

**THE IMPACT OF TOP MANAGEMENT INVOLVEMENT IN INTEGRATED  
MARKETING COMMUNICATIONS ADOPTION IN THE BOOK PUBLISHING  
INDUSTRY IN GHANA:**

**A CASE OF SOME SELECTED PUBLISHING HOUSES**

By

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## DECLARATION

I hereby declare that this submission is my own work towards the MPhil 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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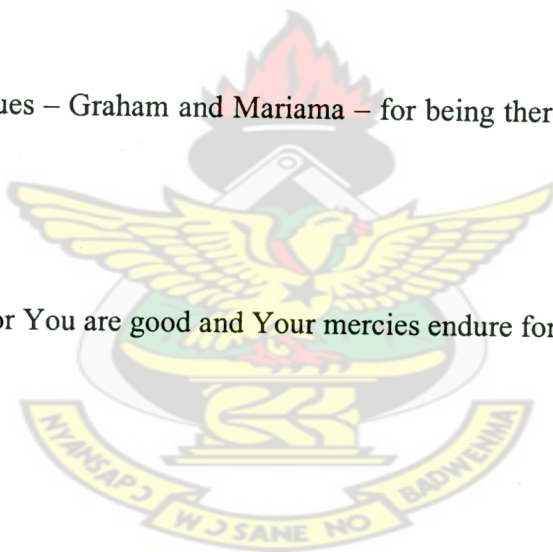
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I give You thanks O God for You are good and Your mercies endure forever!



## ABSTRACT

The concept of Integrated Marketing Communications (IMC) has been espoused by researchers and practitioners in various parts of the world as an effective and beneficial marketing activity that can provide an organisation with critical competitive advantage, boosting firm performance. As a relatively new, revolutionary concept, its successful adoption and implementation, however, depends on several factors such as sectorial coordination, flexible organisational structure and removal of turf wars. According to some researchers, however, the most important factor of all is the support of top management. Top management support in IMC adoption and implementation has traditionally been in the form of resource provision, removing employee resistance to the new concept, and ensuring training for employees. Everything else was left to the Marketing Manager and the marketing department. Some researchers have argued, however, that much as the aforementioned support of top management is laudable, these are not enough. They intimate that direct, active involvement of top management in marketing communications activities can significantly influence the successful adoption and implementation of IMC. Using the book publishing industry in Ghana as a case study, this study attempted to examine the extent to which top management involvement in marketing communications activities impacted on IMC adoption. The study adopted both qualitative and quantitative research paradigms, random sampling and questionnaire in collecting data from 52 respondents. Analysing data using multiple regression with SPSS, it was found that top management involvement in marketing communications as a whole showed weak impact on IMC adoption as they explained less than 50% of the variances in the four IMC adoption indicators. However, top management involvement in certain marketing communications activities showed significant impact on some aspects of IMC. For instance involvement in Target Audience selection and Control of marketing communications significantly impacted the Strategic Consistency of communications tools and the Commonality of communications message respectively.



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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background

For a long time, marketing's foundation has been built on the famously dubbed *4P's* – Product, Price, Place and Promotion – and over the years marketers have relied on the optimum combination of these tools to present their offers to customers. While the first three *P's* ensure that the right product is produced at the right price and placed conveniently for customers to access, it is the fourth *P* (promotion) which is primarily responsible for establishing and maintaining communication with customers. Now commonly called marketing communications, promotion encompasses such communications tools as advertising, public relations, sales promotion, sponsorship, personal selling, direct marketing and so on (Smith and Taylor, 2002).

These marketing communications tools have always occupied an important position in marketing, as they represent the means through which the organisation establishes and maintains contact with its publics. They are fundamentally responsible for persuading the public to purchase specific goods and services (Boyle, 2004). Depending on the marketing or marketing communications objective of the organisation, the right communications tool or tools are selected and appropriate programmes or campaigns developed.

In the past, these communications tools existed autonomously (Duncan and Everett, 1993) in virtual isolation of each other. Consequently, it was common to find separate



programmes for advertising, sales promotion, public relations and direct marketing as there was little coordination among the varied messages contained in each tool. The responsibility for each tool was, to a large measure, assigned to separate individuals or sections within the organisation. The result was a state of virtually disjointed promotional activities with little message integration and consistency.

However, developments in the modern economy such as media fragmentation, increased competition, customer sophistication and diversity, information technology and globalisation (Patterson, 1998; Rust and Oliver, 1994; Fam, 2001) have brought about a myriad of corporate communications challenges. The emergence of a new technoeconomic rationale with a clear shift towards information intensive rather than energy or material intensive products (Jamali, 2005) has led to an explosion in information technology and digital media, creating multiple communications channels through which consumers acquire and process information. This has presented organisations with numerous daunting operational realities with regards to the way they manage dialogue and communication with their customers in this era of almost limitless sources of information.

These market changes have prompted a rethinking regarding the handling of the individual marketing communications tools, as firms attempt to strategically integrate their marketing communications activities with a movement from mass-communications to more targeted communications and one-to-one dialogue (Kotler, 2003). Since the early 1990s, firms have been advised that due to the complex challenge of communicating with consumers in the contemporary business environment, the autonomous utilisation of the



individual marketing communications tools cannot adequately foster a strong, enduring relationship between an organisation and its consumers.

Therefore, to meet the needs of the organisation in these turbulent times, these marketing communications tools should be integrated in an Integrated Marketing Communications (IMC) framework. The explanation is that on their own, the individual tools are tainted by a limited focus. Used independently, they are plagued by several weaknesses that may inhibit message consistency and effectiveness which can be counterproductive to the organisation's promotional effort. Many marketing scholars believe that if individual communications tools are reinforced by other communications tools in the marketing communications mix, the communications message is significantly enhanced. Thus, IMC seeks to combine, integrate and synergise different elements of the communications mix, as the strengths of one are used to offset the weakness of others (Kitchen, 2005).

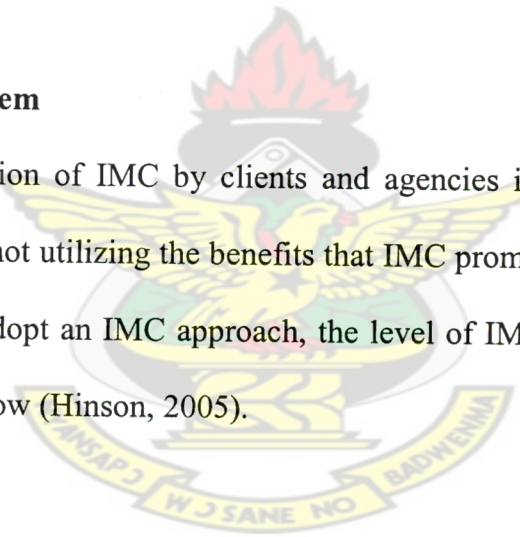
It has been argued that the successful integration of marketing communications grants firms several critical benefits. An effective IMC programme helps create competitive advantage, reduces media waste and can greatly bolster firm performance (Reid and Wakeford, 2002; Holm, 2006). Additionally, it increases communications impact and leads to creative integrity, consistency of messages, greater marketing precision, cost savings, and provides greater communication consistency (Linton and Morley, 1995; Kitchen and Schultz 1997, in Kitchen 2005). Many marketing academics believe that a communications strategy employing an effectively creative and consistent message is deemed to be more competitive in today's highly fragmented mass communications environment.

Since the early 1990s when the concept emerged, it has become an area of great interest to both marketing scholars and practitioners. As a result, the new concept has become a subject of debate among scholars as to its theoretical and conceptual relevance. Even though IMC continues to fuel debates about its relevance to marketing communications, there is evidence to suggest that the concept has been accepted by many marketing scholars. It's diffusion among client organisations in many parts of the world is also documented. Research done in New Zealand (Eagle and Kitchen, 2000; Fam, 2001), UK (Kitchen et al, 2004), South Korea (Kim et al., 2004), Turkey (Ebren et al., 2006), and New Zealand and UK (Eagle et al., 2007) all provide strong evidence that the concept has been accepted and is being practised.

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## **1.2 Statement of the problem**

Despite the growing adoption of IMC by clients and agencies in various parts of the world, Ghanaian firms are not utilizing the benefits that IMC promises. Apart from a few multi-national firms who adopt an IMC approach, the level of IMC among the majority of Ghanaian firms is quite low (Hinson, 2005).



Though several barriers have been outlined as inhibiting successful IMC adoption, action and involvement of the top management is considered to be the most important barrier of any communications strategy (Massie and Anderson, 2003). This is because every communications strategy operates in an organisational setting which is presided over by top management. Hence, the success or failure of any communications initiative will depend on the support and involvement of top management. One fundamental weakness in most marketing initiatives is the failure to recognize the role management practices

(Simkin, 1996). Though studies have identified a link between top management involvement and IMC adoption (Hocevar, 2007), no such study has been carried out in Ghana

### 1.3 Objectives

This study seeks to achieve the following:

1. Evaluate the level of IMC adoption among book publishing companies in Ghana.
2. Evaluate top management's understanding of IMC in selected publishing houses.
3. Investigate how top management's involvement impacts IMC adoption in selected book publishing houses.
4. Identify the specific marketing communications activities that impact specific IMC adoption indicators.

### 1.4 Research Questions

1. *What is the level of IMC adoption among Ghanaian publishing houses?*
2. *How does top management understand IMC?*
3. *Does top management involvement in marketing communications impact IMC adoption?*
4. *Do some marketing communications activities impact specific IMC adoption indicators?*

### 1.5 Hypothesis Development

Research has identified several factors that lead to successful IMC adoption (Kitchen and Eagle, 2000; Cornelissen et. al, 2006). However, top management involvement is viewed

as the most important factor in successful IMC adoption (Massie and Anderson, 2003). This study, therefore, hypothesizes that top management involvement in marketing communications has a positive impact on IMC adoption.

*Hypothesis: Top management involvement in marketing communications is positively related to IMC adoption.*

## **1.6 Scope**

The focus of this study is on the book publishing companies in Ghana. The choice of the book publishing industry as case study is justified on the grounds that little research has been carried out in the industry (Keh, 1998).

## **1.7 Justification**

A review of the extant literature reveals that significant investigation of the IMC phenomenon has not been done in Ghana, a typical sub-Saharan economy. A notable exception is the work of Hinson (2005) who carried out a moderate study of IMC among advertising agencies in Ghana and concluded that no true IMC goes on among the majority of Ghanaian firms. This study is thus relevant as it seeks to find out the level of top management involvement in marketing communications activities and how this involvement impacts on IMC adoption among book publishing companies in Ghana.

The study will form the basis for a comprehensive investigation into the adoption and practice of IMC in particular by publishing firms in Ghana; it will evaluate the validity



and relevance of the new concept in a less developed sub-Saharan economy such as Ghana, and help identify the inherent obstacles in IMC adoption.

Suggestions and recommendations will help surmount some of these hurdles in order to help Ghanaian book publishing firms lay the right framework to involve top managers in the successful adoption and implementation of IMC. This will set the right tone for the new, revolutionary concept to thrive in these local Ghanaian firms.

### **1.8 Methodology**

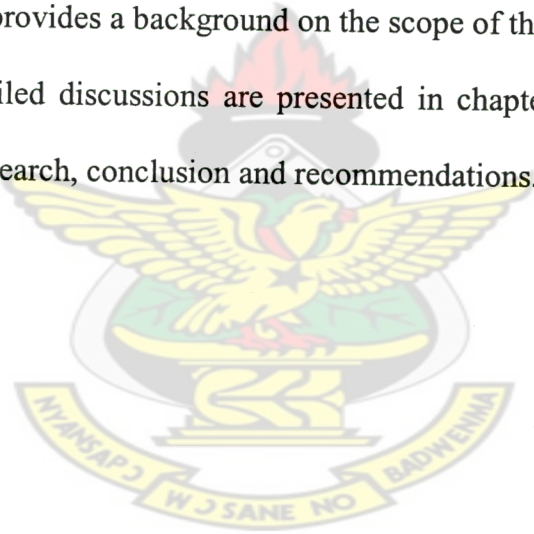
This study employed both qualitative and quantitative research approaches. Selection of the sample size was done using simple random sampling. Data were collected mainly through questionnaire administration. Reliability analysis was performed on the gathered data to check the extent to which they reliably measured the variables they were supposed to measure. In addition test of multicollinearity and sampling adequacy ensured that the data was adequate and appropriate for analysis. Data were analysed using charts, tables and multiple regression analysis with SPSS.

### **1.9 Limitation**

A major limitation of this study was the difficulty in acquiring relevant data materials relating to the context of this research. In general, data on marketing in Ghana and Ghanaian publishing companies in particular were difficult to come by. The situation was aggravated by the unwillingness of some publishing companies to answer certain questions they viewed as 'company secrets.'

### **1.10 Organisation of study**

This study has been structured into five chapters. Chapter one provides a background of the study, and states the research problem, objectives and hypothesis. It also presents scope of the study, justification, overview of methodology and limitation. In chapter two an extensive review of literature pertaining to the conceptual foundation of this study is presented. It includes the evolution of IMC and the concept of top management involvement. The study's conceptual framework is also presented. The research methodology is presented in chapter three. This chapter explains the sampling technique adopted as well as the data collection tools employed in gathering data. It also explains the independent and dependent variables of the study, and presents the method of data analyses. This chapter also provides a background on the scope of the study. The research analyses, findings and detailed discussions are presented in chapter four. Chapter five provides summary of the research, conclusion and recommendations.





## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2.1 The Changing Nature of the Business Environment

No one today will dispute the fact that the business environment is changing at a phenomenal pace. The advent of globalization, information technology explosion and changing consumer behaviour have given rise to incredible marketplace changes that have transformed economies, advanced systems technologies, produced a new breed of consumers, and contributed to a dynamic environment in which businesses now operate (Church, 1996; Pels et al., 2004; Zineldin, 2000; Goodman, 2000).

Besides the increased opportunities created by globalization, it has also intensified competition among companies. Both mass production techniques and mass marketing have changed the business landscape and competition as product availability to consumers increases (Chen and Popovich, 2003). Information Technology has had such a dramatic and pervasive impact on business that it has rendered current marketing paradigms inadequate in their explanatory and predictive powers (Holland and Naude, 2004).

On the consumer side, the acceleration of consumer demand and disposable income, together with new means of mass communication, have spurred growth (Lindgreen et al., 2004), leading to the access of unprecedented variety of products by consumers. This access to a wide variety of products has made consumers choosy (Pitta et al., 2006), and

has helped to advance a buyer's market. The result is that consumers have become better organised, well informed and more demanding (Ruekert, 1992). They have also become sophisticated, unpredictable, proactive and difficult to track (Kitchen, 1996).

In the midst of all these radical changes, one could not agree more with Ballantyne (2003) that "in this globally deregulated, technologically enhanced environment, the only constant in business is change". Change has become so pervasive and so swift. It is certainly not far-fetched to say that modern businesses now find themselves in a situation akin to a strong tidal whirlpool that could easily overwhelm, overpower and pull down even the strongest ship that is unable to stand its ground.

To survive in this turbulent, unpredictable business turf, firms are constantly looking for ways to better understand their environment in order to come up with strategies to help them move in step with the changes happening around them. Consequently, many firms are overhauling their various operations and functional areas (Goodman, 2000) to reflect the dynamics in the constantly evolving marketplace. Business academics have responded to these challenges by racing to research the situation to proffer and to offer measures to counteract these ongoing changes.

This has brought intense pressure on the key areas of the business, including marketing, to make themselves responsive to this changing business scenario. As a result marketing has been undergoing analysis and soul-searching in recent years to test its relevance to business in the 21<sup>st</sup> Century (Brown, 1995; Lynch, 1995), as both academics and

practitioners increasingly question, redefine, and develop new techniques and approaches to the specialism (Bathie and Sarkar, 2000).

The result has been the development of new orientations and directions in marketing as well as new concepts and shifting paradigms. Some of these new concepts include Relationship Marketing (Gronroos, 1994; Gummesson, 1994; Ravald and Gronroos, 1996), Customer Relationship Management (Park and Kim, 2003; Kotorov, 2003; Crosby, 2002; Ngai, 2005), Total Relationship Management (Wolter, 1993), Integrated Global Marketing (Sheith and Parvatiyar, 2001), Spherical Marketing (Svensson, 2005), Corporate Marketing (Balmer and Greyser, 2006) and so on. All these new concepts reflect the effort to revitalize and rejuvenate a discipline trying to change with the changing times.

## **2.2 The Concept of Marketing Communications**

For a long time marketing has been thought of as the anticipation and identification of consumer needs and wants and the provision of the right product or service to satisfy those needs and wants. This underlying thought has been at the very core of marketing practice and has over the years put prominence on the 4P's (product, price, place, promotion), which were popularized by McCarthy and later Kotler (Hakansson and Waluszewski, 2005). Even though this principle has been criticized as oversimplified in several ways (Svensson, 2005; Brown, 1995; Gronroos, 1994;), it forms the foundation on which marketing has thrived for years (Hakansson and Waluszewski, 2005; Duncan and Moriarty, 1998).

The basic explanation is that to satisfy consumer needs and wants at a profit, the right product must be produced, appropriately priced, and made available in the right localities. But while it is desirable to produce the right product with the right features, this notion is unsatisfactory nonetheless. For as Kotler (2003) asserts, it is not enough to produce a good product with a good price and making it accessible; modern marketing enjoins companies to communicate with present and potential stakeholders and the general public.

And in order to communicate product benefits and features to consumers, marketers employ the final *P* which represents promotion. A variety of tools such as advertising, sales promotion, sponsorship, internet, public relations and publicity etc, make up this final *P*, and together they are commonly called marketing communications.

One of the most notable marketing developments in recent years has occurred in the area of Marketing Communications. Marketing communications, which refer to the final *P* in McCarthy's famous 4P's marketing mix, relate to the various promotional tools such as advertising, sales promotion, publicity and public relations, sponsorship, word of mouth, direct marketing, exhibitions, packaging, e-marketing and so on (Smith and Taylor, 2002).

Marketing communications have always enjoyed significant importance in marketing, even considered by some as what marketing is all about (Doyle and Wong, 1998). They represent the voice of the brand and the means through which organisations can establish a dialogue with consumers regarding their products and services (Keller, 2001). They are



also seen as a potential source of huge sustainable competitive advantage for businesses, especially in the twenty-first century (Kitchen and Schultz 1997).

Traditionally, marketing communications have been viewed as an instrument to sell goods and services (Heinonen and Strandvik, 2005). Its main purpose, according to Holm (2006), is to affect the consumer's perception of value and of the relation between benefits and costs, and so for years marketers have mixed these tools in varying degrees depending on the goal or objective of the marketing communications effort. But to Patterson (1998) and, Duncan and Moriarty (1998) marketing communications command a much more crucial and deep seated importance than just selling or persuasion; it is supposed to wrap the brand in symbols and meaning to facilitate the creation, modification and transformation of shared cultures.

This is true, given the nature of contemporary marketing which advocates communication, not just persuasion as the means to present the firm or its offers to customers. A firm's decision to promote may be informed by a desire to create awareness, stimulate demand, identify prospects, retain customers, or combat the competition (Vargas, 2005).

Rowley (1998) outlines seven roles or functions of marketing communications as follows:

- to increase sales
- to maintain or improve market share
- to create or improve brand recognition

- to create a favourable climate for future sales
- to inform and educate the market
- to create a competitive advantage, relative to competitor's products or market position
- to improve promotional efficiency.

Marketing communications have a crucial role to play in the overall corporate communications effort in the current business dispensation when relationship marketing, which advocates the establishment and maintenance of long-term, profitable brand relationships with customers, is deemed the most effective marketing strategy for businesses. Organisations have now discovered that today's business environment with its constantly changing technology, increasing consumer sophistication, and rising global competition makes close relationship with customers invaluable (Zineldin, 2005; Bull, 2003; Xu et al., 2002). It is hard to imagine how this relationship can be built without marketing communications, which afford the firm the opportunity to present itself and its offers in a favourable light in return for favourable consideration from customers.

In the opinion of Keller (2001) the various marketing communications embody the voice of the brand and form the means through which the firm establishes a dialogue with its customers regarding product offerings. To Eagle and Kitchen (2000), "marketing strategy, through effective brand/product positioning and the communication of superior benefits offered, is a key tool in development of strategic competitive advantage." This supports the statement that in the current digitized, technologically oriented business



environment, marketing communications, if carried out in an effective manner, taking into account consumer needs, can bring to the firm much needed competitive advantage.

It must be noted, however, that it is not only the marketing communications tools that communicate but all the marketing mix elements as well – product, price and place (Smith and Taylor, 2002; Duncan and Moriarty, 1998). All these communicate value or the lack thereof to the consumer. Therefore, the element of congruity and consistency should underlie the various marketing mix elements in order not to send inconsistent brand messages to consumers (Kitchen et al., 2004). Communications even go beyond the marketing mix elements as everything a firm does or does not do can all carry brand messages to its publics. According to Duncan and Moriarty (1998), a firm's general conduct regarding, for instance, its recruitment practices, environmental record and financial performance carry communications messages that impinge on its relationships with stakeholders. This underscores the need for companies to tread cautiously as every step they take is watched, scrutinized, and various meanings read into it.

It could be asserted that the ultimate goal of marketing communications is to guide the consumer through the buying process to make a purchase and to help develop the basis for a long-term relationship between the organization and its customers. This is done by using various communications models that describe promotional communications in terms of altered cognitions, emotional feelings, or behavioural inclinations towards a firm, its products or services (Kitchen, 1994). A variety of communication message models have been advanced by various scholars to explain the sequence of mental stages

through which a buyer passes to make a purchase. Some of these models are summarized in **Table 2.1** below.

**Table 2.1: Response Hierarchy Models**

Stage	AIDA	Lavidge & Steiner	Adoption	DAGMAR	Howard & Sheth	Online information processing
Cognitive	Attention	Awareness	Awareness	Unawareness ↓ Awareness	Attention	Exposure ↓ Attention
Affective	Interest	Knowledge ↓ Liking	Interest	Comprehension	Comprehension	Comprehension & perception
Behaviour	Desire ↓ Action	Preference ↓ Conviction ↓ Purchase	Evaluation ↓ Trial ↓ Adoption	Conviction ↓ Action	Attitude ↓ Intention ↓ Purchase	Yielding & Acceptance ↓ Retention

Source: Smith and Taylor (2002 p. 97)

Even though these models have been criticized as inconclusive and problematic in reality (Smith and Taylor, 2002), they at least, provide a useful theoretical framework that aid marketers in understanding consumers and when drawing marketing communications objectives. The marketing communications objectives will reasonably determine the marketing communications tool(s) to adopt.

## 2.3 The Marketing Communications Tools

An overview of the various marketing communications tools is given in the subsequent paragraphs.

### 2.3.1 Advertising

Advertising may be used to create product awareness, prompt favourable attitudes or feelings toward the product, and ultimately to compel the customer to make a purchase (Lavidge and Steiner, 1961). It is considered an investment in brands that generate outcomes over time (Rajagopal, 2006). Many scholars believe advertising's days are over as more communications resources are moved from this communications tool to other communications tools. In fact, some scholars such as (Rust and Oliver, 1994) paint a very gloomy picture for advertising, even pronouncing it dead and out of touch with the realities of contemporary marketing. Its ethical and societal responsibility is also being questioned especially with respect to extreme forms of advertising (Andersson et al., 2004).

But despite this diagnosis, advertising is still seen by some to be the most important communications tool in marketing as it is effective in the effort to build brand personality (Rajagopal, 2006). It is deemed to have tremendous possibilities in affecting people due to its pervasive impact (Andersson et al., 2004). But even if advertising is not completely dead, there is evidence in the literature to support the submission that it no longer occupies the top spot in marketing communications as it once did, and that its influence is weakened as more attention is shifted to other communications tools such as sales promotions (Peattie and Peattie, 1995; Nowak and Phelps, 1994).

### **2.3.2 Sales promotion**

Peattie and Peattie (1995) define sales promotion as “marketing activities usually specific to a time period, place or customer group, which encourage a direct response from consumers or marketing intermediaries, through the offer of additional benefits.” Sales promotion is typically designed to stimulate interest, trial or purchase of the product (Rowley, 1998; Ndubisi, 2005), and is deemed to be effective if done sporadically when the customer does not anticipate it (Alvarez and Casielles, 2005). When used strategically in different industries, it does not only lead to increased brand awareness; it also prompts consumers to try new products (Ndubisi and Moi 2005). It is usually intended for short-term sales impact and yields outcomes that are more easily quantifiable (Low and Mohr, 2000). Sales promotion has gained prominence in recent times as more emphasis and communications budget is moved to it from other promotional tools such as advertising (Peattie and Peattie, 1995; Nowak and Phelps, 1994).

### **2.3.3 Personal selling**

According to Futrell (1992) personal selling is “the personal communication of information to persuade a prospective customer to buy something – a good, service, idea, or something else.” Due to its face-to-face communication with potential buyers, messages contained in personal selling have the potential to be more persuasive than advertising. It is highly employed by marketers in business-to-business dealings (Waller et al., 2001), and in transactions that are expensive, infrequent and about which significant time is spent in the decision making process.



#### **2.3.4 Public relations**

Public Relations, which comprises the spectrum of relations between an organization and its many publics (O'Dwyer, 2005), may be employed to promote and/or protect a firm's corporate image or the image of its products. It could thus be used by marketers to help achieve marketing objectives (Kitchen, 1996), but there is ongoing debate about whether PR is or should be part of the marketing function (Cornelissen and Lock, 2000; Grunig and Grunig, 1998; Kitchen and Moss, 1995), owing to the fact that many PR practitioners see the PR discipline as a management function (Lages and Simkin, 2003). This may have instigated the emergence of a PR offshoot with a marketing flavour termed Marketing Public Relations (Kitchen and Papasolomou, 1997; Kitchen and Moss, 1995). There is evidence, however, that these two crucial organizational functions (PR and Marketing) have, in fact, found a common ground and are moving closer together and cooperating on various levels to achieve overall organizational goals (Kitchen, 1996).

#### **2.3.5 Publicity**

Press publicity is another important and inexpensive aspect of marketing communications that firms use by either writing their own press releases or by depending on articles written by substantive journalists (Boyle, 2004). It is defined by Baskin et al. (1997 in Celebi, 2007) as "... a broad term that refers to the publication of news about an organization for which time or space is not purchased." Consumers find information contained in publicity to be authentic and truthful (Celebi, 2007) as it does not emanate from the marketer.

### 2.3.6 Sponsorship

Another important marketing communications tool is sponsorship. It is defined by the International Events Group (IEG) as “a cash and/or in-kind fee paid to a property (typically a sports, entertainment, non-profit event or organization) in return for access to the exploitable commercial potential associated with that property” (Roy and Cornwell, 2003). Sponsorship expenditure has increased substantially since the 1970s especially in the developed world as firms from diverse industries such as tobacco and alcohol, automobile, financial, electronics, computer manufacturing, convenience goods manufacturing, and even retailing have all come to appreciate the power of sponsorship (Meenaghan, 1991).

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The rate of growth in sponsorship expenditure has far exceeded media advertising and even sales promotion (Roy and Cornwell, 2003). Meenaghan (1991) attributes this to government policy on advertising of tobacco and alcohol, increasing media advertising costs, increase in leisure activities such as sports, tremendous media coverage of sponsored events, and the weakness of traditional media effectiveness. Farrelly et al. (2003) argue that given the huge increases in sponsorship contracts and sponsorship's rising strategic status in modern marketing, it could be a critical key to the success of many marketing strategies. Through sponsorships firms are able to attract consumers' attention and interest by linking brands with an event that is important to them (consumers). It is seen as a means of avoiding the clutter associated with mass media advertising by helping the company to identify and focus on clearly-defined audiences with regard to demographics and lifestyles (Roy and Cornwell, 2003).



### **2.3.7 Packaging**

Packaging is also increasingly being regarded as an important marketing communications tool as it carries critical brand impressions to the consumer (Duncan and Everett, 1993). It has been observed that more consumers prefer to defer decisions about product purchases until they are in the store (Nancarrow et al., 1998), and so an appealing packaging displayed at the store can capture a consumer's attention and help lay the foundation for possible purchase of the product.

### **2.3.8 Direct marketing**

Direct marketing, which can be highly individualized and personalized to overcome the clutter inherent in traditional mass-media communications, affords firms the opportunity to establish and develop dialogue with their customers as a basis for building strong, enduring relationships (Patterson, 1998). Additionally, the targeting that direct marketing allows makes it more cost-effective than mass-media communications, making it very useful especially for smaller firms.

### **2.3.9 Word of mouth**

Smith and Taylor (2002) believe word of mouth is the most potent of all the communications tools because people talk to each other and seek advice about products or services from opinion formers, opinion leaders or people chatting on the internet. Word of mouth, they argue, can spread like wildfire even in the absence of mass advertising.

## 2.4 Evolution of Integrated Marketing Communications (IMC)

The individual promotional tools have been used by marketers over the years to achieve various marketing and marketing communications objectives. In the past these communications tools generally worked autonomously and independently of each other (Duncan and Everett, 1993; Kitchen, 2005), with minimal coordination or cooperation. But as noted by Holm (2006), Ranchhod et al. (2002) and, Duncan and Everret (1993) a number of factors have emerged and combined in ways that have radically changed the environment for communications strategy.

These changes include audience and media fragmentation (Patterson, 1998), weakened effectiveness of traditional mass media advertising (Rust and Oliver, 1994; Fam, 2001), development of new communications technology, increased recognition of below-the-line promotion (Holm, 2006), globalization and increased competition (Fam, 2001), and concerns about performance and accountability of traditional communications approaches (Luxton et al., 2002).

These changes have combined and created for the contemporary marketing communications manager daunting challenges such as multiple markets, multiple market places, multiple customers, multiple channels and multiple media (Schultz and Kitchen 2000 in Kitchen et al., 2004). There has also been a shift in marketing as noted by Smith and Taylor (2002) from 'customer acquisition' (winning new customers) through 'customer retention' (keeping customers for life) towards 'customer deselection' (dumping unprofitable customers while selectively seeking and keeping the more profitable ones).

Marketing in the new economy has become more narrow, focusing and zeroing in on the individual consumer as practitioners attempt to deliver highly customized niche messages using a spectrum of diverse contact strategies (Tortorici, 1991). New communications technologies have encouraged many organisations to shift from mass-communications to highly targeted communications that emphasis one-to-one dialogue (Kotler, 2003).

The result is that conventional marketing wisdom and traditional marketing communications practices have been challenged by new challenges in the business and marketing arena (Nowak and Phelps, 1994), and have subsequently prompted a rethinking regarding the handling of the individual marketing communications tools.

In the last decade firms have been advised that rather than carrying out the various promotional activities in virtual isolation and independently of each other, these activities should be integrated under an Integrated Marketing Communications (IMC) framework. The argument is that ongoing changes in communications technology and the structure of the communications industry call for a new way of conceptualizing the promotional mix which encourages a way of thinking about the integration of promotional tools rather than a segregation of them (Hartley and Pickton, 1999).

This integration of the various individual marketing communications tools has been endorsed by quite a number of scholars (Duncan and Everret, 1993; Kim et al., 2004; McGrath, 2005). For instance, Vargo and Lusch (2004 in Madhavaram et al., 2005) assert that because the various promotional tools are characterized by a limited focus, they should be replaced by an integrated marketing communications framework. Likewise

Yeshin (1998 in Kitchen, 2005) adds that since each promotional tool has a particular objective to achieve, the communications message is tremendously enhanced if it is reinforced by other promotional tools in the marketing communications mix.

Christensen et al. (2008) explain that integrated communications has to do with the notion and practice of aligning symbols, messages, procedures and behaviours in order for an organisation to communicate with clarity, consistency and continuity within and across formal organisational boundaries. It has been said that the failure of contemporary organisations to align their communications tools, symbols and practices can weaken their communications impact.

Consequently, the concept of integrated communications has currently become an important issue in marketing as seen in the aggressive promotion of the concept in the realm of marketing (Christensen et al., 2008). Integration is based on the premise that individual efforts are mutually reinforcing with the resulting effect being greater than if each functional area had selected its own targets, chosen its own message strategies and set its own media schedule and timing (Novelli, 1990 in Duncan and Moriarty 1993).

Adopting an IMC framework is desirable because encouraging functional autonomy among the various promotional activities can be counterproductive (Duncan and Everett 1993) and may send conflicting messages that can dilute brand image. The explanation is that a strategy employing a consistent message is more competitive in today's highly fragmented mass communications environment, and so IMC can be very useful in its focus on creating and coordinating messages that are consistent with consumers'



expectations of the brand and that are executed in a consistent fashion over time (McGrath, 2005).

Aside the scholarly endorsement of IMC, there is agreement among many marketing communications practitioners about the viability of IMC. A study of IMC among advertising agencies and client companies by Kim et al (2004) found that many practitioners believe the integration of marketing communications will be more efficient and effective than when these activities are less integrated. To many marketers, IMC promises to be a new dynamic paradigm that will eventually present businesses with a new way of dealing with marketing communications that are clearly in customer and consumer interests (Kitchen et al., 2004; Vargas, 2005).

Hackley and Kitchen (1998) explain that the rationale behind this strategic integration of marketing communications is the desire for organizational influence of consumer perceptions. But IMC is much more than just the attempt to influence consumer behaviour. Outlining the key facets of IMC, Shimp (2000 in Kitchen, 2004) states that IMC seeks to affect behaviour; begins with customers or prospects; utilizes all forms of contacts; strives for synergy; and builds relationships. It represents a holistic and strategic approach to dealing with the individual marketing communications functions.

Thus, IMC seeks to combine, integrate and synergise different elements of the communications mix, as the strengths of one are used to offset the weakness of others (Kitchen, 2005). The argument is that through the coordination of marketing communications efforts, the firm can reach diverse audiences with a consistent message,



thus resulting in optimal market coverage and greater impact on the target market for the least amount of investment (Wickham and Hall, 2006)

There is agreement among many scholars that if an organization adopts and implements a truly integrated marketing communications programme, it can be rewarded with several critical benefits. According to Holm (2006) "... strategically oriented integrated brand communications can help businesses to reach a sustainable competitive position." This assertion is supported by Eagle and Kitchen (2000) who state that IMC as a strategic tool can help ensure synergy and consistency of messages irrespective of the communication vehicle adopted. In fact, the potential of IMC as a strategic tool to generate much needed competitive advantage is a recurring theme among IMC scholars. It is one of the easiest ways firms can maximise their return on investment (Tortorici, 1991). A study by Reid and Wakeford (2002) confirms the existence of positive correlation between high levels of IMC and firm performance.

IMC, it is argued, also leads to "creative integrity, consistency of messages, greater marketing precision, operational efficiency and cost savings" (Linton and Morley, 1995). A study by Kitchen and Schultz (1997) found that IMC increased communications impact, made creative ideas more effective and provided greater communication consistency. Furthermore, IMC has an inherent flexibility and versatility that make it a potent tool in reaching target audiences with persuasive messages (Pitta et al, 2006).

## 2.5 Defining Integrated Marketing Communications

Even though many marketing scholars agree on the relevance and benefits of IMC, many of them do not agree on a common definition. As a result there is no commonly accepted definition of the concept as scholars and researchers advance various definitions of the concept, placing emphasis on various aspects of IMC. IMC has been described in various ways by various scholars. Such terms as “new advertising,” “orchestration,” “whole egg,” “seamless communication,” have been used to describe the concept (Duncan and Everette, 1993). One popular definition of IMC has been given by the American Association of Advertising Agencies (AAAA). It defines the concept thus: “A concept of marketing communication planning that recognises the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines – for eg, general advertising, direct response, sales promotion and PR – and combines them to provide clarity, consistency and maximum communication impact through the seamless integration of discrete messages” (Christensen et al, 2005).

This definition, obviously, places emphasis on the synergistic advantages of integrating a variety of marketing communications disciplines. Its weakness according to Duncan and Caywood (1996) is that it ignores the receiver end of the communications process. A similar definition focusing on synergy is also given by Mooij (1994). He defines IMC as “Integrated communications that tune groups, goals, messages and means of communication in such a way that they complement and reinforce each other so that the overall effort yields more than the sum of the parts.”

Even though synergy lies at the heart of IMC, some scholars feel IMC goes much further than just the combination of communication tools to achieve synergy. For instance Kitchen et al (2004) argue that if IMC is simply about “bundling promotional mix elements together to create the ‘one voice’ phenomenon, then it is not saying much that is new, relevant, or even interesting.” Such scholars see IMC as a vital strategic tool in the establishment and sustenance of deep, enduring relationships between an organisation and its customers. One notable definition reflecting this thinking is given by Schultz and Kitchen (2000) who define the concept as “A strategic business process used to plan, develop, execute and evaluate coordinated measurable, persuasive brand communications programmes over time with consumers, customers, prospects and other targeted relevant external and internal audiences.”

Duncan and Everette (1993) in their study of client perception of IMC defined the concept as, “The strategic coordination of all messages and media used by an organization to influence its perceived brand value.”

These two definitions reflect the growing recognition of IMC as a critical strategic tool by advocates who want to move the concept from a tactical activity combining various communications tools to a strategic organisational and marketing tool to be employed in the pursuit of overall corporate objectives (Holm, 2006).

Aside the above definitions, various conceptualisations have also been used to describe IMC. Nowak and Phelps (1994) put forward three conceptualisations: One Voice

Marketing Communications, Integrated Communications, and Coordinated Marketing Communications.

### **2.5.1 One voice marketing communications**

One voice marketing communications involves the maintenance of one clear, consistent message or theme across all marketing communications disciplines. This is achieved when one communication message or theme runs through all communications outlets such as sales promotion, advertising, and public relations. The objective is to ensure that all communication outlets speak with “one voice” and to project a message that is unambiguous and consistent through diverse channels in order not to dilute message effectiveness. This “one voice” strategy essentially underscores the importance of having all marketing communications tools work under a single unifying brand positioning.

### **2.5.2 Integrated communications**

Integrated communications advances the notion that marketing communications tools such as advertising, sales promotion, public relations and so on work effectively if they are all incorporated in a particular campaign. In other words, by deploying these promotional tools in a complementary fashion they strengthen and reinforce each other while minimising their individual weaknesses. Since each promotional tool has its strengths and weaknesses as far as the communications objectives are concerned, this “all inclusive” approach of drawing on diverse communications tools in a given campaign brings to bear the strength of each tool while helping to mitigate their individual weaknesses. This “mutual support” help create effective and persuasive messages that greatly impact target audiences. It is not hard to see that synergy underlies this



conceptualisation, and it is what many scholars believe to be the most accurate description of IMC.

**2.5.3 Coordinated marketing communications**

Coordinated marketing communications emphasises effective coordination of the various marketing communications tools, which may not have “one single message strategy” underlying them. Under this conceptualisation IMC is seen as merely the coordination of the different promotional tools. The idea is to ensure better coordination between communications tools such as advertising, sales promotion, public relations and so on and putting the customer at the centre of everything. The illustration below in **Figure 2.1** by Vargas (2005) aptly depicts this.

**Figure 2.1: Coordination of marketing communications tools**



Source: Vargas (2005)



However, for the purposes of this study the definition of IMC will attempt to incorporate elements of the synergistic advantages of combining diverse marketing communications tools and the strategic dimension of building long-term, profitable relationships with customers and other stakeholders. Hence, the starting point will be the definition by the American Association of Advertising Agencies. IMC is defined for this study as: “A concept of marketing communication planning that recognises the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines – for eg, general advertising, direct response, sales promotion and PR – and combines them to provide clarity, consistency and maximum communication impact through the seamless integration of discrete messages to build and maintain enduring, profitable relationships between an organisation and its publics.”

## **2.6 Criticism of Integrated Marketing Communications**

As a new concept, IMC has been subjected to strong, passionate debate as to its conceptual constructs and relevance. Aside disagreements over its definition, its conceptual foundation and significance has also come under intense scrutiny and criticism, with both supporters and opponents advancing strong arguments which seek to consolidate their views while attempting to discredit the opposing view. For instance while the lack of a common definition or description has been cited as evidence of confusion and ambiguity surrounding the concept (Cornelissen et al., 2006), supporters argue that as a new, emerging concept, IMC is not bound by a common definition (Kitchen et al., 2004).

In fact, it has been argued that to dismiss IMC on the grounds of a lack of consensus on its definition is counterproductive (Reid, 2003). Supporters of the concept intimate that the passage of time and more research in the new concept will deepen its understanding (Eagle et al., 2007), arguing that the different views and disparate voices around IMC are consistent with every new thinking or innovative theory or concept (Kitchen, 2005).

While the concept has been criticised by some as merely a buzzword or management fashion (Cornelissen and Lock, 2000), others sharply disagree with this (Cook, 2004), and many others have hailed it as one of the significant examples of development in the marketing discipline, spanning the decade either side of the millennium (Kitchen, 2003 in Holm, 2006; Eagle et al., 2007). In fact, Eagle et al. (2007) contend that “it is no passing phase or passing fad.”

Again while some critics claim that it is nothing new (Hartley and Pickton, 1999), supporters say it is a new paradigm for the new digitised economy (Kim et al., 2004). And while supporters of the concept concede that it is a relatively new concept (Holm, 2006; Kim et al, 2004), they strongly disagree with critics that the concept has no conceptual significance, arguing that changing nature of business in the 21<sup>st</sup> Century calls for this kind of marketing communications strategy.

Another notable criticism against IMC has to do with the difficulty of measuring its impact on sales or profitability (Eagle et al., 2007). Since IMC is founded on the effective and strategic integration of diverse marketing communications tools, measuring the impact of integrated communications tool has proven virtually impossible at present.

Critics claim that since it is impracticable to measure the contribution of IMC to overall organisational performance, it is possible that resources expended on integrated communications may be going down the drain – wasted. Even though some IMC supporters accept that evaluating integrated communications remains a problem, they counter this by arguing that measurability is not the problem of only IMC but the primary concern of all marketing communications activities since the impact of many marketing activities cannot be measured or evaluated (Kitchen, 2005).

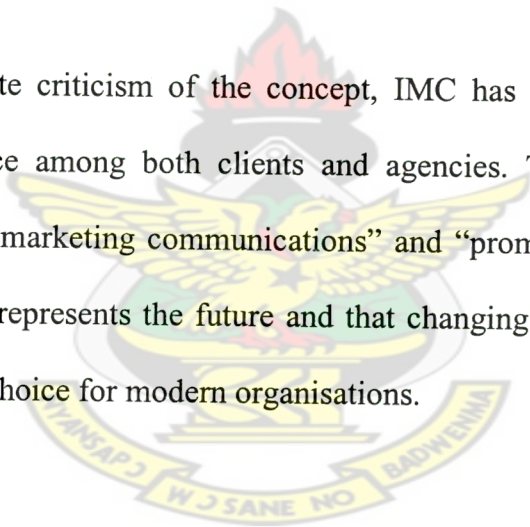
According to Swain (2004) for IMC to become a workable system to meet the challenges of modern marketing communications, conceptual questions of definition, leadership, best practices, measurement, service compensation and the relationships between them must all be addressed.

## **2.7 Diffusion of Integrated Marketing Communications**

Even though the development of IMC as a concept is of a recent nature, research in the new concept has accelerated in recent years as it continues to interest and excite academics and practitioners. Despite the criticisms levelled against IMC, its diffusion among many practitioners is without question (Kitchen et al., 2004; McDonald, 2005). Studies done in various places around the world such as New Zealand (Eagle and Kitchen, 2000; Fam, 2001), UK (Kitchen et al., 2004), South Korea (Kim et al., 2004), Turkey (Ehren et al., 2006), and New Zealand and UK (Eagle et al., 2007) all support the observation that IMC is gaining ground in current practitioner thinking.

Advertising, which used to take about 75% of communications budget twenty years ago in the US, now accounts for less than 25%, while trade promotions take 50% and consumer promotions 25% (Holm, 2006). This is evidence of marketing communications practitioners shifting more resources from traditional above-the-line communications to below-the-line communications, thus adopting a more integrated approach. In fact, popularity of integrated approaches in the US has 'swollen' to such high levels (Schultz, 1996 in Kitchen et al., 2004). Even promoted beyond the arena of business, it has been extolled to have influenced thinking and action not only among companies but also among authorities, state owned companies and even political parties all confronted by the realities of competition (Holm, 2006).

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There is no doubt that despite criticism of the concept, IMC has proved remarkably robust and gaining acceptance among both clients and agencies. The term has now become the replacement for "marketing communications" and "promotion" (Kitchen et al., 2004). IMC, it is argued, represents the future and that changing nature of business makes it a requirement, not a choice for modern organisations.

## **2.8 Barriers to Integrated Marketing Communications**

Even though many organisations are beginning to see the sense in integrating their marketing communications, several organisational barriers tend to act as stumbling blocks in their quest to achieve true integration. Since IMC is a new, revolutionary concept that requires new thinking and approach, many changes must be carried out in organisations to prepare the ground for the concept to thrive and yield results.



Consequently, many factors have been advanced as potential barriers to the successful adoption and implementation of IMC among client organizations. Duncan and Everett (1993) for example, postulate that egos and turf wars pose a major barrier to IMC adoption and implementation, while Kitchen and Eagle (2000) identified cultural issues, resources and clients, and agency skills as strong IMC barriers.

According to Ewig and De Bussy (2000), agency politics and conflict of interest also pose a major IMC barrier while Hartley and Pickton (1999) and Schultz (2000) agree that the organizational structure presents one major barrier to IMC. Cornelissen et al. (2006) caution that it is imperative for firms to take into account the intricacies of the organizational context in which integration is to take place. This is because the organizational structure of any business is a primary driver of change as it provides the skeletal structure for all organizational decisions and processes (Wang and Ahmed, 2003

However, the most important barrier, according to some scholars, is the lack of support from the top executive(s). A study by Massie and Anderson (2003) which analysed the communications strategy of ASCO, a global offshore logistics company revealed that commitment and action from the executive are the most important part of a communications strategy. It adds that the communications strategy cannot operate in a vacuum and that it must be aligned with the strategic goals of the organisation and supported from the very top. This point is supported by Hocevar et al. (2007) which found that greater involvement of top management in marketing communications could be associated with a higher degree of IMC.



## **2.9 The concept of top management involvement**

### **2.9.1 Explaining top management**

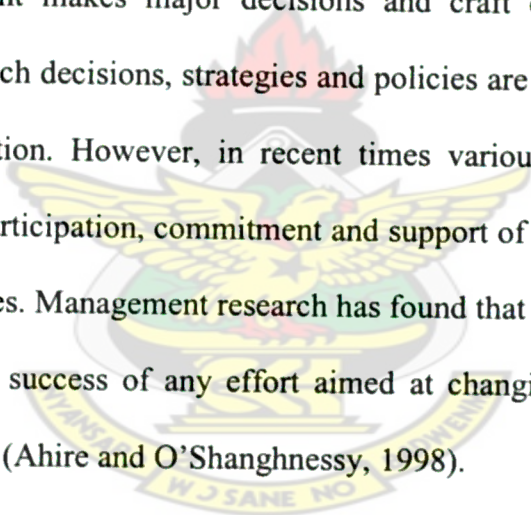
One common thread that runs through the various explanations of top management is the fact that top management occupies the very top of the organisational ladder. According to Witcher et al., (2007) top management includes senior executives, people who attend board of directors meetings, and also those who have an active senior and general management role. Dong (2008) explains that top management includes the CEO and its direct subordinates responsible for corporate policy, while Michel and Hambrick (1992) state that conceptually, top group or top management includes those at the highest level of the organisation. The common theme found in these explanations is that top management occupies the topmost position in the organisation. In other words, they form the apex, the highest point, the uppermost echelon of the organisation, and they have traditionally been responsible for major corporate decisions that affect the strategic and other critical areas of the organisation (Amason, 1996).

### **2.9.2 Role of top management in the organisation**

Members of the top management, in a top down manner, drive the business decision making process (Dadzie, 2004). They provide leadership and direction for the organisation as well as sound management of its resources. The quality of top management may significantly influence the success or failure of an organisation. This is because an organisation is partly a projection of the talent and deficiencies, attitudes, interests and tastes of its top managers (Brownlie and Spender, 1995).

The major decisions they make flow down from the top to the lower levels of the organisation, and this top-down structure of corporate divisions gives managers tight control and allows organisations to grow (Pegels and Yang, 2000). Because those in the tops of organisations have considerable power in steering their organisations, they are in a position to lead their organisations in a number of possible directions (Matthews, 1998). Empirical research all support the role of “upper echelons” in determining organisational processes and outcomes (Halikias and Panayotopoulou, 2003), and due to the critical roles they play in shaping organisational strategies and policies, top management teams are seen as important determinants of firm success (Carson et al., 2004).

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Even though top management makes major decisions and craft core organisational policies, implementation of such decisions, strategies and policies are left to others in the lower levels of the organisation. However, in recent times various researchers have advocated the involvement, participation, commitment and support of top management in certain organisational initiatives. Management research has found that commitment of top management is crucial to the success of any effort aimed at changing the operational philosophy of the organisation (Ahire and O'Shanghnessy, 1998).

Members of the top management have been advised to get committed and involved in those critical activities that have significant bearing on firm performance. Such researchers argue that due to the enormous power and influence top management wields in the organisation, their involvement in certain activities can significantly bolster the success of such activities. For instance a study by Jarvenpaa and Ives (1991) found that participation and involvement of executives in information technology (IT) initiatives

impacted on the progressive use of IT in an organisation. This is supported by Ahire and O'Shanghnessy (1998) who state that in a firm with a high level of top management commitment to quality, one would expect higher quality of products. They add that sincere efforts by top management go beyond slogans and provide vision and broad goals that direct quality efforts.

### **2.9.3 Top Management Involvement in Marketing Communications**

In the area of marketing communications, Hocevar et al. (2007) found that greater involvement of top management in marketing communications could be associated with a higher degree of IMC. Holland (1994) argues that marketing activities are not the responsibility of the marketing department alone, but of everybody in the organisation including top management. He states further that if marketing activities are not fully integrated into an organisation's entire fabric, that organisation will never reach its full potential.

Since quality management requires the commitment of top management (Dadzie, 2004), the involvement of top management in marketing activities cannot be overemphasised. The explanation is that because marketing is a key driver of business strategy in many organisations, marketing activities deserve a major portion of top management's attention (Kotler, 2004). Increasingly, the marketing function has become an important and integral part of organisational business strategy.

Thus, for integrated marketing communications to thrive and grow in book publishing firms in Ghana, the new concept must have the support and involvement of the people at

the very top of the organisational hierarchy. The revolutionary nature of IMC requires new thinking and new processes which inevitably leads to some form of organisational change. And since people by nature view change with fear and suspicion, the new concept can arouse strong opposition. Since the successful implementation of the concept requires massive coordination and collaboration of various sectors of the organisation which traditionally have existed over the years with relative autonomy, there is bound to be unease on the part of individuals and sectors who view the concept as an encroachment of their 'territorial waters.'

Therefore, top management must first find ways to overcome such opposition. To be successful at this, they must adopt tactics and strategies that seek to neutralise or at least contain people who delay making essential commitments or seek to protect turf and posture (Nutt, 1986).

Thus, without the support and involvement of top management the behaviour of organisational members will not change. On the other hand, top management support and involvement inspires and encourages subordinates to invest fully in any particular area of the organisation for which they are responsible (Ahire and O'Shanghnessy, 1998). Zutshi and Sohal (2005) state categorically that it pays for top management to be seen by the rest of the employees to be totally committed and involved. This will have the effect of overcoming employee resistance and help elicit their support for the new concept. Madhavaram et al. (2005), contend that the support of top management can ensure that everyone responsible for marketing communications understands the firm's brand identity and, thus can successfully integrate its marketing communications.



Since top management has overall responsibility for the organisation's performance, it is in its best interest to support programmes that can potentially enhance organisational performance. Due to the existence of a strong relationship between IMC and organisational performance, such that when IMC is higher sales, market share and profits also tend to be higher (Low, 2000), top management has a potent tool in IMC to utilise in the improvement of organisational profits. Thus, the active involvement of top management in IMC can boost firm performance and boost their own standing and recognition in the company.

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Additionally, many IMC scholars regard IMC as a strategic issue which should be treated in accordance with the nature of strategy and strategic decisions (Holm, 2006). As a strategic issue that has bearing on the overall long-term success and direction of the organisation, top management has little choice but to get involved since they are responsible for the strategic, long-range direction of the organisation. According to Dutton and Ashford (1993) an issue becomes strategic when top management believes that it has relevance for organisational performance. Therefore, if top management views IMC as a critical strategic tool and thus gets involved, it will send an important signal to other organisational members about the critical role of IMC in the achievement of organisational goals. In support of this Smith and Taylor (2002) state that with top management support and action the IMC concept can move downward and across the organisation.



Contemporary organisations have been advised not to leave marketing communications activities only to the people in the marketing department. This is because marketing communications now represent an important tool in the current information economy to be left only to the marketing department. The involvement and strict oversight of top management is considered critical.

Christensen et al. (2005) note that: "Integration [of marketing communications] cannot be accomplished by middle managers or from those in the lower levels of the organisation. It must come from the top, and it cannot be just a memo or directive.... There must be a commitment from top management to integrate and to remove the barriers which prevent integration." But in many organisations there is a divide between managers responsible for the company's strategic direction and those who have been traditionally responsible for marketing (Emerald group, 2006).

Therefore, top management must commit the needed financial and other resources in support of the concept. And though financial resource is crucial to IMC, what truly delivers excellence in any organisational effort is the happy union between money and management (Sakthivel, 2007).

Based on the above submissions this study argues that if top management displays active involvement in marketing communications activities, which though is a purely marketing activity, it will help surmount some of the peculiar obstacles in the adoption of integrated marketing communications in organisations.

## 2.10 Top Management Involvement and IMC adoption

The Oxford Advanced Dictionary (2000) defines “involvement” as the act of taking part in something. In other words participating in something is seen as being involved in it. Thus, involvement and participation are seen as having similar connotations. In their study of Executive Involvement and Participation in the Management of Information Technology, Jarvenpaa and Ives (1991) argue that the terms “executive participation” and “executive involvement” have been used interchangeably in much of the information systems literature to describe or prescribe the CEO’s role in IT activities.

Hocevar et al (2007), in their study of top management involvement as a determinant of the level of IMC, sought to measure top management involvement in marketing communications by measuring the extent of their involvement in decisions about the marketing communications planning process. The steps in marketing communications planning process as outlined by Duncan (2005) are as follows:

1. Identify target audiences
2. Analyse SWOT
3. Determine marketing communication objectives
4. Develop strategies and tactics
5. Determine the budget
6. Coordination
7. Evaluate effectiveness (control of marketing communications)

As a first step in developing a marketing communications programme, a clear target audience must be identified. Identifying the target audience serves as a critical influence on the communicator’s decisions about what to say, how to say it, when to say it, where to say it and to whom to say it (Kotler, 2002). Afterwards, the firm’s strengths,

weaknesses, opportunities and threats (SWOT) must be analysed. This helps the organisation to understand its standing in the market and to appreciate the competition. This internal and external assessment helps the firm to craft a potent communications response to the market. After analysing SWOT, the marketing communications objectives must be established. Here, the marketing communicator has to decide whether he is seeking a cognitive, affective or behavioural response. The marketer has to decide whether he wants to put something into the consumer's mind, change an attitude or to get the consumer to take a certain action. At this stage marketers apply the consumer-response models as depicted in **Table 2.1**.

After the establishment of the communications objectives, the communications strategy is developed. This stage includes designing a potent communications message, which should capture attention, hold interest, arouse desire and prompt action (AIDA model – see **Table 2.1**). The message strategy will require answering four questions: what to say (message content), how to say it logically (message structure), how to say it symbolically (message format) and who should say it (message source) (Kotler, 2002). This stage also includes the selection of the communications channels through which the message will flow to the target audience. The message can flow through personal communications channels such as personal selling, telephone or email; or through non-personal channels such as advertising.

The next step is to establish the marketing communications budget. Firms set the communications budget either by Affordable method i.e. what management thinks the firm can afford; Percentage-of-sales method where the firm sets marketing communications expenditures at a percentage of sales or the selling price; and

Competitive-parity method where the firms sets the communications budget to match with the competition (Kotler, 2002). The next step after establishing the communications budget is the coordination of the marketing communications.

The final step is control or evaluation. After implementing the marketing communications plan, the marketing communicator must measure its impact. At this stage the communicator finds from the target audience whether they recognize or recall the message, how many times they saw it, how they felt about the message as well as their previous and current attitudes toward the product. Behavioural measures of audience response, such as how many people bought the product, liked it and talked to others about it should also be carried. Afterwards, any shortcomings in the communications plan are addressed.

As these steps represent the steps in crafting an organisation's marketing communications programme, top management involvement will be measured by the extent of their involvement in decisions regarding these steps. With regards to IMC adoption, this study builds its conceptualisation on the four dimensions of IMC as outlined by Low (2000). These dimensions are outlined below:

1. The extent to which communications tools are planned and executed as one integrated project. Here, rather than projecting each marketing communications activity as distinct and autonomous of the other, the various tools are projected as one whole programme.
2. The extent to which communications tools are planned by the same manager.

Assigning the planning and execution of the different communications tools to one



manager rather than separate managers, helps to centralize communications decisions and brings about uniformity in communications decisions and facilitates coordination.

3. The strategic consistency of communications efforts. This ensures that the various elements of the communications programme have a common strategic objective and avoids the situation where they all pursue different objectives.

4. The commonality of the communications message. This is to avoid inconsistent messages content resulting from having different messages running through the various communications tools.

This study, therefore, builds on the theory that a firm's top management involvement in marketing communications decisions regarding;

- identifying target audiences
- analysing the firm's SWOTs
- determining marketing communications objectives
- developing marketing communications strategies and tactics
- determining marketing communications budget
- coordination of marketing communications and
- evaluating marketing communications effectiveness,

will impact on IMC adoption as reflected in;

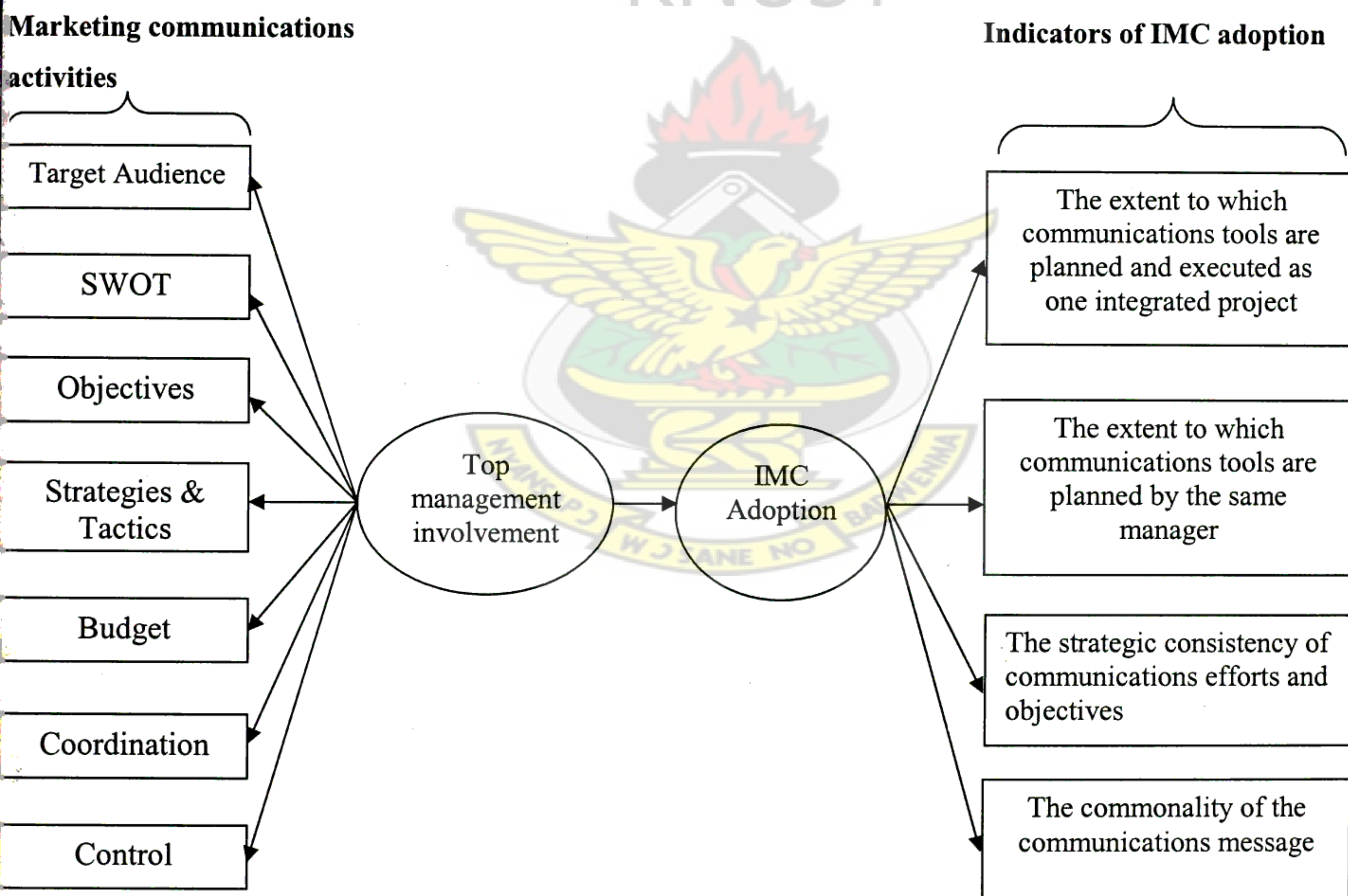
- the extent to which communications tools are planned and executed as one integrated project;
- the extent to which communications tools are planned by the same manager;

- the strategic consistency of communications efforts and
- the commonality of the communications message.

This forms the study's conceptual framework depicted in **Figure 2.2**.

## 2.11 Conceptual Framework of the Impact of Top Management Involvement on IMC Adoption

**Figure 2.2: Conceptual Framework of the impact of top management involvement on IMC adoption**



Source: Hocevar et al. (2007) and Low (2000)

The conceptual framework in **Figure 2.2** illustrates the impact of top management on IMC adoption. The explanation is that top management involvement in target audience selection; analysing SWOT; determining marketing communications budget; determining marketing communications strategies and tactics; determining communications budget; coordination of marketing communications and control of marketing communications has a positive impact on IMC adoption as indicated by the extent to which communications tools are planned and executed as one integrated project; the extent to which communications tools are planned by the same manager; the strategic consistency of communications efforts and objectives, and the commonality of communications messages.

KNUST





## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter explains the research and analytical tools employed in the study, including the research approach and strategy adopted. It also provides background information about the book publishing industry in Ghana.

#### **3.2 Research Design**

Research is generally categorised into two: Qualitative and Quantitative research. While qualitative approach concentrates on words and observations to express reality and attempts to describe people in natural situations, quantitative research grows out of a strong academic tradition that places considerable trust in numbers that represent opinions or concepts (Amaratunga et. al, 2002). These two research approaches have differing strengths and weaknesses. These differing strengths and weaknesses have pushed researchers to adopt triangulation, which is the combination of methodologies in the study of the same phenomenon (Yin, 1994). The effectiveness of triangulation rests on the premise that the weakness in each single method will be compensated by the counter-balancing strengths of another. This study makes use of these two research approaches.

#### **3.3 Study Population**

Book publishing houses in Accra formed the population for this study. The decision to confine this study to Accra stemmed from the fact that the vast majority of publishing



houses are concentrated in Accra. A list of publishing houses in Ghana was obtained. This was an unpublished list of registered publishing houses in Ghana compiled by the Department of Publishing Studies, KNUST in 2007. This list contained the names and addresses of publishing houses registered with the Ghana Publishers Association and the Registrar General's office. In all, there were 182 companies of which 144 (79%) were located in the city of Accra.

### **3.4 Sample and Sampling Technique**

Out of the 144 companies in Accra, 50 were chosen for the study using simple random sampling. Accordingly, purposive sampling was used to select all 140 top managers in the 50 publishing houses using the definition of top management by Witcher et al. (2007). This figure (140) formed the sample size of the study.

### **3.5 Data Collection**

**3.5.1 Secondary data** such as material from the internet, books and journals were used for this study. Such secondary data was used extensively in the review of literature relevant to this study. Secondary data was also obtained from the Ghana Publishers Association and the Registrar General's Department.

**3.5.2 Questionnaires** were used to gather primary data for this study. The questionnaire consisted of both structured and unstructured questions. The questionnaire contained 21 questions and took an average of seven (7-10) minutes to answer. Many of these questions were an adaptation of instruments developed by several IMC researchers (see Kitchen, 2004; Hocevar et al., 2007). These questionnaires were pretested in four

publishing houses in Kumasi. The pretest is used to ensure that the questionnaire is appropriate for the survey in terms of its structure and language, and it enables the researcher to check that the information required from the target population is actually collected through the research instrument (Reynolds and Diamantopoulos, 1998). These questionnaires and accompanying covering letters were distributed to top or senior managers in book publishing companies by the researcher in Accra. The covering letter explained what the research was about, and it asked the potential respondents to complete the questionnaire truthfully and honestly as it related to their companies

### **3.5.3 Levels of management**

This study was focused on top management involvement on IMC adoption. Top management refers to the CEO and its direct subordinates as well as those who have an active senior and general management role (Witcher et al., 2007).

Many of the selected firms had either a General Manager or Managing Director supervising the work of Sales Assistants, Accounts Clerks and Supervisors. Such lower level staff were not considered part of top management. In a few companies, there existed an organisational structure comprising top management such as the CEO, General Manager, and functional heads such as Marketing, Production and Personnel. Accountants were classified as financial managers and included in top management. In all 52 individuals qualified as members of top management.

### **3.6 Operational Measures**

#### **3.6.1 Independent variable**

To assess the involvement of top management in marketing communications, the IMC planning process as developed by Duncan (2005) was used. This served as the basis for studying top managers' involvement in marketing communications by examining top management involvement in decisions regarding them. In this regard the following variables were operationalised:

1. Identifying target audiences.
2. Analysing the firm's strengths, weaknesses, opportunities and threats (SWOT).
3. Determining marketing communications objectives.
4. Developing strategies and tactics.
5. Determining marketing communications budget.
6. Coordination of the marketing communications
7. Evaluating communications effectiveness (control of marketing communications).

These seven activities formed the independent variables for this study. According to Duncan (2005), these activities represent the steps in the IMC planning process. Therefore, to assess top management's involvement in marketing communications top managers were asked to state to what extent (1 – not at all involved; 5 – greatly involved) they were involved in decisions relating to the aforementioned steps. Aside questions relating to the IMC planning process, other questions that sought to assess the top manager's familiarity with IMC were asked.

### 3.6.2 Dependent variable

The four dimensions of IMC as outlined by Low (2000) formed the dependent variables for this study. According to Low (2000) whether or not a firm has adopted IMC will depend on these four traits:

1. The extent to which communications tools are planned and executed as one integrated project.
2. The extent to which communications tools are planned by the same manager.
3. The strategic consistency of communications efforts.
4. The commonality of the communications message.

### 3.7 Data Analysis

Since the research was based on both qualitative and quantitative research paradigms, the findings of this research were reported by means of descriptive statistics and quantitative analysis. The descriptive presentation included bar chart and tables, while multiple regression analysis was used to identify the association between top management involvement and IMC adoption.

The internal consistency of the data was tested by carrying out reliability analysis using Cronbach's Alpha. Reliability analysis may be used to construct scales and to improve existing scales. It refers to the correlation of an item, scale or instrument with a hypothetical one which truly measures what it is supposed to (Walter et al., 1998).

Additionally, the data was checked for multicollinearity, which is a statistical phenomenon in which two or more predictor variables in a multiple regression model are



highly correlated. It is caused by such factors as improper use of dummy variables, using a variable that is computed from other variables in the equation, and the use of two different operationalisations of the same identical concept. The existence of multicollinearity may result in wrong signs and magnitudes of regression coefficient estimates, and consequently in incorrect conclusions about relationships between independent and dependent variables. To remove multicollinearity from a dataset, the determinant value in the correlation matrix should be greater than 0.00001 (Field, 2005).

### **3.8 Background of Publishing Business in Ghana**

#### **3.8.1 Pre-independence period**

The history of the book industry in Ghana shares similar characteristics with those of other Anglophone African countries. The earliest publishing houses to be set up in many African states were missionary publishing houses such as the Presbyterian and Methodist presses due to the arrival of Christianity and Western education. Before independence, the publishing scene in Anglophone Africa was dominated by expatriate publishing giants such as Longman, Macmillan, Heinemann and the Oxford and Cambridge university presses. The dominance of foreign companies over so important a communications medium such as the book alarmed some African governments which began to act in an attempt to replace or supplement foreign companies with state publishing houses (Smith, 1975).

#### **3.8.2 Post independence**

In the years following independence, the publishing industry in Africa experienced rapid development facilitated by huge investment by the new states in education and

indigenization, that saw the rapid establishment of local publishing houses, both state-owned and private, to compete with the multinational ones (Zezeza, 2002). With the introduction of the fee-free educational system after Ghana's independence in 1957, the government of Kwame Nkrumah set up the State Publishing Corporation to publish textbooks for schools (Alemna, 2002).

Such state companies were set up for both economic and cultural aims. It was the objective of the new country to nurture and grow all economic sectors, but perhaps more importantly it reflected the effort to make Africans culturally independent by taking charge of information dissemination and thus, screen out all information that propagated colonial values while downplaying the African culture and traditions. Though the 1960s and 1970s were boom periods for the book industry in Ghana and elsewhere in Anglophone Africa, the 1980s were characterised by low sales as a result of falling wages, widespread retrenchment and cuts in educational budgets (Zezeza, 2002).

### **3.8.3 Liberalisation and private sector involvement**

However, the economic recovery programmes in the 1980s and the 1990s transformed the industry. These economic reforms introduced deregulation, liberalisation, and privatisation in many sectors of the Ghanaian economy. As a result many private publishers burst onto the publishing scene, competing with, and in some cases supplanting, state or parastatal publishing houses (Zezeza, 2002).

To accelerate private sector involvement in the book industry, the Ghana Book Development Council (GBDC) was set up in August 1975 charged with the responsibility

of encouraging indigenous authorship and ensuring the provision of opportunities for local writers, translators and printers to produce books (Alemna, 2002). Gradually, a private indigenous publishing sector began to expand as private entrepreneurs entered the publishing field in unprecedented numbers. The African publishing industry is believed to have registered about 500% growth, given the increase in the number of book publishers on the scene (Darko-Ampem, 2000).

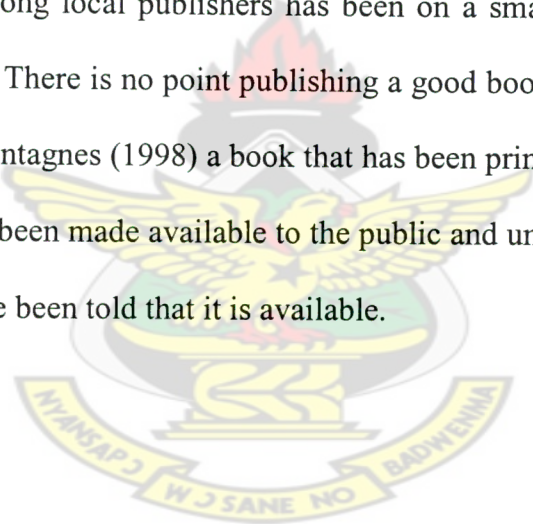
Though the publishing industry is small in economic terms, it is considered a vital sector nonetheless. It is seen as a potent weapon in the fight against illiteracy, poverty and underdevelopment. The steady growth of the publishing industry in Ghana has come about against the backdrop of several daunting challenges. These include small local market, poor reading habits of Ghanaians, illiteracy and lack of critical funds for expansion. The industry is also seen as not lucrative enough due to the lack of a book buying culture. Thus, the industry is seen as one of high risk. This high risk, however, is not typical only of the Ghanaian publishing industry. Uncertainty and risk is considered an enduring feature of book publishing (Stanworth and Stanworth, 1997).

#### **3.8.4 Recent years**

In recent years, several efforts have been made to boost the industry and deepen the public's appreciation of the crucial role it can play in Ghana's national development. Such initiatives include the organisation of international book fairs since 1996 and the formation of the Publishers Association of Ghana to encourage the sharing of ideas and to solicit ideas to promote the industry. But, perhaps, the most notable initiative has been the government's new national textbook policy. According to Alemna (2002), the new

Textbook Development and Distribution Policy for Basic Education includes active private-sector participation in the implementation of a sustainable book development, production and distribution system. Among other things, the new policy sets aside a specified percentage of textbooks to be produced by local publishers.

This has encouraged competition among local publishers and has set the tone for aggressive marketing among them. Alemna (2002) argues that compared to those of other African countries, the book chain in Ghana is relatively well developed and vibrant. Even though book production is increasing, what is required is for local publishers to embark on effective marketing activities such as promotion to make people aware of their products. Book promotion among local publishers has been on a small-scale compared with other consumer products. There is no point publishing a good book if readers do not hear about it. According to Montagnes (1998) a book that has been printed and bound has not been published until it has been made available to the public and until the people who are its intended readership have been told that it is available.





## CHAPTER FOUR

### RESEARCH FINDINGS, ANALYSES AND DISCUSSION

#### 4.1 Introduction

The goal of this chapter is to present the analyses and discussions of the data collected from the field using the research instruments outlined in the previous chapter. These analyses and discussions take the form of descriptive statistics in which the findings are presented with tables, graphs and charts. This chapter also presents a quantitative component of the analysis in the form of multiple regression. These analyses were carried out using the statistical software SPSS (version 16.0).

#### 4.2 Response Rate

140 questionnaires were distributed to 50 publishing companies. At the time of analysis, 57 responses from 38 companies had been received. After cleaning and checking the received responses, 52 were deemed usable for the analyses, yielding a response rate of 37.142%. According to Cohen et al. (2000) a sample size of 30 should be the minimum number of cases if a researcher plans to use some form of statistical analysis on the data

#### 4.3 Demographic Information of Respondents

52 individuals qualified as members of top management. Out of this number, 41 of them representing 78.8 % were men and 11 representing 21.1% were women. 20 of them had been at their current position for at least 1 year, 26 of them had been at their current position for at least 3 years and 6 of them had spent at least 5 years in their positions. The tables below provides a description of the demographic information.

**Table 4.1: Years spent in current position**

Years spent in position	Frequency	Percentage (%)
1-3 years	20	38.5
3-5 years	26	50.0
Over 5 years	6	11.5
Total	52	100

Source: Fieldwork, December 2008

**Table 4.2: Gender of respondents**

Gender	Frequency	Percentage (%)
Male	41	78.8
Female	11	21.2
Total	52	100

Source: Fieldwork, December 2008

**Table 4.3: Position in the company**

Position	Frequency	Percentage (%)
CEO	4	7.7
General Manager	10	19.2
Managing Director/Owner	15	28.8
Marketing/Sales Manager	11	21.2
Production/Operations Manager	7	13.5
Personnel/Human Resource Manager	2	3.8
Financial Manager	3	5.8
Total	52	100

Source: Fieldwork, December 2008

**4.4 Data Reliability**

In order to ensure that the data was reliable and adequate for further analyses, the reliability analysis was performed. The reliability of each scale was calculated by obtaining the Cronbach alpha. For a scale to be adequate, alpha must be .60 or higher (Walter et al., 1998). Reliability analysis carried out on the scale measuring top

management involvement produced an alpha of .93 indicating strong reliability, while reliability of the scale measuring IMC adoption was .64 indicating adequate reliability of the scale.

4.5 Multicollinearity and Sampling Adequacy

Test of multicollinearity in the dataset produced a determinant of 6.85E-005 which is greater than 0.00001 indicating that there is no mulitcollinearity or singularity among the variables. In other words, the variables are not highly correlated indicating that the data is valid for further analyses.

The data was again checked for adequacy in sampling by conducting a Kaiser-Meyer-Olkin (KMO) and Bartlett’s test. According to Kim and Mueller (1978) KMOs in the range of 0.7 – 0.8 are considered ‘meritorious’ those in the 0.6 – 0.7 are middling and KMOs in the range of 0.5 – 0.6 are considered poor although not unacceptable. Computation of this test yielded a KMO value of 0.890 which significantly confirmed that the data was adequate for further analyses. Bartlett’s Test of Sphericity was also found to be very significant.

Table 4.4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.890
Bartlett's Test of Sphericity	Approx. Chi-Square	445.847
	Df	55
	Sig.	.000

#### 4.6 Assessing Top Management Knowledge of IMC

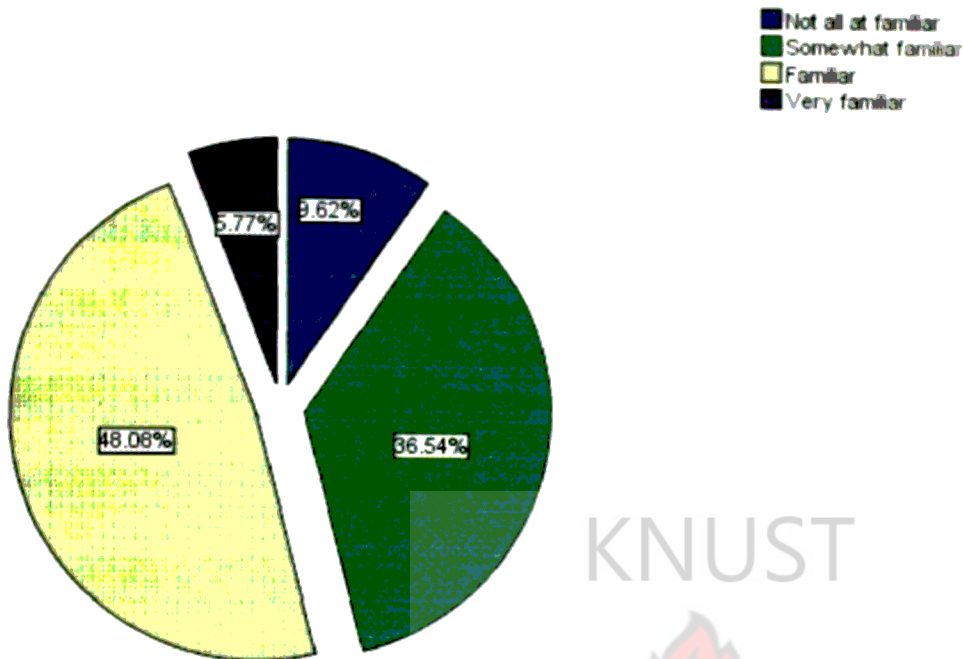
In any target population the level of knowledge an individual has on a particular topic is likely to vary from person to person (Reynolds and Diamantopoulos, 1998). As an initial measure, the study sought to ascertain the knowledge top management had of IMC. In this regard, the IMC definition given by the American Association of Advertising Agencies (AAAA) was given to respondents. The AAAA's definition was adopted because it has been used by several IMC researchers, and many other IMC definitions take their point of departure from this definition (Christensen, 2005). The AAAA defined IMC as:

A concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines – e.g. general advertising, direct response, sales promotion and public relations – and combines these disciplines to provide clarity, consistency and maximum impact.

Based on this definition, top management was asked to indicate to what extent they were familiar with the IMC concept. Analysis of the responses revealed that while 5 members of top management, representing 9.6%, were not at all familiar with the concept, 19 members representing 36.5% were somewhat familiar with the concept. And while 25 members representing 48.1% were familiar with the concept, 3 members representing 5.8% said they were very familiar with the concept. **Figure 4.1** below provides a pictorial description.



Figure 4.1: Top Management's familiarity with IMC



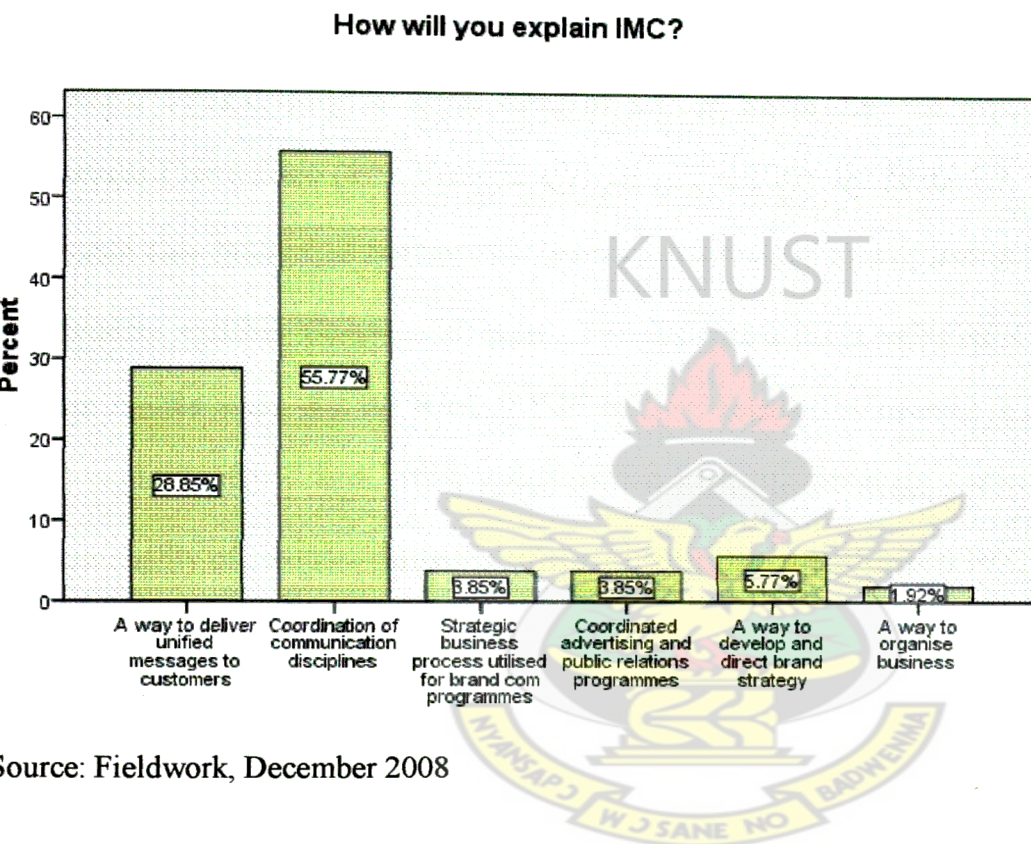
Source: Fieldwork, December 2008

To further determine the depth of top management's IMC knowledge, they were asked to explain their understanding of IMC. In this regard, summary of the basic IMC explanations were given to respondents. These explanations reflected the various conceptualisations of IMC given by various IMC researchers. These definitions or explanations are outlined below.

- A way to deliver unified messages to customers.
- Coordination of communications disciplines.
- Strategic business process utilised for brand communications programmes.
- Coordinated advertising and public relations programmes.
- A way to develop and direct brand strategy.
- A way to organise business.

Aside the alternatives given above, respondents were asked to state their own explanation of IMC if none of the above reflected their perception of IMC. Their responses are displayed below in **Figure 4.2**

**Figure 4.2: Explanation of IMC by Top Management**



The results show that most of top management (56%) understood IMC to be tactical coordination of communications tools. Quite a number of them (29%) perceived IMC to be a way to deliver unified messages to target audience. By placing more emphasis on coordination of communications and focus on a unified message, top management are more in tune with the earlier explanations of IMC. Their understanding of IMC seems to contrast with recent IMC thinking that views IMC as a strategic organisational activity

which must be accorded the same attention as other strategic business activities. Only 4% of them saw IMC as a strategic business process.

#### **4.7 Evaluation of the Level of IMC Among Publishing Houses in Ghana**

The level of IMC in the selected publishing houses was evaluated using the means of the four dimensions of IMC. The means of all four dimensions display above average figures when compared with the 5 point Likert scale. In **Table 4.5**, the dependent variable *One Manager* (Y1) displays a mean value of 3.1. In **Table 4.6**, the dependent variable *Strategic Consistency* (Y2) produces a mean value of 4.0. In **Table 4.7**, the dependent variable *One Integrated Project* (Y3) shows a mean value of 3.6, and in **Table 4.8**, the dependent variable *Common Message* (Y4) displays a mean value of 4.0. The above mean figures mean that the level of IMC in these selected companies is above average and could be fairly high. With means of 4.0 each, the strategic consistency and the commonality of communications message is higher than the other two IMC components.

#### **4.8 The Impact of Top Management Involvement on IMC Adoption**

The foundation of this study rests on the hypothesis that top management involvement in the marketing communications planning process has a positive impact on IMC adoption. In order to test the impact of top management involvement on IMC adoption, the marketing communications planning activities as outlined by Duncan (2005) was used as the basis for measuring top management involvement. These activities are

- Identifying target audiences
- Analysing SWOT
- Determining marketing communication objectives
- Developing strategies and tactics
- Determining the marketing communications budget
- Coordinating communications tools

- Evaluating effectiveness (control of marketing communications).

To capture top management involvement in marketing communications, managers were asked to indicate to what extent they were involved in decisions about these activities on a scale of 1 – 5 where 1 “not at all involved” and 5 “greatly involved.”

Similarly, adoption of IMC was measured by the IMC adoption indicators as outlined by Low (2000). These indicators are;

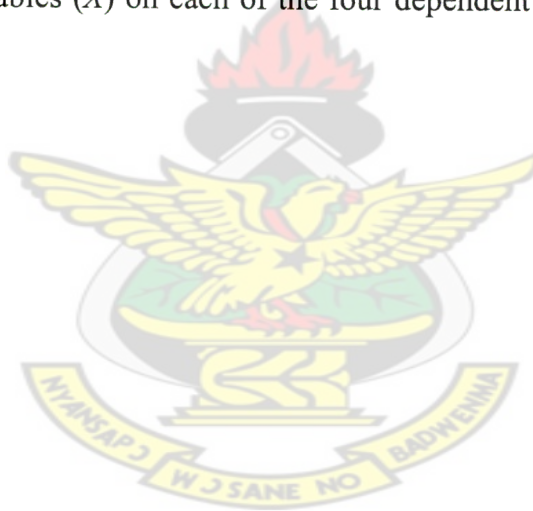
- The extent to which communications tools are planned and executed as one integrated project.
- The extent to which communications tools are planned by the same manager
- The strategic consistency of communications efforts and objectives
- The commonality of the communications message

Using a scale of 1 – 5 where 1 was “strongly disagree” and 5 “strongly agree”, top management were asked to indicate to what extent they agreed or disagreed with the following statements:

- The company’s marketing communications campaigns are planned and directed by the same manager.
- The elements of the company’s marketing communications focus on a common strategic objective.
- All the different marketing communications tools are planned and executed as one integrated project.
- All of the company’s marketing communications tools focus on a common message.



The hypothesis was tested by running a Multiple Regression Analysis with the data collected. Regression analysis is a statistical tool for the investigation of relationships between variables (Lind et al., 2002). The investigator usually seeks to ascertain the causal effect of one variable or variables upon another. A regression model which incorporates several independent variables is known as a multiple regression model (Lucey, 2002). It is valuable for quantifying the impact of various simultaneous influences upon a single dependent variable. Based on this, the goal of this section is to assess and quantify the impact of the seven marketing communications planning activities that represent top management involvement on each of the four IMC adoption indicators. The result was presented in four models that each computes the causal effects of the seven independent variables ( $X$ ) on each of the four dependent variables ( $Y$ ). The computation is shown below.



### **Independent variables**

X1=Target audience  
X2=SWOT  
X3=Objectives  
X4=Strategies  
X5=Budget  
X6=Coordination  
X7=Control

### **Dependent variables**

Y1=One Manager  
Y2= Strategic consistency  
Y3= One integrated project  
Y4= Common message

**Table 4.5: Regression Analysis of Marketing Communications activities (X1 – X7) on One Manager (Y1)**

Variable	Coefficient	Std. Error	t-statistic	p-value	
Const	2.24017	0.964707	2.3221	0.02492	**
X1	-0.287708	0.23287	-1.2355	0.22321	
X2	0.211482	0.261917	0.8074	0.42376	
X3	0.0613704	0.214179	0.2865	0.77581	
X4	0.133605	0.244769	0.5458	0.58793	
X5	-0.143475	0.177611	-0.8078	0.42355	
X6	-0.131559	0.207361	-0.6344	0.52908	
X7	0.44324	0.18691	2.3714	0.02216	**

Mean of dependent variable = 3.17308  
Standard deviation of dep. var. = 0.833635  
Sum of squared residuals = 26.9072  
Standard error of residuals = 0.782001  
Unadjusted R<sup>2</sup> = 0.240818  
Adjusted R<sup>2</sup> = 0.120039  
F-statistic (7, 44) = 1.99388 (p-value = 0.0775)  
Log-likelihood = -56.6547

\*\* p < 0.05      Dependent variable: One Manager (Y1)

The model above displays the coefficient estimates, the standard errors and the p-values of the independent variables (X1 – X7) as they relate to the first dependent variable (Y1). The respective estimates for the *Constant* are also shown. The various coefficient estimates represent the change in the dependent variable as a result of a unit change in the respective independent variable, holding the other independent variables constant.

Though these coefficient estimates provide a cursory indication of the effect a change in the independent variables have on the dependent variables, it is the statistical significance of such effects that is of vital importance. This significance level is depicted by the *p-value*. The *p-value* represents a decreasing index of the reliability of a result. Specifically, the *p-value* represents the probability of error that is involved in accepting the observed result as valid. The lower the *p-value* the more significant the result. A coefficient is

considered significant if the *p-value* is less than 0.05 (at 95% confidence level) (Boon and Arumugan, 2006).

As shown in **Table 4.5**, none of the independent variables shows the accepted level of significance except X7 and the Constant. At 0.05% error level, only X7 (involvement in marketing communications control and evaluation) significantly impacts Y1 (the extent to which marketing communications tools are planned by the same manager). As X7 (involvement in marketing communications control and evaluation) is the only independent variable that is significant, the implication is that top management should devote much effort in this activity if the goal is to ensure that communications tools are planned by the same manager.

The impact of all the independent variables as a whole on the dependent variable is shown by the *R-square* ( $R^2$ ). The *R-square*, also called the coefficient of multiple determination, shows the percentage of the variation in the Y-variable that is explained by the X-variables (Lucey, 2002). Where there is more than one independent variable, the *Adjusted R-square*, which is the version of the *R-square* that has been adjusted for the number of predictors in the computation, is used. The *Adjusted R-square* is used because the *R-square* tends to overestimate the strength of the association, especially where there is more than one independent variable.

The *Adjusted R-square* value of 0.120039 from **Table 4.5** indicates that the seven independent variables together explain only 12% of the total variations in the dependent variable. This means that top management involvement in target audience selection;

SWOT analysis; setting communication objectives; setting communications strategies; determining marketing communications budget; coordination of marketing communications; and evaluation or control of marketing communications all explain only 12% of the variation in Y1 (the extent to which communications tools are planned and executed by the same manager). This implies that other factors other than top management involvement in these seven marketing communications planning activities are responsible for the bulk of the variations in the Y1. Therefore, further research is needed to investigate such factors.

In **Table 4.6** below, the relationship between the seven marketing communications planning activities (X1 – X7) and Y2 (the extent to which marketing communications focus on a common strategic objective) are computed.

**Table 4.6: Regression Analysis of Marketing Communications activities (X1 – X7) on Strategic Consistency (Y2)**

<i>Variable</i>	<i>Coefficient</i>	<i>Std. Error</i>	<i>t-statistic</i>	<i>p-value</i>	
const	2.85978	0.621647	4.6003	0.00004	***
X1	0.337202	0.150059	2.2471	0.02970	**
X2	-0.1881	0.168776	-1.1145	0.27112	
X3	0.0399282	0.138015	0.2893	0.77371	
X4	0.125026	0.157726	0.7927	0.43222	
X5	0.0892529	0.114451	0.7798	0.43966	
X6	-0.0425536	0.133621	-0.3185	0.75164	
X7	-0.0420102	0.120443	-0.3488	0.72890	

Mean of dependent variable = 4.03846  
Standard deviation of dep. var. = 0.684894  
Sum of squared residuals = 11.1728  
Standard error of residuals = 0.503913  
Unadjusted  $R^2 = 0.532968$   
Adjusted  $R^2 = 0.458667$   
F-statistic (7, 44) = 7.17314 (p-value = 1e-005)  
Log-likelihood = -33.8031

---

\*\*\* p < 0.01, \*\* p < 0.05      Dependent variable: Strategic Consistency (Y2)



As can be seen from **Table 4.6** above, it is the coefficient of variable X1 (involvement in target audience selection) that is significant at 5% error level. Though variables X3 (involvement in marketing communications objectives), X4 (involvement in communications strategies), and X5 (involvement in marketing communications budget) all show positive coefficient estimates, their effects on Y2 (the extent to which marketing communications focus on a common strategic objective) is not statistically significant. Thus, these variables have no impact on Y2.

For variables X2 (involvement in SWOT), X6 (involvement in marketing communications coordination), and X7 (involvement in control of marketing communications) their negative coefficients are also not statistically significant. The explanation is that of all the seven marketing communications activities, only X1 (involvement in target audience selection) significantly impacts Y2 (strategic consistency). The implication of this finding is that top management should concentrate on their involvement in target audience selection and should cut their involvement in the other activities if the objective is to boost the strategic consistency of communications messages.

Again, with an *Adjusted R-square* of 0.458667 all the independent variables together account for about 46% of the total variation in the dependent variable. It can, therefore, be said that factors other than the seven marketing communications planning activities account for the variation in the dependent. This means that top management involvement in these seven activities has only 46% impact on the extent to which marketing communications focus on a common strategic objective. This implies that on the whole

these seven activities do not significantly impact Y2 (strategic consistency). It also implies that further research may be needed to investigate the factors that may also be responsible for the variation in Y2.

In **Table 4.7** below, the association between top management involvement in the seven marketing communications planning activities (variables X1 – X7) and the extent to which marketing communications tools are planned and executed as one integrated project (Y3) are displayed.

**Table 4.7: Regression Analysis of Marketing Communications activities (X1 – X7) on One Integrated Project (Y3)**

<i>Variable</i>	<i>Coefficient</i>	<i>Std. Error</i>	<i>t-statistic</i>	<i>p-value</i>	
const	2.79469	0.614904	4.5449	0.00004	***
X1	0.0736611	0.148431	0.4963	0.62218	
X2	0.00124924	0.166946	0.0075	0.99406	
X3	0.223628	0.136518	1.6381	0.10854	
X4	0.236743	0.156016	1.5174	0.13631	
X5	-0.144705	0.113209	-1.2782	0.20788	
X6	-0.220186	0.132172	-1.6659	0.10284	
X7	0.0480966	0.119137	0.4037	0.68838	

Mean of dependent variable = 3.63462  
Standard deviation of dep. var. = 0.59504  
Sum of squared residuals = 10.9318  
Standard error of residuals = 0.498448  
Unadjusted R<sup>2</sup> = 0.394618  
Adjusted R<sup>2</sup> = 0.298307  
F-statistic (7, 44) = 4.09734 (p-value = 0.00153)  
Log-likelihood = -33.236

\*\*\* p < 0.01      Dependent variable: One Integrated Project (Y3)

Though variables X1 (involvement in target audience selection), X2 (involvement in SWOT analysis), X3 (involvement in setting marketing communications objectives), X4 (involvement in setting marketing communications strategies), and X7 (involvement in the control and evaluation of marketing communications) all display positive coefficient

these seven activities do not significantly impact Y2 (strategic consistency). It also implies that further research may be needed to investigate the factors that may also be responsible for the variation in Y2.

In **Table 4.7** below, the association between top management involvement in the seven marketing communications planning activities (variables X1 – X7) and the extent to which marketing communications tools are planned and executed as one integrated project (Y3) are displayed.

**Table 4.7: Regression Analysis of Marketing Communications activities (X1 – X7) on One Integrated Project (Y3)**

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const	2.79469	0.614904	4.5449	0.00004	***
X1	0.0736611	0.148431	0.4963	0.62218	
X2	0.00124924	0.166946	0.0075	0.99406	
X3	0.223628	0.136518	1.6381	0.10854	
X4	0.236743	0.156016	1.5174	0.13631	
X5	-0.144705	0.113209	-1.2782	0.20788	
X6	-0.220186	0.132172	-1.6659	0.10284	
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Mean of dependent variable = 3.63462  
Standard deviation of dep. var. = 0.59504  
Sum of squared residuals = 10.9318  
Standard error of residuals = 0.498448  
Unadjusted  $R^2$  = 0.394618  
Adjusted  $R^2$  = 0.298307  
F-statistic (7, 44) = 4.09734 (p-value = 0.00153)  
Log-likelihood = -33.236

\*\*\*  $p < 0.01$       Dependent variable: One Integrated Project (Y3)

Though variables X1 (involvement in target audience selection), X2 (involvement in SWOT analysis), X3 (involvement in setting marketing communications objectives), X4 (involvement in setting marketing communications strategies), and X7 (involvement in the control and evaluation of marketing communications) all display positive coefficient

estimates, their effects are not significant in explaining the variances in Y3 (the extent to which marketing communications are executed as one integrated project).

Variables X5 (involvement in determining marketing communications budget) and X6 (involvement in coordination of marketing communications) show negative coefficients, but again their effect on the dependent variable is not significant. With the *Constant* displaying a coefficient of 2.79469 and a *p-value* of 0.00004, it is highly significant with a 1% margin of error. However, none of the seven marketing communications planning activities is significant, implying that they have little impact on the extent to which marketing communications tools are planned and executed as one integrated project.

Together, these seven activities account for about 30% of the total variation in Y3. This is shown by the coefficient of multiple determination, the *Adjusted R-square* estimate of 0.298307.

Computation of the impact of top management involvement (X1 – X7) on the fourth dependent variable Y4 is shown below in **Table 4.8**.



**Table 4.8: Regression Analysis of Marketing Communications activities (X1 – X7) on Common Message (Y4)**

<i>Variable</i>	<i>Coefficient</i>	<i>Std. Error</i>	<i>t-statistic</i>	<i>p-value</i>	
const	2.59423	0.69078	3.7555	0.00050	***
X1	0.0297622	0.166747	0.1785	0.85916	
X2	0.170333	0.187546	0.9082	0.36871	
X3	0.251637	0.153363	1.6408	0.10797	
X4	-0.164952	0.175267	-0.9411	0.35177	
X5	-0.0982796	0.127179	-0.7728	0.44379	
X6	0.172274	0.148481	1.1602	0.25221	
X7	0.0246347	0.133837	0.1841	0.85481	

Mean of dependent variable = 4.01923

Standard deviation of dep. var. = 0.641395

Sum of squared residuals = 13.7961

Standard error of residuals = 0.559953

Unadjusted  $R^2$  = 0.342441

Adjusted  $R^2$  = 0.237829

F-statistic (7, 44) = 3.27345 (p-value = 0.00691)

Log-likelihood = -39.2865

\*\*\* p < 0.01

Dependent variable: Common Message (Y4)

Even though X1 (involvement in target audience selection), X2 (involvement in SWOT analysis), X3 (involvement in setting communications objectives), X6 (involvement in coordination of marketing communications) and X7 (involvement in control and evaluation of marketing communications) all show positive coefficients, none of these coefficients is significant in explaining the variations in the Y4 (the extent to which marketing communications tools have a common message).

X4 (involvement in setting marketing communications strategies) and X5 (involvement in determining marketing communications budget) both show negative coefficients but their effect on Y4 (the extent to which marketing communications tools have a common message) is not significant. Top management involvement in the seven marketing communications planning activities together explain only 24% of the total variation in the dependent variable. This is shown by the *Adjusted R-square* value of 0.237829. The

explanation is that factors other than involvement in these seven activities account for the bulk of the variation in Y4.

4.9 Top Management Support and Successful IMC Implementation

Top management was almost unanimous in agreement that support from top management is crucial for successful IMC implementation. It can be seen from the table below that 51 out of 52 respondents agreed with the statement that the support of top management is critical for IMC implementation success.

Table 4.9: Top management support and IMC implementation

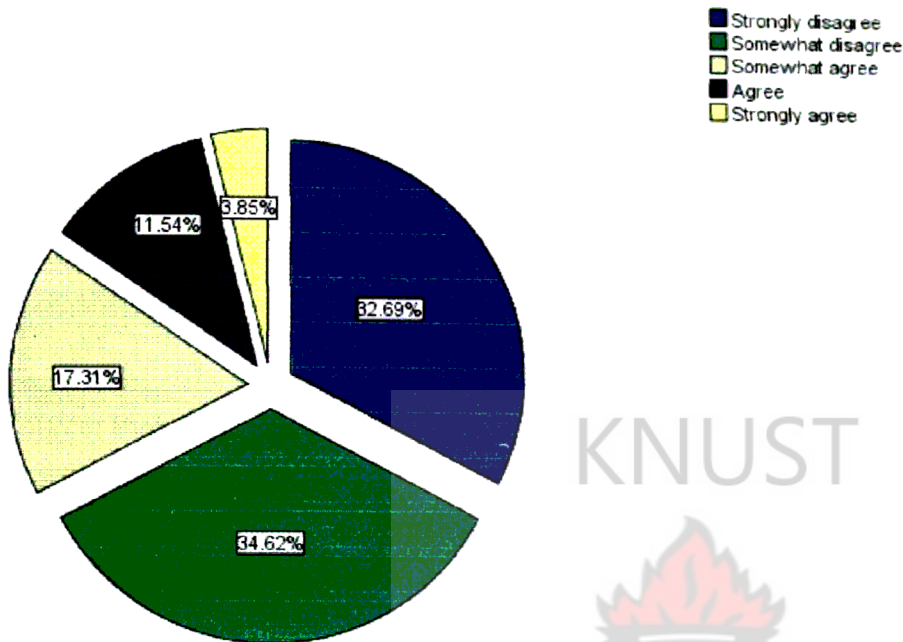
Top management support is crucial for successful IMC implementation				
		Frequency	Percent	Cumulative Percent
Valid	Somewhat agree	1	1.9	1.9
	Agree	36	69.2	71.2
	Strongly agree	15	28.8	100.0
	Total	52	100.0	

Source: Fieldwork, December 2008

4.10 IMC as a Purely Marketing Activity

Even though majority of respondents (67.3%) disagreed with the statement that IMC is purely the marketing manager’s responsibility and has nothing to do with top management, 32.6% of them agreed with the statement. This underscores the fact that even though respondents view top management support as critical in implementing the concept, quite a sizeable number of them also think the concept is a purely marketing activity which should be handled by the marketing manager with little active involvement of other top managers. This is depicted in **Figure 4.3** below:

**Figure 4.3: IMC as a purely marketing activity**



Source: Fieldwork, December 2008

#### 4.11 Business Culture and IMC Adoption

Since IMC is a new concept which calls for changes, new thinking and new ways of doing things, top management was asked if the existing organizational culture inhibited the smooth adoption of the concept. 67.3% of respondents disagreed with the statement that their business culture hampered IMC adoption while about 32.6% conceded that their organisational culture hampered IMC adoption.

#### 4.12 Future Marketing Communications Budget

Majority of respondents indicated that they expected their marketing communications budget to increase in future to finance more integrated marketing communications programmes. This gives an indication of a bright future for IMC in these organisations. It

also demonstrates top management's willingness to commit the needed resources to make marketing communications truly integrated.

**Table 4.10: Future marketing communications budget**

**The company's marketing communications budget expected to increase in future to finance more integrated programmes**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Somewhat agree	11	21.2	21.2	21.2
Agree	31	59.6	59.6	80.8
Strongly agree	10	19.2	19.2	100.0
Total	52	100.0	100.0	

Source: Fieldwork, December 2008

KNUST

#### 4.13 Barriers to Successful IMC Adoption

As a final question, top management was asked to state the barrier or barriers that hindered the smooth adoption of IMC. There were various answers to this question, but prominent among them were bureaucracy, organisational structure, lack of cooperation and coordination of marketing communications agencies, and inadequate understanding of the concept by lower level staff and employees. Others are an emphasis on production and selling rather than on marketing.

#### 4.14 Hypothesis Testing

This study was premised on the assumption that top management involvement in the seven marketing communications planning activities has a direct positive impact on the four dimensions of IMC. On the whole, however, these seven activities have not shown significant impact on the four indicators of IMC adoption. These seven activities explained less than 50% of the total variation in the four dimensions of IMC adoption. It



can therefore be said that top management involvement in marketing communications does not impact positively on IMC adoption.



## DEFINITION AND

According to the American Marketing Association (AMA), the integrated top management approach of the firm to the concept of the marketing mix (Philip, 1994). This approach is a coordinated effort to ensure that all marketing communications

are in line with the organization of the firm. This approach includes the coordination of the firm's marketing communications, sales promotion, advertising, public relations, sales and distribution. This approach views IMC as a strategic marketing tool that is a part of the firm's overall strategy and is used to achieve the firm's marketing objectives (Schultz (2000).

## CHAPTER FIVE

### SUMMARY OF FINDINGS, IMPLICATIONS, RECOMMENDATIONS AND CONCLUSION

#### 5.1 Summary of Findings

The goal of this study was to examine the impact of top management involvement on IMC adoption. Since IMC is a relatively new concept, the study first assessed top management's knowledge and understanding of IMC. Though members of top management have an idea about what IMC is, their understanding of the concept is rather consistent with the earlier conceptualisations of IMC (see Nowak and Phelps, 1994). These conceptualisations are IMC as one voice and IMC as coordinated communications.

To many members of top management IMC is nothing but tactical coordination of the various marketing communications tools such as advertising, public relations, sales promotion and so on. This is in contrast with current thinking that views IMC as a strategic business process which should be handled in line with the nature of strategy and strategic decisions (Holm, 2006). The observation is that these publishing companies are still anchored at the first of four stages of IMC as outlined by Kitchen and Schultz (2000 in Holm 2006). This is understandable as the concept is still in its developing stages in Ghana, a typical developing country. Evaluation of the level of IMC also showed IMC to be fairly high, judging from the means of the various dimensions of IMC.

Analysis of top management involvement on IMC adoption yielded interesting results. Though some researchers have identified a strong positive link between top management involvement in marketing communications and IMC adoption, this study to a large

measure did not confirm this. However, some aspects of top management involvement impacted significantly on certain aspects of IMC adoption.

This study was premised on the argument that top management involvement in *target audience selection; swot analysis; determining marketing communications objectives; formulating marketing communications strategies; determining marketing communications budget; coordination of communications tools; and control and evaluation of marketing communications* had a positive impact on IMC adoption as shown by the extent to which marketing communications are planned and directed by one manager; the extent to which marketing communications are executed as one integrated project; the strategic consistency of communications tools; and the extent to which marketing communications focus on a common message.

It was found out that Involvement in these seven activities together explained only 12% of the changes in Y1 (the extent to which marketing communications are planned and directed by one manager), and they also explained 46% of the impact on Y2 (the Strategic Consistency of marketing communications). With respect to Y3 (the extent to which marketing communications are planned and executed as One Integrated project), they explained only 30% of the variance. Finally, they explained 24% of the variance in the Y4 (the commonality of communications message).

## 5.2 Implications and Recommendations

The implication of these findings is that top management involvement in marketing communications planning process does not significantly influence IMC adoption.

Another implication is that since the constant showed significant values, it means that other factors may be responsible for the variances in the dependent variables. Hence, further research is needed.

Though top management involvement may be desirable and crucial, it should not be done with the aim of improving the level of IMC as its impact on IMC adoption is weak. Top management should rather focus on removing several of the barriers that inhibit successful IMC implementation such as turf wars, inflexibility and bureaucracy, lack of employee understanding of the concept as well as ensuring that resources are readily available for the concept to thrive in their organisations.

However, involvement in Target Audience selection and Control of marketing communications significantly influenced the Strategic Consistency of communications tools and the Commonality of communications message respectively. This implies that top management should continue to have active involvement in these two activities as they significantly influence certain aspects of IMC.

They should also embark on a campaign to educate their employees especially those at the lower levels of the organisation about IMC and their role in its success. This will ensure that every member of the organisation recognises the central role of the concept in



all sectors of the organisation. It will also help surmount some of the resistance that employees may have towards the new, revolutionary concept.

Ghanaian firms and communications agencies such as advertising firms should continually collaborate and consult so that clients and advertising agencies will each offer suggestions to will help ensure that each party plays its part to deepen the IMC concept.

It is also recommended that future IMC research be carried out in other Ghanaian industries to further understand and deepen IMC knowledge among Ghanaian companies.

It can be said, however, that the future of IMC is bright in terms of future financial resources. Majority of top management expects their marketing communications budget to increase in future. This implies that more resources will be available to finance more integrated programmes to help move these firms from the current stage of IMC to higher levels of integration

### **5.3 Conclusion**

There is no doubt that integrated marketing communications has now been accepted in various parts of the world as a novel and an effective marketing activity. Its successful adoption and implementation depend on all the various sectors of the organisation. Much as IMC requires and demands the support, commitment and involvement of top management, factors other than top management involvement may also play a crucial part. Top management should therefore involve all sectors within the organisation and those without such as communications agencies. When this is done and all barriers are removed, firms will truly experience the critical benefits the concept affords.

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## APPENDIX A

### Questionnaire for Top Management of Publishing Companies in Ghana

#### **Topic:**

The impact of top management involvement in Integrated Marketing Communications adoption in the Book Publishing Industry: A case of some selected publishing houses in Ghana

#### **1. Number of employees (Please tick as appropriate)**

- ☐ 1-9
- ☐ 6-29
- ☐ 30-99
- ☐ 100 and above

#### **2. Position in company: (Please tick as appropriate)**

- ☐ Chief Executive Officer (CEO)
- ☐ General Manager
- ☐ Managing Director
- ☐ Marketing/Sales Manager
- ☐ Production/Operations Manager
- ☐ Personnel/Human Resource Manager
- ☐ Financial Manager
- ☐ Other (specify) \_\_\_\_\_

#### **3. Years spent in current position (Please tick as appropriate)**

- ☐ 1-3 years
- ☐ 3-5 years
- ☐ Over 5 years

#### **4. Gender**

- ☐ Male
- ☐ Female



## IMC Definition

A concept of marketing communication planning that recognises the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines – for eg, general advertising, direct response, sales promotion and PR – and combines them to provide clarity, consistency and maximum communication impact through the seamless integration of discrete messages to build and maintain enduring, profitable relationships between an organisation and its publics.

1. How familiar are you with Integrated Marketing Communications (IMC)?

- ☐ Not at all familiar
- ☐ Somewhat familiar
- ☐ Familiar
- ☐ Very familiar

2. How would you explain IMC?

- ☐ A way to deliver unified messages to customers
- ☐ Coordination of communication disciplines
- ☐ Strategic business process utilised for brand communication programmes
- ☐ Coordinated advertising and public relations programmes
- ☐ A way to develop and direct brand strategy
- ☐ A way to organise business
- ☐ Other (please state) \_\_\_\_\_

On a scale of 1 to 5, where 1 is “**Not at all involved**” and 5 is “**Greatly involved**” rate to what extent you are involved in the following marketing communications decisions or activities.

3. To what extent are you involved in decisions about **target audiences/customers** for your company’s products?

- ☐ Not at all involved
- ☐ Rarely involved
- ☐ Somewhat involved

- ☐ Involved
- ☐ Greatly involved

4. To what extent are you involved in the analysis of your company's **Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)**?

- ☐ Not at all involved
- ☐ Rarely involved
- ☐ Somewhat involved
- ☐ Involved
- ☐ Greatly involved

5. To what extent are you involved in decisions about marketing communications **objectives**?

- ☐ Not at all involved
- ☐ Rarely involved
- ☐ Somewhat involved
- ☐ Involved
- ☐ Greatly involved

6. To what extent are you involved in decisions about marketing communications **strategies and tactics**?

- ☐ Not at all involved
- ☐ Rarely involved
- ☐ Somewhat involved
- ☐ Involved
- ☐ Greatly involved



7. To what extent are you involved in decisions about your company's marketing communications **budget**?

- ☐ Not at all involved
- ☐ Rarely involved
- ☐ Somewhat involved
- ☐ Involved
- ☐ Greatly involved

8. To what extent are you involved in the **coordination** of marketing communications activities?

- ☐ Not at all involved
- ☐ Rarely involved
- ☐ Somewhat involved
- ☐ Involved
- ☐ Greatly involved

9. To what extent are you involved in the **control** or **evaluation** of marketing communications effectiveness?

- ☐ Not at all involved
- ☐ Rarely involved
- ☐ Somewhat involved
- ☐ Involved
- ☐ Greatly involved



On a scale of 1 to 5 where *1- Strongly Agree* and *5- Strongly Disagree* indicate to what extent you agree or disagree with the following statements.

**10.** The company's marketing communications campaigns are planned and directed by the same manager.

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

**11.** The elements of the company's marketing communications focus on a common strategic objective e.g. reinforcing a particular product appeal or trying to change customer attitude.

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

**12.** All the different marketing communications tools are planned and executed as one integrated project.

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

**13.** All of the company's marketing communications tools focus on a common message.

- ☐ Strongly disagree
- ☐ Somewhat disagree



- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

**14. We regularly check message consistency with other elements of the marketing mix.**

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

**15. We keep record of the information gained through dialogue with our customers.**

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

**16. The company's marketing communications budget expected to increase in future to finance more integrated programmes.**

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

**17. Top management support is crucial for successful IMC implementation**

- ☐ Strongly disagree
- ☐ Somewhat disagree

- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

18. Integrated marketing communications is purely the marketing manager's responsibility and has nothing to do with top management.

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

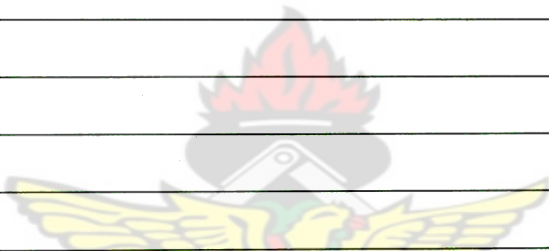
19. Our business culture makes implementing IMC difficult.

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

20. Integrated Marketing Communications is purely the marketing manager's responsibility and has nothing to do with top management.

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Somewhat agree
- ☐ Agree
- ☐ Strongly agree

KNUST

The logo of the Kenya National Union of Students (KNUST) is positioned at the bottom center of the page. It features a stylized torch with a red flame, set against a dark background. Below the torch are two yellow wings, suggesting flight or progress. The entire logo is rendered in a light, semi-transparent grey color.