

**IMPACT OF INTEGRATED MARKETING COMMUNICATION
PROGRAM ON BRAND PERFORMANCE IN THE NIGERIAN
TELECOMMUNICATIONS INDUSTRY**

BY

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**BEING A DISSERTATION SUBMITTED TO THE DEPARTMENT OF
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DECLARATION

I declare that this research work was carried out by me in the Department of Business Administration and Marketing, Faculty of Management Sciences.

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CERTIFICATION

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DEDICATION

The work is dedicated to the Sovereign God, the creator of Heaven and Earth.

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I most reverently express my heart-felt appreciation to God who has enabled me go through the programme.

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ABSTRACT

This study focuses on the impact of Integrated Marketing Communication program on brand performance in the Nigerian Telecommunication Industry. The research design method employed for this work was the survey type. Stratified sampling technique was adopted for this study. The analytical techniques used for this study are correlation and regression in which the hypotheses were tested at significance level of 0.05. The findings of the study revealed that there is a significant positive relationship between variety of media, synergy of multiple media, integrated marketing communication message, channel planning and brand performance. The conclusion from the study was that variety of media influence brand performance. It will increase the capability of promoting marketers towards the development of alternative ways to communicate with target audience. It will help organization to maximize returns on their investments. The study recommends that Nigeria Telecommunication Firms should employ the advantages of media integration in each medium to enhance the contributions of all other media, and also that the used of synergy is much greater than the sum total of their individual effects. Finally, the study has contributed to knowledge by provided a communication planning that recognizes the added value of comprehensive plan in evaluating the strategic roles of a variety of communication disciplines.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Many years ago, agencies and clients seem to believe that to deliver messages to particular people, it was adequate to use specific tool of communication mix. It was a common belief that it was necessary to use particular tool to achieve specific communication effects on buyers. Due to this, clients were recommended to use advertising to create awareness, public relations to create interest and goodwill towards a brand, sales promotion to generate immediate sales etc. Potential customers were required to deal with a variety of functionally different and independent agencies in order to complete their communication requirements with their various audiences as communication abilities.

Nowadays, clients seem to have begun to re-orient their communication away from mass media approaches to increased level of interaction with customers, the structural inadequacies of the marketing communications sector seem to have served to constrain them. This appears to be the reason why

Integrated Marketing Communication (IMC) was born. Integrated Marketing Communication (IMC) seems to emerge as a reaction to structural inadequacies and the realization of clients that their communication needs can be achieved more efficiently and effectively.

In today ever changing environment of social networks, empowered customers and hyper competition, organizations need to be prepared to immediately implement holistic thinking for their marketing and communication strategy. It also appears to be necessary for organizations to make powerful impact on target audiences and markets, to be an increase in global competition, technological advances, and fast informed customers. The emergence of Integrated Marketing Communication is one of the most significant examples of development in the marketing discipline. It may be one of such step toward an integrated approach to achieving efficiency by synergy. Integrated Marketing Communication have influenced the thinking and acting among companies.

Integrated Marketing Communication may bring a brand's information to customers. The Nigerian market place consists of an increasingly complex area of competition within a rapidly changing environment. Business is now getting internet based operations, portraying a charming picture of sophisticated and clustered market. It is attempting to speak with clear voices about the natures of

their operations and programs and the benefits associated with the brands. Integrated Marketing Communication may not be only communication process, but also a process connected with brand and also makes them to have some favorable positive strong and unique brand association in their memory.

Integrated Marketing Communication (IMC) as a strategic business process used to plan, develop, execute and evaluate coordinated measurable persuasive brand communication programmes over time with customers, prospects and other targeted relevant external and internal audience (Schultz and Kitchen 2002).

1.2 Statement of the problem

Many years ago the theory and practices of business communication were discussed without considering the idea of integration as a realistic approach to reach a competitive strategic position for the company. Significant challenges to achieve optimal Integrated Marketing Communication performance seems to be in existence and acting as barriers in way of effective Integrated Marketing Communication function in Nigeria.

Organization seems to ignore the use of variety of multiple media in Integrated Marketing Communication program, because they may be unaware of

its effect on brand performance. They appear to be uninformed that Integrated Marketing Communication can perform and lead to benefits and delivering the objective of the organization.

Most organization see the integration of multiple media as a means for delaying or postponing actions, little do they know that Integration Marketing Communication requires the cooperation and coordination of different media to succeed. They do not know that another level of Integrated Marketing Communication though integration of multiple media is about bringing together the communication tools.

Integrated Marketing Communication brand messages is an aggressive marketing plan that captures and uses an extensive amount of customer information in setting and tracking marketing strategy. Many organizations seem not to be aware of this important function. They did not know that Integrated Marketing Communication facilitates the effectiveness of the overall marketing effort to evaluate brand messages.

1.3 Research Questions

This study is guided by the following research questions

- I. What is the effect of variety of media in Integrated Marketing Communication on brand performance?
- II. To what extent does synergy of multiple media in Integration Marketing Communication influence brand performance?
- III. To what extent does an Integrated Marketing Communication message affect brand performance?
- IV. What is the impact of channel planning in integrated marketing communication on brand performance?

1.4 Objectives of the study

The general objective of this study is to examine the effect of Integrated Marketing Communication program on brand performance. The specific objectives are

- I. To ascertain the effect of variety of media in Integrated Marketing Communication on brand performance.
- II. To find out the impact of synergy of multiple media in Integrated Marketing Communication on brand performance.
- III. To determine the effect of Integrated Marketing Communication message on brand performance.

IV. To evaluate the impact of channel planning in Integrated Marketing Communication on brand performance.

1.5 Research Hypotheses

Ho₁: There is no significant relationship between variety of media in integrated marketing communication and brand performance.

Ho₂: Synergy of multiple media in integrated marketing communication does not influence brand performance.

Ho₃: There is no significant relationship between integrated marketing communication messages and brand performance

Ho₄: Channel planning in integrated marketing communication does not have any significant relationship with brand performance.

1.6 Significance of the study

This study examines the impact of integrated marketing communication program on brand performance in the Nigerian telecommunication industry. The study will be significance in the following ways:

The study will contribute to the enhancement and expansion of stock of knowledge about the integrated marketing communication program on brand performance in the telecommunication industry. It is the belief of the researcher that the findings of the work will surely improve the existing state of knowledge and the crucial need for the improvement of integrated marketing communication program on brand performance in Nigeria Telecommunication Industry.

It will also provide practical reference about usefulness of integrated marketing communication to the managers and employees of Telecommunication Industry. This study will contribute to the body of literature on integrated marketing communication and brand performance.

Finally, this study will be of great help as a starting point to researchers who are interested in investigating more about the topic.

1.7 Scope of the study

The study will be domiciled on four telecommunication firms (MTN, Airtel, GLO, and Etisalat) in Asaba (Delta State), Onitsha (Anambra State) and Benin City (Edo State)

As opined by Trochim (2006), the scope of a research study should be premised on three main dimensions of geographical, contents and level of analysis.

Geographical scope: The target industry is the telecommunication sector in Anambra State, Delta State and Edo State. Specifically, the study concentrated on telecommunication firms operating in Anambra State, Delta State, Edo State and are registered with Nigeria Communication Commission

Content Scope: The theoretical areas covered in this study was limited to relevant literature on Integrated Marketing Communication (IMC) and Brand Performance (BP)

Four dimension of integrated marketing communication program: Variety of media, synergy of multiple media, Integrated Marketing communication messages channel planning and brand performance was selected for the study

Level of Analysis: The level of analysis which relates to the unit of analysis of this study involves organization staff strength in telecommunication firms registered with Nigeria Communication Commission in Anambra State, Delta State and Edo State; this study is therefore positioned in the macro level of analysis.

1.8 Limitations of the study

Anything that is beyond the ability of the researchers to control, that may affect the internal validity of the study can be seen as the limitation of the study.

In carrying out the study, the researcher was faced with some constraints which restricted him from generalizing his findings, some of the constraints are discussed below.

Many employees of the telecommunication industry tend to dislike activities that appear to be probing them. They seem to have special liking for secrecy, thereby tend to avoid researchers. They considered all information as secret. As such they refuse to give out meaningful information that would aid the researcher.

Most people that would have made up the respondents are illiterate. Therefore they cannot be useful for the research since they are afraid that if they give out meaningful information, it would be used against them.

The use of data from the internet is a limitation as the researcher is not aware of how the data was authenticated.

1.9 Conceptual Definition of Terms

Customer Loyalty: Customer loyalty is the willingness to stay with a current service provider as a result of continuous satisfaction.

Customer Satisfaction: Customer satisfaction is the extent to which customers are happy with the product and services provided by a business.

Brand: A brand is a name, term, sign, symbol, design, or a combination of all these variable.

Brand satisfaction: can be described as an effective, emotional, response to a purchase situation and the positive reaction from previous experience with a brand

Brand Trust: refers to the willingness of the average customer to rely on the ability of a brand to deliver its stated function

Customer Attitude: Customer attitude is a composite of consumers beliefs, feelings, and behavioral intentions towards some objective, within the context of marketing, usually a brand retail outlets.

Brand Loyalty: Brand loyalty is the extent of the faithfulness of consumers to a particular brand, expressed through their repeat purchases, irrespective of the market pressure generated by the competing brands.

Integrated Marketing Communication: are the ideas or associations, and all other values or perceptions that marketers transmit to customers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the review of relevant literature. Literature review include relating the problem to existing body of knowledge, which includes reasonable examination of earlier contribution and works both in term of existing knowledge, theories, conceptual formulations, methodologies and research finding for approaching similar problems and answering similar answer to research questions.

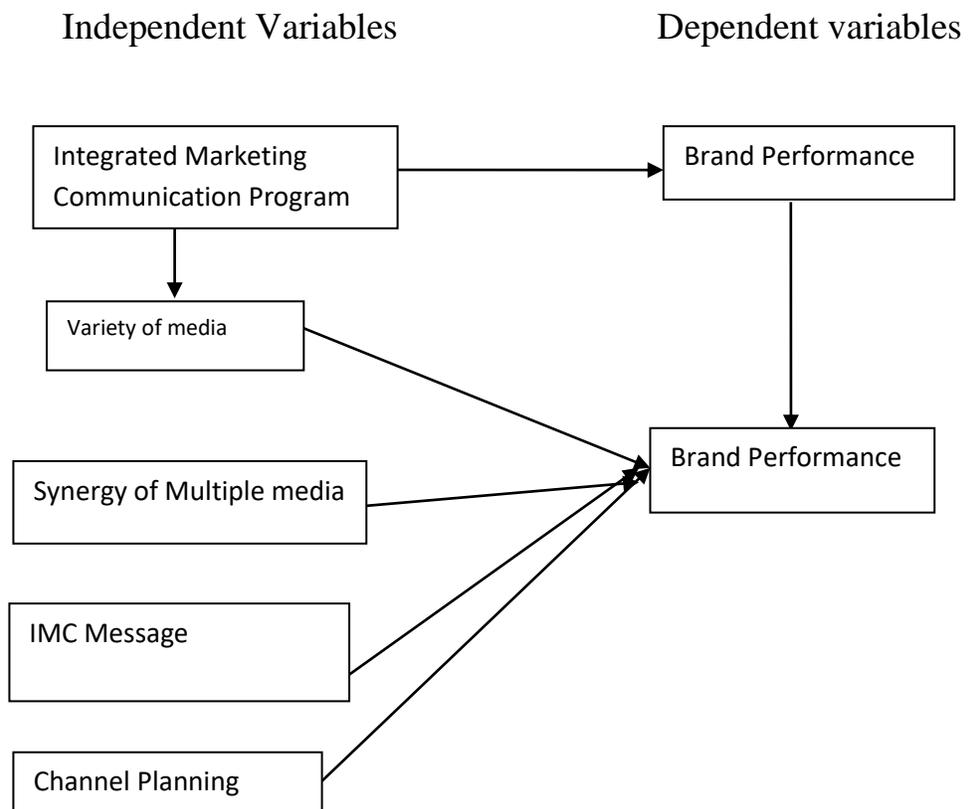
This chapter also aimed at giving authenticity and credibility to the researchers study by citing of works of different institutions, scholars and expert whose work and findings are perceived as relevant contribution to major relational variables of the study.

2.2 Conceptual Framework

Two major variables are involved in this work. The independent variable is Integrated Marketing Communication (IMC) while the dependent variable is

Brand Performance (BP). The independent variables (Integrated Marketing Communication) are measured along the dimensions of Variety of Media (VM), Synergy of Multiple Media (SMM), Integrated Marketing Communication Messages (IMCM) and Channel Planning (CP). The dependent variable is operational on Brand Performance. The conceptual framework/model showing the relationship between Integrated Marketing Communication (IMC) and Brand Performance (BP) as shown in the diagram below.

Fig 2.1 Conceptual Framework showing the probable linkage between integrated marketing communication and brand performance.



Source: Researcher's Model

2.3 Concept of Integrated Marketing Communication

The definitional issues, perception, theoretical foundations, development and understanding of the Integrated Marketing Communication Concept (IMCC) have been foremost among the concerns of scholars since its emergency as a formal field of study.

An integration of all these promotional tools along with other components of marketing mix to gain edge over competitor by knowing the right touch-point using to reach highest level of consumer satisfaction is referred to as Integrated Marketing Communication (IMC) is a term that emerged in the late 20th century regarding application of consistent brand messaging across myriad marketing channels.

According to Ekakitie (2010) the task before the marketing manager is that of righting these elements to produce a workable, functional and successful promotional program that will elicit the maximum response from customers who are exposed to the promo-element via certain media. Marketing theory that was established during the discipline's formative years has been overtaken by the complexities of real-time, multimedia, multi-directional communication.

According to Percy, Rossitor, and Elliott (2001) stated that planning and execution of all marketing communications are required in a way in order to meet the organizational objective. Overall IMC process usually starts with the customer, work to determine, define the methods, techniques, steps and forms to develop the communication programs (Schultz 1993). Integrated Marketing Communication is a strategic business process which is used to plan, develop, execute and evaluate the coordinated and assessable influential marketing communication programs relevant to external and internal audience overtime.

Pickton and Broderick (2001) proposed that integrated marketing communication is a process which involves the management and organization of all agents in the analysis, planning, implementation and control of all marketing communication contacts, media, messages and promotional tools focused at selected target audience in such way as to derive the greatest economy, efficiency, effectiveness, enhancement and coherence of marketing communications effort in achieving pre-determined product and corporate marketing communications objectives.

The Integrated Marketing Communication (IMC) approach believes that an organization must leave no chance for error, no patience for miscommunication and no time for confusion (Picton and Broderick 2005). The Integrated Marketing

Communication (IMC) approach placed much premium on the consistency of messages, that by this, it posits that communication efforts of a company through its different products must project a unified voice. A simple argument IMC is that there are financial, competitive and effective benefits to be achieved through the synergy afforded by the process of integration (Pelher and Schult 2003; Smith, 2002; Schultz and Kitchen, 2000; Thomas, 2001; Picton and Hartley, 1998).

Thought, IMC is gradually emerging as a natural evolution in marketing communication brought about by drastic changes in at least three main areas, which are:

- i) The market place;
- ii) The media and communications;
- iii) The consumers.

These changes have been driven primarily by advancement in information technology and caused a major shift from mass marketing, to product centered theories of marketing popularized in the 1950s and 1960s to the more customer-centered, database-driven interactive and measurable approaches of integrated communications (Schultz, 2003).

2.4 Brand Performance

A brand is defined as any name, term, sign, jingle, packaging, logo, design and combination of all which differentiate the product or service with other products or services. Performance is often used as a dependent variable in marketing literature (Tran Quan, 2006). The performance of brand points out that how successful a brand is in the market (Ho and Merrilees, 2008). If a brand has a main market or losses that or it is developing in a region, the sale will be largely affected (Aaker, 1996).

In other words, because customer already have favorable opinions and knowledge about a brand, any aspect of the marketing program is likely to be more effective for the same expenditure level (Ibrahim, Mohammed and Nasim, 2012).

Brand performance means that the brand value has to bear interest and on top of that, the brand has to provide a measurable contribution to the success of a business as a whole.

2.5 Promotional Mix: The tools for IMC

Kallmeyer and Abratt (2001) viewed it as marketing communication mix which, they called the specific mix of Advertising, personal selling, sales promotion, public relations and direct marketing that a firm uses to pursue the marketing objectives. In words of Davies (2006), marketing communication mix is the specific mix of advertising, personal selling, sales promotion, public relations and direct marketing which is used by a company to pursue its marketing objectives.

The above definition has three main themes. The first concerns the word 'engages'.

By recognizing the different transactional and relationship needs of the target audience marketing communications can be used to engage with a variety of audiences in such a way that one-way, two-way and dialogue communications are used that meet the needs of the audience. Fill (2006). The second theme concerns the audience for marketing communications.

Belch and Belch (2004) added that marketing communications should be an audience - centered activity and that it is important that messages be based on a

firm understanding of both the needs and environment of the audience. The third theme from the above definitions concerns cognitive response.

According to Fill (2006) refers to the outcomes of the marketing process, and a measure of whether a communication event has been successful. The objectives of marketing communications, according to Jobber and Fahy (2003) are highlighted below:

(i) **Information Promotion:**

- To measure the awareness of a new product, brand, or product attribute.
- To explain how the product works.
- To suggest new uses for a product.
- To build a company image.

(ii) **Persuasive Promotion:**

- To encourage brand switching.
- To change customer's perceptions of a product attribute.
- To influence customers to buy now.
- To persuade customers to call back.

The above marketing communication objectives are further expanded as can be found in Fill (2006), Belch and Belch (2004), Wright (2000). Kallmeyer and Abratt (2001) Gould (2000) among others.

(iii) **Reminder Promotion:**

- To remind customers that the product may be needed in the near future.
- To remind consumers where to buy the product.
- To maintain consumers' awareness.

The Chartered Institute of Marketing (CIM) London (2005) added a fourth objective to the marketing communication objectives. CIM London (2005) calls these marketing communication objectives with the acronym "DRIP"

- Differentiate a seller's products from other competing products. "D"
- Remind customers on the company products/offers. "R"
- Inform potential customers on the products' availability. "I"
- Persuade customers to buy. "P"

2.6 Integrated Marketing Communication as a Concept and Process

Duncan and Everett (1993) asserted that Integrated Marketing Communication is both a concept and a process. As a concept, IMC is a notion or construct that demands a way of thinking -a mindset and an attitude - towards a holistic and strategic approach to brand communications planning. IMC is also a process - that is, it involves a dynamic series of progressive and interdependent steps, such as database building and management of consumer information, developing and planning messages to be delivered using a variety of channels, and evaluating and

measuring synergistic brand communications programmes. The firm needs to understand the issues involved on how it has to plan, organize, implement, control and manage the entire marketing communication program. All the elements are put on the table and the choice of combination depends on a number of factors such as:

- Marketing objective of the organization
- Nature of target audience under focus
- State of the product in its product life cycle
- Resource availability to the organization
- Cost effectiveness of each of the tool
- Cost of media choices
- Type of tool being used by your competitors
- Competitors' reaction pattern to the organization's marketing communication drive (Picton and Broderick, 2005).

2.7 Factors Influencing the Integrated Marketing Communication

According to Schultz (1996) IMC just not rely only on integration of promotional mix, but heavily depends on infrastructure, staffing, marketing

budget and skills. It is assuring that only combination of promotional mix does not affect the IMC, but infrastructure of the business should support. Despite the good staff and skills, marketing budget is most important, but if there is lack of budget the whole effort become useless.

Kitchen et al. (2004) stated that nature of business, marketing development and required investment by business have great influence on IMC. According to Vargas (2005) nature of the product, nature of the market, stage in product-life-cycle, price and funds available for the promotion have major influence. Reid (2005) considered attributes of the organization including type and size, as well as position in the market as influencing factors.

2.8 Integrated Marketing Communication and Brand Performance

Brand performance as the differential effect of brand knowledge on consumer`s reaction to the brand marketing, it occurs when the consumer is close with the brand and contains some favorable positive strong and unique brand

associations in the memory. Kitchen et al. (2004) identified that integrated marketing communication is not only a communication process, but also a process connected with management and brands.

According to Kotler (2006), IMC can contribute to the brand equity by crafting brand image and embedding the brand in the consumer`s memory.

2.9 Variety of Media and Brand Performance

The understanding that the strategic integration of the various communication functions rather than having them operate autonomously would bring clients and customers many added benefit in their purchasing. Advocates of Integrated Marketing Communication believe that IMC will aids organization to maximize their returns on investments.

The move towards Integrated Marketing Communication reflects an adaptation by marketers to a changing environment with respect to consumer`s technology and the media. In today world many consumers are tired of being bombarded with different sales messages. These factors according to Belch and Belch, (2004) are capable of promoting marketers towards the development of alternative ways to communicate with target audience.

2.10 Media synergy

The concept of media synergy has been around for years. Everyone thinks it's good, but few can demonstrate it. It is what all advertisers hope to achieve with their media purchases but no one quite knows how to create it.

Synergy is a phenomenon in which the whole is not always exactly equal to the sum of the parts, greater than or lesser than the sum (Schultz, Block and Raman, 2011). Media synergy became a media planning priority. Initially, synergy-thinking was driven by two approaches.

- a. The added value of simultaneous media exposures.
- b. The extended impact of sequential media messages delivered by multiple media forms.

In the realm of media synergy, Edell et al, (1999) observe in their study that the significant growth of Cinema advertising expenditure globally reinforces. Smith (2006), in a study of IMC at the marketing sales interface, also profound that synergy across media elements is important in that spending on one medium may strengthen the effectiveness of another.

2.11 Synergy of Multiple Media in-integrated Marketing Communication and Brand Performance

The concept of media synergy has been around for years. Termed cross-media research in the last century, the goal has always been to determine the additional impact of a combination of media forms/messages for the same brand being attended to or accepted by an individual consumer. In the American Association of Advertising Agencies (Schultz 1993) defines Integrated Marketing Communication as a concept of marketing communications planning that recognizes the added value of comprehensive plan that evaluates the strategic roles of a variety of communication disciplines. For example, general advertising, direct response, sales promotion, and public relations and combines these disciplines to provide clarity, consistency, and maximum communications impact.

Schultz (2004) observes that consumers live in a world of simultaneous media usage. They listen to radio while they read the newspaper. They page through a magazine while they download music from the Web. What we really need today is a new approach to media planning, one that recognizes consumers' increasing ability to multi-task and used a number of media simultaneously.

The concept of synergy, defined as the combined effect of two or more media exceeding the sum of their individual effects and operationalized through the interaction effect, is a focal point of interest in this study.

Regarding traditional media, research has shown positive interactions between TV and radio (Edell & Keller, 1993), TV and print (Naik & Raman, 2003), TV and direct mail (Stafford et al 2003) as well as radio and newspaper (Jagpal, 1981). Naik and Raman (2003) examine the synergies between TV and print advertising and not only provide empirical evidence for the existence of cross-media synergies in multi-media communications, but also underline their implications for budget allocation decisions.

A seemingly counterintuitive implication of Naik and Raman's study is that managers should decrease (increase) the proportion of media budget implications for the top two brands in the SUV market but did not consider interaction effects due to sample size restrictions. They conclude that magazine and network advertising exhibit positive long-term effects (especially for the market leader) whereas spot advertising has a negative long-term effect.

2.12 IMC messages and Brand Performance

Message is the brand concepts, ideas, and all other perceptions that marketers transmit to customers, while incentives are short-term rewards to consumers for having done something of value to both the firm and the consumer (Schultz & Schultz 2004).

Messages can be classified either as controlled or uncontrolled. Controlled messages are planned and deliberated upon by the marketer and its communication agency, while uncontrolled ones are unpredictable and unplanned, such as those messages emanating from competition.

It is also pivotal to note the intrinsic interplay between channels of communication and message creation in that the former enables consumers to encounter the brand, while the later convinces and persuades them to purchase the brand. Messages are perceived in many different ways and are influenced by a variety of factors.

Kelman (1961) believed that the source of a message has three particular characteristics. These are:

- i) The level of perceived credibility as seen in terms of perceived objectivity and expertise.

- ii) The degree to which the source is regarded as attractive and message recipients are motivated to develop a similar association or positive.
- iii) Degree of power that the source is believed to possess.

Fill (2006) observed that the theme and set of core messages used in any campaign should first be determined and then deployed as an integrated whole across the communication mix (sometimes refer to as synergy). Another perspective of IMC, provided by Duncan and Caywood (1998), is that stakeholders automatically integrate brand messages.

This suggests that as long as the gap between the different messages (in content and meaning) are acceptable, then management's task is to manage the process and seek to narrow these gaps that may be perceived.

2.12.1 Message structure

Fill (2006) opined that the following are regarded as some of the important structural features that can shape the pattern of a message.

- 1. Conclusion drawing:** Should the message draw a firm conclusion for the audience or should people be allowed to draw their own conclusions from the content? Explicit conclusions are more easily understood and stand a

better chance of being effective (Kardes, 1988). However, it is the nature of the issue, the particular situation and the composition of the target audience that influence the effectiveness of conclusion drawing (Hovland and Mandell, 1952).

Whether or not a conclusion should be drawn for the receiver depends upon the following; (Hovland and Mandell, 1952).

- i. The complexity of the issue
- ii. The level of education possessed by the receiver
- iii. Whether immediate action is required
- iv. The level of involvement

2. **One-and two-sided messages**

This concerns how the case for an issue is presented. One approach is to present the case for and against an issue - a two-sided message. Alternatively just the case in favour of an issue can be presented - a one sided message.

Two-sided messages, where both the good and the bad points of an issue are presented, are more effective when the receiver's initial opinion is opposite to that presented in the message and when they are well-educated.

3. Order of presentation

Further questions regarding the development of message strategy concern the order in which important points are presented. Messages that present the strongest points at the beginning use what is referred to as the primary effect. The decision to place the main points at the beginning depends on whether the audience has a low or high level of involvement.

A low level may require an attention-getting message component at the beginning. Similarly, if the target has an opinion opposite to that contained in the message, a weak point may lead to a high level of counter-argument.

2.12.2 Message framing

The vast majority of messages are generated professionally, not by users, and there are various strategies and tactics that are used to develop effective messages. One of these is message framing, which has long been used as a strategy to present brand messages. However, as Tsai (2007) indicates it is controversial and empirically unproven.

Message framing works on the hedonic principles of our motivation to seek happiness and to avoid pain. So messages can be framed to either focus a

recipient's attention to positive outcomes (happiness) or take them away from the possible negative outcomes (pain).

Many practitioners work on the basis that positive are better than negative messages whereas others believe negative framing promotes deeper thinking and consideration. However, there is little empirical evidence to support any of these views. Therefore, in an attempt to understand when it is better to use positive or negative framing Tsai (2007) argues that it is necessary to develop a holistic understanding of the target audience. This involves considering three factors; self-construal; consumer involvement; and product knowledge.

Cornelissen (2003) argues that there are two main interpretations of IMC: content and process perspective. The content perspective assumes that message consistency is the major goal in order to achieve the one voice, one look' position. IMC works when there is consistency throughout the various materials and messages.

However, this is not a new practice as Cornelissen points out those practitioners have been doing this long before the term IMC surfaced. This view is also associated with the zero-based planning approach that holds that the

choice of tools and media should be based on effectiveness criteria rather than the specialist functions for which the planners and managers are responsible.

The second interpretation offered by Comelissen is referred to as a process perspective. Here the emphasis is on a structural realignment of the communication disciplines within organizations, even to the point of collapsing all communication into a single department. Even if this extreme interpretation is not a valid goal for an organization, cross-functional systems and processes are regarded as necessary to enable integrated marketing communications.

The process perspective of IMC is rooted in the belief that IMC can only be generated through an organizational structure that brings the various communication disciplines together in a single body or unit.

Furthermore, Schultz (1996) in his Work titled “The Inevitability of integrated communications”, considered that “the question for integration or not is moot” because in reality consumers integrate all messages received from an organization.

2.13 Channel Planning and Brand Performance

Reid (2005) states that for anyone getting into the advertising business today, the new buzzword is "Channel Planning."

Historically, the application area was known as Media Planning. Here, the advertisers decided where they will allocate their marketing budgets. Then they would ask their specialist agencies to implement those campaigns. Very often, the advertising agencies would simply put a huge chunk of the budget into the largest media in what they claimed to be optimal allocations within the given budget. There are many number of other communication channels such as event sponsorship, product samples and even word-of-mouth.

There was also not much information known about these other communication channels, but this is no longer true today (Reid 2005). Anyone can join at the entry level and will probably be rapidly promoted during the era of rapid expansion.

2.13.1 Channel as a pillar of IMC

A fundamental concept in IMC is the expanded notion of marketing communications channels which including those that may not have been considered or strictly classified as communication channels in past (Schultz et al,

1996). The integrated view provides a broader understanding of channels to include not only traditional tools-radio, Tv, print-but all other possible contact points or touch points where customers or prospects experience a brand and get in contact with it. There are two main determinants to consider in deciding which marketing or brand communication channels to utilize in preparing an integrated media plan: relevance and preference (Schultz, 2004).

The IMC planning approach takes on the consumer's perspective in deciding which channels would be most effective in reaching target audiences. The consumer's 'path to purchase' marketers could determine which contact points or channels are relevant to them and which they prefer as sources of information about a company and its brands.

The brand contact audit may also help marketers in determining how consumers would want to communicate and interact with the company in return. Furthermore, it may also be said that an understanding of how audiences are reached through their preferred channels of communication is of greater importance than what content is delivered to them, for if audiences are not accurately reached, it makes little difference what message a marketer conveys.

2.13.2 Communication-based drivers for IMC

1. Technological advances (internet, data bases, segmentation techniques)
2. Increased message effectiveness through consistency and reinforcement of core messages.
3. More effective triggers for brand and message recall
4. More consistent and less confusing brand images
5. Need to build brand reputations and to provide clear identity cues.

2.14 IMC Vs Traditional Market Communication

These differences are considered as competitive advantage of IMC over the traditional marketing communication. Some of the differences of these two approaches are highlighted are given below;

S/N	Integrated Marketing Communication	Traditional Marketing Communication
1	Synergy function: Integrated into one	Isolated function: Partitioning
2	Customer-oriented; start with the customer needs and wants	Organization-oriented: start with the goals and product.

3	Coherent communication programs	Breaking communication programs
4	Brand/relationship building objectives	Short-term sales objectives
5	Targeted to stakeholder segment	Widespread audience

2.15 Major Reasons for the Growing Importance of IMC

Several reasons have caused IMC to develop into a primary strategy for marketers. Few of them are given below;

1. Market is now having a rural-urban mix shape
2. Occupational diversity (Agriculture to other skills).
3. Awareness is spreading fast
4. Consumer is being more smart
5. Heterogeneous Demographic Traits
6. Diversity in economic conditions
7. Media advertising is shifting to multiple forms of communication focusing at target centered niche media.
8. Market is shaping from a manufacturer-dominated market to a retailer-dominated, consumer controlled market.
9. Technology is getting updated rapidly.
10. Huge opportunities are available to develop with market.

11. Manpower is getting performance based compensation, sales and profit margins are increasing.

2.16 Key challenges for IMC

However, significant challenges to achieve optimal IMC performance are still in existence and acting as key barriers in way of effective IMC function in the country. Following are the few of them.

1. Lack of strategic consistency
2. Lack of needed skill sets among marketing staff
3. Scarcity of creativity and innovation
4. Insufficient marketing budget
5. Lack of technology advancement support
6. Ambiguity on the issue
7. Complex cultural and social values

2.17 Development Process of IMC

When we are going to develop the strategy, we have to follow different steps or stages. Kitchen and Schultz (2000) described the stages in developmental process of IMC. These stages are;

1. Tactical co-ordination.
2. Redefining the scope of marketing communications.
3. Application of information technology.
4. Strategic and financial integration.

First stage requires the cross functional and interpersonal communications within and outside the business in order to achieve synergy and consistency which creates one sight, one sound.

In second stage, organizations collect the extensive information about the customer and apply to arrange marketing communications and evaluate feedback and channel in the mind of prospect is selected.

Third stage declares the accessible data sources and globally segmented data bases are built to get understand and identify the relevant and profitable customers.

In the fourth stage firms constantly control the marketing communications performance form ROI perspective.

According to Vargas (2005) an effective Integrated Marketing Communication process is concerned with the identifications of target audience, determination of the communication objectives, designing of the message

content, selecting the means for communication, defining the media mix, budget and priorities and measuring the effectiveness of effort.

2.18 Measuring the effectiveness of Integrated Marketing Communication

When a strategy is applied then first priority is to check and evaluate the result that how far strategy is successful. After the implementation every strategy gives the result whether in the form of success or failure. Providing information, creation awareness, changing attitude, enforcing brand loyalty and building company image are the effective results of Integrated Marketing Communication. Brand equity can be enhanced by pursuing a strategy that integrates the various marketing communications tools (Vargas, 2004). Vantamay (2011) indicated the five factors to measure the effectiveness of IMC program; these factors are;

1. Customer responses
2. Market performance
3. Brand exposures
4. Communication effect and

5. Channel support.

2.19 Theoretical Framework

The theoretical proposal by Kliatchko (2008) is the advancement in the field covering up problems occurred throughout historical development as well as contemporary ones. The changing media behavioural patterns among audiences and its tremendous impact on central tenet of Integrated Marketing Communication (IMC) were apparent in Kliatchko's proposal as well leaving open gates for further explorations towards social media.

The attempt to find valid and systematic ways incorporating social media as communication mean into Integrated Marketing Communication strategies was quite successful.

Proposal made by Obal, Burtch and Kunz (2011) recommends to places IMC strategies for search product provider is emphasized. Although it might not be regarded directly as the actual approach, it definitely justifies the use of social media in IMC strategies at some certain cases, namely, product categories.

Another proposal by Spiller, Tuten and Carpenter (2011) appeals to the core aspect of IMC (CRM) and suggest a fairly new concept Social Direct IMC

based on Social CRM. The final proposal by Mangold and Faulds (2009) suggests treating social media as a new and hybrid element in IMC's promotion mix. It accounts a potential of social media and the fact that social media enables consumer-to-consumer conversation while it is out of managers' control and what is quite contrary to traditional IMC.

2.20 Empirical Review

Rashid, Bilal, and Uzma (2013) noted that Integrated marketing communication (IMC) is being practiced worldwide at very large scale. The purpose of their study is to enhance the understanding of what is IMC, its impact and the difference between IMC and traditional marketing communication. Integrated marketing communication is consumer oriented approach rather than organizational oriented that focuses on organizational needs. IMC is performed in a manner of synergy rather than in isolation. IMC is associated with some positive results like brand awareness, customer satisfaction, brand loyalty, positive brand image, unique brand association ,greater profitability, increased sales and cost savings. IMC has major impact on organizational performance and

brand equity. There are some barriers to successful implementation of IMC program.

Muhammed, Imitiaz and Kamian (2013) stated that competitive environment the brand managers are under the pressure and the main headache of them how to build the brand equity for the identity, differentiation, and long term financial health of the company? This study investigates that whether marketers and brand managers should use the all the tool of marketing communication and which medium is stronger affect on the brand equity. This empirical study has been conducted in the area of Rawalpindi and Islamabad Pakistan. Data was collected from consumer of cellular phone with the help of adapted research questionnaire consisting of twenty five items for seven variables used in theoretical framework. Furthermore, SPSS software has been used for conducting reliability, correlation, regression, and mediation analysis.

Camelia (2012) revealed that integrated marketing communication (IMC) is one of the most controversial areas of research, the concept marking a constant progress from the simple coordinating of promotional tools to a complex strategic process. Further to the evolution of modern marketing, where IMC has become a major way of achievement the objectives of a company, there is a need to identify opportunities to increase its impact on consumer behaviour. Therefore, is of

interest, the relatively recent approach found in the literature, according to which IMC works specifically through all the four classic elements of the marketing mix: product, price, placement and marketing communications. The study clarifies some aspects regarding the effects of IMC on the consumer behaviour, materialized in the consumer decision- making process.

CHAPTER THREE

RESEARCH METHODS

3.1 Introduction

This study seeks to establish the relationship between Integrated Marketing Communication program and brand performance in Nigerian telecommunications industry. This chapter provides the methods that were adopted in carrying out the study. Therefore, the procedures that are applied in the study include the following:-

- Research design
- The study population
- Sampling techniques
- Research instrument
- Validation of research instrument
- Data collection methods
- Data Analysis Techniques

3.2 Research Design

The survey research method was employed for this study. This method is considered to be relevant to the study because the method does not only consider the sample size of the population, but also how to ensure that the resultant sample sufficiently represents the population. This method constitutes a class of empirical studies with human beings, organization, groups, and communities. Because of its descriptive nature, it is useful for generating new facts and natural experimentation without intentional manipulation of the variables of the research (Olannye, 2006). A descriptive study can provide information about the natural consumer behaviour, attitudes, emotions and other characteristics of a group. Therefore, the descriptive survey is used in this study because of its ability to demonstrate association or relationship between variables.

The descriptive survey design helped in adopting a variety of data and information gathering instrument needed as a basis for generalizing the research findings. This method is needed in generating information directly from the sample object.

Finally, the research is interested in observing what is happening to sample objects without any attempt to manipulate or control item and this makes the selected survey design the most appropriate for this study.

3.3 Population and sample size

According to Asika (1991) the population is a collection of all the elements or subjects of interest and may be finite or infinite “study population represents a full set of cases from which a sample is drawn” (Saunders et al, 1997). The study populations were made up of employees of MTN, Glo, Etisalat and Airtel in Asaba, Benin and Onitsha.

LOCATION	POPULATION
ASABA(DELTA)	1400
BENIN(EDO)	1300
ONITSHA(ANAMBRA)	1300
TOTAL	4000

Source: Nigeria Communication Commission (Telecommunication Digest)

A workable sample of three hundred and sixty-four (364) was chosen bearing in mind the limited resources.

The study sample is dully chosen with the belief that it will help in ascertaining the impact of Integrated Marketing Communication Program on brand performance in telecommunication industry. The sample size is gotten using Taro Yamen’s model as shown below:

$$n = \frac{N}{\quad}$$

$$1 + (N) e^2$$

Where: n = Sample size

N = Population

e = level of significance/acceptable sampling error

Therefore, the sample size of 364 is derived thus:

$$n = \frac{4000}{1+4000(0.05)^2}$$

$$n = \frac{4000}{11}$$

$$n = 364$$

3.4 Sampling techniques

A stratified sampling technique was adopted for this study. This is due to fact that the population is divided into two categories of staff of telecommunication firms in Asaba, Benin and Onitsha.

3.5 Research instrument

Structured sets of questionnaire constituted the primary instrument for data collection in this study. Olannye (2006) stated that questionnaire is an instrument for gathering data from respondents to aid in finding solutions research problems.

For the purpose of this study, a self administered questionnaire was employed. The questionnaire was divided into two sections A and B. Section A contains questions relating to the respondents' profile while section B contain information about integrated marketing communication programme on brand performance in telecommunication industry. The sets of questionnaires were self administered to three hundred and sixty-four (364) staff of MTN, Glo, Etisalat and Airtel in Asaba, Benin and Onitsha.

3.6 Validation of Research Instrument

In order to validate the instrument for data collection, sets of the structured questionnaire were given to some expert in the Department of Business Administration and Marketing for validity. Consequently, adjustment and corrections were dully effected to ensure that they elicit the desired information.

To establish the reliability of the instrument, a test-retest method was employed. This entailed the collection of two sets of scores on two occasions. The

instrument was administered to a group of customers and employees of the four telecommunications firm in Asaba at interval of three (3) weeks. If the results from the tests show some similarity, then it suggests that the questionnaire is reliable. The reliability of instrument refers to the consistency or precision of the measure (Baridam, 2001). Measurement of the model reliability was assessed using Cronbach’s alpha (CA) based tests. CA provides an estimate of the indicator inter correlations (Henseler, et al., 2009 and Sekaran, 2003). An acceptable measure for CA is 0.6 or higher (Malhotra 2004). In Table 3.1 below, the calculated CA is 0.731 and is higher than the recommended acceptable measure of CA 0.6 which makes measurement of the model reliability accepted.

Table 3.1. Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.731	.730	5

The variables used to measure Cronbach’s Alpha are variety of media, synergy of multiple media, integrated marketing communication message, channel planning and brand performance.

3.7 Data Collection Methods

The instrument that was used for collection of data is from both primary and secondary sources. Set of constructed questionnaire which were distributed to respondents served as a source of primary data. Business journals, newspapers, dailies and magazines consulted from the library constituted the secondary source of data collection.

3.8 Data Analysis Techniques

In this study, the data collected were analyzed using multiple regression and correlation as analytical tools. We adopted a combination of descriptive and inferential statistical tools with statistical package for social sciences (SPSS) version 21 software package. The data were first deducted from the questionnaire distributed and then coded for the running of multiple regression and correlation using the SPSS version 21 software package. The reason for the use of these analytical tools is that the multiple regression analysis is used to determine the relationship between the variables on the basis of the other(s), while correlated was used to measure the degree of the relationship between the variables.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter focuses on the presentation and analysis of data and information collected through questionnaires administered to the staffs and subscribers of Nigeria Telecommunication Users in Asaba. The data presented and analyzed in this study was categorized into three parts; the first is the descriptive analysis of respondents profile with percentage weighting attached. The second is the correlation analysis of the research questions and their respective variables. The third is the testing of hypotheses formulated for the study with the use of regression analysis. According to Nwadinigwe (2002) data analysis is the engine room of every research, this is because if it is done properly the researcher is likely to reach conclusion that are valid and could lead to a good decision.

Out of the 364 sets of questionnaire administered, (17) were not properly filled and three hundred and forty seven (347) were useable.

4.2 Analysis of Respondents Profile

Table 4.1: Demographic information of the respondents

Characteristics	Measuring Group	No. of Valid Responses	
Gender	Male	209 (60.2)	
	Female	138 (39.8)	
	Total	347 (100.00)	
Age	18 - 30 years	162 (46.7)	
	31 – 40 years	138 (39.8)	
	41 – 50 years	40 (11.5)	
	Above 51 years	7 (2)	
	Total	347 (100.00)	
Educational Qualification	SSCE/GCE/NECO	60 (17.3)	
	NCE/OND	102 (29.4)	
	HND/B.Sc	138 (39.8)	
	MBA/M.Sc	30 (8.6)	
	Others	17 (4.9)	
	Total	347 (100.00)	
Category of respondent	Staff:	MTN	53 (15.3)
		GLO	47 (13.5)
		Etisalat	40 (11.5)
		Airtel	38 (11)
	Subscriber:	MTN	49 (14.1)
		GLO	36 (10.4)
		Etisalat	40 (11.5)
		Airtel	44 (12.7)
	Total		347 (100)

Source: Analysis of field survey, 2016.

Table 4.1 above shows the demographic information of the respondents. The table revealed that 60.2% of the respondents were males and 39.8% were

females. In terms of age, 46.7% of the respondents were 18-30 years, 39.8% were in the age bracket of 31-40 years, 11.5% were 41-50 years, 2% were in the age range of 51 above. In terms of educational qualification, 17.3% of the respondents reported that they possess SSCE/GCE/NECO, OND/NCE 29.4% of the respondents indicated, 39.8% of the respondents have HND/B.Sc. 8.6% reported to be MBA/M.Sc holders. 4.9% had others certificate. As regards the category of respondents, 51.3% of the respondents indicated that they were staffs while 48.7% indicated that they were subscribers.

4.3 Analysis of other Research Data

This section focuses on the analysis of responses to the major research questions which were broken down into sixteen (16) sub questions using the Likert scale of point 5. Specifically, they are analyzed using descriptive statistics, correlation and regression.

Research Question 1: What is the effect of variety of media in Integrated Marketing Communication on brand performance?

Table 4.2: variety of media and brand performance

S/N	Statement	Scale					Means
		SA 5	A 4	U 3	D 2	SD 1	
1.	Variety of media provides maximum communication.	79 (22.8)	93 (26.8)	45 (13.0)	70 (20.2)	60 (17.3)	3.6
2.	Variety of media provides clarity.	100 (28.8)	120 (34.6)	27 (7.8)	50 (14.4)	50 (14.4)	3.9
3.	Different media create different effect.	88 (25.4)	142 (40.9)	12 (3.5)	70 (20.2)	35 (10.1)	4.0
4.	Multiple media create the maximum effect.	90 (25.9)	124 (35.7)	28 (8.1)	66 (19.0)	39 (11.2)	3.8
	Mean of means						3.8

Source: Analysis of field survey, 2016

Table 4.2 indicated variety of media and brand performance, Variety of media provides maximum communication. Statement 1 shows that 172 (49.6%) of the respondents agreed, 45 (13.0%) were undecided and 130 (37.5%) disagreed. In statement 2 Variety of media provides clarity, 220 (63.4%) were in agreement, 27 (7.8%) were the undecided rates and 100 (28.8%) were the disagreement rates.

Statement 3 Different media create different effect. 230 (66.3%) of the respondents were in agreement, 12 (3.5%) were undecided while 105 (30.3%) were in disagreement. In statement 4, Multiple media create the maximum effect,

214 (61.6%) were in agreement, 28 (8.1%) were undecided and 105 (30.3%) disagreed.

Research question 2: To what extent does synergy of multiple media in Integration Marketing Communication influence brand performance?

Table 4.3: synergy of multiple media and brand performance

S/N	Statement	Scale					Means
		SA 5	A 4	U 3	D 2	SD 1	
5.	Media synergy adds value.	90 (25.9)	90 (25.9)	40 (11.5)	60 (17.3)	67 (19.3)	3.6
6.	Audiences are exposed to a sequence of advertising messages.	120 (34.6)	150 (43.2)	18 (5.2)	54 (15.6)	5 (1.4)	4.1
7.	Customers select media forms that are of value to them.	105 (30.3)	180 (51.9)	10 (2.8)	44 (12.9)	8 (2.3)	4.3
8.	It helps in building brand equity of products and services.	105 (30.3)	150 (43.2)	35 (10.1)	26 (7.5)	31 (8.9)	3.8
	Mean of means						4.0

Source: Analysis of field survey, 2016

Table 4.3 shows the relationship between synergy of multiple media and brand performance. It was revealed in statement 5, 180 (51.8%) of the respondents agreed. 40 (11.5%) were undecided while 127 (36.6%) disagreed.

In statement 6 Audiences are exposed to a sequence of advertising messages, 270 (77.8%) of the respondents were in agreement, 18 (5.2%) were undecided and 59 (17.0%) were the in disagreement.

Statement 7 Customers select media forms that are of value to them, 285 (82.2%) of the respondents agreed, 10 (2.8%) were undecided and 52 (15.2%) disagreed. Statement 8 It helps in building brand equity of products and services, 255 (73.5%) agreed, 35 (10.1%) were undecided and 57 (16.4%) disagreed.

Research question 3: To what extent does an Integrated Marketing Communication message affect brand performance?

Table 4.4: Integrated marketing communication and brand performance

S/N	Statement	Scale					Means
		SA 5	A 4	U 3	D 2	SD 1	
9.	Humorous.	116 (33.4)	130 (37.5)	20 (5.8)	35 (10.1)	46 (13.3)	4.3
10.	Emotional.	120 (34.6)	150 (43.2)	18 (5.2)	64 (18.4)	5 (1.4)	3.7
11.	Informative.	78	128	35	65	41	

		(22.4)	(36.9)	(10.1)	(18.7)	(11.8)	3.8
12.	Environmentally conscious.	94 (27.1)	140 (40.3)	26 (7.5)	56 (16.1)	31 (8.9)	4.1
	Mean of means						4.0

Source: Analysis of field survey, 2016

Table 4.4 indicated the relationship between Integrated marketing communication and brand performance. Statement 9 Humorous, 246 (70.9%) of the respondents were in agreement, 20 (5.8%) were undecided while 81 (23.4%) totally disagreed.

In statement 10 Emotional, 184 (53.0%) of the respondents agreed, 45 (13.0%) of the respondents were undecided and 118 (34.0%) disagreed. From statement 11 Informative, 206 (59.3%) of the respondents agreed, 35 (10.1%) were the undecided and disagreement rates respectively. The mean of means is 4.0.

Research question 4: What is the impact of channel planning in integrated marketing communication on brand performance?

Table 4.5: Channel planning and brand performance

S/N	Statement	Scale					Means
		SA 5	A 4	U 3	D 2	SD 1	
13.	Analyzing the context in which marketing communication episodes	98 (28.2)	102 (29.4)	40 (11.5)	70 (20.2)	37 (10.6)	3.7

	occur.						
14.	It indicates positioning issues.	88 (25.4)	142 (40.9)	12 (3.5)	70 (20.2)	35 (10.1)	4.1
15.	Channel planning highlights the required balance of the promotional mix.	100 (28.8)	84 (24.2)	45 (13.0)	60 (17.3)	58 (16.7)	3.5
16.	It provides time parameters for campaigns.	78 (22.4)	128 (36.9)	35 (10.1)	65 (18.7)	41 (11.8)	3.9
	Mean of means						3.8

Source: Analysis of field survey, 2016

Table 4.5 shows the extent to which Channel planning and brand performance. It was revealed in statement 13 Analyzing the context in which marketing communication episodes occur, 200 (57.6%) of the respondents agreed, 40 (11.5%) were undecided while 107 (30.8%) disagreed.

In statement 14, It indicates positioning issues, 230 (66.3%) of the respondents were in agreement, 12 (3.5%) were undecided and 105 (30.3%) disagreed. Statement 15, Channel planning highlights the required balance of the promotional mix, 184 (53.0%) of the respondents agreed, 45 (13.0%) were undecided, 118 (24.0%) disagreed. Statement 16 It provides time parameters for campaigns, 206 (59.3%) of the respondents agreed, 35 (10.1%) were undecided and 106 (30.5%) disagreed.

Table 4.6: Brand Performance

S/N		Scale					Means
		SA 5	A 4	U 3	D 2	SD 1	
17.	Customers prefer a product of a good quality	120 (34.6)	150 (43.2)	18 (5.2)	54 (15.6)	5 (1.4)	4.3
18.	Our customers are happy with our packaging	78 (22.4)	128 (36.9)	35 (10.1)	65 (18.7)	41 (11.8)	3.8
19.	Customers are aware of a sign or label attached to a product.	88 (25.4)	142 (40.9)	12 (3.5)	70 (20.2)	35 (10.1)	4.0
20.	A good product design has a way of selling itself.	90 (25.9)	124 (35.7)	28 (8.1)	66 (19.0)	39 (11.2)	3.9
	Mean of means						4.0

Source: Analysis of field survey, 2016

Table 4.6 indicated the respondents' opinion towards brand performance. Statement 17 shows that 270 (77.8%) of the respondents agreed to the statement that Customers prefer a product of a good quality, 18 (5.2%) were undecided and 59 (17.0%) disagreed.

In statement 18, 206 (59.3%) were the agreement rates to the statement that our customers are happy with our packaging, 35 (10.1%) were the undecided rates and 106 (30.5%) were the disagreement rates.

Statement 19 shows that 230 (66.3%) of the respondents were in agreement that customers are aware of a sign or label attached to a product, 12 (3.5%) were undecided while 105 (30.3%) were the disagreement rates. In statement 20, A good product design has a way of selling itself, 214 (61.6%) of the respondents were in agreement. 28 (8.1%) were undecided and 105 (30.3%) disagreed.

Table 4.3.7 Correlation matrix between studied variables

		1	2	3	4	5
Variety of Media	Pearson correlation	1				
	Sig. (2-tailed)					
	N	347				
Synergy of multiple media	Pearson correlation	.114*	1			

	Sig. (2-tailed)	.033				
	N	347	347			
Integrated marketing communication message	Pearson correlation	.530**	.409**	1		
	Sig. (2-tailed)	.000	.000			
	N	347	347	347		
Channel planning	Pearson correlation	.270**	.105	.354**	1	
	Sig. (2-tailed)	.000	.051	.000		
	N	210	210	210	210	
Brand Performance	Pearson correlation	.510**	.213**	.548**	.457**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	347	347	347	347	347

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

Source: SPSS version 21

The result in table 4.3.7 shows that the tested variables showed an overwhelming positive correlation ranging from (.114 to .548) Implying that, there is a significant positive association between the variables of Integrated marketing communication program and brand performance

4.3 Regression Analysis

As shown in Table 4.4.1, the four items of independent variables that were studied explain .427 (42.7%) of the brand performance as represented by the R².

Table 4.4.1:Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change (P-value)
1	.659 ^a	.434	.427	1.4914	0.000

a. predictors: (constant), channel planning, synergy of media, variety of media, IMC message

b. Dependent Variable: Brand performance

The P-value of 0.000 (Less than 0.05) implies that the model of Variety of media, Synergy of multiple media, IMC message and Channel planning are significant at the 5% level of significance. As illustrated in the table, the significance value is 0.000 which is less than 0.05 thus the model is statistically significance.

Table: 4.4.2 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	582.686	4	145.671	65.491	.000 ^b
	Residual	760.715	342	2.224		
	Total	1343.401	346			

A. Dependent variable: brand performance

B. Predictors: (constant), channel planning, synergy of media, variety of media, IMC message

Table 4.4.3: Multiple Regressions

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.239	1.013		2.210	.028
VARIETY OF MEDIA	.262	.046	.278	5.712	.000
1 SYNERGY OF MEDIA	.032	.043	.034	.754	.001
IMC MESSAGE	.269	.051	.290	5.324	.000
CHANNEL PLANNING	.289	.046	.276	6.300	.000

a. Dependent Variable: BRANDPERFORMANCE

4.4 Hypotheses Testing

The Regression analysis was employed as an analytical tool for testing the hypotheses. Hypotheses' testing is really a systematic way for testing claims or ideas about any given parameter in a population using data measured in a sample. The p-values reported in the regression coefficient tables are used for testing the study hypotheses.

The Decision Rule

If the probability value calculated is greater than the critical level of significance, then the null hypotheses will be accepted while the alternate hypotheses is rejected and vice versa. If the probability value of 0.00 is smaller than the critical value of 5% (i.e. $0.00 < 0.05$), we conclude that the given parameter is statistically significant. In this situation, it is accepted that there is need to reject the null hypotheses and to accept the alternate.

Gujarati and Porter (2009) observed that when we reject null hypotheses, we say that our findings are statistically significant and vice versa. Gujarati and Porter also posited that it is preferable to leave it to the researcher to decide whether to reject the null hypotheses at the given value.

Note the p- value (probability value) is also known as the observed or exact level of significance or the exact probability of committing a type 1 error. More technically, the p-value is the lowest significance level at which a null hypothesis can be rejected (Gujarati and Porter, 2009). Thus, the p-value is at 0.05 (5%).

Hypothesis One

H₀₁: There is no significant relationship between variety of media in integrated marketing communication and brand performance.

Since the p-value critical is at 0.05 (5%) i.e. the level of significance which is the tolerable error in estimation is greater than the calculated level of significance ($0.000 < 0.05$), the null hypothesis is rejected while the alternate is accepted implying that there is a significant relationship between variety of media in integrated marketing communication and brand performance.

Hypothesis Two

H0₂: Synergy of multiple media in integrated marketing communication does not influence brand performance.

The calculated level of significance is less than the p-value of 0.05 (5%) i.e. ($.001 < 0.05$) and this means that the level of confidence between the two factors is 100%. Similarly, the null hypothesis is rejected and alternate is accepted implying that Synergy of multiple media in integrated marketing communication has influence on brand performance.

Hypothesis three

H0₃: There is no significant relationship between integrated marketing communication messages and brand performance.

The level of significance that was calculated lesser than the established p-value ($.000 < 0.05$), therefore the null hypothesis is rejected to accept the alternate

which states that there is a significant relationship between integrated marketing communication messages and brand performance

Hypothesis four

HO₄: Channel planning in integrated marketing communication does not have any significant relationship with brand performance.

The level of significance that was calculated lesser than the established p-value ($.000 < 0.05$), therefore the null hypothesis is rejected to accept the alternate which states that there Channel planning in integrated marketing communication has a significant relationship with brand performance.

4.5 Discussion of Findings

The discussion of findings of this research study is presented below.

Variety of media and brand performance

Table 4.4.3 shows that the regression analysis result for Variety of media and Brand performance which exhibited a significant positive relationship with Brand performance, giving the Beta value ($\beta = .278$, $p = 0.00$) were $p < 0.05$.

More so, the result in table 4.6 shows that .427 (42.7%) variations in brand performance are accounted for by changes in variety of media dimensions. However, the result of the tested hypothesis indicates that there is significant positive relationship between variety of media and brand performance.

This is also in support of Belch and Belch (2004) stated that consumers are tired of being bombarded with different sales messages. These factors are capable of promoting marketers towards the development of alternative ways to communicate with target audience. This implies that variety of media enhances brand performance.

Synergy of multiple media and brand performance

Table 4.4.3 also shows that the regression analysis result for Synergy of multiple media which exhibited a significant positive relationship with brand performance, giving the Beta value ($\beta = .034$, $p = 0.01$) indicating that $p < 0.05$. However, the result of the tested hypothesis indicates that there is significant positive relationship between Synergy of multiple media and brand performance.

This further supports the findings of Schultz et al (2011) posited that Media synergy arises when the combined effect or impact of a number of media activities is different from the sum of their individual effects on individual consumers. Thus, synergy is a phenomenon in which the whole is not always exactly equal to the sum of the parts, but could be greater than, or lesser than that sum. This implies that synergy of multiple media influences brand performance.

Integrated Marketing Communication Message and Brand Performance

Table 4.4.3 shows the regression analysis result for Integrated marketing communication message which exhibited a positive relationship with brand performance, giving the Beta value ($\beta=.290$, $p=0.00$) with $p<0.05$. However, the result of the tested hypothesis indicates that there is significant positive relationship between Integrated marketing communication message and brand performance

This is in agreement with Kelman (1961) believed that the source of a message has three particular characteristics. These are: the level of perceived credibility as seen in terms of perceived objectivity and expertise; the degree to which the source is regarded as attractive and message recipients are motivated to develop a similar association or positive; and the degree of power that the source is believed to possess. This also implies that IMC message enhances brand performance.

Channel Planning and brand performance

The table 4.4.3 shows the regression analysis result for channel planning which exhibited a positive relationship with brand performance, giving the Beta value ($\beta=.274$, $p<0.00$). However, the result of the tested hypothesis indicates that

there is significant positive relationship between channel planning and brand performance

This is in line with Schultz et al (2011) stated that consumers derive their opinions about product brands and formulate their intent to purchase from a number of sources, including but not exclusively limited to the major media (television, radio, magazines, print). This implies that channel planning influences brand performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In line with the findings from that various analyses that were performed in the study, as well as the review of relevant literatures, this chapter focuses on discussing the findings from the analyses of data in chapter four, drawing conclusion on the basis of the findings and making appropriate recommendations.

5.2 Summary of the Findings

The main objective of this study was to examine the impact of integrated marketing communication program on brand performance so as to bridge this gap in knowledge. Four objectives were spelt out with the aim of addressing the four research questions raised. Four hypotheses were subsequently tested in line with the objectives, and the findings were summarized below:

The results revealed that variety of media has a positive influence on brand performance which implied various communication functions will operate autonomously in order to bring many added benefits to clients and customers.

It was found that synergy of multiple media contributes significantly to brand performance which implied that organization should that recognizes consumers' increasing ability to multi-task and used a number of media simultaneously.

It was observed from the study that integrated marketing communication message also contributed significantly to brand performance which implied that Integrated Marketing Communication messages can be classified either as controlled or uncontrolled. Controlled messages are planned and deliberated upon by the marketer and its communication agency, while uncontrolled ones are unpredictable and unplanned, such as those messages emanating from competition.

It was also observed from the study that channel planning has an effect on brand performance which means that creative advertising agencies should design the appropriate creative advertisements and the media planning agencies will place them into the media.

5.3 Conclusion

Based on the findings of this study, the following conclusions were reached.

It was concluded that variety of media influence brand performance. It will increase the capability of promoting marketers towards the development of alternative ways to communicate with target audience. It will help organization to maximize returns on their investments.

The study concluded that synergy of multiple media influence brand performance. Organization should extend the impact of sequential media messages in order to be delivered by multiple media forms which are audiences exposed to a sequence of advertising messages, i.e, television advertising driving the viewer to the advertiser's web site or similar.

It is also concluded that integrated marketing communication message has influence on brand performance. Integrated marketing communication set of core messages used in any campaign should first be determined and then deployed as an integrated whole across the communication mix in the organization.

Finally, channel planning has effect on brand performance. Channel planning is used to be less compelling to want to change the modus operandi for a couple of reasons. The major media (television, radio and print) were dominant, as other communication channels are flourishing.

5.4. Recommendations

In line with the findings and the conclusion of the study, the following recommendations were made.

The Nigeria Telecommunication Industry should have variety of media to diversify their communication in order to have effective output.

Nigeria Telecommunication should advance the advantages of media integration in each medium to enhance the contributions of all other media, and that the used in synergy to be much greater than the sum total of their individual effects.

The study also recommended that integrated marketing communication message are messages that is referred to brand concepts, ideas or associations, and all other values or perceptions that marketers transmit to customers, while incentives are short-term offers or rewards to consumers for having done something of value to both the firm and the consumer.

Finally, the complicated planning process involving multiple channels, attributes and effectiveness factors, the major media planning agencies are

rushing out to set up specialist divisions or even separate companies to conduct channel planning in the Nigeria Telecommunication Industry.

5.5 Contribution to Knowledge

This study contributes to knowledge in the following ways;

1. The study shed light in to allow construct of IMC strategies and brand performance.
2. The study has established both empirical and theoretical base concerning Integrated Marketing Communication and Brand Performance.

5.6 Suggestions for Further Studies

Future research studies should go ahead to expand the scope of the study and involves other industries within the country. The research design which was adopted through questionnaire distribution was the cross-sectional design; hence, future researchers could adopt the longitudinal research design to elicit a more non-biased response other than that of hurry, distraction, pressure and lack of full concentration in order to gather/create more valuable results.

Hence, future research could increase the sample size so that a more valid conclusion can be reached.

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APPENDIX I
QUESTIONNAIRE

Department of Business Management
and Marketing,
Faculty of Management Sciences,
Delta State University,
Asaba, Campus.
24th August, 2015

Dear Respondents,

Request for the Completion of Structured Questionnaire

I am M.Sc student in the department of Business Management and Marketing, Faculty of Management Sciences, Delta State University, Asaba Campus. I am conducting research on “The Impact of Integrated Marketing Communication Programme on Brand Performance in Nigerian Telecommunication Industry as part of the requirements for the award of M.Sc degree in Marketing.

I will appreciate it if you kindly respond objectively to sets of questions contained in this questionnaire. The exercise is purely academic and whatever may be your views will be treated confidential.

Thanks for your time and assistance on this research.

Yours faithfully,

.....
ALIKU, Ifeanyi Harold
(Researcher)

SECTION A

Demographic Information of the Respondents

Please answer the following questions to the best of your knowledge. Mark (✓) in the option your choose appropriate.

Characteristics	Measuring Group
Gender	Male Female Total
Age	18 - 30 years 31 – 40 years 41 – 50 years Above 51 years
Educational Qualification	SSCE/GCE/NECO NCE/OND HND/B.Sc MBA/M.Sc Others
Category of respondent	Staff: MTN GLO Etisalat Airtel Subscriber: MTN GLO Etisalat Airtel

SECTION B

Information about Integrated Marketing Communication Programme and Brand Performance.

Use the scale below:

- SA Strongly Agreed
A Agreed
U Undecided
D Disagreed
SD Strongly Disagreed

What is the effect of variety of media in Integrated Marketing Communication on brand performance?

S/N	STATEMENT	SA	A	U	D	SD
1.	Variety of media provides maximum communication.					
2.	Variety of media provides clarity.					
3.	Different media create different effect.					
4	Multiple media create the maximum effect.					

To what extent does synergy of multiple media in Integration Marketing Communication influence brand performance?

S/N	STATEMENT	SA	A	U	D	SD
5.	Media synergy adds value.					
6.	Audiences are exposed to a sequence of advertising messages.					
7.	Customers select media forms that are of value to them.					
8.	It help in building brand equity of products and services.					

Does an Integrated Marketing Communication message affect brand performance?

S/N	STATEMENT	SA	A	U	D	SD
	Some of the common advertising appeals are:					
9.	Humorous.					
10.	Emotional.					
11.	Informative.					
12.	Environmentally conscious.					

What is the impact of channel planning in integrated marketing communication on brand performance?

S/N	STATEMENT	SA	A	U	D	SD
13.	Analyzing the context in which marketing communication episodes occur.					
14.	It indicates positioning issues.					
15.	Channel planning highlights the required balance of the promotional mix.					
16.	It provides time parameters for campaigns.					

Brand performance

S/N	STATEMENT	SA	A	U	D	SD
17.	Customers prefer a product of a good quality					
18.	Our customers are happy with our packaging					
19.	Customers are aware of a sign or label attached to a product.					
20.	A good product design has a way of selling itself.					

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Correlations

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SYNERGYOFMEDIA	16.965	2.0609	347
IMCMESSAGE	16.331	2.1212	347

CHANNELPLANNING	16.219	1.8819	347
BRANDPERFORMANCE	16.354	1.9704	347

Correlations

		VARIETYO FMEDIA	SYNERG YOFMEDI A	IMCMESS AGE	CHANNEL PLANNING	BRANDPER FORMANC E
VARIETYO FMEDIA	Pearson Correlation	1	.114*	.530**	.270**	.510**
	Sig. (2-tailed)		.033	.000	.000	.000
	N	347	347	347	347	347
SYNERGY OFMEDIA	Pearson Correlation	.114*	1	.409**	.105	.213**
	Sig. (2-tailed)	.033		.000	.051	.000
	N	347	347	347	347	347
IMCMESS AGE	Pearson Correlation	.530**	.409**	1	.354**	.548**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	347	347	347	347	347
CHANNEL PLANNING	Pearson Correlation	.270**	.105	.354**	1	.457**
	Sig. (2-tailed)	.000	.051	.000		.000
	N	347	347	347	347	347
BRANDPE RFORMAN CE	Pearson Correlation	.510**	.213**	.548**	.457**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	347	347	347	347	347

*. Correlation is significant at the 0.05 level (2-tailed).

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

REGRESSION

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/DEPENDENT BRANDPERFORMANCE

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Regression

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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	CHANNELPLANNING, SYNERGYOFMEDIA, VARIETYOFMEDIA, IMCMESSAGE ^b	.	Enter

a. Dependent Variable: BRANDPERFORMANCE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659 ^a	.434	.427	1.4914

a. Predictors: (Constant), CHANNELPLANNING, SYNERGYOFMEDIA, VARIETYOFMEDIA, IMCMESSAGE

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	582.686	4	145.671	65.491	.000 ^b
	Residual	760.715	342	2.224		
	Total	1343.401	346			

a. Dependent Variable: BRANDPERFORMANCE

b. Predictors: (Constant), CHANNELPLANNING, SYNERGYOFMEDIA, VARIETYOFMEDIA, IMCMESSAGE

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	2.239	1.013		2.210	.028
1	VARIETYOFMEDIA	.262	.046	.278	5.712	.000
	SYNERGYOFMEDIA	.032	.043	.034	.754	.001
	IMCMESSAGE	.269	.051	.290	5.324	.000
	CHANNELPLANNING	.289	.046	.276	6.300	.000

a. Dependent Variable: BRANDPERFORMANCE

RELIABILITY

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Reliability

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Case Processing Summary

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Cases	Valid	347	100.0
	Excluded ^a	0	.0
	Total	347	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.731	.730	5

Item Statistics

	Mean	Std. Deviation	N
VARIETYOFMEDIA	17.110	2.0876	347

SYNERGYOFMEDIA	16.965	2.0609	347
IMCMESSAGE	16.331	2.1212	347
CHANNELPLANNING	16.219	1.8819	347
BRANDPERFORMANCE	16.354	1.9704	347

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	16.596	16.219	17.110	.890	1.055	.168	5
Item Variances	4.106	3.541	4.500	.958	1.271	.152	5

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
82.980	49.436	7.0311	5