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IMC: Has anything really changed? A new perspective on an old definition

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Abstract

Integrated marketing communication (IMC) has emerged as a new concept in marketing in the 21st century. IMC is mostly thought of, taught and written about as simply the integration of advertising and promotional activities. However, this paper proposes IMC as a broader concept. It is more than a process or activity within an organisation: it is a system of belief or engagement, embedded in an organisation's culture, underpinned by communication and driven by technology and senior management. We identify seven major tenets of the integrated view of marketing communication within the IMC literature, and argue that early marketing concepts of the 20th century are no longer valid. IMC can be seen as a new paradigm in marketing, equipped with central concepts that apply to many business environments.

Keywords: IMC, integrated marketing communication

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Integrated marketing communication has emerged as a new concept in marketing in the 21st century. Its customer focus, intended to grow and retain customers, is more than just advertising and promotion, and it takes into consideration more than just customers or clients. Many other message types influence brand decisions. Additionally, many other stakeholders are involved: employees, channel members, media, and suppliers. However, one of the key problems of IMC has been its focus on either promotion management or advertising, developed through its adoption and use by product and packaged goods marketers. IMC is adaptable enough to apply to multiple audiences, products, and services. IMC's emphasis is on communication and its core concepts of nourishing profitable relationships and building brand equity are equally important to services marketers.

This paper will follow Jackson's (1987) and van Riel's (1995) view and use the term *communication* (without an 's') when referring to IMC. *Communications* (with an 's') implies integration of methods, whereas *communication* indicates the integrated communication function (van Riel 1995). Jackson (1987) referred to *communications* in association with an organisation's switchboard, answering machine, or computer technology. He believed using the term *communication* is more accurate and suggested that the term *communications* be relinquished to telecommunications specialists. This linguistic distinction brings clarity and consistency to IMC (Jackson 1987).

This paper examines how IMC is more than simply the integration of advertising and promotional activities. We commence by providing an overview of marketing in order to demonstrate that aged concepts have limited value today and to identify future trends impacting marketers in the 21st century. Next, a review of the major tenets of the integrated view of marketing communication exchanges is undertaken, followed by a discussion proposing IMC as a complete business model. Finally, the paper briefly examines the future directions for IMC, which suggest a broader and more consolidated view. As Kitchen (2005) proposed, while the concept of IMC is being diffused around the world, the adopters are not limited to the products/goods industries. But first, we take a brief look at IMC history through an overview of early marketing concepts and practices.

Overview of marketing

Early marketing concepts

Prior to the 20th century, formal studies of marketing focused on the distribution and exchange of commodities and manufactured products, and featured a foundation in economics (Marshall 1927; Shaw 1912; Smith 1904; cited in Vargo and Lusch 2004a). For Adam Smith, tangibility associated with durability of the economic activity was the criterion of productiveness, which provided the distinction between goods and services (Wilson, 1972). Smith argued that some services were unproductive but necessary. For example, professional services such as physicians and lawyers were considered 'useful', 'respectful' and 'deserving of higher wages' but were not considered productive in terms of contributing to the national surplus, compared to other productive services such as retailers, merchants and manufacturers (Smith 1776/1904, cited in Vargo and Lusch 2006, 31).

Economists generally accepted Smith's view that the proper subject matter for economic philosophy was the output of productive skills or services–tangible goods–that had embedded value (Vargo and Lusch 2004a). Consequently, it was from this early manufacturing-based view of economics that marketing emerged. However, as the focus of marketing moved away from distribution and toward the process of exchange, economists began to recognise the idea of marketing adding *time*, *place*, and a *possession* utility (Weld 1916, cited in Vargo and Lusch 2004a). Having goods available *when* and *where* they are wanted, then completing the sales transaction to provide *possession*, is the very essence of marketing (McCarthy 1968) and this seemed to be the dominant paradigm throughout the 20th century.

Twentieth century marketing

Although ties to the economic model continued to be strong (Vargo and Lusch 2004a), mainstream marketing literature since the mid-20th century has been grounded in the theoretical concepts of the 'marketing mix', which was developed by Borden in the 1950s, and the 'four Ps', which was promoted by McCarthy in the 1960s (Duncan and Moriarty 1998; Gronroos 2002; Schultz and Schultz 1998b). The marketing mix implied that the marketer was a 'mixer of ingredients' (as originally expressed by Culliton in 1948) and referred to a list of marketing variables, suggesting the marketer would blend the ingredients of the mix into an integrated marketing program (Gronroos 2002). Borden (1964) liked the idea of calling a marketing executive a 'mixer of ingredients' who designed a 'marketing mix', which was an easily understood phrase describing a profitable formula of marketing operations. Marketing's 'four Ps' acronym refers to an organisation's activities regarding price, product, place, and promotion.

However, McCarthy's (1968) reformulated list of the four Ps (Borden initially developed 12 variables in 1964, see Appendix 1) was remodelled for simplification in order to give the manager a logical and operative framework because the number of possible marketing mixes could be extremely large. However, McCarthy (1968, 10) also explained the marketing concept required that "…the total business system must be integrated to work well" and that "someone must integrate the total business effort. Marketing management is the logical choice, since it is the link between the business firm and the customer".

Authors argued that McCarthy's reformulated list lacked an integrative dimension and resulted in a rigid mnemonic where no blending occurred (Gronroos, 2002). Doubts were raised about the validity and usefulness of the concept in the modern marketplace (Day and Montgomery 1999), despite being continually taught and written about by academics, practitioners, consultants, and editors (Schultz 2001). The theory is based on a loose foundation, its usefulness is highly questionable, and it has reached the end of the road as the universal marketing theory. The four Ps were developed under the influence of microeconomic theory and the monopolistic competition of the 1930s. It would have suited times that involved consumer packaged goods in a North American environment with a huge mass media (Gronroos 2002), considering that after World War II North America emerged as the dominant global supplier of most consumer and industrial goods and services (Schultz and Schultz 1998). That is assuming the United States' history of marketing is the world history (Gummesson 2006). Consequently, the four Ps are production orientated, oversimplified, and have a framework and toolbox methodology with limited application (Baker 2002; Gronroos 2002).

The current state of the argument is that the marketing concepts developed in the mid-20th century are no longer relevant today. While the concepts and approaches have barely changed, the marketplace has experienced substantial change. Marketing has transitioned (Eagle and Kitchen 2000; Schultz and Schultz, 1998) from a product and production focus to a customer focus, and more recently from a transaction focus to a relationship focus (Vargo and Lusch 2004b). As a multifaceted subject, marketing lacks a single, integrated theory (Hunt 1983, cited in Srivastava, Shervani and Fahey 1998), and deserves new approaches and new paradigms that are more market-oriented, where the customer is the focal point (Gronroos 2002), and where it can account for the continuous nature of relationships among marketing participants (Sheth and Parvatiyar 2000, cited in Vargo and Lusch 2006). Marketing needs to be placed in a wider context as its myopic and insular state is long outdated (Gummesson 2006). Consequently, a major shift has occurred from the mass marketing, product-centric theories of marketing popularised in the 1950s and 1960s (Kliatchko 2005) to new streams of marketing.

This frustration with marketing's preoccupation with a goods-centred paradigm led a number of marketing scholars and practitioners to develop a new field of services marketing in the late 1970s and 1980s (Brown and Bitner 2006), and more recently a service-dominant view. Vargo and Lusch (2006) rejected the goods versus services dichotomy and proposed a service-dominant logic that shifts the emphasis from the exchange of operand resources (tangible, inert) to an emphasis on operant resources (specialised skills, knowledge, and processes). Service (or services) is not an alternative (to a goods) form of product, but represents the general case or the common denominator of the exchange process: service is what is always exchanged. It is undeniable that the marketplace has changed substantially; however, marketing has not changed to match its environment and consequently this has opened the way for a new model for the 21st century.

Twenty first century marketing

The 21st century will be dominated by the customer because of their ability to control information technology, access information, purchase products and services anywhere, anytime, and decide what constitutes value and what relationships are important, needed, and wanted (Schultz and Schultz 1998). The four Ps approach ignores these marketing ideas and the central premise dominated by the customer, stakeholders, and global (and interactive) markets. Consequently, in 2004 the American Marketing Academy (AMA) revised their definition of marketing. While some authors were content this was a forward step on some aspects, Sheth and Uslay (2007) and Lusch (2007) declared that the AMA definition was not "comprehensive enough", asking for recognition of "collaboration and co-creational activities" and the need "to recognise marketing more explicitly as a societal process" (267). In 2007, the Journal of Public Policy and Marketing dedicated an entire issue to discuss this topic.

Along with exponential advances in information technology (Kitchen and Schultz 2003; Kliatchko 2005) and the management of the connected knowledge economy (Day and Montgomery 1999), authors acknowledged a number of emerging trends that have important implications for marketers in the 21st century. These are summarised in Table 1.

Insert Table 1 here

While advances in information technology and globalisation have significantly impacted on marketing communication in a number of obvious ways, such as the rapid growth of the internet, mobile telephones, wireless handled devices, rich media and the proliferation of associated software from graphic and web based programs to CRM support, it has created career choices that did not exist in the last century. Concurrently, it has broadened marketing's application and scope beyond the traditional consumer/ product and advertising/promotion myopia. For example, professional services employ business development managers, internal marketers, and corporate profilers with qualifications and backgrounds in marketing, who need to be equipped with knowledge beyond the traditional marketing concepts. In addition, there are sports, political and tourism marketers who must consider how their stakeholders, including clients/constituents/customers, simultaneously use multiple technologies and communication avenues.

As the marketplace has become more competitive and consolidated, organisations increasingly understand the importance and benefits of employing open, transparent and interactive marketing communication that is integrated holistically through their businesses. Duncan (2002, 31) puts integration powerfully into perspective: "Integration produces integrity because an organisation that is seen as a 'whole' rather than as a collection of autonomous pieces and parts is perceived as being more sound and trustworthy, a prerequisite for sustaining relationships." It is logical then that market-orientated companies that consistently engage with their key stakeholders in this manner would also enjoy honest and authentic relationships with their customers, in addition to attracting and retaining quality personnel, including marketing communication people.

As a result of emerging trends, Keller (2001) argued that marketers today are facing different challenges in terms of designing, implementing and evaluating marketing communication programs, than those faced by marketers 30 or 50 years ago. Therefore, the four Ps approach can be more harmful than helpful to marketing in the 21st marketplace (Dev and Schultz 2005).

Trends have a significant influence on business performance and the desire to be competitive in such environmental conditions may provide the impetus for organisations to implement IMC to facilitate strategic coordination of brand messages (Reid 2005). Kliatchko (2005) endorsed this idea and suggested that IMC has emerged as a natural evolution in marketing communication. Consequently, IMC is a marketing concept for the 21st Century and we put forward the idea of a total and inclusive business model. This idea will be explored further in the next section, following a literature review of IMC, including tracing its history and highlighting the advocates and critics views, key themes, and gaps.

The emergence of IMC

The evolution of IMC from promotion management to an integrated marketing communication approach started in the early 1990s with the publication of a book on the subject by Schultz, Tannenbaum and Lauterborn (1993). While many authors acknowledged that IMC has not reached agreement on definition and scope (Kitchen 2005; Kliatchko 2005; Madhavaram, Badrinarayanan and McDonald 2005; Schultz and Schultz 1998b; Swain 2004), there is considerable disagreement in the literature as to whether IMC is an accepted discipline and here to stay. There are opposing views about its relevance and importance. Authors such as Kliatchko (2005) argued that IMC has contentions on definition and theoretical issues still remain unsettled, Swain (2004) agreed its definition remains controversial, and Kitchen (2005) claimed there are so many different definitions and ideas of IMC that the theoretical concepts are vague and uncertain.

However, the problem with the primary learning materials used in the teaching of IMC is they are predominately grounded in either promotion management or advertising (Patti 2005) and most of the early discussion and research of IMC has centred on the adoption of and use by product and packaged goods marketers (Nowak, Cameron and Delorme 1996). Despite the early literature on IMC focusing on advertising and an agency perspective, there is also a tendency to overlook services.

Kliatchko (2005) reviewed five definitions of IMC developed in the 1990s and argued that although the conceptualisation of the IMC constructs had developed considerably, it had not sufficiently captured the embodiment of IMC's essential characteristics at that time. Moreover, authors agreed that the commonalities and key elements in IMC involved managing marketing communication in a holistic and strategic manner (Duncan 2002; Kitchen et al. 2004; Kliatchko 2005). In a practical sense, it attempts to combine, integrate, and synergise elements of the communication mix, as the strengths of one are used to offset the weaknesses of others (Kitchen et al., 2004) to create a unified message (Grove, Carlson and Dorsh 2002) and must not be developed in isolation (Keller 2001). Schultz and Schultz (1998) argued that the initial concentration was on marketing communication tactics and operations, rather than a more holistic and comprehensive approach to building customer relationships. Kitchen (2005) agreed and suggested that if IMC is to make a real contribution then communication has to move from a tactical component to a strategic business partner.

However, some authors tended to view IMC from an agency perspective and referred to managing the traditional marketing communication mix (advertising, sales promotions, public relations, and sales promotion) in an integrated fashion rather than separate practices, and for marketers to have a generalised knowledge with all communication tools (Schultz, Tannenbaum and Lauterborn1994; Shimp 2003). This view was grounded in the definition developed by the American Association of Advertising Agencies (see Belch and Belch 2004; Kotler 2000), which focused on the process with no reference to the audience or effectiveness other than impact (Duncan and Caywood 1996).

While some advocates and critics have valid viewpoints, their consideration of IMC's application beyond advertising and promotional activities seems limited. The sceptics' rhetoric is that IMC was developed as an opportunistic move and a marketplace survival strategy conjured by advertising agencies and media schools in response to an industry shift toward marketing communication and away from advertising (Spotts, Lambert and Joyce 1998). Others claimed IMC is not a new concept but the need to integrate a variety of different promotional activities has taken on a new imperative (Hartley and Pickton 1999). Cornelissen and Lock (2000) claimed IMC was a management fashion because, among other reasons, it lacked academic content and rigor, it was over simplified and prescriptive, and had only rhetorical presentation and appeal.

Although the definition of IMC has grown over the past 15 years, Duncan's (2002) definition seems to resonate to a broader application, beyond an advertising agency or goods/product perspective: "a cross functional process for creating and nourishing profitable relationships with customers and other stakeholders by strategically controlling or influencing all messages sent to these groups and encouraging data-driven purposeful dialogue with them" (8). In comparison to Schultz (2006), who proposed it "is a strategic business process used to plan, develop, execute and evaluate coordinated, measureable, persuasive marketing communications programs over time with consumers, customers, prospects, employees and other targeted, relevant external and internal audiences”. From this discussion we consider IMC as based around key themes and have identified seven key themes that are repeatedly discussed.

Key themes

A review of the IMC literature identified seven key themes that are interdependent and linked through strategic communication. They include communication, branding, relationship management, cross functional planning, integration, synergy and market orientation (see Figure 2). Each theme will be discussed in turn.

Insert Figure 1 here

Communication

The basic premise of IMC is that a number of communication objectives exist for a brand and there are various different communication methods that can be used to achieve those different objectives (Keller 2001). In other words, multiple and united options are advised that use two-way communication (Duncan 2002; Schultz et al., 1994) through interactive media (Belch and Belch 2004) that is data-driven (Duncan 2002). Therefore, communication is at the heart of IMC.

Kitchen and Schultz (2003) proposed that firms consider communication as the key competitive advantage of marketing. However, Duncan (2002) argued that IMC functions alone are not enough to give a company a sustainable competitive advantage unless many other aspects of an organisation are integrated. However, new generation approaches to marketing, such as IMC, are evidence of the increased importance of communication in marketing (Duncan and Moriarty 1998). For Shimp

(2003), marketing is communication and communication is marketing. All organisations, whether involved in B2B or services, use various forms of marketing communication to promote their offerings. Further, a service is a communication experience and when the client experiences emotional ‘heat’ through the experience it increases the brand’s equity and adds value for the customer through a positive, warm, and emotionally engaging experience (Duncan and Moriarty 2006). This signifies the brand is intrinsically linked to marketing communication.

Branding

One of the major reasons for the growing importance of IMC is the major role it plays in the process of developing and sustaining brand identity and brand equity (Belch and Belch 2004). In other words, branding has become a marketing priority (Kotler and Keller 2006). Marketing communication represents the ‘voice’ of the brand. It is the vehicle in which companies can establish a dialogue with customers concerning their product offerings (Keller 2001) and it is the integrating factor around which all marketing and communication should be built (Schultz 1998). Consequently, marketing communication needs to be thought of in terms of the total brand offering (Duncan 2002). However, the concept of the brand is not new: Borden (1964) included it in his list of 12 marketing elements (see Appendix 1, Number 3, ‘Branding’). However, it does demand more attention from marketers as it is the lens, the shutter and the image in which clients see, hear and touch the brand through its contact points.

Brand contact points or touch points Every interaction a stakeholder has with a message delivery point and every point of contact delivers a brand message (Duncan

2002). IMC has been designed to manage these points as it uses all forms of communication (Kotler and Armstrong 2006; Shimp 2003). Further, as today's marketing is more complex, with different ways in which brands can and do communicate with clients and prospects, touch points can be seen to provide additional opportunities, namely (1) adding value to product offerings and improving the brand experience, (2) gathering feedback to monitor customer satisfaction, and (3) delivering additional brand messages to increase brand knowledge and strengthen the client–brand relationship (Duncan and Moriarty 2006). This suggests a marketer's ability to effectively manage the point of interaction of a brand's marketing communication message will lead to enhanced stakeholder relationships.

Relationship management

While adopting a customer/client orientation is a central concept in marketing, nourishing profitable relationships is a central concept in IMC. IMC directs a great proportion of the marketing effort toward maintaining and managing long-term relationships with all stakeholders (Duncan 2002). Companies realise that their most valuable assets are relationships with key stakeholders, including customers (Duncan and Moriarty 1998), rather than merely being involved in transactions (Schultz et al., 1994). The relationship is the ongoing link between a brand and its customers (Shimp 2003) and consequently, many authors opined that IMC is about building relationships and adopting a relational approach (Belch and Belch 2004; Reid 2005; Shimp 2003). The relational perspective, which includes managing relationships internally with employees and externally with clients and other stakeholders, will often provoke ideas to advance cross functional processes.

Cross functional planning

Cross functional planning requires managing the involvement of multiple departments and functions. It is based on a premise of IMC that critical processes affecting customer relationships involve more than one department. This requires consistency in all brand messages and improved internal communication (Duncan 2002; Duncan and Moriarty 2006). Strategic consistency will lead to building, maintaining, and leveraging strong customer relationships (Reid 2005). The idea is that if cross-functional activities are managed successfully, this will lead to cross-selling opportunities for a company. Many marketers subscribe to the notion that a company's current customers are also its best potential customers. In other words, customers who demonstrate a specific interest also constitute strong potential for other products of the same nature (Belch and Belch 2004). This seems to depend on how successful cross functional processes are embraced and integrated across the organisation.

Integration

There appears to be two view points with reference to integration. Authors such as Duncan (2002) stated that IMC means integrating all the sources of brand messages, and integration and interactivity are driven by information technology. Similarly, Belch and Belch (2004) described seamless communication. One of the popular elements of IMC is the belief that integration improves media and message delivery (Nowak *et al.* 1996), and that the need for cognitive consistency and integration without conflict is important (Moriarty 1996). This viewpoint implies integration is managed by the organisation.

In contrast, Schultz (2006) recently argued the consumer controlled integration and synergy and not the marketer. Integration and synergy come from media consumption by the consumer, and not the media distributed by the marketer. This view was reflective of Levy's empirical research in the 1950's. Levy noted that while managers were more focused on individual components of marketing actions (e.g., advertising, price, or package design), customers tended to use a more contextual and integrated perception of the product, the brand, and their existing relationship with it to determine their response (Levy 2006). Duncan and Moriarty (1998) explained that customers and other stakeholders automatically integrate brand messages, and marketers must decide whether to relinquish this integration or manage it. Consequently, successful integration is strongly linked to synergy.

Synergy

Authors agreed that synergy is a primary benefit of IMC and a central tenet that proposes each communication medium enhances the contribution of all other media, driven by the potential existence of synergy (Belch and Belch 2004; Duncan 2002; Keller 2001; Kitchen 2005; Naik, Raman and Hoeffler 2003; Nowak et al. 1996; Shimp 2003). Explained as the whole is being greater than the sum of all parts (Keller 2001; van Riel 1995), the strengths of one are used to offset the weaknesses of others (Kitchen et al. 2004), which creates impact beyond the power of any one message on its own (Moriarty 1996). Inherent in this principle is the need for a single voice.

One spirit, one voice, one look The 'one spirit, one look or one voice' implies one communication strategy or plan (Kliatchko 2005), which was the starting point of

IMC (Kitchen et al. 2004). It proposed the idea of maintaining a clear and consistent image or positioning strategy across all marketing communication (Carlson, Grove and Dorsch 2003; Nowak and Phelps 1994) or speaking with a single voice (Shimp 2003). However, defining IMC from this perspective is very narrow (Duncan and Moriarty 2006) and the way to analyse how all of a company's messages relate to each other is to consider consistency strategically. Duncan (2002) argued strategic brand consistency exists when a brand does what it says, from the customer's perspective. What the brand says and what it does are reinforced by what others say about it. Therefore, a market orientation and external focus play a prominent role in brand equity.

Market orientation/external focus

Another repeated theme was the concept of 'outside-in' thinking, which takes an external focus on customers as compared to an 'inside-out' or internal organisational focus (Duncan 2002; Kitchen et al. 2004; Schultz and Schultz 1998; Schultz et al. 1994; Shimp 2003). IMC moves a company from telling and selling, inside-out thinking to listening and learning, outside-in thinking (Duncan 2002). Consequently, this requires the management of favourable and undesirable communication coming from all possible sources, some beyond the control of marketers (Kliatchko 2005). This theme, and the other six themes identified, often make up various definitions of IMC.

In summary, this section applied the seven tenets of IMC. All themes are important for IMC to progress, but often take on a different emphasis or priority in different environments. However, this does not mean that IMC is more applicable or important than other marketing practices and concepts, to different businesses and commercial drivers; it means that the strategy behind its application will be different.

Discussion

While all seven themes are important tenets of IMC, they are underpinned by data-driven communication technology and the effective management of the connected knowledge economy (Day and Montgomery 1999). The impact for IMC in the 21st century global market is that companies are able to deliver, and effectively manage, more complex brand messages than ever before (Duncan 2002, 416).

IMC's core concepts reflect the changing nature of marketing in the 21st century. However, the themes often require a different emphasis or priority for different business and operating environments. Its application is relevant for both products and services markets and can be considered as a complete and inclusive business model managing one of the most important industry, business and commercial drivers in business: communication. IMC is more than a process or activity within an organisation. It is a system of belief or engagement, embedded in an organisation's culture, underpinned by communication, driven by technology, and embraced by senior management.

The features of IMC-consistent messages, target segments and open two-way communication-are able to achieve the purpose of effective communication while enhancing brand value (for customer and company). Using multiple media channels can add communication power through existing synergies (Billett 2002).

A key shortcoming of IMC literature has been its failure to examine its relevance or value in a marketing context other than packaged or durable consumer goods (Nowak et al. 1996). Consequently, the key gaps in IMC literature are the lack of published research outside of a product and goods perspective, and the emphasis on advertising or promotional activities. Companies large and small, government, and not-for-profit organisations have been actively using marketing for the past 20 to 30 years, employ large teams of marketers, and many seem not to be employing the concepts of IMC (Buchanan and Luck 2008). In other words, IMC, from an academic perspective, can add value to this discipline by adopting a broader focus, but is not being practiced.

Most organisations use a modicum of marketing tools and approaches, but few engage in a sophisticated and comprehensive form of IMC. This can be because professionals find it different and difficult to understand. It frustrates many firms, so instead of working patiently to develop sophisticated marketing programs that suit their situation, they look for quick fixes and easy answers. When the results are disappointing, they become very disillusioned with marketing (Bloom and Dalpe 1993). This is disappointing considering the enormous potential IMC offers.

Future directions

This paper has identified many opportunities for future discussion and research for IMC, such as how IMC concepts can be applied, how to think of IMC as a broader concept and a total business model, and how future trends and technology will impact on IMC. What is known of the future is that technology will play a large factor within the next phase of IMC, as it has allowed companies to gain competitive advantage (Geissler and Edison 2005) by creating a satisfying “innovative experience environment” (Nambisan and Baron 2007, 57).

While IMC's theoretical concepts are vague and uncertain (Kitchen 2005), it necessitates agreement and clarity around its theoretical framework. Progress in any scientific field requires a paradigm, which conceives a fundamental set of assumptions that are shared by members of a particular scientific community. A paradigm shapes the formulation of theoretical generalisations, focuses data gathering, and influences the selection of research procedures and projects (Kuhn 1970, cited in Lovelock and Gummesson 2004). Therefore, future discussion on IMC should take a broader and consolidated view.

Conclusion

The motivation behind this paper is a belief that IMC is often focused on a product/goods and consumer market or from a specific discipline, particularly advertising and promotion management. However, IMC has enormous potential for many business organisations operating in different commercial environments. This argument was supported by demonstrating that early marketing concepts of the 20th century are no longer valid with the explosion of change that has taken place, particularly with technology impacting on information accessibility. IMC has emerged as a new paradigm in marketing that is equipped with central tenets to fit a number of business environments.

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Appendix 1. Borden's (1964) Elements of the Marketing Mix of Manufacturers

Borden (1964) developed 12 elements which he used in his teaching and consulting work and claimed these covered the principal areas of marketing activities from which management decisions are made.

1. **Product Planning –** policies and procedures relating to:
   a. Product lines to be offered: qualities, design etc
   b. Markets to sell: whom, where, when and in what quantity
   c. New product policy: research and development program
2. **Pricing –** policies and procedures relating to:
   a. Price level to adopt
   b. Specific prices to adopt (odd-even etc)
   c. Price policies, for example, one price or varying price, price maintenances, use of list prices etc
3. **Branding:** policies and procedures relating to:
   a. Selection of trade marks
   b. Brand policy: individualised or family brand
   c. Sale under private label or unbranded
4. **Channels of Distribution** - policies and procedures relating to:
   a. Channels to use between plant and consumer
   b. Degree of selectivity among wholesalers and retailers
   c. Efforts to gain cooperation of the trade
5. **Personal Selling –** policies and procedures relating to:
   a. Burden to be placed on personal selling and the methods to be employed in:
      i. Manufacturer's organisation
      ii. Wholesale segment of the trade
      iii. Retail segment of the trade
6. **Advertising –** policies and procedures relating to:
   a. Amount to be spent, for example, the burden to be placed on advertising
   b. Copy platform to adopt:
      i. Product image desired
      ii. Corporate image desired
   c. Mix of advertising: to the trade, through the trade, and to consumers
7. **Promotions –** policies and procedures relating to:
   a. Burden to place on special selling plans or devices directed at or through the trade
   b. Form of these devices for consumer promotions, for trade promotions
8. **Packaging –** policies and procedures relating to:
   a. Formulation of package and label
9. **Display –** policies and procedures relating to:
   a. Burden to be put on display to help effect sale
   b. Methods to adopt to secure display
10. **Servicing –** policies and procedures relating to:
   a. Providing service needed
11. **Physical handling –** policies and procedures relating to:
   a. Warehousing
   b. Transportation
   c. Inventories
12. **Fact finding and analysis –** policies and procedures relating to:
   Securing, analysis, and use of facts in marketing operations

Table 1. Emerging Trends Impacting on Marketers and Markets in the 21st Century

Trend	*Implications for markets, marketers*	*Author/s*
Globalisation, converging and consolidating industries and growth of services.	Converging competition, consolidating industries, globalization of markets. Intense competition for global market share impacts on all organisations and the sustained charge of mergers and acquisitions by firms jockeying for global position. Advertising and global IMC.	(Day and Montgomery 1999). (Kitchen and Schultz 2003) (Eagle and Kitchen 2000a; Gould et al. 1999; Kitchen and Schultz 1999) (Grove et al. 2002a)
Market forces	This includes the fragmentation of mass markets, forces of homogenization as each part of the globe is subjected to the same intense communication, global brands becoming ever-present, and frictionless markets that dictate greater standardisation of offerings.	(Day and Montgomery 1999).
Communication	Communication is central to IMC. Marketing communications can aid and reinforce organizational attributes and market offerings to consumers.	(Madden and Perry 2003; Stewart 2003)
Customer behaviour	Dealing progressively more with demanding customers, their empowered behaviour and fleeting loyalties.	(Day and Montgomery 1999)
Interactive environment	Adaptive organisations and how they manage change in an interactive and increasingly intensive competitive environment	(Day and Montgomery 1999)
Dislocation of labour	Dislocation of labour away from countries of origin toward the Asian, Indian and Eastern European economies is increasing. In Australia, marketers are faced with a relentless and often contradictory demand for profits while still maintaining brand images and sales growth and are often faced with rationalisation and cost cutting associated with tighter marketing budgets.	(Kitchen and Schultz 2003). (Reid 2003).
Capital flow	The fluid nature of capital that can flow from one side of the world to the other facilitated by technology.	(Kitchen and Schultz 2003).
Fragmentation of traditional media	The fragmentation of traditional advertising media, for example, television has evolved with new network, cable, satellite and independent stations that have diminished the share of the traditional larger networks.	(Duncan and Caywood 1996; Keller 2001)

Trend	*Implications for markets, marketers*	*Author/s*
	Magazines have displayed a proliferation of narrowly targeted titles.	
Emergence of new non traditional media	The emergence of a new, non-traditional media and ways to reach consumers and create brand value has grown in importance. Examples include sports and event sponsorship, wider variety of out-of-home advertising, product placements in television and films, and interactive electronic media which means the communication options available to marketers has changed.	(Keller 2001)
Simultaneous media exposure	The current phenomenon of simultaneous media exposure and consumers multi-tasking with multiple media. This has direct bearing on decreasing message impact and credibility.	(Schultz and Schultz 2004). (Duncan and Caywood 1996)

Source: developed for this research

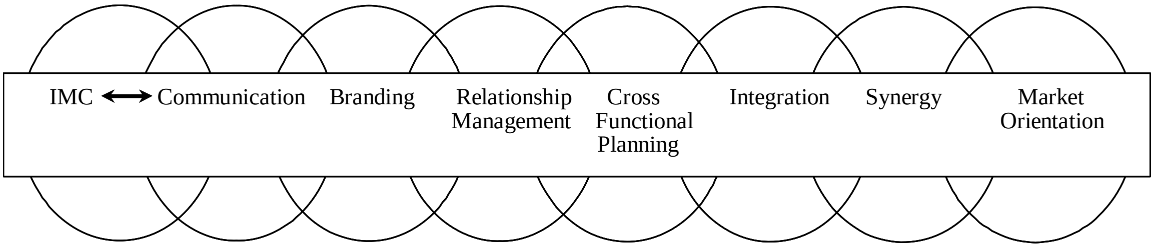

Figure 1. Seven common themes of IMC

Source: developed for this paper