



**THE EFFECT OF INTEGRATED MARKETING COMMUNICATION
TOOLS ON LONG-TERM RELATIONSHIP WITH CUSTOMERS: THE
CASE OF ETHIOPIAN TOURIST TRADING ENTERPRISE**

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The Effect of Integrated Marketing Communication Tools on Long-term Relationship with Customers: The Case of Ethiopian Tourist Trading Enterprise

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DECLARATION

I, the undersigned, declare that this thesis, “**The Effect of Integrated Marketing Communication Tools on Long-term Relationship with Customers: The Case of Ethiopian Tourist Trading Enterprise**” is my original work undertaken for the partial fulfillment of the Degree of Master of Arts in Marketing Management. All sources of materials used in this thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institution for the purpose of earning any degree.

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ENDORSEMENT

This thesis has been submitted to School of Commerce, Addis Ababa University for examination with my approval as a university advisor. All sources of materials used for the research have been duly acknowledged. The work has passed plagiarism test and has not been submitted for any other degree.

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ABSTRACT

Customer relationship building has nowadays lured the attention of businesses to enhance sustainable competitiveness. The role of integrated marketing communication tools is pivotal in customer relations. This article assesses the effect of integrated marketing communication tools on long-term customer relationship in the context of the Ethiopian Tourist Trading Enterprise (ETTE). Descriptive and causal research design and simple random sampling technique employed to gather data from 271 customers, out of which 249 questionnaires were returned. The data was analyzed using descriptive inferential statistics (correlation and regression). The results revealed positive and significant relationship between long-term customer relationship and the four IMC tools considered in the study, namely personal selling ($r=.681$), PR($r=.438$), sales promotion($r=.308$) and direct marketing($r=.283$). The multiple regression result showed at 95% confidence level ($p<0.05$), except direct marketing the others, namely personal selling (.273), public relation (.205) and sales promotion (.138) have positive and significant effect on long-term customer relationship. The study therefore suggests that IMC tools serve as formidable strategic tool to forge long-term customer relationship.

Keywords: long-term customer relationship, IMC tools, sales promotion, direct marketing, public relations, direct marketing.

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CHAPTER ONE

I. INTRODUCTION

1.1 Background of the Study

Communication is always at the heart of human development. Human interaction and relationship are unthinkable without communication. Since humans are the key players in business organization, communication between the suppliers and the customers is apparently important. For business organizations in particular, how and how often they communicate with customers can make or break their relationship with customers.

Thus, the prowess to employ communication as a potent marketing tool to gain and retain as many customers as possible is a decisive task facing businesses in a competitive business environment. As Kotler and Armstrong (2008) stated marketing communication is the means by which firms attempt to inform, persuade and remind customers - directly or indirectly - about the brands, products and services they market. In such way relationships are fostered between businesses and their customers. To successfully reach various target segments and establish relationship, smart businesses use a wide range of promotion mix in an integrated fashion.

Integrated Marketing Communication (IMC) represents the transmission of consistent and clear messages that considers the needs of target audience using multiple communication channels. While there is no universally agreed definition of IMC to date, most scholars agree that the IMC espouses a holistic view of marketing communications.

Duncan (2002) defines IMC as “A cross-functional process for creating and nourishing profitable relationships with customers and other stakeholders by strategically controlling or

influencing all messages sent to these groups and encouraging data-driven purposeful dialogue with them.

Schultz (2004) states that “IMC is a strategic business process used to plan, develop, execute and evaluate co-ordinated, measurable, persuasive brand communication programs over time with consumers, customers, prospects, and other targeted, relevant external and internal audiences”.

As can be observed from these definitions, unlike the old approach that had focused on products, this approach is customer-centric, i.e. focuses on establishing long –term relationships with customers. Even sometimes IMC is defined as relationship marketing owing to its prime attention to relationship fostering.

Proponents of IMC emphasize that unlike mass communication which is largely one-way communication, the IMC adopts multiple communication channels and transmit impactful message in line with customer wants and needs without losing clarity and consistency of message.

Customers nowadays demand “what is in it for me?” and make informed decision. Therefore, businesses need to know customer wants, needs and background knowledge and thereby establish relationship.

Thus, the role of IMC is decisively important especially now when customers are smarter and more demanding.

1.2 Statement of the Problem

The major challenge facing businesses now is not lack of products, it is rather lack of customers. Today’s customers make informed decision. It is likely that amongst new customers a business

recruits a significant number of them may be customers of competitor firms. Similarly, there is a possibility that existing customers of a business can move to other competitor businesses that may result in reduction of market share. This customer switching costs businesses a great deal. It is common knowledge in marketing that retaining customers is less costly than attracting. Even some literatures say that the cost of attracting new customers is five times higher than the cost of retaining them. As noted by Duncan (2002) lost customers particularly express their discontent to at least nine other people, causing brand erosion and loss of revenues.

Consequently, the ability to cement long-term relationships with customers has nowadays become the litmus test of businesses. Businesses should avoid the conventional approach of promoting products or services and adopt customer-oriented communication marketing. Integrated marketing communication is a key to successful promotion in this respect.

According to the official website of the Ethiopian Tourist Trading Enterprise (ETTE), the enterprise was established back in 1964 with the aim of selling duty free products for those customers eligible for duty free privileges. It also sells duty paid merchandising, handicraft and souvenirs.

Duty free and duty paid products available at ETTE stores include spirits and wines, perfumes, electronics, ready to wear and hand bags, jewellery and watches as well as household. Handicrafts and souvenirs products and sales include bamboo chair, ceramic, timber made chair and coffee table, pyramidal lamp shade and carpet.

For over four decades, the enterprise had a monopolistic dominance in providing duty free products in its stores located at Bole International Airport, Hilton Addis and other major big hotels. Gone are those monopolistic years when the country allowed private duty-free shops to

enter the market in the early years of 2000. The likes of Alfarag Trading PLC and Country Trading PLC are working strongly to import and maximize product availability in all channels of the market and modernize order collection from manual to electronic. With thriving retail trade, the enterprise is facing similar competition in duty-paid and gift articles front.

So, the competition is getting stiffer and stiffer to increase market share and attract and retain more customers through effective marketing communication and customer service. With the more liberalization of the economy, it is expected that many new and powerful entrepreneurs would join the industry making the competition much more demanding.

Business as usual therefore would get a business nowhere unless it works vehemently to build long-term relationships with customers using the increasing marketing communication alternatives and integrate them to effectively reach the target market. While numerous studies have been undertaken on marketing communication, few of these studies considered the effects of the proper adoption of IMC tools on the retail industry and the level of customer patronage. This study thus seeks to fill that gap. The study aims to assess the effect of Integrated Marketing Communication tools on fostering long-term relationships in the context of the Ethiopian Tourist Trading Enterprise.

1.3 Research Questions

The study seeks to answer the question:

- What is the effect of IMC tools on building long term relationship with customer?

Specific questions include:

- What is the effect of public relation on establishing long-term relationship with customers?
- What is the effect of personal selling on establishing long-term relationship with customers?
- What is the effect of direct marketing on establishing long-term relationship with customers?
- What is the effect of sales promotion on establishing long-term relationship with customers?

1.4 Research Objective

The general objective of the study is to investigate the impact of IMC on fostering long term relationship with customer in the context of ETTE.

Specifically, the study aims to

- Evaluate the effect of public relation on establishing long-term relationship with customers
- Evaluate the effect of personal selling on establishing long-term relationship with customers
- Evaluate the effect of directing marketing on establishing long-term relationship with customers
- Evaluate the effect of sales promotion on establishing long-term relationship with customers
- Make recommendation for alternative marketing communication strategy

1.5 Significance of the Study

The outcome of this study presents ETTE the opportunity to understand customer preference among IMC tools and capitalize on them.

1.6 Scope and Delimitations

Geographically, the study is limited to Addis Ababa and Ethiopian Tourist Trading Enterprise in particular. Relevant data is garnered from the management, employees and customers of the enterprise. Subject wise, the study focuses on integrated marketing communication vis-à-vis customer long-term relationship.

1.7 Organization of the Study

The study is classified into five main chapters. The first chapter deals with the introduction of the study which includes the background, the problem statement, the research objectives, significance and scope of the study. The second chapter sheds light on the literature review. It takes a look at relevant theories, conceptual and empirical discussions leading to identification of research gaps and the conceptual framework. The third chapter presents the research design, target population, sampling methods, sample size, data collection instruments to be used as well as method of data analysis and presentation. The fourth chapter presents demographic characteristics, descriptive and inferential statistics analysis, findings and their interpretations. The last chapter deals with summary of major findings, conclusions and recommendations of the research study.

CHAPTER TWO

II. LITERATURE REVIEW

2.1 Theoretical Framework

The theoretical framework considered for this study are the Symmetry theory and the stimulus-organism-response (S-O-R). The symmetry theory was first propagated by Theodore Newcomb was credited for being the first to propagate the symmetry theory in 1953. The theory primarily aims to shed light on the role of communication in a social relationship (society) and to keep social equilibrium within the social system. The emphasis being on the social purpose of communication as a means of sustaining relationships between people. While it was introduced nearly seven decades ago, it remains relevant in explaining the IMC process and customer relationship. Some scholars have also improved on the assumption of the theory. Improving on the assumption of the theory some scholars maintain there will be an agreement that if a source and a receiver of a message correspond and there has to be a “pull” which requires persuasion for the symmetry to take place. Discussing the impact of Integrated Marketing Communication on customer relationship using this theory, Malcolm (2008), shares the view that IMC strategy opens itself to consumers on common ground and develops meaningful messages that affect their purchasing habits, attitudes and loyalties. As the synergy involved in IMC tools (advertising, personal selling, public relations, sales promotion, publicity and lately digital media platforms like Face book. Twitter, Whatsapp, Instagram etc) helps to speak with a uniform voice, communication and persuasion occurs on all levels bringing about an evenness or regularity between the firm and the customer.

The other theory considered for this study is the stimulus-organism-response (S-O-R). Mehrabian & Russell (1974), opine that the IMC program is conceived as the stimulus, while

the customer is the organism and customer relations is the response. Wu and Li (2016) note that organism can mediate the effect of stimulus on response. The crux of the proposition therefore is that customer relationship commences with effective and efficient IMC strategies, followed by accurate delivery to consumer (organism) and that will bring about the output (long-term customer relationship or response).

2.1.1 Evolution and Definition of IMC

The rationale behind the introduction of Integrated Marketing Communication was the interest to provide a consistent message across different communication channels. The need to maintain uniformity of message in all promotion mix drew the attention of some successful organizations back in mid twentieth century. With the coming of multiple media channels in the late twentieth and early twenty-first century the idea of integration and coordination of different messages emerged with objective of portraying a single and unique image to all stakeholders. Kitchen and Burgmann (2010) Caywood, Schultz, and Wang(1991) undertook the first study at the end of the 1980s, while the first “conceptual ideas” were published by Schultz, Tannenbaum, and Lauterborn (1993) in the book “Integrated Marketing Communications”. Proponents of IMC are of the opinion that its emergence was down to the context of media upheaval of that time, for example, digital TV and mobile phones, market environments, that is, increasing global competition and rapid technological developments.

Due to the limited research conducted on Integrated Marketing Communication and differences over advent of IMC, researchers forward different views. Kliatchko (2005) nevertheless examined the various definitions and attempted to look into their dimensions in the hope of unifying them. Kliatchko has included his own definition and that of Schultz. The following table summarizes the varying definitions put forward by several researchers.

Author and Year	Concepts Introduced
Caywood, Schultz, and Wang (1991) and Caywood, Schultz, and Wang (1991b)	<ul style="list-style-type: none"> • Coordination and consistency of messages and communication channels (one sight, one sound) • Use of a variety of communication disciplines to work in synergy based on a comprehensive plan • IMC as a concept
Schultz (1991)	<ul style="list-style-type: none"> • Inclusion of consumers, prospects • Behavioral responses • Nurture relationship and customer loyalty • IMC as a process
Duncan and Everett (1993)	<ul style="list-style-type: none"> • Profitable relationships expanded audience scope from customers to other stakeholders
Nowak and Phelps (1994)	<ul style="list-style-type: none"> • Reinforced notions of consistency, coordination, and behavioral response
Schultz and Schultz (1998)	<ul style="list-style-type: none"> • Strategic business process • Expanded notion of brand communication • Measurability • Specified the multiple markets more explicitly, inclusive of external and internal audiences
Schultz (2004b) and American Marketing Association (2007)	<ul style="list-style-type: none"> • Strategic business process • Extensive brand communication • Evaluation and measurement • External and internal stakeholder groups • Long-term brand value focus
Kliatchko (2005)	<ul style="list-style-type: none"> • Process and concept • Audience-focused • Communication program • Result-driven

Source: adapted from Kliatchko (2005: 21)

As revealed in the table above, IMC was referred to as one sight, one sound or one voice or the seamless marketing communication approach during the early 1990s. With the increasing interest in the subject matter, these words, nevertheless, were put aside and reexamined in the later years. The need for integration of communication messages within one organization was consequently encouraged to achieve the desired objective.

Caywood, Schultz, and Wang, (1991) noted that IMC evolved 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 – general advertising, direct response, sales promotion, and public relations – and combines these disciplines to provide clarity, consistency, and maximum communication impact. More recent definitions, such as by Schultz (2004a), add substantial value to old definitions and to the term IMC more generally. (Schultz (2004) remarked that the concept is now viewed as a strategic instrument. Supporting this Kliatchko (2005) is of the view that IMC is the concept and process of strategically managing audience-focused, channel-centered, and result-driven brand communication programs over time.

Kitchen and Burgmann (2010) claim that the new definition seems more appropriate to the twenty-first century, as Schultz acknowledges IMC's importance as a business process and its value to both external and internal audiences. The definition provided by Schultz (2004b) has also been used by the American Marketing Association to define integrated brand communication.

Kliatchko (2005); Phelps and Johnson (1996) and Stewart (1996) noted that it may not be possible to agree upon a universal IMC definition, given the various interpretations of IMC and its different values in the academic and commercial spheres. According to Kitchen et al., (2004a)

and Low (2000) , a critical review of previous definitions of IMC and an assessment of current IMC literature reveals that researchers were able to reduce any IMC definition to five crucial attributes

1. The communication effort should be directed at consumers in order to affect behavior.
2. An outside-in approach should be utilized, that is, start with the customer first when developing a communication strategy.
3. A well-established relationship between the company and the customer is necessary.
4. To deliver a message correctly all communication activities should be included with contact points integrated into the strategy.
5. To create a competitive brand, coordination between the communication disciplines is needed.

As far as contemporary perspective of IMC is concerned, owing to the increasing competition and sufficient supply, marketers are now focusing on building a long-term relationship with customers. Schultz (1993c) claims communication between customer and manufacturer used to be linear or one-way, that is, from the marketer to the consumer. This approach now seems unsuccessful since today's customers tend to make informed decisions and demands highly. To respond to this the marketer needs to develop communication plans with the consumer as the starting point, later working back toward the product or service in order to design effective communication strategies. Many researchers including Kitchen (2005) and Schultz (2003) state that during the planning process, information about the customers, their wants and needs, and

other background knowledge must be obtained which is known as an outside-in approach in IMC taxonomy.

IMC calls for communication mix tools, integration and synergy on the company's side. Since IMC usually does not encourage mass marketing, marketers focus on having database on individual customers' lifestyles, income classes, education, gender, and consumer actions and address them in smaller segments.

2.1.2 Principles of IMC

Shimp & Andrews (2013) outline five principles underlying IMC; customer prospecting through identification of customer's needs, effective and efficient use of relevant contacts or touch points to reach target consumers, communicating with a single voice meaning that all messages relayed to targets across communication channels and touch points should be consistent, consolidating relationships with customers, and lastly, it must generate appropriate behavioral response

2.1.3 Benefits and Limitations of IMC

IMC enables marketers to combine all of their communications in order to plan and create a coherent and synergistic approach. According to McGrath (2005b), an important benefit of IMC is that it appreciates the significance to marketing strategy and corporate branding of new communication tools, such as direct marketing, Internet marketing, or different types of sales promotions.

The other benefit of IMC as described by Gylling and Lindberg-Repo(2006) is that it incorporates different communication disciplines into one marketing communication campaign with the aim of achieving outcomes desirable to the company, for example, persuading customers to buy. Moreover, Reid, Luxton, and Mavondo, (2005) and Stammerjohan et al (2005)

note that it is also necessary to blend every promotional mix element together as they have greater influence within an IMC approach as combined forces. Therefore, IMC can promote synergism internally among departments and, in turn, outside-in planning can be achieved.

Most managers perceive IMC as a process which encourages message integration and consistency, thus facilitating the interpretation of information for customers. Discussing the ease integration of message presents for interpretation of information for customer McGrath (2005b) says the customer will understand the different information and will not be confused by the vast amount of it from all contact points. However, if companies disregard IMC and different messages are not delivered in unison, it may lead to an incoherent brand image, which can negatively influence consumer buying and recall behavior.

On the other hand, Holm (2006) and Reid (2005) underline IMC's cost-effectiveness and its apparent ability to deliver higher return on investment (ROI). However, researchers have failed to explain how these financial benefits might be achieved. Pickton and Broderick (2005) opine that IMC helps in better realizing a long-term brand which can be achieved by an excellent pricing, distribution and value strategy.

IMC is a good approach in influencing purchase. Keller (2001) underscores that it is valuable in that it can better inform, influence, motivate, and enlighten consumers about new and existing products because of its integrative nature and its strategic long-term focus on the actual brand.

Overall, McGrath (2005a) and Reid (2003) summarized benefits of IMC as follows:

- an IMC approach aligns short- and long-term marketing in order to avoid conflicts within an organization;

- it is a sound and clear approach;
- all target audiences are considered;
- individual and one-to-one communication is encouraged;
- synergy and recall increase;
- results in financial benefits.

As to the limitations of IMC, some scholars have doubted the newness of the concept of Integrated Marketing Communication concept. Spotts, Lambert, and Joyce (1998) claimed that the bulk of the IMC literature is a development parallel to marketing that misrepresents marketing and merely reinvents and renames existing concepts. On the other hand, Schultz and Kitchen(2000a) note that there has also been the debate of whether IMC is a “management fashion” or a “developing academic theory”. Cornelissen and Lock (2000, p. 9) doubted IMC’s theoretical robustness as well as its actual significance for marketing and advertising thought and practice. They viewed IMC as “simple rhetoric” and, from their point of view, IMC was a management fashion, apparent in its lack of definition and transient influence. Schultz and Kitchen (2000a) challenged this argument by arguing that Cornelissen and Lock’s citations were “selected and incomplete” by focus and location almost completely (i.e., inside the public relations discipline), and that IMC itself was in a preparadigm stage of development and thus not bound by an accepted definition. Of course, Schultz and Kitchen’s earlier work, and indeed much of the work by many authors to date, have indeed focused on an inductive approach, representative of an emergent paradigmatical development.

Another criticism to IMC centers on the lack of measurement to the effectiveness of IMC programs. While urging that more attention should be paid on measuring “outcomes” rather than “outputs” of marketing communication activities, Schultz and Kitchen (2000b) raised concerns that many marketing activities cannot be measured, and the value of communication effects and impacts are even more tenuous. Therefore, measurability is not only the problem of IMC, but the primary concern of all marketing communication activities. Schultz and Kitchen (2000b) proposed an IGMC Communication Planning Matrix that divided marketing communication programs into two categories, one to serve the purpose of business building and the other to serve the purpose of brand building. Current inflows from customers and prospects will be measured for the short term, which will be turned into marginal returns and incremental revenue; whereas the return of investment on brand building will be measured based on the brand equity among customers and prospects.

Despite the fact that there are a number of criticisms of IMC as over the last 10 years that the IMC concept has been debated and developed, this initiative has been accepted by many marketing leading theorists and writers. For example, Kotler (2000) in his leading marketing management text wrote two chapters with the heading of “Managing and Coordinating Integrated Marketing Communications.” Both Smith (2002) and Fill (2002) devote several chapters of their books to discussing IMC. Pickton and Broderick’s (2001) articulate and persuasive text was titled Integrated Marketing Communications, and the term “marketing communication” has been frequently replaced by “integrated marketing communications” as in Belch and Belch’s book (2001). Levinson (2001) claims that in the United States where IMC originated, “twenty years ago 75 percent of marketing budgets went into advertising; today, 50 percent goes into trade promotions, 25 percent to consumer promotions, and less than 25 percent to advertising”. IMC or

derivative theory has now been diffused and the concept has been widely implemented by many advertising agencies and firms across many countries worldwide as well as the United States. Rose's (1996) research about the perception of IMC among 143 advertising and public relations professionals concludes that the majority of Latin American communication practitioners believed in the IMC concept and viewed their roles as encompassing the broader areas of communication. In the study undertaken by Kitchen and Schultz (1999) among agencies in the United States, United Kingdom, Australia, New Zealand, and India, conclusions derived from their multicountry comparison indicated that . . . there is a widespread development of IMC approaches across the five countries concerned, but IMC was still in the early stages of its development. While the concept of IMC is being diffused to more and more countries, the adopters are not limited to the product and packaged goods industries, there are more service providers trying this new concept in their own areas. Nowak *et al.* (1996) conducted research among retailers and service providers in selected Latin American countries that valued the IMC concept to examine the viability of IMC concept in retail and service marketing. Their findings revealed that integrated approaches have much value particularly as a means for coordinating media and message delivery elements in a fashion that provides a way to link behavioural responses to media vehicles and advertising messages.

2.1.4 IMC Tools

2.1.4.1. Public Relations

Kotler and Armstrong (2012) define public relations as 'building good relations with the company's various publics by obtaining favourable publicity, building up a good corporate image, and handling or heading off unfavourable rumors, stories and events. Publicity pays attention to the news value of a product, service, idea, person or event so that the information can

be disseminated through the news media. This third party “endorsement” by the news media provides a vital boost to the marketing communication message: credibility. Another benefit publicity offers is that it is free, not considering the great amount of effort it can require to get out-bound publicity noticed and picked up by media sources.

Bruning and Galloway (2003) conducted a study that suggested organizations build anthropomorphic relationships by engaging in behaviors that build trust, demonstrate openness about the organization and all the issues concerned, and be willing to invest time and effort into relationships with key public members.

The company or organization attempts to get the media to cover or run a favorable story on a product, service, cause, or event to affect awareness, knowledge, opinions, and/or behavior. Lamb et al. (2010) note that press releases, press conferences, feature articles, photographs, films, and video news releases are techniques employed to garner publicity

2.1.4.2. Personal Selling

Personal selling includes all person-to-person contact with customers with the purpose of introducing the product to the customer, convincing him or her of the product’s value, and closing the sale. Personal selling can take place in various settings: face-to-face, video teleconferencing, on the telephone, or over the Internet. It is a crucial element in ensuring post-purchase satisfaction, and in building long term relationship built on trust and understanding. Personal selling is the most effective way to make a sale because of the interpersonal communication between the salesperson and the prospect.

2.1.3. Direct Marketing

Kotler and Keller (2006) define direct marketing as the use of consumer-direct (CD) channels to reach and deliver goods and services to customers without using marketing middlemen. It allows marketers a more direct response from consumers (generally an order), allows marketers to better target niche markets, and allows marketers to sell a product without the expensive and lengthy process of getting it into traditional channels. Direct marketing also presents many benefits to consumers, including avoiding the hassles of traffic congestion, parking headaches, lack of time, shortage of retail help, and lines at checkout counters.

The platforms to reach out to customers include direct mail, catalogues, telemarketing, digital television, newsstands, blogs and mobile devices. It consists of a direct interaction with carefully selected individual customers, not just in order to achieve an immediate response but also to cultivate a long-term customer relationship. Direct marketers engage directly with consumers, often on an immersive, one-to-one system. Through making use of a comprehensive database, they tailor their marketing and communications offerings to the needs of closely defined segments or even individual customers.

2.1.4.4. Sales Promotions

It is generally defined as those marketing activities that provide extra value or incentives to the sales force, the distributors, or the ultimate consumer and can stimulate immediate sales

Kotler (2011), states that sales promotion comprises a wide collection of tools– coupons, contest, cents–off deals, premium, and others they all have many distinctive features. They captivate consumer’s attention, provide valuable incentive to purchase, and be used to make product offers more appealing and boost declining sales promotions, invite and reward quick reaction -where

advertising says “buy our product”, sales promotion says buy it now. Most of the time, sales promotion results are ephemeral they don’t last long, and frequently not as reliable as advertising or personal selling in creating long-term brand preference.

Grewal & Levy (2008).underscore that many sales promotions, like free samples or point-of-purchase displays are designed to build short-term sales though others, like contests and sweepstakes (lottery) have become integral components of firms’ CRM (customer relationship management) programs as means to build customer loyalty.

2.2 Empirical Literature Review

2.2.1 Integrated Marketing Communication Tools and Long-term Customer Relationship

(Loyalty)

Building customer relationships require effective communication. Nowadays, integrated marketing communications have been playing a crucial role in communication with the customers because consumers come before anything whether sales or organization’s profit. Duncan and Moriarty (1997) argued that IMC is one of the “new-generation” marketing approaches being used by companies to better focus their efforts in acquiring, retaining, and developing relationships with customers and other stakeholders.

Relationship Marketing is the process of creating, maintaining and enhancing strong value laden relationships with customers and other stakeholders. Schultz et al. (1993) claim that while relationship marketing may be the buzzword of the 1990s, IMC is what makes relationship marketing possible.

Kotler (2000) opines that the goal of relationship marketing is to deliver long term value to customers and the measure of success is long-term customer satisfaction. It must be noted that

marketing is now moving away from a focus on individual transaction and now moves towards a focus on building value-laden relationship marketing networks. Relationship marketing requires that the entire company department work together with the marketing unit as a team to serve the customer. The company must see marketing as an integrated management function. A number of scholars on customer relationship building believe that there are different levels of relationship building in an organization. Scholars such as Kotler(2000) Belch and Belch (2004), Fill (2006), Copley (2004) among others asserted the different levels of relationship building. These levels include: basic marketing; reactive marketing; accountable marketing, proactive marketing and partnership marketing. It must be emphasized here that the least of relationship building from the point mentioned above is basic marketing while the highest level of relationship building is partnership marketing. A customer-oriented organization must not operate below the level of proactive marketing.

Loyalty as defined by Dick and Basu (1994) can be seen as a consumer commitment to the brand or approach to the brand(service, product category, etc.). Loyalty is also interpreted as an expectation to continue a relationship with a particular brand regardless of the shortcomings of the brand over time. Brand loyalty is a pattern of consumer behaviour where consumers become committed to brands and make repeat purchases from the same brands over time. Loyal customers consistently purchase products from their preferred brands, regardless of convenience or price. Companies often use different marketing strategies to cultivate loyal customer, including loyalty programmes (i.e. rewards programmes) or trials and incentives such as samples and free gifts. Customer loyalty suggests a commitment to doing business or repurchasing a brand of an organization on a continuous basis. Thus, scholars such as Allama and Aymanh (2010) describe customer's loyalty as a strong commitment to repurchase a company's product

or services despite potential distractions from competitors. In a more succinct sense, it is defined as a repeat buying behaviour of a product or brand. Reduced customer insensitivity to price change, acquiring life-time customer's value, reducing cost of new customers' acquisition and overall reduction in marketing expenses are some of the benefits of having customers who are loyal. Ibok and Udofot (2012) describe customer loyalty as an investment that has long term enduring effect on the performance of corporate organizations. According to Dick and Basu (1994), customer loyalty is viewed as the strength of the relationship between an individual's relative attitude and repeat patronage.

On the other hand, customer loyalty can be viewed as an important concept in business used to strengthen the purpose of existence of any business. According to Anderson and Jacobsen, (2000), customer loyalty is the result of organization's creating benefits for customers so that they will maintain and increasingly repeat business with the organisation. The benefits can be created through effective implementation of an assortment of IMC dimension for mutual benefit of the customer and the firm. In addition, Van Vuuren et al. (2012) specify that customers are loyal to a firm whenever they have been satisfied consistently, and they tend to become passionate about doing business with, and loyal to the firm.

Several studies have been conducted on IMC and customer relationship building by authors locally and beyond. Khizar et al. (2016), who assessed the effects of IMC components on brand awareness and customer loyalty using primary data collected through questionnaire administered to 105 managers working in the selected Pakistan Beverage sector listed at Lahore Stock exchange. The data was analyzed through the descriptive statistical technique by using the graph and Pearson Bivariate Correlation Matrix and regression analysis. The results reveal that online advertising activities and managing events have the highest influence on the clients' buying

behavior. This study assessed the effect of IMC from the supplier side of the service provider rather than the demand side where a customer who is a direct target of IMC request for the product or service.

In another study, Thaichon & Quach (2015) investigate the relationship between two elements of marketing communications – advertising and sales promotion, in relation to customer loyalty towards service providers in Thailand. Using secondary data to assess the variables found that customers' value and trust leads to attitudinal and behavioral loyalty. This study is limited in application as it does not explore all the relevant dimensions of IMC.

Another study conducted by Oluwafemi and Adebisi (2018) on telecom subscribers in Nigeria suggested that integrated marketing communications are viable strategies to strengthen customer loyalty to the telecommunication service providers in Nigeria. The study examines the influence of integrated marketing communications (IMC) dimensions on customer loyalty to mobile telecommunication service among competing firms in telecommunication service industry in Nigeria

Locally, studies on IMC and customer relationship is scarce. Hiwot(2021) who examined the effects of IMC on customer patronage in private general hospitals in Addis Ababa concluded that IMC practice significantly affected the hospitals to retain customers for long. The findings indicated that all promotional mix dimensions, except sales promotion showed positive and statistically significant relationship with customer patronage.

Mohammed (2017) looked at the role of IMC on the performance of insurance business specifically on the Ethiopian Insurance Corporation. The study did not consider IMC from the perspective of customer relationship.

Metages (2020) explored the general practice of IMC in Ethio telecom. This study also dealt with IMC in the context of its application only.

Henok (2018) picked up one of the IMC tools, namely personal selling and examined its effect on customer loyalty in the case of Ethiopian Airlines. His findings revealed that personal selling in particular trust and selling skills significantly affected customer loyalty in the company. Since the study focused on one promotional mix, i.e personal selling, it did not show the effect of IMC tools on customer relationship when they are implemented in an integrated manner.

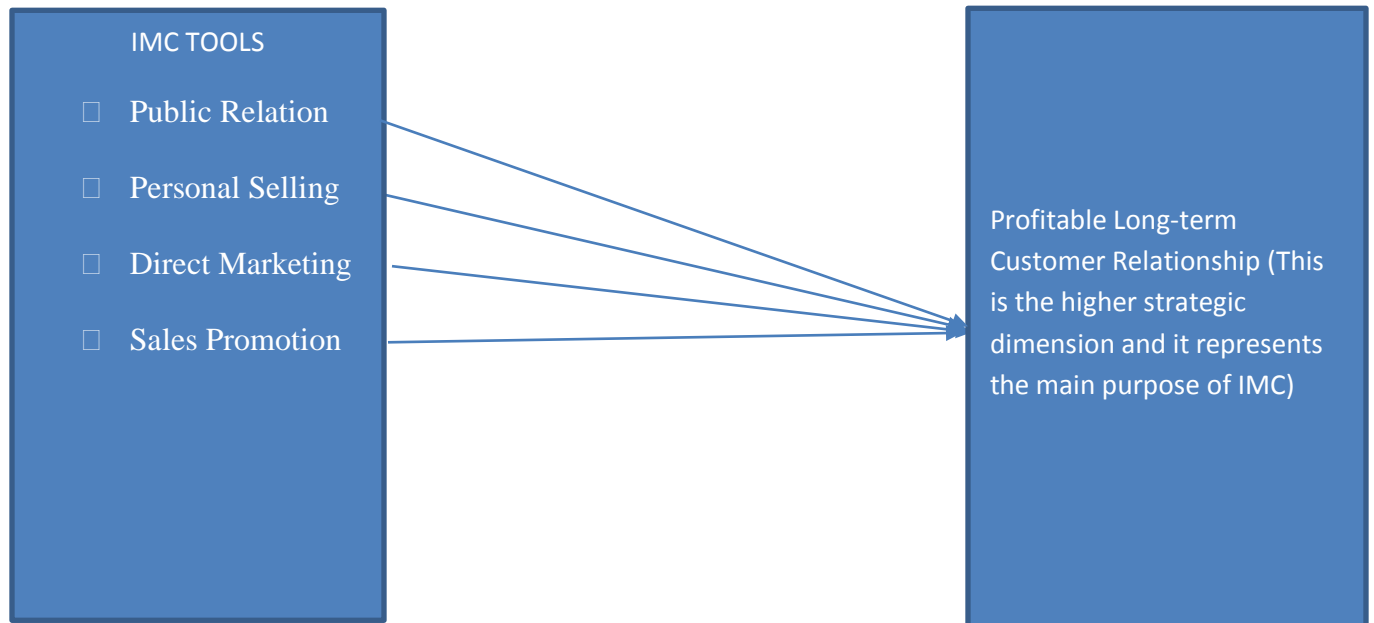
2.3 Conceptual Framework

The conceptual framework of Integrated Marketing Communication tools is examined as illustrated in the diagram below. The following IMC tools have been considered for this research work. The IMC tools have been selected in light of their role in establishing long -term relationship with customer.

- Public Relation
- Personal Selling
- Direct Marketing
- Sales Promotion

The independent variables are public relation, personal selling, direct marketing and sales promotion while the dependent variable is long-term customer relationship. From the literatures examined, it can be proposed that if the independent variable is implemented effectively, the enterprise can establish long-term relationship with its customers. For this to happen, the enterprise is expected to discover the needs and wants of its target customers and prospects then develop consistent messages, select appropriate communication channels.

Many authors including the marketing gurus such as Duncan and Schultz have emphasized that the IMC is instrumental in retaining and building long-term relationship with customers and hence they propose that IMC and long-term customer relationship have positive relationship.



Adapted from Porcu, et al, 2012

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

This section elaborates the methodology of the study. Issues such as research approaches, research method, research design, sampling techniques, sources of data collection, data collection procedures, reliability test, methods of data analysis, etc are dealt with under this section.

3.1 Research Approach

This study adopts deductive approach aimed at collecting data in order to analyze, interpret and achieve the study objectives.

3.2 Research Methods

The research method employed is quantitative research where numerical data are collected and analyzed in order to make prediction, test causal relationship and generalize results. For this, structured questionnaire with Likert scale are distributed to customers of the Ethiopian Tourist Trading Enterprise.

3.3 Research Design

The study employs both descriptive and causal research design to examine the nexus between integrated marketing communications and long-term customer relationship and assess the impact of integrated marketing communications on establishing long-term relationship with customers of ETTE. The study administers a well-structured questionnaire comprising measure of customer long-term relationship and the dimensions of integrated marketing communications. Customers of the Ethiopian Tourist Trading Enterprise are considered for this study.

3.4 Target Population

The Ethiopian Tourist trading Enterprise offers duty-free merchandise, gift articles and duty-paid merchandise for its customers. For the study under consideration, customers of the Ethiopian Tourist Trading Enterprise are targeted as the study population.

3.5 Sampling Technique

Sampling is the process of selecting a number of study units from a defined study population. It is economical to take representative sample for the intended investigation when conducting census is unrealistic. Enterprises such as the Ethiopian Tourist Trading Enterprise does not have records of their customers and their profiles. Its customers are just walk-in customers. Consequently, infinite population sample size formula is adopted.

3.6 Sample Size

Since the ETTE has walk-in customers whose number is unknown, the researcher intends to use infinite/unknown population sample size formula which is:

$$s = z^2 * P * (1 - P) / M^2$$

Where

S= sample size for infinite population

Z= Z score. It is determine based on confidence level. Confidence level 90% is considered and hence Z score=1.645

P= % of population probability (assumed to be 50%=0.5)

M= Margin of error. It means miscalculation or change of circumstances. It will take 5%=0.05.

Accordingly,

$$((1.645)^2 \times .5(.5)) / (.05)^2$$

$$(2.7060 \times .25) / .0025$$

$$.6765 / .0025$$

270.6

271 respondents are needed

3.7 Source of Data and Collection Method

Douglas (2015) stated that there are various ways of collecting data, but all of which fall under two categories: primary and secondary data. Primary data are originated by the researcher for the specific purpose of addressing the problem at hand. For this study, essentially the primary source, i.e. data collected from customers of ETTE are used for analysis. On the other hand, secondary data contains relevant data gathered from books, journals and articles, previous researches and company brochures and manual.

Structured questionnaires are distributed to 271 customers. Each customer or respondent is given identical set of questions in a pre-determined order. Such method is useful as it can be administered to a large number of respondents at a lower cost, reach respondents who are not easily approachable otherwise.

Since most of the questions demand the level of agreement of the customers, a five scale Likert scale is used. Close ended format is chosen as it is easier and quicker for respondents to answer, easier to compare the answers of different respondents and to code and statistically analyze.

3.8 Methods of Data Analysis

The collected questionnaires are further screened for missing data and other inconsistency. The responses again are screened for error correction and then encoded accordingly to make them

suitable for data analysis. The data are analyzed using descriptive and inferential statistics. Descriptive statistics is employed to interpret demographic variables of the respondents and to discover the frequencies of each dimension whereas inferential statistics is used for drawing conclusions. Tables and graphs are used to present analysis results pictorially. Data gathered through questionnaire are processed by using SPSS version 20 and interpreted through descriptive statistics (such as frequency table and mean). SPSS is a widely used program for statistical analysis in social science. Using SPSS make the presentation easy and precise.

3.9 Ethical Consideration

Some of the basic tenants of the ethical behavior are voluntary participation and harmlessness, informed consent, anonymity and confidentiality and disclosure.

In order to keep the confidentiality of the data to be given by the respondents, the respondents are asked not to write their name and assured that their responses are treated in strict confidentiality. The purpose of the study is disclosed in the introductory part of the questionnaire. Furthermore, the researcher tries to avoid misleading or deceptive statements in the questionnaire. Lastly, the questionnaires are distributed only to volunteers after securing their full consents in verbal or written form.

CHAPTER FOUR

4. DATA ANALYSIS AND PRESENTATION OF THE FINDINGS

This chapter deals with the data analysis, interpretation and presentation of the results. The analysis consists of both descriptive and inferential statistics in which the former describes the demographic profile of respondents, analysis of responses under each attribute; whereas the latter includes scale reliability test and correlation. The data collected through self-administered questionnaire featured personal information of the respondents, four dimensions of IMC and customer relationships attributes in the Ethiopian Tourist Trading Enterprise in Addis Ababa.

4.1. Responses Rate

The target population of interest for the study are customers of the Ethiopian Tourist Trading Enterprise (ETTE). A total of 271 questionnaire were distributed to the target population, of which 249 questionnaires (92%) returned. Then, the questionnaires were further screened for missing data and other inconsistency, it was found 241 valid and usable questionnaires for statistical analysis. The responses again screened for error correction and then encoded accordingly to make them suitable for data analysis. SPSS 20.0 was used to organize and prepare the collected data for analysis. The questionnaire was designed based on the constructs in the study. Part one of the questionnaire concerns the demographic information of the respondents while part two relates to integrated marketing communications tools (sales promotion, direct marketing, PR, personal selling) and customer relationships. All the items under each of the construct were answered on the 5-point Likert-scale, corresponding to the degree of agreement with the statement.

4.2. Reliability Test

Cronbach's alpha was used to assess the internal consistency of variables in the research instrument. The scale represents as a number between 0 and 1 but the alpha value above 0.7 indicates good reliability of the measurement scale (Zikmund, 2010). For this study, thus, a Cronbach's alpha score of .70 or higher is considered adequate to determine reliability.

Table 4.1 Reliability Statistics

Variable	Cronbach's Alpha	No. of Items
Sales promotion	.857	5
Direct Marketing	.688	5
PR	.810	4
Personal Selling	.713	5

(Source: Own Survey, 2022)

As can be observed from the table above, the scale reliability for overall IMC yielded $\alpha = .767$ on average, which is an acceptable range as the variables' average test score was found to be above $\alpha = .70$. Thus, showing as indication of acceptability of the scale for further analysis. It can be concluded that the measuring instrument is credible to conduct data analysis based on the collected data using the questionnaire.

4.3. Profile of the Respondents

The descriptive statistics is used to describe the demographic characteristics of the respondents and the summary of each study variables based on their responses. The first part of the questionnaire treats the demographic characteristics of the respondents. It requested information related to their personal and socio-demographic status. Accordingly, the following variables such as sex, age and preferred promotional tool or media were summarized and described in the

subsequent figures below. Referring their gender orientation, male customers constituted relatively a higher percentage 131(54.4%) while female customers accounted for 110(45.6%).

In respect to age group, 83(34.4%) of the respondents were found to be within the age range of 31- 45-years followed by 80(33.2%) within 18-30 years. Whereas those respondents whose age fall between 46 - 60 years and above 60-years old belonged to 54(22.4%) and 24(10%) respectively. This also implies that more young adults and adults within productive age groups tend to visit ETTE. This could be considered as a good opportunity for targeting customers for effective marketing promotion in regards to positioning their brands into customer’s mind.

Table 4.2 Profile of the Respondents

		Frequency	Percent	Valid	Cumulative
Gender	Male	131	54.4	54.4	54.4
	Female	110	45.6	45.6	100.0
	Total	241	100.0	100.0	
Age of respondent	18-30	80	33.2	33.2	33.2
	31-45	83	34.4	34.4	67.6
	46-60	54	22.4	22.4	90.0
	>60	24	10.0	10.0	100.0
	Total	241	100.0	100.0	
Education Qualif'n	Certificate	36	14.9	14.9	14.9
	Diploma	52	21.6	21.6	36.5
	First Degree	101	41.9	41.9	78.4
	Second Degree	30	12.4	12.4	90.9
	Above Second Degree	22	9.1	9.1	100.0
	Total	241	100.0	100.0	

(Source: Own Survey, 2022)

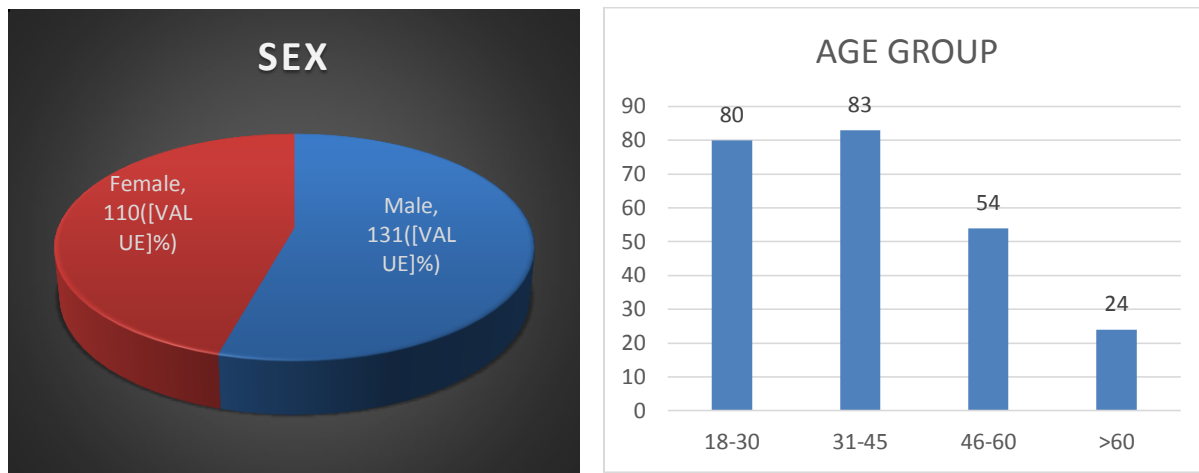


Figure 4.1 Demographic Characters of the Respondents

4.4. Respondents' media Preference

Majority of the respondents, 112(46.5%), preferred social media (Facebook, Twitter, Instagram, etc.) for accessing promotional ads followed by 69(28.6%) media advertising such as TV, radio, etc. and 45(18.7%) preferred publications. While Physical presentation (event organization, conference, campaigns, etc.) was preferred by 14(8.9%) respondents. This implies that the majority of the respondents accessed social media as well as media advertising; thus, promoting on such platform seems more effective to address the intended marketing messages to the target customers. In general, results of the findings revealed that the demographic characteristics of the respondents were dominated by male customers within productive age range. It's obvious that youngsters in this age range have more exposure for internet and more interactive in social medias. Proper identification of their demographic factors helps in designing effective and efficient marketing promotions in an integrated manner with minimum cost.

Table 4.3 Respondents' Media Preference

		Frequency	Percent	Valid Percent	Cumulative Percent
Preferred Media	Broadcast Media	69	28.6	28.6	28.8
	Social Media	112	46.5	46.5	75.4
	Print Media	45	18.7	18.7	94.2
	Physical presentation	14	5.8	5.8	100.0
	All	1	.4	0.4	
Total		241	100.0		

(Source: Own Survey, 2022)

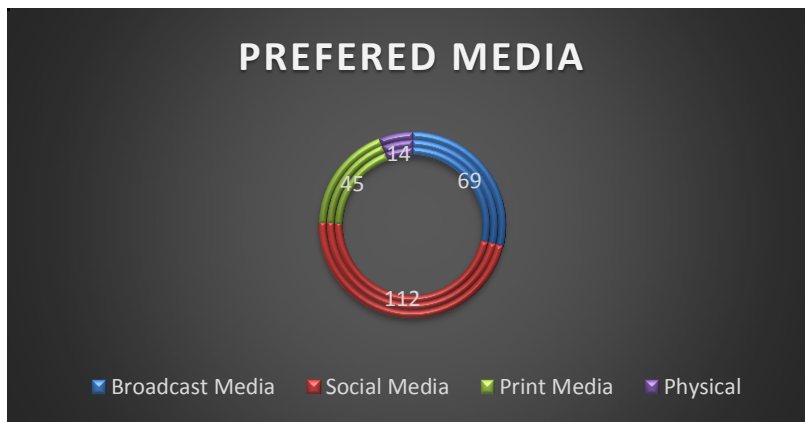


Figure 4.2 Respondents' Preferred Media

4.5. Respondents' media Preference by Demographic Characteristics

Attempt has been made to show respondents preferred media vis-à-vis demographic characteristics.

Gender wise, the majority of both male and female respondents appear to prefer social media 57(43.5%) and 55(50.5) respectively. Relatively significant proportion of male and female respondents 38(29%) and 31(28.4) respectively preferred broadcast media.

Table 4.4 Respondents' Preferred Media by Gender

			Preferred Media				Total
			Broadcast Media	Social Media	Print Media	Personal Sales	
Gender	Male	Count	38	57	26	10	131
		% within Gender	29.0%	43.5%	19.8%	7.6%	100.0%
	Female	Count	31	55	19	4	109
		% within Gender	28.4%	50.5%	17.4%	3.7%	100.0%
Total		Count	69	112	45	14	240
		% within Gender	28.8%	46.7%	18.8%	5.8%	100.0%

(Source: Own Survey, 2022)

In respect to age, social media was the most preferred platform amongst young adults aged 18-30 and adults aged 31-45 followed by broadcast media. Thus, marketing communication efforts that target these age groups should gear towards social media. Respondents above 60 largely preferred publications than other media outlets and hence it could be effective to address this group via publications.

Table 4.5 Respondents' Preferred Media by Age

			Preferred Media				Total
			Broadcast Media	Social Media	Print Media	Personal Sales	
Age of respondent	18-30	Count	33	36	8	3	80
		% within Age of respondent	41.3%	45.0%	10.0%	3.8%	100.0%
	31-45	Count	17	47	14	5	83
		% within Age of respondent	20.5%	56.6%	16.9%	6.0%	100.0%
	46-60	Count	13	25	12	4	54
		% within Age of respondent	24.1%	46.3%	22.2%	7.4%	100.0%
	>60	Count	6	4	11	2	23
		% within Age of respondent	26.1%	17.4%	47.8%	8.7%	100.0%
Total		Count	69	112	45	14	240
		% within Age of respondent	28.8%	46.7%	18.8%	5.8%	100.0%

(Source: Own Survey, 2022)

When media preference viewed in relation to education qualification, respondents with diploma and first degree had more liking for social media. This is perhaps respondents with better education qualification could easily understand the contents in the social media and they are closer to the technology. Those respondents with certificate preferred broadcast media to social media.

Table 4.6 Respondents' Preferred Media by Qualification

			Preferred Media				Total
			Broadcast Media	Social Media	Print Media	Personal Sales	
Education Qualif'n	Certificate	Count	16	13	3	4	36
		% within Education Qualif'n	44.4%	36.1%	8.3%	11.1%	100.0%
	Diploma	Count	13	21	10	8	52
		% within Education Qualif'n	25.0%	40.4%	19.2%	15.4%	100.0%
	First Degree	Count	25	60	13	2	100
		% within Education Qualif'n	25.0%	60.0%	13.0%	2.0%	100.0%
	Second Degree	Count	10	13	7	0	30
		% within Education Qualif'n	33.3%	43.3%	23.3%	0.0%	100.0%
	Above Second Degree	Count	5	5	12	0	22
		% within Education Qualif'n	22.7%	22.7%	54.5%	0.0%	100.0%
Total		Count	69	112	45	14	240
		% within Education Qualif'n	28.8%	46.7%	18.8%	5.8%	100.0%

(Source: Own Survey, 2022)

4.6. Effectiveness of IMC Tools

The perception of respondents regarding the effectiveness of each communication tool in building long-term customer relationship is presented below

4.6.1 Sales Promotion

As indicated in table below, the results revealed that the respondents disagreed on offer of sales discount during holiday events (mean 2.55), promotion gifts meant to motivate purchase (mean 2.64), attractive package (mean 2.52), event sponsorship to excel competitors (mean 2.75), organizing holiday events (mean 2.97). On the whole, customer perceptions of the sales promotion practice of ETTE were negative (grand mean 2.7), implying the need to pay attention to this promotional tool.

Table 4.7 Perception on Sales Promotion

Description	Mean	Std. Deviation
The sales discount during holiday events attracts me more	2.55	1.446
ETTE uses discounted gifts to motivate me to purchase its goods	2.64	1.322
ETTE offers me attractive packages time to time	2.52	1.252
Frequent sponsorship of social events by ETTE tempted me to visit it	2.75	1.287
ETTE organizes events/ campaigns compared to competitors	2.97	1.214

(Source: Own Survey, 2022)

4.6.2. Direct Marketing

Most respondents appeared to be neutral on the questions that represent direct marketing elements and the respondents negatively perceived giving updates about goods via email. While the position of “Neutral” in Likert scale has been a subject of controversy to this day, ETTE seemed not to have well organized data base of its customers which include phone number, email address, social media accounts, etc. Thus, it was not expected to make use of these communication means to reach to customers. That was perhaps why the respondents had consistent perception when it came to the use of the above communications means by ETTE. The

only positive perception the respondents had was on the ability of the sales persons to interact persuasively with customers to purchase goods. Hence, it is imperative for ETTE to maintain database of customers and reach out to its customers via personal mails, phone numbers, etc.

Table 4.8 Perception on Direct Marketing

Description	Mean	Std. Deviation
ETTE updates me about its goods through my personal mail	2.67	1.150
ETTE uses phone calls to send clear messages regarding new goods/ arrivals offers	2.99	1.221
ETTE staff's interactive communication persuades its customers to purchase	3.47	1.245
ETTE uses social media to promote its new services	2.91	1.160
Direct marketing practice of ETTE makes me decide to purchase its goods	2.95	1.130

(Source: Own Survey, 2022)

4.6.3. Public Relation

The results showed that the respondents were not comfortably agreed that ETTE disseminated detailed information (3.15) and reliable information (mean 3.02) information. They also provided appealing printed materials (mean 3.24) to promote their services. They agreed that the staff made customers positively perceive ETTE's image (mean 3.22). By and large, public relations practice of ETTE was less satisfactory (mean 3.2). Therefore, ETTE should work on enhancing ETTE's image.

Table 4.9 Perception on Public Relations

Description	Mean	Std. Deviation
ETTE provides more detailed information via its public relation officers	3.15	1.163
Reliable information, disseminated via the public relation, tempted me to purchase its goods	3.02	1.251
ETTE uses appealing printed materials to promote its goods	3.24	1.183
Information from ETTE's public relation makes me perceive the brand positively	3.22	1.197

(Source: Own Survey, 2022)

4.6.4 Personal Selling

Most respondents had favorable perception on suitability of customized package offer (mean 4.04), knowledgeability of staff to instill confidence in customers (mean 3.58) and frequently requesting customers to visit the retail shops in persons (mean 3.47). However, respondents had reservation on sincerity of staff to influence purchase (mean 3.31) and ability of the staff to create friendly relationship that encourage customers to visit the shops (mean 3.27). This implies that there is a need to offer the salespersons further trainings on customer service to revamp their competence to influence customer relationship.

Table 4.10 Perception on Personal Selling

Description	Mean	Std. Deviation
ETTE staffs offer me customized goods which suit my personality	4.04	5.533
ETTE staffs are knowledgeable to instill confidence on customers	3.58	1.305
ETTE staffs contact me frequently to visit its goods	3.47	1.351
Sincerity of ETTE staffs influences me to purchase its goods	3.31	1.493
ETTE staffs create friendly relationship which influenced me to visit ETTE	3.27	1.413

(Source: Own Survey, 2022)

4.7. Effect of IMC Tools in Long Term Relationship

The findings revealed that the respondents would like to prefer to go to ETTE again when they need goods (mean 3.66) since they had more faith in ETTE (mean 3.74) and enjoyed its service in particular (mean 3.70). The respondents admitted that they had long-term relationship with ETTE because of its reputation (mean 3.77) and they agreed to recommend ETTE to their intimates as its service was trustworthy (mean 3.84).

Table 4.11 Effect of IMC on Long-term Customer R/ship

Description	Mean	Std. Deviation
If I need goods, I prefer to go to ETTE again	3.66	1.173
I can tell more positive sides of ETTE's services	3.74	1.194
I would like the service of ETTE in particular	3.70	1.236
I have long-term relationship with ETTE because of its reputation	3.77	1.201
I recommend ETTE to my intimates as the service is trustworthy	3.84	1.212

(Source: Own Survey, 2022)

4.8 Correlation Analysis

In order to look into the strength of the relationship between the studied variables, the study makes use of correlation analysis. For this, Spearman's rho correlation analysis was employed to indicate evidence of convergent validity. To interpret the direction and strengths of relationships between variables, the guidelines suggested by Field (2005) were followed. His classification of the correlation coefficient (r) refers 0.1– 0.29 is weak; 0.3 – 0.49 is moderate; and > 0.5 is strong.

Table 4.12 Relationship between IMC tools and Long-term Customer Relationship

Dimensions	SP	DM	PR	PS	CR
Sales Promotion (SP)	1				
Direct Marketing (DM)	.362**	1			
Public Relations (PR)	.189**	.468**	1		
Personal Selling (PS)	.328**	.341**	.522**	1	
Customer Relationship (CR)	.308**	.283**	.438**	.681**	1

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

(Source: Own Survey, 2022)

As the result of the correlation analysis showed that all the four dimensions of IMC had positive and significant relation with overall Long-term Customer Relationship. The correlation between direct marketing and long-term customer relationship ($r = .283$) appeared to be weak though positive.

The correlation between sales promotion and long-term customer relationship revealed a correlation coefficient ($r = .308$) which was moderate.

The result of the correlation between public relations and long-term customer relationship was statistically significant with a correlation coefficient ($r = 0.438$).

The result of the correlation between personal selling and long-term customer relationship revealed positively strong and statistically significant with correlation coefficient ($r = .681$).

4.9 Assumption for Multiple Linear Regression Model Test

a) Linearity

Multiple linear regression assumes that there is a linear relationship between each predictor variable and the response variable. This was checked by producing scatterplots of the

relationship between each of independent variables and dependent variables. Looking at the scatterplot produced by SPSS in Figure, the relationship between the independent variables and the dependent variable seems straight line suggesting that the relationship between these variables is linear.

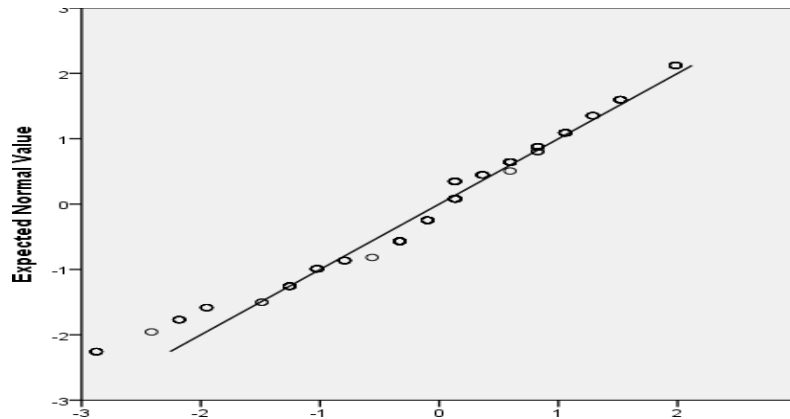


Figure 4.3 Scatterplots for testing linearity

b) Homoscedasticity

It refers to whether the residuals (the differences between the values of the observed and predicted dependent variable) are equally distributed, or whether they tend to bunch together at some values, and at other values, spread far apart. The graph in Figure shows homoscedasticity of the data. Using the plots of ZRESID against ZPRED, it was checked if the graph looks like a random array of dots evenly dispersed around zero because the testing for homoscedasticity lies with an assumption in regression analysis that the residuals at each level of the predictor variable(s) have similar variances.

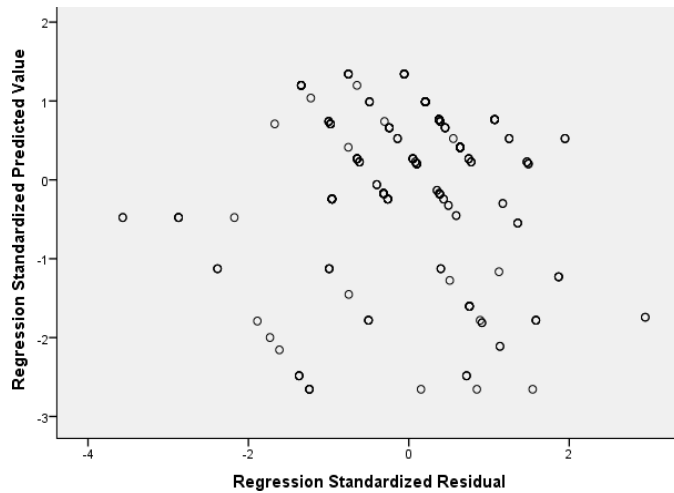


Figure 4.4 Scatterplots for testing homoscedasticity

c) Autocorrelation

Durbin-Watson is commonly employed for testing autocorrelation. The test depicts whether systematic correlation exists between one observation of the error term and another error term. The Durbin-Watson tests produce a test statistic that ranges from 0 to 4. Values close to 2 (the middle of the range) suggest less autocorrelation, and values closer to 0 or 4 indicate greater positive or negative autocorrelation respectively. In this research the value was 2.137 that indicates the absence of correlation between error terms.

d) Normality

It is the distribution of the residuals or noise for all cases in the sample that should be normally distributed.

Kolmogorov -Smirnov and Shapiro-wilk test has been carried out to test for normality. If the test is nonsignificant ($p > 0.05$) it tells us that the distribution of the sample is not significantly different from a normal distribution (i.e. it is probably normal). If, however, the test is significant ($P < 0.05$) then the distribution in question is significantly different from a normal distribution

(i.e., it is non-normal). In this case, as presented in appendix, value of each variable is almost zero and less than 0.05 and the distribution are slightly different from normal distribution. As a result, skewness and kurtosis test has been taken. Skewness is a measure of symmetry, or more precisely, the lack of symmetry. A distribution, or data set, is symmetric if it looks the same to the left and right of the center point. Kurtosis is a measure of whether the data are heavy-tailed or light-tailed relative to a normal distribution. Hair et al. (2010) and Bryne (2010) contend that data is considered to be normal if skewness is between -2 to +2 and kurtosis is between -7 to +7. Figure 4.5 below shows a symmetric curve.

Table 4.13 Normality Test

	N	Skewness		Kurtosis	
	Stat	Statistic	Std. Error	Statistic	Std. Error
Sales Promotion	241	-1.182	.144	0.843	.288
Direct Marketing	241	-1.113	.144	.803	.288
Public Relations	241	-1.108	.144	1.137	.288
Personal Selling	241	.028	.144	1.094	.288
Customer r/ship	241	0.821	.144	0.244	.288
Valid N	241				

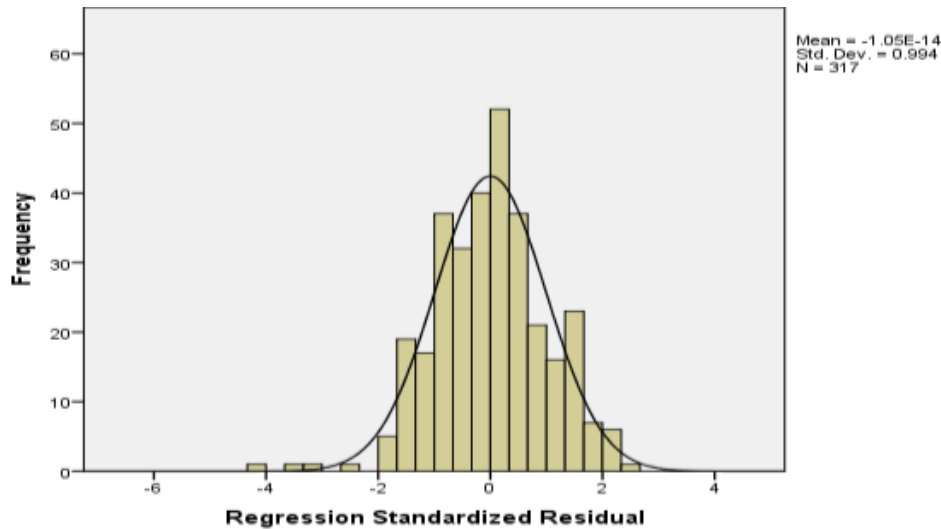


Figure 4.5 Frequency Distribution of Standardized Residual

e) Multicollinearity

Multicollinearity happens when two or more independent variables that are highly correlated with each other. It causes problems to understand which variable contributes to the explanation of the dependent variable. The study makes sure this with the variance Inflation Factor (VIF) which calculates the influence of correlation among the independent variables on the precision of regression estimates. The VIF should not exceed 10. If the Tolerance ($1/VIF$) value is less than 0.1 it also indicates that there is possibility of multi-Collinearity, but if it is greater than 0.1 it means that there is no multicollinearity problem with in the model. Table 4.14 below shows that the VIF value ranges from 1.172 to 1.588 and tolerance value ranges from .630 to .853 suggesting there is no collinearity problem.

Table 4.14 Collinearity assumption test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Sales_Promotion	.853	1.172
	Direct_Marketing	.701	1.426
	PR	.630	1.588
	Personal_Selling	.725	1.378

a. Dependent Variable: Customer_Relationship
(Source: Own Survey, 2022)

4.10 Multiple Linear Regression Analysis

Once the relationship between a set of variables is hypothesized based on theories, the highly recommended approach to test the hypothesis is through econometric modeling and testing.

Based on the theoretical framework of the study, one econometric model is constructed. In the model, to find out the effect of integrated marketing communication tools on long-term customer relationship establishment in case of ETTE, the long-term customer relationship of respondents with ETTE is considered as dependent variable. The model contains the vector of explanatory/independent variables which are the integrated marketing communication tools, namely Sales Promotion, Direct Marketing, Public Relation and Personal Selling.

In order to indicate the effect that each predictor had on the construct variable, the unstandardized coefficients are checked.

Table 4.15 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778a	.661	.647	.287

^a. Predictors: (constant), Sales Promotion, Direct Marketing, Personal Selling, Public Relations
(Source: Own Survey, 2022)

As indicated in the model summary of the analysis on Table 4.15, above, the value of R (.778) indicated relations of the four independent variables with the dependent one affecting approximately 66.1 % (R^2) of the variance of long-term customer relationship. However, the remaining percent (33.9%) was explained by other variables not included in this study.

ANOVA test

The ANOVA summary table for the regression analysis is observed that the significance level is less than 0.05 ($p < 0.05$) that illustrate there is significant linear regression implying that integrated marketing communication dimensions have a significant effect on the overall long-term customer relationship of ETTE.

Table 4.16 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	96.990	4	24.248	32.884	.000 ^b
Residual	174.020	236	.737		
Total	271.010	240			

a. Dependent Variable: Customer_Relationship

b. Predictors: (Constant), Personal_Selling, Sales_Promotion, Direct_Marketing, PR

(Source: Own Survey, 2022)

The final output in the analysis of the multiple regression models represents the output for the beta coefficients of each IMC dimensions. The equation of the model is given as:

$$LCR = \beta_0 + \beta_1 SP + \beta_2 DM + \beta_3 PR + \beta_4 PS + \mu$$

Where; LCR is for long term customer relationships; SP is for Sales Promotion; DM is for Direct Marketing; PR is for Public Relations and PS is for personal selling; μ is an error term; and β_i are for coefficients

In the table below, the beta (β) coefficient indicates the expected change in dependent variable or long term customer relationship because of one unit change in explanatory variable with all of the other variables in the model held constant. The sign of a regression coefficient tells whether there is a positive or negative correlation between each independent variable and the dependent variable. A positive coefficient indicates that as the value of the independent variable increases, the mean of the dependent variable also tends to increase. A negative coefficient suggests that as the independent variable increases, the dependent variable tends to decrease.

The regression analysis revealed that each IMC dimension, i.e sales promotion (.138), direct marketing (.071), public relation (.205) and personal selling (.273) has positive effect on overall customer long-term relationship. Nevertheless, at 95% confidence level ($p < 0.05$) personal selling (.273), public relation (.205) and sales promotion (.138) have positive and significant impact on long-term customer relationship.

This means, a unit change in personal selling, for instance, is accounted for .273 units change in customer long-term relationship. The results in Table 4.17 imply that all the three dimensions of IMC had statistically significant influences on overall customer relationship at 95% confidence

level ($p < 0.05$), indicating that for ETTE, these factors are important in assessing its long-term customer relationship.

Table 4.17 Estimated Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.546	.249		6.201	.000
	Sales Promotion	.138	.058	.135	2.393	.017
	Direct Marketing	.071	.084	.052	.840	.401
	PR	.205	.073	.185	2.814	.005
	Personal Selling	.273	.041	.410	6.689	.000

a. Dependent Variable: Customer Relationship

(Source: Own Survey, 2022)

CHAPTER FIVE

5. FINDINGS AND SUMMARY OF THE RESULT

This part of the study discusses the findings of the study in tandem with the objectives of the study. Emphasis is given to the findings of sales promotion, direct marketing, public relation and personal selling and their link with customer relationship in Ethiopian Tourist Trading Enterprise (ETTE).

Accordingly, the first objective of the study is to evaluate the effect of sales promotion on building relationship with customers in ETTE. The results indicate that sales promotion has positive and significant impact on customer relationship building. Attractive sales promotion strategies have the potential to enhance repurchase intentions and word-of-mouth communication. This is supported by Park, Choi and Moon (2013) who undertook research on the effect of sales promotion on customer behavioral intentions at duty-free shops at South Korea's Incheon International Airport found that sales promotion could encourage repurchase and recommendations to other customers since it raises customer satisfaction, value perception and image formation. Thus, ETTE should consider sales promotion not only to boost sales performance in the short-term, but also to foster long-term relationship.

In respect to the effect of direct marketing on building relationship with customers, the results revealed that direct marketing had little effect on long-term customer relationship. The implementation of direct marketing practice such as updating and reminding customers about goods via personal email, telephone, social media, etc at ETTE was not commendable. Direct marketing activities do not seem to be put in place institutionally. Maintaining database of at least closely defined segments of customers and updating it regularly is beneficial in cementing

relationship. Kotler and Armstrong (2012) define direct marketing as “Direct connections with carefully targeted individual consumers to both obtain an immediate response and cultivate lasting customer relationships.”

Examining the effectiveness of public relations in building relationship with customers is the other objective of this study. The study show that public relation had positively strong and statistically significant effect on customer relationship. A company’s image is portrayed and developed in the minds of customers through communication, particularly through public relations. ETTE should take advantage of its image cultivated over the past seven decade of service and capitalize on the dissemination of detailed and reliable information aimed at further reinforcing its image or brand. This is supported by Sondoh et al (2007) who conducted a study on brand image benefits on satisfaction and loyalty of customers in the context of cosmetic product found that image significantly affect loyalty. This result is also in agreeent with Wu’s(2011) study findings that assessed the impact of hospital brand image on patient loyalty and satisfaction. The study found that brand image which is established in customer’s mind through public relation, increases patient loyalty directly.

The last but not the least objective was evaluating the effectiveness of personal selling in building customer relationship. The findings depicted that personal selling had positively strong and statistically significant impact on customer relationship. The effect of personal selling on customer relationship cannot be underestimated. Esu(2012) found managing relationship, creating customer for life, customer service, coordinating corporate resources and gathering information as the major roles of personal selling. Backstorm (2002) in his study titled, "Personal Selling and Relationships, examined industrial selling in Swedish Manufacturing Small and Medium-sized enterprises (SMEs). The study revealed that personal selling helped in developing

long-term customer relationship. Henok(2018) who studied the effect of personal selling on loyalty of customers of Ethiopian Airlines noted that personal selling in particular trustworthiness and sales skills have significant effect on loyalty of customers.

CHAPTER SIX

6. CONCLUSION AND RECOMMENDATION

In this chapter, conclusion and the major recommendations of the study are presented.

6.1 Conclusion

The study has attempted to shed light on the impact of integrated marketing communication on building long-term relationship with customers thereby providing insight into customer relations stimulus in the thriving retail industry in Ethiopia. The conclusion drawn from the findings is that integrated marketing communication is a robust strategy to foster customer relationship in the retail industry. The study also points out the implication for marketers to adopt integrated marketing communication by cautiously selecting the right promotional mix that is impactful to establish long-term customer relationship. The results of the findings exhibited that all IMC dimensions, except direct marketing had positive and statistically significant impact on customer relationship. Sales promotion had relatively lower effect compared to personal selling and public relations. Marketers in the retail industry should invest in IMC dimensions with strong influence on customer relations so as to reap the benefits of marketing communications. With fast thriving retail industry in Ethiopia, competing retailers such as ETTE should ensure their firms adopt holistic promotion mix such as IMC to attract and retain more and more customers and establish themselves sustainably as lucrative business.

6.2 Recommendation

The study has found that there is positive and significant ties between IMC tools and customer relationship in Ethiopian Tourist Trading Enterprise (ETTE). From the four IMC dimensions or promotional mix considered in this study, personal marketing, public relations and sales promotion have been found to be more effective in establishing customer relations. Direct

marketing appeared to have less effective in fostering customer relations at ETTE. ETTE should enhance its capability to put in place robust IMC program to reap the benefits of IMC tools in building customer relations and stimulating the overall business performance.

Specifically, the following recommendations are put forward based on the findings of this study.

- Personal selling has positive and strong effect on customer relationship building. ETTE is advised to capitalize on personal selling by building the capacity of its salespersons through different customer service and marketing communication trainings.
- The effect of direct marketing on customer relationship appeared to be the lowest compared to the remaining three IMC tools. ETTE should make use of customer database of at least defined segment of customers and reach them through various communication means such as personal email, telephone or social media to remind and update them about its goods. More, it should pay attention to build interactive communication skills of the salespersons to revamp purchase through persuasion.
- While sales promotion is particularly important in boosting sales performance in the short run, it has also the potential to build long-term relationship. ETTE should thus tap this potential by providing special offers and discounts for special business customers.
- Public relations was found to have positive and strong effect on building customer relationship. ETTE should take advantage of its image cultivated over the past six decades of service and capitalize on the dissemination of detailed and reliable information aimed at further reinforcing its image or brand.
- This study has examined only the effect of IMC on customer relationship building. There are other factors that impact customer relationship such as price, technology, satisfaction, etc. Thus, the results of this study should be interpreted in light of these realities.

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APPENDIX

QUESTIONNAIRE

I am Belihu Takele, a post graduating class at the Marketing Management Program Unit of School of Commerce, Addis Ababa University. Currently, I am conducting a study on the title: **The Impact of Integrated Marketing Communication on Building Long-term Relationship with Customers: The Case of Ethiopian Tourist Trading Enterprise** as partial fulfillment of the requirements for the degree of Master of Marketing Management. This study is conducted to examine the impact of integrated marketing communication on building long-term relationship with customers.

Please respond to each item in the questionnaire by ticking appropriately or filling in the required information as honestly as you can. The information provided shall be used for academic purpose only and treated with utmost privacy. The purpose of the questionnaire is to collect data on the impact of IMC on building long-term customer relationship in Ethiopian Tourist Trading Enterprise.

In case you have questions, opinion or any suspicion over the content or topic of the questionnaire, please do not hesitate to reach me.

Part I. General Information

1. Gender Male Female
2. Age (years old) 18 – 30 31 – 45 46 - 60 Above 60
3. Preferred Media Broadcast (TV/Radio/ Billboard) Sponsorship of Events Website (Social Media) Publications (Fliers/Magazines/Brochures) Physical Presentation
- Others, please specify _____

Part II. Integrated Marketing Communication Tools & Long-term Customer Relationship

Please indicate the extent to which you agree or disagree with the statements below in relation to marketing communication tools by putting “X” mark in the boxes using the following 5-scale Likert scales: Strongly agree (SA)=5, Agree (A)=4, Neutral (N)=3, Disagree (DA)=2, and Strongly disagree (SDA)=1

No	Description	SDA	DA	N	A	SA
		1	2	3	4	5
I	Sales Promotion					
1	The sales discount during holiday events attracts me more					
2	ETTE uses discounted gifts to motivate me to purchase its goods					
3	ETTE offers me attractive packages time to time					
4	Frequent sponsorship of social events by ETTE tempted me to visit it					
5	ETTE organizes more events/ campaigns compared to competitors					
II	Direct Marketing					
1	ETTE updates me about its goods through my personal mail					
2	ETTE uses phone calls to send clear messages regarding new goods/ arrivals offers					
3	ETTE staff's interactive communication persuades its customers to purchase					
4	ETTE uses social media to promote its new services					
5	Direct marketing practice of ETTE makes me decide to purchase its goods					
III	Public Relations					
1	ETTE provides more detailed information via its public relation officers					
2	Reliable information, disseminated via the public relation, tempted me to purchase its goods					
3	ETTE uses appealing printed materials to promote its goods					
4	Information from ETTE's public relation makes me perceive the brand positively					
IV	Personal Selling					
1	ETTE staffs offer me customized goods which suit my personality					
2	ETTE staffs are knowledgeable to instill confidence on customers					
3	ETTE staffs contact me frequently to visit its goods					
4	Sincerity of ETTE staffs influences me to purchase its goods					
5	ETTE staffs create friendly relationship which influenced me to visit ETTE					
V	IMC and long-term customer relationship					

1	Sales promotion improves long-term customer relationship					
2	Direct marketing promotes long-term customer relationship					
3	Public relations facilitates long-term customer relationship					
4	Personal selling increases long-term customer relationship					
5	Social media marketing aids long-term customer relationship					
	Long-term Customer Relationship					
1	If I need goods, I prefer to go to ETTE again					
2	I can tell more positive sides of ETTE's services					
3	I would like the service of ETTE in particular					
4	I have long-term relationship with ETTE because of its reputation					
5	I recommend ETTE to my intimates as the service is trustworthy					

የዳህረ ገጽ የጽሑፍ መጠይቅ

ይህ መጠይቅ በኢትዮጵያ ቱሪስት ንግድ ስራ ድርጅት ደንበኞች የሚሞላ ነው።

ውድ ተሳታፊ፡ ስሜ በልሁ ታክለ ሲሆን በአሁኑ ወቅት በአዲስ አበባ ዩኒቨርሲቲ ንግድ ስራ ት/ቤት የድኅረ ምረቃ (የሁለተኛ ዲግሪ) ተማሪ ነኝ። በማርኬቲንግ አስተዳደር የሁለተኛ ዲግሪዬን በከፊል ለማሟላት እንዲረዳኝ “**The Impact of Integrated Marketing Communication on Building Long-term Relationship with Customers: The Case of Ethiopia Tourist Trading Enterprise**” በሚል ርዕስ ጥናት እያካሄድኩ እገኛለሁ። ይህ ጥናት የተቀናጀ የማርኬቲንግ ኮምፎርቲቪቲን ስራ ከደንበኞች ጋር የረጅም ጊዜ ግንኙነት ወይም ትስስር ለመፍጠር ያለውን አስተዋጽኦ ለማጥናት ያለመ ነው። ይህ ጥናት በዋናነት የማርኬቲንግ ኮምፎርቲቪቲን መሳሪያዎች በአሁኑ ወቅት በምን ዓይነት ሁኔታ ተግባራዊ እንደሚደረጉ እና ምን ያህል ከደንበኛው ጋር ያለውን ትስስር ለረጅም ጊዜ ለማቆየት ይረዳሉ የሚለውን ያጠናል። ስለዚህ እባክዎን ይህንን መጠይቅ በትክክል በመሙላት እገዛ ያድርጉልኝ። ይህ ጥናት ለቀጣይ ጥናቶች እንደመነሻ የሚያገለግል በመሆኑ የእርስዎ ትክክለኛ ምላሽ ለስኬታማነቱ ጉልህ አስተዋጽኦ አለው። የሚሰጡት መረጃ ምሥጢራዊነቱ የተጠበቀ ሲሆን ማንኛውም ለዚህ ጥናት የሚሰጡት መረጃ ሙሉ በሙሉ በምሥጢር ይያዛሉ። የዚህን መጠይቅ ይዘት እና የጉዳዩን ርዕስ በተመለከተ ጥያቄ፣ አስተያየት ወይም ማንኛውም ዓይነት ጥርጣሬ ካልዎት እባክዎን እኔን ከማግኘት አይቆጠቡ።

ስም፡ - በልሁ ታክለ

ክፍል 1 - ጠቅላላ መረጃ

- 1. ፆታ ወንድ ሴት
- 2. ዕድሜ 18 – 30 31 – 45 46 - 60 ከ 60 በላይ
- 3. የሚመርጡት መልዕክት የማስተላለፊያ መሳሪያ
 - ብሮድካስት (ቴሌቪዥን፣ ራዲዮ፣ ቢልቦርድ ፣ የክስተት ስፖንሰሮች ድረ ገፅ (ማኅበራዊ ሚዲያ)
 - ጎት-መቶች (በራሪ፣ ወረቀቶች፣ ጋዜጦች፣ ብሮሽሮች) በአካል የሚቀርብ
 - ሌሎች ካሉ ይግለፁ.....

ክፍል 2: የተቀናጀ የማርኬቲንግ ኮምፕሌክሽን ስራ ከደንበኞች ግንኙነት ወይም ትስስር አንጻር

አባዘዎ ከዚህ በታች የተመለከቱትን እያንዳንዱን መግለጫ ካነበቡ በኋላ በመግለጫው ምን ያህል እንደሚስማሙ ወይም እንደማይስማሙ ባለ 5 - መለኪያዎቹን ማለትም ፡- በጣም አስማማለሁ = 5፣ አስማማለሁ = 4፣ የምለው የለም = 3፣ አልስማማም = 2 በፍፁም አልስማማም = 1 የሚሉት ቁጥሮች ሥር “X” ምልክት በማኖር ይግለጹ፡፡

ገለጻ	በፍፁም	አልስማም	የምለው	አስማማለሁ	በጣም
	አልስማማም		ደላም		አስማማለሁ
	1	2	3	4	5
በበዓላት ጊዜ የሚሰጠው የሽያጭ ቅናሽ ይበልጥ ወደ ድርጅቱ እንድመጣ አድርጎኛል/ስቦኛል፡፡					
ድርጅቱ የሚሰጣቸው አነስተኛ ዋጋ ያላቸው ስጦታዎች ዕቃዎችን ከዚያ እንዲገዛ አነሳስቶኛል፡፡					
ድርጅቱ በየጊዜው ጥሩ እና ሳቢ የሆኑ ፓኬጆችን					
ድርጅቱ ስሙንና ዝናውን ለማስጠበቅ የተለያዩ ማህበራዊ ዝግጅቶችን ስፖንሰር ስለሚያደርግ ይህ መልካም ስራው ወደ ድርጅቱ እንድሄድ አድርጎኛል፡፡					
ሽያጭን ከፍ ለማድረግ እና ለማስተዋወቅ ድርጅቱ ከተፎካካሪዎቹ የተሻለ ልዩ ዝግጅቶችን ያዘጋጃል፡፡					
ድርጅቱ ስለሚሰጠው አገልግሎት በግል አሜሌ በኩል ወቅታዊ መረጃ በየጊዜው እንዲደርሰኝ					
ድርጅቱ ስላቀረባቸው አዳዲስ ዕቃዎች ስልክ በመደወል መልዕክቶችን ይልካል፡፡					

የድርጅቱ ሰራተኞች ከደንበኛ ጋር ያላቸው የመግባባት ችሎታ ደንበኞች የድርጅቱን ዕቃዎች እንዲገዙ ይገፋፋቸዋል።					
ድርጅቱ ስላቀረባቸው አዳዲስ ዕቃዎች ማህበራዊ ሚዲያዎችን በመጠቀም ያስተዋውቃል።					
ድርጅቱ የሚጠቀመው የቀጥታ ገበያ ትግበራ(ከቁጥር ...እስከ...) ዕቃዎችን ከዚያ ለመግዛት እንድወስን አድርጎታል።					
ድርጅቱ በሕዝብ ግንኙነት ሰራተኞቹ በኩል የተሟላ መረጃ ይሰጣል።					
በድርጅቱ ሕዝብ ግንኙነት በኩል የሚሰራጨው አስተማማኝ መረጃ የድርጅቱን ዕቃዎች እንድጠቀም ተጽእኖ አድርጎታል።					
ድርጅቱ ዕቃዎቹን ለማስተዋወቅ ሳቢ የሆኑ የህትመት ውጤቶችን (በራሪ ወረቀት፣ ፖስተር፣					
በድርጅቱ ሕዝብ ግንኙነት በኩል የሚሰጠው መረጃ ስለድርጅቱ ዕቃዎች አዎንታዊ አመለካከት እንዲኖረኝ አድርጓል።					
የድርጅቱ ሰራተኞች ፍላጎቱን መሰረት ያደረጉ ዕቃዎች ያቀርቡልኛል።					
የድርጅቱ ሰራተኞች ደንበኞች በድርጅቱ ላይ እምነት እንዲኖራቸው ለማድረግ የሚያስችል በቂ ዕውቀት አላቸው።					
የድርጅቱ ሰራተኞች የድርጅቱን የሽያጭ ማዕከላት እንዲጎበኝ በየጊዜው ያገኙኛል/ያናግሩኛል።					
የድርጅቱ ሰራተኞች ታማኝነት ከድርጅቱ ዕቃዎችን እንድገዛ ተጽእኖ አድርጎታል።					
የድርጅቱ ሰራተኞች ቤተሰባዊ ቅርበት/ግንኙነት ወደ ድርጅቱ የሽያጭ ማዕከላት እንድሄድ ተጽእኖ አሳድሯል።					
ሽያጭን ለማሳደግ የሚደረጉ ስጦታዎች፣ ቅናሾች...ወዘተ የደንበኞችን ግንኙነት ያጠናክራል					
የቀጥታ ግብይት ከደንበኞች ጋር ያለ ግንኙነትን ያሳድጋል					

የሕዝብ ግንኙነት ስራ የደንበኞችን ግንኙነት ያቀላጥፋል					
በግልጽ የሚሰጥዎ /የሚከናወን የማስተዋወቅ (ስልክ በመደወል በኢሜል...ወዘተ መረጃ በመስጠት) የገበያ ስራ የደንበኞችን ግንኙነት ያጠናክራል					
በማህበራዊ ሚዲያ የሚከናወን የገበያ ስራ የደንበኞችን ግንኙነትን ለማጠናከር ያግዛል					
የሚያስፈልጉኝን ዕቃዎች ለመግዛት ወደዚህ ድርጅት በድጋሚ መሄድን እመርጣለሁ።					
ስለዚህ ድርጅት አገልግሎት በርካታ የሆኑ አዎንታዊ ጎኖችን መናገር እችላለሁ።					
የዚህን ድርጅት ዕቃዎች በተለየ እመርጣለሁ።					
ጥሩ ዝና ያለው ድርጅት በመሆኑ በዚህ ድርጅት ላይ ከፍ ያለ እምነት አለኝ።					
ይህ ድርጅት እምነት የሚጣልበት ድርጅት ሆኖ ስላገኘሁት ለሚቀርቡኝ ሰዎች ወደዚህ ድርጅት እንዲሄዱ እመክራለሁ።					