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Addis Ababa University

Graduate School of Journalism and Communication

**The Practice of Integrated Marketing Communications in Derba Cement
Factory and MOHA Soft Drinks S.C**

BY

Misganaw Elmneh

Advisor

Gashaye Belew (Ph.D.)

**A Thesis Submitted in Partial Fulfillment of Requirements for the Degree
of Master of Arts in Public Relations and Strategic Communication**

Addis Ababa, Ethiopia

Sept 2021

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DECLARATION

I, Misganaw Elmneh, declare that this thesis “The Practice of Integrated Marketing Communications: The Case of Derba Cement Factory and MOHA Soft Drinking S.C” entitled my original work. I have carried out independently with the guidance and suggestions of the research advisor. And it has not been presented in any other University, at least to my knowledge. All the sources of materials used for the thesis have been duly acknowledged.

Misganaw Elmneh

(The Researcher)

Signature

LETTER OF CERTIFICATION

Addis Ababa University

School of Graduate Studies

This is to certify that the thesis prepared by Misganaw Elmneh, entitled: “The Practice of Integrated Marketing Communications: The Case of Derba Cement Factory and MOHA Soft Drinking S.C” and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Public Relations and Strategic Communication fulfills with the regulations of the University and meets the accepted standards for originality and quality.

Approved by the Board of Examiners:

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Advisor_____ **Signature**_____ **Date** _____

Chair of the Graduate School

Acknowledgments

I would like to first convey my gratitude to the Almighty God for his blessing and grace during this study.

Secondly, I would like to sincerely acknowledge Gashaye Belew (Ph.D.) for his role as an advisor of this study. His support has been precious and I thank him for his guidance, endless patience, and attention to detail, without which I could not have been able to accomplish the study.

Others whom I wish to thank include all communication and marketing communication officers and the managers at derba cement factory and MOHA soft drinking S.C for their assistance and encouragement in various capacities, along the way.

Finally, I want to acknowledge with great appreciation the unwavering support of my incredible family for their commitment to steering me to work hard and help me get the best version of myself.

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ACRONYMS

AAU	Addis Ababa University
Ads	Advertisements
CEO	Chief Executive Officer
COVID -19	Corona Virus International Disease 2019
ICT	Information Communication Technology
IMC	Integrated Marketing Communications
PRs	Public Relation

ABSTRACT

The purpose of the study was to explore the practice of IMC. The study was then made to draw the practice of integrated marketing communications in Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C.

The researcher employed a qualitative research approach and regarding generating data from interviewees, document analysis, and observation were conducted.

The findings of this research indicated that the fully integrated marketing communications practice in both derba midroc cement factory and MOHA soft drinks industry S.C from the perspective of stages of IMC framework is slow-moving and much endeavor is anticipated. On the other hand, the results of this study indicate that the marketing communication instruments advertising and sales promotions are regularly and extensively utilized in both Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. But, on the other instruments mainly in public relations and Personal selling and direct marketing is not widely and frequently used. Staffs have an optimistic attitude towards the practice of integrated marketing communications in derba midroc cement factory and MOHA soft drinks industry S.C. absence of integrated marketing communication plan and lack of technical pieces of training and absence of integrated marketing communications plan to conduct tasks were mentioned by interview participants as a challenge of IMC practice.

Finally, the study suggested that the full integrated marketing communication activities should be conducted based on comprehensive planning and structural flaws should be improved. And a further study on observing the effectiveness of marketing communication instruments, and integrated marketing communication for worker inspiration.

Keywords: Integrated Marketing communication, marketing communication instruments, stages of Integrated Marketing communication Framework

CHAPTER ONE

1. INTRODUCTION

1.1. Background

There is a lot of debate and research work done around marketing in general. However, before talking about marketing communications as such, it is crucial to distinguish the line between marketing and communication as they come as two separate concepts. Richard Varey [2001] provides a broad indication of the present contributions and offers a context for the management of marketing communications practices. As Varey describes, marketing has a function to answer the demand in a definite market. In further words, it observes and satisfies the desires of customers. In return, this also responds to the needs of the organization itself. Hence, to match both sides' needs, the parties must communicate [Varey 2001:2].

Nowadays many marketing communication definitions refer to an integrated perspective. The integration stage focuses on the organization, whereas the next development may have its focus on the relationships that an organization has with its various audiences.

Marketing communications are a management process through which an organization engages with its various audiences (Philip koteler2001). By considerate an audience's communications situation, companies seek to develop and present messages for their identified stakeholder groups, before evaluating and acting upon the responses. By taking messages that are of important value, they encourage audiences to offer attitudinal and behavioral responses. (Philip koteler2001)

From the above definition, we have observed that marketing communications can be used to engage with a variety of audiences two-way communications that meet the needs of the audience are used. Moreover, it's a management process that creates a communication environment for the audience by giving value (Philip koteler2001).

Despite its long years of theory and practice, Integrated Marketing Communication (IMC) has remained a contemporary field of debate among marketing communication researchers

and professionals. The first point of argument has been its conceptual clarity or framework as it has been argued that there is no consensus on a universal definition of IMC and that the idea has been understood in varied ways and manners. IMC is a practice for handling the client relationships that drive brand value. More specifically, it is a cross-functional process for creating and nourishing profitable relationships with customers and stakeholders by strategically controlling or influencing all messages sent to these groups and encouraging data-driven, purposeful dialogue with them (Duncan, 2002).

Integrated marketing communication is the concept under which a company carefully participates and organizes its various communications channels to provide a clear, constant, and compelling message about the organization and its products (Kotler, et al. 1999). IMC is a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines, for instance, overall advertising, direct response, sales promotion, and PR, and combines these disciplines to deliver clarity, consistency, and maximum communications impact. (Schultz, 1993).

In all this conversation surrounding what IMC is and how it is practiced, there seems to be some silence from the continent of Africa. Except in South Africa where Niemann-Struweg and Grobler (2011) ventured into finding out the understanding of IMC by South African marketing agencies, there has been little done to find out how IMC is practiced on the continent.

The study would discuss the practice of IMC. What then is the experience of marketing communication practitioners in the application of integrated marketing communication on behalf of their clients? What are the benefits and barriers encountered in the process of applying IMC strategies for clients within the Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C communication environment? Therefore, the focus of the study is to find out the IMC practice of selected Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C as they apply integrated communication on behalf of their clients.

MIDROC Ethiopia Group, owned by Sheikh Mohammed Hussein Ali Al-Amoudi, is the leading private investment Group with over 80 group and affiliate companies that are

engaged in multifaceted investment undertakings that have made important contributions to the growth of the country's economy. The Group companies are engaged in multi-sector investments across the country operating in agriculture & agro-industry, construction, hotel & tourism, manufacturing, mining, oil & gas distribution, real estate development, transport (including air transport), trade & commerce, healthcare, and education & training.

Among this MOHA Soft Drinks Industry, S.C Ethiopia was established and listed under the commercial code of Ethiopia on the 15th of May 1996. This company was formed after the completion of four Pepsi cola plants located at Addis Ababa Nefas Silk and Teklehaimanot Gondar and Dessie which were procured by Sheikh Mohammed Hussein Ali Al-Amoudi, on the 18th of January 1996, through BID which was offered by Ethiopian privatization agency. The delivery of the factories was finalized on the 4th of April 1996.

Since its periods of establishment it is manufacturing and distributing five types of soft drinks namely: Pepsi, Miranda orange, 7up, Mirinda Apple, Mirinda tonic.

According to MOHA Soft Drinks Industry S.C working document (2017:7), the company is one of the biggest manufacturing industries in Ethiopia. It was established on May 15, 1996, acquiring Nefas Silk Plant, Teklehaimanot Plant, Gondar Plant, and Dessie Plant from the Ethiopian Privatization Agency with a paid capital of Birr 108,654,000. The Company at this time has eight operating units including Summit Plant, Bure Plant, Mekele Plant, and Hawassa Plant.

According to Haile Assegide CEO of Derba Cement, Derba MIDROC Cement was established on the 13th of February 2006 with a fully paid-up capital of birr 500 million (equivalent to USD\$ 55 million). The total investment cost is in the order of USD\$ 351million. The clinker production capacity is 5,600 tons per day (8,000 tons of cement per day). The Factory was inaugurated on February 05, 2012, in the presence of the late Prime Minister of Ethiopia Melese Zenawi and the Chairman and Founder Sheik Mohammed Hussein Ali Al –Amoudi.

The Ethiopian-born Saudi billionaire, Mohammed Al Amoudi, financed 100 million dollars in the Derba Cement project. The remaining 251 million dollars was available in the form of

a loan from the Development Bank of Ethiopia, International Financial Corp, the World Bank Group investment arm, the African Development Bank, and the European Investment Bank.

Nowadays there are 20 cement factories in Ethiopia with an overall annual production capacity of 12 million tons. The country's annual cement consumption stands at 10 million tons. Therefore this study aims to explore the current practice of integrated marketing communication in Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C.

1.2. Statement of the Problem

Integrated Marketing Communication as a marketing concept has been globally accepted across markets and economies. (Schultz, Chu, Kim & Jain, 2015). It has been variously described as a customer-centric marketing communication concept that requires some sort of coordination of an organization's marketing communication tools. IMC is said to have become a crucial part of the marketing and corporate communication strategies of many companies. (Kitchen, Schultz, Kim, Han & Li, 2003) Perhaps, the acceptability of the IMC phenomenon may be said to be the reason behind many studies conducted on the concept. Studies have come up to clarify the conceptual meaning and identify the practice of IMC across countries in the west. (Schultz et al, 2015; Schultz et al, 2008; Kerr et al, 2008; Kerr, 2006; Shin, 2006) What these studies have pointed to is the need to study the practice of IMC in Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C.

A search in literature has indicated that there is a scarce contribution to the definition, adoption, and practice of IMC from the African continent. Very few studies focus on the effect of as well as ethical considerations of IMC practice. To examine issues around IMC without taking note of conceptual and operational understanding of practitioners within the Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C. marketing communication context is a knowledge gap that should be filled. Therefore, the study is set out to examine agency-client interaction from the perspectives of the selected agencies capturing field experiences of marketing communication practitioners in the application of integrated marketing communication on behalf of their clients and specifically examining their perception, benefits and barriers encountered as well as the metrics of measuring

success in the process of implementing IMC strategies for clients within the Ethiopian marketing communication landscape.

Hence, this study would fill the gap and add knowledge by dealing with the practice of IMC from a scientific framework which shows how marketing communication tools should be utilized and integrated to convey a clear and consistent message. As far as the researcher's knowledge and experience are concerned, there is no earlier study regarding the practice of IMC in Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C particularly in executing each marketing communication tool as well as its implementation from scientific frameworks particularly from stages of IMC framework. Therefore, this study explored the current practice of integrated marketing communications in Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C.

1.3. Objectives of the Study

Based on the general objective, the research aims at achieving three specific objectives.

The study has the following general and specific objectives.

1.3.1. General Objective

The general objective of the study is to explore the practice of integrated marketing communications in Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C.

1.3.2. Specific Objectives

- ✓ Discussing how the marketing communication instruments are utilized in Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C.
- ✓ Exploring the challenges of implementing integrated marketing communications in Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C.
- ✓ To investigate the level of practice of integrated marketing communications in Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C based on the four stages of the IMC framework.

1.4. Research Questions

Specifically, the following research questions would guide the study.

- ✚ In what ways do Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C Ethiopia marketing communication organizations practice IMC on behalf of their clients?
- ✚ How is different marketing communication instruments utilized in marketing communication?
- ✚ What are the challenges of practicing integrated marketing communications in Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C Ethiopia?
- ✚ How is the practice of integrated marketing communications from the perspectives of stages of integrated marketing communications framework?

1.5. Significance of the Study

Although many studies have been conducted around the world regarding IMC, there is a lack of concrete study conducted on its practice in Ethiopia in general and Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C in particular.

Thus, the study would help Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C on how to provide its IMC tools to continue to deliver messages to current and future customers. In addition, the study offers massive features almost the existing IMC practice strength and weaknesses to the management, marketing officer, and other bodies of the company. Moreover, the findings in this study benefit especially for the marketing communication experts, specialists, directors as well as managers of MIDROC Ethiopia Group to better utilize integrated marketing communication in any of their marketing programs. On top of that, exploring the practice of IMC and identifying the potential challenges gives Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C an in-depth understanding of its situation and the gaps in the implementation of the entire integrated marketing communication strategy Subsequently, the findings from the study and new perspectives of IMC practices have a contribution to the existing body of knowledge in the organization. Eventually, the study serves as a benchmark or springboard for other

private and government-owned companies to aspire and inculcate the philosophy of integrated marketing communications in their marketing communication practices.

1.6. Scope of the Study

MIDROC Ethiopia Group is the leading Privet investment Group with over 80 group and affiliate companies that are engaged in multifaceted investment undertakings that have made significant contributions to the development of the country's economy. The Group companies are engaged in multi-sector investments across the country operating in agriculture & agro-industry, construction, hotel & tourism, manufacturing, mining, oil & gas distribution, real estate development, transport (including air transport), trade & commerce, healthcare, and education & training. Among these multi-sector investments, the study is specifically exploring the practice of IMC in the Derba Cement Company and MOHA Soft Drinks Industry S.C. Accordingly, the companies' communication division under which the vast majority of marketing communications activities will conduct is the noticeable unit of concern of the issue in the study.

From the above two organizations, the division to departments, sections, and directorates will be the direct concern unit of the problem under study since the immense majority of marketing communications activities is conducting. Regarding this, the study will focus only on the current integrated marketing communications practices of Derba Cement Company, MOHA Soft Drinks Industry S.C.

1.7. Limitation of the study

It is important to note the limitations that a researcher may face during a research study regarding frustration of some managers, directors and experts. In addition, the pandemic disease COVID-19 was a potential threat in the data collection period. It is also difficult to do data collection well because the organizations involved in the study are far apart.

1.8. Definition of Key Terms

The following are theoretical definitions of the variables considered in the undertaking of this research:-

Integrated Marketing Communications: - This is a marketing strategy that takes and makes use of various customers' information to make or establish a marketing plan that will be effective in building and improving the customers' relations with the organization (Barnes & Matsson, 2010). Integrated Marketing Communication is "the concept under which a company carefully integrates and coordinates its many communications channels to deliver a clear concise and consistent message. Integrated marketing recognizes the value of communication in advertising and aims at providing clarity and consistency of whatever is being prompted.

Advertising: - Any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor in various media channels (Koltler, 2006).

Sales Promotions:- Sales promotions are media & non-media marketing pressure applied for a predetermined, limited period to stimulate trial & impulse purchases, increase consumer demand or improve product quality (Muniz and O'Guinn, 2001).

Direct Marketing: - the use of consumer-direct (CD) channels to reach and deliver goods and services to customers without using marketing middlemen (Pickton & Broderick 2001).

Personal Selling: - is face-to-face communication (one to one) interaction with one or more prospective customers to make sales and build customer relationships (Mortimer, 2001).

Stages of Integrated Marketing Communications:- The four stages of IMC structure states the overall arrangements to the employment of integrated marketing communication that an organization looks to go through the phases to vibrantly understand the degree of combination.

1.9. Organization of the Paper

For convenience as well as logical presentation of the study, this paper is organized into five chapters. The first chapter would have a background of the study, statement of the problem, research questions, and significance of the study, scope that the study covered during the research process. Chapter two would believe that the most important part of the study and all the literature significant to the study are discussed carefully. Under chapter three, the

researcher would describe the type and design of the research; the subjects/participant of the study; the sources of data; the data collection tools/instruments that will employee; the procedures that would be going to be employed in the data collection stage and finally the methods that are using for data analysis. A chapter four summarized the results/findings of the study and interprets and discusses the findings.

While doing so, the researchers used the literature review that is discussed earlier in detail in chapter two. The fifth chapter condenses a summary of findings, brief conclusion, and recommendations based on the finding of the study.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. The Growth of Integrated Marketing Communication

Integrated Marketing Communications (IMC) was introduced in the late 1980s and many companies began taking a broader perspective of marketing communication and recognizing the necessity for a more planned combination of their promotional tools. The decade was characterized by the fast-growing areas such as sales promotion, direct marketing, and public relations which began challenging advertising's role as the dominant form of marketing communication, and later on, firms began moving towards the process of integrated marketing communications that involves coordinating the various promotional instruments for communicating with their customers (Belch & Michael, 2018).

Fill (2009), stated that the rapid development of direct marketing initiatives and the Internet since the second half of the 1980s has brought a movement towards what has become regarded as integrated marketing communications through which a further significant development has been the shift in marketing philosophies from transaction to relationship marketing orientations. Clients have begun to redefine their communications away from mass media orientations to increased levels of interaction with customers because the structural inadequacies of the marketing communication industry obliged them to do so. To this end, integrated marketing communications have emerged partially as a response to this structural inadequacy and the realization by clients that their communication needs to be achieved more efficiently and profoundly than the previous time.

2.2. IMC Defined, Clarifying the Practice

There is tiny doubt that marketing communication scholars and experts differ in their views on the nature and concept of IMC and how it should be used to drive a firm's bottom line objectives. Kitchen and Burgmann (2010) Stated that the leading effort to study the concept was first made by Caywood, Schultz, and Wang (1991) while Schultz, Tannenbaum, and Lauterborn (1993) were leading to capture the theoretical ideas in a book titled Integrated

Marketing Communications. Since that period up to date, there have been continuous efforts to understand IMC both from the educationalists' and the experts' points of view. (Kerr, 2006; Shin, 2006; Kitchen, Kim & Schultz, 2008) The most outstanding arguments on the idea of Integrated Marketing Communication Centre are on the definition and conceptual description.

IMC could be a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a selection of communication disciplines, for instance, general advertising, direct response, advertisement, public relation and combines these disciplines to supply clarity, consistency, and maximum communications impact.

Porcu et al, (2012) suggest that a significant investment of resources is required to create segmented databases and foster deep customer orientation. Duncan's (2005) definition seems to capture the leaning of this approach when it describes IMC as "the process for managing the customer relationships that drive brand value a cross-functional process for creating and beneficial profitable relationships with customers and stakeholders by strategically controlling or influencing all messages sent to those groups and inspiring data-driven, purposeful dialogue with them". This definition moves the description of IMC to the level of a focused dialogue that is data-driven. despite this categorization of definitions, it is still very well apparent that the debate on what IMC is and what it is not has continued to rage among practitioners and academe alike. This could be the rationale why numerous definitions of the concept are prevalent in literature. In final issues on the meanings of IMC, it is important to emphasize that a universally agreed-upon definition of the concept might not be possible especially in the light of different interpretations given to it both in literature and practice Kitchen and Burgmann (2010).

2.3. The Four Stages of Integrated Marketing Communications Framework

Researchers recognized four levels of IMC through which organizations seem to develop. Accordingly, the four levels are identified as, Stage 1: Tactical coordination of marketing communications, Stage 2: Redefining the scope of marketing communications, Stage 3:

Application of information technology, and Stage 4: Financial and strategic integration. However, this study employed the framework modified by (Shultz and Shultz, 2004).

2.3.1. Stage One: Tactical Coordination of Marketing Communications

The first stage in the progression towards an integrated marketing communications approach inside a company is simple coordination across specialist areas, where they agree upon the use of a standard symbol, an enterprise slogan, corporate colors, and an overall message.

It is expected that numerous areas of marketing communication advertising, direct marketing, sales, online and social media, and public relations still act quite independently, yet with a similar look and feel and message.

Each of these functional areas would have its own goals and targets to achieve. For example, the advertising function might seek to improve brand awareness, the direct marketing area may be focused upon sales conversion rates, and the public relations area might be measured upon earned media, and so on.

Despite these areas using a similar approach of message and brand elements, they still largely act independently and are not strategically integrated to realize an overall goal. (Shultz and Shultz, 2004).

2.3.2. Stage Two: Redefining the Scope of Marketing Communications

In the second stage towards integrated marketing communications, the company starts to consider a broader set of touchpoints than its main communication tools (numerous of which were mentioned beyond).

In the first stage, the company is mainly concentrating on the main communication tools. The second phase is when the company considers how and where a potential or current customer can become exposed or engaged with the brand.

For a company to effectively understand this range of potential interactions and exposures (brand contact or brand touchpoints) may become a little bit more research-based and

consider how consumers in diverse goal markets end up attractive clients of their brands. Therefore, the enterprise attempts to look at the brand in the eyes of a purchaser.

So in this stage, the company might consider email contact, interaction with staff, sponsorships, unplanned media attention, competitive comparisons, information and comparison websites, retail salespeople, after-sales service contacts, signage on buildings, staff uniforms, word-of-mouth, and so on -as all possibly being part of their client's journey towards or away from the brand. (Shultz and Shultz, 2004).

2.3.3. Stage Three: Application of information technology

According to Schultz and Schultz (2004), this stage stresses how a company applies information technology in its business operations in support of its marketing communication efforts. It does not mean that technology is used only for communication purposes, but also for objectives of customer relationship management and database marketing. The result of successful Enactment of this stage is reinforced sympathetic of customers in which case simple customer information has succeeded to turn into a deep understanding of customers. A company at this stage is seen as investing a substantial amount of capital in a high-tech mailing operations system in its attempt to send personalized information about the company's product and services offered. Besides, the company also distributes information through the internet or intranets. In addition, the company is also pairing customers' needs and requirements with relevant technology. At the same time, the company gives options to its customers and stakeholders on various methods to seek relevant information about the company's products or services offered at anytime and anywhere at their convenience. The database is profoundly used in the processing and storing of customers' and prospects' personal information.

2.4.4. Stage Four: Financial and Strategic Integration

At this stage, marketing communication is seen as a strategic matter for the company and the whole business operation is a coherent entity which is focusing on the company's customers. The company examines the results of its marketing communication and aspires to measure marketing investments in comparison with profits that are gained by marketing. In

addition, the company's marketing communication is integrated not only externally, but also internally between different actors and functions such as sales, research and development, and finance. At this stage, the company is said to have suitable methods in determining returns on investment made on clients. At the same time, the enterprise can relate revenues received from the same clients that the enterprise has invested. On another point, the company can allocate investment made on customers on the same analytical footing as any other decision made on financial investment. Ideally, this can be done when a company moves away from its operation-driven, inside-out approach to an outside-in approach that focuses on value-creating for customers and prospects in all dimensions of the brand experience (Schultz & Schultz, 2004).

This develops progressively stimulating when enterprises have numerous target markets to pursue the need to reflect a choice of strategic initiatives. As pointed out earlier in the article, only explore the percentage of organizations truly operate at the fourth stage of the model.

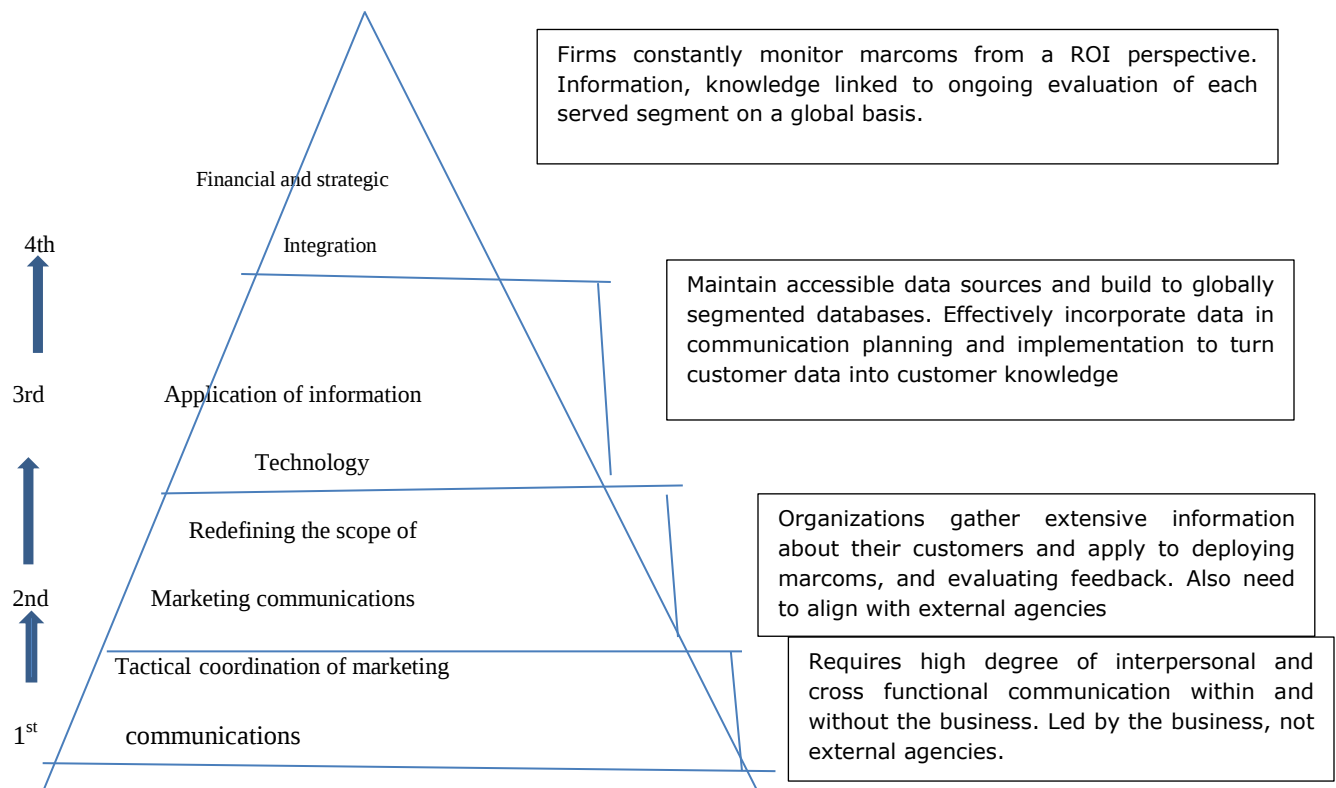


Figure 1 IMC – a four-stage model. (Source: Kitchen and Schultz 2001: 108)

2.4. Reasons Why Organizations Adopt IMC

Researchers have come up with various reasons why IMC looks to be a bride to marketing communication leaders despite its confused conceptualization. The appropriate analysis of the reasons found in the literature for why companies are implementing Integrated Marketing Communication will expose that the reasons put forward are very similar to one another. Scholars (Belch & Belch, 2003 and Kitchen & Burgmann, 2010) agree on the fact that IMC is adopted by organizations because of its strategic synchronization of marketing functions; altering marketing atmosphere; demand for Arrival on Investment on marketing communication spending. The investigators also distinguished that harmonized brand growth, media, and audience divisions, as well as increased message success through consistency and strengthening of core messages, are some of the reasons for the adoption of integrated marketing communication.

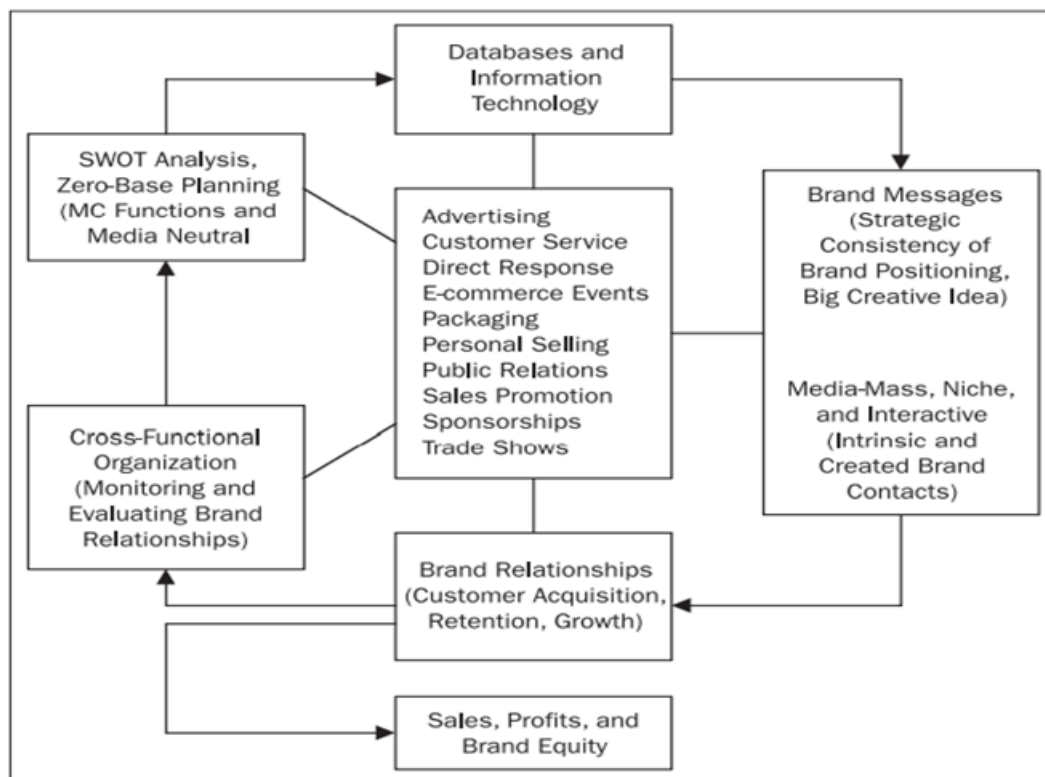


Figure 2 The IMC process model (Duncan, 2002) used here with permission of the author.

2.5. Barriers to IMC Implementation

Despite its numerous benefits, IMC has many barriers to its implementation in organizations. Literature has revealed some barriers that militate against the implementation of integrated marketing communication within organizations. The barriers are located on both the organizational and agency sides. Fill (2009), Kitchen and Burgmann (2010) agreed that barriers to the enactment of IMC center on power, coordination, and control issues; client skill issues, centralization/organizations, and cultural issues; overall time/resources issue as well as flexibility/modification issues.

2.6. Reasons for the Growing Importance of Integrated Marketing Communications

The integrated marketing communications approach to marketing communications strategy is being adopted by both large and small companies and has become popular among firms marketing consumer products and services as well as business-to-business marketers (Belch & Michael, 2018). Accordingly, many scholars and marketers have forwarded the reasons behind the growing importance of the IMC approach. No matter how many are they in number, some of the subversive and prominent reasons are illustrated as follows.

According to Belch and Belch (2018), the Internet revolution is well prevailing and the Internet audience is growing rapidly than ever before and it is becoming an integral part of business and communication strategy for many companies. Thus, the Internet revolution is affecting everyone involved in the marketing and promotional process. Companies are recognizing that they must 14 changes the ways they market and promote their products and services. They can no longer be tied to a specific communication tool such as media advertising rather they should use whatever contact methods offer the best way of delivering the message to their target audiences. Digital/ internet marketing has evolved into a mandatory ingredient rather than an option for companies and causes marketing communications to be integrated.

As Belch and Belch (2018), stated, the rapid growth and development of database marketing is the reason for the occurrence of integrated marketing communications. Many companies are building databases containing customer names, geographic, demographic, and

psychographic profiles, purchase patterns, media preferences, credit ratings, and other features. Marketers are using this information to target consumers through a variety of direct-marketing methods such as telemarketing, direct mail, and direct-response advertising rather than depending on mass media. Thus, database marketing is a cause to the development and importance of effective IMC.

According to Clow and Baack (2007), the demands for greater accountability from advertising agencies are a cause for the development of IMC. Company leaders expect advertising agencies to produce tangible outcomes. They spend promotional dollars carefully. Any coupon promotion, contest, social media program, or advertising campaign should yield measurable gains in sales, market share, brand awareness, customer loyalty, and other noticeable results to be considered successful. The increasing emphasis on accountability and measurable results has obliged chief executive officers (CEOs), chief financial officers (CFOs), and chief marketing officers (CMOs) to stick to the integrated marketing communications approach.

Furthermore, shifting from Media advertising to other forms of promotion, particularly consumer and trade-oriented promotion is another reason. Many marketers feel that traditional media advertising has become too expensive and is not cost-effective. There has been a movement away from relying on advertising-focused approaches which emphasize mass media such as network television and national magazines and to solve the marketing communication problems however, many companies are turning to lower-cost, and more targeted communication tools such as event marketing and sponsorships, direct mail, sales promotion, and the Internet as they develop their marketing communications strategies (Belch & Michael, 2018).

According to Pickton, and Broderick (2004), the reason for the dominance of IMC is the increase in international marketing activities. As companies have faced the challenge of marketing in many countries they have had to face up to the need for internationally recognized brands that have been capable of transcending national borders and cultural boundaries. This has required a strong sense of integration of marketing communications

with corresponding consideration of internationally acceptable brand names and creative treatments.

In addition, global competition causes the development of IMC. Consumers desire high quality along with low prices. The company that delivers the best value of quality and price makes the sale often regardless of location. Advancements in delivery systems make it possible for purchases to arrive in a matter of days from anywhere in the world (Clow & Baack, 2007).

As Fill (2009) stated in a very concise way, the reasons for the growth of IMC are submerged as organizational, market, and communication-based drivers. The organizational drivers consist of increasing profits through improved efficiency, increasing need for greater levels of accountability, rapid move towards cross-border marketing and the need for changing structures and communications, coordinated brand development and competitive advantage, opportunities to utilize management time more productively, and provide direction and purpose for employees. The Market-based drivers for IMC include the greater levels of audience communications literacy, Media cost inflation, Media and audience fragmentation, stakeholders' need for increasing amounts and diversity of information, Competitor activity and low levels of brand differentiation, the move towards relationship marketing from transaction-based marketing, development of networks and collaboration and alliances. Finally, communication-based drivers for IMC comprises of the technological advances (Internet, databases, segmentation techniques), increased message effectiveness through consistency and reinforcement of core messages, the more effective triggers for brand and message recall, the more consistent and less confusing brand images, the need to build brand reputations and to provide clear identity cues.

2.7. The Integrated Marketing Communications Mix Instruments

Marketing communication is typically divided into separate communication instruments that are used for different purposes depending on how marketers want to communicate with the target groups and how the target audience wants to be communicated. Each instrument has its strengths and limitations and marketers usually utilize some sort of mix of instruments to generate as effective influence as possible (De Pelsmacker et al., 2007). Promotional strategy

is closely related to the process of communication because as humans, we assign meaning to feelings, ideas, facts, attitudes, and emotions. Communication is the process by which we share meanings through a common set of symbols. When an enterprise advances a new product, changes an old one, or just attempts to increase sales of an existing good or service, it must communicate its selling message to potential customers. In doing so, marketers communicate information about the firm and its products to the target market and various publics through various marketing promotional tools (Lamb, Hair, and McDaniel, 2010). Accordingly, the various integrated marketing communications instruments are discussed concisely as follows.

2.7.1. Advertising

Advertising is defined as any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor (Koltler, 2006). This is done through various media. Another definition put forward by Montaner and Pina (2008), considers advertising as any non-personal and paid-for communication intended towards targeted audiences through various media outlets to present and promote a product, idea, or service. The distinction between advertising and their forms of promotional is that the former is designed to reach a large target group which makes it impersonal as well as it is transmitted through mass media across various channels rather than communicating to a particular audience on a narrower platform. Furthermore, advertising is done through a paid channel rather than unpaid forms of communication in other mixes.

Through their marketing communications, organizations aim to build awareness and impress customers looking for the best range of products and services. This is particularly true for unsought goods such as insurance where awareness creation and impressing customers are critical for initiating a purchase. It is also important to understand that institutional advertising has increased and its importance is more evident as firms such as insurance companies provide identical products with standardized policy format and understanding the institution and its distinct competencies is of great importance for consumer decision making. Brand advertising follows closely in the footsteps of institutional advertising. Its purpose is to create awareness of the companies name and to advertise the different services it is offering.

For insurance institutions, they need to make it known to the public product offered, as well as influence their decision making as to why they should choose one institution over the other.

Insurance companies offer products that are served to the broad mass of the public and consequently, the challenges will be mainly on to know how to advertise and for whom to advertise in advertising services. Unlike institutional advertising, where the target audience is the whole population, service advertising of particular products is much more selective to demonstrate what the customer will get out of the service being advertised. According to Keller (2007), it is important to align such service advertising efforts with the general institutional advertising and the effect it created on the image of the organization. Mortimer (2001) states that advertising in such scenarios is important to reduce the perceived risk of using the service by providing a clear idea of what the product comprises and also to advertise consistently, with a clear brand image, to achieve differentiation and encourage word-of-mouth communication is critical.

The methodology employed for advertising is mainly dependent on the objective of the advertisement. According to Meidan (2006), the two broad objectives of advertising as stated above are institutional or corporate, where a company is working to promote itself and product or brand advertising to promote a specific product or the brand. While the earlier form of advertising promotes corporate goodwill, created a positive image, enhances reputation as well as disseminates company information among others, the latter focuses on promoting the various attributes, uses, superiority, and other aspects of the particular product or service under consideration.

Looking at the elements of advertising in-depth, one can identify mass media as a critical component in the process of advertising. Media are organizations whose function is to provide information and entertainment to those who subscribe, view, or read while offering marketing professionals the situation for reaching the audience with printed or broadcasted messages (Belch and Belch 2007). These incorporate outlets such as television, radio, magazines, and newspapers among others. As they communicate to large audiences over a range of geographical coverage, they are effective channels to reach targeted sections of

society and have a potential effect on the community which makes them a modality of choice for many organizations including insurance companies (Kihanya 2013).

The media channels appropriate for advertising can be broadly classified into below and above-the-line advertising. (Meidan 2006). Below-the-line advertising, which is largely associated with institutional advertising, is mainly focused on presenting tactical reasoning to purchase the product or service. In the insurance industry, corporate and policy-specific brochures, leaflets, pamphlets, and explanatory guides are used extensively and are distributed through channel outlets and on events sponsored including trade fairs and exhibitions. It is considered as one of the best methods to raise sales is using advertising and promotion tools in the sales outlet where the consumer makes the final decision (Kerfoot and Ward 2003 & Newlands and Hooper 2009). On the other hand, above-the-line advertising is all about mass media advertising which includes television, radio, print, billboards, and the internet. The goal of such advertising is to build a brand and have a strong element in creating awareness and reminding customers, especially in the industry business.

2.7.2. Public Relations

It is instrumental in establishing and maintaining mutually beneficial relationships b/n a company and the public. Public relations helps an organization communicate with its 22 customers, suppliers, stockholders, government officials, employees, and the community in which it operates. Marketers use PR not only to take care of a positive image but also to teach the general public about the company's goals and objectives, introduce new products, and help support the sales effort. The company or organization attempts to urge the media to hide or run a positive story on a product, service, cause, or event to affect awareness, knowledge, opinions, and/or behavior. Techniques used to gain publicity include press releases, press conferences, feature articles, photographs, films, and video news releases (Lamb et al., 2010).

2.7.3. Sales Promotion

According to Muniz and O'Guinn, (2001), sales promotions are media & non-media marketing pressure applied for a predetermined, limited period to stimulate trial & impulse purchases, increase consumer demand or improve product quality. A dominant figure Kotler (2006), defines sales promotion as a collection of incentive tools mostly short-term, designed to stimulate the quicker or great purchase of a particular product or services by consumers or traders. To simulate the behavior of customers to directly impact them are action-focused marketing events that are closer to the decision-making process than the advertisement activities. They are also more attractive to the customers as coupons, discounts, refunds, demonstrations, contests, and prizes grab more attention than traditional advertising. According to Brassington and Pettitt (2000) sales promotion is different tactical marketing techniques with mostly short-term incentives, which are designed to add value to the product or service, to achieve specific sales or marketing objectives.

For Kotler (2006), sales promotion has distinctive qualities. Firstly, given the attention gaining quality of sales promotion elements, it provides firms with a bargaining chance to offer a deal that will not be available again. This is however without the limitation of customers rotating from one firm to another every season as they tend to look for a better deal with reasonably similar qualities. Secondly, frequently used sales promotion activities could lead to insecure customers, wondering whether the service is reliable or reasonably priced. Kotler (2006) indicates that due to the conflicting ideas concerning the benefits of sales promotions, an organization must base its decisions upon the relevance and usefulness of sales promotion, as well as cost-effectiveness. This is because the price setting of service is already a difficult process and that consumers often see lower prices as a result of lower quality. However, Meidan (2006) states that sales promotion appears to be most effectively used in combination with advertising. The primary objectives with sales promotion are to attract new customers, thereby increasing the institution's share of savings; to increase market share in selected market segments, and to lower the cost of acquiring new customers by seeking to avoid direct price competition with other institutions.

Among the sales promotion techniques that are used by marketers, price-oriented sales promotions such as price discounts, coupons, and rebates are the most popular and are used to increase sales, market share and encourage customers for new trials of the product. This is especially true for insurance companies where the nature of the products in the market for a particular policy is more or less identical and the service delivery of the insurance companies is most exhibited at the time of materialization of risk. As a result, customers tend to incline to make a decision based on the price of the product. Furthermore, these types of sales promotion efforts are encouraged by insurance companies to increase customer loyalty (which is illustrated by the retention rate of insurance policies) as well as motivate the agents and brokers working with the industries.

Another form of sales promotion that is used to promote the institutional level image of the company or brand is event sponsorship. Events that are initiated by clients, other institutions where potential and existing clients are participatory, cause that one's clients stand for or other forms of events can be possible options for firms to sponsor. The companies sponsor events in various ways in return getting the opportunity of being a visible element in the due course of the event. Such sponsorships are important to create awareness both about the brand and its attributes as well as to maintain customer loyalty. Particularly events that are organized for community welfare have a long-run benefit of creating long-term goodwill for the sponsoring organization (Aldred, 2005).

2.7.4. Direct Marketing

Direct marketing is the reverse of mass marketing. Concerning this, the increased use of client files has allowed marketers to classify customers over time and across purchase circumstances which have contributed to the rapid development of direct marketing. Marketers have been able to build these databases merit to consumers' increased use of credit and debit cards store-specific credit and loyalty cards, and online shopping all of which require the buyer to give the seller personal information that becomes part of its database (Grewal. & Levy, 2008).

Direct marketing is an important element in integrated marketing communication as it allows companies to communicate directly with customers using numerous channels. According to

Yamamoto, B. (2006), its emphasis is on trackable, measurable responses from customers regardless of the medium of communication used. The message in direct marketing seeks to call customers to a specific action. Practiced by organizations of all sizes, direct marketing uses direct mail, telemarketing, direct selling, text messages, emails, interactive consumer websites, fliers, promotional letters, and outdoor advertising as mediums among other channels.

It is a very important element as it can be measured easily and can affect the bottom line operation of an organization with an immediate impact on performance. In insurance companies, one approach to this would be selling products directly to the consumer without going through the agents and brokers. Over and above the above channels, EIC does this by seeking an audience with key decision-makers in key potential customers through its marketing professionals as well as branch and district managers. Insurance companies are leaning more towards this method of sales due to challenges posed by indirect sales methods such as increased cost of sales commission, loss of ownership of policyholders, and the fact that brokers have the license to work with competitors leading insurance companies to go to war based on price. It also satisfies the organization's needs for understanding and control of sales performance elements. An interview conducted with salespeople and managers representing B2B organizations, Zallocco et al. (2009), were able to conclude that the understanding of measuring sales performance is still inconsistent and differs among the two major groups that work together. Accordingly, sales managers are more concerned to measure concrete dimensions like price, revenue, managing cash, and budgets whereas salespeople link the measurement criteria to customer service level and personal interaction with customers. This fundamental shift of putting customers ahead of the product has affected sales discipline to a great extent. This means that organizations will have to consider both quantitative and qualitative measures while evaluating sales outcomes.

Illustrating the power of direct marketing to the performance of companies, McCarthy and Wright (2004), argue that the fact that due to various alternative channels to communicate, the cost of communicating to a customer has fallen rapidly. This can be demonstrated through the rise of the internet and its low cost which alleviated the challenge of meeting customers through intermediaries. Furthermore, the cost of communication has continued to

fall with new communication channels emerging, presenting opportunities as well as challenges for direct marketing.

The opportunities derive from the greater choice of low-cost means of communicating with current and potential customers. But it is a challenge for firms to evaluate the effectiveness of this proliferation of new channels. A more significant challenge is the lack of control over communication which this increase of channels implies, as consumers are increasingly able to communicate among themselves, and in this high load communication environment, the direct marketer has to compete for attention with messages from a wide range of peer group-based media (Muniz and O'Guinn, 2001).

2.7.5. Personal Selling

Personal selling is a kind of person-to-person communication in which a seller tries to assist and motivate potential buyers to purchase the enterprise's product or service. It can take place in various settings: face-to-face, video teleconferencing, on the telephone, or over the Internet. Although consumers don't often interact with professional salespeople, personal selling represents an important component of many IMC programs, especially in business-to-business settings. The price of communicating directly with probable clients is fairly high related to other forms of promotion, but it is simply the best and most capable way to sell certain products and services. Clienteles can buy various products and services without the support of a salesperson, but salespeople make simpler the buying procedure by providing information and services that save clients time and energy (Grewal, & Levy, 2008).

Personal selling is defined as face-to-face interaction with one or more prospective customers to make sales and build customer relationships (Datta and Datta 2006). Brassington and Pettitt (2000) on the other hand define the concept as a two-way communication tool between a representative of an organization and an individual or group, intending to inform, persuade or remind them, or sometimes serve them to take appropriate actions. It is a crucial element in ensuring post-purchase satisfaction, and in building long-term relationships built on trust and understanding.

According to Julian & Ramaseshan (2004), the relationship between the salesperson and the customer is perceived as being of great importance for the marketing of a company. Hence, the sales force within the industry needs not only to be trained in the art of selling but also to be aware of all the products available and be able to clearly explain what each offers. Since customers' needs and motivation are likely to be complex, and their ability to assess alternative courses of action without professional assistance is likely to be limited, it is of great significance for the sales force to know their customers, as well as their products. Verhallen et al. (2007) indicates that companies should see selling as a problem-solving process in which the sales force engages and co-operates towards the customer, trying to find a solution to the customer's problem, rather than only persuading him to purchase the products or services. In addition, Meidan (2006) claims that it is up to the sales force to enhance the company's reputation by looking after its customers.

2.7.6. Digital or Electronic Marketing

The rapid growth of the Internet and more recently, social media is changing the nature of how companies do business and the ways they communicate and interact with consumers. Every day more consumers around the world are gaining access to the Internet's World Wide Web (WWW) of information available to users. Electronic marketing allows users to perform a variety of activities such as to receive, alter, and share information and images, make inquiries, respond to questions, and even make purchases online. The Internet can also be used as a marketing communication tool in its own right because it is a medium that can be used to execute all of the elements of the promotional mix. In addition to advertising on the Web, marketers offer sales promotion incentives such as coupons, contests, and sweepstakes online, and they use the Internet to conduct direct marketing, personal selling, and public relations activities more effectively and efficiently (Belch, & Belch, 2018).

2.8. Integrated marketing communication strategy

After defining concrete marketing objectives, organizations start selecting useful marketing communication strategies and methods. The promotional mix concept is used to reach the organization's promotional goals. A promotional mix is a combination of strategies and cost-effective distribution of assets. All strategies complement and support each other. Different

types of trade promotions are a part of a push-pull strategy. Push strategy is targeted to retailers and intermediates that push products through the channels with a mix of advertising, personal selling, and buying discounts. Pull policy is used to create customer interest and demand. The first one, advertising, is non-personal promotion. This way is effective if the organization's goal is to inform a large number of people about the brand or product. With the help of this tool, people become aware of the brand, start recognizing it, and, as a result, purchase it. This is an excellent way to build brand image and awareness. Advertising may include television, radio, newspapers, cinema, posters and billboards, the Internet, and social media. It consists of two major activities – planning messages and planning media. It is important to think before – what will your message say and how it will sound. Will your message persuade people softly, or it will induce the target customer to answer now?

The second tool, sales promotion, includes customer sales promotion as well as channel and sales force promotion. This is the best way to convince a customer to try a new product/service and then you can easily measure your success, for example, by counting the number of discount coupons returned.

Field marketing is used to engage customers by taking sales promotions to their places – offices, shopping districts, stores, etc. Demonstration of the product at the place where your target customer lives works or relax is a good marketing opportunity. The third tool, personal selling is two-way communication, consists of many forms – traditional sales processes, Internet sales, or telemarketing. It helps to reach customers, to build strong relationships. Some customers require personal attention to handle unique problems or large orders. Direct marketing means reaching target customers by encouraging direct response. This way of communication may occur through letters and catalogs, television, radio, e-mail, Internet ads, newspaper ads, telemarketing, faxes, mobile phones, or personal selling. The objective is to get a customer to buy or ask for product information or simply agree to receive further messages.

The last tool is Public Relations or PR. PR helps to build a positive image of the organization among its employees, customers, and investors. Some of the main objectives of PR may include:

- Developing and managing a company's image positive image helps to set up close relations with the target audience.
- Communicating information
- Building brand and products awareness
- Identifying possible issues concerning product and organization, social responsibility, etc.

Social media marketing is a tool used to achieve marketing plan objectives and goals, to attract visitors to various websites, to build and increase brand awareness, and to create and maintain communication with publicity. Nowadays, social media marketing has become extremely popular, and many organizations use it more than traditional marketing tools, or even instead of it. MOHA Soft drinks SC. also created social media marketing campaigns – Facebook fun page and Instagram account for picture sharing.

2.9. Benefits Accruable to Agency's Clients from Implementation of IMC

The study will capture the different benefits that selected companies accruable to clients on whose behalf they have implemented integrated marketing communication campaigns. The identified benefits will vary from organization to organization. In some organizations, IMC benefits for clients include “synergy of thoughts”; “measurable communication campaign”; “holistic brand building”; as well as “effective deployment of budget”. For the other company, IMC as a perception enhances value by making accessible “a consolidated channel of operation (of communication campaigns)”; allowing “interaction to drive a single objective across channels”; creating an “improved brand definition” on a moderately low-priced budget. And also the emphasis is on relationship building between the consumers and the brand. This would briefly capture the selected companies.

When a customer agrees on to put on IMC accurately, they can go beyond talking AT the consumer and establish a real, organic spark that allows the consumer has a relationship with them. IMC supports create that feeling that sparks a lasting and tangible relationship with the brand.

Implementing IMC for clients will ensure “sales and profits increment”; “saves time” and gives a brand a “competitive edge”. These benefits are very close to what the literature suggests as the benefits of IMC. However, three of the benefits appear trending in their submissions. Even though there is emphasis among the interviewees across the board on synergy, brand building, and costs. There is no single benefit described that does not have a presence in literature. That IMC offers interaction in a concerned organization’s marketing messages reflects the American Association of Advertising Agencies’ (1998) postulation of the “one sight, one voice” attitude of integrated marketing communication. The submission of IMC providing a “consolidated channel for implementation of campaigns” in Belch and Belch’s (2004) description of IMC as a process of setting up channels of information and persuasion. While Porcu, et al’s (2012) definition of IMC can be a belief in IMC’s ability to provide “sales and profits increments” on the other hand benefits of IMC consist of “campaign recall”, “availability of several platforms” and “client engagement”.

The case examined above exposes the integration of both messages and channels with its related result on the voice share and brand profile of the product concerned. Driven by research, the campaign was able to meet the target consumers at every available touch point.

2.10. Theoretical Framework of the Study

This theory is grounded on the principles of systems theory which according to Jones, Ross, Lynam, Perez, and Leitch (2011) system theory is about being interdependent that the system enjoys the property of holism or of being greater than the sum of its parts. This is to mean that the notion in systems theory is that the whole is greater than the sum of its parts that rather than doing things independently, doing them jointly brings greater effect. Accordingly, this is primarily achieved through a combination of two or more activities, processes, or businesses to create greater value than they would be able to create independently.

This study is about IMC and focuses on the utilization of marketing communication instruments in an integrated manner to convey a seamless, consistent, and one voice message for audiences. Moreover, IMC is also emphasizing that rather than using marketing communication instruments separately, combining them with the various aspects of

marketing communications in a mutually supportive and enhancing way brings an enormous effect because the whole is more than the simple sum of its parts. Thus, the prominent benefit resulting from integrated marketing communications is consistent message delivery which is from the spot of the company's business and other activities. Regarding this, the IMC mix instruments i.e. advertising, sales promotion, public relations, sponsorship, digital marketing, exhibitions, and others should be executed in an integrated way for bringing an incredible and massive change in marketing communication processes. This can be seen when, for example, images and messages used in television advertising are carried through poster and magazine advertisements and are also presented at the point-of-sale display, on the packaging, sales promotion and merchandising, and in other promotional activities and this enhances and supports the others in a consistent fashion. Therefore, the lens of this study is system theory in a way that working together than working disjointedly enables to generate greater value. In doing so, utilizing the marketing communication instruments in a meaningful combination results in high efficiency in reaching audiences with all aspects of the company programs, and promotes sharing of skills, knowledge, and other assets among staff. Similarly, conducting activities in solidarity avert unwanted dissipation of energy, resources, and many other distractions.

2.11. The Managing Conceptual Context of the Study

IMC is a concept under which a company integrates and coordinates many marketing communications instruments to deliver a clear and consistent message about the organization's products, services, and programs as well. Hence, the greatest marketing communications impact will be attained if all the elements involved are integrated into a unified whole. When integrating the range of promotional mix tools, they work in harmony and synergy with each other so that opportunities are created to improve the effectiveness of the total marketing communications effort (Pickton, & Broderick, 2004).

Integrated marketing communications are more likely to occur when organizations attempt to interact with their various internal and external audiences. The communication mix used in any interaction should be audience-centered and internally consistent with the organization's objectives and strategies. Effective IMC should certainly encourage strong

customer relationships through effective planning to develop an integrated communication program that will optimize specific communication objectives that lead to the desired behavior on the part of a target audience (Fill, 2009). Kotler (2003) describes IMC as a way of looking at the whole marketing process from the viewpoint of the customer. Accordingly, the guiding conceptual framework of this study is designed and postulated based on the concepts and detail of IMC as follows.

Figure 3 the guiding conceptual framework of the study



Source: researcher's construction based on the review of related literature (2020)

2.12. IMC Implementation and Application

As most IMC research has been conducted concerning advertising agencies, little is known about actual IMC applications within client firms. Yet, it is supposed that only a few organizations have reached “complete” integration (Kitchen and Li, 2005; Kitchen and Schultz, 2003; McGoon, 1998/1999). To draw benefits from an IMC method, it is imperative that the entire organization, that is, across roles and companies, knows how IMC works and how IMC plans can be placed into action. If this is not the case, the integration will endure problems, which will in outcome weaken both the company brand and the connection between products brands Eagle, 2005; Duncan, 2005; Novelli, 1989/1990).

The following sections discover potential IMC implementation models (Pickton and Broderick, 2005; Fill, 2002; Schultz and Kitchen, 2000a).

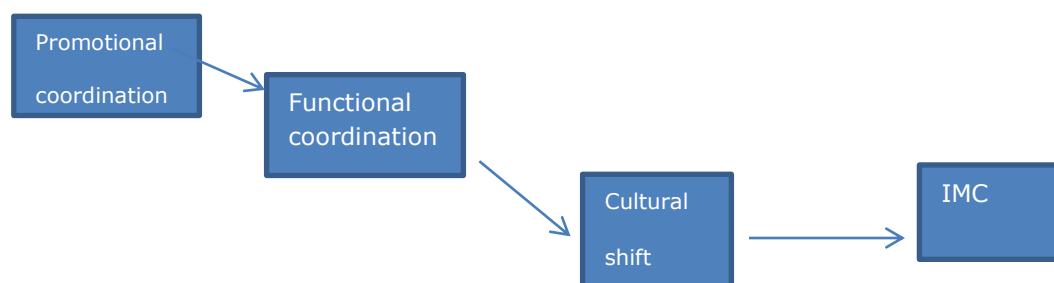
Their advantages and disadvantages are reviewed. Also, the reasons for embracing the Kitchen and Schultz (2001) model in this article are explained. The final section concentrates

on consumer segmentation about IMC, strategic planning aspects of IMC, and the kind of research that should be carried out for a company to act consumer-driven. The establishment of IMC Fill (2002) observes IMC as a change of mindset which has to be first comprised by marketers. He also argues that certain barriers exist and hence steps have to be taken to overcome such barriers. As such, the first step in an IMC approach is to emphasize the promotional doings – the marketer needs to safeguard that reliability and a thematic harmonization takes place among the promotional tools employed by the enterprise (see the first box in Figure 2).

Following, the practical coordination desires to be observed later. The different parts of the organization, such as human resources, finance, corporate communications, and so on, have to be introduced to the idea of “internal marketing relationships” to implement an IMC approach throughout the company (see the second box in Figure 2). Hence, an IMC approach requires a cultural shift of values and beliefs, which have to come from within the organization for all employees to act consumer-orientated and -driven (see the third box in Figure 2). Only then can an IMC approach is fully embraced (see the fourth box in Figure 2). Resembles certain stages of the model. However, due to its simplicity, it lacks significant detail and explanation.

It looks hard to overcome the problem of positioning corporations at their stages in this specific model. Moreover, this model did not create from actual practical research, but rather from the critical review of present IMC works conducted by Fill (2002).

Figure 4 The establishment of IMC.



(Source: Fill 2002: 469).

2.13. Functions of Organizational Intranet as marketing Communication Technology

In a constantly growing and innovative digital world, you always want to be searching for the next best thing. If you want your business to gain a competitive edge and keep your employees engaged, an intranet may be for you. After all, a happy worker is a productive worker and that keeps your business moving forward.

The goal of an intranet is to ease communication, collaboration, and document sharing for people within an organization. Intranets provide a virtual space for employees to work together, which is great for when people are spread out geographically.

For those businesses looking to radically improve how they function internally, an intranet is a way to go. It is the Swiss Army Knife of office productivity, helping with communications; teamwork; organization; creating, editing, and storing documents; time management; and so on.

Intranet is transforming internal communications and collaboration; workers perform best when they can collaborate: it promotes brainstorming, problem-solving, critical thinking, and learning while pooling talent and speeding up projects. Unfortunately, physically meeting with colleagues in the real world to tackle projects collaboratively is often a luxury staff is rarely free at the same time or they are separated by huge distances. An intranet with the latest communication and collaboration technology allows specific individuals and teams to work together remotely as if they were in the same room.

It streamlining the functionality of applications and processes; creating order in the workplace is key for improving productivity and avoiding costly mistakes. Staff can have the applications, documents, and contacts they use most regularly along with notifications and messages available on an integrated, fully-branded user interface. For example, a Unify intranet solution integrates with Office 365, including Share Point Online, Skype for Business, Yammer, One Drive for Business and Explore.

The best intranets also provide the ability for the effective storing, ordering, searching, and accessing of documents, taking into account version history and containing information about who has edited what and when.

It also reinforcing brand identity with staff; an intranet can aesthetically be designed and branded to look as unique as an organization's customer-facing website. This can help to reinforce brand identity with staff. For larger organizations, the look of the intranet combined with communications from managers, other departments, and colleagues can lend to a greater sense of belonging to staff geographically spread far apart.

It improves all-around productivity; Staff that can effectively work in teams, shares knowledge, communicates with those they need to and don't have to waste time looking for resources they need to do their jobs, work more efficiently. This improves productivity as well as giving employees a sense of worth and job satisfaction.

These are the advantages for an organization to use an intranet; Improves internal communication connects your company across locations and time zones, helps employees find information, Boosts recognition and reward, simplifies employee onboarding, provide organizational clarity, encourages knowledge sharing, Reinforces your brand and values.

And, the best part is that communication flows both ways. Anyone can share information and articles, and everyone can comment and provide feedback.

In this way, an intranet both streamlines communication by bringing it into one place and empowers individuals with a voice and company knowledge.

“For employees to be highly productive, they require clear role expectations, the ability to do what they do best, communication about their organization's mission and purpose, and learning and development opportunities; When employees' needs are met, they don't just become “happier “they become better performers.

An intranet can be a powerful tool. It can turn our employee engagement around, clarify internal communication, and streamline processes. But we have to make sure you get the right one.

2.14. Organizational Marketing Communication as Theater - a Goffman Analysis

Dramaturgical concepts such as the frame of theatre, scripting, and keying are theatrical concepts imported from Goffman (1974) to study the dramaturgical aspects of organizing and organizations

Developed out of the tradition of sociology and is most notable in the work of Erving Goffman (1959, 1974).

It draws on the theatrical metaphor as a means of studying and illustrating social processes in which organizational members are essentially human actors, engaging in various roles and other official and unofficial performances. Person routines involve both actors and audience in a common definition and collaborative maintenance of the situation (Goffman, 1959). Another perspective comes from the tradition of philosophy and literary criticism and is represented by Kenneth Burke (1937, 1945, 1972). He contends that social action is dramatic, thus, organizing-is-theatre.

Our comparison of the dramaturgy of organization activities will highlight several ironies in our comparison of organizing-is-like-theatre and organizing-is-theatre. First, while Goffman is known as the father of sociological dramaturgy, we believe that he is more sociological because of his focus on the drama of everyday life and its link to social and political processes.

Goffman is known for its development of dramaturgical frame analysis; Goffman is criticized for engaging in sociological reductionism and for not being particularly dramaturgical at all.

Managerial roles and more recent studies of charismatic leadership behavior as dramaturgic; emotional improvisation where the leader is the spokesperson and dramatist of organizational life. also seeks to apply tools and devices from theatre to organizational realities and the dramaturgical perspective has become quite central to charismatic leadership studies.

Goffman's dramaturgical perspective locates performances in the foreground and puts much more emphasis on this than other potential aspects of drama such as image management and performing persuasive to spectators.

Within organization studies, there is a growing body of research taking seriously the view of organization-is-like-theatre. Professional actors (consultants, managers, and Human Resource people) stage tailor-made plays with professionally written scripts (interventions, events, training, ceremonies, meetings) for a specific organization, based upon scripts written by professional stage writers (internal and external consultants). Audiences (workers and managers) are mostly passive spectators to the contracted dramatization. For example, Goffman explore the play *Your Life, Your Bank* commissioned by a bank's senior managers. The theme and plot are conceived and promoted by senior managers; consultants script scenes based upon briefings from senior managers; minor roles are acted by trusted middle managers and rehearsals further modify the performance. he and other authors (e.g. Schreyogg, 2001), see such corporate-sponsored theatre as technology, rather than a metaphor because theatre is deployed as a management tool; a performance involving actors, directors, set designers, lighting specialists, musicians, and dramatists used to promote problem awareness and to stimulate a readiness to change Meisiek (2002, p. 4).

In my point of view Goffman's dramatist pentad has been used widely to analyze organizations as theatres of action. for instance, discovers how the characters of organizational actors are constituted theatrically through role-playing and image construction. There is an illusion of coherence between person/character, story/history, performer/audience sustained in the modern theatrics of management studies that is simultaneously uncovered in postmodern theatrics; Much of our organizational life is carefully scripted; we play out our scenes in organizationally approved dress codes, and play the game by available rules of conduct. Changing an organization is changing the script, re-scripting performances with new characterizations.

To sum up in situations of organizational change or conflict, dramaturgical analysis directs our attention to the struggle to define the situation. Much is explained when we see this as central. It explains resistance to organizational learning, which often calls for giving

everyone, involved access to the backstage. It explains why management becomes so disturbed by scenes, and it explains why seemingly small things like the title of a report become organizational battlegrounds.

Dramaturgical analysis can be expanded to examine organizational dynamics such as planned change and conflict. An organization can be said to have back stages, audiences and stagehands. Management attempts to present an idealized line during its performances, using expressive control. Organizational conflict can be seen as activists creating scenes to disrupt the organization's line and offering their own competing line. This conflict over line often leads the battling teams to recruit an organizational researcher who takes the meta-complementary position, becoming something like Gramsci's (1971, p. 3) "organic intellectual", i.e. both aloof and distant

with an "objectifying" gaze credible to managerial minds and (ideally) at the same time close in solidarity with the underdogs which would make him (or her) credible to them as well.

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter would discuss which research methods and which methodology is the most appropriate for the practice of IMC in Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C. The discussion will describe why particular methods were chosen and explain how they were turned into reality. The chapter would also explain the process of data collection, ethical issues, and stating issues regarding reliability.

3.1. The reason behind the Selection of the Organization

MIDROC Ethiopia Group is a privately owned organization in Ethiopia; it has been playing a great role in the development process. This organization has many customers across the national and international levels. These customers are the potential source of income for the organization and the country at large. Thus, to meet the various desires of such numerous potential and prospective stakeholders, studying the marketing communication activities is very essential as far as everything is marketing oriented activity.

Hence, to let the organization be more effective and let competent than ever before, studies regarding integrated marketing communications have a tremendous role and consequently, the country at large would be economically benefited. Studying such private-owned giant organizations from the scientific perspectives and framework can assure in reaching ultimate possibilities that would even escalate the country's holistic development. Therefore, selecting this organization means flagging a way for many Ethiopians to engage in the national development, market, and many other businesses and interactions.

3.2. Research Approach

Regarding this study, a qualitative research approach was employed. The reason behind employing a qualitative approach for this study is it is an appropriate approach for social science researches that seeks to explore, investigate, and understand events, activities, and human behaviors (Creswell, 2003). Similarly, it is also an appropriate research approach to answer what, who and why 30 questions (Patton and Cochran, 2002). Accordingly, this

thesis intends to explore the practice of integrated marketing communications Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C. and this approach would help the researcher to investigate and analyze details about the actual practice of integrated marketing communications in Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C.

More specifically, the qualitative approach would address the questions of how marketing communication tools are being utilized and analyze the level of IMC practices based on the four stages of the IMC framework developed by (Schultz and Schultz, 2004). Accordingly, the stage of an integrated marketing communications framework is a lens that enables the analysis of the level of practice IMC in an organization. Each stage has its scenarios and characteristics i.e. stage one is about tactical coordination, followed by stage two which talks about redefining marketing communications, and stage three on utilization of ICT for marketing communications, and the final stage is a strategic level of communication (Schultz & Schultz, 2004). Moreover, in the Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C. currently is getting much more emphasis than ever before and new reform on marketing communication has been designed and implemented. Accordingly, the researcher intends to analyze the work experiences of professionals, specialists, managers, and directors of the marketing division upon the current practice of IMC in the Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C. Thus, analyzing their reflections of the aforementioned staff of communication division enables us to understand what should be more improved and reinforced on the implementation of IMC. Therefore, analyzing the perceptions of CD staff on the IMC practice is essential for creating better marketing communication by designing new strategies and averting traps on the IMC processes in the Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C. Accordingly, interview questions would be formulated and the data would be collected qualitatively. Similarly, the challenges while practicing IMC in the DERBA MIDROC CEMENT factory and MOHA Soft Drinks Industry S.C. would be explored qualitatively.

Therefore, employing a qualitative research approach in this study is appropriate because it pays a way to deeply gain comprehensive and intensive details regarding the entire practice of IMC in the DERBA MIDROC CEMENT factory and MOHA Soft Drinks Industry S.C.

3.3. Research Design

The main purpose of this study is to analyze the practice of IMC in the DERBA MIDROC CEMENT factory and MOHA Soft Drinks Industry S.C. The methodology would employ to address the research questions and attain the objectives.

A research design is a conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement, and analysis of data (Kothari, 2004). Accordingly, this research would use qualitative case study research methods. The case study research method is used to explore the existing IMC practice of DERBA MIDROC CEMENT factory and MOHA Soft Drinks Industry S.C. The Case study research method is selected for this research in a way to address an intensive study of a system to generalize across a larger set (Creswen, 2007; Gerring, 2004). In doing so, interviewee's feedback on the implementation of marketing communication instruments, execution of integrated marketing communications from the perspective of stages of IMC framework, their perceptions towards IMC practice as well as the impediments in practicing IMC were intensely explored and analyzed.

3.4. Research strategy

To examine the practice of IMC in the DERBA MIDROC CEMENT factory and MOHA Soft Drinks Industry S.C., it is necessary to design and plan a research strategy. Primarily, it is significant to use research methods and tools to underline the reliability and validity of the data collected. Secondly, it is highly important to critically analyses and examines the collected data. Hence, the research strategy has to contain various types of methods and tools that are relevant to carry out the research.

The research strategy for this thesis starts from gathering background information about the DERBA MIDROC CEMENT factory and MOHA Soft Drinks Industry S.C. and the practice of IMC strategies in general. Subsequently, the questions for the interview were based on the previous researches on IMC strategies.

The primary data collection would be examined and analyzed, to identify the essential results. The analysis of the data gathered the conclusions would be constructed based on the combined results of the interview questions.

3.5. Sample Selection Process

As to this study, the researcher employed a purposive sampling method to select interviewees from divisions, departments, and sections that are relevant to the issue under study. In this regard, the interviewees are from Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C. Purposive sampling involves identifying and selecting individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon. Purposive sampling is where the researcher selects a typical sample based on specialist knowledge or selection criteria (Creswell, 2003). Accordingly, interviewees were selected purposively based on their knowledge, experience, and position they have in the organization.

3.6. Tools and Methods of Data Collection

The study would use a qualitative research approach so much so that, it would employ qualitative methods of data collection particularly, in-depth interviews, document analysis, and observation.

To obtain valid and reliable data for the study, the researcher has been used in-depth interviews, observation, and document analysis. In using the in-depth interview there is a high possibility of restricting respondents' response towards the target variables in the study and information required. The question was employed both open and closed-ended questions. This is because besides its low cost and gives the respondents time to give well through answers and variables like level of educations, requires closed questions, on the other hand, the reason for informality challenges they were facing is attached with open-ended questions. For this reason, the method of data collection was a sequential explanatory strategy for open and close-ended responses.

3.6.1. In-depth Interview

An in-depth interview would be conducted with purposively selected professionals, specialists, directors, managers, from the communication/Marketing department to obtain detailed information about the current practice of IMC Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C. As Paton and Cochran (2002), elaborated an in-depth interview is used to explore details about a deep understanding of the respondents' perception and attitudes about the issues and it allows the researcher to achieve a holistic understanding of the interviewees' point of view on the issue through probing for more details. According to Dawson (2002), a Semi-structured interview allows the researcher to be flexible and to probe into more important information to arise.

Accordingly, the in-depth interview is being conducted with the aforementioned purposively selected interviewees to get deep information regarding the utilization of marketing communication instruments, the level of execution of integrated marketing communications based on stages of IMC framework, their perceptions towards the practice, and the challenges while practicing IMC in Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C. In doing so, the researcher was persisting in gathering data until it reaches saturation level by taking the findings and results investigated into considerations. The interviews were audio-recorded with the consent of the participants and Interview checklists were prepared to guide in-depth interviews. Accordingly, interview checklists were prepared first in English and later translated to the Amharic language.

3.6.2. Document Analysis

As far as research work is concerned, document analysis is a technique that is being employed to gather data. As Denscombe (2007) stated, there are different kinds of documents that can be served as data sources and documents could be both visual and audio sources. The visual document sources include pictures, artifacts, and audio like music whereas the written documents comprise government publications and official statistics, newspapers, and magazines, records from meetings, letters and memos, diaries website pages, and the internet.

This study also would employ document analysis for triangulation purposes as well as to enhance the validity of the findings. Accordingly, to achieve the objectives of the study, the Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C. profile document would be intensively reviewed. To do so, a special and curious focus of analyses was given to the organizational structure part of the company's profile document. Thus, for triangulation and complimentary purposes, the findings from the document analysis are documenting with data collected through interviews and personal observations.

3.6.3. Observation

As Creswell (2009) mentioned, there are four types of observation i.e. Observer as a participant (non-participant observation), complete participant, participant as an observer, and complete observer. Accordingly, to the best of this study, the researcher would employ observer as participant type of observation.

Accordingly, observer as a participant (non-participant observation) is a type of observation where the role of the researcher is known and the researcher can record information as it occurs without participating in the situation. This is to means that the researcher is known and recognized by the participants and the researcher is an outsider of the group under study, watching and taking field notes from a distance and can record data without direct involvement with activity or people. Moreover, there is some interaction with the participants, but the interaction is limited and the researcher aims to play a neutral role as much as possible (Creswell, 2009).

Thus, observer as participant type of observation would be conducted and the researcher went to communication/marketing department and sales department offices of Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C. and observed the existing situation from the spot of integrated marketing communications philosophies. In this direct observation, the researcher was moving and observed to the aforementioned offices where they are found. In doing so, the researcher was observing without participating or involving in the conduct of the entire integrated marketing communications practices of Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C.

3.7. Data Analysis Procedures

About the analysis of qualitative data, interviews were recorded and transcribed and later analyzed thematically. The researcher chooses thematic analysis because thematic analysis is a way of identifying what is common to the way a topic is talked or written about, and of making sense of those commonalities (Joffe, 2012). Accordingly, the researcher employed thematic analysis to investigate the practice of each marketing communication instrument, the practice of IMC based on the stages of the IMC framework, the perception of employees towards IMC practice, and lastly, the challenges of IMC in the organization.

3.8. Validity of the instrument

The validity, which refers to the study's conceptual and scientific soundness, is an important element and the primary aim of scientific research is to generate a valid conclusion (Marczyk & et.al, 2005). Scientific research will ensure validity from start to end to increase the accuracy and usefulness of findings by controlling for or eliminating as many confounding variables as possible.

Thus, utilization of several data collection instruments was employed by the researcher so as to enhance the validity of the findings of study.

- In order to enhance the truth value of the findings, the researcher conducted a follow-up interview with participants using probing questions regarding integrated marketing communications. The researcher also offered an opportunity for four of the interviewees to comment on the entire analysis process and findings.
- In addition, the researcher tried to use heavy description on each thematic elements of the study in order to augment to the validity of the findings. Accordingly, the researcher tried to intensively describe particularly interviews conducted with participants.
- Lastly, in order to achieve or enhance reliability of the study, the researcher further employed peer examination or review strategy. In so doing, doctoral students of AAU particularly in the department of philology offered their constructive comments for the researcher on the entire thesis work. Accordingly, their wonderful comments were

indeed rebellious and enabled the researcher to go deeply through the hints in the study.

3.9. Ethical Issues

This thesis would have been completed ensuring that ethical standards and regulations were exactly respected. A high standard of ethics in qualitative research is essential. Any research needs to hold to ethical principles. Gathering primary data through interviewing people requires trust-based relationships between the interviewer and respondents.

Furthermore, it is also critical that one should be aware of and abide by the general agreements of the scientific community on what is acceptable and what is not in the process of conducting scientific research. To this extent, it is important for the researchers to resist the temptation to manipulate their data collection, analysis, and interpretation procedures in a way that contradicts the principles of science or the scientific method or advances their agenda (Bhattacharjee, (2012)).

Due to the issue of the research, the interview questions could touch private information about companies. The public disposer of the information about Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C., which marketing and PR executives work for, is an ethical issue of the interviews. The other issue might be the audio recording of the interviews. All audio records will be made exclusively with the permission of the interviewees.

Moreover, this thesis imitates Edinburgh Napier's Code of Practice on Research Ethics and Governance and with the ESRC (Economic & Social Research Council) Framework for Research Ethics 2012 (Edinburgh Napier University 2007; ESRC 2010).

During the collection of data various participants, both management members and concerned employees were approached and their cooperation was vital and hence keeping ethical considerations was not underestimated at any point of the study. Some of the basic tenants of the ethical behavior in research like voluntary participation and harmlessness, informed consent, anonymity and confidentiality, and disclosure were kept intact in the research. In giving responses to the questionnaire, participants were informed why the research was

conducted and how responses are kept confidential. Furthermore, the researcher's previous relationship and bond with the respondents was a plus for confidentiality.

CHAPTER FOUR

This chapter explicates the major findings of the issue under study based on the data obtained through qualitative methods of data collection instruments. Regarding the study, four principal themes have been identified based on the research questions and the data was gathered from an indepth interview, document analysis, and personal observation.

4. DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

This chapter deals with the data analysis results based on the data obtained through qualitative methods of data collection instruments. To gather the required data for the study, document analysis, observation, and in-depth interview were employed as major tools.

The study identified four major concerns based on the research questions and gathered data. These are the implementation of integrated marketing communications based on the stages of the IMC framework, the utilization of marketing communication instruments, staff's perceptions towards the practice of IMC, and the challenges while performing IMC in Derba Midroc Cement factory and MOHA Soft Drinks Industry S.C are incorporated.

To achieve and entirely respond to the identified specific objectives of the study intensive analysis of the collected data has been made.

4.2. Respondents' Demographic Background

The following table (Table 1) below shows a crossed arrangement of respondents' general demographic background of sample informants by age, sex, level of education, and working position.

Table1. Demographical distribution of respondents

NO.	Sex of Interviewees	Frequency
1.	Male	8
2.	Female	5
	total	13
NO	Age Intervals	
1	25-36	9
2	37-50	4
	Total	13
No	Level of Education	
1	Diploma	2
2	Degree	8
3	MA and above	3
	Total	13
No	working position	
1	Officers	7
2	Directors	4
3	Managers	2

From the total respondents, 8 are male and 5 are females; based on this it shows that male respondents are much more than females but all have participated.

The age interval of respondent's shows younger employees on the age of 26-35 are 9 and from the age of 37 up to 50 are 4. Concerning the level of education of interviewees, eight were first degree holders, two were Diploma holders and the remaining three were masters and above.

Working positions or job titles of respondents are also listed in the above table, 7 Officers 4 Directors, and 2 managers are involved.

4.3. Enactment of stages of IMC Framework in DERBA MIDROC CEMENT factory and MOHA Soft Drinks Industry S.C

One model that is discussed in marketing textbooks to explain the concept of integrated marketing communications is the four stages of integrated marketing communications (IMC) developed by Schultz and Kitchen (2000).

The four stages of IMC structure states the overall arrangements to the employment of integrated marketing communication that an organization looks to go through the phases to vibrantly understand the degree of combination.

The analysis of the application of the IMC framework in derba midroc cement factory and MOHA soft drinks industry S.C, an in-depth interview was conducted with purposively selected staffs based on their experience and position they have in the organization. In doing so, professionals, Officers, managers, and directors were interviewed and the data were analyzed. Thus, the practice of IMC of derba midroc cement factory and MOHA soft drinks industry S.C regarding the four stages of IMC framework is discussed as follows.

4.3.1. Stage One: Tactical Coordination of Marketing Communications

Constructed on the findings of the study, the appearances in stage one of the IMC framework are not realized in a full-sized way in derba midroc cement factory and MOHA soft drinks industry S.C since tools are not completely included. The combination of marketing communication instruments in providing a consistent message is not achieved fully. Yet, after the introduction of integrated marketing communications in derba midroc cement factory and MOHA soft drinks industry S.C, there are particular improvements in providing a regular and uniform message to spectators by using the best common marketing communication tools, however, it is not consistent. Therefore, informers clarified their considerations as follows.

Based on stage one of IMC context, informers one and six said detailed as:

“The organizational arrangement of derba midroc cement factory and MOHA soft drinks industry S.C mainly public relation and marketing communications was in a difficulty. IMC and marketing communication concerned tasks were submerged in

inappropriate and mismatched departments and. For instance, the internal communication which is responsible for informing the entire activities of derba midroc cement factory to the internal publics was under of human resource department where almost very little communication task is accomplished and when we came to MOHA soft drinks industry S.C the public relation activity is done by the CEO.”

The informer more clarified that the structural weakness was a setup for not to discharge tasks concerning to integrated marketing communications approach inside a company to the paramount of our efforts and it was so hard to request that the marketing communication practice was integrated with derba midroc cement factory and MOHA soft drinks industry S.C.

About to the integration of marketing communication tools in derba midroc cement factory and MOHA soft drinks industry S.C. in delivering a consistent message to audiences, interviewee three expressed as:

“Some efforts are being exerted for integration of tools. For instance, when we are delivering the message to audiences, starting from creating a message, choosing the right marketing communication tool, and other necessities. So, marketing communication instrument tools seems to be integrated at some conditions no matter how problems are happening from time to time in derba midroc cement factory.”

Furthermore, interviewee nine clarified that the practice of marketing communication was too fragmented and there were many problems, and the IMC tools were working without any kind of integration and thought of several of their features. The interviewee more stated that even though there are some improvements in recent times in making the IMC better, still more effort should be done to make better incorporate marketing communication instruments in derba midroc cement factory and MOHA soft drinks industry S.C. by bringing fragmented tools together.

Therefore it is likely that various areas of marketing communication advertising, direct marketing, sales, Electronic media, and public relations still act quite independently, yet a similar look and feel and message.

Each of these functional areas would have its own goals and targets to achieve. For example, the advertising function might seek to improve brand awareness, the direct marketing area

may be focused upon sales conversion rates, and the public relations area might be measured upon earned media, and so on.

Despite these areas using a similar approach of message and brand elements, they still generally act independently and are not strategically integrated to achieve an overall goal.

4.3.2. Stage Two: Redefining the Scope of Marketing Communications

In this second stage towards integrated marketing communications, the company starts to consider a broader set of touch points than its main communication tools. For a company to effectively understand this range of potential interactions and exposures (brand contact or brand touch points) may become a little bit more research-based and consider how consumers in different target markets end up becoming customers of their brands. Therefore, the company tries to look at the brand through the eyes of a consumer Schultz and Kitchen (2000).

Even though customer-centered marketing communication assessment is very important, their concern in derba midroc cement factory and MOHA soft drinks industry S.C. are slow. There is no regular assessment conducted on the customer concerning the entire integrated marketing communication activities of derba midroc cement factory and MOHA soft drinks industry S.C.

Concerning this, interviewees five and nine described that derba midroc cement factory and MOHA soft drinks industry S.C.'s marketing communication activities with customer reference oriented operations particularly making assessments on the entire practice of marketing communication activities are still slow-moving. Interviewee Five further stated that because of the limitation and shortage of the company's, products at the national level messages are more informative and are not based on positioning and segmentation of customers. Therefore it does not bounce time for conducting marketing communication assessment on customers in derba midroc cement factory.

Moreover, interviewees four and eleven stated that,

“Monthly there is an effort of assessing customer insight towards marketing communication by taking data from comments and suggestions given by our

customers on our official social media pages like Facebook, E-mail and other channels, but it is not wide-ranging of all customers and limited to social media users. In doing so, the collected data were analyzed, and based on the results, actions are taken.”

The interviewees more clarified that the assessment is not inclusive and regular and this shows that still there should be more endeavor in the future about conducting marketing communication assessments on customers.

So in this stage, the companies should consider email contact, interaction with staff, sponsorships, unplanned media attention, competitive evaluations, information and comparison websites, retail salespeople, after-sales service contacts, signage on buildings, staff uniforms, word-of-mouth, and so on -as all possibly being part of their customer's journey towards or away from the brand.

4.3.3. Stage Three: Application of information technology

The third stage trying to integrate the overall communications approach, as achieved in stages one and two, across the knowledge and practices of the organization. To do this, greater use of data and information is generated and shared across their distribution channels, even extending to their retailer and supplier partners (Schultz & Schultz 1998).

In a constantly growing and innovative digital world, you always want to be searching for the next best thing. If you want your business to gain a competitive edge and keep your employees engaged, an intranet may be for you. After all, a happy worker is a productive worker and that keeps your business moving forward.

The goal of an intranet is to ease communication, collaboration, and document sharing for people within an organization. Intranets provide a virtual space for employees to work together, which is great for when people are spread out geographically.

For those businesses looking to radically improve how they function internally, an intranet is a way to go. It is the Swiss Army Knife of office productivity, helping with communications;

teamwork; organization; creating, editing, and storing documents; time management; and so on.

Intranet is transforming internal communications and collaboration; workers perform best when they can collaborate: it promotes brainstorming, problem-solving, and critical thinking, and learning while pooling talent and speeding up projects. Unfortunately, physically meeting with colleagues in the real world to tackle projects collaboratively is often a luxury staff is rarely free at the same time or they are separated by huge distances. An intranet with the latest communication and collaboration technology allows specific individuals and teams to work together remotely as if they were in the same room.

It streamlining the functionality of applications and processes; creating order in the workplace is key for improving productivity and avoiding costly mistakes. Staff can have the applications, documents, and contacts they use most regularly along with notifications and messages available on an integrated, fully-branded user interface. For example, a Unify intranet solution integrates with Office 365, including Share Point Online, Skype for Business, Yammer, One Drive for Business and Explore.

The best intranets also provide the ability for the effective storing, ordering, searching, and accessing of documents, taking into account version history and containing information about who has edited what and when.

It also reinforcing brand identity with staff; an intranet can aesthetically be designed and branded to look as unique as an organization's customer-facing website. This can help to reinforce brand identity with staff. For larger organizations, the look of the intranet combined with communications from managers, other departments, and colleagues can lend to a greater sense of belonging to staff geographically spread far apart.

It improves all-around productivity; Staff that can effectively work in teams, shares knowledge, communicates with those they need to and don't have to waste time looking for resources they need to do their jobs, work more efficiently. This improves productivity as well as giving employees a sense of worth and job satisfaction.

These are the advantages for an organization to use an intranet; Improves internal communication connects your company across locations and time zones, helps employees find information, Boosts recognition and reward, simplifies employee onboarding, provide organizational clarity, encourages knowledge sharing, Reinforces your brand and values.

And, the best part is that communication flows both ways. Anyone can share information and articles, and everyone can comment and provide feedback.

In this way, an intranet both streamlines communication by bringing it into one place and empowers individuals with a voice and company knowledge.

“For employees to be highly productive, they require clear role expectations, the ability to do what they do best, communication about their organization’s mission and purpose, and learning and development opportunities; When employees’ needs are met, they don’t just become “happier “they become better performers.”

An intranet can be a powerful tool. It can turn our employee engagement around, clarify internal communication, and streamline processes. But we have to make sure you get the right one.

Based on the findings of the study there is well use of information technology for marketing communication activities in derba midroc cement factory and MOHA soft drinks industry S.C. interviewees forwarded their reflections on the application of information communication technology for marketing communication activities in derba midroc cement factory and MOHA soft drinks industry S.C. as follows?

Based on Interviewees one and eight,

“Since the expansion of science and technology, we are now grateful to emphasize digital marketing and we are determined. About utilizing ICT for IMC in derba midroc cement factory and MOHA soft drinks industry S.C., there are possible efforts. For example, Digital technologies like database management systems, social media tools, and SMS are implemented for IMC activities, but they are much restricted to urban customers.”

For instance, in MOHA soft drinks industry S.C sales software is created with the name “Tango” which controls all the sales activity of the company whereas on the derba side 75 % of the sailing activities are doing through online by using the database system.

To sum up, derba midroc cement factory and MOHA soft drinks industry S.C are built through market testing and experiments, where different communication mediums and messages and combinations are tested on a small scale before being ramped up and exposed to larger numbers of customers. Therefore, we end up with a relatively scientific approach to marketing communications.

4.3.4. Stage Four: Financial and Strategic Integration

The final stage reflects that the overall marketing function inside a large company becomes strategically and financially integrated. The starting point for all marketing communications is essentially driven by the top-level strategic plan, which then feeds down to the marketing strategy and plan, which is then effectively executed through the marketing mix elements, including marketing communications Schultz and Kitchen (2000).

Based on the findings of the study both derba midroc cement factory and MOHA soft drinks industry S.C are challenging to implement this stage because they have multiple target markets to pursue the need to consider a range of strategic initiatives.

According to Interviewees six, seven, and twelve,

There is no clear separation of marketing and promotion with communication/public relation division and still, there are IMC instruments that are still wrongly structured and this makes it difficult to measure IMC's return on clients and to make the whole business operation is clear and synergetic. Thus, derba midroc cement factory and MOHA soft drinks industry S.C has not yet reached this stage.

Concerning internal integration, the above Interviewees further explained that “Still there is a problem in working with other divisions and departments in a total unity and reliability.”

Furthermore, as the researcher found from companies document analysis, departments that have very little contribution to marketing communication practices are misplaced or miss

structured and merged in the marketing communication division. Regarding this, in derba midroc cement factory public relations activities are done by the department of human resources and the CEO no matter how little or no significance they have in the company's marketing communication activities. Thus, such organizational structural problems create a deception not to have a complete integrated marketing communication both in derba midroc cement factory and MOHA soft drinks industry S.C.

Moreover, the researcher found in his observation, departments, and sections that are under marketing divisions are not in the same areas. Some are found in other places even though they are doing the same activities i.e. marketing communication. For example, the central office of the marketing and communication division is found in other areas and staff is working and this affects the integrated marketing practice of both derba midroc cement factory and MOHA soft drinks industry S.C.

In general, according to the findings from an observation, in-depth interview, and document analysis on the stages of IMC frameworks developed by Schultz & Schultz's (2004), both derba midroc cement factory and MOHA soft drinks industry S.C. appears to realize some designations of stage one and stage three. In stage one, both derba midroc cement factory and MOHA soft drinks industry S.C utilizes semi marketing communication tools, but regarding integration for delivering a consistent and coherent message to customers much is expected to be done. Likewise, some scenarios of stage three of the IMC framework are moderately implemented. Because essentially both derba midroc cement factory and MOHA soft drinks industry S.C are industrial oriented companies, limitations in the inclusiveness of all customers is still happening. However, the scenarios of stage two and stage four of IMC frameworks need to be focused on both derba midroc cement factory and MOHA soft drinks industry S.C have to move on in exerting much effort. Making regular assessments on customers about the marketing communication activities as well as measuring returns on customers is not being conducted dynamically. Therefore, the full integrated marketing communications practice in both derba midroc cement factory and MOHA soft drinks industry S.C from the perspective of stages of IMC framework is slow-moving and much endeavor is anticipated.

3.4. The Usage of Marketing Communication Instruments in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C

Based on the finding of the study MOHA soft Drinks Industry S.C is using IMC mix Instruments; these include advertising, digital marketing, sales promotion, personal selling, public relations, direct marketing, and sponsorship. But due to the shortage of cement products in Ethiopia using IMC mix Instruments in Derba Midroc Cement Factory was very limited marketing activities are held through the interference of the government. In MOHA soft Drinks Industry S.C the use of these instruments was not practiced in an equal way. Some of the IMC mix Instruments are utilized regularly and the others are engaged rarely as well. Let us see how and in what situations that all of IMC mix Instruments are being used in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C in the subsequent thematically identified discussions.

The result of the study confirms that advertisement and sales promotion are the most frequently used marketing communication instrument in MOHA soft Drinks Industry S.C and a little wide in Derba Midroc Cement Factory as interviewees two and ten said,

Sales promotion is the most exploited and successful marketing communication instrument. In MOHA soft Drinks Industry There are regular product discounts for customers, pieces of training to customers, and Sponsoring events. As to the utilization of sales promotion Interviewee one said that “There are trade focus incentives, product discounts during holly days, training for major clients, and event sponsorships. Similarly Derba Midroc Cement Factory, Interviewee two said that.” there are discounts on products to encourage the customer before two years back; there is also event sponsorships and training for female customers. Therefore sales promotion is practiced as an IMC mix instruments in both Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C.

The effect of sales promotion activities such as discounts, event sponsorship, ex gratia treatments as well as customer service week and training are mixed on performance. For instance, given the high level of a price war in the industry as identified earlier, the intense discount efforts might result in a negative contribution to performance as it leads to accepting premiums that do not represent the risk associated with the cover. On the other hand, the

effect of event sponsorship on performance might take a relatively long period while customer service week and training have a relatively shorter period to kick in for customers and hence increase practice positively much better. As a result, industries need to focus more on the later activities of sales promotion in depth while trying to have a properly designed and careful approach to discounts and ex gratia treatments.

Personal selling as defined in the second chapter is a two-way communication tool between a representative of an organization and an individual or group, intending to inform, persuade or remind them, or sometimes serve them to take appropriate actions. Personal selling uses people to develop relationships with target audiences to sell products and services. Personal selling emphasizes face-to-face interaction, understanding the customer's needs, and representing how the product or service delivers value.

Personal selling is a crucial element in ensuring customers post-purchase satisfaction, and in building profitable long-term buyer-seller relationships built on trust and understanding. As the interviewee two and ten said,

“The use of personal selling is specified to retailer or agent on the MOHA side whereas on the derba side 75% online selling through the database for an enterprise customer, or an individual level. The informer further explained that 15 salespersons in derba cement factory and 117 delivery persons in MOHA soft Drinks Industry S.C are assigned to the customers in any of their needs and explain to them about the product that Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C offers. Therefore Personal sealing is not commonly practiced and utilized for all customers.”

Moreover, regarding the very low utilization of personal selling to customers, interviewee four also stated that in MOHA soft Drinks Industry S.C there are five types of soft drinks namely: Pepsi, Miranda orange, 7up, Mirinda Apple, Mirinda tonic products that retailer/distributor should be much effort rather utilizing personal selling. Therefore, there should be done in personal selling to attract the vast majority of customers.

The researcher look over from the company profile of Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C, personal selling is structurally detached from the marketing communication department and it is found in other sections. Though personal selling is one of the marketing communication instruments, it is quiet in the incorrect structural division that is the sales division. So, this is a big structural mistake and has limitations in the integrated marketing communication practice of the companies. Hence, this results in message contradiction and difficulty of integration in IMC practice both in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C Consequently, this structural problem should be resolved and personal selling must be combined into its right and relevant structure in the companies.

Moreover, as the researcher found in his observation while collecting data, personal selling is one of the marketing communication instruments, but it is not in the Marketing communication division in both companies and it is found in the sales division office. This is to means that personal selling is not in the same building and is separated from MC departments and found in another site or building. The sales activities are performed in the sales division, but it would have been more efficient if it is combined in the communication division in which many IMC instruments are being implemented together by their relevant context. To conclude, personal selling utilization in both companies is low level practiced. And personal selling should be submerged into the marketing communication department in which many and other marketing tools are incorporated for the sake of enhancing the IMC activities.

Advertising is also the most widely and frequently exploited marketing communication instrument in both Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. As interviewees three and nine said,

“The extent of utilizing advertisement on MOHA soft Drinks Industry S.C for marketing communication is wide and frequent. Since, still, there are circumstances that we use advertisement weekly, monthly and annually. For example, when there is a high level of production we use advertisements on TV, radio channels, new media, and print based on the appropriate context and time.”

Advertising is any paid form of non-personal product, service, or idea by an identified sponsor the different ideas via diverse media. The paid part imitates the fact that the space or time for an advertising message is mostly required to be bought and it is a valuable tool for building company or brand equity because it is a powerful way to provide consumers with information as well as to influence their perceptions (Belch, & Belch, 2018). The key difference between advertising and the other promotional tools is that it is impersonal and communicates with large numbers of people through paid media channels.

Therefore both Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C does employ advertising for reminding customers about their products in a program and during holly days. As interviewees three and eight clearly stated, for building company or brand equity and influence the perceptions of our customers the companies are utilizing advertisements frequently. The interviewees further added that in as there is an enormous competition with similar products as a nation, there are many products and on advertisement is common in MOHA soft Drinks Industry S.C. this is a reason to employ advertisement for reminding customers and to promote and present their products. According to the informer, MOHA soft Drinks Industry S.C was advertised through Walta TV in tena yistilign program, Sheger Fm 102.1 in sheger sport program, in Tele Directory, in Addis Zemen Newspaper and full sponsorship Addis Ababa athletics Marathon that was aired through all Ethiopian mainstream Media in 2013 E.C. Whereas Derba Midroc Cement Factory advertised through Etv in all Holidays, before two years ago in Fortune newspaper, Reporter Newspaper, Billboards, Radio Advertisements and different printing materials.

Therefore, advertising is the most extensively utilizing marketing communication instrument in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. Thus, it is important that in reaching the multiple desires of customers in an advertisement. And Advertisements provide links or contact numbers of the product or the service so that the consumers can report their grievances against the use of certain products so that the quality can be bettered. Hence, it brings the consumers and the producers closer to each other.

It's also important to society for monitoring research for the quality of products in the market. And also it's important to every firm try to convince its old consumers and make

new customers by developing some new types of products or improvement in the existing product.

Public relation is the most none used and ineffective integrated marketing communication instrument both in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. as the researcher examined.

Public relations determine to produce goodwill among an organization (or the things it endorses) and the “public” or target sections it is annoying to reach. This happens through free or earned promotional occasions: articles, press, and media coverage, winning awards, giving presentations at conferences and events, and otherwise receiving promising attention through vehicles not paid for by the sponsor. Although organizations earn rather than pay for the PR attention they receive, they may spend important capital on the activities, events, and people who generate this consideration.

Concerning the utilization of public relations for marketing communication, interviewee Five directly said, “public relations is the most inactive, inaccessible, idle and ignored integrated marketing communication instrument in Derba Midroc Cement Factory.” The interviewee further explained that recognition, priority, and follow-up are not given for the marketing communication tool, public relations in Derba Midroc Cement Factory, and even it is not considered an integrated marketing communication instrument. From this we can understand that though the marketing communication tool public relations has a massive benefit on image building and reputation, its utilization in Derba Midroc Cement Factory is inactive. The marketing communication instruments public relations enables to build credibility and consumers generally tend to be less doubting toward favorable information about a product or service when it comes from a source they perceive as unbiased (Belch, & Belch, 2018). Therefore, actions in escalating the implementation of public relations in both in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C should be taken seriously so that the huge possibility of remembering customers would be succeeded.

Direct Marketing is not an extensively utilized marketing communication instrument in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. Correspondingly; it is

not inclusive of the vast majority of customers. It is utilized for or effort to work with Agent distributors, Retailers, and brokers.

It aims to sell products or services directly to consumers relatively than going through a retailer. Catalogs, telemarketing, mailed brochures, or promotional materials, and television home shopping channels are all common traditional direct marketing tools. Email and mobile marketing are two next-generation direct marketing channels.

In this regard, interviewee four and eight expressed as:

“Direct marketing is utilized for Agents or distributors they need to use the company product. Therefore there are not a lot of customers which used the product in direct marketing. The interviews also stated that while utilizing direct marketing for the customers, there are channels of communication like a telephone line, E-mail, and Twitter.”

These key account customers are hosted with special concern because they are the source of high revenue for Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. The interviewee further revealed that direct marketing is not being utilized for any residential customers. Consequently, the utilization of direct marketing in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C is not open to any built-up customers and it is exclusive for other customer segments to make the practice of direct marketing effective than ever before. This is further elaborated as the implementation of direct marketing should be Response to corporate clients and it has very limited and not exploited in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. Moreover, the researcher found out from document analysis that direct marketing is structurally isolated from the marketing communication department and is found in the sales division. Similarly, as the researcher observed, the activities of direct marketing are being executed in another office. Consequently, it is structurally dissembled and detached from the right division. Accordingly, knowing the fact that direct marketing is a marketing communication instrument, it must be brought and combined into the communication division to improve the IMC doings MOHA soft Drinks Industry S.C to better cooperation than ever before.

Electronic Marketing is being most widely and frequently used marketing communication instrument in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. There is a massive demand from customers in using social media and it is being utilized and marvelous developments have been noted in its utilization in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C.

Interviewee one expressed as:

“Digital marketing is the busiest marketing communication tool and every marketing activity is now being transmitted intensely via social media more than ever before. We deliver different messages and communicate with many of our residential customers through a Database system and various social media.”

Digital marketing covers a lot of ground, from Web sites to search-engine, content, and social media marketing. Digital marketing tools and practices advance quickly with technological improvements, but this umbrella term covers all of how digital technologies are used to market and sell organizations, products, services, ideas, and experiences.

Thus, we can understand that there is an enormous advancement in the utilization of digital marketing in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C.

Moreover, regarding the utilization of electronic marketing, interviewee two specified that the most common channels while utilizing electronic marketing includes, official Facebook page, website, telegram, and organizational databases.

The rapid growth of the Internet and more recently, social media is changing the nature of how companies do business and the ways they communicate and interact with consumers. Every day more consumers around the world are gaining access to the Internet’s World Wide Web (WWW) of information available to users (Belch & Belch, 2018). As the researcher noticed, the utilization of digital marketing in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C should be boosted than ever before because it is incontestable that every marketing activity is becoming internet or digital-oriented. Moreover, Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C should consider digital marketing as an enormous opportunity for its marketing communication in the future because many new

developments in technology are being introduced across the world and new similar companies are aspiring to invest in Ethiopia.

Effective marketing communication tools are built on strategy and it is important to understand how different tools affect the creative options of marketing. It is also important to understand how tools can get in the way of the creative thinking of the intended consumer. Marketing communication tools are also developing the choice of the consumer and it gives chance to the availability of the product. Moreover, it's important to the organization and the sellers to promote the goods and services with their clients.

Generally speaking, the marketing communication instruments advertising, Electronic Marketing, and sales promotion is regularly and extensively utilized in both Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. But, on the other instruments mainly in public relations, personal selling and direct marketing are not widely and frequently used. In addition, there are mismatched structured marketing communication tools that are personal selling and direct marketing and they are not combined with the other IMC mix instruments. On top of that, because of the restricted system of both Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C, the utilization of personal selling and direct marketing is not open to any individual and group. Accordingly, knowing the fact that marketing communication instruments are the means to reach customers, much effort is expected from Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. to the best of all possible efforts. The low level of magnitude of the utilization of some marketing communication tools both in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. shall be improved.

In addition, structural flaws shall also be revised for bringing the full implementation of integrated marketing communications in both Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C.

4.5. Attitudes of Staffs towards Integrated Marketing Communications Practice in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C

The researcher intends to analyze the attitudes of purposively selected officers and managers in the Marketing and promotion division because the vast majority of MC activities are being done by these staff. Consequently, the researcher made an analysis of considerations of interviewees about their views on the current IMC practice of Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. In doing so, the researcher analyzed the experience of employee's attitudes from three extents integrated marketing communications which are a wise use of resources, work ethics, and stakeholder relations. Consequently, the experience of interviewees towards the current practice of IMC Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C is analyzed as follows.

4.5.1. Integrated Marketing Communication for Wise Use of Resources

Concerning IMC in the wise use of resources, interviewees still have positive insight. According to them, the implementation of IMC in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C has important in preventing excessive rakishness of human resources. Likewise, they clarified that IMC keeps the money and undesirable waste of measurable resources. From the experience of interviewees, we understand that the practice of IMC in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C has importance about keeping material, human and financial resources. Hence, recognizing the importance of IMC from these and other proportions, Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C should preserve on doing much in the head of the time.

4.5.2. Integrated Marketing Communication for Customers Relationships

Organizational socialization may be a communicative practice that affects and is suffering from organizational temporality. The relationship between organizational socialization practices and organizational temporality is empirically explored through a questionnaire that specializes in Ballard and Seibold's temporality dimensions and measures emphasizing structural dimensions of socialization tactics. Findings indicate that the perception of your time as scarce is said to organizational members' development of formal structures that

promote socialization of newcomers. Further, findings suggest that organizational members holding a future temporal focus may engage within the development of formal socialization structures that provide social support for newcomers and help newcomers predict their career path within the organization Bauer, T. N. (2010).

Concerning Customers relationship, the interviewees have an optimistic attitude, and practically the whole interviewees approved that integrated marketing communication has a lot of advantages. All of them argued that IMC is an important tool for buildup Customers relationship. They also more stated that IMC is important to identify customer's desires, devotion and improves the demand of the client. For instance, interviewee thirteen supposed that "IMC supports to run into worker requirement and it is significant for getting customers response as well as it empowers derba midroc Cement Factory and MOHA soft drinks industry S.C to identify what to ensure on customer needs." Consequently, knowing the importance of IMC derba midroc Cement Factory and MOHA soft drinks industry S.C need endeavor a lot in assisting the marketing communication activities as an entirety is pleasant marketing than before. To conclude, interviewees have an optimistic attitude to IMC practice extremely in derba midroc Cement Factory and MOHA soft drinks industry S.C. Officers and managers advised that IMC is the correct way of fundamental clearness and accountability among workers as well as in reaching similar message for customers.

4.5.3. Integrated Marketing Communication for work ethics

The interviewees agreed on the implementation of IMC in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C has a massive advantage and it must be strengthened and much has to be done. They have a positive opinion on the implementation of IMC in the organization. They explained that IMC has immense benefit in providing consistent messages for audiences and it enhances operational efficiency and integration as well. They also confirmed described IMC has importance in integrating many fragmented activities and it makes easier work relations among staff, helps for job clarity, and it also provides success in the workplace. Moreover, IMC also integrates the entire marketing communication activities powerfully. Hence, IMC in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C should be moving on and much emphasis should be given from high-level Managers.

4.5. Challenges of practicing integrated Marketing Communications in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C

Even though integrated marketing communications has a very massive benefit for an organization, there are challenges in the practice procedure. In Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C, the researcher has founding the following weaknesses of practicing integrated marketing communications. Interviewees four and nine explained that in both companies there is no integrated marketing communication plan and almost most of the marketing communications are being done with a very inadequate plan and this is a big challenge undeniably. Therefore, the whole integrated marketing communication is slow-moving. In addition, as interviewee six explained, there is a very small prime time to do marketing communications tasks and many marketing communication are urgent and sudden that some advertisements are incompatible with the much-exaggerated products. Also, some advertisements which are done by agencies are not much inspired and there is lack of talents on some staffs of the companies. IMC practices in MOHA soft Drinks Industry S.C, interviewee one added that workers are not encouraged to be innovative and also there is little support from high-level managers. Since there is no technical training given for marketing communication workers. The COVID 19 disease affects the practice of integrated marketing communication of Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. Thus, the above-mentioned explanations are the challenges of implementing integrated marketing communications in Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. Therefore, an improvement is essential at least to reduce the degree of the above-mentioned challenges.

CHAPTER FIVE

5. SUMMARY, CONCLUSION, AND RECOMMENDATION

This chapter covers a summary of findings, a conclusion, and the researcher recommendations on the root of the research outcomes, and lastly the research implications.

5.1. SUMMARY OF MAJOR FINDINGS

The results of this study indicate that the marketing communication instruments advertising, digital marketing, and sales promotion are regularly and extensively utilized in both Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. But, on the other instruments mainly in public relations, direct marketing and personal selling are not widely and frequently used. The fully integrated marketing communications practice in both derba midroc cement factory and MOHA soft drinks industry S.C from the perspective of stages of IMC framework is slow-moving and much endeavor is anticipated. In stage one, both derba midroc cement factory and MOHA soft drinks industry S.C utilizes semi marketing communication tools, but regarding integration for delivering a consistent and coherent message to customers much is expected to be done. Likewise, some scenarios of stage three of the IMC framework are moderately implemented. However, the scenarios of stage two and stage four of IMC frameworks need to be focused on both derba midroc cement factory and MOHA soft drinks industry S.C have to move on in exerting much effort. Making regular assessments on customers about the marketing communication activities as well as measuring returns on customers is not being conducted dynamically.

On the other side, the findings Staffs have an optimistic attitude towards the practice of integrated marketing communications in derba midroc cement factory and MOHA soft drinks industry S.C clarifying their perception that IMC has many advantages in saving resources, making easy work relations.

Finally, as to the challenges of practicing integrated marketing communications in derba midroc cement factory and MOHA soft drinks industry S.C, absence of integrated marketing

communication plan and lack of technical training and absence of integrated marketing communications plan to conduct tasks were mentioned by interview participants.

5.2. CONCLUSION

Integrated marketing communication is the concept under which a company carefully participates and organizes its various communications channels to provide a clear, constant, and compelling message about the organization and its products (Kotler, et al. 1999).

Based on the study data, the research tried to discover the practice of integrated marketing communications in derba midroc cement factory and MOHA soft drinks industry S.C focusing on how the framework of integrated marketing communication stages are practiced. And it also tried to explore the use of IMC instruments. Also, attitudes of marketing communication department staff towards the practice of integrated marketing communication and the challenges were examined. To do this, the researcher has applied a qualitative research approach. With data collection instruments, an interview was conducted with purposively selected key interviewees. Additionally, the company's profile document was exhaustively reviewed and also observation was held.

Based on the study data, the marketing communication instruments advertising, electronic marketing, and sales promotion are regularly and extensively utilized in both Derba Midroc Cement Factory and MOHA soft Drinks Industry S.C. But, on the other instruments mainly in public relations, direct marketing and sales promotion are not widely and frequently used.

And also the perspective of stages of the IMC framework is slow-moving and much endeavor is anticipated. In stage one, both derba midroc cement factory and MOHA soft drinks industry S.C utilizes semi marketing communication tools, but regarding integration for delivering a consistent and coherent message to customers much is expected to be done. Likewise, some scenarios of stage three of the IMC framework are moderately implemented. However, the scenarios of stage two and stage four of IMC frameworks need to be focused on both derba midroc cement factory and MOHA soft drinks industry S.C have to move on in exerting much effort. Making regular assessments on customers about the marketing

communication activities as well as measuring returns on customers is not being conducted dynamically.

On the other finding Staffs have an optimistic attitude towards the practice of integrated marketing communications in derba midroc cement factory and MOHA soft drinks industry S.C clarifying their perception that IMC has many advantages in saving resources, making easy work relations.

As to the challenges of practicing integrated marketing communications in derba midroc cement factory and MOHA soft drinks industry S.C, absence of integrated marketing communication plan and lack of technical training and absence of integrated marketing communications plan to conduct tasks were mentioned by interview participants.

5.3. RECOMMENDATIONS

Based on the findings of this study the researcher onwards the following recommendations to successfully develop integrated marketing communication practices or provided to make the organization's IMC practice more efficient. The organizations should:

- ❖ Provide training support as well as awareness creation to all employees and management teams, concerning integrated marketing communication, functions, and activities
- ❖ The companies need to aim and initial their marketing communication events to be effective.
- ❖ Disjointed or Inappropriate marketing communication tools shall be taken together for better practice of IMC in derba midroc cement factory and MOHA soft drinks industry S.C than ever before. For example, personal selling and direct marketing shall be incorporated in the communication department.
- ❖ There should be Comprehensive planning on the integrated marketing communication and shall move on through scientifically oriented strategies.
- ❖ There should be everyday valuations on clients about the practice of integrated marketing communications and the Client's feelings and desires towards the

products offered by derba midroc cement factory and MOHA soft drinks industry S.C shall be regularly measured.

- ❖ Practicing IMC should be more creative and innovative in design new approaches to solve every challenge and providing a clear, constant, and compelling message with new tactics to build a positive reputation that can facilitate effective performance.
- ❖ Facilitate successful integrated marketing communication strategies; it's crucial for developing relationships.
- ❖ Structural defects shall be amended. For example, wrongly submerged sections like the planning and sales department should be put into the appropriate structure.

5.4. AREAS FOR FURTHER RESEARCH

The study explored and analyzed the practice of integrated marketing communications in derba MIDROC cement factory and MOHA soft drinks industry S.C. However, the proneness of the industry to IMC practice attached with the new ecology of communication necessitates the need to conduct state-of-the-art researches on integrated marketing communication designed to sustain the indispensable contribution of the industry to economic development.

An additional suggestion following this study is The study topic has new and it requires further research on the root causes of private business making organizations' IMC practice challenges, threats and opportunities as well.

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APPENDIX

(An in-depth Interview for derba midroc cement factory and MOHA soft drinks industry S.C officers and manager)

This study is titled “The Practice of Integrated Marketing Communications: The Case of Derba Cement Factory and MOHA Soft Drinking S.C. These questions are set to collect relevant and first-hand data for the research only. And in the process of data collecting the personal privacy of the respondents should be kept secret.

Demographic Information of the Interviewees

- i. Name
- ii. Level of education
- iii. Age
- iv. Job Position
- v. Level of Education

PART ONE

Interview Questions on Stages of IMC Framework

STAGE ONE: Tactical Coordination

1. How to describe integrated marketing communication within the organization in terms of integrating integrated marketing communication tools to deliver continuous messages to clients?

STAGE TWO: Redefining the scope of marketing communications

1. How to evaluate integrated customer communication from a customer perspective?
2. Would you explain how to support the company's marketing decisions by evaluating customer needs?

STAGE THREE: Application of information technology in the marketing communications

1. How do you explain the application of information technology in the marketing communication activities of the organization?
2. What are the most frequently used ICT technologies?

STAGE FOUR: Financial and strategic integration

1. What do you think should be done to improve the IMC experience in the organization?

2. What do you think are the problems of practicing IMC in your organization?

PART TWO

Interview questions on the use of marketing communication tools

1. Could you tell me about your experience of using IMC?
2. What are the challenges of practicing integrated marketing communication in your organization?
3. What do you think needs to be done to promote integrated marketing communication in the organization?

PART THREE

Interview Questions on the attitude of staffs towards the Practice of Integrated Marketing Communications

1. How do you see the IMC system in your organization in terms of work ethic?
2. What do you think needs to be done to improve the IMC experience in the organization?
3. How do you view the practice of IMC in the organization regarding stakeholder relationships? What is your understanding of IMC in terms of internal and external stakeholders?
4. In your opinion which channel is the best for building brand awareness?