
Total		34	100.0		

Results in table 5.33 above show that although there were a number of choices, respondents preferred television as a medium of outreach with a percentage of approximately 14.7. However, most of the results still showed that most of the respondents preferred more than one media outreach. For example, 2 respondents (5.9%) preferred television and on all the others for advertising. In this particular question, 14 respondents (41.2%) did not give an answer.

**Figure 5.4: Chart Showing Preferred Media Outreach for Respondents in the United Kingdom.**



From the chart above, more respondents in the UK preferred television as a medium of communication although there were others who preferred more than one media outlet. However, others point out that they preferred all the above give IMC a reason for existence within the operations of organizations if strategically aligned.

**Table 5.34: Statistical Presentation of Car Manufacturers Perceived to Have Efficient Advertising Campaigns for Respondents in the United Kingdom**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Toyota	2	5.9	6.1	6.1
	Ford	8	23.5	24.2	30.3
	Nissan	6	17.6	18.2	48.5
	Skoda	13	38.2	39.4	87.9
	KIA	3	8.8	9.1	97.0
	Total	33	97.1	100.0	
Missing	-9 Not sure	1	2.9		
Total		34	100.0		

Results in table 5.34 above revealed that the difference in the car adverts of these sampled car brands was not much. KIA got 8.8% response of advertising efficiently; Skoda scored the highest with 38.2%; Nissan scored 17.6% of efficient advertising; Ford scored 23.5% of efficient advertising while Toyota scored 5.9%. The implication of this is discussed in the conclusion chapter of the thesis.

**Table 5.35: Frequencies of Respondents on Traditional Mass Media and the Internet (UK)**

Items	Responses	Frequency	Percent (%)
<b>Traditional mass media</b>			
Television ads are more memorable and persuasive	Strongly Agree	17	50
	Agree	05	14.7
	Neutral	08	23.5
	Disagree	04	11.7
	Strongly Disagree	00	00.0
	<b>Total</b>	<b>34</b>	<b>100.0</b>
Newspaper ads are more memorable and persuasive	Strongly Agree	06	17.6
	Agree	09	26.4
	Neutral	11	32.4
	Disagree	07	20.5
	Strongly Disagree	1	3
	<b>Total</b>	<b>34</b>	<b>100.0</b>
Ads in magazines are more memorable and persuasive	Strongly Agree	00	00.0
	Agree	04	11.7
	Neutral	03	8.83
	Disagree	00	00.0
	Strongly Disagree	00	00.0
	<b>Total</b>	<b>34</b>	<b>100.0</b>
Radio ads more memorable	Strongly Agree	00	00.0
	Agree	04	11.7
	Neutral	10	29.5
	Disagree	00	00.0

	Strongly Disagree	00	00.0
	<b>Total</b>	<b>34</b>	<b>100.0</b>
<b>Internet</b>			
Car ads on the internet are more memorable and persuasive	Strongly Agree	13	38.2
	Agree	10	29.5
	Neutral	00	00.0
	Disagree	07	20.5
	Strongly Disagree	1	3
	<b>Total</b>	<b>34</b>	<b>100.0</b>
I come across more ads on the internet than any other media	Strongly Agree	15	44.1
	Agree	10	29.5
	Neutral	08	23.5
	Disagree	01	3
	Strongly Disagree	00	00.0
	<b>Total</b>	<b>34</b>	<b>100.0</b>

Results from the table 5.35 above show that 17 (50%) of the respondents in the UK strongly agreed that TV ads were more memorable and persuasive, 05 (14.7%) agreed to the same while 08 (23.5%) were in disagreement. 04 (11.7%) respondents strongly agreed that newspaper ads were more memorable and persuasive, 09 (26.4%) agreed to the same, 11 (32.4%) were neutral while 07 (20.5%) were in disagreement and 01 (3%) respondent strongly disagreed. 04 (11.5%) respondents agreed that magazine ads were more memorable and persuasive, 03 (8.83%) were neutral. 04 (11.7%) respondents strongly agreed that radio ads were more memorable and



persuasive and 10 (29.5%) agreed to the same respectively. 13 (38.2%) respondents also strongly agreed that the ads on the internet are more memorable and persuasive with 10 (29.5%) agreeing to the same, 07 (20.5%) of the respondents in disagreement to this while 01 (3%) respondent strongly disagreed. 15 (44.1%) also strongly agreed that they come across more ads on the internet than any other media, 10 (29.5%) agreed to the same, 08 (23.5%) were neutral and 01 (3%) respondent was in disagreement respectively.

**Table 5.36: Frequencies of Respondents on IMC Perception (UK)**

Items	Responses	Frequency	Percent (%)
<b>IMC perception</b>			
I realize that the ad is the same in newspaper, TV and billboards	Strongly Agree	14	41.2
	Agree	13	38.2
	Neutral	04	11.7
	Disagree	03	8.82
	Strongly Disagree	00	00.0
	<b>Total</b>	<b>34</b>	<b>100.0</b>
I pay attention when the ad is on all media	Strongly Agree	05	14.7
	Agree	20	58.8
	Neutral	06	17.6
	Disagree	03	8.82
	Strongly Disagree	00	00.0
	<b>Total</b>	<b>34</b>	<b>100.0</b>
It does not really matter whether the ad is repeated on all media or not because I will still buy the car I want	Strongly Agree	7	20.5

Agree	11	32.3
Neutral	10	29.4
Disagree	06	17.6
Strongly Disagree	00	00.0
<b>Total</b>	<b>34</b>	<b>100.0</b>

Results from the table 5.36 above show that 14 (41.2%) of the respondents strongly agreed that they realize the unification of ads of different media, 13 (38.2%) agreed to the same while 04 (11.7%) were neutral and 03 (8.82) were in disagreement. 05 (14.7%) respondents strongly agreed that they pay attention to ads that are communicated through all the media platforms, 20 (58.8%) agreed to the same while 06 (17.6%) were neutral and 03 (8.82%) were in disagreement. 07 (20.5%) respondents strongly agreed that it did not matter if the ads were repeated on all media, 11 (32.3%) agreed to the same, 10 (29.4%) were neutral while 06 (17.6%) disagreed respectively.

**Table 5.37: Frequencies of Respondents on the IMC Effect**

Items	Responses	Frequency	Percent (%)
<b>IMC effect</b>			
I like it when I can see the car ad everywhere	Strongly Agree	25	73.5
	Agree	9	26.5
	Neutral	00	00.0
	Disagree	00	00.0
	Strongly Disagree	00	00.0
<b>Total</b>		<b>34</b>	<b>100.0</b>

The most advertised car is definitely the good one	Strongly Agree	09	26.5
	Agree	10	29.4
	Neutral	10	29.4
	Disagree	05	14.7
	Strongly Disagree	00	00.0
<b>Total</b>		<b>34</b>	<b>100.0</b>

Results in the table 5.37 above show that 25 (73.5%) of the respondents strongly agreed that they like to see the car ads everywhere on all media platforms and 09 (26.5%) agreed to the same. 90 (26.5%) of the respondents strongly agreed that the most advertised car is usually the better one on the market and 10 (29.4%) agreed to the same, 10 (29.4%) were neutral in this case while 05 (14.7%) were in disagreement respectively.

**Table 5.38: Measures of Central Tendency and Dispersion for Respondents in the UK on Traditional Mass Media, Internet, IMC Perception and IMC Effect**

Statistics												
N	Valid	Television ads are more memorable and persuasive	Newspaper ads are more memorable and persuasive	Ads in magazine are more memorable and persuasive	Radio ads are more memorable and persuasive	Car ads on the internet are more memorable and persuasive	I come across more ads on the internet than any other media	I realize that the ad is the same in newspaper, TV and billboards	I pay attention when the ad is on all media	It does not really matter whether the ad is repeated on all media or not because I will still buy the car i want	I like it when I can see the car ad everywhere	The most advertised car is definitely the good one
34	34	34	34	34	34	34	34	34	34	34	34	34

Missing	0	0	0	0	0	0	0	0	0	0	0
Mean	4.0294	3.3235	3.1765	3.1176	3.8235	4.1471	4.1176	3.7941	3.5588	4.7353	3.6765
Median	4.5000	3.0000	3.0000	3.0000	4.0000	4.0000	4.0000	4.0000	4.0000	5.0000	4.0000
Mode	5.00	3.00	3.00	3.00	5.00	5.00	5.00	4.00	4.00	5.00	3.00 <sup>a</sup>
Std. Deviation	1.11424	1.06517	.38695	.32703	1.21781	.89213	.94595	.80827	1.02073	.44781	1.03633
Sum	137.00	113.00	108.00	106.00	130.00	141.00	140.00	129.00	121.00	161.00	125.00

a. Multiple modes exist. The smallest value is shown

The table 5.38 above shows results for the measures of central tendency or location and dispersion to summarize and compute variability of the Likert scale data for respondents in United Kingdom on traditional mass media, internet, IMC perception and IMC effect. Respondents were given statements on a Likert scale from which the data was derived. The first statement was that, “television ads are more memorable and persuasive”, the results were; N=34, M=4.029, SD=1.114. The mean shows that more respondents were in agreement with the statement. The second statement was that, “newspaper ads are more memorable and persuasive” and the results were; N=34, M=3.324, SD=1.065. This reflects that more of the respondents were neutral or undecided on this particular statement. The third statement was that, “ads in magazines are more memorable and persuasive” and the results were; N=34, M=3.176, SD=0.386. More of the respondents were neutral with this statement. The fourth statement was that, “radio ads are more memorable and persuasive” and the results were; N=34, M=3.117, SD=0.327. Therefore, more respondents were neutral with this statement. The fifth statement was that, “car ads on the internet are more memorable and persuasive” and the results were; N=34, M=3.824, SD=1.217. This means that most of the respondents were neutral to the statement according to the mean results. The sixth statement was that, “I come across more ads on the internet than any other media” and the results were; N=34, M=4.147, SD=0.892. More of the respondents in the UK agreed to this statement. The seventh statement was that, “I

realize that the ad is the same in newspapers, TV and Billboards” and the results were;  $N=34$ ,  $M=4.117$ ,  $SD=0.945$ . More of the respondents were in agreement with this statement. The eighth statement was that, “I pay attention when the ad is on all media” and the results were;  $N=34$ ,  $M=3.794$ ,  $SD=0.808$ . The mean shows that most of the respondents were on average neutral to the statement. The ninth statement was that, “it does not really matter whether the ad is repeated on all media or not because I will still buy the car I want” and the results were;  $N=34$ ,  $M=3.558$ ,  $SD=1.021$ . The mean shows that most of the respondents were neutral on average. The tenth statement was that, “I like it when I can see the car ads everywhere” and the results were;  $N=34$ ,  $M=4.735$ ,  $SD=0.447$ . The mean shows that respondents strongly agreed to this statement and the response greatly varied. The last statement was that, “the most advertised car is definitely the good one” and the results were;  $N=34$ ,  $M=3.676$ ,  $SD=1.036$ . The mean show that more of the respondents were neutral. The mode results however show that more respondents either strongly agreed to most of the statements overall or were neutral.

## **5.4 Testing the Statistical Significance**

This research study had a variation in the sample taking into account the samples from two different countries (Uganda and United Kingdom) and therefore it was necessary to use statistical approaches to find out whether the differences are statistically significant or insignificant in reference to the research questions (Cooper and Schindler, 2011, p454).

Two statistical tests were undertaken first to establish the relationships between the dependent and independent variables in association with effectiveness of marketing communications and integration. The two tests that were undertaken compared whether respondents from both

countries agreed that advertising was effective and affected their purchase, whether unification of communications was (IMC) important and whether sufficient information was given within the adverts.

- The Chi-square test using SPSS software was used to determine the relationships existing between a few selected categorical data of the self administered questionnaire.
- The t-tests were conducted for selected independent variables to determine significant differences between responses about unification of messages, sufficiency of information and effect of marketing communications using the SPSS software to carry out the independent samples test.

#### **5.4.1 Chi-square Test**

The Chi-square test of association was conducted to establish the significant difference between respondents of the two countries in terms of effectiveness of marketing communications, unification of marketing communications and sufficiency of information within the marketing communications. Literally, whether advertising affected purchase, or whether unification of marketing communications would have a positive impact or whether the information was sufficient enough to induce action were tested. The 95% confidence level was used in the test, which gives an indication the p-value must be lower than 0.05.

In order to understand whether IMC contributes to profitability and brand value respondents were asked if advertising affected their purchase of goods in general. Advertising was used for

this question as one of the main tools of marketing communications. A chi-square test was conducted and the results showed that there was a relationship between the respondents in Uganda and United Kingdom on how advertising affected their purchase decisions. Looking at the cross tabulations below, 62.1% of respondents in Uganda agreed that advertising affected their purchasing decision while 37.9% disagreed. 85.3% respondents in the UK agreed that advertising affects their purchase decisions while 14.7% said no. Henceforth, more respondents agree that advertising affects their purchase decisions which can be said that marketing communications affect consumer behaviour in terms of profitability and brand value.

**Table 5.39: Cross Tabulation of the Effect of Advertising Between UK and Uganda**

			Does advertising affect purchase?		Total
			Yes	No	
Respondents	UG	Count	18	11	29
		Expected Count	21.6	7.4	29.0
		% within Respondents	62.1%	37.9%	100.0%
	UK	Count	29	5	34
		Expected Count	25.4	8.6	34.0
		% within Respondents	85.3%	14.7%	100.0%
Total	Count		47	16	63
	Expected Count		47.0	16.0	63.0
	% within Respondents		74.6%	25.4%	100.0%

**Table 5.40: Chi-square Test of the Effect of Advertising Between UK and Uganda**

<b>Chi-Square Tests</b>					
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.456 <sup>a</sup>	1	.035		
Continuity Correction <sup>b</sup>	3.314	1	.069		
Likelihood Ratio	4.507	1	.034		
Fisher's Exact Test				.045	.034
Linear-by-Linear Association	4.385	1	.036		
N of Valid Cases	63				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.37.

b. Computed only for a 2x2 table

A Pearson chi-squared test of independence was performed to examine the relationship consumers (UK and Uganda) and the effect of advertising. The sample included 29 respondents from the Uganda of which 62.1% said advertising affected their purchase decisions while 37.9% said no and 34 respondents from UK of which 85.3% said yes and 14.7% said no. The results show that the difference between these variables was not statistically significant ( $\chi^2 = 4.456$ ,  $df = 1$ ,  $p = 0.035$ ).



**Table 5.41: Cross Tabulation for Unification of Communications Between UK and Uganda**

			Is unification of communications important?		Total
			Yes	No	
Respondents	UG	Count	17	12	29
		Expected Count	17.5	11.5	29.0
		% within Respondents	58.6%	41.4%	100.0%
	UK	Count	21	13	34
		Expected Count	20.5	13.5	34.0
		% within Respondents	61.8%	38.2%	100.0%
Total	Count		38	25	63
	Expected Count		38.0	25.0	63.0
	% within Respondents		60.3%	39.7%	100.0%

The cross tabulation table 5.41 above indicates that out of the 29 respondents in Uganda, 58.6% (17) said unification of communications was important with an expected count of 17.5 which was close to the actual cell count while 41.4% (12) said it was not important with an expected cell count of 11.5. Out of the 34 respondents in the UK, 61.8% (21) said unification of communications was important with an expected count of 20.5 which was also close to the actual count while 38.2% (13) said it was not important. The expected cell count reflect that the sample size is large enough because they are greater than 5. Despite the difference in the total sum of respondents from each sample group, there was a pattern of closeness for all responses indicating that more respondents agree that Unification of communications is important hence the need for IMC practice by companies.

**Table 5.42: Chi-square Test for Unification of Communications between UK and Uganda**

<b>Chi-Square Tests</b>				
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided) Exact Sig. (1-sided)
Pearson Chi-Square	.065 <sup>a</sup>	1	.799	
Continuity Correction <sup>b</sup>	.000	1	1.000	
Likelihood Ratio	.065	1	.799	
Fisher's Exact Test				1.000 .501
Linear-by-Linear Association	.064	1	.801	
N of Valid Cases	63			

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 11.51.

b. Computed only for a 2x2 table

To examine the effect of IMC and if consumers were aware of the concept the researcher asked whether the respondents considered unification of communications which was the a very basic interpretation of the IMC concept. A chi-square test of independence was performed to examine the two sample groups (UK and Uganda). The sample included 29 respondents from the Uganda of which 58.6% said unification of communications was important while 41.4% said it was not important and out of 34 respondents from UK, 68.1% said unification of communications was important while 38.2% said it was not important. Despite the observe difference that more of the respondents consider unification of communications important, the chi-square results show that the difference between these variables was not statistically significant ( $\chi^2 = 0.065$ ,  $df = 1$ ,  $p = 0.799$ ). The expected cell count (0.0%) was less than 5 allowing the use of the chi-square test.

**Table 5.43: Cross Tabulation for Sufficiency of Information in Car Adverts Between UK and Uganda**

			Do Car Adverts Give Sufficient Information?		
			Yes	No	Total
Respondents	UG	Count	21	8	29
		Expected Count	21.8	7.3	29.0
		% within Respondents	72.4%	27.6%	100.0%
	UK	Count	21	6	27
		Expected Count	20.3	6.8	27.0
		% within Respondents	77.8%	22.2%	100.0%
Total		Count	42	14	56
		Expected Count	42.0	14.0	56.0
		% within Respondents	75.0%	25.0%	100.0%

The cross tabulation table 5.43 above indicates that out of the 29 respondents in Uganda, 72.4% (21) were contented with the information embedded within the car adverts with an expected count of 21.8 which was close to the actual cell count while 27.6% (8) said the information was insufficient. Out of the 34 respondents in the UK, only 27 answered this question and out of the 27 respondents who attempted the question, 77.8% (21) said they were contented with the information given in the car adverts with an expected count of 20.3 which was also close to the actual count while 22.2% (6) said it was insufficient with an expected count of 6.8 if there was equal distribution. The expected cell count reflect that the sample size is large enough because they are greater than 5. The difference within the cells indicates that more of respondents from both sample groups are ok with the amount of information they receive from the car adverts.

**Table 5.44: Chi-square for Sufficiency of Information in Adverts Between UK and Uganda**

<b>Chi-Square Tests</b>					
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.215 <sup>a</sup>	1	.643		
Continuity Correction <sup>b</sup>	.024	1	.877		
Likelihood Ratio	.215	1	.643		
Fisher's Exact Test				.761	.440
Linear-by-Linear Association	.211	1	.646		
N of Valid Cases	56				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.75.

b. Computed only for a 2x2 table

All marketing communications have an objective to induce a particular type of action and this means that information should be strategically aligned and sufficient enough for the cognition reasons to the target audience. A chi-square test of independence was performed to examine the two sample groups (UK and Uganda). The sample included 29 respondents from the Uganda of which 72.4% said they were contented with the amount of given information while 27.6% said they were not and out of the 27 respondents from UK who attempted the question, 77.8% said they were contented while 38.2% said they were not. The main observed difference was that the responses were almost similar and more of the respondents from both groups were contented. However, the chi-square results show that the difference between these variables was not statistically significant ( $\chi^2 = 0.215$ ,  $df = 1$ ,  $p = 0.643$ ).

## 5.4.2 Independent Samples Test (t-test)

**Table 5.45: Group Statistics**

Group Statistics					
	Identification Number	N	Mean	Std. Deviation	Std. Error Mean
Does advertising affect purchase?	UG	29	1.38	.494	.092
	UK	34	1.15	.359	.062
Is unification of communications important?	UG	29	1.41	.501	.093
	UK	34	1.38	.493	.085
Do car adverts give sufficient information?	UG	29	1.28	.455	.084
	UK	27	1.22	.424	.082

**Table 5.46: Independent Samples Test (t-test)**

Independent Samples Test										
		Levene's Test for Equality of Variances				t-test for Equality of Means				
						Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
		F	Sig.	t	df				Lower	Upper
Does advertising affect purchase?	Equal variances assumed	18.317	.000	2.155	61	.035	.232	.108	.017	.448
	Equal variances not assumed			2.102	50.313	.041	.232	.110	.010	.454
Is unification of communications important?	Equal variances assumed	.240	.626	.250	61	.803	.031	.126	-.220	.283
	Equal variances not assumed			.250	59.130	.803	.031	.126	-.220	.283
Do car adverts give sufficient information?	Equal variances assumed	.841	.363	.456	54	.650	.054	.118	-.182	.290
	Equal variances not assumed			.457	54.000	.650	.054	.117	-.182	.289

The t-test was employed to determine the statistical significance between the sample distribution mean and a parameter. In this study, t-tests were conducted to examine if advertising affected the purchase decisions of consumers, if unification of communications was important and if car adverts contained sufficient information for respondents in both sample groups (UK and Uganda). There was no significant difference in the scores of advertising affecting purchase for respondents in Uganda ( $M=1.38$ ,  $SD=0.494$ ) and UK ( $M=1.15$ ,  $SD=0.359$ ),  $t(61) = 2.155$ ,  $p = 0.035$ ). The results also show that there was no significant difference between the two samples for the importance of unification of communications between Uganda ( $M=1.41$ ,  $SD=0.501$ ) and UK ( $M=1.38$ ,  $SD=0.493$ ),  $t(61) = 0.250$ ,  $p = 0.803$ ). Further still there was no significant difference between the two sample groups for the sufficiency of information within car adverts between Uganda ( $M=1.28$ ,  $SD=0.455$ ) and UK ( $M=1.22$ ,  $SD=0.424$ ),  $t(54) = 0.363$ ,  $p = 0.650$ ). It would be concluded that because the p values were  $>0.005$ , all the above issues do not have significant differences.

## **5.5 Conclusion**

This chapter outlined the main finding of the empirical study by the use of descriptive statistics, inferential statistics and simple frequency statistics to explain and understand the information obtained from the field data. The research was successfully conducted and the results have been represented as seen above for the consumers in both Uganda and the United Kingdom. The data collection techniques discussed in the methodology chapter were practically utilized in this chapter. The respondent information from both countries was differing in many ways which was analysed to draw conclusions.

Chapter 6 draws back to the research objectives, discusses the findings, makes final conclusions and recommendations for future researchers, government and non-government institutions, the private sector and any other kinds of organisations that may seem interested in adapting the IMC concept.

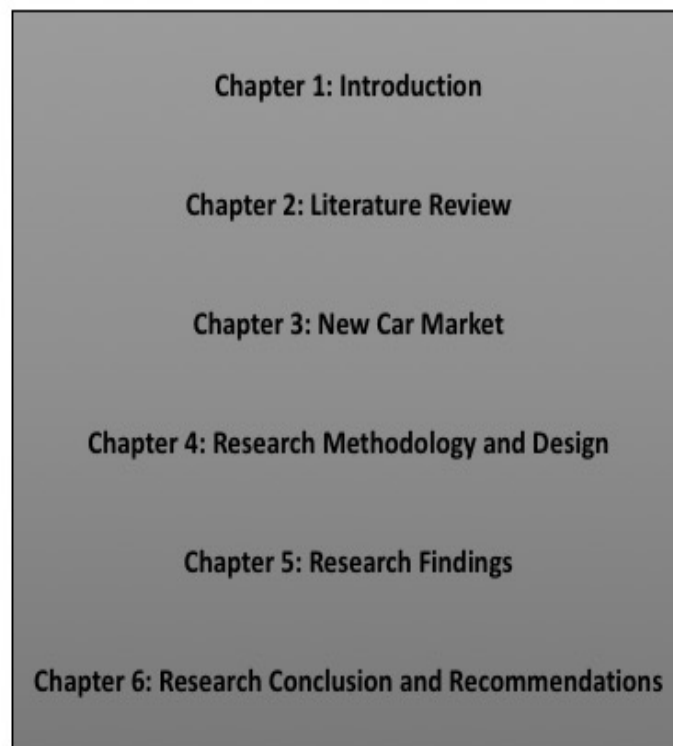
## **Chapter 6: Conclusion**

### **6.1 Introduction**

For the last 20 years, the academic world has embraced the concept or doctrine of Integrated Marketing Communications. This has created a shift within the business world where marketing communications have been strategically integrated not only as tools to particular marketing plans or campaigns but throughout the entire organisation. However, this does not mean that all organisations have adapted to this doctrine or realised the importance of doing so. Companies such as southwest airlines, Porsche, Lululemon, and Red Bull have recently used the Integrated Marketing Communications approach and have been successful in their campaigns. With such examples of success, it is defining to say that the world is embracing Integrated Marketing Communications and practically implementing it. This research has investigated the way in which Integrated Marketing Communications can be effectively achieved in practical terms particularly through a dealer network system. Given the fact that there is a dearth in the literature of Integrated Marketing Communication, it was important to investigate how the available literature can be effectively implemented given the nature and complexity of Integrated Marketing Communications more interestingly how it can be adopted for use in different economic and cultural settings. This thesis was organised in six detailed chapters as illustrated in figure 6.1 below:



**Figure 6.1: Research Approach**



**Source: Personal Collection.**

This last chapter (6) covers three main parts. Sections 6.2 and 6.3 provide an overview of the literature review and a revisit of the research objectives respectively in correlation with/to the key finds of the research study. Section 6.4 provides interpretations of various research questions on the basis of the data and analysis done in chapter 5. The third part of this conclusion chapter includes sections 6.5, 6.6, 6.7 and 6.8 which bring to the fore the contribution of the research study to academia and professional practice, outlines the research limitations and then presents study recommendations for future research.

## 6.2 Overview of Literature Review

The literature review was presented in chapter 2 derived from the grounds that were underpinned in chapter 1 where the research questions, research objectives were outlined. In chapter 1, the thesis discusses the evolution of Integrated Marketing Communications and how much it has widely spread around the world and this was widely highly acknowledged by scholars such as Reinold and Tropp 2012; Spotts, Lambert and Joyce 1998; McGrath 2005. It is in this chapter that researcher identifies the first gap to justify the rationale for research after researchers such as Swain, 2004, assert that although there has been considerable literature about Integrated Marketing Communication, there is still an ongoing debate about the actual definition of Integrated Marketing Communications. This was discussed at length throughout the literature review citing a number of different definitions. In this very chapter (1) Kitchen, *et al.*, 2008 emphasized to look at Integrated Marketing Communications as an investment other than an expense and in return it would help a move from the theory to practice as far as the IMC concept is concerned. This was proof that IMC has not reached a point of being fully included on the balanced sheet yet it can be measured in terms of profits. Such paradigms caused intrigue and curiosity to the research hence carrying out this study. It is important to note on this issue that although the practicability was hindered by the lack of available standardized measurement tools and that marketing practitioners ought to thing towards standardization of IMC measuring tools to create more value and understanding within organizations. That way, accounting or financial specialists can revise the balance sheet and include it within for actual cost analysis.

Chapter 1 also laid down a brief overview about the constructs (IMC and Dealer networks in section 1.5.1 and 1.5.2 respectively before moving on to chapter 2 where an in-depth discussion on marketing communications was done to through more light to the actual research topic.

Chapter 2 reviewed the theory of marketing communications and its components. The definition of marketing communications was well discussed before discussing the components or tools of marketing communication one by one. The tools discussed included Advertising, Public relations, Sales Promotions, Direct Marketing, Internet Personal Selling, Exhibition and sponsorship. The literature at the very beginning shows that these tools can and have for a long period of time been used in isolation and they have produced excellent results. Understanding the target audience is very important while choosing the tools you need for a particular product. This also entails actual analysis of the company resources to understand the viability of the chosen tools. Before the concept of IMC was actually in existence, of course some of these tools were combined and used but this does not mean that integration was taking place because it was more tactical than strategic in nature. This chapter also underpinned that literature of the marketing communication process which was important to understand before tackling the concept of Integrated Marketing Communications which is quite complex in nature. The communications process by Schramm (1960) is seen as the foundation of marketing communications according to Pickton and Broderick, (2001). After looking at the marketing communications tools in the UK and Uganda new car market the issue of Culture in relation to marketing communications is discussed. Culture is an important issue as regards marketing as a whole and more so when it comes to marketing communications where there will be need to create dialogue between the organization and the consumers. Therefore, marketers are challenged to understand how the cultures of different places fit within their agendas and communication objectives. This does not only apply to any particular industry but to all

industries national or multi-national. The sensitivity involved with this issue was discussed and properly understood by the researcher. As culture is put into discussion the political, social and economic environment should also clearly be observed to maintain a good working environment. These factors greatly influence the implementation of IMC directly and indirectly. For example, if the political setting of a country is characterized with insecurity, the levels of communication are limited and you can actually do nothing about such situations as a business owner or marketing executive. The social values and the economic values do the same, they influence the quality of communications, the purpose of the communications and even the way the communications are carried out making implementation of IMC difficult or easier dependent on the situations. It is within this chapter, that branding is discussed. One cannot talk about marketing communications and fail to talk about branding because they are embedded within each other. A product well branded can survive the hush environments of the business world and can be easily marketed hence forth the marketing communications will directly be affected with the actual branding of the product. However, it is also important to note that branding is not just about a symbol or a name for the product but it also entails other strategic issues that were discussed in this very chapter such as brand evaluation, brand management and brand equity. Brands are close associations to consumers and they greatly influence the consumer behavior of individuals. This depends on how much involved an individual is with a particular brand and in such cases where cars/vehicles are high involvement products branding is a very important issue in determining consumer behavior. Therefore, it should not be a standalone process to create marketing communications campaigns but a lot of issues should be incorporated to create value to the company in return. The chapter goes ahead to review literature on IMC in general and look at different issues pertaining the planning and implementation of IMC, the challenges and characteristics of IMC, IMC in practice (New car market) and a critical analysis section to consolidate the chapter coherently.

## 6.3 Research Objectives Revisited

The research was undertaken with the aim to answer the following questions:

1. How is IMC perceived within companies and car dealer networks?
2. Does IMC contribute to profitability and brand value for companies within the new car market?
3. How is IMC implemented and what are the possible barriers to its implementation?
4. Do the consumers understand the concept of IMC and if so what are the implications?
5. Who are involved in the formulation of IMC?
6. Does the concept of IMC apply to all economies (developed and developing)?

In this case therefore, the research was aimed primarily at creating more understanding of the IMC concept (as identified theoretically and practically) and how it can excellently be achieved when implemented particularly within the new car market of United Kingdom and Uganda. Below are the objectives of the study that were undertaken:

- To thoroughly review the literature and identify the different steps in the formulation and implementation of Integrated Marketing Communications (IMC) and how IMC is achieved with the involvement of other existing stakeholders (Internal and External). To achieve this objective, an extensive literature study was done to understand the

meaning of IMC, how it is formulated and the process of implementation drawing a relationship with the involvement of third party stakeholders.

- To create a conceptual model that is adaptable with the involvement of the dealer networks to create value, profits and maintain reputation. This objective was achieved by drawing a conceptual model from which it involved the car manufacturers, dealers and customers in relation to IMC.
- To test the interpretation and application of the IMC model within the context of two different countries. This objective was achieved through a survey study from both United Kingdom and Uganda to test the understanding and applicability of IMC particularly within the new car market and dealer network system.
- To analyze the findings and evaluate the effectiveness of IMC in terms of reputation, value and profits for organizations to draw conclusions and recommendations. The collected data was analyzed and evaluated to measure the effectiveness of IMC and how it impacts on reputation, value and profits for the companies operating in the new car market as well as the dealer network system.

## 6.4 Research Results Revisited

The research study comprised of a sample from the population both in Uganda and United Kingdom. There were 100 respondents in total for all the administered questionnaires taking 50 from each country. Out of the 50 questionnaires in Uganda, only 29 were returned and analysed. Within the United Kingdom, 34 questionnaires were returned out of the 50. The received questionnaires were then used in the statistical analysis by use of simple frequencies to draw results.

From the analysis done, the results from Uganda computed a 58% overall response rate as compared to the 68% overall response rate in the United Kingdom. Within in the demographic analysis, most of the respondents in Uganda were between the age of 30-39 years while the most of the respondents in the UK were between the age of 31-37 years. This had a significant point to prove within the population, that the participants between 30-40 years of age were more enthusiastic about understanding the concept of Integrated Marketing Communication and hence forth willing to participate and contribute to the study. In Uganda, 62.1% were not married whereas 37.9% were married. Amongst these, 37.9% were female and 62.1% were male. However, this was a clear indication that there was a difference in the demographics of the two countries in discussion (Uganda and United Kingdom). From a total of 34 questionnaires that were received, 32.4% were female and 67.6% were male respondents. There is a similarity witnessed with the response characteristics between the samples age 30-40 in the two countries (Uganda and United Kingdom). 50% in the United Kingdom were married while 50% were not married. The education levels also had their significant differences between these two countries. In Uganda, 13.8% had GSCE level, 34.5% had college level

education and 48.3% had university levels of education. In the UK, 2.9% had GSCE level, 32.4% had college levels and 38.2% had university level of education.

The Second section of the questionnaire was to determine the impact of Integrated Marketing Communications. In quest about whether advertising induces or influences them (consumers) to buy products 62.1% of respondents in Uganda were in agreement whereas 37.9% said no. For the same set of questions, in the UK 85.3% said yes in agreement that advertising greatly impacts on their buying behaviour and 14.7% said no. This shows that the level of attention given to ads differs within different countries around the world dependant on their economic settings. In the United Kingdom, the advertising industry is much more developed in comparison to Uganda giving base to the quality and levels of usage and distribution. This could be the reason as to why the consumption levels of products or cars in this particular case are low in Uganda. Other important factors in the United Kingdom apart from advertising as found from the results were the quality of the car, price, Country of Origin (COO) and branding that respondents cited to be more important in purchasing a particular type of car.

In terms of Integrated Marketing Communications (IMC) perspective, respondents in Uganda (58.6%) believe that Integration is paramount and so do the respondents in the United Kingdom (31.8%). However, they may not realise the concept of IMC in a broader sense. Also to note is the fact that although all the other media (Print, TV and radio) are still relevant. It is worth to note that the internet has changed the entire trend of marketing communication and in developed countries where the internet is more accessible, marketing practitioners need to have more knowledge about the process of internet and digital marketing. In nutshell, IMC has prevailed in both Uganda and United Kingdom and has a great impact on the consumer



behaviour in both countries. The problem would be that the consumers do not understand that what is happening is IMC and for such they are not very familiar with the concept. It is also important to note that although the internet has taken much of the advertising space and budgets other media and communication tools still have a lot to offer to the marketing world. The chi-square test was done between UK and Uganda and the results were given and discussed in in chapter 5. An independent samples test was also conducted and the results were given and interpreted in the previous chapter.

## **6.5 Contribution of the Study**

The study undertaken had its focus on how integrated marketing communications can effectively be achieved through a dealer network system. The case study took an angle of comparison between Uganda and United Kingdom and through a critical analysis of the literature and obtained data; the study has made the following contributions categorised in a theoretical and practical direction:

### **6.5.1 Theoretical Contribution**

1. The study has adequately provided enough theoretical information to marketing practitioners, marketing scholars, business manager, government and non government operatives who can use this information to create strategies that are directly beneficial to their various circumstances. The study has its body deeply rooted from various scholars and researchers such as Kitchen et al, (2008) which pointed out the need to move from theory to practice as far as Integrated Marketing Communications was concerned. The basis of the argument was the fact that as much as IMC has been greatly

embraced by the academic and professional world, it is still viewed as an expense in organisations where it fails henceforth the marketing community is still faced with a challenge of turning IMC into a more practical concept. Within the same discussion angle, Swain (2004) cited the issue of measuring marketing campaigns. this in general terms is also still a challenge as seen through the critical literature analysis referring to both Uganda and United Kingdom although it is clear that it is more attempted in the United Kingdom than in Uganda through the various reports released by various research agencies and bodies. In other words, if the measurement of IMC is tackled and the practicability of IMC properly approached, the acceptability of the IMC concept will be widened. For theoretical purposes therefore, on the basis of literature from Kitchen (2017), more research should be taken in the areas of how and in what ways IMC can be taught around the world, impact of technological advancement to IMC, adoption and usage within companies, measurement of IMC, connections between IMC, brands and branding in an interconnected and interactive marketplace, IMC and social media, Interactions between IMC and ICC (Integrated Corporate Communications). This is important for scholars to note in order to evaluate the current and future developments of IMC.

### **6.5.2 Practical and Managerial Contributions**

1. Integrated Marketing Communications is not an idea of joining the different marketing communications tools but a concept that involves more than a collection of tools. It is strategic in nature and it is not a standalone tool. It works from within the organisation to the external stake holders of the organisation. If it is to have a real impact and benefit

the organisation, there is need to start it internally within the organisation and then it can be easily dealt with externally. Therefore, marketing practitioners need to make sure that the employees of the organisation understand the prevalence of the concept and can actually live up to the demand of the concept and in the due course they can export that to their target audiences by help of the business management models available.

2. The research also identified a very important issue of less involvement in the formulation of IMC strategies by the dealers. Most of, if not all of the marketing communication campaigns and strategies are formulated by the manufacturers leaving little room for adjustment by the dealer networks. This hinders the operation of the dealer network system and at the end of the day it results into fewer profits for the manufactures. It is quite understandable to have a uniform strategy that fits all but in a case where a company is conducting international business, there should be some room for adjustment to suit the different situations in the different countries. Uganda is a developing country and it cannot have the same marketing communications strategies like the United Kingdom because of the difference in economic, social and political settings.
3. In spite of the existence of the Integrated Marketing Communications concept for over a decade, the truth is that it is not widely spread in theory and in practice especially in developing countries. There are so many individuals in the business world who actually have not even heard of the concept and this study has contributed so much to understand

the fact that there is still a lot of work to be done in terms of practical awareness of IMC if the concept is to have substantial ground in the business world.

4. From the consumers' point of view, it is true that IMC campaigns have a great impact on the consumer behaviour although they don't actually know and realise that it is IMC at work. From the survey that was conducted, this was a true aspect that IMC is a great concept in the marketing sphere and therefore marketing practitioners need to give it more attention to achieve success for their organisations. It was also noted that although the internet has changed a lot in the way marketing communications campaigns and strategies are formulated and tailored, the other media are very much still important to use in isolation if the organisation or company are not in position to adopt the IMC concept.

## **6.6 Limitations of the study**

This research study has endeavoured to investigate the best way into which Integrated Marketing Communications can be achieved taking into consideration through the dealer networks system and particularly in the new car market. It was conducted between Uganda and United Kingdom to establish a comprehensive relationship between the model and its practicability. However, as it is for any other research as cited by Cooper and Schindler, 2011; 14, all forms of research have some limitation. The following limitations were evidenced within this research work:

- Integrated Marketing Communications extends beyond the new car market and is not only applicable to the business world. The research study limited itself to investigating one industry (Motor Industry/New Car Market) through the dealer network system. In reality, there could be other industries that this research can be undertaken to draw more understanding in terms of profitability and practicability of IMC. Thus, the conceptual model created during this research study was based more on the theoretical knowledge of marketing, management, organisational behaviour and mainly marketing communications.
- The sample size and sample profiles were a limitation to this study due to the financial constraints. The sample size of 100 respondents from both countries could have been more to clearly be able to generalise the findings because of the number in the size of the two populations.
- The data collection method of this research study which consisted of self-administered questionnaires, general questionnaires and interviews was conducted in the period of March 2016 to July 2016. However, there was a problem of the respondents not understanding the concept of IMC which lengthened the process and could at some point not convey the actual intentions of the research because of the time taken to explain to the respondents to understand the concept and rationale for the research.
- In many instances, business managers were not reluctant to provide full or relevant information to the researcher for objective and unbiased interpretation because of the

common suspicion and tendency to protect trade secrets. The research study therefore depended mostly on the perspective of individual respondents with the attendant potential validity problems.

## **6.7 Recommendations**

The main contribution of this research to knowledge is has been to identify the relationship between IMC formulation and implementation through a dealer network system. Most importantly was also to understand how IMC works within the context of two different economies. As realised from the research, there are significant implications of how IMC operates in developing countries as compared to how it operates in developed countries. Uganda as a developing country has very many issues that hinder the successful implementation of IMC. The research noted that there is little knowledge about the concept of IMC. This does not only apply to the general populace but also to the corporate world where so many professionals do not understand what IMC stands for. The few who are aware of the concept have not been able to apply it with full capacity and have on several occasions used the integration of the marketing tools in a more tactical manner to fit their needs. In this perspective, joining the tools is seen as integration not looking at the strategic point of view that IMC is more than just putting these tools together. On that note therefore, it was evidently seen that IMC in the United Kingdom is more evident because of the better economic settings as compared to that of Uganda. The availability of resources enhances the implementation of IMC campaigns and there is bigger level of success for effective implementation especially through a dealer network system. Therefore, there is need to lay a foundation of an IMC model that is adaptable to all economic settings.

Another recommendation made by the author is that future researchers should dig deep into the areas of IMC implementation with the main focus on societal and political settings. These have a direct impact on how IMC implementation can be perceived and achieved in economic terms. If the society is shaped in a manner that can not formally organise itself, IMC implementation may be less realised. Just like any non business oriented venture or campaign that needs a formal set up to fit societal needs, such applies to IMC. Within an organised society campaigns can be easily crafted to reach a vast number of people within that particular society as opposed to a society that is socially disorganised with low levels of personal discipline as one of the characters that may be evident within it. This can or is most likely to be linked to the political settings that create an environment offering non-conducive atmospheres of operation. This external environmental analysis in co-relation with IMC implementation is very crucial to marketers in all aspects.

## **6.8 Conclusion**

There has not been so much research work undertaken in the area of IMC through a dealer network system in Uganda and United Kingdom taking into consideration the effective implementation of IMC specifically in the car market. The study therefore has been completed at an opportune time when companies in all different industries/sectors are struggling to maintain the existent market shares. The business world is faced with an era of digital conversion or technological manifestations which have increasingly led to the decrease of marketing budgets in most companies. This has brought about a change in the formulation of marketing campaigns and strategies.

According to literature, it has been noted that IMC is a broader concept than it is often described and written about. In this case, IMC is perceived as system of belief and engagement, embedded in an organization's culture, underpinned by communication and further driven by technology and senior management of the organisation (Luck and Moffart, 2009d). In other words, the IMC concept has to be implemented throughout the organisation as the backbone for strategic implementation not just the alignment of the marketing communication tools.

The main findings of this study are summarized as follows;

1. There is still need to have a common definition of Integrated marketing communications as there are so many different definitions from different scholars.
2. Integrated Marketing Communications concept has not been greatly understood in the business world and there is need for more awareness and more literature to create better understanding of the IMC concept.
3. The dealers are not fully involved in the formulation of the IMC strategies and they are more involved when it comes to the implementation of IMC with the already set guidelines by the manufacturers.
4. The IMC concept is more adaptable in developed economies as compared to less developed economies and therefore there is a need to devise a model that can be easily adapted to work in all economic settings.
5. Although technology has changed the way marketing communications are conveyed to the audience, it is important to note that the older media tools of marketing such as TV and radio are still very important in the implementation of IMC.



6. It is also clear that IMC has a great deal of impact to the consumer behaviour in terms of influencing purchase. This in return means that value creation can be witnessed in both short (tangible profits) and long term (intangible value).

Empirically, the study observed that successful campaigns within the new car market have been executed and the consumers can vividly associate the campaigns with IMC concept although in what can be said to be a lay man's language. In Uganda however, the levels of integration are very low attributed to the levels of resources available to the marketing professionals. The touch points are limited and a 360 degrees touch point strategy is not very appropriate. Secondly the fact that Uganda does not produce cars makes it even harder to implement IMC campaigns where as in the United Kingdom a 360 degrees approach can be successfully implemented.

Business managers, scholars and practitioners understand the importance of IMC but still have a prevailing problem of measurement and this is one crucial area that further research should focus on. It is important to have a system or approach that can be used to measure success of the return on investment (ROI) of the marketing campaigns that can actually be included on the balanced sheet.

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<https://www.tutor2u.net/economics/reference/advertising-in-oligopoly>

## Appendix

### Research Questionnaire

#### HOW BEST TO ACHIEVE INTEGRATED MARKETING COMMUNICATIONS THROUGH A DEALER NETWORK SYSTEM: A Case of United Kingdom and Uganda's new car market

##### Supervisors

Prof. David Walker, Dr. Terry Johnson

##### Confidentiality statement

All responses are confidential and individual responses are not identified

##### Respondent information

Place a copy your business stamp/card  
Here or fill in the information below  
(in print)



Name: \_\_\_\_\_

Position: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Phone/Fax/Email: \_\_\_\_\_

**Please accept my profound gratitude for your invaluable support.**

***Kindly return the completed questionnaire to: 26 bucklane, NW9 0AR or  
[kennethkaziba@gmail.com](mailto:kennethkaziba@gmail.com)***



Cardiff Metropolitan University  
*Western Avenue, CF52SG,*  
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*Tel.: +44 (0)29 2041 6045*  
*Fax: +44 (0)29 2041 6928*  
*E-mail: [kennethkaziba@gmail.com](mailto:kennethkaziba@gmail.com)*

Dear Sir/Madam,

**QUESTIONNAIRE FOR DOCTORATE OF BUSINESS ADMINISTRATION  
RESEARCH ON INTEGRATED MARKETING COMMUNICATIONS**

I am a Doctoral research student at Cardiff Metropolitan University, United Kingdom and currently conducting research in the area of Integrated Marketing Communications (IMC) in the new car market of United Kingdom and Uganda through a dealer network system under the supervision of Dr. Terry Johnson and Prof. David Walker.

The overall objective of the research is to develop a model of implementation of IMC and further more through a third party (dealer networks). In order to assess how best IMC can be achieved within the different sectors of business, there is need to investigate the methods used to implement IMC and its impact in the new car market of two different economies (United Kingdom and Uganda)

In your role as Chief Executive Manager or senior manager, I realize you are extremely busy, but the active involvement of accomplished business leaders such as yourself, is crucial to the success of this research effort. I would therefore be extremely grateful if you could participate in this research survey through the completion of the enclosed questionnaire, which will provide a unique source of information on the practice and implementation of IMC within the new car market and general business area.

The questionnaire will take approximately 30 minutes of your time and will be distributed to other prominent members in the new car market (Automotive industry). The results of the questionnaire will **ONLY** be used to validate the research being undertaken and **confidentiality** of the survey responses (both personal and commercial) will be ensured.

Yours faithfully

**Kenneth Kaziba**

**Doctoral Researcher**

## **Participant Information Sheet**

Reference number: **L013ALAL0612**

Title of Project: **How Best to Achieve Integrated Marketing Communications Through a Dealer Network System. A Case of United Kingdom and Uganda's New Car Market**

### **Background**

This research/study is entirely voluntary based and is for educational purposes only. All participants are kindly requested to read and understand the information below;

Integrated Marketing Communication (IMC) is relatively a new concept in the marketing field and it has been welcomed by marketing scholars and practitioners for approximately the last decade. This research aims to answer questions on how best IMC can be achieved in through a dealer network system in the case of United Kingdom and Uganda's new car market. The benefit of this research is to find an appropriate model that can be practically used within all economic settings for all organisations.

### **Reason for participation**

The reason you have been chosen to participate in this research is because the researcher anticipates that you have prior knowledge about Integrated Marketing Communication or marketing as a whole or either you are a consumer with basic knowledge about how marketing affects your buying decisions.

### **What would happen if you agree to participate in the study?**

If you agree to take part in the study, there are three main things that will happen.

1. You'll be visited at your office/place of convenience/emailed/contacted by telephone or invited at a suitable venue where the study will be conducted. Further information will be given to you and a few questions may be conducted before the study begins.
2. You'll then be given a couple of minutes to answer the questionnaire/s or engage in an interview with the researcher with questions regarding the research topic only and you'll also have a break whenever you want to.

3. At the end, we might ask you to talk to give us any relevant information at your will that you think is important to our study.

### **Are there any risks?**

We do not think there are any significant risks to you from taking part in this study. If you feel that it is inappropriate or against your desire, we do advise that you do not take part.

### **What happens to the results of research?**

The information acquired will be kept discreet and maintained until the end of the analysis and evaluation because it will be coded and names removed, after that it will be included in a written thesis which will be submitted to Cardiff Metropolitan University for the award of a PhD. Apart from study purposes, there is no other party/body that will have access to your information for purposes of business or otherwise

### **Are there any financial benefits from taking part?**

As noted earlier on this form, there will be no financial benefits for participating in this study. It is entirely voluntary

### **What happens next?**

With this form you'll find a participation consent form for your acknowledgement. You will be required to read through carefully and understand before your sign and authorise us to include you in the study. However, you are free to withdraw at anytime of your convenience.

### **How we protect your privacy:**

As you can see, everyone working on the study will respect your privacy. We have taken very careful steps to make sure that you cannot be identified from any of the information that we have about you.

All the information about you will be stored securely away from the consent and assent forms. At the end of the study we will destroy the information we have gathered about you. We will only keep the consent and assent forms with your name and address. We keep these for ten years because we are required to do so by the University.

### **Further information**

If you have any questions about the research or how we intend to conduct the study, please contact us.

Dr. Terry Johnson, PhD Supervisor

☎ +447742948294

✉ [terry.johnson@lsclondon.co.uk](mailto:terry.johnson@lsclondon.co.uk) / [the.satis.factory@hotmail.co.uk](mailto:the.satis.factory@hotmail.co.uk)

### Questionnaire (car dealership)

1. Do you know about the Integrated Marketing Communications (IMC) concept? (YES or NO)

---

2. If you answered yes. Do you get involved in the formulation of the IMC campaigns and strategies the manufacturers or you formulate your own as a dealer/company?

---

3. How do you deal with your marketing communications in general?

---

---

---

---

4. Do you use advertising and media agencies to formulate and implement your marketing communications?

---

5. For any answer given above, why?

---

---

---

6. Who covers the cost of the marketing communications?

---

7. Which way are the marketing communications most effective? (when integrated or when used in isolation)

---

---

---

---

---

8. Don you think IMC could add value to the company in terms of profits?

---

9. Do you think the image of a company and its products are in a better position if the marketing communications are integrated?

---

10. How best do you think integration can be achieved and implemented?

---

**Thank you**

## **Questionnaire (Car Manufacturers)**

1. How do you understand the concept of Integrated Marketing Communications (IMC)?

---

---

---

2. Does your company use IMC concept for marketing communications campaigns? (Yes or no)

---

3. If you answered yes. What factors do you consider most when formulating your IMC campaigns and strategies?

---

---

---



4. Which stakeholders are mainly involved in the process above?

---

---

5. Do you involve the car dealers in the formulation process? (Yes or no)

---

6. If yes. To a level of five, how would do you rate the impact of the results if they are involved in the formulation process? (tick one)

1	2	3	4	5
---	---	---	---	---

7. Does the overall management understand the importance of IMC?

---

8. If you answered no. why? If you answered yes. Is it implemented both internally and externally?

---

---

9. Do think IMC is beneficial and adds value to the company in terms of profits?

---

10. Does IMC improve of the general image of the company and its products (cars)?

---

11. How often does your company use advertising agencies to formulate and implement IMC strategies and campaign?

---

12. For any answer given above, why?

---

---

---

13. How would do you measure and evaluate the success of an IMC campaign?

---

---

---

14. From a general point of view how do you think IMC implementation can be achieved?

---

---

15. Are the dealer networks important in the IMC formulation and implementation?

---

---

**Thank you.**

### **Interview questions for media practitioners**

1. Do companies appreciate and understand the concept of Integrated Marketing Communications (IMC)?
2. If yes, how often do they use them?
3. If no, what do you think is the reason as to why it is the case?
4. What factors do you consider while formulating an IMC strategy and campaign?
5. What are the main barriers in the formulation process above?
6. Who does the implementation of the campaigns in most cases?
7. Have you dealt with clients in the automotive industry?
8. If yes, how do car manufactures deal with their marketing communications?
9. What do you think are the main barriers to the implementation of IMC?
10. Do you think the use of IMC increases sales?
11. To what extent?
12. What are the benefits of IMC that your clients are happy with?
13. How do you evaluate IMC campaigns in terms of value for profit and image?
14. What are the characteristics of a successful IMC campaign?
15. What do you think should be done as far as IMC is concerned in general to achieve better implementation?

**Thank you so much for your time and support.**

## QUESTIONNAIRE (CONSUMERS)

I hereby do declare that this questionnaire will remain confidential and that it is not for any other use other than for academic purpose. This questionnaire is a partial fulfilment towards the Doctorate of Philosophy at Cardiff Metropolitan University. Thank you so much for the support.

### PART A: PERSONAL INFORMATION

1. Sex:

(a) Male ( )

(b) Female ( )

2. Age:

(a) 16-24 ( )

(b) 25-30 ( )

(c) 31-35 ( )

(d) Above 35 ( )

3. Marital status:

(a) Married ( )

(b) Single ( )

4. Education level:

(a) None ( )

(b) GSCE ( )

(c) College ( )

(d) University ( )

### PART B: IMPACT OF INTEGRATED MARKETING COMMUNICATIONS

5. Does advertisement on TV, Radio or Posters make you by products?

Yes ( )

No ( )

If yes specify at least three:

i.....

ii.....

iii.....

6. Do you own a car or a friend or a family member?

Yes (   )                      No (   )

If yes do you which type? (Specify)

.....  
.....  
.....

7. Do you think you/your friends/family purchased this car because of the advertisement on any media?

Yes (   )                      No (   )

For No give reasons:

.....  
.....  
.....

If yes give reasons:

.....  
.....  
.....

8. What makes you purchase a particular type/make of a car in preference to others? (tick what applies most from the list below)

Advertisement              (   )

Quality                      (   )

Peers ( )

Country of origin ( )

Price ( )

Availability ( )

Branding ( )

9. As a consumer do you like the way car companies advertise their new cars?

Yes ( ) No ( )

If yes, which one in particular and why?

.....  
.....

If No, why

.....  
.....  
.....

10. Do you agree that people don't often remember car ads because they are repeated through different media?

Yes ( ) No ( )

11. Does it make sense putting the same ad on TV as exactly it is in the newspapers, billboards and other promotional material?

Yes ( ) No ( )

Why is it so for any answer given above?

.....

.....

12. How best would you memorise a car advert?

.....

.....

13. Do you think car manufactures provide all the necessary information when making Ads?

Yes ( )                      No ( )

For any answer above, why?

.....

14. from the list below where would you want your type of car to appear for advertising?

- Newspaper                      ( )
- Television                      ( )
- Restaurant menu              ( )
- Billboards                      ( )
- Movie                              ( )
- Stadium                          ( )
- All the above                      ( )

15. Which car manufacture do you think advertises most efficiently? (only 2)

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Thank you so much for the support given towards my academic research and in case of any more enquiry please contact me on: Tel: 07448762011, Email: [kennethkaziba@gmail.com](mailto:kennethkaziba@gmail.com)



## **INTERVIEWS**

### **INTERVIEW WITH MS. CAROLINE ANENO, SALES LEADER TOYOTA UGANDA LIMITED.**

QN: Thank you very much Ms Caroline for agreeing to meet me. How are you?

ANS: I am very fine Thank you.

QN: Following the discussion we had over the phone, I would like to take you through about what the research is about. As previously addressed, I am a doctoral researcher at London School of Commerce which is an affiliate college to Cardiff Metropolitan University and this research is particularly for study purposes or rather call it academic purposes towards the fulfilment of my research degree. I am researching about how Integrated Marketing Communications can be achieved through a dealer network system and my case study is between Uganda and UK's new car market

ANS: Oh that's interesting!

QN: Thank you, so I would like to pose my first question as regards the study. Can I go on please?

ANS: Oh yes am ready hope it's not long! (With a smile).

QN: Do you know about the Integrated Marketing Communications (IMC) concept?

ANS: Ah, I have heard about it and very soon I am yet to know more about it but I think it deals with integrating all the tools of marketing communications.

QN: Do you get involved in the formulation of the IMC campaigns and strategies the manufacturers or you formulate your own as a dealer/company

ANS: You see Toyota Uganda is a subsidiary company to begin with. So this in the first place sets out the rules and regulations onto which we have to operate. Therefore, you find that most of our involvement is through feedback information but I would say yes, there is a considerable level of involvement. What we experience on the ground is reported directly back to the top and that helps us overcome the different situations.

QN: How do you deal with your marketing communications in general?

ANS: I am more in the sales department but we do advertise and launch different campaigns that suit our society as you can see and this helps us launch new products and vehicles to the market. However, we capitalize more on sales here as compared to marketing.

QN: Do you use advertising and media agencies to formulate and implement your marketing communications?

ANS: Yes, sometimes we do but that is specifically to implement what we have been directed to do and this is where it gets difficult sometimes because some ads can only do so much in this country where three quarters of the population drive used vehicles.

QN: Who covers the cost of the marketing communications?

ANS: The marketing communications costs are eventually shared by how much the subsidiary is bringing in terms of profits. Therefore, because we have a tight competition with used vehicle dealers in Uganda we tend to increase the sales to reach out a particular segment of the populace who can afford to buy the new cars. Actually most of our clients are government, non-government organisations, and corporations. Those kinds of groups usually purchase in bulk and are our prime targets.

QN: In which way do you think marketing communications most effective? (When integrated or when used in isolation)

ANS: Of course when it is integrated it is more effective but sometimes we find it hard to do that here. So we end up choosing a few media, techniques and tools to use among the many.

QN: Do you think IMC could add value to the company in terms of profits?

ANS: Yes, It would. Sometimes you feel that you want to do everything but you can't. We have to hit targets and so we concentrate so much on how those targets are met. People already use Toyota in Uganda so the main concern is to make sure that one can choose to buy a new one. Uganda is basically a Toyota company.

QN: Do you think the image of a company and its products are in a better position if the marketing communications are integrated?

ANS: Yes, the brand sticks out there and it looks well represented if it is integrated. Well as you can see everywhere is Toyota from the outside to the inside and that alone is good branding but at the same time we cannot do this in every district due to the economic problems so that also minimizes the levels of outreach. Uganda is economically imbalanced and if you decide to spend a lot on marketing, you may end up making losses. But we are happy that we are well represented already world wide as Toyota which plays a very important role in our existence.

QN: How best do you think integration can be achieved and implemented?

ANS: That is a difficult one but I think if outlets like us were left to design or draw our own marketing depending on our countries of operation then I think integration can easily be implemented just like you see how MTN advertises up to deep down in the village. Toyota would like to do that but we have set budgets and other procedures to follow. But as I said selling a car is not as easy as selling a phone therefore the challenges are high. We try to get the best customers retained and our backbone for the retention is excellent customer service. Didn't you see vehicles coming in and out for service. That is actually one of our strength and we endeavour to maintain it.

QN: It has been an interesting interview Ms Caroline. Thank you so much for your time.

ANS: It's a pleasure Mr. Kenneth and I hope that information will help you through your completion. Wish you the best.

QN: Thank you. Have a good day.

ANS: Good day to you too!

## **INTERVIEW WITH MR RICHARD BAMUJJE, MARKETING EXECUTIVE NISSAN-UGANDA.**

QN: Good afternoon Sir.

ANS: Good afternoon, how are you?

QN: My name is Kenneth Kaziba and I am a PhD student at London School of commerce. I would like to ask a few questions as regards my research that I am conducting at the moment.

ANS: Oh Ok Kenneth what kind of questions in particular?

QN: The questions are about Integrated Marketing Communications and how they are applied in your company. It is my area of research and I am specifically dealing with how (IMC) Integrated Marketing communications can be achieved through a dealer network system in the new car market comparing Uganda and UK. That's why I thought it would be best if I spoke to you about it.

ANS: Alright! I get the idea but I don't know if I will have the time to discuss at length.

QN: I will try to keep it short. Mr. Bamujje, do you know about the Integrated Marketing Communications (IMC) concept?

ANS: I have heard about it but not so well vast with it.

QN: Do you get involved in the formulation of the IMC campaigns and strategies the manufacturers or you formulate your own as a dealer/company

ANS: Most of the commercial ads we do are formulated from our superiors but there are some that we formulate here to suit our customers.

QN: How do you deal with your marketing communications in general?

ANS: We use mostly print because that's how we can usually reach our customers best with details of what we have to offer and all other issues regarding our cars here at motor care. You know motor care Uganda has been in existence for a long time and this has helped us to beat our competitors. But we also use others media outlets as well.

QN: Do you use advertising and media agencies to formulate and implement your marketing communications?

ANS: NO we do usually use agencies because as I told you earlier that most of the materials we use come from abroad and that's why we don't use so much of advertising and media agencies in the formulation process but we sometimes need them to draw working plans of product launches etc.

QN: Who covers the cost of the marketing communications?

ANS: We do cover the marketing communications because we are a limited company and we deal as distributors so we cannot deal with the communications of all brands that we are distributing the same way. We also get help from the manufacturers of these brands and they come in once in a while when we need the help.

QN: Which way are the marketing communications most effective? (when integrated or when used in isolation)

ANS: I hope you mean putting everything together I suppose. Yes it would be great if all the marketing communications are put together but it is also expensive to do that's why we end up choosing particular methods of marketing and sales.

QN: Do you think IMC could add value to the company in terms of profits?

ANS: Yes it would.

QN: So do you think the image of a company and its products are in a better position if the marketing communications are integrated?

ANS: I think it will also depend on how it is done.

QN: How best do you think integration can be achieved and implemented?

ANS: I think it can easily be achieved if the money to spend is there but if it is not then the programs become difficult to execute. That is what I see as the biggest problem.

QN: Ok, thank you so much Mr Bamujje. I would not like to take more of your time but it was a very wonderful time sharing this with you.

ANS: Thank you too and hope you have a good afternoon. Bye.