

Perception and Practice of Integrated Marketing Communication (IMC) among Selected Marketing Communication Agencies in Nigeria

Rasheed A. Adebisi¹, Semiu Bello²

Abstract: The study examined the perception and practice of Integrated Marketing Communication of selected marketing communication companies in Nigeria that implement IMC campaigns on behalf of their clients. Using an In Depth Interview design, the study elicited responses from Creative Directors of selected marketing communication agencies on their perception of implementing IMC on behalf of their clients. The study sought to know the level or stage of IMC the agencies implemented for their clients, the benefits that accrued to clients from such campaigns, the barriers faced, effectiveness and measurement of IMC result. The study employed in-depth interview research design to answer the research questions drawn for the study. A combination of purposive and systematic random sampling methods was adopted for the study. Three key findings emanated from the study. One, the study ascertained that the selected Nigerian marketing communication agencies practice IMC at the tactical level coordinating one marketing message across platforms. Two, the study also found that the agencies perceive the integrated approach to marketing communication as being effective offering their clients the opportunity to meet consumers at different touch points. Three, the study established the absence of common metrics to measure the result of the IMC campaigns. Two key recommendations were made flowing from the findings. First, there is need to validate the level of IMC practice by Nigerian marketing communication agencies on a larger scale using the quantitative method to determine if the level of IMC practice on the Nigerian marketing communication landscape is at the tactical level. Second, it is recommended that researches should focus on finding common metrics of measuring the effectiveness of IMC campaigns.

Keywords: IMC; Marketing Communication; Measurement Metrics; Agencies; Perception

¹ Fountain University, Osogbo, Department of Mass Communication, Nigeria, Address: PMB 4491, Osogbo, Osun State, Nigeria, Corresponding author: rasheed.adebisi@gmail.com.

² PhD, Olabisi Onabanjo University, Department of Mass Communication, Nigeria, Address: Ago Iwoye, Ogun State, Nigeria, E-mail: semiuolabello@gmail.com.

1. Introduction

In spite of its long years of theory and practice, Integrated Marketing Communication has remained a contemporary field of debate among marketing communication researchers and professionals. The first point of contention has been its conceptual clarity or framework as it has been argued that there is no consensus on a universal definition of IMC and that the concept has been understood in varied ways and manners. (Laurie & Mortimer, 2011; Cornelissen, Christensen & Vijn, 2006) There has been no agreement on what it is. (Kitchen & Burgmann, 2010) Therefore, IMC has attracted different definitions from both scholars and practitioners in marketing communication so much so that it has been described as lying in “the paradox of conceptualization”. (Kwangwoon & Ilchul, 1982 as cited by Kitchen, Schultz, Kim, Han & Li, 2003) Not only that, there is a dilemma of whether the concept is real or it is another marketing concept that will fade away with time. However, despite the scepticism that seemed to have surrounded the concept right from inception, it has survived the array of criticism surrounding what it means and how it is applied.

In a review of literature on what IMC connotes, Kliatchko (2005) concludes that there is little agreement on what the concept is among academics and practitioners. The researcher further says that the concept has been described in various terms such as “one voice, one sound”; “attitude of mind”, “one spirit”, “one strategy”, “synergy”, “equal status”, “merging disciplines”, “stakeholder emphasis” and “marketing orientation” (p. 9). This definitional and conceptual confusion that has greeted IMC has led to different conceptual postulations among scholars.¹ This is to enable a better understanding of its practice, perception and application. Some of these studies have indicated that there is a need to examine IMC in different cultural and contextual settings. For instance, Kitchen and Schultz (1999) did a comprehensive comparative study of the adoption and practice of IMC in the United States, the Great Britain, Australia, New Zealand and India. In the same vein, Shin (2006) conducted a study of the perception and practice of IMC among public relations practitioners in South Korea. Kumar (2009) also examined the practice of IMC within the Indian emerging markets. What all these studies pointed to is the need to examine the cultural and socio-economic contexts in which the adoption and implementation of IMC can thrive in a country or different countries of the world. Literature has established that most studies on IMC have been either in the United

¹ See (Kerr, 2006; Kliatchko, 2005; Shin, 2006; Kumar, 2009; Kitchen, Kim & Schultz, 2008).

States or western countries. This is not surprising as the concept originated from the US. Attempts made to study the practice of IMC in other business climates other than the United States have shown that factors peculiar to such countries determine how IMC is practised by practitioners and taught by academics.

In all this conversation surrounding what IMC is and how it is practised, there seems to be some silence from the continent of Africa. Except in South Africa where Niemann-Struweg and Grobler (2011) ventured into finding out the understanding of IMC by South African marketing agencies, there has been little done to find out how IMC is practised on the continent. Even though there appears to be some conversation built around the application of the concept, the focus is narrowed down to the tools/strategies of IMC used. In Kenya, Mulwa (2015) examined the IMC strategies used to drive the adoption of Mpesa mobile money. The study x-rayed the factors that aided the successful use of integrated marketing communication in pushing the adoption of the mobile money services. Also in Nigeria, Joseph (2009) focused on the use of integrated marketing communication and its influence on the patronage of beverage products in the country. Close to this study - (Joseph, 2009) - is an ethical consideration of issues surrounding IMC by Ayozie, Ayozie and Ayozie (2011). The study sought to discuss ethical issues surrounding the practice of IMC. What then is the experience of marketing communication practitioners in the application of integrated marketing communication on behalf of their clients? What are the benefits and barriers encountered in the process of applying IMC strategies for clients within the Nigerian communication environment? Therefore, the focus of the study is to find out the IMC experience of selected marketing communication agencies as they apply integrated communication on behalf of their clients in Nigeria.

2. Statement of the Problem

Integrated Marketing Communication as a marketing concept has not only been around for more than three decades but has also been globally accepted across markets and economies. (Schultz, Chu, Kim & Jain, 2015) It has been variously described as a customer-centric marketing communication concept which requires some sort of coordination of an organisation's marketing communication tools. IMC is said to have become a crucial part of marketing and corporate communication strategies of many companies. (Kitchen, Schultz, Kim, Han & Li, 2003) Perhaps, the acceptability of the IMC phenomenon may be said to be the reasons behind many studies conducted on the concept. Studies have come up to clarify the conceptual

meaning and pinpoint the practice of IMC across countries in the west. (Schultz et al, 2015; Schultz et al, 2008; Kerr et al, 2008; Kerr, 2006; Shin, 2006) What these studies have pointed to is the need to study the adoption, implementation and practise of IMC in different socio-economic, marketing landscape and cultural contexts.

A search in literature has indicated that there is scarce contribution on the definition, adoption and practice of IMC from the African continent. Very few studies¹ focus on adoption of, perception about, effect of as well as ethical considerations of IMC practice. To examine issues around IMC without taking note of conceptual and operational understanding of practitioners within the Nigerian marketing communication context is a knowledge gap that should be filled. This is especially noted for Nigeria whose depth of marketing communication practice is arguably second to South Africa on the continent. Therefore, the study is set out to examine agency-client interaction from the perspectives of the selected agencies capturing field experiences of marketing communication practitioners in the application of integrated marketing communication on behalf of their clients and specifically scrutinizing their perception, benefits and barriers encountered as well as the metrics of measuring success in the process of implementing IMC strategies for clients within the Nigerian marketing communication landscape.

3. Research Questions

Specifically, the following research questions guided the study

1. In what ways do the selected Nigerian marketing communication organisations practise IMC on behalf of their clients?
2. What benefits does the implementation of IMC accrue to the clients of the selected marketing communication companies?
3. What are the barriers faced by the selected marketing communication companies in implementing IMC on behalf of their clients in Nigeria?
4. How do the selected marketing communication companies measure the effectiveness of IMC programme implemented on behalf of their clients?

¹ See (Joseph, 2009; Ayozie, Ayozie & Ayozie, 2011; Niemann-Struweg & Grobler, 2011; Mulwa, 2015; Dafiovo, 2015).

4. Theoretical Framework

This theory is grounded on the principles of mental models which according to Jones, Ross, Lynam, Perez, and Leitch (2011) are “personal, internal representations of external reality that people use to interact with the world around them.” (p. 45). The authors further describe mental models as images “constructed by individuals based on their unique life experiences, perceptions, and understandings of the world.” (Ross et al., 2011, p. 46) This theory has its roots in cognitive science (Carley & Palmquist, 1992) and seeks to find out what people perceive to be reality actually have effect on the way they see such reality. In a more precise description of mental models, Doyle and Ford (1999) postulate that a mental model is “a relatively enduring and accessible but limited conceptual representation of an external system (historical, existing or projected) whose structure is analogous to the perceived structure of that system.”

Specifically, the Mental Model Theory proposes that mental models are representations of reality that people use to understand specific phenomena. They are consistent with theories that postulate internal representations in thinking processes. They form the basic structure of cognition Johnson-Laird (2010). It is easy to conclude that the Mental Model theory seeks to investigate how people reason about concepts, phenomenon and ideas around them. It describes how people make sense of the world around them.

Relating to this study, the theory will help in bringing to focus the mental models formed by the selected agencies of IMC practice and implementation on behalf of their clients. An understanding of their mental models will reveal their perception and experience in handling IMC programmes on behalf of their clients highlighting the benefits of and barriers against as well as the stage of IMC implementation within the Nigerian marketing communication industry.

5. Literature Review

5.1. IMC: Defining the Concept; Clarifying the Practice

There is little doubt that marketing communication scholars and practitioners are divergent on their opinions of what IMC is and how best to use the concept to drive a firm’s bottom line objectives. Kitchen and Burgmann (2010) argue that the first attempt to study the concept was first made by Caywood, Schultz and Wang (1991) while Schultz, Tannenbaum and Lauterborn (1993) were the first to capture the

conceptual ideas in a book titled *Integrated Marketing Communications*. Since that period up to date, there have been continuous efforts to understand IMC both from the educators' and the practitioners' points of view. (Kerr, 2006; Kliatchko, 2005; Shin, 2006; Kumar, 2009; Kitchen, Kim & Schultz, 2008) The most outstanding arguments on the concept of Integrated Marketing Communication centre on definition and conceptual description. There is little doubt that the concept of IMC has suffered definitional deficiencies with different scholars contending what the concept is and how it is to be deployed but major disagreements have hovered around issues such as disagreements on definitional issues and scope of IMC; difficulties arising from the view that IMC is both a concept and a process; contentions on whether IMC is merely a fad or a management fashion; debate over measurement methods used in evaluation of IMC programmes; controversy over turf battles and on who leads the integration process; conflicts on agency – client relationships, organizational structures and compensation issues. (Joseph 2009, p. 29 citing Kliatchko, 2005) Porcu, Barrio-Garcia and Kitchen's (2012) made an attempt to categorise the definitions of IMC into inside-out, outside-in and cross-functional approaches. According to the researchers, the inside-out approach describes any description of IMC that lays emphasis on "joining and integrating elements of marketing communication in order to make them speak with "one voice" and "one sound". A major representative of this approach is the pioneer definition which also doubles as the most cited definition of IMC. It emanated in the early life of IMC and it describes IMC as a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines— for example, general advertising, direct response, sales promotion, and public relations—and combines these disciplines to provide clarity, consistency, and maximum communications impact.

The definitions under the outside-in approach display some understanding of the served markets. According to Porcu et al (2012), Schultz and Schultz's (1998) definition is a good example of descriptions in this category. The definition – which opines that IMC is "a strategic business process used to plan, develop, execute and evaluate coordinated, measurable, persuasive brand communication programmes over time with consumers, customers, prospects and other targeted, relevant external and internal audiences" – captures IMC as a process as well as include other relevant internal and external stakeholders. The cross-functional approach to the definition of IMC goes further than the two approaches earlier discussed. It moves beyond mere coordination of promotional tools and implementation of market research. (Porcu et

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

5.2. Reasons Why Organisations Adopt IMC

Even though the concept of integrated marketing communication from instances in literature appears to be enmeshed in conceptualization crisis, the discourse surrounding it seems to favour the integration of an organisational marketing communication in whatever way possible. What are the benefits that make its implementation appealing to both practitioners and academics? This extends the conversation to why companies need to integrate. In answering this question, scholars have come up with different reasons why IMC seems to be a bride to marketing communication managers despite its confused conceptualization. A proper scrutiny of the reasons found in literature for why companies are adopting Integrated Marketing Communication will reveal that the reasons put forward are very similar to one another. Scholars (Belch & Belch, 2003; Fill, 2009; Kitchen & Burgmann, 2010) are agree on the fact that IMC is adopted by organisations because of its strategic coordination of marketing functions; changing marketing environment; demand for Return on Investment on marketing communication spending. The scholars also noted that coordinated brand development, media and audience fragmentation as well as increased message effectiveness through consistency and reinforcement of core messages are some of the reasons for the adoption of integrated marketing communication.

5.3. Barriers to IMC Implementation

Despite its numerous benefits, IMC has a number of barriers to its implementation in organisations. Literature has revealed a number of barriers that militate against the implementation of integrated marketing communication within organisations. The barriers are located on both the organisational and agency sides. Fill (2009), Kitchen and Burgmann (2010), Percy (2012) and Dmitrevja and Batraga (2012) all agreed that barriers to the implementation IMC centre on power, coordination and control issues; client/agency skill issues, centralisation/organisations and cultural issues; overall time/resources issue as well as flexibility/modification issues.

5.4. Measuring the Effectiveness of IMC Campaigns

One of the dominating issues in the marketing communication world is the issue of measuring the effectiveness of the marketing tools deployed to see how such tools impact on the firm's bottom-line objectives. One of the main factors that led to the conceptualisation of IMC is its acclaimed effectiveness, synergy and the impact on market share and profitability. However, measuring this in concrete terms has always been a thorn in the flesh of all the benefits that literature has affirmed the concept brings to the table. The return on investment is a major consideration in budgeting for marketing communication needs. Yet, the concept of IMC fails in offering means of measuring its effectiveness. Literature affirms that measuring integrated marketing communication is a serious issue and could be cited as one of the key barriers to the adoption and implementation of IMC by businesses. (Ewing, 2009) The recent trend is to attach financial returns to the investment made on marketing communication. This Porcu, Del Barrio-Garcia & Kitchen (2017) noted that "the limited empirical evidence supporting positive results derived from its (IMC) implementation remains a barrier constraining practice and broader acceptance (of IMC) in boardrooms" (p. 2).

As it stands, IMC has no universally acceptable measurement tool. (Porcu, Barrio-Garcia & Kitchen, 2017) This deficiency flows from three critical observations of the nature of marketing communication. One, marketing communication measurement has been usually done on medium-to-medium basis (Ewing, 2009) and, two, because IMC is a potpourri of communication tools, it is extremely difficult to measure a combined effect of the integrated communication tools. (Belch & Belch, 2007) Third, the definitional and conceptual haziness that beclouds IMC in literature has made it near impossible for measurement metrics to be fashioned out to evaluate the synergistic effects of IMC.

6. Methodology

The study employed in-depth interview to answer the research questions drawn for this study. Creative Directors of selected marketing communication agencies were interviewed on their experience in executing IMC campaigns for their clients. The interview yielded data on their perception of IMC practice, benefits and barriers encountered in the implementation of IMC for clients as well as its effectiveness and how it is measured. The population of this study comprised all 79 marketing communication companies as captured in the list of Association of Advertising Agencies of Nigeria (AAAN) posted on the association's website. All the agencies have their offices located in Lagos. Lagos, a south western state is generally referred to as the commercial capital city of Nigeria and one of the modern mega cities in Africa. It is the hub of marketing communication in the country. A review of a ten-year marketing communication spending pattern in Nigeria revealed that Lagos has a dominant share of ad spending spanning a ten-year period only followed by the northern region. (Akingbolu, 2016)

A combination of purposive and systematic random sampling methods was adopted for this study. At the first stage of the sampling procedure, purposive sampling technique was used in selecting advertising agencies who offer IMC services. This is justified in literature as advertising agencies provide the leadership in the execution of IMC campaigns. (Odiboh, 2002; Shin, 2009) The ad agencies and their PR counterparts are usually targets for perception studies such as this. (Kerr & Drennan, 2010) However, the advertising agencies are more appropriate for this particular study. A list of advertising agencies was downloaded from the website of Association of Advertising Agencies of Nigeria (AAAN) containing addresses (offices and websites) of 79 agencies. Then, the list was sent to two industry experts to help identify established agencies offering IMC services regardless of their size or client base but which must not have less than 5 years experience in the sector. The two experts returned a list of 27 agencies from the initial 79 all together. The second stage of the sampling procedure involved a systematic random sampling technique where an interval of 3 ($n_{th} = 3$) was used at a starting point of 5. The returned list of 27 served as the sampling frame from which 9 agencies were drawn out. However, four (4) of the initial nine (9) turned down the researcher's request for interview. The researcher had to redraw 4 new agencies from the sampling frame to make up the number. Only 5 agencies eventually accepted to have their Creative Directors interviewed. This number is appropriate for a Small Number research of this nature

(Wimmer & Dominick, 2011) even though it impacted on the generalizability of the research outcome.

An interview guide used by Shin (2009) was adopted and adapted for the study. The research instrument is standardized as Shin (2009) also adapted the instrument from two previous studies (Kim, Han & Schultz, 2004; Kitchen & Li, 2005) who have used the instrument in the United States and the United Kingdom respectively. Wimmer and Dominick (2011) say any instrument previously used in a study can as well be assumed to be standardized. However, the instrument was thoroughly adapted to reflect the peculiar context of this study. For instance, the interview guide by Shin (2009) contained 5 questions and was meant for Public Relations executives in South Korea, the IDI guide used for this study was adapted for Creative Directors in the selected ad agencies in Nigeria. The guide was also expanded to include areas such as implementation of IMC and barriers faced by the selected agencies in executing IMC programmes on behalf of clients within the Nigerian context. Despite this assurance of standardization, a pre-test was done with two industry experts to determine whether the questions in the interview guide capture the essence of the study. To a large extent, there was a high degree of agreement between the two experts on the appropriateness, level of coverage and adequacy of the IDI questions to extract the needed data from the interviewees.

In collecting the data, three different data gathering methods were used for the interviewees because of the busy nature of their job. First, there was an option of a face-to-face interview. Second, a soft copy of the interview guide was sent to their emails for response. The third and the last option was a telephone interview with any of the creative directors of the selected agencies. In summary, three agencies agreed to e-mail interview while the remaining two had their interviews done face-to-face and via telephone respectively.

7. Data Presentation and Analysis

The data collected was analysed based on the themes derived from the research questions formulated for the study. The thematic patterning from the data gathered yielded the following themes:

7.1. The Marketing Communication Agencies' Perception and Practice of IMC

This theme reflects how the marketing communication companies perceive integrated marketing communication. The perception of the concept will impact in

no small measure on how it will be implemented on behalf of their clients. To cater for this, two questions on the IDI guide were put forward to the interviewees and their responses were as varied as the definitions found in literature. The Creative Director, Agency B (2017) notes that to practice IMC is to make available “integrated model of delivering marketing communication services to clients.” While to implement the concept on behalf of clients means to build “competencies to deliver optimized values for clients across different communication channels.” The Creative Director, Agency A (2017), says IMC to their agency means being very strategic in coordinating a brand’s message and its media of dissemination in order to influence its brand value. He opines that an agency practises IMC when “you have all the different channels screaming one message in diverse creative ways. And that is what brand building is all about- one message, different channels equals IMC, which in turn builds the brand equity across different touch points.” For Agency C’s Creative Director (2017), their company’s view of IMC is implementing relevant marketing communication solutions on different channels that are relevant to a brand that requests for such services. In actuality, for Agency C, IMC means ...the meticulous research, devising of strategy, conceptualization and ideation through co-creation, and full execution of the adopted solution across the most relevant and effective platforms (whether traditional or digital, existing or created by necessity) as it relates to that particular brief or challenge, that ensures that the objective is met or surpassed, and that the impact of the campaign is measurable. (Creative Director, 2017)

CD Agency E (2017) describes IMC as a platform that provides a “bouquet” of communication channels for an agency to implement for its clients for maximum impact. Specifically, the interviewee posits that the agency “believes in the concept of IMC in that no communication channels work in isolation. Everything works in tandem with each other to gain maximum coverage and benefits for the client. We do know that in some situations you pick from the bouquet. You cannot use all the platforms. It is tailor made for specific situations and clients.”

Table 1. Marketing Communication Companies' Perception and Practice of IMC

S/N	Marketing Agencies	Perception of Integrated Marketing Communication	Practice
1.	Agency A	All the different channels screaming one message in diverse creative ways	Tactical
2.	Agency B	Integrated model of delivering marketing communication services to clients/competencies to deliver optimized values for clients across different communication channels	Tactical
3.	Agency C	The meticulous research, devising of strategy, conceptualization and ideation through co-creation, and full execution of the adopted solution across the most relevant and effective platforms (whether traditional or digital, existing or created by necessity).	Tactical
4.	Agency D	Deliberate mix of marketing (communication) mix to achieve results	Tactical
5.	Agency E	When communication channels are in tandem with each other to give maximum coverage and benefits to clients	Tactical

Source: Fieldwork (2017)

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

This theme captures the different benefits that marketing communication companies selected deem accruable to clients on whose behalf they have implemented integrated marketing communication campaigns. In other words, the research question is aimed at checking the values the adoption of integrated communication brings to the table for clients. The identified benefits vary from agency to agency. According to the Creative Director of Agency A, IMC benefits for clients include "synergy of thoughts"; "measurable communication campaign"; "holistic brand building"; as well as "effective deployment of budget". For the Creative Director of Centrespread, IMC as a concept adds value by making available "a consolidated channel of implementation (of communication campaigns)"; allowing "synergy to drive a single objective across channels"; making a "better brand definition" on a relatively cheap budget. On benefits for Creative Director, Agency C, the emphasis is on relationship building between the consumers and the brand. This is succinctly captured thus:

When a client allows us apply IMC properly, they are able to go beyond talking AT the consumer and establish a real, organic spark that allows the consumer have

a relationship with them. Like Maya Angelou said, “people will forget what you said and did but they won’t forget how you made them feel”. IMC helps create that feeling that sparks a lasting and tangible relationship with the brand in question (Creative Director, Agency C., 2017)

Implementing IMC for clients, according to the Creative Director, Agency D (2017), ensures “sales and profits increment”; “saves time” and gives a brand a “competitive edge”. These benefits as highlighted by the selected agencies are very close to what literature suggests as the benefits of IMC¹ However, three of the benefits appear trending in their submissions. Even though there is emphasis among the interviewees across board on synergy, brand building and costs. There is no single benefits described that does not have a presence in literature. That IMC provides synergy in a corporate organisation’s marketing messages reflects the American Association of Advertising Agencies’ (1998) postulation of “one sight, one voice” philosophy of integrated marketing communication. The submission of IMC providing a “consolidated channel for implementation of communication campaigns” (CD, Agency B, 2017) finds relevance in Belch and Belch’s (2004) description of IMC as a process of setting up channels of information and persuasion. The benefits of IMC providing a “measurable communication campaigns” (CD, Agency A, 2017) aligns with Kliatchko’s (2008) view of IMC as a result-driven communication programme. While Porcu, et al’s (2012) definition of IMC can be located within Agency D CD’s (2017) belief in IMC’s ability to provide “sales and profits increments” while CD Agency E (2017) lists benefits of IMC to include “campaign recall”, “availability of multiple platforms” and “customer engagement”. In summary, all the identified benefits that are said to be accruable from the implementation of integrated marketing communication campaigns by the selected marketing communication companies are close to the descriptions and benefits identified in literature. The agencies, in addition to their describing the general benefits of integrated marketing communication, also gave client cases that support their claims. Two of the selected cases are outstanding. The first case as narrated by CD, Agency A (2017) has to do with implementing IMC on behalf of one of their clients that produces a diary product. What transpired is as captured:

So what we did was to firstly carve out the key targets for the milk, which we arrived at the mothers. If mothers are well nourished, they will in turn be fit enough to nourish their family. So we targeted mums. Then we did a deep stick research into

¹ See (Olander & Sehlin, 2000; Fill, 2009; Burgmann & Kitchen, 2010; Yeboah, 2013).

how today's mums live- where they play, what matters to them etc. then we uncovered the channels that will be best deployed in reaching them. More than anything else, one thing that struck us was the fact that, today's mums love to stay fit, and shapely and of course beautiful. And since our world is a global village, we uncovered the fact that lots of young, sassy mums of today love the Pussy Cat music group. So we used one of their hit songs, "don't you wish" we repurposed it, and used it as our campaign driver. We deployed diverse channels, from your ATL to BTL, to Activations, and even took over the fitness (workout) category. We engaged mums in workout sessions, hired a top notch coach to help keep our participating mums in top shape, called for entries on various activations that seek to reward mums on different occasions, etc. basically, we didn't settle for just your TV and radio and print/billboard ads alone. We did diverse engagement activities across all channels that matter to today's mums. And at the end, the Voice Share of the milk increased, it suddenly became the brand to beat in the skimmed dairy category. (CD, Agency A, 2017)

The case examined above reveals the integration of both messages and channels with its attendant effect on the voice share and brand profile of the product concerned. Driven by research, the campaign was able to meet the target consumers at every available touch points. The second outstanding case has to do with a case presented by Agency B. The client was a bank. The CD Agency B (2017) says:

One of the things that we did was to sync one single message across board so that we can rework the key message of the brand "the bank that people can own. We wanted a bank that people can think (sic) as their own, a bank that people can see and personalize so that was what we did in the campaign and it went a long way.

The implication of the cases given is that marketing communication agencies are deploying IMC on behalf of their clients with result and manifest benefits.

Table 2. Benefits Accruable from the Implementation of IMC

S/N	Marketing Agencies	Benefits Agencies see Accruing to Clients for Implementing IMC
1.	Agency A	Synergy of thoughts; measurable campaign; holistic brand building; effective deployment of budgets
2.	Agency B	Consolidated channel of implementation; Synergy; Better brand definition; Relative cheapness
3.	Agency C	Lasting and tangible relationship
4.	Agency D	Sales and profits increment; time saving; and competitive edge
5.	Agency E	Communication Campaign Recall; utilizing more platforms; and consumer engagement

Source: Fieldwork (2017)

7.3. Barriers of IMC Implementation in Nigeria

This theme examines barriers faced by agencies while implementing integrated marketing communication on behalf of their clients. All the interviewed Creative Directors acknowledged that the implementation of IMC on behalf of their clients has its own challenges. The main barriers identified include budget, synergising between the different units, client-agency disagreement, measurement issues, poor understanding of the basic dynamics of the different channels, clients' interference in the creative process and compensation. From agency to agency, the barriers encountered vary. The CD, Agency A, captures the agency's barriers thus:

Biggest will be timing. most times, clients want fantastic jobs but give backbreaking, soul snatching timelines. we try to work with it anyways so, TIMING. then, synergy of the different units (digital, creative, PR, Media, Activations), these units all work together to deliver IMC campaign within the Agency A Group. Sometimes, it is challenging trying to ensure all units are speaking same language, but at the end, we ensure this. Budgeting is another challenge. Some clients will propose to spend "rat" but will be demanding "elephant" from the agency so that's another challenge. Another one is high creativity: as a rule, Agency A is benchmarked with global best practises. When we work, we churn out high-level thinking (creatives), sometimes we have the challenge of client not understanding our level of thinking. In fact, they will want us to dumb it down to an almost no-creative job. These are some of the challenges we face sometimes.

In Agency B's case, the CD describes the challenges faced by the agency while implementing IMC for clients in the following words:

The challenges are numerous. The clients will always have an idea of what they want to do, that is extra strategic, that is it is outside of the strategic frame that you have already agreed so what that causes is that of course it hinders the campaign. They might want to say for example if the campaign is for nursing mothers and your client says you should do activation in UNILAG. The campaign that is for nursing mother, probably the reason why they said you should do the activation in UNILAG is because they have affinity with somebody in UNILAG that they want to satisfy so such intrusion in execution happens a whole lot. A whole lot of clients who don't understand the dynamics of other channels so one of the things that they do is that they tend to want to measure impact in the channel as they would want to measure impact in the channels they are well used to which is marketing communication. What that does is that it gives them; a lot of them don't understand the dynamics of digital for instance so they believe that virality and substantiality means the channel is working. And virality does not mean the channel is working. So, they want to start a campaign today and they want it to go viral today. The understanding of the basic dynamics of each of those channels (by clients) is actually a challenge for us advertisers.

For Agency C, the main barriers the agency encounters in the course of executing IMC for clients include budgeting, securing clients' cooperation and clients' interference on creative decisions. According to the CD, Agency C the barriers are:

Mostly budget and getting the client to see why going beyond treating traditional or social media as mandatories to be ticked off a list, but as different specific weapons in waging one single-minded holistic campaign. Also a big problem is the client refusing to allow ad agencies do their work. They keep trying to weigh in on creative decisions and end up watering down or even outright turning the campaign into what it's not. (CD, Agency C, 2017)

In Agency D's case, two major barriers stand out. The first relates to budget "because the resources provided by a client may not be sufficient to launch an IMC campaign". (CD, Agency D, 2017) The second barrier has to do with the scope of the brief when "a client has specifically stated what communication tool should be used in the brief, IMC cannot be implemented." (CD, Agency D, 2017)

Table 3. Barriers against IMC Identified by Selected Agencies

S/N	Marketing Agencies	Barriers Against Integrated Marketing Communication
1.	Agency A	Timing; Synergy of the different units; Client-agency misunderstanding of the task at hand
2.	Agency B	Client's disagreement with agreed campaign strategy; Blanket measurement for all channels and Poor understanding of the basic dynamics of each channel
3.	Agency C	Budgeting, Securing clients' cooperation and Clients' interference on creative decisions
4.	Agency D	Lack of resources
5.	Agency E	Budget; Impossible expectations; Clients' interference

Source: Fieldwork (2017)

7.4. Measuring the Effectiveness of Integrated Marketing Communication

To cater for this theme on measuring the effectiveness of IMC, three questions were stated on the interview guide. The first relates to the perception of the interviewed CDs on whether the concept is seen as effective. The second question places IMC and non IMC campaigns side by side with the aim of determining whether IMC is better than non IMC campaigns while the third question deals with how the effectiveness of IMC is measured.

On the perception of IMC as an effective communication campaign strategy, the interviewees agree that it is effective but they examine its effectiveness from different lenses. For CD, Agency C (2017), "IMC is a more engaging and seamless approach in my opinion, and allows you choose which combination of mediums work together to deliver comms that create a big bang and lasting impression". Here, the emphasis is on its engagement as well as the combination of platforms it offers the agency to deliver impactful campaigns. In the words of the CD, Agency A (2017), "IMC is holistic largely effective when it comes to long term brand building and very detailed and very comprehensive." The long term relatedness, its brand building approach and attention to details are the justifications put forward by the agency to account for the effectiveness of IMC. The CD, Agency D (2017) agrees that IMC is effective because "it allows you reinforce your message in various platforms and allows for message stickability." Agency C's CD (2017) With IMC, the agency believes that there are more platforms which enable the message to stick with the intended audience. For Agency B, the CD (2017) says IMC is effective as

it provides more communication channels to spread a message around – “I have more ways of reaching my targets more than just staying in one place.”

For measurement of the effectiveness of IMC, the interviewees came up with different yardsticks employed to measure how effective IMC is. The CD, Agency B (2017) posits that measuring how effective their IMC campaigns are depends on the objectives set for such campaigns. The CD says:

It depends, it really depends. What are the objectives set? If the objectives set for the campaign is to re-position a brand in the mind of the people. In the case of “my bank and I”, It was a bank that was seen as a very elitist bank and they wanted a bank that people will be able to regardless of their status see as a bank they can walk in to and do services (sic), that kind of campaign would be measured by how much of that attitudinal change we’ve achieved.... So if the objective set for me is repositioning, it is actually different from that but if the objective set for me is creating awareness for instance, then it is the number of people who knows about the brand, then I must be able to measure it based on the objective set. (CD, Agency B, 2017)

In Agency A, the ways to measure the effectiveness of their IMC campaigns are three. First, the agency employs “market report after campaign deployment”. Second, the agency gets “targets feedbacks”. The third way is by “contracting Special AD Monitoring Agencies to conduct researches on the effectiveness or otherwise, of a campaign, with traceable, tangible figures and statistics attached to such reports, then we reconcile such report with what clients have at their own end.” For Agency C, the effectiveness of IMC is measured by the agency “using various parameters. Most clients have their in-house or partner research teams who use pre-determined indices to ascertain the impact that whatever marketing/advertising campaign is running has on the brand/product, both in the short and long term. Earned media is also a way of sampling feedback”. In Agency D, the measurement is done through “using digital tools and direct consumer engagement”. Agency E believes it is not actually easy to track IMC campaigns. The CD Agency E (2017) posits that it is easier to track the digital leg of IMC than the traditional part of it. However, the agency deploys focused groups and ambush interviews to measure the impact of integrated campaigns.

Table 4. Metrics of Measuring Integrated Marketing Communication

S/N	Marketing Agencies	Ways to Measure IMC Campaigns
1.	Agency A	Market reports after campaign deployment; Targets feedbacks and Contracting Special AD Monitoring Agencies
2.	Agency B	Set objectives
3.	Agency C	Pre-determined indices;
4.	Agency D	Usage of digital tools; Consumer engagement
5.	Agency E	Focused groups and ambush interview

Source: Fieldwork (2017)

The third leg of the IMC effectiveness is its comparison with the non-IMC or traditional campaigns. Each of the Creative Directors was asked to compare IMC with non-IMC campaigns. They have varied responses. Agency D's CD (2017) responds "the essential difference is that an IMC campaign idea is conceived as an idea that works to amplify the core idea in each media so the consumer sees the same idea wherever they touch it. The non-IMC are (sic) typically one-off executions which may not always capture the same level of value that IMC provides." In essence, IMC gives more value than the traditional non-IMC campaigns providing a long term opportunity to engage target audience.

Comparing IMC with non-IMC campaigns, the CD, Agency B (2017) is of the opinion that "It (non-IMC campaign) doesn't even come close. Okay, when I'm going to do my campaign and I need to use traditional channels to be able to push my campaign. Let's say press, how many people read press. A lot of People won't be informed. If I can multiply the channels and for instance, I'm on digital, I'm on radio, I'm on billboard and I'm using all the key notes in digital. I'm happier, I have more ways of reaching my targets more than just staying in one place." That IMC makes more ways to reach the intended audience available is an indication of its being better than the non-IMC campaigns.

For Agency A, IMC "... is holistic. Non-IMC is usually one-offs, or tactical. IMC is largely effective when it comes to long term brand building, non-IMC is more of short term... IMC on the other hand is ...long term, brand building and very detailed and very comprehensive. IMC is like your 3-course meal. Non IMC is like your tiny snacks, in between this major 3-course meal." What stands out IMC is its comprehensive long term brand building nature which is unavailable for the non-IMC campaigns.

The CD, Agency C (2017) is of the opinion that whether an agency deploys IMC or non-IMC campaigns, what is important is the objective of the campaign. The CD posits that “to me, it’s always a matter of objective. Mediums are tools and every tool has its best use. IMC is a tool, just like traditional media are all tools. Once the objective and idea are determined, that should decide the approach. However IMC is a more engaging and seamless approach in my opinion, and allows you choose which combination of mediums work together to deliver comms that create a big bang and lasting impression”. Despite the fact that the CD admits that deploying an IMC or a non-IMC campaign should be objective-based, IMC is still given an upper hand as it is seen as an “engaging and seamless” approach to marketing communication.

8. Discussion of Findings

The study was undertaken to find out the perception of selected Nigerian marketing communication agencies on the practice of Integrated Marketing Communication within the Nigerian marketing communication context. Four research questions were framed to capture the focus of the study. The first research question examined the practice of IMC by the selected agencies. Findings revealed that as far as practise of integrated communication is concerned, there appears to be an understanding that cuts across all the selected marketing communication companies on the practice of IMC in the Nigerian marketing communication landscape. Even though there is no agreed definition of IMC from the agencies, the descriptions reflect a consensus on what it means to practice integrated marketing communication for clients. However, the IMC thinking from the agencies’ views has not moved from the initial idea of coordination of brand messages and media which emanated from American Association of Advertising’s (AAA, 1994) definition. The descriptions also confirm Ots and Nyilasy’s (2017, p. 6) observation that “most practitioners associate IMC with message consistency and coordination of communication disciplines while a smaller proportion sees IMC as a business process.” It also validates the Laurie and Mortimer’s (2011) finding that many agencies, even in the UK, still operate at the level of tactical coordination of communication tools and media.

The second research question addressed the benefits that accrued to organisations which engage the selected agencies to implement IMC on their behalf. Findings revealed that agencies perceive strongly that IMC has its benefits to the communication plans of the organisations. The benefits as highlighted by the selected

agencies are very close to what literature suggests as the benefits of IMC.¹ However, three of the benefits appear trending in their submissions. Even though there is emphasis among the interviewees across board on synergy, brand building and costs. All the identified benefits that are said to be accruable from the implementation of integrated marketing communication campaigns by the selected marketing communication companies are close to the descriptions and benefits identified in literature.²

The third research question focused on the barriers that the selected marketing communication agencies face in the course of implementing IMC on behalf of their clients. A critical examination of findings indicated that all the barriers identified by the Creative Directors of the agencies are located in literature.³ There are barriers that surface under different headings but that are referring to the same thing. For instance, client-agency misunderstanding seems to be the umbrella term for barriers that are emanating from client-agency interactions. It comes in form of “client-agency misunderstanding”; “client’s disagreement with agreed campaign strategy” as well as “client’s interference with the creative process” and “securing client’s cooperation.” These may be pointing to poor conceptual understanding on the part of the clients of the selected agencies. At the same time, it may also imply that agencies will have to do more in the management of their clients. Literature has affirmed that poor understanding of the conceptual framework of Integrated Marketing Communication is a major hindrance to its adoption and practice.⁴ It may also be as a result of the tactical stage at which the IMC practice is still found to be. Kerr and Drennan (2009) observe that the tactical level of IMC is championed by the client and that it would require a high degree of client-agency communication and cooperation to pull through an implementation. Most firms are still at the tactical level of IMC implementation. (Schlutz & Kitchen, 2000)

The fourth and last research question was to investigate how agencies measure the effectiveness of IMC implementation for their clients. Findings showed that the data that cater to this question revealed that a three-legged approach was used to ensure the proper perception of the selected agencies on effectiveness of IMC was captured. All the interviewees agree that the concept is effective. They validate the claim that IMC is more effective than non-IMC campaigns. They also allude to some consensus

¹ See (Olander & Sehlin, 2000; Fill, 2009; Burgmann & Kitchen, 2010; Yeboah, 2013).

² See (Fill, 2009; Kitchen & Burgmann, 2010).

³ See (Fill, 2009; Kitchen & Burgmann, 2010; Percy, 2012; Dmitrevja & Batraga, 2012).

⁴ See (Luck & Moffat, 2009; Tafesse & Kitchen, 2017).

that it is more engaging and allows a use of combined platforms which makes it more impactful for their campaigns. There is also reference to the reinforcement ability of IMC, attention to details and long term brand building features. However, it is paradoxical that there is no single common metrics with which the effectiveness is measured. The lack of measurement metrics for IMC is a function of the lack of metrics for measuring marketing communication generally. (Ewing, 2009; Grinuite, 2012) Marketing communication is measured on medium-to-medium basis where there are different measurements for each of the tools. (Ewing, 2009) This points to an obvious failure in theory to demonstrate the synergistic effectiveness of IMC. (Belch & Belch, 2007) Yet, the synergistic effect is a major reason integrated marketing communication is chosen and considered. The effect of the inability to measure results of IMC implementation is the continuous reluctance to adopt because it has failed to largely and empirically prove its effectiveness. (Porcu, Barrio-Garcia & Kitchen, 2017) Similarly, Tafesse and Kitchen (2016, pp. 14-15) equally reflect that “the first, and perhaps most important, research priority (for IMC) is measurement.” There is an obvious need for the development of a common universally acceptable measurement scales for IMC.

9. Conclusion and Recommendations

From the findings of the study, it was concluded that Integrated Marketing Communication has found a place within the Nigerian marketing communication landscape. However, it could also be concluded that the practice is still within the boundary of the first stage of Kitchen and Schlutz’s (2000) 4-Stage model of IMC. This implies that IMC practice within the Nigerian marketing communication system is still at the tactical level where coordination of the different platforms for a single message is deployed.

It could as well be inferred that the selected marketing communication companies believe that IMC has a lot of benefits for clients that seek to leverage on the opportunities provided by the marketing concept. However, its effectiveness does not preclude the fact that there are barriers that militate against its full implementation as reflected by the submission made by the selected marketing communication agencies on the Nigerian marketing landscape.

It can be concluded from the study that there are no common measurement metrics for IMC in the Nigerian marketing communication industry as the selected agencies

point to different and differing ways of measuring the effectiveness of their IMC campaigns.

Flowing from these conclusions, the study has a number of recommendations. One, there is a need to replicate this kind of research on a wider scale using a large number quantitative method. This will assist in determining on a larger scale what IMC practice means to marketing communication professionals in the Nigerian marketing communication terrain. Since the findings have revealed from the small samples that the practice of IMC is still at the tactical or coordination level, a large number sample will validate or invalidate the pattern.

Two, since measurement is key to justifying budgetary allocation to marketing communications and every management decision on monetary allocation is based on Return on Investment (ROI), it is recommended that marketing communication practitioners should work at creating common metrics to measure outcomes of integrated marketing communication campaigns. Three, that as a result of the effectiveness of the integrated marketing communication, as attested to by the selected marketing communication agencies, efforts should be made by both practitioners and scholars to work towards reducing the barriers against the implementation of the integrated approach to marketing communication.

10. References

- Abel N.; Helen R. & Paul W. (1998) Mental models in rangeland research, communication and management. *The Rangeland*, 20(1).
- Adoyi, J. (2015). Impact of Integrated Marketing Communications on the Companies' Sales Performance. *An Unpublished Doctoral Thesis*, at the Department of Mass Communication, University of Nigeria, Nsukka.
- Akingbolu R. (2016, November 3) How Telecoms Sector Topped Advertisers' 10-year List in Nigeria. This Day Newspaper. Retrieved from <https://www.thisdaylive.com>.
- Ayozie, D.O.; Ayozie, K.U. & Ayozie, V.U. (2001). Ethical Issues Involved in Integrated Marketing Communication in Nigeria. *Business Management Dynamics*, 1(4), pp. 50-62.
- Barbrow, A.S (2009). Problematic Integration Theory. In Littlejohn, S.W. & Karen, A.F. (eds) *Encyclopaedia of Communication Theories*, pp. 800-802. Sage Publications. California: USA.
- Belch, G. & Belch, M. (2003). *Advertising and Promotion: An Integrated Marketing Approach*. McGraw Hill.

- Belch, G.E. & Belch, M.A. (2007). *Evaluating the Effectiveness of Elements of Integrated Marketing Communications: A Review of Research in A Paradigm Shift From Traditional Media Planning*. ICFAI University Press.
- Çelebi, S. (2009). Agency and Client Practitioners' Perceptions and Practices of IMC. *Journal of Yasar University*, 4(14), pp. 2205-2236.
- Carley, K. & Palmquist, M. (1992). *Extracting, representing, and analysing mental models*. *Social Forces* 70.3, pp. 601-636.
- Cornelissen, J.P.; Christensen, T.L. & Vijn, P. (2006). Understanding the Development and Diffusion of Integrated Marketing Communications (IMC): A Metaphorical Perspective. NRG Working Paper Series, No 06-02.
- Christenson, G.L. & Olson, J.C. (2002). Mapping consumers' mental models with ZMET. *Psychology & Marketing*, Vol. 19(6), pp. 477–502, www.interscience.wiley.com Wiley Periodicals.
- Craik, K.J.W. (1943). *The nature of explanation*. Cambridge University Press, Cambridge, UK.
- Dafiovo, J.O. (2015). Integrated Marketing Communications and Consumer Patronage of Etisalat Products. *An Unpublished Masters Thesis*. Department of Communication Arts, University of Uyo, Uyo, Nigeria.
- Dmitrijeva, K. & Batraga, A. (2012). Barriers to integrated marketing communications: the case of Latvia (small markets). *Procedia-Social and Behavioral Sciences*, 58, 1018-1026.
- Doyle, J.K. & Ford, D.N. (1999). Mental models for system dynamic research. *Systems Dynamic Review*, Vol. 14, No. 1. John Wiley & Sons Ltd.
- Eagle, Lynne & Kitchen, Philip J. (2000). IMC, Brand Communications and Corporate Cultures. Client/Advertising Agency Co-ordination and Cohesion. *Journal of Marketing*, Vol. 34(56), pp. 667-686.
- Eagle, L.; Kitchen, P.J. & Bulmer, S. (2007). Insights into interpreting integrated marketing communications, *European Journal of Marketing*, Vol. 41 Iss 7/8 pp. 956 – 970. <http://dx.doi.org/10.1108/03090560710752474>.
- Edwards-Leis, C.E. (2010). Mental models of teaching, learning, and assessment: A longitudinal study. PhD thesis, James Cook University. Available eprints.jcu.edu.au/15182/1/01Thesis_front.pdf.
- Ewing, M.T. (2009). Integrated marketing communications measurement and evaluation, *Journal of Marketing Communications*, 15, pp. 2-3, 103-117, DOI: 10.1080/13527260902757514.
- Fahy, J. & Jobber, D. (2012). *Foundations of Marketing*. 4th edition. London: McGrawHill.
- Fill, C. (2009). *Marketing Communications : Interactivity, Communities and Content*. (5th ed.). London: Pearson Education Limited.
- Griniute I.(2012) Measurement of Marketing Communications Performance: Implications and Theory Building for B2B Organizations. *An Unpublished PhD Thesis*. Aarhus University.
- Holm, O. (2006). Integrated marketing communication: from tactics to strategy. *Corporate Communications: An International Journal*, Vol. 11 Iss 1 pp. 23–33.

Johnson-Laird, P.N. (2010). Mental models and human reasoning. Special series of Inaugural Articles by members of the National Academy of Sciences. www.pnas.org/cgi/doi/10.1073/pnas.1012933107 PNAS Early Edition.

Johnson-Laird, P.N. & Savary, F. (1996) Illusory Inferences about Probabilities. *Acta Psychologica* 93, pp. 69-90.

Jones, N.A.; Ross, H.; Lynam, T.; Perez, P. & Leitch, A. (2011). Mental models: an interdisciplinary synthesis of theory and methods. *Ecology and Society* 16(1), p. 46. [online] URL: <http://www.ecologyandsociety.org/vol16/iss1/art46/>.

Joseph K.O (2009) Integrated Marketing Communications and Consumers Patronage of Nigerian Beverage Products. *An Unpublished PhD Thesis*. Department of Business Studies Covenant University, Ota, Nigeria.

Joseph, K.O. (2011). Integrated Marketing Communication: A Catalyst for the Growth of E-, Business Management. *The Social Sciences*, 6(2), pp. 64-73.

Kitchen, P.J. & Burgmann, I. (2010). Integrated Marketing Communications in J.N. Sheth & Malhotra, N.K. (Eds). Wiley International Encyclopedia of Marketing. John Wiley & Sons Ltd.

Kitchen, P.J.; Kim, I. & Schultz, D.E. (2008). Integrated Marketing Communications: Practice Leads Theory. *Journal of Advertising Research*

Kitchen, P.J., & Li, T. (2005). Perceptions of integrated marketing communications: a Chinese ad and PR agency perspective. *International Journal of Advertising*, 24(1), pp. 51-78.

Kerr, G. (2006). *Perceptions of Integration: What the Literature Says and What Stakeholders See*. In Podnar, K & Jancic, Z (Eds.) *Contemporary Issues in Corporate and Marketing Communications: Towards a Socially Responsible Future*, 21-22 April 2006, Slovenia, Ljubljana.

Kerr, G. & Drennan, J. (2009). Same but different: Perceptions of IMC amongst marketing communication partners in Australia. *Journal of Promotion Management*, 15.

Kerr, G.; Schultz, D.; Patti, C. & Kim, I. (2008). An Inside-Out Approach to Integrated Marketing Communication: An International Analysis. *International Journal of Advertising*, 27(4), pp. 511-548. World Advertising Research Centre www.warc.com.

Kumar, S.R. (2009). Adapting IMC to Emerging Markets: Importance of Cultural Values in Indian Markets. *Journal of Integrated Marketing Communications*, pp. 38-42. Northwestern University, Medill.

Kliatchko (2005). Towards a new definition of Integrated Marketing Communications (IMC). *Journal of Advertising*, 24(1) pp. 7-34. World Advertising Research Centre www.warc.com.

Laurie S. & Mortimer K. (2011) IMC is dead. Long live IMC: Academics' versus practitioners' views. *Journal of Marketing Management*, 27, pp. 13-14, 1464-1478, DOI: 10.1080/0267257X.2011.627367.

Porcu, L.; Del Barrio-García, S. & Kitchen, P. (2017). Measuring Integrated Marketing Communication by taking a broad organisational approach: the firm-wide IMC scale. *European Journal of Marketing*, Vol. 51, Iss 3.

Luck, E. & Moffatt, J. (2009). IMC: Has anything really changed? A new perspective on an old definition, *Journal of Marketing Communications*, 15:5, pp. 311-325, DOI: 10.1080/13527260802481256.

Mental model: understanding phenomena in daily life retrieved from utwente.com.

https://www.utwente.nl/cw/theorieenoverzicht/Theory%20Clusters/Media,%20Culture%20and%20Society/mental_models/ accessed 11, August, 2016.

Muir, E.W. (2008). What's important to raters in judging work performance: mapping individual priorities and management team differences. *An unpublished PhD thesis*, Royal Melbourne Institute of Technology, University.

Mulwa, M. (2009). *Integrated Marketing Communication and Technology Adoption: The Mpesa Model in Kenya*. LAP Lambert Publishing, Germany.

Niemann-Struweg, I. & Grobler, A.F. (2011). *South African Marketing and Communication*

Agencies' Understanding of Integrated Communication (IC): A true reflection of the concept? *PRISM* 8(1): <http://www.prismjournal.org/homepage.html>.

Odiboh, S. (2002). *Integrated Marketing Communication* (Series 4). Advertising Practitioners Council of Nigeria.

Ots M. & Nyilasy G. (2015). Integrated marketing communications (IMC): why does it fail? An analysis of practitioner mental models exposes barriers of IMC implementation. *Journal of Advertising Research*. DOI: 10.2501/JAR-55-2-132-145.

Percy, L. (2008). *Strategic integrated marketing communications: Theory and practice*. Elsevier Inc.: Amsterdam.

Quinones, P.A.; Fussell, S.R. & Burcu Akinci. L.S (2009). Bridging the gap: discovering mental models in globally collaborative contexts. In IWIC'09, February 20–21, 2009, Palo Alto, California, USA.

Rose, P. & Miller, D. (1994). Integrated communications and practitioners' perceived needs. *The Journalism Educator*, 48, pp. 20-27.

Rydén, P.; Ringberg, T. & Wilke, R. (2014). An investigation of the mental models of social media in the mindsof managers. In EMAC 2014 European Marketing Academy - 43rd Annual Conference: Paradigm Shifts & Interactions, p. 229.

Schultz, D.E; Chu, G.; Kim, I. & Jain, V. (2015). The evolution of IMC in China, Korea and India. *Journal of Integrated Communication*. Medill NorthWestern University.

Schultz, D.E. & Kitchen, P.J. (2000). *Communicating globally: an integrated marketing approach*, Palgrave-Macmillan, Basingstoke.

Singhal, A. (2009). *Diffusion of Innovation Theory*. In Littlejohn S.W & Karen A.F (Eds) *Encyclopaedia of Communication Theories*. Sage Publications. California: USA.

Tafesse W. & Kitchen P.J. (2016). IMC – an integrative review. *International Journal of Advertising*.

Watson, T. & Noble, P. (2007). *Evaluating public relations: A best practice guide to public relations planning, research and evaluation. PR in Practice Series* Second Edition. Kogan Page: London.

Shin, H.J. (2006). *Analysis of the perception and reality of Integrated Marketing Communication (IMC) in corporate public relations: a study of South Korea. An Unpublished Master's Thesis*, Department of Mass Communication, University of Florida.

Vàri, A. (2004). *The mental models approach to risk research - an RWM perspective. Forum on Stakeholder Confidence (FSC). Secretariat Paper.*

Wind, Y. (2006). *Challenging the mental models of marketing.* In Sheth J .N & Sisodia R.S. (Eds) *Does Marketing Need Reforms.*