THE EFFECT OF INTEGRATED MARKETING COMMUNICATION ON

CORPORATE BRAND IMAGE

A CASE STUDY OF GUINNESS GHANA BREWERIES LIMITED – KUMASI

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DECLARATION

I hereby declare that this submission is my own work towards the Masters of Business Administration and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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DEDICATION

I dedicate this piece of academic excellence to my Husband Mr. Emmanuel Morgan whose understanding and encouragement has brought me this far. I also wish to dedicate it to Mr. and Mrs. Opoku for their support, love and smile during the pursuance of my academic work; to my new born baby Adora Morgan, nephews and nieces as well.

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I can only say thank you.

ABSTRACT

In an era of tremendous information overload, the buyer has evolved a mechanism to handle the amount of information available. For information to remain competitive and successful there is the need to develop an effective marketing plan, a media plan, good branding image as well as a good strategy; IMC helps to integrate the various participants and stakeholders, aligning all resources to achieve objectives successfully. This study therefore sought to examine the effect of Integrated Marketing

Communication (IMC) on corporate brand image using Guinness Ghana Breweries Limited-Kumasi as a case study. The research design adopted was descriptive. The population of GGBL (customers, management, retailers & distributors) was estimated at 800,350 out of which a sample of 260 was drawn. The main instrument used was questionnaire. Both secondary and primary data were used. In measuring the effect of IMC on brand image, the researcher conducted a regression analysis; the study found some level of correlation between IMC and brand image. However, the independent variable (IMC) had a weak relationship with brand image (dependent). The correlation value was 0.251. The R^2 value indicates that approximately 6% (0.063) brand development could be explained using integrated marketing activities. Again, the study found that GGBL was most competitive in terms of quality. Approximately 96 percent of respondents rated GGBL as being of good quality compared with other producers in the industry. Based on the above findings, management of GGBL must ensure that the use of horizontal and top down (vertical) communication strategy does not create confusion about its corporate goals. It is also important that all IMC activities are in sync with overall corporate mission and vision. Also, in deciding what type of IMC services to outsource, it is crucial that in-house capabilities are assessed to avoid employee hostility toward external consultants.

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CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

Mass media advertisements have dominated the promotion of companies for years. Companies have been reliant initially on advertising agents for direction almost all areas of marketing communication. Though marketers had used other tools for marketing sales promotion and direct marketing agencies, as well packaging design firms played subsidiary roles. Public relations agencies publicity managed the affair of organisation's image and affaire did not play an integral part in marketing process. Barriers were formed around marketing and promotional roles and managed as separate practices with different budgets, views, goals and objectives. The companies failed to appreciate how they communicated efficiently and present regular image targets (Belch & Belch, 2012).

IMC has been accepted in different levels of the firm and has become a major part of brands strategy requiring extensive brand development activities within the firm before any communication efforts. Modern marketing goes beyond developing a good product but good pricing and making the prices available to target buyers. Companies must also get in touch with both present and potential stakeholders, as well as the public (Kotler, 2011).

In an era of tremendous information overload, the buyer has evolved a mechanism to handle the amount of information available. For information to remain competitive and successful there is the need to develop an effective marketing plan, a media plan, good branding image as well as a good strategy; IMC helps to integrate the various participants and stakeholders, aligning all resources to achieve objectives successfully (Kotler, 2011).

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IMC encourages stronger message consistency and sales impact. It makes management to consider how customers are brought in touch with the company and how the company's positions and timing issues are communicated. It also helps to unify the brand images after coming through the activities. IMC will improve the company's ability to reach the right customers with the right message at the right time and place. IMC is more than integrating the company's put going messages between different media and consistency of messages-an aggressive market plan which captures and uses a great amount of customer information in setting and tracking marketing plan (Kotler, 2011).

Others are of the view that, the greatest problem is the absence of managerial guidelines for assessing IMC programs. According to David Packard of Hewlett-Packard Inc.: ‗Marketing is too important to be left to the marketing department alone. When other departments are incorporated into the implementation of IMC, it helps the company to achieve its objectives (Packard, 2010). Generally, most marketers are of the opinion that to have a competitive IMC helps create an efficient brand image. The two most prominent visual elements of a brand name are the name and logo; two tools the increase brand recognition. The features of effective brand labelling are however, limited to the top management and advertising agencies (Kohli & Labahn, 2011). Another issue concerning branding is the globalization of products where customers rely on Western countries for imports. A study relates consumers pitch, sound and meaning of brand names to the product in the market where a new brand name would fail to attract customers. A new name is created between the name and the product when there is the need to link the name to the product in question. Branding is a more complex form of marketing communication. Branding is aimed at finding an identity to give a positive image to a product, as practiced

by marketers when the reason for branding a product is to give it a positive image and emotion.

Branding creates and develops a company's brand; namely the logo, images, slogans, ideas and any information linked to the product or company. Whether a company is recognized or becomes special depends on the branding. Combining name and common slogans make branding feasible – these make the product unique and recognizable instantly (Lowrey & Shrun 2012).

To ensure that products and services withstand the strong competition globally, emerging markets, brand extension which affects the organisation performance. Accordingly, marketing, corporate communication and public relation scholars are often careful what the issue of having an identity comes to the fore (Wilson, 2010). In addition, by branding, the identity of a company is considered. The implication of brandishing through marketing is to create an outstanding identity in the market. Some industries are of the view that brand intrinsically strengthen the identity of a company (Kotler, 2011). Branding also brings the identity of a company. Branding therefore creates an intuitive and permanent image for the products, services as well as the firm itself by showing what is peculiar about the organisation. Marketing communication therefore needs to be integrated be it that of a person eager to get efficiency from a limited promotional budget (Schultz *et al*, 2015).

Effective alignment of the firms' promotional efforts should produce IMC. IMC intentionally conveys a message from the firm to the target customers. Promotional objectives must be clearly defined because what a firm accomplishes determines the right promotional blend. To be successful at branding, there is the need to identity the choice

of the customers as well as the prospects done by integrating the brand strategies of the company at every public contact (Kolter, 2011).

Guinness Ghana limited is a locally based company producing beverages. Its main objective is to manufacture and sell beer stout, malt drinks and the ancillary products. A Kumasi-based company, Guinness Ghana Brewery Limited is a subsidiary of Diageo High lands BV and Heineken International of London.

Guinness Ghana Breweries Limited is a Ghanaian-based company active in the beverage industry. The Company's main activity is the manufacture and sale of beer, stout, malt drinks and their ancillary products. It also produces Malta Guinness and Amstel Malta, non-alcoholic liquors. The company is based in Kumasi, Ghana. Guinness Ghana Breweries Limited is a subsidiary of Diageo Highlands BV and Heineken International based in London. Guinness Ghana Breweries Limited (GGBL) is a leading local blue chip company.

With the completion of the transaction to acquire Ghana Breweries Limited (GBL), Guinness Ghana Limited (GGL) changed its name to Guinness Ghana Breweries Limited.

The management has worked continuously from 2005 to integrated the new business, the outcome is very clear, a positive result. Diageo owns 50.44% of GGBL with the remainder is held by combination of offshore funds and individually shareholders. A star performing stock in 2007 was one of the five best performing stocks in the local stock exchange. GGBL has three Breweries in Kumasi, Achimota and Accra and

recognized as are of the most attractive local companies- attracting the best skill labour. Currently, the labour force is 600. Guinness has a long history of marketing campaigns, from the award-winning to adverts to beer mats and posters a stature made possible by its

advertisements. The nature of competition has therefore given rise to greater emphasis in integrated marketing communication and effective branding to customers. The value of integrated marketing communication and creating competitive brand name cannot be undermined because it provides an avenue for customer satisfaction in building loyalty and customer relationship.

1.2 Problem Statement

To overcome today's competitive market and increased expectations by management, many companies have resorted to the adoption of IMC to help manage and integrate marketing programme (Reid *et al*. 2013). However, the term and concept of IMC is too modern to be accepted generally. This explains the absence of a generally accepted definition and understanding of the concept. The objective is then to effect the perception of value and behaviour via communication.

Many marketing scholars see IMC as a renovation of the last decade and it's the way to competitive advantages; and of the view that its implementation can be of positive value on branding, as well as marketing orientation. IMC, a new paradigm shift can create improved corporate branding and communication performance. According to shimp (2010), the marketer who succeed in the new environment will be the one who coordinates the communication mix so as to have a medium to medium, program event to program event and immediately see the brand speaking with a common voice. A well implemented synergistic and efficient IMC program will benefit the brand equity positively- thus, a stronger brand awareness and favourable image (Reid 2015).

IMC can strategically create corporate brand image, competitive advantage through synergy and consistent message irrespective of the vehicle used in delivering the message (Eagle *et al*, 2015).

Companies treated the communication elements as separate entities in the past resulting in high budget and disjointed messages. The current marketing principle is of the opinion that a synergy in marketing communication would help achieve desired results. Most marketers baffles with the fact if they should handle IMC elements as separate entities or blend them to achieve desired result.

Guinness Ghana Breweries Limited comes under enormous pressure due to upsurge of competition. Consumers have become very knowledgeable and are seeking products with unique benefits to their health and society in general. As a result companies that have failed to realign their communication campaign have experienced decline in profit margins, with competitors taking over their customers. This research therefore seeks to examine the effect of integrated marketing communication on corporate brand image (Kitchen *et al* 2012).

1.3   Objectives

The main objective of this study is to assess how Integrated Marketing Communication (IMC) affects the development of corporate brand image. Using Guinness Ghana Breweries Limited-Kumasi as a case study, the specific objectives however include;

1. To evaluate Integrated Marketing Communication activities of Guinness Ghana Breweries Limited Kumasi.
2. To assess Corporate Brand Image of Guinness Ghana Breweries Limited.
3. To evaluate the competitiveness of Corporate Brand Image of Guinness Ghana Breweries Limited.
4. To determine the effect of Integrated Marketing Communication on Corporate Brand Image development of Guinness Ghana Breweries Limited.

1.4 Research Question

Based on the objective of the study, which want to assess Integrated Marketing

Communication (IMC) in developing corporate brand image in Guinness Ghana Breweries

Limited (GGBL); it is therefore necessary to ask the following questions:

1. What is the process used by GGBL developing its integrated marketing communication campaign?

2. What is brand image development GGBL?

3. What factors to be considered in developing a corporate brand image of GGBL?

4. How do you measure the effectiveness of GGBL brands?

5. How does corporate brand image affect the product of GGBL?

1.5 Justification of the Research

The research is based on integrated marketing communication in developing a corporate

brand image within an organization, case study on Guinness Ghana Breweries Ltd.,

Kumasi Branch. Guinness Ghana Breweries Ltd., Kumasi is selected because is the

preferred manufacturing industry in Ghana which combines its marketing activities to

ensure a consistent message in order to communicate efficiently and effectively to its

customers and other stakeholders with valuable product and service.

Integrated marketing communication in creating corporate brand image is important both

in business interception as well as customer satisfaction of a particular brand. As marketing

researcher, integrated marketing communication used in organization can mean a great

deal when it comes to, brand loyalty, consistent clear messages, increases in sales, high

customer demand, merit increases, bonuses and promotions. Strong integrated marketing

communications used in organizations are important in building corporate brand image.

The researcher therefore thinks that the study on the impact of integrated marketing communication in creating corporate brand image is of the following significance.

To know how to develop integrated marketing communication campaign and investigate on the effectiveness integrated marketing communications have on Guinness Ghana Breweries Limited.

The research work will serve as a useful academic literature and produce a reference material for further study into related fields. The study will increase my knowledge about how IMC help to create corporate brand image.

Beneficiaries of this study or research are; The researcher, Students, Management of Guinness Ghana Breweries Ltd., Kumasi Branch, Employees of Guinness Ghana Breweries Ltd., Kumasi Branch and academic supervisors.

1.6   Overview of Research Methodology

For the purpose of this study, the researcher adopted a descriptive design. A descriptive research design allows for both quantitative and qualitative methods. The use of descriptive design yields rich data that leads to appropriate analysis.

The design for this research was a case study that focused on Guinness Ghana Breweries Limited Kumasi-Kaasi (GGBL), to ascertain the effect of integrated marketing communication (IMC) on competitive brand image. The research was conducted in the field and data which were mainly primary data obtained from individual consumers who consume GGBL products, wholesale customers of GGBL product and a response from management of Guinness Ghana Breweries Limited Kumasi-Kaasi. This research is limited to the operation of Guinness Ghana Breweries Limited within Kumasi-Kaasi metropolis. Qualitative data was used in the analysis of data. The sampling technique used

was cluster sampling, simple random sampling techniques. A questionnaire was structured and designed for collection of data. The employees in the Kaasi - Kumasi branch, were selected randomly to answer the questionnaire as and when different brands are introduced into the market, the responses collected were analyzed using statistical package for social scientists (SPSS), which consists of various statistical techniques.

1.7 Scope of the Study

This research work was planned in such a way as to provide forceful and convincing answers to the research questions. Guinness Ghana Breweries Ltd has been chosen to be investigated into integrated marketing communication in developing corporate brand image. The scope entails integrated marketing communications and building a corporate brand image. The scope of the study is designed as such considering time constraint, resources availability, cost effectiveness and access to information.

This research will again attempt to explain the impact of brand image with the performance of the company and the important role that integrated marketing communication plays to create and develop strong and effective corporate image.

1.8 Limitations of the Study

In view of the scope of the study, the researchers were confronted with the following challenges;

Financial constraints;

The research required a lot of financial commitment with regard to transport, logistics and communication expenses. The only way of reducing the high budget is by reducing the scope of the research.

Time constraints;

The researcher had to combine the research with lectures and heavy work schedule at the office. This has affected the size of the sample size since they have to work within a stipulated time frame.

Non responses;

The inability of some respondent and management to let out information also posed a challenge to the research work.

1.9   Organization of Study

This study is designed to be in five chapters. Chapter one comprise the general introduction, background of the study, problem statement, objectives of the study, research question, scope of the study and limitations of the study. Chapter two reviews the relevant and related literature and links it up with the current study and some critical areas which include integrated marketing communication, corporate brand image and brief history of Guinness Ghana Breweries Ltd. Chapter three looks at the techniques in data collection and how the data is analyzed and presented. Chapter four deals with the presentation and analysis of data. Chapter five comprises the summary of findings, conclusions and recommendations as well as suggested areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

Organizations are of the opinion that brand is intrinsically valuable in strengthening their identities of an organization because not only does it show what a company stands for but forms the basis for effective interaction. (Kotler, 2011). This chapter is aimed at providing detailed information on communication theory, marketing communication, integrated

marketing communication (IMC), IMC campaign, benefit of IMC, IMC synergy, corporate image identity, building personality, reputation, corporate image mix, IMC and corporate image building etc.

2.2 Communication Theory

This theory is the means of expressing the views and exchanging implication individually or components. It also binds together the means of sharing. Communication within channel of marketing is an important both theoretically and managerially. Frazier *et al*, 2010 see communication as the process through which important information is transmitted. Though the Marketing literature admits that the big role played by channel functioning, it does not encourage the means of sharing ideas. Communication is a need to have a channel of sending views, encourages productivity or service. This reliable means of interaction is made possible through an appropriate and simple means of transmission. Marketing is the gathering of parts in a models sales promotion that promotes interaction through the exchange of ideas among shareholders of a product and services is done using different.

The promotion of products and services is done using different tools (Frazier *et al* 2010). This mode of communicating involves the source of the message. The message and the one who can decode its, clear message either fail to arrive or are overlooked. To understand the audience's needs, feelings, wants and actions is essentially to make any message sent viable and correct.
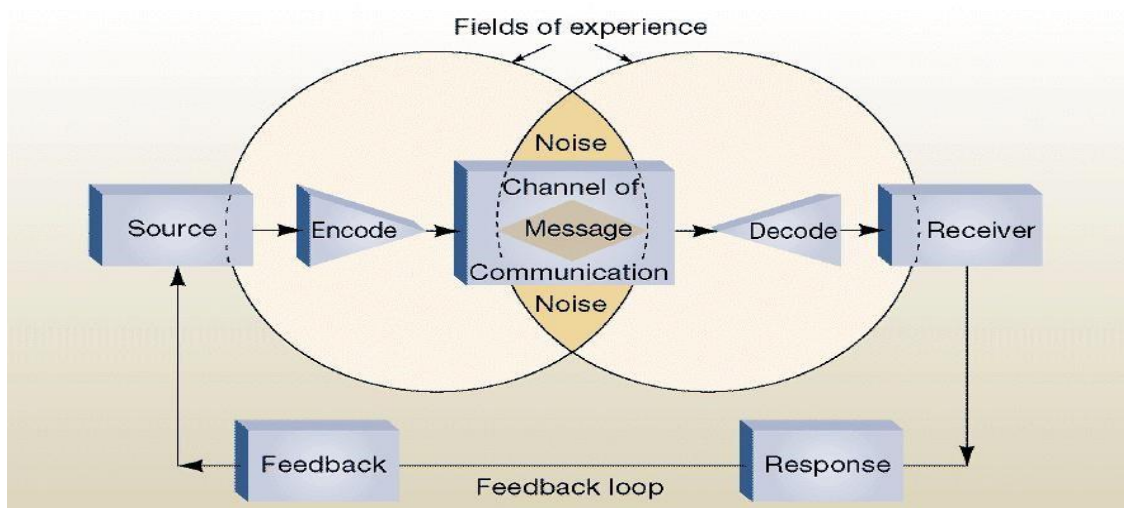
Figure 2.1: Communication Process

Source: (Bovee & Thill, business communication today, 2013)

The sender creates or encodes the message which is understandable or interpreted by the receiver instead of the _buy now' loud advertisement. This effective interpretation enables the message satisfy adverts and distractions, this may be termed 'noise'. The audience will correctly locate the message thus decoding or interpreting it rightly. The marketer a waits for the _feedback' reply from mail shots to determine how successfully that message has had interpreted (Bovee *et al*, 2013).

The single step model whereby the receiver gets the message straight from one who is not completely explained since a lot of messages come from an acquaintance of leaders. Communications, therefore, becomes a complex, multi-step and multi-dimensioned Opinion leaders communicate to each other. By this process, buyers and opinion leaders speak to one another add _encoding, decoding, noise and feedback to make the process look difficult. The decoding of multiphase communications enables salesmen to get in touch directly with the mass media and by so doing target opinion leaders**,** formers, style leaders, innovators**,** and others prominent people selecting and processing information

appropriate buyers difficult question. Though a message like AIDA is over seventy years old it tries to evolve a mental process by which a customer goes through before buying. Many models try to select each stage, actually through this might not be a linear process. Buyer always cast their mind backwards to get more information. Some complicated also map the study the mind. In fact, the salesmen choose the most suitable communication tools for the target audience. For example while advertisement raises awareness, free sample and sales promotion ay generates trial (Bovee *et al*, 2013).

2.3   Marketing Communication

The Charter Institute of Marketing (CIM) (2012) defines Marketing Communication as a medium by which an organisation goes interactivity its audiences. To do this, the organisation goes manufactures, provides and grades a number of organized information to get to the shareholders.

For Keller, simply see "marketing communications as the voice and means by which companies offer their consumers, their product through dialogue. Thus, strong customer –based brand equity is provided through marketing communication (Keller, 2012). In addition, it helps marketing communication elicit positive feedbacks from buyers. Though a series of reasons affect customer-oriented type of equity, the firms marketing communications plays a major role in brand equity. It implies then that, effective communication help formulate brand awareness and a positive corporate image.

Therefore, the differentiated responses constituting brand equity for the structures of brand knowledge (Duncan and Moriarty, 2013).

However, sound managerial decision must be made in the product, service or ideal itself, the pricing and marketing, if marketing communication is to be successful. Much as the best promotion cannot overcome poor product quality, unnecessary inordinately high prices or inadequate retail distribution, relevant to sales activity depends on good sound managerial decisions involving co-ordination of the various agents of sales promotion. It therefore brings a fresh attempt of looking at sales interaction in the 20th century known as the coordinated sales promotion. This view is aimed at orchestrating using all the manners of the promotional approach for customers at various stages and using more effective means (Kolter *et al*, 2012).

Figure 2.2: Elements of Marketing Communication.

Source (Belch et al Advertising and Promotion: An Integrated Marketing Communication Perspective. 2012)

(a) Advertising

Advertising is seen by the American marketing Association (AMA), sees advertising as a type of mechanically displayed and promoting of facts, products and services by a promoter.

To them, it is a non-personal means whose messages are not meant for a specific group of person or an identified group of people at a place. Most advertising message creates mass communication which cut across different age group. Advertising shows up to television, radio, newspaper, magazine, billboards (outdoor) and on T-shirts, race cars and dozens of other places. (Kolter, 2011). According to the British advertising agencies, advertising is the most convincing, possible sales messages with the possibility of having the good and service sold at the lowest price.

(b) Public Relation

It is seen as a managerial functions identifying, maintaining and establishing cordial relationships between the producer and the public to determine the success or otherwise failure whereas advertisement is a single communication from sender (the marketer) to audience (buyer or retailer) public interaction is aimed at many targets(buyers, worker, distributors, sellers etc.) using dual means of studying reaction and re-organisation information as well as company's activity for maximum satisfaction (Kolter, 2011).

(c) Direct Marketing.

The form of selling is through direct marketing, is the method of getting in touch directly with customers to get a feedback either via the phone, mail, electronically, or visit. The users of direct marketing are retailers, wholesalers, producers and providers of service. The number of methods used by them includes direct mail, telemarketing, direct answer advertisement and online services, cable shopping networks as well as infomercials. A

direct form of selling that aims at gaining and reinforcing sales transaction, as well as target customer is the database sales. Successful database marketing upgrades the number of probable buyers by identifying them, their tastes, and their demands for the present and future. It also enables producers to manufacture and package products their buyers' needs and by so doing, evolve creative media plans in line with the wants, cost and attitude or behavior of customers. Many use database marketing as means of replacing the old tactics thus making it a main form of marketing (Belch *et al*, 2010).

(d) Sales Promotion

This directing gives extra incentives to hasten the movement of products to consumer. It could aim at the consumer. Buyer-based sales like coupons, random selecting, premiums, sweepstakes, cost packs (lower price than usual), minimize financing, and rebates sales benefits which reduce trail products and bring about repurchase. Consumer promotions also include special packages for retail companies or ask for further information (Kolter & Keller 2012).

(e) Sponsorships

Sponsorships put together advertisement sales and public interaction. Sponsorship maximizes the knowledge about a company or product, as well as make longer audiences have faith in a product, separate a good from competition and gives merchandising avenues and shoe dedication of locality and ethnic group. Sponsorships, like advertisement aim at building long-term relationship. Sponsorship and advertisement are comparable by the use of gross impression or cost-per-thousand measurement. It is difficult though to measure the value of sponsorship. It is advisable that companies consider their short term public

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relation value and their goal before considering sponsorships. Sports sponsorship constitutes almost two-third of all stakeholders

(Kitchen 2012).

(f) Exhibits

Displays or business show area a combined type of sales promotion among businesses advertisement and individual sales. They create avenues for personal interaction likely to; create a reliable customer base in the interim, allowing small medium size businesses; ignored regularly by salespeople to become familiarize with suppliers and sellers. These have become a common means of making new product new products known as well as set the stage for executives have observed that sales and non-sales workers act in unison for the organisation (Belch & Belch, 2012).

(g) Personal Selling

It is the means of having personal interaction with buyers solely aimed at introducing products to customers, to convince them of their products and the expired date for sales. Individual sales differ from company to company based on the made, the nature of organisation, factory as well as the goods and services being sold. Marketing executives have observed that sales and non-sales workers act in unison for the organisation (Belch & Belch, 2010).

(h) Internet Marketing

Internet sales, otherwise called digital promotion, web promotion, online sales, or emarketing, sells products on internet. Considered broad in nature because not only does it involve sales on the internet, it also involve sales via the e-mail and the wireless media

(Belch *et al*, 2012). With digital marketing and Electronic Customer Relationship Management (ECRM) systems are placed under the same umbrella as internet market. It combines the creative and technical parts of Internet; the structure, development, advertisement, and sales (Cutlip *et al*, 2010). It means putting media under different levels of customer engagement process by search engine marketing (SEM), search engine optimization (SEO), banner adverts on given sites and email sales.

2.4   Integrated Marketing Communication (IMC) Concept

P.R. Smith see integrated marketing communication as the studying, analyzing, planning and implementing of the elements of promotional that inform, persuade and induce action from target audience. To Kurtz and Boone (2011), IMC is the bringing together of promotional mixes to arrive at a unified, customer-based sales message. Chartered Institute of Marketing (CIM, 2012) simply defines IMC as a strategic approach to the management of an organization's marketing communication activities. Lamb and others are of the opinion that IMC is the systematic coordination of all sales programs mainly: media, advertisement, sales promotion, personal selling, public relation and other forms types of communication to have a consistent, unified message which is a customer focused message (Lamb *et al*, 2012).

This system widely accepted at all levels of the firm playing strategic part in the mode of development programs before the onset of any outside branding understandings. Vargo and Lusch (2013), recently presented an argument that sales changes and dynamic program which is focused on services. They suggested the IMC promotional and management tools be utilized planning and sustenance continued contact of customers to enhance interaction. Kitchen *et al* opined that "well-planned brand interaction help organisation progress in this

very competitive 21st century in business world ". Based on Schultz (2012) postulation, IMC has strategized to include initiating, development, projection and assessment of integrated, measurable, types of interaction processes over a period, target buyers, prospects, employees, associates, and other focused customer, external and internal audiences. It implies then that a reliable integrated marketing communication produces an effective brand equity strategy. In addition IMC effectively encourages the firm's type of products which affect brand equity.

In real terms, the message to the audience should be constant, irrespective be it an advertisement, sales on article or a coupon inserted in a newspaper. Each element of communication is integrated with other means of communication so as to get a consistent unified message. In fact, most press releases are not meant for the good but the advertisement proper. Publicity and advertising can therefore combine to effect hearing on the cost effectiveness. Consumers do not consider the four of sales promotion, namely; promotion, advertisement, sales promotion, personal selling, public relation but rather everything that advertises. Only markets themselves can disintegrate this communication. However, marketers do not take cognizance of this capability when planning promotional strategies, thus failing to put together communication programs from an element to another. This disjoint approach has made much organization's to use the concept of process of joint communication. Based on this concept of IMC, marketing managers judicially work out the roles to be played by the various promotional managers. The turning of promotional activities is coordinated with each result being monitored carefully to improve upon the future use of promotional mix tools. A director of marketing communication solely responsible for integrating the company's marketing communication is often appointed (Schultz, 2012).

2.5 An Integrated Promotional Mix

The term promotion emanates from a Latin word meaning —to move forward‖. This definition is narrowed to give promotion the reference of communicating done with the aim of persuading others to accept ideas, concepts or things. Engel *et al* (2015), see integrated promotion mix as essential in today's turbulent world. Using skillful promotional integration, organizations invest in corporate image advertisements to build brand awareness in order to achieve high awareness through a single slot of an advert. Another important aspect of integrated strategy is the development of a flexible response system, use an information system lining manufacturer, and distributor to reduce a lag time between customer request and distribution response (Kolter, 2011).

PROMOTIONAL ELEMENT	MASS VERSUS CUSTOMIZED	PAYMENT	STRENGTHS	WEAKNESSES
Advertising	Mass	Fees paid for space or time	• Efficient means for reaching large numbers of people	• High absolute costs • Difficult to receive good feedback
Personal selling	Customized	Fees paid to salespeople as either salaries or commissions	• Immediate feedback • Very persuasive • Can select audience • Can give complex information	• Extremely expensive per exposure • Messages may differ between salespeople
Public relations	Mass	No direct payment to media	• Often most credible source in the consumer's mind	• Difficult to get media cooperation
Sales promotion	Mass	Wide range of fees paid, depending on promotion selected	• Effective at changing behavior in short run • Very flexible	• Easily abused • Can lead to promotion wars • Easily duplicated
Direct marketing	Customized	Cost of communication through mail, telephone, or computer	• Messages can be prepared quickly • Facilitates relationship with customer	• Declining customer response • Database management is expensive

Figure 2.3: Promotional Elements

Source: (Bovee & Thill, business communication today, 2013)

2.6 Goals and Task of Promotion

Promotion can undertake on of these three ventures: send message to relevant, convince the consumer or remind the audience. The three tasks of promotion: informative promotion, persuasive promotion and reminder promotion (Lamb *et al*, 2012).

Informative sales attempt at changing old need to a new want or a encourage enthusiasm in a brand**.** It adds knowledge about fresh type of good or product feature. It dictates the work cost of a product highlighting fresh feeling of a product, forming a brand image. These types of messages are more complex and sophisticated products like automobiles, computers and investment services. It is more relevant at the initial stage of a product.

Persuasive promotion is aimed at encouraging sales or activity. For example, for more Malt Guinness to be drink. Persuasive usually turns to be the actual sales goals as soon as the good enters the growth stage of its life cycle. Persuasive sales enhance brand switch change in customer's idea of product characteristics compel buyers to purchase and convince customer to have interest. It could be a vital target for every alternative product types like home goods and non-alcoholic drinks.

Reminder promotion is also aimed at keeping the goods and type in the public domain. It is relevant or useful at the matured time of manufacture the life cycle. It presupposes the audience aimed at, has already accepted the existence of such goods or services. It therefore aims at triggering a memory of the products. Reminder promotion simply reminds the customer of the need for the product in nearest future, telling customers where the commodity could be bought, thus continues to keep the customers aware of the products (Lamb *et al*, 2012). The AIDA Model is the next to be consider and linking with promotional mixes.

2.7   The AIDA Model

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Promotion is solely aimed at getting customers for good or services, or to take some action in the case of non-profit organization. AIDA as a concept aspires at reaching promotional goals. The term AIDA means Attention, Interest, Desire and Action- the level of buyer's involvement in, in the sales information. The model postulates that customers react sales information in a cognitive, affective and conative sequence. Initially, the sales agent gets the sellers attention, a greeting and a visit or via sales promotion. Then, a reliable sales promotion, show or advertisement created by that product by showing how the products can satisfy customer's desires. In the end, a unique sales strategy could be utilized to encourage purchases (Lamb *et al*, 2012).

Table 2.1: AIDA Model and the Promotional Mix

Promotional mix	Attention	Interest	Desire	Action
Personal selling	Some what effective	Very effective	Very effective	Some what effective
Advertising	Very effective	Very effective	Some what effective	Not effective
Sales promotion	Some what effective	Some what effective	Very effective	Very effective
Public relation	Very effective	Very effective	Very effective	Not effective

Source: (Lamb *et al*, marketing 5th edition, 2012)

Though relation between sales programs and the AIDA brand illustrates advertisement has and impact, it is useful creating awareness about goods and services. Sales agents are more likely to raise customer desire merchandising or a service at a gaining desire. Sales promotion's biggest impact is raising strong desire and willing buy. Techniques for persuading customers to purchase new products are coupons and price-off promotions; also the biggest effect at raising awareness about an organisation or service is public

relation. By sponsoring community events, goodwill is attracted by many companies (Lamb *et al*, 2012).

2.8   Factors Affecting the Promotional Mix

Promotional mix varies from product and company to another. Advertisement as well as personal selling product and service and augment by sales promotion. The brand image for the organisation is often positively developed by public relation. A company though may decide not utilize the four sales elements. Several factors determine the promotional mix to be chosen by a firm, namely: the nature of product, stages of the product life style, the type buying decision, the push and pull strategy among others (Lamb *et al*, 2012)

2.8.1 Nature of Product

The characteristic of a product can affect communicational mix**. For** example, product can be group as either a business or a consumer product. True that goods are either customer-tailored to specification, they are meant for mass production. Advertising still plays a vital role in promoting business goods. General awareness and interest are generated in media trade by advertisement.

Contrarily, consumer goods need not custom-made and should have a company's representative to sell them. Thus consumable goods are sold solely by advertising to build brand familiarity. The sales promotion, brand name and packaging are about twice as essential to the buyer as they for the products (Lamb *et al*, 2012).

2.8.2 Stages in the Product Life Cycle

The production level plays an important role in promotional mix designing. The introduction stage aims at informing the general public about the existence of the product

i.e. the target audience. Extensive and public interactive determine the reaction of consumers to a class on trial of the product and how well retailers see the product. Growth stage is meant to persuade the target audience to increase buying. Through promotional activity, intermediaries are used to make products available to buyers and compete with rivals. At the maturity stage aggressive advertising campaigns sale promotion in the form of discount and coupons direct and remind customer or target audience about the commodity.

Low sales and losses occur at the decline stage of the product life cycle. Little money is spent on promotion. Most marketers do new product development and the reintroduce the product into the market (Bovee *et al*, 2013).
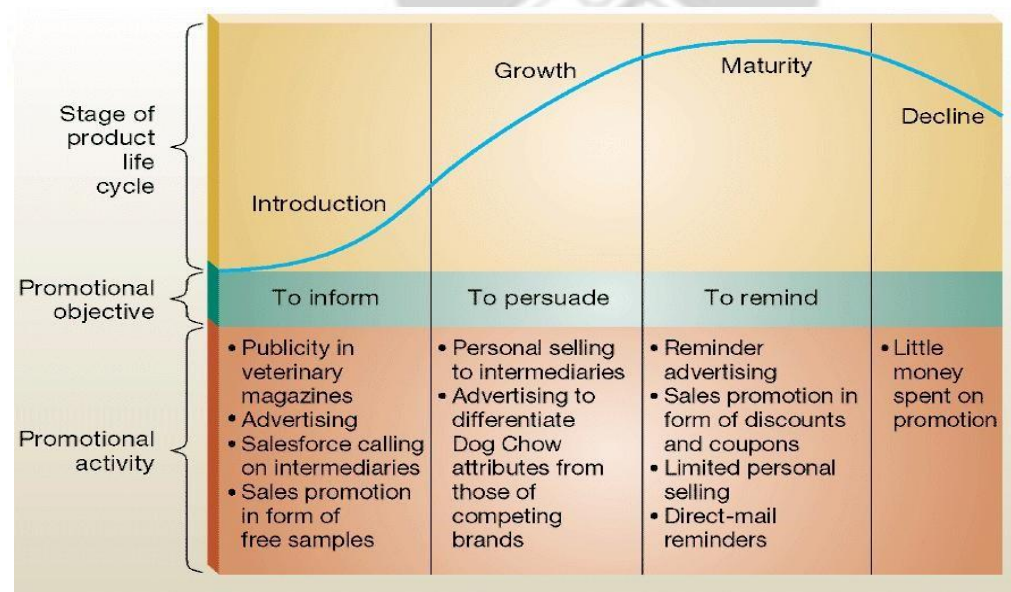
Figure 2.4: The Product Life Cycle

Source: (Bovee & Thill, business communication today, 2013)

2.8.3 Consumer Buying Decision Process

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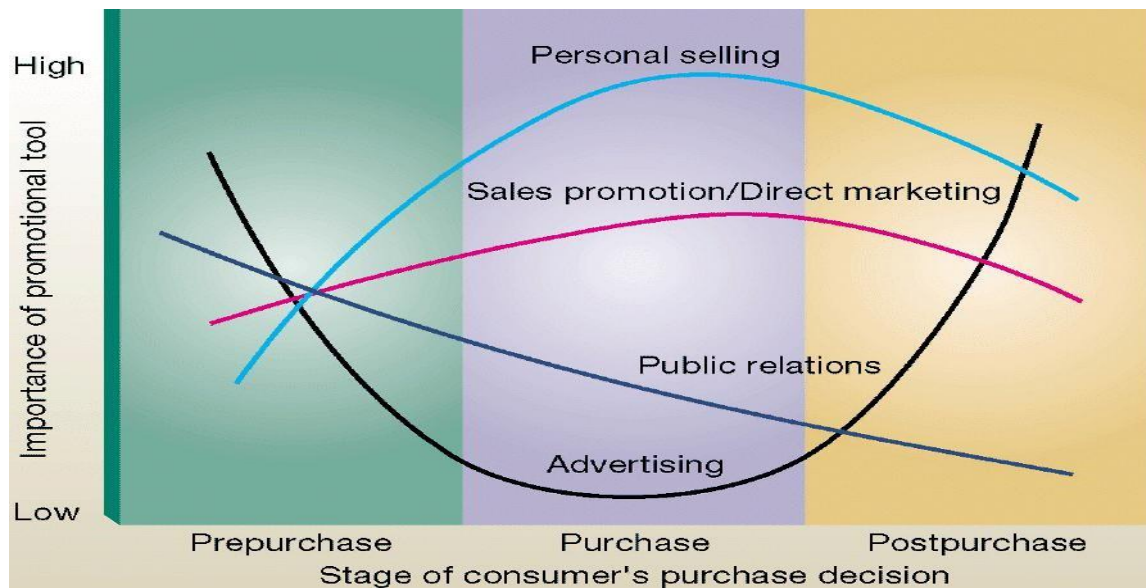
Figure 2.5: Types of Buying Decision

Source: (Bearden *et al*, marketing principles and perspective 4ᵗʰ edition 2014)

2.8.4 The Pull and Push Strategy

The relation to a push or pull communicaation strategy will be utilised or not constitute the last factor affecting the promotional mix. Wholesalers and retailers are persuaded and convinced to buy and sell product. When manufacturers resort to the use of aggressive selling and trading advertisements. This strategy is called push strategy. The wholesaler, has to push the products forward in order to have the retailer to handle the product. The consumer then buys the ―pushed‖ products (Lamb *et al*, 2012).

At the other end of the process, the push strategy encourages the stimulation of the distribution of the products. Instead of targeting the wholesaler in the distribution network, attention is focused on the end consumer or opinion leaders. When faced with rising demand, order is rather placed on the ―pulled‖ merchandise by wholesalers (Kurtz *et al*, 2011).
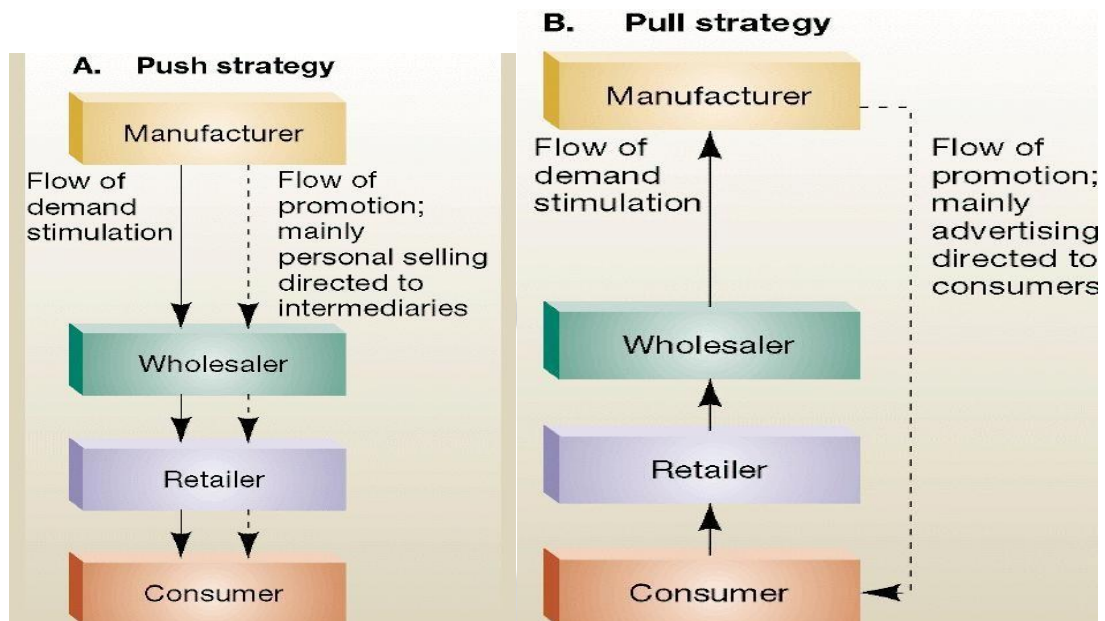
Figure 2.6: The Pull and Push Strategy

Source: Integrated Marketing Communication and Direct Marketing

2.9 Integrated Marketing Communication Synergy

Synergy shows the effect of a number of activities exceeding personal efforts. To Naik and Raman (2011), the combine impact of multiple communication activities may exceed the individual's efforts put together. Reid (2014) claims that with the help of

IMC, forms get synergy within marketing mix and consequently enhance performance. Duncan and Moriarty (2013) see interactivity as a process linking customers to a company while the brands and tactical consistency means bringing together of the message brands, they postulate complementarities of marketing communication reinforces the effects of individual communication efforts and in the same vein help the individual achieve communication goals which are beyond them.

2.10 Benefits of Integrated Marketing Communication

Integrated Marketing Communications reap much benefit though much is required. It has the ability to create healthy competition, enhances sales profit as well as save money,

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time and pressure , integrated marketing communication by involving customers in communication helps them in the various stages of buying consolidating the simultaneously the image of the organisation as well as develop and leads to interaction among buyers. This 'Relationship Marketing' develops faith among customer which can defend them against eventual effect on competition. The ability to retain a customer for good **is** advantageous in competition (Smith *et al*, 2013).

IMC as part of increasing profits also enhances effectiveness. Basically, unified messages have a great effect a number of disjointed myriad of messages. In a busy world the use of consistent array of messages has the likelihood of passing through a myriad of unconnected business information, continuously bombard buyers on daily basis (Smith and Taylor, 2013).

Another research has also revealed that shared images in advertisement and direct mail also create awareness in e-mail answers. By stretching messages across communication tools customers become aware and are likely to make a purchase or take an action. For example, only persuasive promotion can influence customers to buy or drink more Malt Guinness. This is because persuasive promotion encourages brand switch and changes the customer to have a change in his/her perception of a products attribute. It can also be important in competitive products like household items and soft drink. Well arrange messages also guide buyers to get timely reminders, reviewed messages and incentives, offered in an orderly manner, encourage the movement comfortably along various steps the buying method, it minimizes the displeasure selection in a complicated and competitive world (Smith *et al*, 2013).

Integrated marketing communication makes messages credible by reducing the danger in the mind of customer in the search process as well as influence the result of brand comparison. Un-coordinated communications dilute the impact of messages- thus arousing the anxiety in customers. On the other hand integrated communication reassures the sense of order. Consistent images and appropriate messages encourage long relationship with buyers. The implication is that customers databases help determine the trend of customers' choices and when such wants will be made (Kolter, 2011).

Eventually, IMC helps save waste of money in duplicating in areas like graphics and photography using methods like advertising, exhibitions and sales literature. It also helps coordinate the affairs of multiple agencies, in the payment of agency fees. This is done together for briefings, creative sessions or strategic planning (Smith *et al*, 2013).

2.11   Barriers to Integrated Marketing Communication

The seeming advantages notwithstanding, IMC has a lot of handicaps. The resistance to change and the problems of targeting a variety of audiences that growth the IMC also has a number of restrictions. Amongst these hindrances are: Operational Facilities; Restricted Creativity, Time Related Friction and absence of Managerial ability (Kitchen, 2013).

For example, both operational facilities and rigid organizational measures are seen in manager who defends of the monetary policies and their authority. Unfortunately some administrators affects communication, facts and administrators one another as seen in the PR department not reporting to marketing. The sales often do not often interact with those in charge of promotions and many others. What happens, when the sales agents are ignorant of the new promotional offer? This might end in people from other departments

resisting the decision on budgeting by some managers. The question then is what should be an ideal structure of the IMC department and how can such structure affect creativity? The truth of the matter is that, and advertising agent may not be keen in using an idea on creativity formed or developed from another department be it the PR or direct marketing consultant. Thus IMC could be a hindrance to creativity unless it fits the overall marketing strategy; else the joy in sustained creativity will be killed. This is so because when working within a higher creative brief, challenges on creativity will be more (Kitchen, 2013).

2.12 Golden Rules of Integrated Marketing Communication

Though the Integrated Marketing Communication **is** beneficial, the inherent barriers are many. Below are the 10 Golden Rules which ensure that one remains integrated for good; (Smith & Taylor, 2013).

(1) Have senior managers to accept the initiative by ensuring they comprehend the advantages of IMC.

(2) The various management stages must be integrated with integration being part of the agenda at various managerial conference be it yearly reviews or creative meetings.

Make sure all the managers recognize the importance of regular meetings-be it on delivery trucks or productive standard. Make sure the integration of PR, programs and other staff in advertisement information with well- coordinated internally interaction is effective for sales within companies. **.**

(3) To sustain a common visible measure for logo, typefaces, colours, there should be a Design Manual or even a Brand Book.

(4) Have a clear focal strategy for marketing communication strategy. There should also be specific communication objectives with the main values integrated to it values should be added to the brand, exploiting avenues for a common benefit.

(5) Begin from the scratch at Zero Budget. There should be new communication initiative specifying the needs that will help achieve objective. Remember that the Budget is often less than what is needed so there is the need to grade promotional activities accordingly.

(6) The customers must be considered first. Thus the purchase processes of the customers must control communications. Identify the customers' stages of buying before, during and after sales. The right promotional tools at each stage should be noted. The sequence of communication adopted by the customers should be developed at each stage.

(7) Relationships should be built with Brand Values. There is the need to have stronger relationships with customers. Taking into cognizance how each pool could do this, not forgetting that both customer retention and acquisition are of equal importance.

(8) An effective Marketing Information System (MIS) explains who need information; the needed information and the time such information is wanted should be develop.
A customer database for instance, will encourage telesales, direct sales and selling agents. IMC define, gather and exchange important data.

(9) Share Artifact and the media. Decipher how advert images could be useful in mail slots, show rooms, Christmas greetings cards, new bulletins and websites.

(10)   Be ready to use experience to effect changes when necessary, constantly looking for the optimum communication, through series of tests to have improvement (Kaizen, 2011).

2.13   Integrated Marketing Communication Effectiveness

IMC should be made effective through synergy involving various marketing communication. IMC is seen as the idea of firms on the reliability of their IMC as against their competitive IMC effort. For instance, the informants from the IMC provide effective assessment when comparing with the programs. Therefore, harnessing synergy through IMC brand equity of products and services, are budget reliable IMC encourages a bigger branding. Naik and Raman (2011) found a link between IMC synergy and sales; and that an increase in customer-based brand equity is a mediating factor in the relationship.

2.14   The Measurement and Evaluation of IMC

A lot has been done by communication and sales agents to determine the efficacy of interaction or exchanging messages. When one talks about the impact of communications, it implies how the basic IMC equipment that is advertising, the internet, sales promotion, and interactive media, direct marketing and publicity influence buyers. Emphasis has been placed on the outcome of the use of a variety of implements used in international sales exchange variety of equipment elicit different feedbacks at different levels of answering. IMC tools, apart from informing customers, also determine the effect on most of the IMC facilities, practically informing, as well as indicating the level of the responding procedure. Many methods could be utilized to evaluate the role of each equipment at the various stages of the feedback stages.

Presentation/Exposure: Though it might not be part of the means of getting feedbacks, it is initialing expedient for buyers to be given the information given by IMC operations. Methods of relaying information are present in all the IMC facilities and they could be used by agents to measure how buyers among the target group could be reached using a variety of communication methods. These steps of assessing are diverse among the IMC tools and individual and the various types of media. Identifying the different stages of getting in touch with the marketing communication is not difficult for a number of IMC practitioners.

Media planners can identify the reasons for the number of buyers got, how often they are reached by each sales promotion, as well as the direct sales done. Sharing of sales promotional offers give opportunities like; samples, premium, coupons, returns and the measurement of the tools. Contact with web-sites and banners ads on the net could be assessed using traffic and pages or write-ups. A problematic means of making an assessment and the extent of awareness in social interaction, especially regarding media equities.

Cognitive Dimension: In the area of understanding, many steps can be utilized to identify if the information sent via the types of IMC could be seen as having had some effects. Recall and recognition steps could be utilized to decipher the exposure of a remain in their minds. Very exclusive deductive methods can also be employed to find out how various forms of interactive has altered the beliefs, ideals and the attitude of buyer either the brand or company. It is relevant to note that how practically the buyer's behavior has been affected by just a single IMC tool or by a number of communication. Affective Dimension: Considering the area of information priority must be given to attitude formed in buyers by

IMC tools. Impact can be determined at the various stages, namely, the attitude towards information, the brand and the company. It has been observed that positive reaction to promos can be grouped into the response to the ad, that how the advert is appreciated and the behavior towards the product (Belch *et al* 2010). As observed already, there is also the concentration on the feedbacks to communication information (Bruner and Kumar 2010). Digital media like the internet are playing a part in the naming of a lot of companies as marketers profit from the communication and focusing opportunities (Bianco 2014).

Establishments like Guinness Ghana Breweries Limited and a lot of other have started to form special materials for the internet in the area of short movies and other types of amusement. Therefore, priority must be given to evolve the steps to be used in determining the effects of the web sites materials on buyer's impression of a company and the regard for the good as well as their feelings and demand for the brand.

The affection responses to other types of sales strategies should also be noted. For instance, marketers' have to use direct mail materials or sales like the contributions stated or competitions, sports and betting's acceptable to buyers patronage is another IMC facility which contributes to determine how the product is seen and demanded. An important factor which makes companies partake in patronage is their desire involved with the company or product leading to the patronizing developing good image or response from buyers.

It is necessary for IMC designers to elicit reaction to the types of sales strategies as shown by the studies to be positively inclined to the reaction to the brand attitude and plans to buy. Brand attitude and willingness to purchase is given top most consideration as it plays a major role in informing about a advertising and buyers response and the measurement of the extent of which the interactive sales facilities, be it personally or in a group affect the outcome is vital.

Behavioral Dimension: The last level of attitudes is the reaction which is important to marketers. Purchase attitude could be broken into many stages namely testing, the basic use or the preference to a product opting to buy the same brand again; brand loyalty and brand switching.

Market practitioners often take goods bought as the result got after assessing the attitude of buyers to a product at the end of the sales. Some marketing researchers go to the last extent to content that experience got for interference or the rate of alternates is less important, and targeting similar promotions activities directly to purchase attitudes assessment like sales, Return on Investment (ROI), market shares and brand choice. Attitudinal processes could be utilized to get determine the reliability of the communicating media. A lot of consumer industries these days share coupons or make buyers to as for the product sample via websites. How reliable the sales trials of new product promoted or enhancing the preference for the old product could be deducted. Companies involving in E-commerce, the purchase get form the websites are the indication of their reliability of the strategy.

Table 2.2: IMC Response Metrics

Response Stage	Advertising	Sales Promotion	Direct Marketing	Internet and Interactive	Publicity/ Public Relations
Presentation/ Exposure	Reach Frequency Ratings Circulation	Distribution of Promotional Offers (Samples/Coupons) P-O-P Displays	Pieces mailed Circulation Ratings	Traffic Page views Time spent on site	Media Placements Number of positive/negative articles Video/audio exposures
COGNITIVE Brand Awareness/ attention	Recall Recognition	Recall Recognition	Recall Recognition Inquiries	Recall/ Recognition Hits/visits	Recall Impressions Brand/Company
Brand Knowledge/ Comprehension	Brand Beliefs/ Perceptions/ Associations	Brand Beliefs/ Perceptions/ Associations	Beliefs/ Perceptions. Associations	Click throughs Page Visits Brand Beliefs/Perceptions/ A	Beliefs/ Perceptions/Associations
AFFECTIVE Attitudes	Attitude→Ad	Attitude→Promotion	Attitudes→ Message	Attitude→Site	Attitude→Event
Message	Attitude→ Brand	Attitude→Brand	Attitude →Brand	Attitude→ Brand	Attitudes→ Company/ brand
Brand Intentions	Purchase Intentions	Purchase Intentions	Purchase Intention	Perceptions/Associations Purchase intent	Purchase Intent
BEHAVIOR Trial	Initial Sales	Redemption/use of coupons, rebates samples	Initial sales	Redemption/ use of online coupons or samples	Attendance
Repeat Purchase/ Loyalty	Sales and Market share	Sales made during promotion Membership in loyalty programs	Repeat Sales	Sales directly from web site	Sales Market share

Source: Bruner and Kumar (2010).

2.15   The Concept of Branding

The American Marketing Association (AMA) defines a brand as a tag, term, symbol or design or all these put all to these and aimed at the goods and service of a seller and separate them from those of within competitors. Branding on the other hand, is the process of giving products (goods and service) the strength of a branding. A brand is thus an identity providing intangible benefits beside the use of the goods which are not easy to copy (Farquhar *et al*, 2010).

Many organizations recognize brands as a priceless treasure which helps the substance of its competition edge over opponent. In the same view marketing students, communicators and the public are interested in having an identity which makes the outstanding in the market.

Furthermore, branding could be seen a means of saving what an organizations is. Herein, the consideration of the marketing with regards to branding is to be able to create an intuitive and memorable image for the products, services as well as the firm itself by presenting and providing what is distinct and special about the organization.

Branding is forming and developing of company's name: the logo, features, slogans, opinions and the data linked to a company or goods. Branding makes a company known and unique. The ability of any business or product depends on the part of markets capabilities to differentiate products from competition.

It is a name, expression, signs, used or putting together to know marketers products and separate them from the competitors' goods. A type name is that part an identity that can be talked about, for instance letters, diction and figures. The features of naming that cannot be called the models sign (Lamb *et al*, 2012).

2.15.1 The Concept of Brand Equity

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The concept under consideration could be seen in many ways and approaches. From the layman's point of view, when the customers are familiar with the brand and they are stored in their (the customers') minds, as well as have special brand associations, there is equity. Brand equity from the consumer's perspective is therefore the extent to of the consumer's knowledge about the brand. Here, the two forms of knowledge being considered are namely; brand awareness and brand image (Dama, 2010).

a) Brand awareness

Brand awareness is a problem of types of name up for consideration for buyers identifies the type of product and the manner in which the identity is called. Have a break a while and reflect about the types of alcoholic drink that may come to mind. Perhaps it is Guinness, stat or Gulder, because they are the leading brands among Ghanaian alcoholic drinks in the market. Brand knowledge is a primary level type of brand equity. Getting knowledge about the type is a problem faced by established brands. Two types of brand knowledge are identified; brand identification and recollection. Brand identification reflects a relatively surface type of knowledge. Brand reflection means a deeper type of knowledge. Buyers can identify a type shown on a list or clues are given.

Brand awareness is the fundamental dimension of brand equity. From individual consumer point of view, a brand has no equity until the consumer is aware of the brand. The initial problem for a new brand is by achieving brand awareness. The two levels of brand awareness can be identified as Brand Recognition and brand recall.

Brand Recognition is whereby a consumer can correctly identify a particular products and services by viewing the packaging or advertising, logo, tag line. It help consumer to recall prior to knowledge. It also reflects a relatively superficial level of awareness. Brand

Recall reflects a deeper form of awareness. Brand may identify if it is presented to consumers on a list or if hints are provided. However, fewer consumers are able to retrieve a brand name form their memories without any reminders or cues. This can be achieved through effectives and consistent integrated marketing communication efforts (Bruhn and Georgi, 2014).

b) Brand image

The second angle of consumer-based brand awareness is a brand image. Branding identity can be seen in terms of the types of alternatives that come to the buyer's mind when considering on typical mode. They are connected to memory particular thoughts or alternatives. The competing goods could be emphasized considering their brand's positive side, uniqueness, the eventual aim of a product relies on the exposure to customers and brand relationship will brand the brand loyalty on a product seen as the main product on the company (Bruhn and Georgi, 2014). The likelihood of a brand losing sales to competition hitches on a reliable status. Advantages which all industry will get from a powerful brand are mainly the premium price got, alternative brands could be refused and a reliable brand will be a hindrance to customers changing to competitors brands.

2.16 Corporate Brand Image

According to Argenti and Druckenmiller (2010) corporate identity is the consideration company's nature and its special model. This is also argue that corporate brand image is the organisation as seen from the angle of one's community is based on the area in which it finds itself a company may be have various identities. Worcester (2009) define corporate brand image as putting together the skills, influences, ideals, passion and knowledge people acquire about the organisation. A reliable sales program is based on a specific

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general identity. The identity outlines what the organisation is about and the ability of such

and to showcase itself. The idea corporate image must remind the organisation of the way

it is seen in the market. By the term market - we are talking about that organisation.

Certainly companies are often concerned about the way their most valued customers see

them. And the way company intends influence this, its image often portrayed by the

market does not tally with the managers wants and as employees becomes conscious of it.

The three elements of corporate brand image to be considered are the corporate identity,

corporate personality and corporate reputation.

2.16.1 Corporate Identity

Organizations rely on various cues in their quest to project an image to its stakeholders.

According to Fill (2013), corporate identity is the outward projection of who and what the

organization is, to its various audiences. Van Riel (2011) also defines corporate identity as

the way an organization presents itself to its publics through communication, behaviour,

and symbols. Corporate image is thus the manner a company unveils itself to stakeholders.

However, some of these cues may be planned or unplanned. Planned identity cues include;

letterhead, logos, signage, product quality, behaviour and appearance of staff among such

related things, whilst unplanned cues include; media comment, cleanliness of the

company's premises and vehicles.

According to Argenti and associates (2010), corporate identity consists of an organisation

outstanding native like the members, goods and what they provide. An organisation

identity involves both individual and collective elements. The individual is interested in

what employees think and feel about their organization and the collective element

identifies corporate identity as the degree to which the feelings and thoughts about an

organization's distinctive characteristics are shared amongst employees. The idea of corporate image should remind the organisation about the way it see itself. It might be deceptive to adhere to that are two rigid managers, workers, stakeholders and providers. When the issue of public identity comes to the fore, it has to do with the way the organisation wants to portray itself (Kitchens *et al*, 2013).

2.16.2 Corporate Personality

Corporate Identity encompasses how an organization behaves. However, how an organization behaves is shaped by its personality. According to Bayton (2012), an organization's personality is the humanized behavioral characteristics that are attributed to organizations in terms of them being ―mature‖, ―liberal‖, and ―friendly‖ among other such related attributes. Corporate brand personality is a form of brand personality specific to a type. Brand personality traits can be linked to a group. Though the idea of personality is necessary for the type of products and the basic model, there is a unique difference that could be identified between the two main types of product and how this affects the idea of branding. A basis identity differs from a type which the public can compare with many other groups (manufactures).

For instance, basic identity may be solely linked to organisation on account of how the public relate to it; activities and credibility; likes as in the case of general goods and their features and their shared attributes or benefit. Guinness Ghana Breweries Limited is one such public company which has a more that is generally associated with other products rather than those of its own (e.g. Guinness, Golder, Malta Guinness, etc.).

As a result, corporate brands will be seen as made up of personality features wider and of different way made compared to the set of characteristics to each type of product. Naturally

therefore, a goods usage is more of what is does and stand for unlike the corporate image which is seen more of its identity and the activities it involves in product type personality which specifically has to do with what the customer makes of a product type, a corporate personality can be defined in terms of the features or traits of the workers of a company in general corporate image personality the relies on its worth, dictions and behaviors of workers, as a group and individual (Keller, 2013).

2.16.3 Corporate Reputation

Fill (2013), argues that accumulated images and experiences of an organization and its products result in corporate reputation. Though many authors consider the concept of reputation and image as synonymous and thus use them interchangeably. Caruana (2002), states that reputation is a far more enduring perception of an organization and results from an accumulation of stakeholders experiences. Fombrun (2013) proposes that a key characteristic of Reputation is that a total reflection of how the general publics or customers assess the company or see the organisation. Saxton (2012) defines reputation as an overall evaluation of a company for a period of time the eyes of its stakeholders and expressed through their thoughts and words. The assessment is the outcome shareholders interaction with the organisation, as well as other relationships.

2.17   Corporate Brand Image Mix

Herstein *et al* (2008) state that in order to reinforce corporate brand image, an effective integrated marketing communication (IMC) strategy must be developed and successfully implemented. According to Smith and Taylor (2013), four key elements that shape an organisation's brand image ―Products and services‖ refer to the physical product as well as its quality and design. The ―environment‖ refers to how the offices, factories, meeting rooms, receptions among others are built, designed, decorated and presented.

―Behaviours and attitude‖ focus on social responsibility, corporate citizenship, ethical behaviour and community affairs. ―Communications‖ has to do with advertising, personal relationships, personnel communications, brochures among others.

2.18   Theoretical Framework

The theoretical framework provides a synthesis of the literature to determine the interrelationships between an organisation‗s desired image and its perceived image. It also provides a conceptual framework for the measurement of corporate image and reputation (Schultz *et al*, 2010).
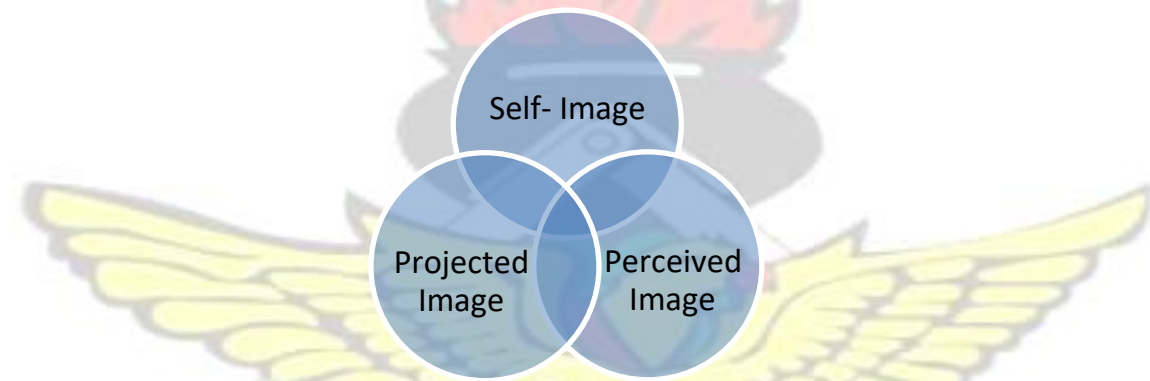
Figure 2.7: Self-image, projected image and perceived image

Integral to idea of corporate identity is the concept of Self Image, Projected image, and Perceived image. An organisation‗s self-image relates to the perceptions held by the internal audiences (employees) of the organizations whilst the projected image relate to how the organization presents itself or the type of image it presents to its external constituencies. On the other hand, perceived image relates to how the external audiences actually perceive the organization (Schultz *et al*, 2010).

2.19 Promoting the Desired Image

The appropriate identity could contribute greatly to a company‗s success must make sure they understand the organisation present identity. The aim is to see to it that the future

identity of company in the years ahead is projected, messages must reach all stakeholders; namely; buyers, distributors and workers. While the advertising group examine the organisation identity, other audience specifically non-buyers of the company must be met for their opinions. As soon as how they (consumer) opinion about the company is established, then corrective measures aimed at righting any wrong impressions or rebuild the currently hold. In considering the image to be promoted, salesmen must consider the following:

1.   The promoted identity should clearly show that the promoted products and services are in line with the company's aspiration.

2.   Intensify the present identity which is in line with the opinion of the buyers and that it is easier to achieve than altering an established identity.

3.   It is hard changing people's opinion about a company, changing the present identity or to have a completely fresh identity is not possible.

4.   Any wrong or poor reportage can easily tarnish the image built over years. To form a new identity for a company involves a lot, as soon as the fame image has been damage

(Schultz, 2010).

2.20   The Concept of Competition

This section discusses two major conceptions of competition, the classical and the neoclassical. In the classical conception, competition is viewed as a dynamic rivalry process of firms struggling with each other over the expansion of their market shares at the expense of their competitors. By contrast, the neoclassical conception of competition is derived from the requirements of a theory geared towards static equilibrium and not from any historical observation of the way in which firms actually organize and compete with each other (Naik *et al*., 2011).

Classical economists viewed competition as the mechanism that coordinates the conflicting self-interests of independently acting individuals and directs them to the attainment of equilibrium in a dynamic sense of the term, that is, a never-ending process of elimination of any excess profits or losses and the tendential establishment of natural prices as the centres of gravitation of market prices. This is the reason why Smith notes that despite the fact that each individual is pursuing the satisfaction of his own selfinterest, nevertheless is led by an invisible hand to promote an end which was no part of his intention (Blaug, 2003). The author notes that only, through the principle of competition has political economy any pretension to the character of science. So far as rents, profits, wages, prices, are determined by competition, laws may be assigned for them.

The analysis of competition in the neoclassical theory is contained in the model of perfect competition, which describes the ideal conditions that must hold in the market so as to ensure the existence of perfectly competitive behaviour from the typical firm and, by extension, the characterization of the industry as competitive or not (Botwinik, 1994).

The model of perfect competition describes a market form consisting of a large number of small —relative to the size of the market— firms selling a homogeneous commodity to a large number of consumers. All market participants have perfect information about the prices and the costs of each good, consumer preferences are given and finally, there are no impediments whatsoever in the mobility of the factors of production. The result of the above conditions is that the producers and consumers — because of their large number and small size— are incapable of influencing the price of the product, which becomes a datum for each and every individual firm or consumer in the market (Hunt, 2000). The behaviour of the firms becomes completely passive with respect to the price of the product (―price taking behaviour‖) and as for the production, the firm simply chooses the level of

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output consistent with the maximization of profits which is achieved at the point where the price equals with the marginal cost of the product (Hunt, 2000).

The same price also maximizes consumers utility and by extension society's welfare. The conception of perfect competition is therefore required for the neoclassical theory to render static equilibrium determinate. The intensity of competition is directly proportional to the number of producers and, in general, the structure of an industry.

2.20.1 Measuring competition

Despite the ubiquity of the concept of competition in economic analysis we in fact only have very poor measures of the degree of competition in a market. Common measures used by anti-trust authorities and empirical researchers include market shares, the concentration index, the Herfindahl index and the price-cost margin. However, as shown in Boone (2008) and discussed below, these measures can sometimes give an incorrect view of the degree of competition in a market. They are not particularly robust from a theoretical point of view, in the sense that they can incorrectly show an increase in competition, when in fact competition has declined, and vice versa.

Boone (2008) suggests an alternative measure, based on relative profits, which is more robust to the different ways in which competition can be parameterized in theory. The intuitive idea behind the relative profits measure is that in a more competitive industry, firms are punished more harshly in terms of profits for cost inefficiency. Put differently, comparing two firms in an industry, where one is more efficient than the other, the more efficient firm will have higher profits than the less efficient firm. As the industry becomes more competitive, for given efficiency levels of the firms, the profits of the more efficient firm go up relative to the profits of the less efficient firm. This can happen because the profits of the more efficient firm actually increase, or if the more efficient firm's profits

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fall then the profits of the less efficient firm fall by more. While in theory this relative profit is more robust to capturing changes in the degree of competition, it has not been tested empirically.

2.20.2 IMC and Competition

Firms frequently utilize multiple communications instruments, for example, advertising through multiple media outlets such as TV and print, concurrent advertising and promotion and concurrent advertising and detailing. Empirical research has shown that the effects of these instruments are not independent of each other. For example, Naik and Raman (2011) report strong support for a positive interaction between print and television advertising on the sales of estimate the interaction of advertising and personal selling using data from an electric cables firm and also find a significant positive effect.

Interaction between the instruments of the communications mix targeted at the same market segments creates synergy – an increase in the effectiveness of each instrument due to the presence of the other instruments. In other words, the combined effect of a communications mix is greater than the sum of the parts (Naik and Raman 2011). The presence of synergy should ideally lead firms to use Integrated Marketing Communications (IMC) (Schultz, 2010). IMC can be defined as the strategy of coordinating advertising, personal selling, sales promotion, public relations, and other promotional activities, with the goal of providing clarity, consistency, and maximum communications impact. Practically, a company might place all its media decisions under one agency to allow for coordination and consistency between brand messages (Schultz 2010).

From a budgetary standpoint, IMC requires not only determining the total communications budget but also the allocation of the budget among different instruments, including the different media or the vehicles within media. For example, a salesperson whose company and products are well known is likely to get a better response. A firm may spend too little on advertising if this interaction effect is ignored. Absent IMC, not just over-advertising (Aaker *et al* 2010) but also wrong allocation of the communications mix could take place. Research shows that proper allocation of advertising across media and products can have a bigger impact on profit than the level of the total ad budget (Saunders *et al* 2012). Thus, the research issues we consider are to determine optimal IMC budgeting over time, the optimal dynamic allocation to different communications instruments, and the dependence of these decisions on firm and market characteristics.

2.21   Integrated Marketing Communication and Corporate Image

The traditional communication process depicting the flow of messages from senders to receivers through encoding, media, and decoding, has developed inherent clear changes, tending to be communicative and changing(not permanent). However, the traditional framework sill forms the basis comprehension talking about the image forming methods. Now attention is on extensive use of brand contacts on drivers of brand equity. Brand communication is sent via a number of agencies than relayed advert only. Brand communication is now either carefully planned or unplanned. Some important brand contacts are now controlled by the brand strategist (Duncan *et al* 2013).

Integrated marketing communication has now been advanced to contribute to building brand values. Carefully studies of many techniques and aspects of integrated marketing communication is becoming popular though; the general opinion is that effective

interaction is vital for the creation of brand awareness and image that is brand equity. Brand image is seen as important advantages for many (Aaker *et al* 2010). Considering the importance of brand equity, there is little wonder that many organizations have put a lot of resource that will encourage the building and maintenance of strong brand images. To Duncan and Morrarty (2013) is the mechanism that forms a strong link with company's activities and customer reliable feedbacks.

As stated by Schultz (2010), brand equity is not just established individualist types of interaction but manager image-equity through integrated marketing communication (IMC).

IMC synergy within the numerous interacting agents has the ability to have biggest persuasive effects on customers encounter with new associations. In fact, from this empirical research. It could be concluded that through the adopting of IMC idea, salesmen bring momentum variety of communication tools have type equity of goods and services.

2.22   Integration of Corporate Image into the Communications Mix

While managers had in the years gone by regarded IMC as more of tactically coordinating features, it is seen today in terms of its well-planned relationship (Kitchen and Schultz, 2014). Holm tactically for coordinated communications which could help businesses to attain a competitive positive. The IMC idea has been formed as an effective study alternative to introduce and overlook the avenues for sales relationships which effectively affects a company and its customers as well as the future buyers (Smith *et al.*, 2013).

Because shareholders are made to the companies resort to the utilization varied avenue and means to form images (Gray and Balmer, 2014). To get the export image communication

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mix more applicably, Miles and Mangold (2011) are of the view that, there is the need for a more that internal communication target employees while external communication focus on customers. Formal source if internal communication has to do with the human resources and the PR system sending information via papers and magazines and the company's websites.

It is relevant that feedbacks from the manpower development section be consistent to one another as well as through the company's communication network.

To have distinct and regular information through the manpower develop program, expedient to manage cleverly the process of enticing new employee training and developing, as well as compensation. The second form of internal communication in an organisation is the Public relation (PR) system. This source will play an important role workers understand these policies, social values and advertisements put up by the public relation to promote the identity and their emotions. Examples of the informal sources of communication are: co-workers, controllers, the company's tradition, the leader and manager who are essential in forming a public image of the organisation- the first being co-worker. In some cases, message send through all colleagues by communications are more reflection the truth than those passed through the official route.

The next informal within is company's which is made up of the values, norms the standards of behavior expected to be sent to the members regarding the objective to be persuaded and the techniques to be adopted achieve such visions (Johns and George, 2010).

The next, organizational dynamic leader and managers specifically help their subordinates to comprehend the company goals and aspirations send the play to achieve the objective. Customers both informally and formally are targeted by external communications. The

formal sources of external communication involve PR and advertisements. Advertising is seen as strong as when compared to the public relations since they could be controlled and supervised by the organisation. Managers should understand the external messages sent to the stakeholders y the public relations sector.

Among unofficial avenues of outside communication are buyer's feedback and word of mouth. Word of mouth communication is very reliable when put side by side the organisation and the information sent media advertisements. (Boone *et al*, 2010).

2.23 Integrated Marketing Communication (IMC) and Guinness Ghana Breweries Limited (GGBL)

Today's very competitive commercial area exerts some considerable pressures on sales ventures to arrive at valve-conscious consumers to buy. Consequently, sales are rapidly changing to IMC mainly a planned fusion of a number of avenues for with focus on sales to evolve a vast array of regular information. At a point, integrated communications are horizontally, or enhance a number of steps of communications. For instance, advertising messages should be regularly sent by the messenger/seller. However, a promotion can be vertically, from salesman along the sales means. For instance salespeople are often dispatched to retailers to arrange for adequate inventory level and to assist in setting up in-store displays. Guinness Ghana Breweries Limited (GGBL) is masters at integrated their marketing communication effort. The company is well-known for consumer advertising. Guinness has extensive tradition of sales promotions, from the price-winning to beer mats and bill board "My Goodness My Guinness," (or, alternatively, "My

Goodness, My Christmas, its Guinness!") and most famously, "Guinness is Good for

You". The exhibits involved featured Gilroy's clear artifact and always or often no features uses creatures like the kangaroo, ostrich, seal, lion and especially a toucan, which is turned

into being associated with Guinness. As the advert went with this jingle: "Toucans in their nests agree/Guinness is good for you/Try some today and see/What one or toucan do.").

In 2000, Guinness 1999 advert Surfer was adjudged first in its commercial of all seasons, a UK opinion poll organized by The Sunday Times and Channel 4. This is sponsored the well-known by 1980's Guinness TV and movie advert, "Big Wave", which focused on a surfer struggling through as the sun wearing a bikini bathing and taking snapshots. Not only did the 1940 advert became a famous picture of its own but become an indelible lineage in the Irish culture by it leading to popular in Christ Moore's 1985 hit song ‗‗Delirium Tremens" and in 2009, the "To Arthur" advert, which begin with two friend recollecting the long history praises each other by raising their glasses and say "to Arthur!‖ This praise gradually moved from the bar to the streets, finally moving around the entire universe. The advert on this note, "Join the worldwide celebration, of a man named Arthur". For the second time running at 17:59pm on September, 23rd 2010. Guinness took the African beer market by storm and since 1827; Guinness has been a common commodity. Close to 40% of the global total promotion was extremely successful for Guinness in Guinness in Africa for almost ten year before its replacement by ‗'Guinness Greatness'' in 2006.

Their sales promotion efforts in the form of discount, contests, and buy one get one free are also familiar to millions of consumers. The average consumer, however, does not see their highly trained sales people who call on wholesalers and retailers. Guinness Ghana

Breweries Limited (GGBL) has used direct marketing effectively. Like many others, GGBL also manage sophisticated public relations and publicity efforts to supports their marketing communication campaigns in order to come out with competitive brand image. Sponsorship programs (especially being the number one sponsor of the Ghana Black Star). An investment in causes and effects help alter general business objective as well as sales may be an important part of an integrated marketing communications strategies (Bearden *et al*, 2013).

2.24 Effect of IMC on Corporate Brand Image

Marketing communication represents a concept that first occurred during the last decades of the twentieth century, as a result of the incredible development of marketing during that period. Although so far, the opinions of various specialists differ in terms of concept content, one may speak about a consensus on the role and importance of marketing communications. In today's global economy characterized by high dynamism and fierce competition, companies are looking for the best way of communicating with their clients and they do everything humanly possible to persuade the customers of their product's quality and the benefits that people get from using their products or services (Aaker, 2010). Therefore, communication has become a fundamental aspect of marketing, and a key success factor for the company. Organizations use various forms of marketing communication in order to meet financial or non-profit targets (Balmer, 2013). Integrated Marketing Communication (IMC) is one of the most important

communications trends adopted all over. The emergence of this concept has influenced thinking and acting among companies but also authorities, state owned companies and political parties, all facing the realities of competition in an open economy. Marketing

organizations are increasingly paying an emphasis on integrating their messages, procedures, and communications within their formal organizational boundaries (Chang, & Thorson, 2011).

Some 20 years ago academics and professionals discussed theory and practice of business communication but without considering the idea of integration as a realistic approach to reach a competitive strategic position for the company. Some early attempts in the beginning of the 1980s initiated academic interest and articles appeared in the academic literature (Christensen, *et al*. 2010). From the beginning of the 1990s IMC became a real hot topic in the field of marketing (Clow, 2010). What then is the connection between IMC and brand image and how does integrated marketing communication contribute to corporate brand image? Schultz *et al*. (2012) conceptualize the effects of integrated marketing communication in terms of ―contacts‖.

According to these authors, a contact is any information-bearing experience that a customer or prospect has with the brand, including word of mouth and the experience of using the product (Madhavaram *et al*. 2011). All of these contacts with customers can potentially influence the corporate brand. Keller (2012) considers that customers or prospects can also have contacts with the brand through marketer-controlled communication, such as: media advertising; direct response and interactive advertising; place advertising; point of purchase advertising; trade promotions; consumer promotions; event marketing and sponsorship; publicity and public relations; and selling (Motameni & Shahorkhi, 2011). There is ample evidence in the literature that suggests that various marketing communications influence brand image, including advertising (Naik, &

Raman, 2011), sponsorship, and various alternative communication options (Pride & Ferrel, 2011).

Taking into account Keller's opinion, who considers that the most important purpose of the marketing communication is to create brand equity, and Schultz's (2012) notion of marketing communications through ―contacts‖, one can argue that firms can use IMC to achieve high brand equity through marketer-controlled brand contacts (Schultz, 2012). Furthermore, integrated marketing communication has been advanced as a strategic business process that could contribute to building brand value. Although systematic research on several strategic and tactical aspects of IMC is gaining momentum, it is widely accepted that effective communication is critical in enabling the formation of brand awareness and brand image.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter is basically about the methodology and describes how data will be used, collected and analyzed. Research methodology is a process of wide principles or rules used at a special area of study. The discussion in this area involves research design, population, sample and sampling techniques, data collection methods and analysis, validity and reliability tests and brief history of case study area.

3.2 Research Design

A research design constitutes the focal point of every research. This affects the type of investigation and the methodology technique used. Research design means the technique

used to embrace the various aspects of the research in an effective and meaningful way (De Vaus, 2010). Three major forms of research design used by Saunders et al. (2012) include exploratory, descriptive and explanatory studies. For the purpose of this study, the researcher used the descriptive design. A descriptive research design embraces both quantitative and qualitative methods. The use of descriptive design brings valuable information that result in reliable analysis.

The design for this research was a case study that focused on Guinness Ghana Breweries Limited Kumasi-Kaasi (GGBL), to ascertain the effect of integrated marketing communication (IMC) on corporate brand image. The research was conducted in the field and data which were mainly primary data obtained from individual consumers who consume GGBL products, wholesale customers of GGBL product and a response from management of Guinness Ghana Breweries Limited Kumasi-Kaasi. This research is limited to the operation of Guinness Ghana Breweries Limited within Kumasi-Kaasi metropolis. Qualitative data was used in the analysis of data. The sampling technique used was cluster sampling, simple random sampling techniques.

3.3 Population

A population is a complete set of items which have say the features that is the basis for the numerical observation (De Vaus, 2010). The first step was to define clearly two target populations for the study. This is defined as the target beneficiaries and customers of Guinness Ghana Breweries limited. The target population was in three groups;

Management, key distributors and consumers of Guinness Ghana Breweries Limited, Kumasi-Kaasi branch. At present, the population of GGBL customers in Kumasi is estimated at more than 800,000. There are also 50 management members of Guinness

Ghana Breweries Limited-Kumasi, 4 key distributors and close to 300 retailers in Kumasi. In effect the total population is estimated at 800,354.

3.4   Sample and Sampling Techniques

A sample is a subset which has the feature of a bigger target audience. Samples are utilized in numerical analysis when the target audience is too broad for the research to embrace all the likely components. Wilson (2010) assets that when sampling error reduces at ratio in relation to the square root of the possible increase in sample size. For instance an increase of sample size by 400% will improve accuracy by 20%. Non Probability sampling specifically convenience and purposive sampling method was used to draw the sample from the population. Non probability sampling involves a subjective selection of respondents (Housden *et al*, 2013). Hair *et al* (2011) defined Non

Probability Sampling as sampling approach where the probability of choosing sample elements is not known. Convenience sampling techniques will be used for consumers of GBBL-Kumasi and Purposive sampling technique will be used for both management and staff and key distributors of GGBL-Kumasi. The following constitute the sampling frame: management and staff of Guinness Ghana Breweries Limited, Kumasi-Kaasi, key distributors of Guinness Ghana Breweries Limited, Kumasi-Kaasi, consumers of Guinness Ghana Breweries Limited, Kumasi-Kaasi. The researcher employed nonprobability sampling. In all, 200 consumers, 40 distributors and retailers were selected in addition to 20 management members of GGBL. The sample size used was 260.

Below is a breakdown of how the sample size was derived.

To arrive at the sample size, the following formula was used;

$$SS = \frac{Z^2 * (P) * (1-P)}{C_2}$$

Z = Z – value

P = Percentage of population picking a choice, expressed as decimal

C = Confidence interval, expressed as decimal

Z – Values (cumulative normal probability Table) represent the probability that a sample

will fall within a certain distribution.

The Z – values for confidence levels are:

1.645 = 90% confidence level

1.96 = 95% confidence level

2.576 = 99% confidence level

Source: Godden (2004)

In line with the current study, the following values were used:

Z = 1.96 for 95 percent confidence level

P = 0.2

C = 0.05 (5 percent margin of error)

Note: these estimates are for the infinite population. After which the sample size derived

from the calculation would be used to calculate a new sample size for the finite population.

Calculation for the infinite population

$$SS = \frac{Z^2 * (P) * (1-P)}{C_2}$$

$$SS = \frac{1.96^2 * 0.2 * (1 – 0.2)}{0.05^2}$$

$$SS = \frac{3.8416 * 0.2 * 0.8}{0.0025}$$

SS = 246

We now calculate for new sample size using the finite population.

Finite population = 800,354

$$\text{New SS} = \frac{SS}{\left\{1+\dfrac{(SS-1)}{\text{Pop.}}\right\}}$$

$$\frac{246}{\left\{1+\dfrac{(246-1)}{800,354}\right\}}$$

$$\frac{246}{1.0003} \qquad \underline{\textbf{New sample size} = \textbf{245}}$$

The implication is that the researcher is not allowed to use a sample less than 245. As shown above, the sample size used was 260.

3.5 Source of Data and Data Collection Methods

Two major data source were used in this study; primary and secondary data. It is to used allow for new information that will improve upon the current study. Again, secondary data has the edge of to ensure that where information available already addressed some objectives, and were used in the right direction.

3.5.1 Primary Data

Primary data: This offered the researchers the opportunity to collect first-hand information that was primarily useful for the study. The data collection method used was survey research- questionnaire were designed to solicit relevant data directly from customers, employees and management of Guinness Ghana Breweries Limited- Kumasi. The first section of the questionnaires was directed to the management and employees of Guinness Ghana breweries limited to look at how the company promotes its services to its customers, the training they give to the sales personnel to provide quality and better

service to their customers and the effectiveness of integrated marketing communication in order to achieve a corporate brand image.

The second section of the questionnaires was directed to customers of the company. Here customers were made to answer questions in relation to the services of Guinness Ghana breweries limited.

The last section of the questionnaires was directed to wholesale of Guinness Ghana breweries limited to look at how the company promotes its services to its key distributors and it effectiveness of integrated marketing communication in order to achieve a corporate brand image.

Unique set of question were design for each of the major clusters of the population. Ten open ended and close ended questions were contained in the questionnaire designed for management of Guinness Ghana Breweries Limited and the employees (staff).

3.5.2 Secondary Data

This is data which have been gathered and are assembled for the purpose of general reference but are useful for the research at hand. The secondary data should be first collected in order to serve as a backdrop to primary data. This provided the researchers access to relevant literature available on the subject. Secondary data reduces cost and saves time.

Secondary data used in this research were data from document and reports of Guinness Ghana breweries limited, report on communication documents, books, document and reports on integrated marketing communication (IMC), journals, books and reports on branding and competitive advantage.

3.6   Data Analysis Methods

Investigation of the information is a step of inspecting, cleaning, transforming, and modeling information with the aim of discovering vital information, suggesting conclusions and supporting decision making. Data analyses are diverse and tackling it needs in different method. To ensure data is processed into meaningful information, the researcher engaged the use of Statistical Package for Guinness Ghana Breweries Limited. The data collected was analyzed using the following statistical techniques: tables, pie chart, bar graph, coding, editing, Microsoft word and excel and regression analysis etc.

3.7 Reliability and Validity Tests

Simply put validity is the rate at which a study assesses what it set out to measure. The problem of validity comes into play in three area; the nature of study , the reason for the study and the target audience for whom the study is meant (Cronbach, 2010).

Reliability is the extent to which a study regularly assesses the set goals for the study. Errors of measurement that affect reliability are random errors and errors of measurement that affect validity are systematic or constant errors. According to Cronbach (2010) it is strange for a validity coefficient to go beyond 0.60, however, the forecast is though not reliable. For this study, Cronbach alpha is 0.902 indicating a high level if consistency in the data used.

3.8 Brief history about Guinness Ghana Breweries Limited

Guinness Ghana Breweries is a Ghanaian brewery based at the Kaasai Industrial Area in Kumasi. They are listed on the stock index of the Ghana Stock Exchange, the GSE AllShare Index. It was formed in 1991.When production started at its inception; the company produced only Guinness Foreign Extra Stout, popularly known as Guinness. The primary depot was at the same position with stores across the country particularly in the south. In 1988/89 another brand, this time non-alcoholic beverage, Malta Guinness was

introduced and that became an instant hit capturing almost 70% of that market. In November 1990, Guinness listed provisionally on the Ghana Stock Exchange and finally had their official listing on August 23, 1991. GGBL has a stated capital of GH¢26.3 million from 164.7 million issued shares. Guinness also has 200 million authorized shares (www.securities.com/Guinness_Ghana_Breweries_Limited).

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

This study sought to assess how Integrated Marketing Communication (IMC) affects the development of corporate brand image using Guinness Ghana Breweries LimitedKumasi as a case study. This chapter contains the analysis of primary data gathered from 200 consumers, 40 distributors and retailers and 20 management members of GGBL. The response rate was 100%, and this was because the researcher personally administered the questionnaire, and made sure they were collected back. Analyses were made around the objectives of the study, thus to evaluate the development of Integrated

Marketing Communication Campaign (IMC) of Guinness Ghana Breweries Limited Kumasi; to assess Corporate Brand Image Development of GGBL; to evaluate the competitiveness of Corporate Brand Image of GGBL and finally to examine the effect of Integrated Marketing Communication on Corporate Brand Image. Mean, standard deviations, percentages, t-tests and regression were used in the analysis. This analysis was done with the aid of SPSS (v.17). The analyses in this section has been grouped under three categories of respondents; Consumers, Distributors and Retailers as well as Management of GGBL.

4.2 Demographics

Demographic information refers to particular characteristics of a population. It affords readers the opportunity to understand background of respondents who participated in the study. It also helps in effective critique of findings relative to the study area. Table 4.1 below presents information on gender and age distribution of respondents.

Table 4.1 Demographics

Demographics	Options	Frequencies	Percentages (%)
CONSUMERS			
Gender	Male	138	69.0
	Female	62	31.0
	Total	200	100.0
Age	18-30	116	58.0
	31-40	60	30.0
	41-50	19	9.5
	51 and above	5	2.5
	Total	200	100.0
MANAGEMENT			
Gender	*Male*	13	65.0
	Female	7	35.0
	Total	20	100.0
Age	*18-30*	5	25.0
	31-40	12	60.0
	41-50	3	15.0
	Total	20	100.0
DISTRIBUTORS AND RETAILERS			
Gender	*Male*	13	65.0
	Female	7	35.0
	Total	20	100.0
Age	*18-30*	10	25.0
	31-40	20	50.0
	41-50	10	25.0
	Total	40	100.0

Source: Field work, 2015.

As shown in table 4.1 above, approximately 69 percent of consumers who participated in the study were males whilst the remaining 31 percent were females. The age distributions of these respondents (consumers) show that the majority of participants were between the ages of 18-30years. This constituted 58 percent of the entire number of consumers contacted. Approximately 30 percent were between 31 – 40 years with only 2.5 percent being above 51 years. Age distribution of respondents did not provide enough information on the type of GGBL products patronized by respondents. However, this would be discussed subsequently. The researcher held the view that people above 51years are more often careful about their health whilst the youth seems to be more enthused about drinks (alcoholic and non-alcoholic). In the next table (4.2), the analysis looks at the type of GGBL products patronized by respondents with respect to gender. Out of the 20 management members contacted, 13 of them of males (see table 4.1 above).

4.3 Integrated Marketing Communication Activities of Guinness Ghana Breweries Limited, Kumasi.

As mentioned earlier, three sets of respondents were used for the research. It is therefore imperative that views expressed by each grouped is analyzed separately before making comparison.

4.3.1 Assessment of IMC Activities by Managers and Supervisors of GGBL This part of the study provides an assessment of management on integrated marketing communication activities. Respondents were asked questions covering channel communication, how GGBL develops communication campaigns, coordination of IMC activities, branding strategy and finally how the company measures the effectiveness of marketing communication efforts.

Table 2: Channel of communication

	Frequency	Percent	Valid Percent
Top down	10	50.0	50.0
Horizontal	10 20	50.0	50.0
Total		100.0	100.0

Source: Field work, 2015.

The study found that GGBL blends horizontal and top down (vertical) communication strategy. As presented in table 4.2, there was a split response between top down and horizontal mode of communication. Top down (vertical) integration means marketing and communication objectives must support the higher level corporate objectives and corporate missions. On the other hand, horizontal integration occurs across the marketing mix and across business functions. For examples, production, finance and distribution activities.

In figure 4.1, the study examined how the company deals with the design of IMC activities. The findings revealed that the company employs both external and internal sources in designing its IMC activities. See figure 4.1.

Figure 4.1: Development of IMC campaign
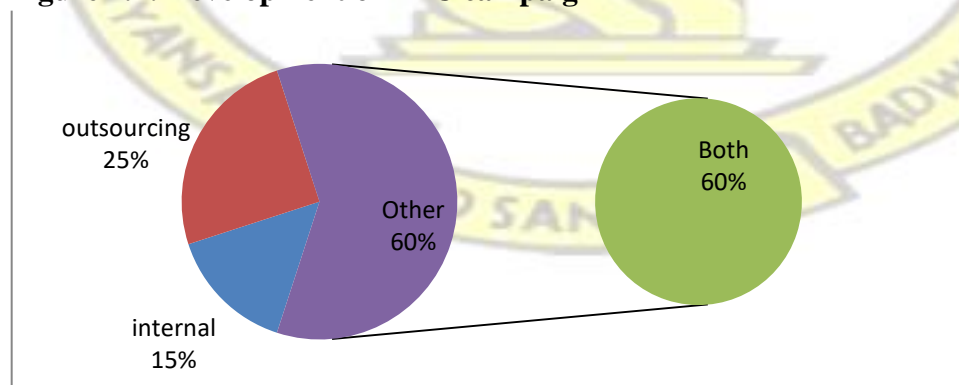
Source: Field work, 2015.

On the level of coordination of IMC activities, the study found that there was full coordination in all communication activities. Respondents agreed that there is high involvement of other functional heads in coming out with a communication campaign. Management also ensured that supervision and control activities were jointly performed.

Table 4.3: Level of coordination between IMC activities

Coordination	Frequency	Percent	Valid Percent
Highly coordinated	10	50.0	50.0
Coordinated	9	45.0	45.0
Uncoordinated	1	5.0	5.0
Total	20	100.0	100.0

Source: Field work, 2015.

Contrary to the findings in table 4.3, the study found that managers were not clear about the branding strategy being implemented by GGBL. As shown in table 4.4, approximately 45% disclosed that GGBL used both individual and family branding strategy whilst 35% stated that GGBL used individual branding strategy.

Table 4.4: Branding strategy

Branding strategy	Frequency	Percent	Valid Percent
1. Individual branding	7	35.0	35.0
2. Blanket family	4	20.0	20.0
3. Combination			
Total	9	45.0	45.0

		Frequency	Percent	Valid Percent
		20	100.0	100.0

Source: Field work, 2015.

The result in table 4.4 shows that management has not communicated a clear consistent image about its branding activities. It is therefore important that management gives a clear indication of what its branding strategy is and what it intends to achieve.

4.3.2 Assessment of GGBL IMC Activities by Distributors and Retailers

In this part, the analyses focused on responses from distributors and retailers. As part of the objectives of the study, questionnaires were distributed to selected distributors and retailers of GGBL products within Kumasi. The essence is to get their opinion on IMC practices and their involvement in the entire communication campaign.

To begin with distributors and retailers were asked questions regarding promotional techniques often used by GGBL for channel member. The study found that price reduction was the major promotional technique used for channel members. By this arrangement, channel members are given products with lower margins to enable them cover for some other cost involved in cooling drinks. In other instances, distributors and retailers enjoy some discounts to help GGBL implement its push strategy. See table 4.8 below.

Table 4.5: Sales Promotion Techniques

	Frequency	Percent	Valid Percent
FREE SAMPLES	2	5.0	5.0
PRICE REDUCTION	22	55.0	55.0
DISCOUNT	16	40.0	40.0
Total	40	100.0	100.0

Source: Field work, 2015.

Again, distributors and retailers were asked questions regarding customer complaints. Complaints are part of every business process; they afford the firm the opportunity to improve on its products and services. The study found that most often, complaints were handled by forwarding them to GGBL head office for redress or through personal initiatives on the part distributors or retailers. For instance, when complaints have to do with defects on bottles distributors assume responsibility on behalf of the GGBL.

Table 4.6: Complaints

Handling complaints	Frequency	Percent	Valid Percent
PERSONAL INITIATIVE	20	50.0	50.0
FORWARD TO GGBL	20	50.0	50.0
Total	40	100.0	100.0

Source: Field work, 2015.

There was however no consensus on satisfaction with pricing policy used by GGBL as respondents were divided in their opinions. See table 4.7 below.

Table 4.7: Pricing Policy

Satisfaction	Frequency	Percent	Valid Percent
YES	20	50.0	50.0
NO	20	50.0	50.0
Total	40	100.0	100.0

Source: Field work, 2015.

In the area of revenue generation, the study found that approximately 67% of revenue from drinks came from alcoholic beverages. This affirms earlier findings from consumers which suggested that alcoholic drinks were more patronised than nonalcoholic ones. Distributors also disclosed that gains or margins on alcoholic drinks were higher than non-alcoholic products.

Figure 4.2: Revenue generation by distributors and retailers
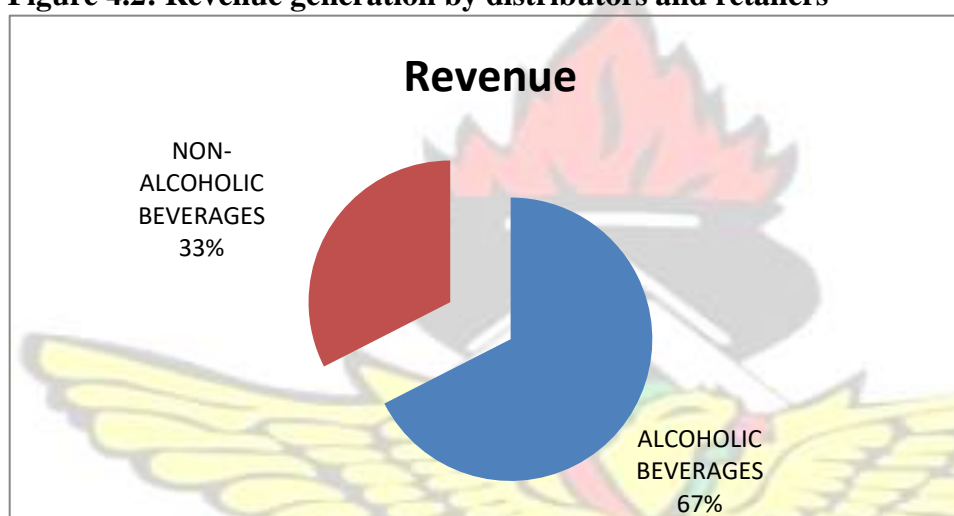
Source: Field work, 2015.

4.3.3 Assessment of GGBL IMC activities by Consumers

Prior to assessing IMC activities of GGBL, the analyses provide some information on the type of products patronised by customers. Largely, demographic information was used to showcase the choice of products and locations from which they were patronised. Table 4.8 below provides information on the type of product patronised by respondents. Out of a total of 43 respondents who took Guinness (alcohol), 17.5% were males with the remaining 4% being females. This constitutes approximately 21.5% of consumers contacted. With the exception of Gulder, males dominated alcoholic products of GGBL. The analysis also shows that alcoholic beverages were more patronised than nonalcoholic

beverages. This supports the concern of many health practitioners that alcohol consumption among the youth is on the ascendency hence the need to devise ways of addressing this trend. For non-alcoholic drinks, Malta Guinness was the most patronised (16.5%) followed by Alvaro drink (4%).

Table 4.8: Gender and type of products patronized Crosstabulation (CONSUMERS)

							TYPE					
		GUINNESS	GORDON'S SPARK	STAR	ORIJIN	GULDER	SMIRNOFF ICE	MALTA GUINNESS	MALTA QUENCH	AMSTEL MALTA	ALVARO	Total
GENDER MALE	Count	35	4	26	13	20	4	27	0	2	7	138
	% of Total	17.5%	2.0%	13.0%	6.5%	10.0%	2.0%	13.5%	.0%	1.0%	3.5%	69.0%
FEMALE	Count	8	1	11	7	24	3	6	1	0	1	62
	% of Total	4.0%	.5%	5.5%	3.5%	12.0%	1.5%	3.0%	.5%	.0%	.5%	31.0%

Total	Count	43	5	37	20	44	7	33	1	2	8	200
	% of Total	21.5%	2.5%	18.5%	10.0%	22.0%	3.5%	16.5%	.5%	1.0%	4.0%	100.0%

Source: Field work, 2015.

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As shown in table 4.9, majority (58%) of consumers who took part in the study were between 18 – 30 years. Approximately 30 percent were between 31-40 years with only 2.5 percent being above 51 years. The implication is that most GGBL customers are between 18-40 years. It therefore suggests that management must take into consideration age of target audience when designing a promotional campaign. This is because using online tools for consumers who are above 50 years may not be very effective.

Table 4.9: AGE * TYPE of product Crosstabulation (CONSUMERS)

		GUINNESS	GORDON'S SPARK	STAR	ORIJIN	GULDER	SMIRNOFF ICE	MALTA GUINNESS	MALTA QUENCH	AMSTEL MALTA	ALVARO	Total
AGE 18-30	Count	15	4	28	8	27	5	21	1	1	6	116
	% of Total	7.5%	2.0%	14.0%	4.0%	13.5%	2.5%	10.5%	.5%	.5%	3.0%	58.0%
31-40	Count	22	0	6	9	10	1	10	0	1	1	60
	% of Total	11.0%	.0%	3.0%	4.5%	5.0%	.5%	5.0%	.0%	.5%	.5%	30.0%
41-50	Count	6	0	3	2	5	1	1	0	0	1	19
	% of Total	3.0%	.0%	1.5%	1.0%	2.5%	.5%	.5%	.0%	.0%	.5%	9.5%
51 AND ABOVE	Count	0	1	0	1	2	0	1	0	0	0	5
	% of Total	.0%	.5%	.0%	.5%	1.0%	.0%	.5%	.0%	.0%	.0%	2.5%
Total	Count	43	5	37	20	44	7	33	1	2	8	200
	% of Total	21.5%	2.5%	18.5%	10.0%	22.0%	3.5%	16.5%	.5%	1.0%	4.0%	100.0%

Source: Field work, 2015.

Next, the researcher looked at distribution systems and access to products by consumers. Respondents were asked to identify their preferred location for buying GGBL products. The results as presented in table 4.10 show that most males preferred drinking spots rather than buying products from retail shops. This is mostly attributable to football matches which afford friends the opportunity to converge and have fun together. For females, retail shops were more appropriate as many felt that drinking spots were not safe. See table 4.10.

Table 4.10: GENDER * BUYER CHOICE Crosstabulation (CONSUMERS)

		BUY_CHOICE				
		RETAIL SHOPS	DRINKING SPOTS	WHOLESALE SHOPS	OTHERS	Total
MALE	Count	43	87	5	3	138
	% of Total	21.5%	43.5%	2.5%	1.5%	69.0%
FEMALE	Count	33	26	2	1	62
	% of Total	16.5%	13.0%	1.0%	.5%	31.0%
Total	Count	76	113	7	4	200

	% of Total	38.0%	56.5%	3.5%	2.0%	100.0%

Source: Field work, 2015.

In order to communicate with target audience, marketing communication mixes are needed intensely. In addition to these tools, there are media channel by which marketing communication messages can be put across. This section looks at the type of communication mixes used by GGBL.
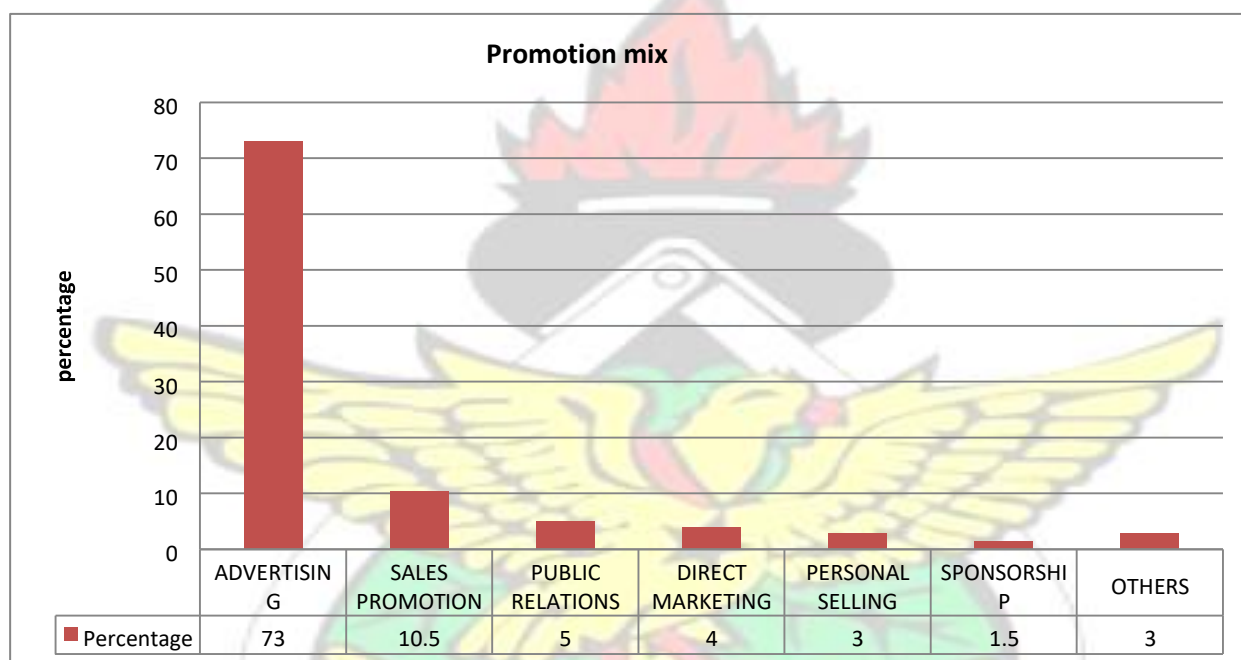
Figure 4.3: Effectiveness of Promotional mix elements

Source: Field work, 2015.

As shown in figure 4.3, advertisement was the major communication tool used by GGBL (73%). This was followed by sales promotion (10.5%). The GGBL believes the use of advertisement enables the company to reach out to mass audience despite its shortcomings such as mistrust and poor targeting. The study also found that GGBL makes use of public relations, direct marketing and sponsorships. Respondents were also asked to identify how they became consumers of the GGBL products. Results in table

4.11 indicate that most consumers were influenced by television adverts (71.5%).

Approximately 14% of respondents were influenced by television adverts used by

GGBL.

Table 4.11: How consumer came by GGBL product?

Promotional techniques	Frequency	Percent	Valid Percent
TELEVISION	143	71.5	71.5
RADIO	27	13.5	13.5
PRESS	11	5.5	5.5
BILL BOARDS	15	7.5	7.5
MAGAZINES	4	2.0	2.0
Total	200	100.0	100.0

Source: Field work, 2015.

Figure 4.4 below presents information on customers' satisfaction with GGBL products.

On the whole, consumers of various GGBL products are satisfied with their favourite

brands. Approximately 55% confirmed their satisfaction with the company's products.

Also, 33 percent were highly satisfied and delighted with GGBL brands. Unfortunately 12%

registered their dissatisfaction with GGBL products.

Figure 4.4: Customers' satisfaction with GGBL products
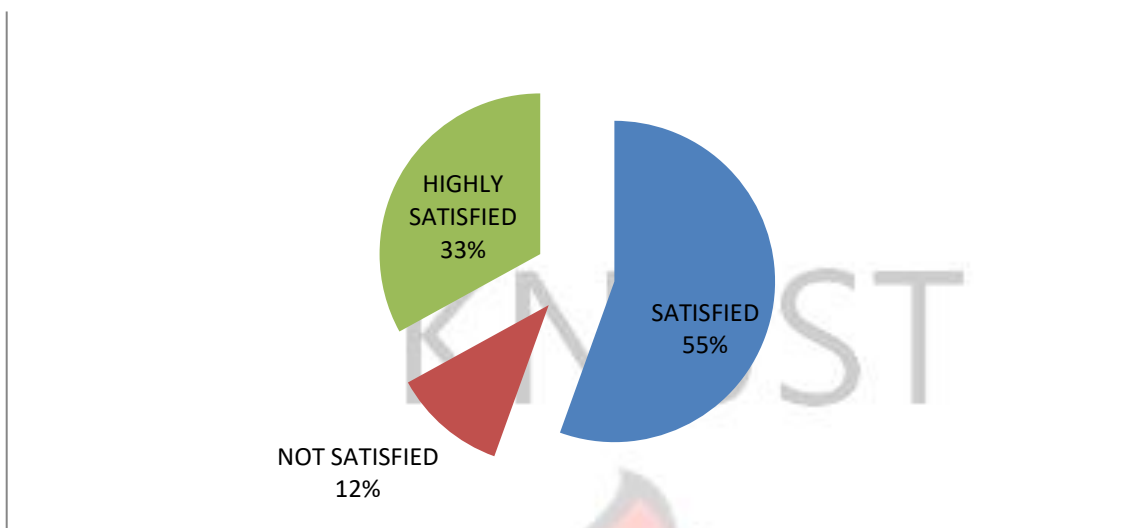
Source: Field work, 2015.

Even though figure 4.4 presented information on customer satisfaction with GGBL products, there was no detailed breakdown on products consumers were dissatisfied with. In table 4.12, the analysis covered detailed assessment of products that consumers were pleased and those that they were not satisfied with. In all, ten (10) products lines were assessed. Out of a total of 43 respondents who patronised Guinness, only 3.5% were dissatisfied with the product. They cited the bitter taste and poor cleaning of recycled bottles. Consumers were also satisfied with Star, Gulder, Origin, Malt and the Alvaro brands. See table 4.12 below.

As presented in table 4.12 below, there is a high level of satisfaction for GGBL brands even though some customers were unhappy with issues such recycling bottles some of which the public may have used for chemicals which could be harmful to human health. Customers also cited improper cleaning of bottles during the recycling process.

Table 4.12 Detailed breakdown of customers' satisfaction

						TYPE						
		GUINNESS	GORDON'S SPARK	STAR	ORIJIN	GULDER	SMIRNOFF ICE	MALTA GUINNESS	MALTA QUENCH	AMSTEL MALTA	ALVARO	Total
SATISFIED SATISFIED	Count	25	2	22	7	23	3	22	0	1	6	111
	% of Total	12.5%	1.0%	11.0%	3.5%	11.5%	1.5%	11.0%	.0%	.5%	3.0%	55.5%
NOT SATISFIED	Count	7	0	1	2	7	2	2	0	1	1	23
	% of Total	3.5%	.0%	.5%	1.0%	3.5%	1.0%	1.0%	.0%	.5%	.5%	11.5%
HIGHLY SATISFIED	Count	11	3	14	11	14	2	9	1	0	1	66
	% of Total	5.5%	1.5%	7.0%	5.5%	7.0%	1.0%	4.5%	.5%	.0%	.5%	33.0%

| Total | Count | 43 | 5 | 37 | 20 | 44 | 7 | 33 | 1 | 2 | 8 | 200 |
| | % of Total | 21.5% | 2.5% | 18.5% | 10.0% | 22.0% | 3.5% | 16.5% | .5% | 1.0% | 4.0% | 100.0% |

Source: Field work, 2015.
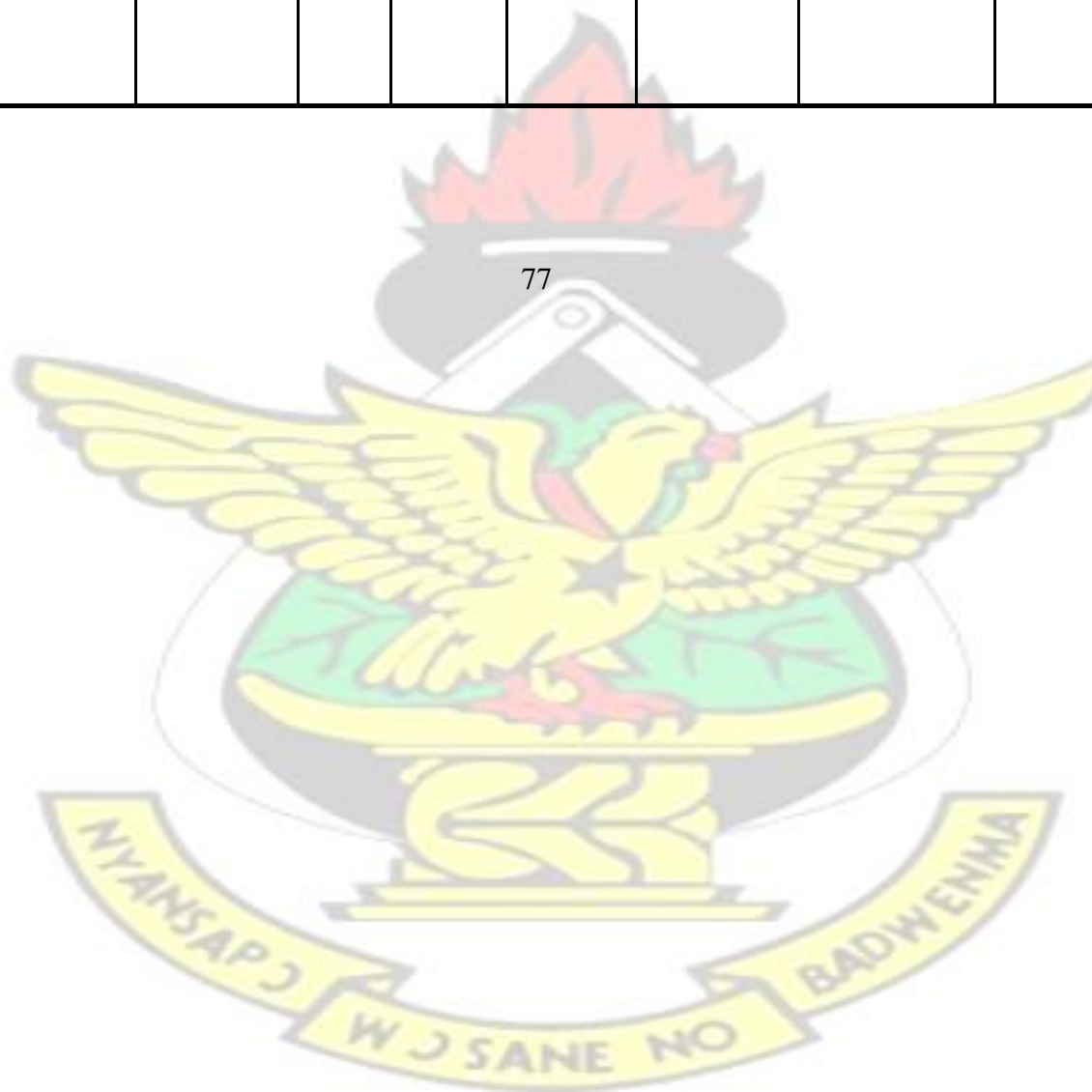
Next, the study examined the effectiveness of GGBL's distribution network (place). The ability to develop an effective channel network is key to the success of every business. For some products, it is easy to sell online but it would be difficult to sell GGBL products using online services. This there requires that physical networks or supply chain systems are developed to push the product to final consumers through distributors and retailers. The study therefore sought the opinion of respondents regarding access to GGBL products.

The study found that there was high access to GGBL products as the company has developed strong distribution networks all over the country. Approximately 56% of respondents rated the company's products as highly accessible whilst 42 percent assessed GGBL products as accessible with only 2% suggesting that products were not easily accessible. See figure 4.5 below.

Figure 4.5: Effectiveness of GGBL's distribution network (place)
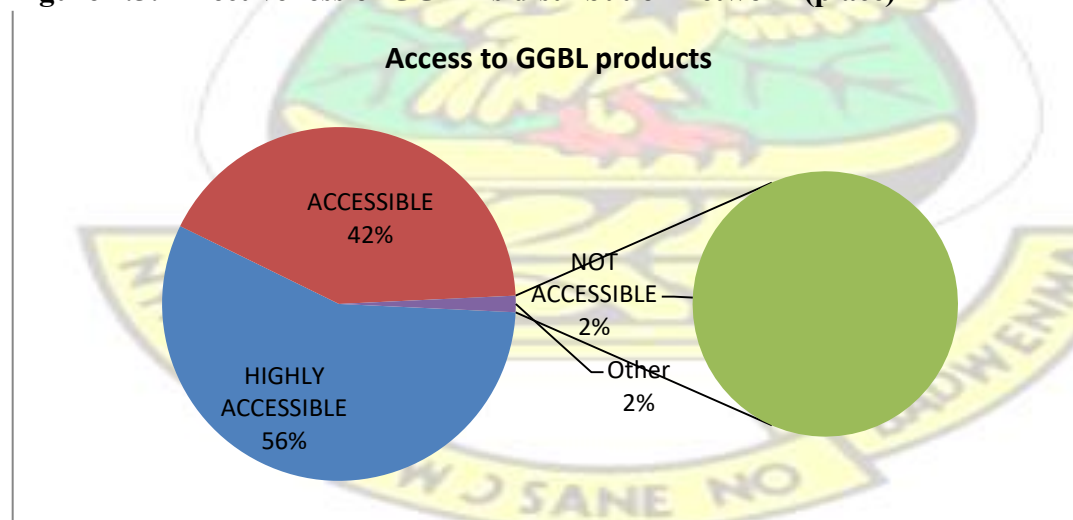
Source: Field work, 2015.

Customers were also asked about their preferred source or location for buying GGBL products. The results are presented in table 4.13.

Table 4.13 Consumers' choice of buying GGBL products

Location	Frequency	Percent	Valid Percent
RETAIL SHOPS	76	38.0	38.0
DRINKING SPOTS			
WHOLESALE SHOPS	113	56.5	56.5
OTHERS	7	3.5	3.5
Total			
	4	2.0	2.0
	200	100.0	100.0

Source: Field work, 2015.

In table 4.13 above, the study found that approximately 56.5 percent of consumers who took part in the study purchased their favourite GGBL products from drinking spots. This is so because of the earlier finding which showed that male consumers dominated the research. The choice of drinking spots for most male consumers is the fact that such venues provide the right ambience for relaxation and to hang around with colleagues during football matches.

For those who bought from retail shops, the percentage was 38 percent. This group is skewed towards female and religious customers, who believe that seeing them in spots gives a wrong impression about their image since many are quick to judge their actions. Most female consumers also complained about the insecurity and safety conditions in drinking spots.

What then is the implication for management? It is important that management designs the right pull and push strategy to get the final consumer interested in patronizing their

GGBL brands from the right location.

4.3.4 Discussion on IMC Activities from the three categories of Respondents From the above analyses, it would be realized that even though management was certain that IMC activities were effectively handled, the study found that in some cases there was no consensus on the branding strategy pursued by the company (inconsistency). This was revealed when managers were asked to comment on the firm's branding strategy. On the part of retailers and distributors, the study found that GGBL has worked in close collaboration with channel members. However, channel members complained about the low margins on products.

From the perspective of the final consumer, GGBL's IMC activities have been effective as there was no ambiguity about the company's products except for few respondents who were not sure some new products were produced by GGBL. On the whole, the study concludes that GGBL's IMC activities have been effective.

4.4   Assessment of Corporate Brand Image of Guinness Ghana Breweries
         Limited

It is important to note that in assessing the brand image of GGBL, the analyses were done from customers point of view.

Brands communicate about quality and instill confidence in the products and other services provided by the firm. In ascertaining GGBL's corporate brand image, the researcher assigned weights to percentage scores for the various GGBL products. For instance, products rated as Excellent were assigned a weight of 4 and those with weak scores were assigned a weight of 1. The results were derived by multiplying the percentages by their respective weights. Below is the breakdown of scores. See Table

4.13.

Table 4.13 Assessment of GGBL corporate brand image by consumer

Guinness	%	Weight	Score	Malta Guinness	%	Weight	Score
EXCELLENT	54.5	4	218	EXCELLENT	52	4	208
VERY STRONG	30	3	90	VERY STRONG	29.5	3	88.5
STRONG	12.5	2	25	STRONG	12	2	24
WEAK	3	1	3	WEAK	6.5	1	6.5
			336				**327**

ALVARO	%	Weight	Score	*Star*	%	Weight	Score
EXCELLENT	42.7	4	170.8	EXCELLENT	25.5	4	102
VERY STRONG	29.6	3	88.8	VERY STRONG	38.5	3	115.5
STRONG	19.1	2	38.2	STRONG	30.5	2	61
WEAK	8.5	1	8.5	WEAK	5.5	1	5.5
			306.3				**284**

Smirn off Ice	%	Weight	Score	Gulder	%	Weight	Score
EXCELLENT	18	4	72	EXCELLENT	8.5	4	34
VERY STRONG	33	3	99	VERY STRONG	33	3	99
STRONG	34.5	2	69	STRONG	41.5	2	83
WEAK	14.5	1	14.5	WEAK	17	1	17
			254.5				**233**

AMSTEL Malt	%	Weight	Score	*Gordon Spark*	%	Weight	Score
EXCELLENT	16.3	4	65.2	EXCELLENT	8	4	32
VERY STRONG	28.1	3	84.3	VERY STRONG	28.5	3	85.5
STRONG	33.2	2	66.4	STRONG	44.5	2	89
WEAK	22.4	1	22.4	WEAK	19	1	19
			238.3				**225.5**

ORIGIN	%	Weight	Score	*QUENCH*	%	Weight	Score
EXCELLENT	16.1	4	64.4	EXCELLENT	16	4	64
VERY STRONG	22.1	3	66.3	VERY STRONG	20	3	60

STRONG	30.2	2	60.4	STRONG	32.5	2	65
WEAK	31.7	1	31.7	WEAK	31.5	1	31.5
			222.8				**220.5**

Source: Field work, 2015.

As presented in table 4.13 above, Guinness (alcohol) recorded the highest score of 336

followed by Malta Guinness (327). This was not surprising as these two products represent

the Guinness Ghana brand. Following these two brands were Alvaro and Star.

Quench recorded the lowest score followed by Origin. This result also explains why

―Quench‖ has failed on the market.

In figure 4.5 below, the analysis examined how consumers perceived the GGBL brand using a

graphical presentation. The options given were: 1=High Quality, 2=Low

Quality, 3=High Price, 4=Low Price.

Figure 4.5: Customers' perception of GGBL brand image

	HIGH QUALITY	LOW QUALITY	HIGH PRICE	LOW PRICE
Series1	56.8	7.5	33.7	2

Source: Field work, 2015.

The study found that customers perceived GGBL brand as being of high quality. This was

disclosed by approximately 57 percent of consumers. However, the brand also

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communicated high price to consumers (33.7%). Approximately 7.5% perceived GGBL

products to be of low quality with only 2 percent thinking the brand represents low price.

The implication is that the company has adopted different pricing strategies for various

products. The choice of strategy though may be producing the right results may be difficult for

customers to easily map GGBL products on price (low or high) relative to other competitors.

4.5 Brand Development and Competitiveness of Corporate Brand Image of Guinness Ghana Breweries Limited

In this section, the views of management and consumers were used to assess

GGBL's brand competitiveness in the industry.

4.5.1 Management's Assessment of Brand Development Practices

In performing this analysis, variables used were guided by the 10 golden rules of

IMC. The implication is that being able to apply the golden rules would make the

company more competitive. Respondents (managers) were to reply to the items

stating their level of agreement or disagreement using a scale of 1-strongly agree,

2-agree, -neutral, 4-disagree, and 5-strongly disagree. Mean, standard deviation,

one sample t-test were used in analyzing this section. For a single sample test, the

hypothesis was set as: Ho: U = or > Uo and Ha: U < Uo. With Ho representing the

null hypothesis, Ha representing the alternative hypothesis and Uo representing the

hypothesized mean. The Uo is the critical rating below which the variable is

considered important.

Table 4.14 Assessment of Brand Development practices

Variables	*Test Value = 2.5*

	Mean	Std. Deviation	t-score	Sig.
GGBL focuses on building relationship and brand values	1.6667	.99461	-5.138	.000
Think customer first	1.7059	.97706	-4.332	.002
GGBL integrate at different levels of management	1.8627	.77901	-4.532	.002
Management focuses on a clear marketing communication strategy	2.0294	.96091	-3.277	.005
Senior management understand the benefits of IMC	2.0882	.85697	-2.293	.012
GGBL has a design manual to maintain common visual standards	2.1324	1.03944	-1.977	.025
GGBL has a good marketing information system which defines who needs what information when	2.3137	.87209	-1.790	.040
GBL share artwork and other media	2.7471	1.43300	5.603	.000
Management is prepared to start with a zero budget	3.3529	1.39006	4.626	.000
Management is prepared to change it all	3.4123	1.25801	3.309	.001

Source: Field work, 2015.

The analysis presented indicates that, all the 10 items were statistically significant at 0.05, however, 7 of the items had a mean of below 2.5. Meaning the management members agreed on these 7 items. The first item based on the mean score indicates that, GGBL focuses on building relationship and brand values. The focus of IMC must be to develop a strong customer relationship, so as enhance purchase of repurchase of company's product. Guinness as a drink was branded as a drink that provides value for money. This was done by using quality ingredients in its preparation, although as at now the public is not provided with the full ingredients. This has been held as a trade secrete since 1759. The colour of the product and the smooth nature also enhanced the image of the brand. Customer relationship is also vital for the survival of any business. GGBL does not have contact with the final consumers, and therefore the focus is on the key distributors, since there are the people they have contact with.

The results indicate that, in developing an IMC, GGBL think customer first. By thinking customer first, GGBL focuses on customer satisfaction. Customer satisfaction deals with

the degree to which products of a company meets the demands of the consumers. According to Oliver (1999) the overall satisfaction and pleasure fabricated by the usage of the same brand products reflects emotional loyalty.

The third golden rule of IMC that GGBL adhered to was to integrate at different levels of management. IMC must not only the responsibility of the marketing department, but all the functional units in the organization. By reason of this, the departmental heads (marketing, finance, human resources, operations, etc.) must all be involved in developing IMC campaign.

The fourth golden rule employed was that, the management of GGBL focuses on a clear marketing communication strategy. Having a clear IMC makes you more decisive in decision making and implementation. The combination of promotional tools and budgets are well laid down.

The fifth golden rule was that, the senior management members' support was for initiative, by ensuring they understand the benefits of IMC. Their more committed when the get to appreciate the necessities of IMC.

The sixth golden rule indicates that, GGBL ensured a design manual or even a brand book is used to maintain common visual standards for the use of logos, colours, etc. This is to eliminate inconsistencies in the delivery of the IMC campaign.

The seventh and last golden rule adhered to by GGBL was that, GGBL had a good marketing information system which defines who needs what information when.

The respondents were indifferent with the reply to three of the ten golden rules of IMC, viz. GBL share artwork and other media; management is prepared to tart with a zero budget; management is prepared to change it all.

4.5.2 Consumers' Assessment of GGBL's Brand competitiveness

From the consumers' perspective, three areas were identified, quality, strength of brand in relation to other competing brands, price and product uniqueness.

From the figure below (figure 4.6), majority of consumers thought that GGBL was the most competitive in terms of quality. Approximately 96 percent rated GGBL as being of good quality compared with other producers in the industry. Only 4 percent of consumers scored this variable low for GGBL. The implication is that GGBL can build its competitive advantage around quality. Management must also work at introducing more innovative brands that are healthy since many consumers are becoming concerned about their health.

Figure 4.6: Competitiveness in terms of quality
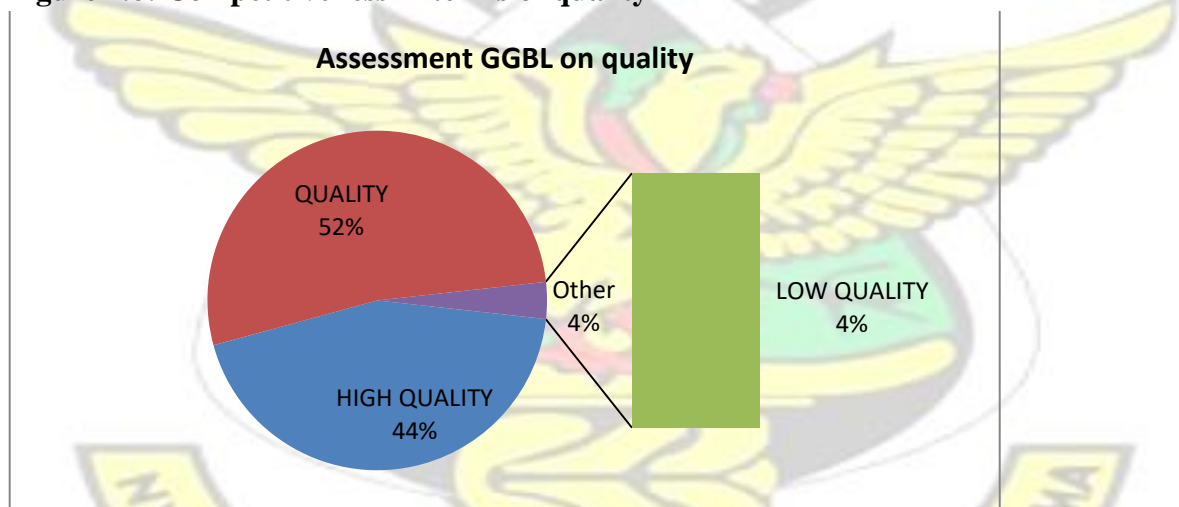
Source: Field work, 2015.

In terms of brand equity, the study found that the Guinness brand continuous to dominate the industry and that most customers found it easy to identify with many GGBL products. See figure 4.7 below.

Figure 4.7: GGBL brand competitiveness
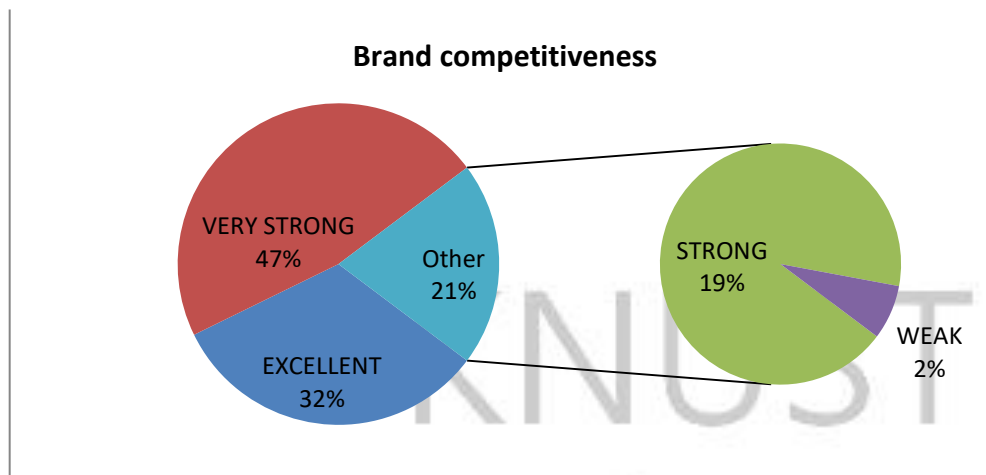
Brand competitiveness

On price competitiveness, the study found that GGBL products were relatively cheaper than that of competitors.

Figure 4.8: GGBL price competitors

GGBL's price competitiveness
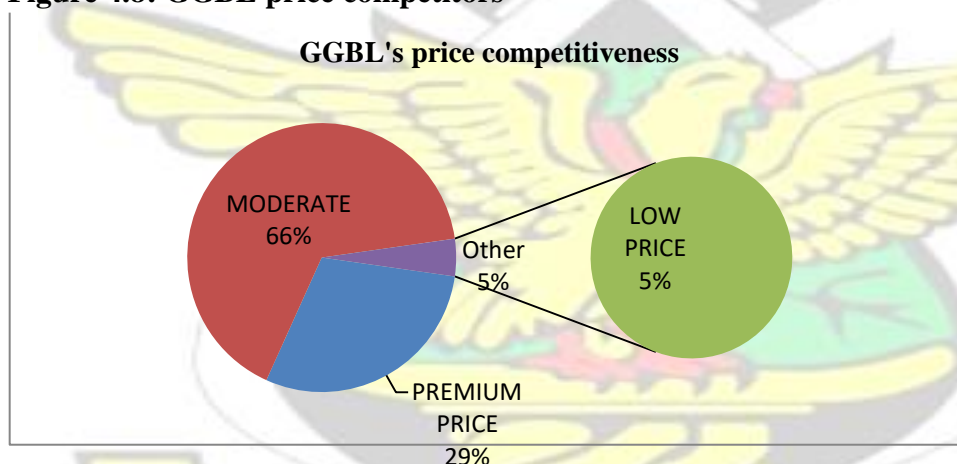
Next, the study examined the uniqueness of GGBL brands. This is because in branding, differentiation is crucial. In ascertaining the GGBL's corporate brand image, a one sample t-test was conducted to test for the difference between GGBL products and that of competitors. For a single sample test, the hypothesis was set as: Ho: U = or > Uo and Ha: U < Uo. With Ho representing the null hypothesis, Ha representing the alternative hypothesis and Uo representing the hypothesized mean. The Uo is the critical rating below

which the variable is considered important. The Likert scale was, 1=Different, 2=Indifferent, 3=No different. Under this section, the lower rating of one was chosen for the rating scale as *Different,* respectively while the Uo was set at 1.5, with 95% as the significance level in accordance with the antecedent. Three things must occur at the same time for an item to be accepted as measuring a particular dimension. 1) It must have a mean score of less than 1.5) it must have a t-value of equal or greater +-1.65) it must be statistically significant at 0.05 (p-value = or < 0.05). The absence of any would mean the rejection of that variable.

Table 4.14 Product uniqueness

Product uniqueness	Test Value = 1.5			
	Mean	Std. Deviation	t-score	Sig.
PRODUCT_ATTRIBUTES	1.4300	.71249	-1.389	.166
PRODUCT_PRICING	1.4650	.61699	-.802	.423
PRODUCT_PACKAGING	1.2950	.48905	-5.928	.000
CUSTOMER_SERVICE	1.6950	.75819	3.637	.000

Source: Field work, 2015.

The study found that GGBL has created some level of differentiation with respect to product attributes, pricing and packaging. The mean scores for these items were less than the hypothesized mean (1.5). However, two variables (product attribute & pricing) were insignificant. The mean for customer service practices was approximately 2 (indifferent) and this was significant at 0.05.

The analysis also examined loyalty level among consumers. Table 4.15 revealed that 54 percent of GGBL customers did not patronize other brands apart from the Guinness brands.

Table 4.15: Loyalty to GGBL brand

		Frequency	Percent	Valid Percent
Valid	YES	91	45.5	45.5
	NO	109	54.5	54.5
	Total	200	100.0	100.0

Source: Field work, 2015.

4.5.3 Discussion on Corporate Brand Competitiveness of GGBL

From management's perspective, the study found that GGBL remains very competitive as most of the areas assessed produced positive results except for GGBL sharing artwork and other media. The results were further corroborated by views expressed by consumers indicating that GGBL was competitive on quality, price and products attributes. For instance, the study found that GGBL has created some level of differentiation with respect to product attributes, pricing and packaging. The mean scores for these items were less than the hypothesized mean (1.5). However, two variables (product attribute & pricing) were insignificant. The mean for customer service practices was approximately 2 (indifferent) and this was significant at 0.05.

4.6   Effect of Integrated Marketing Communication on Corporate Brand Image of Guinness Ghana Breweries Limited

The objective of IMC is to shift from mass marketing to targeted marketing, with its corresponding use of a richer mixture of communication channels and promotion tools. This has become necessary because consumers are being exposed to a greater variety of marketing communications from and about the company from an array of sources. In the

consumer's mind, advertising messages from different media such as television, magazines, or online sources blur into one. Messages delivered via different promotional approaches such as advertising, personal selling, sales promotion, public relations, or direct marketing all become part of a single message about the company. The question however is whether there is a relationship between IMC and brand image? This part of the study addresses this question using multiple regression analysis. Six observed variables represented the latent variable IMC, namely, Advertising, Sales Promotion, Public Relations, Direct Marketing, Personal selling, and Sponsorship. These six items together formed the independent variables.

Table 4.16 Effect of IMC on GGBL corporate image

Independent Variables	B	t	Sig.	R	R Square
(Constant)	1.099	9.521	.000	.394	.155
Advertising	.341	3.001	.003		
Sales Promotion	.211	2.240	.020		
Public Relations	.174	.824	.411		
Direct Marketing	-.046	-1.258	.210		
Personal selling	.180	1.877	.062		
Sponsorship	.255	2.132	.035		

a. Dependent Variable: Corporate Image

Source: Field work, 2015.

Note:

R represents the correlation or relationship between the dependent and the independent variables

R^2 represents how much of the dependent variable can be explained by the independent variables.

B represents the coefficients of the independent variables.

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Sig. represents the statistical significance level of the model (the acceptable level of significance for this research was 0.05).

From the regression analysis presented in table 4.16, it was found out that three out the six IMC tools significantly impacted on the corporate image of GGBL at 0.05. These were Advertising, Sales promotion, and Sponsorship.

Advertising represents any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor. It usually includes the print, broadcast, outdoor, and other forms. Guinness embarks on massive advertisement in both the print and electronic (radio and television) commercials. This is to inform consumers about the existence and benefits of product and tries to persuade consumers to buy them (MacKenzie *et al*, 2004). Literature identified various forms of advertisement; however,

Guinness is currently using ―reminder advertising‖. This is employed for mature products as it keeps customers thinking about the product (Kotler *et al.* 2012). The focus is on the price, by advertising still ―GHC3.50p‖. The coefficient of advertisement was .341, meaning an enhancement in the current advertisement of GGBL would enhance brand image by 34.1%.

Sales promotion represents short-term incentives to encourage the purchase or sale of a product or service. Sales promotion includes point-of-purchase displays, premiums, discounts, coupons, specialty advertising, and demonstrations. Sales promotion has a greater credibility with target audience and is a non-personal form of communication. GGBL also uses sales promotion to enhance the image of the company. Two weeks after 2014 world cup, the company introduced the buy two get one free. This was to generate an increased sale, create more awareness and also serve as a source of providing corporate social responsibility to consumers. Sales promotion not only works for grasping the

attention of the customer but also facilitates the customer to purchase the product by encouraging through different incentives (Omotayo, 2011). The regression coefficient for sales promotion was .211, meaning when sales promotion is enhanced by 100%, corporate image would also improve by 21.1%.

The last significant item identified was sponsorship. This was evident with the fact that GGBL was also branded by associating it to sports. Recently, Guinness sponsored the Black Stars in Brazil World Cup with an amount of GHC3m. According to Gwinner (1997), event image can also be impacted by non-evaluative perceptions of an event that are formed through associations held in the consumer's memory. By connecting a brand with an event via sponsorship, companies can better gain consumers' attention and interest by associating with an event that is important to consumers (Roy *et al*., 2003), and that is what Guinness sought to achieve. There is no doubt it was ranked second most popular alcoholic drink in Ghana. The regression coefficient indicated that, there would be an improvement in corporate image by 25.5% if sponsorship is also improved by 100%.

The non-significant items were, Public Relations, Direct Marketing and Personal selling. Public relations involves building good relations with the company's publics by obtaining favourable publicity, building up a good —corporate image,‖ and handling or heading off unfavourable rumours, stories, and events. Public relations use wide ranges of tools such as lobbying, sponsorship and event management. This didn't however influence the corporate image of GGBL.

Direct Marketing involves the use of personalized communication rather than the masses. In the line of communication the use of direct mail, telemarketing in area of communication is direct marketing. Eliminating the face-to-face aspect of personal selling

with for instance telephone conversation, email produces better results. This however didn't impact of the corporate image significantly. This was evident with the fact that, the company does not actually employ this strategy, as was confirmed by a management member.

Personal selling represents the personal presentation by the firm's sales force to make sales and build customer relationships. It undertakes activities often representing an organization to inform individuals but only as requires by the sponsor. As a result of face to face interaction with audiences', instantaneous feedback is possible to acquire. Personal selling includes sales presentations, trade shows, and incentive programs. This also didn't significantly impact corporate image.

4.7 Chapter Summary

This chapter dealt with data analyses and discussion from views expressed by each group of respondents: consumers, retailers/distributors and management. First, in examining IMC activities, the study found that responses given by consumers affirmed the position of management which stated that GGBL's marketing activities were well coordinated. This was evident in responses given by distributors and consumers. On the contrary however, the study found that managers were not clear about the branding strategy being pursued by GGBL. Approximately 45% disclosed that GGBL used both individual and family branding strategy whilst 35% stated that GGBL used individual branding strategy. In terms of brand equity, the study found that the Guinness brand continuous to dominate the industry and that most customers found it easy to identify with.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

This chapter summarizes the effects of Integrated Marketing Communication (IMC) on Corporate Brand Image using GGBL as a case study. The chapter further makes recommendations towards enhancing IMC practices within GGBL. The final part of the chapter provides conclusion and some suggestion for future research.

5.2   Summary of Findings

This section provides summary of findings from the previous chapter.

5.2.1 Integrated Marketing Communication Activities at GGBL

This part of the study examined integrated marketing communication activities of GGBL. The study found that GGBL blends horizontal and top down (vertical) communication strategy. As presented chapter 4, there was a split response between top down and horizontal mode of communication. The study further revealed that the GGBL employs both external and internal sources in designing its IMC activities.

On the level of coordination of IMC activities, the study found that there was full coordination in all communication activities. Respondents agreed that there is high involvement of other functional heads in coming out with a communication campaigns. Management also ensured that supervision and control activities were jointly performed. On the contrary, the study also found that managers were not clear about the branding strategy being implemented by GGBL. Approximately 45% disclosed that GGBL used

both individual and family branding strategy whilst 35% stated that GGBL used individual branding strategy.

5.2.2 Evaluating the competitiveness of Corporate Brand Image of GGBL

As part of the study, consumers were asked to assess GGBL's brand competitiveness in the industry. Areas focused on were quality, brand equity and pricing. The study found that GGBL was the most competitive in terms of quality. Approximately 96 percent rated GGBL as being of good quality compared with other producers in the industry. Only 4 percent of consumer competitive advantage around quality. Management must also work at introducing more innovative brands that are healthy since many consumers are becoming concerned about their health.

In terms of brand equity, the study found that the Guinness brand continuous to dominate the industry and that most customers found it easy to identify with many GGBL products. On price, the study found that GGBL products were relatively cheaper than that of competitors.

In ascertaining the GGBL's corporate brand image, a one sample t-test was conducted to test for the difference between GGBL products and that of competitors. The study found that GGBL has created some level of differentiation with respect to product attributes, pricing and packaging. The mean scores for these items were less than the hypothesized mean (1.5). However, two variables (product attribute & pricing) were insignificant. The mean for customer service practices was approximately 2 (indifferent) and this was significant at 0.05.

5.2.3 Corporate Brand Image Development of Guinness Ghana Breweries

       Limited.

As part of the objectives of the study, questionnaires were distributed to selected distributors and retailers of GGBL products within Kumasi. The essence is to get their opinion on IMC practices and their involvement in the entire communication campaign. The study found that price reduction was the major promotional technique used for channel members. By this arrangement, channel members are given products with lower margins to enable them cover for some other cost involved in cooling drinks. In other instances, distributors and retailers enjoyed some discounts to help GGBL implement its push strategy.

Again, distributors and retailers were asked questions regarding customer complaints. The study found that most often, complaints were handled by forwarding them to GGBL head office for redress or through personal initiatives on the part distributors or retailers.

5.2.4 Regression on the Effect of IMC on GGBL Brand Image

This part of the study addresses this question using multiple regression analysis. Six observed variables represented the latent variable IMC, namely, Advertising, Sales Promotion, Public Relations, Direct Marketing, Personal selling, and Sponsorship. These six items together formed the independent variables. Altogether, these IMC components had a moderate relationship with corporate image of GGBL, however, only Advertising, Sales promotion, and Sponsorship had a significant impact.

5.3   Recommendation

On the basis of the above findings, the following recommendations were made:

First, management of GGBL must ensure that the use of horizontal and top down (vertical) communication strategy does not create confusion about its corporate goals. It is also important that all IMC activities are in sync with overall corporate mission and vision.

In deciding what type of IMC services to outsource, it is crucial that in-house capabilities are first assessed to avoid employee agitation toward external consultants. For most cases, management must learn to build close relationship with internal R&D and external consultants. This will enhance proper coordination and integration of IMC activities. Apart from price reductions management must also develop more innovative packages to ensure that channel members derive some support for their businesses.

Finally, management must also pay critical attention to evaluating and controlling IMC activities. There is need for periodic assessment of corporate brand equity and response to customer complaints.

5.4   Conclusion

In an era of tremendous information overload, the buyer has evolved a mechanism to handle the amount of information available. As part of measures to cope with this information overload, marketers have welcome IMC at different levels of the firm. IMC has become a major part of brands strategy requiring extensive brand development activities within the firm before any communication efforts. The study concluded that there exists a correlation between IMC and brand image. However, this relationship was weak in the current study. The correlation value was 0.251. The R^2 value indicates that approximately 6% (0.063) brand development could be explained using integrated marketing activities. The study suggests that other variables may influence corporate brand and therefore having a strong brand is not limited to IMC activities.

5.5   Areas for further research

The researcher makes some suggestion for future investigation.

1. The effect of functional silos on the development of an effective IMC campaign

2. Perceptual mapping and brand equity of beverage manufacturers in Ghana

3. The effect of firm competitive strategies on the performance of alcoholic beverage manufacturers in Ghana.

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APPENDIX I

QUESTIONNAIRE – Management

Kwame Nkrumah University of Science and Technology

College of Art and Social Sciences

Department of Marketing and Corporate Strategy

GGBL Management

This questionnaire is designed to assess the effect of Integrated Marketing Communication (IMC) in developing corporate brand image of Guinness Ghana Breweries Limited (GGBL). Guinness Ghana Breweries Limited (GGBL) was chosen as the case study. Answers from respondent will be used for academic purpose only and will be treated with much confidentiality. Please take a few minute to answer the following questions.

Instruction: Please tick (✓) your answers in the boxes and fill in the spaces provided where necessary.

SECTION A

1. Gender: Male ☐   Female ☐

2. Age: 18-30 ☐   31-40 ☐   41-50 ☐   51 and above ☐

3. Respondent status (position) in GGBL ……………………………………………
SECTION B

4. How do you assess the effectiveness of Guinness Ghana Breweries Limited (GGBL) marketing communication?

Very Effective ☐   Quit Effective ☐   Effective ☐   Not Effective ☐

5. What channel of communication does Guinness Ghana Breweries Limited (GGBL) used?

Bottom up ☐   Top down ☐ Horizontal ☐   Vertical ☐   Other ☐

If other, specify…………………………………………………………………………

6. How does Guinness Ghana Breweries Limited (GGBL) develop its Integrated

    Marketing Communication (IMC) campaign?

    Internal ☐   Outsourcing ☐   Both ☐   Others…………………….

7. How co-ordinated is Guinness Ghana Breweries Limited (GGBL) Communication

    Campaign?

    Highly coordinated ☐   Co-ordinated ☐   Uncoordinated ☐

SECTION C

8. What is the leading brand of Guinness Ghana Breweries Limited (GGBL) Product?

Guinness ☐   Malta Guinness ☐   Star ☐ Malta Quench ☐

Smirnoff Ice ☐   Gordon Spark ☐   Alvaro ☐   Gulder ☐

9. Have you received any complaint about Guinness Ghana Breweries Limited Brand?

    Yes ☐   No ☐

10. If YES, how was the complaint handled or addressed ....

……………………………………………………………………………………………

11. Does GGBL brands create value for the organization?

    YES ☐   NO ☐

SECTION D

12. What brand strategy is employed by Guinness Ghana Breweries Limited (GGBL)?

Individual brand ☐   Blanket Family ☐   Combination ☐ Other ☐

If other, please specify……………………………………………………………………

SECTION E

13. How does GGBL distinguish their brands from other competitors?

Packaging ☐   Size ☐   Price ☐   Taste ☐ Other ☐

If other, specify……………………………………………………………………

14. Does GGBL brands creates consumer confusion and increases the chances that consumers will mistakenly select another brand?

    YES ☐   NO ☐

15. Are competitors interested in the company target market?

    YES ☐   NO ☐

16. If YES, what are management/staff plans about it ....

……………………………………………………………………………………………

17. Do competitors find it easy or inexpensive to imitate GGBL brands?

    YES ☐   NO ☐

18. Customers find it difficult to switch to competitors products.

Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐ **SECTION F**

19. How do you assess the effectiveness of integrated marketing communication of GGBL?

Very effective ☐ Effective ☐ Indifferent ☐ Not effective ☐

20. What variables have you considered in measuring the effectiveness of integrated marketing communication of GGBL as indicated in Q8 above?

Increase in sales ☐ Brand image ☐ Profit margin ☐ Expansion/Growth ☐

Competitive advantage ☐

21. Have you encountered any challenges in the implementation of IMC Campaign? If yes

please specify…………………………………………………......................

SECTION G

Kindly indicate your level of agreement with regards to the following statements on the development of IMC. Please respond (tick) using a scale of 1-strongly agree, 2-agree, 3neutral, 4-disagree, 5-straongly disagree.

Ten golden rules of IMC	1	2	3	4	5
GBL share artwork and other media					
GGBL focuses on building relationship and brand values					
GGBL has a design manual to maintain common visual standards					
GGBL has a good marketing information system which defines who needs what information when					
GGBL integrate at different levels of management					
Management focuses on a clear marketing communication strategy					
Management is prepared to change it all					
Management is prepared to tart with a zero budget					
Senior management understand the benefits of IMC					
Think customer first					

APPENDIX II

QUESTIONNAIRE – Consumers

Kwame Nkrumah University of Science and Technology

College of Art and Social Sciences

Department of Marketing and Corporate Strategy

GGBL Consumers

This questionnaire is designed to assess the effect of Integrated Marketing

Communication (IMC) in developing corporate brand image of Guinness Ghana Breweries Limited (GGBL). Guinness Ghana Breweries Limited (GGBL) was chosen as the case study. Answers from respondent will be used for academic purpose only and will be treated with much confidentiality. Please take a few minute to answer the following questions.

Instruction: Please tick (✓) your answers in the boxes and fill in the spaces provided where necessary.

SECTION A

1. Gender: Male ☐   Female ☐

2. Age: 18-30 ☐   31-40 ☐   51 and above ☐   41-50

SECTION B

3. How did you get to know about Guinness Ghana Breweries Limited (GGBL) products?

Advertising ☐   Sales Promotion ☐   Public Relations ☐

Direct   Marketing ☐   Personal   selling ☐ Sponsorship ☐   ☐

others If other, specify……………………………………………………………

4. Through what medium did you know of GGBL product?

Television ☐   Radio ☐   Press ☐   Bill Boards ☐   Magazines ☐

SECTION C

5.   What type of Guinness Ghana Breweries Limited product do you patronize?

Guinness ☐   Gordon's Spark ☐   Star

        Orijin ☐ ☐   ☐

Gulder ☐   Smirnoff Ice   Malta Guinness ☐

Malta Quench   Amstel Malta ☐   Alvaro

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6. How satisfied are you with your choice of product in Q5 above?

Satisfied ☐   Not Satisfied ☐   Highly Satisfied ☐

6a. Please gives reasons for your response in Q6 …………..…………………...

……………………………………………………………………………………

7. How accessible is GGBL products?

Highly accessible ☐   Accessible ☐   Not accessible ☐

8. Where do you normally buy your choice of GGBL products?

Retail shops ☐   Drinking Spots ☐   Wholesale shops ☐   others……...........

9. What brand do you want Guinness Ghana Breweries Limited to improve upon?

Guinness ☐   Gordon's Spark ☐   Gulder ☐   Orijin ☐

Star ☐   Smirnoff Ice ☐   Malta Guinness ☐   Malta Quench ☐   Amstel Malta   Alvaro

9a. Please give reasons for the response to Q9………………………………………….

……………………………………………………………………………………

10. Assessment of Guinness Ghana Breweries Limited (GGBL) brand image

Product	Excellent	Very Strong	Strong	Weak
Guinness				
Star				
Gulder				
Gordon's Spark				
Smirnoff Ice				
Malta Guinness				
Quench				
Amstel Malta				
Alvaro				

Origin				

11. What does Guinness Ghana Breweries Limited (GGBL) brand communicate to you?

High   Quality ☐   Low Quality ☐   High Price ☐   Low   Price ☐

SECTION D

12. How do you assess Guinness Ghana Breweries Limited (GGBL) brands as compared to other competitor brand in terms of quality?

High Quality ☐   Quality ☐   Low Quality ☐

13. How do you assess Guinness Ghana Breweries Limited (GGBL) brands image

relative to competitor brand?

Excellent ☐   Very Strong ☐   Strong ☐   Weak ☐

14. How do you compare GGBL product with other competitors in terms of pricing?

Premium price ☐   Moderate ☐   Low price ☐

15. Are GGBL products different from competitors in terms of the following?

Description	Different	Indifferent	Undecided
Product's attributes			
Product's pricing			
Product's packaging			
Customer service			
Others			

16. Do you patronize any competitor's brands apart from GGBL product?

YES ☐   NO ☐

17. If YES, what has attracted you to that brand?..

…………………………………………………………………………………………….

APPENDIX III

QUESTIONNAIRE- Distributors & Retailers

Kwame Nkrumah University of Science and Technology

College of Art and Social Sciences

Department of Marketing and Corporate Strategy

GGBL Key Distributors

This questionnaire is designed to assess the effect of Integrated Marketing

Communication (IMC) in developing corporate brand image of Guinness Ghana Breweries

Limited (GGBL). Guinness Ghana Breweries Limited (GGBL) was chosen as the case

study. Answers from respondent will be used for academic purpose only and will be treated

with much confidentiality. Please take a few minute to answer the following questions.

Instruction: Please tick (✓) your answers in the boxes and fill in the spaces provided where

necessary.

<u>**SECTION A**</u>

1. Gender: Male   ☐   Female   ☐

2. Age: 18-30 ☐   31-40 ☐   41-50 ☐   51 and above ☐

☐

<u>**SECTION B**</u>

3. What types of sales promotional techniques do you embark on?

Free samples ☐   Price reduction ☐   Discount ☐   Free delivery ☐   others

4. How do you handle complaints from customers?

Personal initiative ☐   Forward to Key distributors ☐   Ignore them ☐

5. Are you satisfied with the pricing policy of GGBL?

    YES ☐   NO ☐

6. If NO, what are some of your decision on these pricing policies……………………......

………………………………………………………………………………………………

7. Do you pre-finance GGBL for later payment?

    YES ☐   NO ☐

8. If YES, how...

………………………………………………………………………………………………

9. If NO why………………………………………………………………………………...

………………………………………………………………………………………………

SECTION C

10. Which GGBL category of product is the highest revenue contributor?

 Alcoholic beverages ☐   Non-alcoholic beverages ☐

11. How do you assess the brands of Guinness Ghana Breweries Limited in terms of

quality? High ☐   Indifferent ☐   Low ☐

12. What is the growth rate of Guinness Ghana Breweries Limited (GGBL) brands?

Rapidly ☐   Slow ☐ Static   ☐   Decline   ☐

SECTION D

13. How competitive are the prices of GGBL products?

Competitive ☐   Highly competitive ☐   Indifferent ☐   Not competitive ☐

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14. Do you sell any competitor brands apart from GGBL brands?

YES ☐   NO ☐

KNUST