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St. Mary's University
DEPARTMENT OF MARKETING MANAGEMENT
POST GRADUATE STUDIES

**THE EFFECT OF INTEGRATED MARKETING
COMMUNICATION ON SALES PERFORMANCE: IN THE
CASE OF DASHEN BREWERY SHARE COMPANY,
DEBREBREHAN**

BY
KALEB BEKURE
ID NO SGS/0686/2012A

JUNE 2021
ADDIS ABABA ETHIOPIA



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**A Research Submitted to the Graduate Studies of St. Mary's
University in Partial fulfillment of the requirements for the Master
of Arts in Marketing Management**

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**SCHOOL OF GRADUATE STUDIES MBA PROGRAM
FACALITY OF BUSINESS AND MARKETING**

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Approved by Board of Examiners

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Abstract

The main target of the research was to measure and determine the effect of integrated marketing communication (IMC) on sales performance by Taking Dashen Brewery Debrebrehan plant as a case study and its branch office situated in Addis Ababa. Basically, integrated marketing communication is all about synchronizing or coordinating the five marketing communication tools for the best of marketing output. The five tools of IMC are, advertisement, sales promotion, personal selling, direct marketing and public relation. All the sales and marketing department staffs of the company are considered as target populations (census was taken), which were 240 in number out of which around 193 questionnaires were appropriately filled the rest 47 were not filled hence excluded from consideration. The collected data were processed through statistical package for social science (SPSS). Data obtained were analyzed by using multiple regression analysis to find out the magnitude and direction of each of the IMC tool in affecting sales performance. Based on the output of the multiple regression all the five elements of IMC, namely Advertisement, sales promotion, personal selling, direct marketing and public relation have positive and significant effect on the sales performance of Dashen Brewery Share Company. When it comes to the magnitude or the strength of the effect of the IMC tools on the sales performance of the firm the highest significance value is recorded by direct marketing and the lowest is for advertisement. Advertisement's low significance value is found to be due to the government ban on advertising any alcoholic beverages through two of the most important broadcast advertisement means (TV and radio) and also through open air banners, which come in to effect in 2019. Therefore, it is recommended that the firm expected to find and engage in other contemporary advertising mediums such as social media advertisement not to lose its market positioning. The firm also doing its best to fulfil its corporate social responsibilities as a public relation activity but there is a gap in letting the public know about the firm's public relation efforts so the company needs an extensive promotion of its public relation activities. The firm needs to maintain the effects of direct marketing and sales promotion since its effect on sales performance found to be significant and also needs to incorporate other tools to boost its sales promotion and direct marketing activities. Personal selling also has a significant effect on sales performance of the firm but still it needs much effort to improve its level of significance.

Keywords; Integrated Marketing Communication, Advertising, Sales Promotion, Direct Marketing, Personal Selling, Sales Performance

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LIST OF ABBREVIATIONS

MC-----Marketing communication

IMC-----Integrated marketing communication

AMA-----American Marketing Association

AIDA-----Attention, Interest, Desire, Action

DF-----Degree of freedom

SPSS-----Statistical Package For Social Science

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

It's no secret that communication is an essential part of every successful organization. Communication is the process of conveying thoughts and sharing the meanings among individuals or organizations. Communication is a need which is being used to create network, spread ideas and promote the products or services. Effective communications done through well-known channel that transmits simply and exactly. Communication in marketing channel can function as the process by which influential information is transmitted (Frazier and Summers, 1984). A critical role of communication in service marketing and product marketing is identifying the target audience. Employees need to have strong research and questioning skills that enable them to determine who their target audience is for a particular campaign and what their characteristics are. Many companies perform detailed market research with focus groups to determine what their audience wants. Being able to ask the right questions and articulate the prospects' answers into viable data is a necessary communication skill for marketers. To improve business communication within the marketing department, managers need to identify any barriers to effective communication, such as improper communication channels, varying cultural norms and perceptual differences. Once the barriers have been dealt with, businesses can ensure that the proper infrastructure and systems are in place so employees can communicate effectively with each other and with their customers (Anam Ahmed, 2019).

Consumers are daily assaulted by a multitude of stimuli, the vast majority of which are the result of marketing communication activities initiated by organizations operating on the domestic, international or global market. From TV, radio, internet or written media news to brand-driven techniques, everything is reduced to marketing communication, aiming at creating a unitary image of the organization, products and brand, with the ultimate goal of attracting and retaining customers. (Duralia Oana, 2018). Marketing communications represent the accumulation of all

components in a brand's marketing mix that promote exchanges by building shared meanings with the stakeholders of brand (Kotler and Philip, 2003). Businesses use different tools to promote their company, product or services which include; brochures, telemarketing and websites. The objectives of the marketing communication are to provide information to target audience and to boost the sales.

Consumers' needs and motives of purchase of products vary as much as their faces and appearances do. Factors that influence purchase decision of the consumer is an amalgam of personal, environmental, product cue, and other external variables. Thus, factories in the Ethiopian beer industry including Dashen brewery share company struggle to meet the unpredictable and divergent needs and preferences of the consumers through a blend of the marketing program. Marketing communication is a vital tool which organizations use to inform, remind, and convince the current and potential customers about the firm's offerings and possibly persuade them to patronize and prefer the firm's offerings to competing brands.

As marketers make efforts to find the right way to send the right message to the right person at the right time, they are looking beyond advertising and the traditional mass media-focused approach to integrated marketing communication (Kubani & Kagiri, 2016). Integrated marketing communication (IMC) is a departure from the traditional communication strategies, based largely on mass communications, delivering generalized messages, to one based more on personalized, customer-oriented and technology driven approach (Agodi, & Aniuga, 2016). IMC attempts to unify all elements of marketing communications, including, advertising, public relations, direct marketing, personal selling and sales promotion. The need for an organization to properly coordinate its marketing communications strategies in order to deliver a clear, consistent, credible and competitive message about itself and its product has become a challenge today for result oriented firms. The Integrated Marketing Communication (IMC) approach believes that a company must leave no chance for error, no patience for miscommunication, and no time for confusion (Picton and Broderick, 2005). A simple argument for IMC is that there are financial, competitive and effective benefits to be achieved through the synergy afforded by the process of integration (Kehinde, 2009).

IMC is associated with some positive results like brand awareness, customer satisfaction, brand loyalty, positive brand image, unique brand association, greater profitability, increased sales and cost savings. IMC has major impact on organizational performance and brand equity. (Jooyoung, Kim, Morris & John, 2003). IMC is supposed as a key competitive advantage in many organizations (Seilacher 2001: Smith, 2002) because sales and profit can be increased while saving the time, money and stress by applying IMC (Smith, 2002). This paper therefore examines the effect of IMC on sales performance of Dashen brewery Share Company.

The beer market is at a turning point in Ethiopia. Its value has grown dramatically, reaching USD620 million over the years, while consumption grew by 16 per cent yearly, as studies shows.

While annual production hit as high as 7 million hectoliters, the number of breweries has almost doubled. Consumers have seemingly dozens of choices to quench their thirst for invented beers with an emphasis on flavor and technique. The fierce competition of the brewery industry would led the players to harness a number of possibilities to acquire the largest market share and to win the competitive advantage. One way that the brewery companies strive to have a dependable market share and competitive advantage is through the implementation of integrated marketing communication, which is synchronizing the marketing communication elements for the better delivery of the marketing message to the target customer which could positively impact the sales performance of the companies.

1.2 Background of the organization

Dashen Brewery Share Company was established in 2012 GC and it is owned by Ethiopian endowment fund (TIRET) which has 49% share and Duet, a UK investment company which owns the majority 51%. The company started its operation in 2012 GC by planting its factory in the historic town of Gondar, which is about 700 km from the capital Addis Ababa. The newly constructed plant located in Debrebrhan, 130 km northeast of Addis Ababa. The new 'greenfield' brewery comprises a 30,000 m² gross floor area facility located on a 12 Ha site. It also started to produce Draught beer that gains popularity and boost in sales.

In the year 2015/2016 Dashen two breweries, located in Debrebrhan and Gondar, together produced over 3 million hectoliters of beer in a year, placing Dashen number three in terms of market share. Market analysts forecast a deepening gap in the demand and supply of beer based

on the shortages witnessed today. The construction of roads that connect different rural areas along with general improvement of the country's infrastructure contributes to increase in demand for beer, aside from the shift from Tella and Teji, traditional beers, to bottled industrial beer.

Dashen Brewery, currently the second largest brewing company in Ethiopia by capacity, Dashen Brewery is currently the only brewery in the country's north-west region. Not many know that Dashen is the only Ethiopian brewery adhering to the German purity law which regulates the ingredients that can be used to produce beer. The Debrebrhan plant initially planned to produce 2,000,000 hl/ annum (capable of ramping up to 3,000,000 hl/ annum) of lager beer and comprises a state of the art modern development using continuous brewing, membrane filtration and sterile filling techniques and a high level of process automation.

1.3. Statement of the problem

Integrated Marketing Communications (IMC) concept has been largely regarded as an important marketing management issue since the beginning of the last decade because of the effectiveness of the integration of marketing communication tools for example, advertising, public relations, direct marketing, sales promotion, and personal selling to optimize the communications impact on target consumers (Kotler, 2002:583; Schultz & Kitchen, 1997:469).

IMC provides new dynamic model that facilitate the business to make marketing communication as consumer oriented (Kitchen, Brignell, Li & Jones, 2004). It makes easy availability and access of goods and services and makes message more efficient and reduces product related risks in the mind of consumers. However, most marketing managers fail to appreciate the importance of monitoring and evaluating IMC's impact on the discharge of their marketing activities (Evinah Mbayisi Muhanji, Mr. Boaz Ngari, 2015). This neglect has made it impossible for the marketing managers to measure effectively the impact (positive or negative) Integrated Marketing Communications (IMC) can make on their business performance. As a consequence of today's competitive environment, low level of product differentiation, consumer perception of product quality performing at a similar standard, increased number of superior brands and alternative, more acceptance of generic and private label brand, low risk in brands switching and high customer expectation put companies in a challenging position where there is decline of loyal customer. There might be a number of reasons that make customers to act in the stated ways but

companies really focus on the most negligible and salient determinant of consumers preferences for their brand, while many other factors which play significant role are completely ignored in the execution of marketing programs. But there are also barriers to overcome, as one problem that delayed the implementation of IMC in companies was the difficulty of measuring the effects or exactly what benefits the companies gained from the implementation (Adoyi; Janet, 2012).

As IMC is a recent and updated way of communicating ones products and services by using various integrated promotional tools, most companies especially those which belongs to Ethiopia couldn't able to exploit its immense potential to let their target market know enough about their products and services through integrating their promotional mixes. In the Ethiopian brewery industry also the huge potential of the IMC is highly undermined which might affect the sales performance to a greater extent if it were implemented.

A study carried out by Esayas Azene (2017) looked at the effect of integrated marketing communication on sales performance in the case of Tikur Abay shoes factory, this study generalized the IMC tools rather than trying to see their impact on sales performance in isolation as well as in depth because of that it is hard to find which particular IMC tool took the lions share in terms of affecting the sales performance of the firm, unlike the previous study conducted by Esayas Azene this particular study clearly showed the level of significance of each IMC tool in order to synergize the least influencers with the strong influencers for the best of marketing output. Previous studies that have been carried out did not focus on the brewery industry.

This is the era of fierce market competition, which companies strive their best to enhance their market share through communicating their competitive advantage to their actual and potential customers. The way and the strategy that you communicate really affects the possibility of being preferred or rejected. In this regard IMC is a new and effective mechanism that the elements of marketing communication synchronized to deliver a uniform and best marketing message to the target market than applying them in isolation, as believed by many marketing scholars. Very few assessments and studies have been made in relation to the casual relationship between the IMC and the sales performance of the brewery industry in Ethiopia, which makes companies to know less about the effect of IMC on their company's sales performance and to provide the least of their attention. In the contrary, IMC has to move from a tactic to a strategy, only strategically oriented IMC can help companies succeed in the highly competitive and rapidly changing world

of today. To be successful, it also has to involve everyone in the organization, from the top management down to all employees. The highest corporate strategy needs to be consistent with the every-day implementation of individual tactical activity (Reid, 2002:22).

The basic aim of this study is to determine the effect of integrated marketing communication on sales performance by taking Dashen brewery Share Company situated in Debrebrehan as a case study. The study aims at obtaining a deeper understanding about how the elements of the integrated marketing communication namely; advertising, personal selling, public relation, sales promotion and direct marketing influence the sales performance of Dashen brewery share company if implemented in integration.

1.4. Objective of the study

1.4.1. General objective

The general objective of this study was to investigate the effect of integrated marketing communication on sales performance in the case of Dashen brewery Share Company, Debrebrehan plant.

1.4.2. Specific objective

To attain the general objectives the study had the following specific objectives;

1. To examine the effect of advertisement on the sales performance of Dashen brewery share company.
2. To analyze the effect of sales promotion on the sales performance of Dashen brewery share company.
3. To determine the effect of direct marketing on the sales performance of Dashen brewery share company.
4. To test the effect of personal selling on the sales performance of Dashen brewery share company.
5. To examine the effect of public relation on the sales performance of Dashen brewery share Company.

1.5. Significance of study

The findings of the study can be a very essential input for Dashen Brewery and other breweries in the brewery industry to identify and realize the impact of the IMC on their sales performance and moreover each elements of the IMC has been addressed in relation to their respective effect on Dashen breweries' sales performance which enables to realize which element of the IMC strongly influence the companies' sales performance that allows companies to focus and put their effort on that particular marketing communication tool which influences sales performance strongly and to integrate the least influencers and strong influencers for the best of marketing result.

1.6. Scope/ delimitation

This study intended to cover the effect of IMC on the sales performance of Dashen brewery Share Company located in Debrebrhan. The company also has its branch sales and marketing office in Addis Ababa so the study was geographically delimited to Addis Ababa and Debrebrhan. The plant located in Gondar is out of consideration for this particular thesis so further endeavor needs to be putted with respect to IMC practices and its influence on sales performance of the company. Methodologically the study was delimited to the sales and marketing staffs (commercial team) of Dashen Brewery SC., others like customers and board of directors are intentionally excluded from the study as they were out of the scope of the study. The study is delimited to the integrated marketing communication practices by the organization's side with concerned employees (marketing department staffs and managers). For the sake of feasibility customers of the organization are excluded from the scope of this study. Conceptually focuses on theories that state the influence of IMC on sales performance. Therefore, the study was conducted with the data obtained from Debrebrhan and Addis Ababa sales and marketing office employees of the company through the data collection tool, questionnaire. This particular study covers only the integrated marketing communication dimension which determine sales performance. The other factors which influence sales performance such as technological, social, political factors are excluded intentionally.

1.7. Limitation of the study

The respondents to the questionnaires and might not be willing to give their response at the firsthand and also their earnest response due to various reasons, this uncontrollable factor might affect the means and the end of this thesis to some extent. As the study is conducted by using the most common data collection technique, questionnaire as an input, it is not perfect enough to exactly pinpoint the existing situation since it is highly vulnerable to a number of biases, the most common of the biases include respondent bias. It is a bias that occurs when respondents tend to answer questions with a certain inclination or viewpoint that consciously (deliberate falsification) or unconsciously (unconscious misinterpretation) misrepresents the truth. The most common type of respondent bias which can affect data collection process through questionnaire is believed to be Acquiescence Bias, A category of response bias that results because some individuals tend to agree with all questions or to concur with a particular position. Respondents of the company may also be hesitant to provide the required data which might be used in this study due to their fear that their marketing strategies and principles might be imitated by competitors. The study was conducted on the organization's side which is the integrated marketing communication practices and wouldn't cover the other stakeholders such as government (government regulation on Brewery industries), intermediaries and to see what looks like the integrated marketing communication of the company from the customer's perspective.

Along with all those limitations there were also another constraints such as, financial limitation, time limitation, the Covid 19 pandemic and others. As it is known that the thesis was conducted within the period of Covid pandemic, that respondents' interest to be part of the study as an interviewee were very low due to the fear of the pandemic that's why the study's primary data collection mechanism were only limited to a structured questionnaire. To conduct a study like this at this time of pandemic is such a dangerous task that could make the researchers vulnerable to the virus since it is expected from the researcher to meet people to go here and their to obtain the relevant data.

1.8. Definition of key terms

- **Integrated Marketing Communication:** IMC is a process which involves the management and organization of all ‘agents’ in the analysis, planning, implementation and control of all marketing communications contacts, media, messages and promotional tools focused at selected target audiences in such a way as to derive the greatest enhancement and coherence of marketing communications effort in achieving predetermined product and corporate marketing communications objectives (David Pickton, 2010).
- **Advertisement:** According to Kotler and Armstrong (2008), “advertising is any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor”. Some of the well-known advertising media are: broadcast advertisement (TV, Radio, and Internet), Print media (newspapers, magazines, leaflets, brochures, billboards, signage, and direct mail), online media (social media, website browsing etc.), outdoor media (putting large bill boards and hoardings above buildings, near streets etc).
- **Sales Promotion:** Griffin et al (2004) describe marketing concept of sales promotion as “short-term promotional activities designed to stimulate consumer buying or co-operation from distributors and other members of the trade”.
- **Direct Marketing:** According to Stone & Jacobs (2001) “direct marketing is the interactive use of advertising media to stimulate an immediate behavior modification in such a way that this behavior can be tracked, recorded, analyzed and stored on a database for future retrieval and use”.
- **Personal Selling:** According to Brassington and Pettit (2000), personal selling is a two way communication tools between a representative of an organization and an individual or group, with the intention to form, persuade or remind them, or sometimes serve them to take appropriate actions.
- **Public Relation:** According to Kotler and Armstrong (2004), public relations means “building good relations with the company’s various publics by obtaining favorable publicity, building up a good corporate image, and handling or heading off unfavorable rumors, stories and events”.

1.9. Organization of the study

This study is organized in to five chapters. Chapter one deals with introduction to the study including background of the study, statement of the problem, research question, research objectives, scope of the study, significance of the study and limitation of the study. Chapter two review a number of related literatures about the subject matter from various pioneer endeavors. It provides concepts and theoretical framework in a detailed presentation so as to make the reader well aware of this particular study meant to be. In this part also the IMC tools have got a wider emphasis. Chapter three is all about the research methodology which comprises research method, sampling technique, data collection technique and method of data analysis for the study were covered. Chapter four presents the findings of the study. Finally, chapter five presented summary findings, conclusions, limitations of the study and recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITRATURE

In this chapter various literatures are reviewed which believed to have some sort of relation with the research problem stated. This chapter constitutes various theories about sales performance. It also highlights prior empirical studies conducted in relation to the effect of integrated marketing communication on sales performance.

2.1.The concept of marketing

Marketing is recognized by organizations as an important business function that plays a critical role in their effort to gain a competitive advantage in the market place. A number of interconnected basic features of contemporary marketing, namely: customer-centric, communication and long-term relationship focus on customers, as well as the inclusion of all relevant stakeholders, as often reflected in current paradigms of marketing theory were discussed in order to contextualize the current study within the larger discipline.

The traditional definition of marketing was released by the American Marketing Association in 1985 and states that “marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives” (AMA, 2007). This definition focuses on exchange as central concept. It suggests that the parties involved must have something of value to offer to the other party and must have the desire and ability to give it up and find a way to communicate with one another.

However, the marketing discipline has changed and no longer focuses on short-term exchange or is not limited to consumers only. Contemporary consumers are far more empowered due to their ability to control information technology, access information, purchase products and services anywhere, anytime. Consumers decide what constitutes value and what relationships are important, needed and wanted and not marketers (Luck & Moffatt, 2009:314).

The traditional definition above ignored these marketing ideas and the central premise dominated by the customer, stakeholders, and global and interactive markets. Consequently, in 2004 the definition was revised to reflect these changes to: “marketing is the activity, set of institutions and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large” (AMA, 2007). Creating, communicating, and delivering value is thus the current focus. Marketing is regarded as an integrated 24 process through which companies create value for customers and build strong customer relationships in order to capture value for customers in return. Market driven companies thus place the emphasis now on developing and sustaining relationships with their customers as well as other stakeholders.

Bearden, Ingram & La Forge (2007:6) affirm this relationship perspective to marketing by replacing the emphasis on short-term sales to focusing on the development, maintenance and growth of long-term and beneficial relationships with targeted customers. Relationship marketing orientation is a refinement of the marketing concept. Its implementation can foster customer loyalty and customer referrals – resulting thereby in increased sales, market share and profits (Lamb et al., 2003:10): Kotler & Keller (2006:60) explain the main goal of marketing is to develop deep, enduring relationships with people and organizations that could directly or indirectly affect the success of the firm’s marketing activities. Thus, relationship marketing aims to build mutually satisfying long-term relationships with key constituents in order to earn and retain their business.

Lamb, Hair, McDaniel, Boshoff & Terblanche (2003:5) explain that marketing is a philosophy or perspective based on customer satisfaction, and a set of activities needed to implement this philosophy. Marketing is therefore more than a just set of procedures; it is rather a philosophy with customer satisfaction as the foundation or underlying principle driving the whole process. It is clear that the marketing exchange process should lead to customer satisfaction, which underpins the contemporary marketing philosophy. This consumer or marketing orientation is also referred to as the marketing concept or orientation. Having satisfied customers indicate that the marketing concept has been implemented successfully; therefore, this should be the main thrust of marketing.

2.2. Marketing communication

All organizations – large and small, commercial, government, charities, educational and other not-for-profit organizations – need to communicate with a range of stakeholders. This may be in order to get materials and services to undertake their business activities, or to collaborate and coordinate with others to secure suitable distribution of their goods and services. In addition, there are consumers who are free to choose among the many hundreds and thousands of product offerings. Marketing communications provides a core activity so that all interested parties can understand the intentions of others and appreciate the value of the goods and services offered (Chris Fill, Barbara Jamieson, 2006).

Marketing communications is a management process through which an organization engages with its various audiences. By understanding an audience's communications environment, organizations seek to develop and present messages for its identified stakeholder groups, before evaluating and acting upon the responses. By conveying messages that are of significant value, audiences are encouraged to offer attitudinal and behavioral responses (Fill, 2006).

2.3. The evolution of integrated marketing communication

Communication integration is not a new concept and, in fact, the concept of communication integration emerged as early as the 1930s. During this period the sales representatives would collaborate with the advertising team while, by 1966, scholars had already recommended the combined use of promotional tools in order to ensure synergy (Thorson & Moore, 1996:13).

The late 1970s and the 1980s saw an increase in merger activity in the advertising industry. This trend came about as a result of an industry-wide effort to offer more than advertising and to provide a one-stop service to clients (Thorson & Moore, 1996:13). In the late 1980s, this new integration was labelled the “new advertising”. However, this elicited an outcry from public relations academics, who saw the new concept as being, what they termed, a marketing imperialism and, to them; this new concept would mean a domination of marketing over public relations (Thorson & Moore, 1996:14).

The 1990s saw IMC becoming one of the most topical marketing issues (Percy, 1997). Moreover, it was in the 1990s that IMC emerged as a discipline (Kerr et al., 2008:514; Holm, 2006:24). Possible names that were suggested for the new discipline included integrated communications (IC), total communication and IMC with the latter emerging as the most favored term (Kerr et al., 2008: 514).

Juxtaposed to the view that IC was an alternative term for IMC (Ransburg & Cant, 2009:3) are, nevertheless, of the opinion that IC differs from IMC. According to them, IMC deals with integration within “the realm of marketing”, while IC goes beyond marketing to include communication fields such as corporate design, public relations and corporate communication (Rensburg and Cant, 2009:3). There is still no consensus among scholars on the definition of IMC (Kerr et al., 2008:514; Grove et al., 2007:37; McGrath, 2005:192; Anantachart, 2005:102). In the next section, the definition of the concept will, despite the confusion and lack of clarity about its meaning, be examined.

2.4.Integrated marketing communication (IMC)

A global marketplace which becomes more transitory through the Internet may lead to a customer-driven and focused marketing environment. In such an environment, technology can enhance marketing communication strategies, that is, both traditional advertising techniques and also new, unconventional marketing practices may be applied, such as database marketing, one-to-one communication, or marketing PR (McGrath, 2005a; Edelman, 2004; Gonring, 1994; Nowak & Phelps, 1994). Not only can technology help consumers to connect and communicate with each other but it can also act as a facilitator in establishing a relationship with individual consumers and companies.

Owing to disagreements about the emergence of IMC and the limited amount of research conducted with actual organizations, researchers have thus far been unable to agree upon a single definition of IMC. Kliatchko (2005), though, has examined the various definitions of IMC that have emerged over time and tried to explore their dimensions in the hope of unifying them. Integrated Marketing Communication (IMC) is a term that emerged in the late 20th century regarding application of consistent brand messaging across myriad marketing channels. IMC was developed mainly to address the need for businesses to offer clients more than just standard

advertising. The concept of Integrated Marketing Communications (IMC) makes definite sense so much so that trainee in the field may get amaze what all the confusion is about (Linton, Ion, Morley, & Kevin, 1995).

According to Schultz (1991) definition, “The process of managing all sources of information about a product/service to which a customer or prospect is exposed and which, behaviorally, moves the customer toward a sale and maintains customer loyalty”, IMC is a process what manages all promotional messages and leads customers or prospects towards sale and nurtures customer loyalty (Kliatchko 2005: 16). Due to big changes in the mid 1990’s, such as second digital revolution, definition of IMC got more complex and it was not used anymore as a tactical tool but as a strategic process (Kitchen & Burgmann 2010: 7-11). In 2003 Schultz & Schultz wrote a new definition, “IMC is a strategic process used to plan, develop, execute and evaluate coordinated, measurable, persuasive brand communication programs over time with consumers, 6 customers, prospects and other internal and external audiences”. This definition is much more explicit than what Schultz wrote in 1991. By this definition IMC is not just managing the promotional messages, in order to get customers toward sale, but it is managing the whole brand communication programs, what can be measured and its doing this with consumers, customers and prospects, but also internal and external audiences (Kliatchko 2005: 21).

Pickton & Broderick (2005: 25) believe that their definition, “IMC is bringing together of all marketing communications activities”, is just interlinking marketing communication activities even though their book “Integrated Marketing Communication 2005” clearly shows that IMC is not as simple as they define it but rather complex and difficult to fully understand. According to Kliatchko (2005: 21) definition, “IMC is the concept and process of strategically managing audience-focused, channel-centered and results-driven brand communication programs over time”, IMC is not only a strategic process but also a concept of managing brand communication programs over time. Percy (2008: 5) defined IMC as “IMC is planning a systematic way in order to determine the most effective and consistent message for appropriate target audiences”. By Percy (2008) IMC is a process of planning and its goal is to determine the most effective and consistent message for target audience. Last, according to Floor & Van Raaij (2011: 541) definition, “IMC is a process where all messages and methods are geared to each other in such way that they complement and reinforce each other, and that added value is the result”, IMC is a

process where all messages and methods are interlinked with each other in order to create synergy.

This particular study uses the following definition which is believed to provide detailed and explanatory description about IMC.

IMC is a process which involves the management and organization of all 'agents' in the analysis, planning, implementation and control of all marketing communications contacts, media, messages and promotional tools focused at selected target audiences in such a way as to derive the greatest enhancement and coherence of marketing communications effort in achieving predetermined product and corporate marketing communications objectives (David Pickton, 2010)

2.5.Theories of integrated marketing communication

2.5.1. AIDA Theory

AIDA (attention, interest, desire, action) has been around for a long time as one of the earliest of the Hierarchy of Effects models in marketing. Often seen as the earliest of sales models (Strong, 1925), it has been used in sales training since at least the 1950s but has been applied across the marketing communications board in terms of a receiver of a marketing communications message (external stimuli) and how they react to the message in terms of a process that supposedly moves the recipient through from grabbing attention to the desired end result i.e. in many instances, a buying action or sale). It is acknowledged that the desired action may not be a sale but some other desired end state such as, for example, voting or donating if the process is dealing with political or social marketing. AIDA and other Hierarchy of Effects models “have dominated the literature” around how advertising works (Vakratsas and Ambler, 1999).

The AIDA model produces a detailed illustration about the entire procedure of how advertising effects consumer behavior and the purchase decisions. It is an acronym, which consists of the factors of attention, interest, desire and action, all of them relevant to the relationship between consumer behavior and advertising. AIDA model is initiatory and simplest (Aaker & Joachimsthaler, 2000). It explains how personal selling works and shows a set of stair-step stages which describe the process leading a potential customer to purchase.

The first step in marketing or advertising is to consider how to attract the attention of consumers. Once the consumer is aware that the product or service exists, the business must work on increasing the potential customer's interest level. After the consumer is interested in the product or service, then the goal is to make consumers desire it, moving their mindset from "I like it" to "I want it." The ultimate goal is to drive the receiver of the marketing campaign to initiate action and purchase the product or service. Therefore, the AIDA model says that Awareness leads to Interest, which leads to Desire, and finally, Action. The first element, that is attention, describes the stage in which the brand manages to gain the attention of the consumer through the advertisement that he/she has come into contact with. It could be either positive or negative attention or sometimes, in a worse case, no attention at all. From the advertiser's standpoint, only the first case is a favorable one where the consumer pays positive attention to the advertisement and eventually the brand (Kotler, 2007). Organizations creating attention, interest, desire, and attraction of their products in the market using appropriate channels of communication to reach the mass market thus stimulating demand of existing and new products in the market. Therefore, adoption of the theory by firms promotes tremendous growth of the companies in terms of client base and revenue (Aaker & Joachimsthaler, 2000). They all have three general stages in common, even though the amount or names of sub stages might differ: cognitive stage (what the receiver knows or perceives), affective stage (receiver's feelings or affective level), behavioral stage (consumer's action) (Aaker & Joachimsthaler, 2000).

2.5.2. Hierarchy of effect theory

The hierarchy-of-effects theory is a model of how advertising influences a consumer's decision to purchase or not purchase a product or service. The hierarchy represents the progression of learning and decision-making consumer experiences as a result of advertising. A hierarchy-of-effects model is used to set up a structured series of advertising message objectives for a particular product, to build upon each successive objective until a sale is ultimately made. The objectives of a campaign are (in order of delivery): awareness, knowledge, liking, preference, conviction, and purchase. (Will Kenton, 2021). The Hierarchy of Effects Model was created in 1961 by Lavidge and Gary. This marketing communication model, suggests that there are six steps from viewing a product advertisement (advert) to product purchase. The job of the advertiser is to encourage the customer to go through the six steps and purchase the product

which include; awareness, knowledge, liking, preference and purchase. Customers see many adverts each day but will only remember the brand of a tiny fraction of products. Knowledge of the customer begins when the product is advertised using various communication channels which include; the internet, retail advisors and product packaging. In today's digital world this step has become more important as consumers expect to gather product knowledge at the click of a button. (Evinah Mbayisi Muhanji, Mr. Boaz Ngari, 2015)

The hierarchy-of-effects theory is an advanced advertising strategy in that it approaches the sale of a good through well-developed, persuasive advertising messages designed to build brand awareness over time. While an immediate purchase would be preferred, companies using this strategy expect consumers to need a longer decision-making process. The goal of advertisers is to guide a potential customer through all six stages of the hierarchy. The awareness and knowledge (or cognitive) stages are when a consumer is informed about a product or service, and how they process the information they have been given. For advertisers, it is essential to key brand information in this stage in a useful and easily understood fashion that compels the prospective customer to learn more and make a connection with a product. (Will Kenton, 2021). Consumers will quickly move to competitor brands if they do not get the information they want. The advertiser's job is to ensure product information is easily available (Belch and Belch, 2003). Liking of the product involves customer willingness to buy a product after information search in the market concerning the product on offer. Preference involves consumers being loyal to a particular brand compared to competitor brands. At this stage advertisers will want the consumer to disconnect from rival products and focus on their particular product. Advertisers will want to highlight their brand's benefits and unique selling points so that the consumer can differentiate it from competitor brands. Conviction to a product is a stage of creating the customer's desire to purchase the product in the market. Advertisers may encourage conviction by allowing consumers to test or sample the product (Buzzell, 2004).

Purchase involves is the final stage that consumers experience in the buying process. The advertiser may want the customer to purchase their product by emphasizing on the benefits of the product to the consumer (Belch & Belch, 2003). This stage needs to be simple and easy, otherwise the customer will get fed up and walk away without a purchase. For example a variety of payment options encourages purchase whilst a complicated and slow website discourages

purchases. Companies should identify new ways of increasing purchase habits among consumers. Modern technologies like online purchase and mobile phone technologies should drive competitive companies thus minimizing costs of operation (Alexander & Schouten, 2002).

2.5.3. Relation marketing theory

While most of the research and discussion on 'integrated marketing communications' (IMC) has focused on the benefits of bringing together the various tactical elements of IMC, the greater long-term promise of IMC lies in its potential to refine or redefine the purpose of marketing communications- helping to create relationships, rather than simply persuading potential buyers or building brands. The key to this new 'integrated relationship -marketing communications' is rejection of the current competitive/exchange view of relationships generally held by marketing theory and practice, and the adoption of a more humanistic approach to marketing relationships. By asking the right questions (i.e., those relating to trust, commitment and shared values) marketers will be able to forge more mutually beneficial and enduring relationships with customers (James G Hutton, 2010).

Relationship marketing theory is a form of marketing developed from direct response marketing campaigns which emphasizes customer retention and satisfaction, rather than a dominant focus on sales transactions (Alexander & Schouten, 2002). As a practice, relationship marketing differs from other forms of marketing in that it recognizes the long term value of customer relationships and extends communication beyond intrusive advertising and sales promotional messages (Aaker & Joachimsthaler, 2000). With the growth of the internet and mobile platforms, relationship marketing has continued to evolve and move forward as technology opens more collaborative and social communication channels (Berglof & Bolton, 2002).

A key principle of relationship marketing is the retention of customers through varying means and practices to ensure repeated trade from preexisting customers by satisfying requirements above those of competing companies through a mutually beneficial relationship (Albers & Straughan, 2000). Extensive classic marketing theories center on means of attracting customers and creating transactions rather than maintaining them, the majority usage of direct marketing used in the past is now gradually being used more alongside relationship marketing as its importance becomes more recognizable. Increased profitability associated with customer

retention efforts occurs because of several factors that occur once a relationship has been established with a customer (Berglof & Bolton, 2002).

2.6. Integrated marketing communication strategies

Integrated marketing communication is being considered as business strategy which is used to get maximum positive impact on the business. Usually it is the combination of different promotion mix which is used in same way to produce seamless message to make maximum impact on the customer. According to Brassington and Pettitt (2000), promotion strategy is the direct way in which an organization communicates the product or service to its target audiences. Within the healthcare industry, promotion is used in many different ways (Meidan, 1996). Brassington and Pettitt (2000) has categorized the promotional tools into five main elements; Advertising, Sales promotion, Public relations, Personnel selling, and Direct Marketing.

2.6.1. Advertising

According to Kotler and Armstrong (2008), “advertising is any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor”. Advertising is the business of announcing that something is for sale or of trying to persuade customers to buy a product or service (Ivanovic A. & Collin P H, 2003). The American Marketing Association also defines advertising as ‘the placement of announcements and persuasive messages in time or space purchased in any of the mass media by business firms, nonprofit organizations, government agencies, and individuals who seek to inform and/ or persuade members of a particular target market or audience about their products, services, organizations, or ideas’ (http://www.marketingpower.com/_layout. Advertising can reach geographically dispersed buyers efficiently (Kotler, P. 2002). It is to develop all concepts and write copy for ongoing image advertising. Successful in increasing awareness, as reported by the sales team (Kursmark & Louise M., 2005). Advertisers are critical to the success of commercial media because they provide the primary revenue stream that keeps most of them viable. Broadcasters, trade magazine publishers, and newspaper publishers exhibit the highest levels of dependence on advertising income among media firms. Advertisers, however, do not provide these financial resources in order to make media possible; they do so in order to pursue their own interest and purposes (Gustafsson Karl Erik, 2006).

2.6.2. Personal selling

Verhallen *et al* (1997) states that the increased competition within the fast changing environment of organizational services has led to many organizations developing and maintaining comprehensive relationship with their customers. Brassington and Pettit (2000) argue that, personal selling is a two way communication tools between a representative of an organization and an individual or group, with the intention to form, persuade or remind them, or sometimes serve them to take appropriate actions. Furthermore, personal selling is a crucial element in ensuring customers' post- purchase satisfaction, and in building profitable long-term buyer-seller relationship built on trust and understanding. Furthermore, Julian and Ramaseshan (1994) state that the long term person to person relationship is an important factor for a retail firms to achieve a competitive advantage.

In addition, the sales force within the organization service industry needs not only to be trained in the art of selling but also to be aware of all the services available and be able to clearly explain what each services offers. Since customers' needs and motivation are likely to be complex, and their ability to assess alternative courses of action without professional assistance is likely to be limited, it is of great significance for the sales force engages and cooperates toward the customer, trying to find a solution to the customer's problem, rather than only persuading him to purchase the products or services (Meidan, 1996).

2.6.3. Sales promotion

As more businesses move into global markets, it is becoming increasing difficulty to determine the best promotional approach (Wills *et al.*, 1991) that an organization can adopt. In many cases, the most highly visible promotional mix often used in marketing mix relates to sales promotion (Ricky *et al*, 2005). Some of the widely used sales promotion tools include, low cost gifts, event organization

Griffin *et al* (2004) describe marketing concept of sales promotion as “short-term promotional activities designed to stimulate consumer buying or co-operation from distributors and other members of the trade”. On the other hand, Blanchard *et al* (1999) also states that sales promotion as “the array of short-term promotional techniques that marketers use to stimulate an immediate purchase”. Likewise, sales promotion can be described as materials that act as a direct

inducement, offering added value, or incentive for the product, to resellers' sales persons or consumers. It is designed for immediate (short term) increase in product sales.

In this sense, it can be argued that, sales promotion efforts are normally offered only a short time before being dropped or replaced with more permanent efforts. This flexible nature of sales promotions makes them ideal for a marketing campaign tailored to fit local customs and circumstances notes (Griffin & Pustay (2007)). In light of this, sales promotional activities which comprise specialized marketing efforts such as coupons, in-store promotions, sampling, direct mail campaign, cooperative advertising, and trade fair attendance (Griffin & Pustay, 2007).

2.6.4. Public relation

According to Kotler and Armstrong (2004), public relations means “building good relations with the company’s various publics by obtaining favorable publicity, building up a good corporate image, and handling or heading off unfavorable rumors, stories and events” (Kotler & Armstrong 2004: 399). Flynn, Gregory and Valin (2008) believe that “public relations is the strategic management of relationships between an organization and its diverse publics, through the use of communication, to achieve understanding, realize organizational goals, and serve the public interest” (Seaman 2009). After checking how famous scholars have defined PR, it is possible to conclude that they are similar and their definition serves the same purpose: building good relations with its diverse audiences and achieve company’s goals as well as public interests.

Harris (1993), Kotler & Mindak (1978) as well as other scholars have said that the role of public relations (PR) as a part of IMC process has changed significantly during past years. The traditional role of PR has been strengthened by marketing orientated approach (Belch & Belch 2007: 17-19).

Definition for marketing public relations varies widely, mostly due to different opinions on integration of marketing. On a basic level, Harris (1991) has defined MPR as: “MPR is new promotional discipline which comprises specialized application techniques to support marketing activities and which is referred to by some theorists and authors as product publicity” (Scriven 2001: 34-35).

2.6.5. Direct marketing

According to American Direct Marketing Association, direct marketing refers to an interactive system of marketing that uses one or more advertising media to effect a measurable response and/or transaction at any location. Stone and Jacobs (2001:5) also define direct marketing as the interactive use of advertising media to stimulate an immediate behavior modification in such a way that this behavior can be tracked, recorded, analyzed and stored on a database for future retrieval and use.

Like personal selling, direct response marketing is interactive, allowing for customization of the marketing message, and affording the potential to the customer of feedback. In direct response marketing, companies deal directly with customers without any retailers or wholesalers as intermediaries. Direct-response marketing, whereby an organization communicates directly with its target customers, is an interactive system of marketing, which uses one or more media to achieve a measurable response or transaction (O'Quinn *et al.*, 2000:671). This definition suggests the key features of direct-response marketing. It is interactive because it allows two-way communication between the advertiser and the targeted consumer. Multiple media can be used in direct-response marketing, including direct mail, telemarketing, direct-response advertising (on TV, radio or in magazines or newspapers, telemarketing, internet sales, catalogues and shopping channels) (Belch & Belch, 2012:20).

2.7.Importance of IMC

Each strategy has its own importance which can be assessed from the results and impact of that strategy. IMC is supposed as a key competitive advantage in many organizations (Kitchen and Schultz, 2001; Weilbacher, 2001; Smith, 2002) because sales and profit can be increased while saving the time, money and stress by applying IMC (Smith, 2002). This fact is also recognized by agency executives (Kitchen and Schultz, 1997).IMC has positive impact on communications, creativity and cause consistency in communications. Real contribution of integrated promotional mix can make a strategic tool for business. IMC provides new dynamic model that facilitate the business to make marketing communication as consumer oriented (Kitchen, Brignell, Li and Jones, 2004).It makes easy availability and access of goods and services and makes message more efficient and reduces product related risks in the mind of consumers.

2.8.Objectives of IMC

There are always some specific objectives behind every strategy and these objectives are the end results of that strategy. IMC strategy of communication is also focused to achieve specific objectives. Katrandjiev (2000) described two conflicting objectives of IMC as (1) to achieve considerable sales and (2) to build a strong brand image. Schultz (1993) said that objective of IMC is to influence the behavior of target audience. The ultimate goal of IMC is to setup customer oriented sensibilities, help in resource allocation, achieve competitive advantage and develop business process in all direction of organization and its operations that add value for its customer (researchandmarkets.com). Despite these major objectives, there are some common objectives like create brand awareness, favorable customer attitude and to drive business & revenue (ehow.com).

As notified one of the most important objective of IMC strategy is that, it strives to put its positive influence on sales performance of a certain organization. Therefore this paper aspires to relate IMC with its prior objective through analyzing whether the elements of IMC has influence on sales performance of Dashen Brewery share company as it is believed by many scholars

2.9.Factors influencing IMC:

Every strategy is influenced by different factors which influence in different ways depends upon the nature of the goal behind strategy. There are different factors that influence the IMC. According to Schultz (1996) IMC just not rely on integration of promotional mix, it also heavily depends on infrastructure, staffing, marketing budget and skills. It is assuring that only combination of promotional mix is not the IMC but infrastructure of business should support. Despite of good staff and skills, marketing budget is most important, due to lack of budget whole effort become useless. Similar factors described by Kitchen et al. (2004) that nature of business, marketing development and required investment by business have great influence on IMC. According to Vargas (2005) nature of the product, nature of the market, stage in product-lifecycle, price and funds available for the promotion have major influence. It is also important to notice that product is suffering which stage in product-life-cycle, at each stage strategy differs. If stage is perceived wrongly then strategy becomes useless and result may differ from the

required result. Reid (2005) considered attributes of the organization including type and size, as well as position in the market as influencing factors.

2.10. Measuring the Effectiveness of IMC:

When a strategy is applied then first priority is to check and evaluate the result that how far strategy is successful. After the implementation every strategy gives the result whether in the form of success or failure. All strategies are developed by focusing the success. IMC is also considered as successive strategy. Providing information, creating awareness, changing attitude, enforcing brand loyalty and building company image are the effective results of IMC (Potluri, 2008). —Brand equity can be enhanced by pursuing a strategy that integrates the various marketing communications tools| (Vargas, 2005). Vantamay (2011) indicated the five factors to measure the effectiveness of IMC program; these factors are

- 1- Customer responses,
- 2- Market performance,
- 3- Brand exposures,
- 4- Communication effect and
- 5- Channel support.

Customer response is mixture of 5 indicators; these indicators are brand loyalty, customer satisfaction, brand extension, brand referrals and brand preference. Marketing performance is composed of 5 indicators; these indicators are sales growth, market share growth, ability to command premium price, profitability and sales income. Brand Exposure is composed of 3 indicators; these indicators are personal contacts, mass media exposure and contact points exposure. Communication effects are composed of 4 indicators; brand knowledge, brand attitude, brand awareness, and purchase intention. Channel Support is composed of 1 indicator: level of channel cooperation. Higher the level of all indicators shows the IMC is more effective.

Within the marketing performance framework there is sales performance which can be used as a mechanism to measure and evaluate the effectiveness of IMC strategy, this can be a very good indicator of relationship between the independent variable IMC and the dependent variable sales performance.

2.11. Sales performance

Sales performance also refers to the total amount of firms output sold to the market especially on monthly or annually basis, this affected by many factors including customer relationship, marketing management of the firm and sales force skills and motivation and even the pricing of the goods and services Bucklin, (1996). Sales performance is an integrated frame work that enables organizations to plan and model sales strategies and ensure timely execution of sales initiatives while ensuring both front line sales people and decisions-markers have visibility into performance.

2.11.1. Sales Performance Management

Effective sales performance management is a critical initiative which aims to drive sales transformation or reduce operational costs. Sales performance management is the discipline of marrying performance data with business improvement processes to drive sales effectiveness. At its core is incentive compensation management. The business impact of sales performance management grows when other critical processes are added, such as territory and quota management, analytics and dash boarding, and coaching (Kotler, 1999).

Proving the value of the integrated marketing communication (IMC) process in its relation to brand outcomes, such as brand awareness, brand loyalty, and sales, is critical issues. To make a position in the global market it becomes necessary for every organization to concentrate on its sales aspects, and it's important to take proper steps to keep up the performance in order to be in the competition, which can be done through appropriate planning and strategizing sales, timely execution of initiatives regarding sales, simultaneously ensuring both front-line sales people and decision-makers have visibility in performance compensation, which is initiated and completed by the seller, the owner of the goods (Kotler, 1999).

The first step is of the agreement to an acquisition followed by the passing of title and settlement of prices, the sales completes prior to payment and makes the payment obligatory. Sales department contributes majorly in any organization's growth; the goal is to increase the number of interactions between potential customers and company using promotional techniques such as advertising techniques, sales promotion, publicity and public relations, creating new sales channels, or creating new products, among other things. It deals with the interaction between the customer and sales facility and sales person. In order to do this, the sales management would break down selling process and then increase the effectiveness of the discrete processes as well as the interaction between different processes (Knapp, 2000).

It is suggested that by effectively bringing more customers and enticing them to contact, sales organization can improve their efficiency, profitability, allowing sales people to provide a higher level of customer service and satisfaction. It secures income to drive the rest of the business. Aims at persuading customers to buy products or services and it involve coordinating travelling representatives, telephone sales, and preparing mail shots (Knapp, 2000).

It also involves interaction with the marketing function and complaints, orders, monitoring Sales, profitability, expenses, setting targets, preparation for catalogues among others, customer accounts, chasing up orders and dealing with special requests. For an organization to improve its productivity, it's important that its work force is well trained and equipped with resources, which largely depends upon the ability of sales person's interactive communication with the customers. Beside communication skills there are other crucial personality factors which influence sales performance (spring, 1993).

2.11.2. Organizational Sales Performance and its Measurements

Sales Performance measurement is like a speedometer, compass or mirror of a vehicle describing information about past, current and expected positions of the business organization. Sales Performance measurement is always important, especially in highly competitive, dynamic, complex, and global environments where managers are expected to have a strong grasp on dozens of issues (Havaldar & Cavale, 2007).

Recently to Measuring the sales performance of beverage industry has attracted Scholarly attention. According to Bamiduro (2001), there are different ways to measure the sales performance of beverage industry such as: Sales Volume, Sales Cycle Duration, Customer Satisfaction, Turnover, and Win/Loss Ratio. There are considerable numbers of studies are Sales Volume being used as a proxy of sales performance; Getinet. (2007); Baltagi, and Griffin, (1995).

2.12. Determinants of sales performance

2.12.1. Sales Force

The people that work for those companies selling the company's products and they are highly motivated dependable, ethical knowledgeable, good communicators, flexible and emotional intelligence. Each person on the sales force should have definitions of the performance aspects being measured and the measurement units. These definitions help sales personnel make their activities more purposeful. Sales personnel with well-defined objectives waste little time or effort in pursuing activities that was not contribute to reaching those objectives. A single quantitative standard, such as one for sales volume attainment, provides an inadequate basis for appraising an individual's total performance. In the past the performances of individual sales personnel were measured solely in terms of sales volume (Baltagi & Griffin, 1995).

2.12.2. Promotion

Promotion is the final aspect of the marketing mix, dealing with the customer awareness and relation to the product and the brand. It involves marketing strategy, is also meant to have an influence on a brand's image. The image of a product and especially its make is one of the main drivers that affect the decision of a customer. The promotional component of marketing involves four basic tools: Advertising, sales promotion, personal selling and publicity which are considered to highly determine a firm's sales performance (Nobel Tesfaye, 2019).

2.12.3. Route to Market (RTM)

A strategy that route to Consumer is how you sell your product and how you plan your sales. It is an approach to sales transformations encompasses how and to whom companies sell their products and services, the channels they use, and the back-office operations that support these efforts. The route or the channel that the firm's product reach to its end users is one of the determining factor for the firm's sales performance (Spring, 1993).

2.12.4. Product

The company's product is the core element in the marketing mix as it provides the functional elements that are received by the customer. The product itself is one of the main drivers on a consumer's decision whether to purchase a certain product and therefore has a major effect on sales. The product offering by itself played a very significant role in sales performance capability of a certain firm since it has the ability to shape the consumer buying behavior (Vantamay, 2011).

2.13. Empirical Review

Emeh, Prince C, Anyaogu, Peter M, Kalu, Innocent N. (2018): conducted a study to investigate the effect of IMC on sales volume by taking around 200 employees of the Nigerian food and beverage industry as a source of primary data. It was observed that there is a positive and significant relationship between IMC variables and sales volume with the exception of public relations which showed positive but insignificant effect on sales volume. The researchers recommended that more emphasis be placed on direct marketing and sales promotion even as more resources should be allocated to advertising as it paves way for other promo-tools to yield desired results.

Cheruiyot Rose Jemutai, Peter Philip Wambua (2016): examined the Integrated Marketing Communication and Performance of Post Office Savings Bank of Nairobi. The main objective of the study is to find out whether Advertising, Sales Promotion Personal selling; Direct Marketing and Public relation is used to improve performance in the bank. Data from 80 employees was analyzed to determine Integrated Marketing Communication effects on performance, Findings show that advertising, direct marketing, personal selling, sales promotion and public relations

enhance the company's performance by enhancing customer attraction, customer loyalty, sales volumes, branch expansion and reminding customers of the bank's products. The study recommends that management take seriously strategies that can improve the execution of these IMC tools as they are crucial to performance of the company.

Evinah Mbayisi Muhanji, Mr. Boaz Ngari (2015): addressed the following research questions; what was the influences of advertising, sales promotion, public relations, personal selling and direct marketing on the sales performance of Commercial Banks in Kenya? The study carried out a census of all the staff within the department of marketing at 43 Commercial Banks operating in Kenya. The study concluded that there was a positive relationship between independent variables (advertising, personal selling, sales promotion, public relations and direct marketing) and dependent variable (Sales Performance of Commercial Banks in Kenya).

Bilal Naeem, Muhammad Bilal, and Uzma Naz (2013): tried to explore IMC from different aspects that what IMC is and what is its impact on business. The purpose of this review paper is to enhance the understanding of what is IMC, its impact and the difference between IMC and traditional marketing communication. Integrated marketing communication is consumer oriented approach rather than organizational oriented that focuses on organizational needs. IMC is performed in a manner of synergy rather than in isolation. IMC is associated with some positive results like brand awareness, customer satisfaction, brand loyalty, positive brand image, unique brand association, greater profitability, increased sales and cost savings.

A study conducted by Kathleen Kihanya (2013): The study found that advertising of services through the key media channels- above the line-TV Radio newspapers and billboards), below the line (wall branding, newsletters, leaflets) Social media (Facebook, YouTube) and Billboards influenced the company performance to a great extent. Sales promotions initiatives such as Win plot/car/holiday promos, customer service week and intermediary training influenced the company performance to a great extent. Direct personal selling (to agents and brokers) had a positive effect on company performance to a great extent. Other IMC tools like direct marketing also influenced the company performance to a great extent.

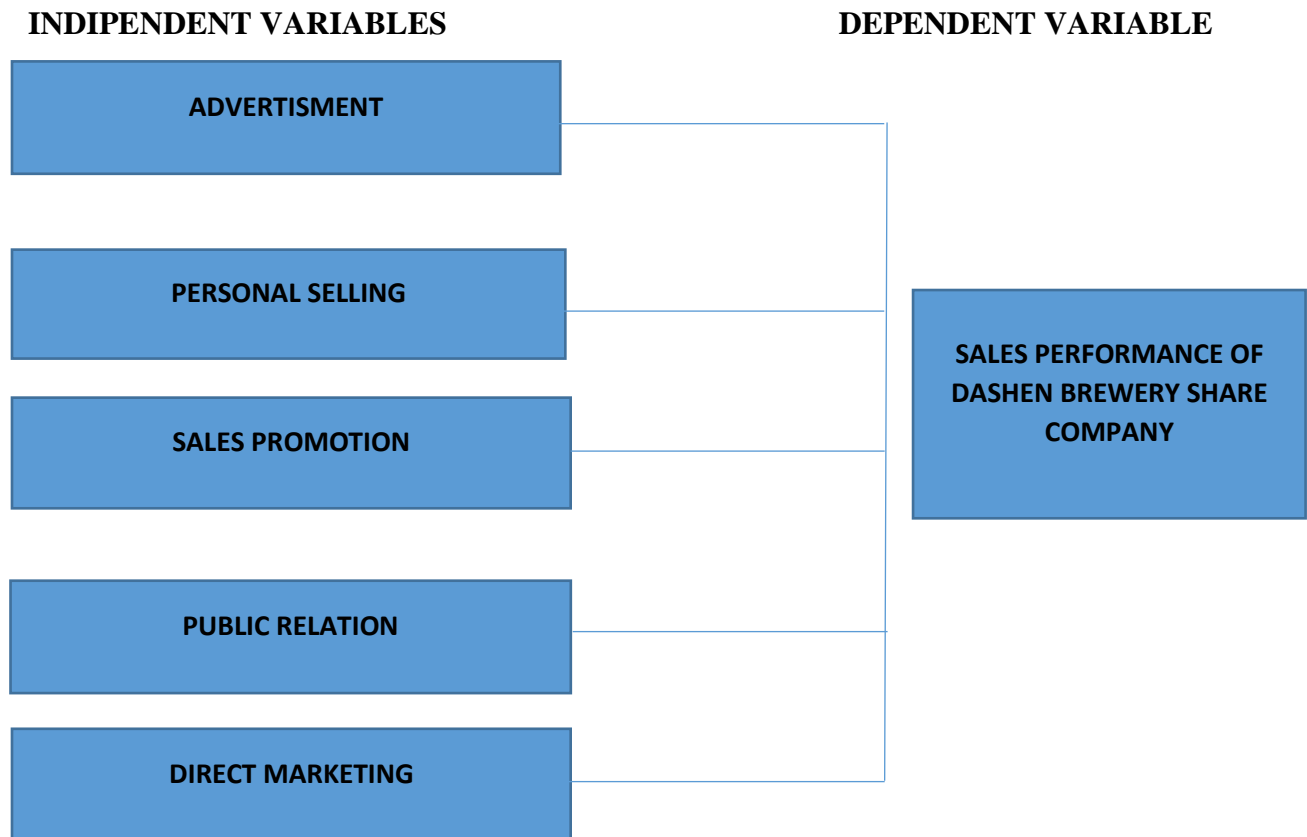
The study concludes that the trend of sales turnover and number of employees had greatly improved for the last five years. In addition, the trend of profitability and market share had improved for the last five years.

Esayas Azene (2017): examined the impact of integrated marketing communication on the company sales performance in the case of Tikur Abbay shoe Share Company. This study therefore examined the integrated marketing communication tools commonly used by the companies under study in boosting their sales performance; established how Integrated Marketing Communications save time, money and stress. The result of the analysis revealed that there was significant relationship between Integrated Marketing Communications and companies' sales in the case of tikur abbay shoe Share Company. The study further showed that Integrated Marketing Communications save time, money and stress.

2.14. Conceptual framework

Based on the theoretical and literature reviews discussed, the conceptual framework was forwarded in order to theorize the relation between various elements of the study. By taking this in to consideration, a conceptual model has been developed for this study based on the reviews of previous knowledge to discuss the interrelationships among the tools of integrated marketing communication and the sales performance of Dashen Brewery. The framework has been developed considering similar empirical studies and the theoretical illustrations on the above sections of the literature. They are made based on the basic hypotheses all of the IMC tools in this study, i.e., advertising, sales promotion, direct marketing, personal selling and public relation affect the sales performance of Dashen brewery positively and significantly.

Fig 3.1 conceptual framework



Source: Kotler and Keller (2008)

2.15. Hypotheses

H₁: Advertisement has a positive and significant effect on the sales performance of Dashen Brewery.

H₂: Personal selling has a positive and significant effect on the sales performance of Dashen Brewery.

H₃: Sales promotion has a positive and significant effect on the sales performance of Dashen Brewery.

H₄: Public relation has a positive and significant effect on the sales performance of Dashen Brewery.

H₅: Direct marketing has a positive and significant effect on the sales performance of Dashen Brewery.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Research approach

Both qualitative and quantitative research approaches were implemented for this particular study. The purpose of using mixed-method design is to make the research more comprehensive and to get more data. Quantitative research is an inquiry into an identified problem, based on testing a theory, measured with numbers, and analyzed using statistical techniques. The goal of quantitative methods is to determine whether the predictive generalizations of a theory hold true. By contrast, a study based upon a qualitative process of inquiry has the goal of understanding a social or human problem from multiple perspectives. Qualitative research is conducted in a natural setting and involves a process of building a complex and holistic picture of the phenomenon of interest. As questionnaire were used as a data collection mechanism, the researcher analyzed the responses of close ended questions of the questionnaire quantitatively.

3.2. Research design

Lewis & Thornhill (2009) defines a research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. On Wumere (2009:111) on the other hand define research design as a kind of blue print that guides the researcher in his or her investigation and analysis.

In order to do so, explanatory research design were applied for this particular thesis. As it is identified unlike descriptive research, explanatory research design goes beyond merely describing the characteristics, to analyze and explain why or how something is happening. Thus, explanatory research aims to understand phenomena by discovering and measuring casual relations among variables. The reason behind preferring explanatory research design over the others is, the study has independent variables and dependent variable which tried to show a cause and effect relation between the two and also tried to show the magnitude of the effects of each of the elements of integrated marketing communication considered as independent variables on the dependent variable which is the sales performance Dashen brewery share company.

3.3.Sampling design

3.3.1. Sample and Population of the study

The target population of the study include managers and employees of sales and marketing department of Dashen brewery Share Company, who work at Debrebrhan main plant and Addis Ababa branch office. All of the sales and marketing managers and employees were considered (census) as the target population of this particular study. The sales and marketing staffs of the company are 240, the responses of all of the sales and marketing staffs for the questionnaire were considered for data presentation, analysis and interpretation. The sampling technique which is going to be used for this particular study is, purposive or convenience sampling. Convenience sampling is a non-probability sampling that each sample unit has unequal chance of being selected as a sample unit. From non-probability sampling techniques convenience sampling was believed to be suitable because, it is the terminology used to describe a sample in which elements have been selected from the target population on the basis of their accessibility or convenience to the researcher. On the other hand inconvenience sampling samples are drawn from the population because they just happen to be suited spatially, or administratively, near to where the researcher is conducting the data collection. The selections of the respondents were carried out by using purposive sampling research method because no other departments are concerned about the effect of integrated marketing communication on sales performance and the researcher took all the respondents of sales and marketing staffs as a total population of the study.

Table 3.1, population of the study

Sales and marketing Department	Actual					Addis Ababa	Debrebrhan
	F	M	Total	Management	Non-management		
Commercial Director	1	2	3	1	2	2	1
Marketing	1	5	6	5	1	4	2
Marketing Operations	23	32	55	2	53	35	20
Sales	59	87	146	7	139	102	44
Sales Service	3	11	14	1	13	10	4
Trade Marketing	3	13	16	3	13	14	2
Total	90	150	240	19	221	167	73
Commercial Team Total	90	150	240	19	221	167	73

Source: Field Work, 2021

3.3.2. Data collection instruments

Both primary and secondary data gathering mechanisms were applied in order to feed the study with relevant data to obtain a dependable output. The primary data were obtained through distributing structured questionnaire to the sales and marketing department managers and staffs of Dashen brewery Share Company resides in Addis Ababa branch office and Debrebrehan main plant. The secondary data were obtained from journals, books, internet web sites, research papers and so on. The data obtained using both of the data collection mechanisms were presented, analyzed and interpreted.

3.4. Method of data analysis

Data analysis is the application of reasoning to understand the data that have been gathered by determining a consistent pattern and summarizing of relevant details revealed in the investigation (Zikmund & et.al (2010)). Once the data gathering has been finalized the next step that comes in to mind is analyzing it through various methodologies available to transform the raw data in to something meaningful through interpreting the output of the analysis. The type of the data analyses tool verified to analyze the data of a certain study is dependent on the type of data available.

The quantitative data obtained by using questionnaire were processed via SPSS version 20 and analyzed by descriptive statistics. Descriptive statistics includes mean, frequency, standard deviation and percentages to profile sample characteristics and major patterns emerging from the data.

Moreover, a multiple regression model were applied to measure the comparative importance of each of the elements of integrated marketing communication towards sales performance of the firm under study. Multiple regression model consider two variables categorized with in the dependent and independent variables which could able to show a cause and effect relation about the variables under consideration. Since the study is conducted by using an explanatory research approach, it obviously would have a cause variable (independent variables) and an effect variable (dependent variable) to try to find the cause and effect relation among the variables. The regression model was as follows was adopted from Kihanya (2013):

$$\text{SAL PER} = \beta_0 + \beta_1\text{ADV} + \beta_2\text{SP} + \beta_3\text{DM} + \beta_4\text{PS} + \beta_5\text{PR} + e$$

Where:

SAL PER = sales performance

β_0 = Constant Term

β_1, β_2 and β_3 , = Beta coefficients

ADV= advertising

SP= sales promotion

DM= direct marketing

PS= personal Selling

PR=Public relation

e = Error term

3.5. Validity and Reliability

The two most important parameters to evaluate the data collection instruments in particular and the study in general are validity and reliability. This study also applied various mechanisms to measure and identify the validity and reliability of the instruments being implemented on this particular study.

3.5.1. Validity

Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others (Joppe 2000, p. 1).

One of the most important mechanism to measure the validity of a particular instrument is weighing its content validity as of Kohtari (2004). Content validity is a measure of the extent to

which a measuring instrument/s provides adequate coverage of the topic under investigation and how well it provides adequate coverage of the topic under study. In this regard the structured questionnaire which is used for this particular study constitutes all of the elements that needs to be considered to achieve the generals as well as the specific objectives of the study. The respondents are the sales and marketing staffs of the firm which entails that the questionnaires are filled by the concerned bodies of the organization which could be attributed as the best sources of data to study the effect of the company's integrated marketing activity on the sales performance. Validity of the study were also be examined through a deep analysis of others researches in the review of related literature part with the intention of finding a dependable instrument which measures the variables under consideration. The structure and the language usage of the questionnaire planned to be easily understandable which takes the target population in to consideration.

3.5.2. Reliability

Reliability is the extent to which measurements are repeatable – when different persons perform the measurements, on different occasions, under different conditions, with supposedly alternative instruments which measure the same thing. In sum, reliability is consistency of measurement (Bollen, 1989), or stability of measurement over a variety of conditions in which basically the same results should be obtained (Nunnally, 1978). To maintain the reliability of the survey as a data collection instrument five-scale system (Likert scale) questionnaires were used. Compared to the two scale system it is believed to be more dependable since a scale too narrow as well as too wide might cause validity problems on the survey being undertaken. A two scale system is the simplest Likert scale where there are just two Likert options, such as agree and disagree as two poles of the scale. Five is an effective choice since the reliability decreases if the number of response options is greater than five (Hayes, 1992). Moreover, to make sure the reliability of the questionnaire a pilot study were undertaken which follows a test re-test approach. A total of 5 questionnaire were distributed to the sales and marketing personnel of Dashen brewery share company. The questionnaire was adopted from O' Connor, 1991; Mohammed Dawed, 2017 and Akhtar et al, 2016.

3.6.Ethical Consideration

At the time of conducting the research work the company as well as the respondents are communicated that the study was undertaken on their company and the data collected were merely used for academic purpose and it is also highlighted to the respondent employees of the company that their response kept confidential. It is made clear to the respondents that filling of the questionnaire is a voluntary activity based on their own consent without others persuasion or manipulation. The respondent's right to privacy and anonymity were respected. Respondents were not expected to write their name on the questionnaire, which might help to protect the respondent's privacy and anonymity rights, so that no personal information of respondents were revealed to the public. The researcher also made sure there were not be any physical, social or psychological harm to the respondents due to their participation in the research. Questionnaires were distributed only when the researcher got the consent from the respondents.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

In this chapter the data obtained presented, analyzed and interpreted in the way which readers can easily understand and also perceive from what premises the conclusion is made. Out of the 240 distributed questionnaires to the sales and marketing staffs of Dashen brewery share company 193 completed questionnaires were used for presentation, analysis and interpretation. The data was statistically analyzed in both descriptive and inferential aspects using SPSS 20. Summary statistics, tables and bar graphs were employed. Multiple regression was conducted to find the significant factors influencing sales performance.

4.2. Response rate

A total of 240 questionnaires were distributed to the managers and subordinates of sales and marketing department of Dashen Brewery Share Company. Out of which 193 (80.41%) respondents were kind to complete the questionnaire on time. As the study is conducted by using the sales and marketing staffs of the company as a source of data, most sales staffs especially were highly dispersed all over the country as a result about 29 (12.08) respondents failed to fill and complete the questionnaire on time the other 18 (7.5) respondents failed to return the questionnaire due to various reasons and taken out of consideration due to incomplete filling of the questionnaire.

Table 4.1, overall response rate

Sample	Number	Percent
Total number of questionnaire distributed	240	100%
Number of questionnaire returned	211	87.91%
Number of unreturned questionnaire	29	12.08%
Defective questionnaire	18	7.5%
Total usable questionnaire	193	80.41

Source: Survey result, 2021

4.3. Reliability test

Reliability measures the consistency as well as the dependability of the measuring instrument used to gather the relevant data. It measures consistency, precision, repeatability, and trustworthiness of a research (Chakrabartty, 2013). It is essential to measure the reliability of a particular data collection tool in any scientific investigation since its lack of reliability would cause a huge mess to the study. The most common internal consistency measure is Cronbach's alpha (α), which is usually interpreted as the mean of all possible split half coefficients. It is a function of the average inter-correlations of items, and the number of items in the scale. It is widely used in social sciences, business, nursing, and other disciplines. It was first named alpha by Lee Joseph Cronbach in 1951, as he had intended to continue with further coefficients. It is typically varies between 0 and 1, where 0 indicates no relationship among the items on a given scale, and 1 indicates absolute internal consistency (Tavakol & Dennick 2011). Alpha values above 0.7 are generally considered acceptable and satisfactory, above 0.8 are usually considered quite good, and above 0.9 are considered to reflect exceptional internal consistency (Cronbach, 1951). In the social sciences, acceptable range of alpha value estimates from 0.7 to 0.8 (Nunnally & Bernstein, 1994).

4.3.1. Reliability of the general instrument

Table 4.2, reliability statistics

Item	Cronbach's Alpha	Number of items
Advertisement	.775	5
Sales Promotion	.730	5
Direct marketing	.743	5
Personal selling	.798	5
Public relation	.760	3
Sales Performance	.724	5

Source: SPSS survey output, 2021

As observed from the above table the overall scale reliability Cronbach's alpha value is 0.763 which is more than the acceptable range of Alpha value estimate from 0.7 to 0.8. (Nunnally & Bernstein, 1994). The Cronbach's alpha value of all the variables ranges from .724 to .798 which is between the acceptable ranges which was proposed by Nunnally & Bernstein, 1994. From the Alpha value it can be concluded that the instrument applied is reliable meaning it is consistent and trustworthy to measure what it intends to measure.

4.4. Respondents' profile

4.4.1. Gender of respondents

Both male and female employees were participated as respondents for the structured questionnaire, as a result their demographic profile also included in this particular study. The highest percentage of respondents are male 110 (57%) female respondents for the questionnaire accounts for 83 (43%) the respondents' age range is above 18 years old. From the data above the number of male staffs are greater in number than the female staffs of the company, but it can be considered as a balanced employee distribution in terms of gender. The gender of respondents are summarized in the table below.

Table 4.3, Gender of respondents

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	83	43.0	43.0	43.0
	Male	110	57.0	57.0	100.0
	Total	193	100.0	100.0	

Source: survey result, 2021

4.4.2. Age of respondents

It is indicated that 31 (16.1%) of the respondents' age ranges from 21-30, 134 (69.4%) of the respondents' age ranges from 31-40, 23 (11.9%) of the respondents' age ranges from 41-50, 5 (2.6%) of the respondents' age ranges from 51-60. From this it can be concluded that, the age of most of the sales and marketing staffs of the company lies between 31-40 years of age and the least of the staffs are 51-60 years of age. The age of the respondents are summarized in the table below.

Table 4.4, Age of respondents

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	31	16.1	16.1	16.1
	31-40	134	69.4	69.4	85.5
	41-50	23	11.9	11.9	97.4
	51-60	5	2.6	2.6	100.0
	Total	193	100.0	100.0	

Source: Survey result, 2021

4.4.4. Level of Education of respondents

From the top level management until the subordinates of the sales and marketing department of the company, the staffs are well educated. From the total of 193 respondents about 123 (63.7%) sales and marketing staffs are bachelor degree holders and about 70 (36.6%) of the staffs have masters. The educational level of the respondents are summarized in the table below.

Table 4.5, level of education of respondents

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree	123	63.7	63.7	63.7
	Masters	70	36.3	36.3	100.0
	Total	193	100.0	100.0	

Source: survey result, 2021

4.4.5. Service year of the respondents

The sales and marketing staffs of the company are considered as well experienced. From the total of 193 respondents staffs with a range of 1-5 years of work experience constitute 74 (38.3%), staffs with a range of 6-10 years of work experience constitute 78 (40.4%), the rest staffs with a work experience of 10 and above constitute 41 (21.1%). The service year of the respondents are summarized in the table below.

Table 4.6, service year of the respondents

Service year					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	74	38.3	38.3	38.3
	6-10	78	40.4	40.4	78.8
	above 10	41	21.2	21.2	100.0
	Total	193	100.0	100.0	

Source: survey result, 2021

4.4.6. Job Title of the respondents

When we take the job title of the sales and marketing staffs of the company, 75 (38.9%) respondents are marketers in a different level of management and subordinates and 118 (61.1%) of the respondents are sales personnel. The job title of the respondents are summarized in the table below.

Table 4.7, job title of the respondents

		Job title			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Marketer	6	3.11	3.11	3.11
	Sales	134	69.4	69.4	72.1
	Marketing operation	50	25.9	25.9	97.9
	Commercial director	3	1.56	1.56	100.0
	Total	193	100.0	100.0	

Source: survey result, 2021

4.5. Descriptive statistics

4.5.1. Descriptive statistics for integrated marketing communication

Table 4.8, Mean Score for each of IMC program

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Advertisement	193	2.40	4.60	3.5886	.56317
Sales promotion	193	1.60	5.00	3.8601	.62024
Direct marketing	193	2.80	4.60	3.8811	.42312
Personal selling	193	2.40	5.00	3.7026	.57558
Public relation	193	2.00	5.00	3.8446	.65882
Valid N (listwise)	193				

Source: SPSS survey output, 2021

The table above elaborates the mean score and standard deviation value with regard to the perception of survey respondents towards IMC dimension computed from the raw data gathered from the company’s sales and marketing department staffs. According to the mean score of each of the IMC tools, the highest mean score is found to be 3.88; meaning, respondents consider direct marketing affect sales performance of Dashen Brewery highly than any other IMC tools, followed by sales promotion (mean score 3.86), public relation (mean score 3.84), personal selling (mean score 3.70), the last one is advertisement (mean score 3.58). Considering a 5 point Likert scale key where, 1-1.499 = not at all, 1.500-2.499 = low extent, 2.500-3.499= moderate extent, 3.500-4.499 =great extent and 4.500-5.000 = very great extent (Yitaseb, 2019). It can be noted that all the five elements of IMC affect the sales performance of Dashen Brewery to a greater extent.

4.5.2. Descriptive statistics for Advertisement

Table 4.9, Descriptive statistics for Advertising

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Broadcast advertising campaigns increased our sales volume	193	1.00	5.00	2.8601	1.07825
Advertising on printed media enabled us to reach our sales target	193	2.00	5.00	3.7772	.53726
Advertising campaigns which consider this modern era help us to improve our sales performance	193	2.00	5.00	3.7876	.87288
Media advertising expands our sales by attracting new customers	193	1.00	5.00	3.6373	.94817
advertising improves our overall sales performance	193	2.00	5.00	3.8808	.73690
Valid N (listwise)	193				

Source: SPSS survey output, 2021

From the table above, it can be understood that, the highest mean score is found to be 3.88 which goes to the statement, “Advertising improves our overall sales performance”, the respondents relatively agreed with, the application of the advertisement tools to let the public know about the brand and the products would enable the firm to improve its sales performance. Advertising increases product differentiation and deters entry by contributing recognition and prestige to advertised goods, thereby inflating the market power of firms selling advertised goods and bracing prices. (Nelson 2004), Advertising's effectiveness lies in its capability to help stimulate or maintain sales (Eachambadi 1994; Mantrala, Sinha, & Zoltners 1992; Naik, Mantrala, & Sawyer Sethi 39 1998; Vidale & Wolfe 1957). From the list of questions regarding advertisement the second mean score is 3.78 for the statement “advertisement which considers this modern era help us to improve our sales performance”, the respondents also respond positively that the company would implement various updated and modern advertisement mechanism which took this time of dynamic world in to consideration, so that it has played its part in boosting their sales performance. Timely and contemporary advertisement campaigns make the difference in this modern digital era, in this sense those companies which harness this immense potential of the era to reach their target market easily in a pleasant way to inform, remind and persuade them towards their brand and products to enhance their end goal, which is the goal of any commercial firm, profitability (Williams, J. S, 1994). The third highest mean score recorded as 3.77 for the statement, “advertising on printed media enabled us to reach our sales target”, with respect to this, the respondents support printed advertising tools would help the firm to reach to its sales targets. Advertising can be done through print media which includes newspapers, magazines, brochures, Audio media for example Radio, and visual media which includes Billboards, and television (Kotler & Armstrong 2010). Several pieces of research and studies confirm the ability of print media advertising to influence consumer behavior of its readers and also its influence on the buying decision (Ludmila Cabyova, Peter Krajovich, 2017). The statement in the questionnaire saying “Media advertising expands our sales by attracting new customers” scored a mean value of 3.63, which entails that the respondents positively consider the media advertisement’s role in enhancing the firm’s sales performance. The last mean score recorded from the list of questions under Advertisement is “Broadcast advertising campaigns increased our sales volume”, with respect to this statement, respondents of the firm almost disagree that broadcast advertisement would help the firms in the brewery industry, that’s

is because the Ethiopian government banned two of the most important broadcast advertisement tools, TV and Radio not to transmit any alcoholic promotions starting from 2019. As per Article 74(4) of the Proclamation, the provision that bans the advertisement of any alcoholic product through broadcasting media (television and radio) took effect on May 29, 2019, according to Heran Gerba, Director General of Ethiopian Food and Drug Authority. Broadcast advertisement includes TV, Radio, and Internet advertisements as a tool according to most of the marketing scholars. The respondents' response tells us that the two broadcast advertising tools TV and radio are not any more areas of advertising focus for the brewery industry that they need to come up with new paradigm of advertising their brand and products to their target market. Since the initial draft bill was tabled, a number of industry players in both beverage industry as well as media, expressed their dismay over the stringent provisions (Dawit Endeshaw, 2019). The Industry players oppose the law because of their fear that it might reduce their exposure to the public and indirectly affect their sales performance.

4.5.3. Descriptive statistics for Sales promotion

Table 4.10, Descriptive statistics for sales promotion
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Low-cost gifts motives customers to purchase our product	193	1.00	5.00	3.9637	1.03769
Sales discount during holiday events attract new customers	193	1.00	5.00	4.1036	.83519
sponsoring various events allow us to promote our brand and products	193	1.00	5.00	3.1244	1.06315
Event organization helps us reach our sales target easily	193	2.00	5.00	3.9585	.81544
sales promotion activities enhances our overall sales growth	193	2.00	5.00	4.1503	.65607
Valid N (listwise)	193				

Source: SPSS survey output, 2021

From the table above, it can be understood that, the highest mean score is found to be 4.15 which goes to the statement, "sales promotion activities enhances our overall sales growth" the respondents highly agreed with this statement than the other statements under sales performance

by stressing that the applicability of the sum of all of the sales performance tools bears a great result in advancing the sales performance of the company than applying each of the tools in isolation. It is recognizing that sales promotion as a promotional activity occurs within an organizational context. Sales promotion techniques are instruments that seek to increase sales of products and brands, usually in a short time (Wierenga & Soethoudt, 2010) Organizational performance relates to the actual output or results of an organization as measured against its intended objectives. It embraces three specific dimensions, namely, financial performance, product market performance and shareholders' return (Richard et al., 2009). As a result, according to the respondents the factor that cause the highest effect on financial performance or sales performance of the company is sales performance. From the list of questions regarding sales promotion the second mean score is 4.10 for the statement "Sales discount during holiday events attract new customers", it's obvious that customers are price sensitive, there is a theory that whenever price rises demand falls keeping the other variables that affect demand constant, in this sense the respondents of the study also positively respond for the effect of sales discount on their company's sales performance. The third highest mean score recorded as 3.96 for the statement "Low-cost gifts motives customers to purchase our product", low cost gifts such as logo labeled can opener, key holder, beer glasses, gift cards and the likes positively influence the sales performance of the company as of the respondents of the study. Corporate gifts are an important tool in the marketing communication mix. In the corporate world, gift giving can be a double-edge sword (Pachter, 1995). If used properly, they provide the company with a valuable means of strengthening relationships with its key customers and employees, creating goodwill, fostering new relationships and promoting the company's business. A properly timed and appropriate gift is one of the best ways of conveying the important message that a relationship matters (Davis, 1996). The statement in the questionnaire saying "Event organization helps us reach our sales target easily", scored a mean value of 3.95, meaning the respondents of the study agree for the events organized by the firm positively influence their firm's sales performance. There are various monthly, quarter as well as annual events organized by the firm to increases the firm's exposure to potential as well as actual customers this positively affect the sales performance of the firm indirectly. The last mean score recorded from the list of questions under sales promotion is 3.12 for the statement "sponsoring various events allow us to promote our brand and products", the respondents with respect to this have an average response count close to

neutral that is because, along with the ban which was enacted not to broadcast any beer advertisement through two of the most important broadcast advertisement mediums (TV and radio) the beer industry players couldn't able to sponsor such a large events which would be transmitted through TV and Radio, despite of this situation, still they sponsor limited events which doesn't have broadcast coverage to support their sales performance so that sponsorship effect on the firm's sales performance is also limited.

4.5.4. Descriptive statistics for direct marketing

Table 4.11, Extent of effect of direct marketing on sales performance

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
contacting our customers through their personal mails persuade them to purchase	193	1.00	5.00	3.4301	.83947
Reminding potential customers via social media increases our sales volume	193	2.00	5.00	3.8756	.68851
updating new information influences our customers to purchase our products	193	3.00	5.00	4.0155	.57261
Interactive communication facilitates our customer's decision to purchase	193	3.00	5.00	4.0518	.61864
frequent messages sent to our customers via their personal phone promotes our sales	193	2.00	5.00	3.8290	.78182
Valid N (listwise)	193				

Source: SPSS survey output, 2021

From the table above, it can be understood that, the highest mean score is found to be 4.05 which goes to the statement, "Interactive communication facilitates our customer's decision to purchase". The respondents reply that the interactive communication especially the sales and marketing department has with the company's customers is in a very good condition that it puts its positive influence on the sales performance of the company. There is certainly a growing interest in the subject of interactive marketing. The strong rivalry characterizing today's business environment has resulted to the building of stronger firm-customer relationships which creates mutual rewards to both the firm and the customer, especially an organization can also gain quality sources of marketing intelligence for better planning of marketing strategy (Ndubisi,

2006). Dashen brewery share company interact with its customers by synchronizing almost all the marketing communication tools so that the customers' level of satisfaction can be identified, through continuous interaction with customers sales performance can be greatly improved. From the list of questions regarding sales promotion the second mean score is 4.01 for the statement "updating new information influences our customers to purchase our products", the respondents also agree with their company's updates of information to be provided for their customers positively influence customer purchase which indirectly contribute to the sales performance of the company. The third highest mean score recorded as 3.87 for the statement "Reminding potential customers via social media increases our sales volume", respondents of the study also have almost agreed that keeping in touch with the company's potential customers via social media would enable them to know more about the firm's offerings and its brand and this indirectly contribute its part in enhancing the company's sales volume. Social Media Marketing makes use of social media sites to raise visibility on the Internet and to promote products and services. Social media sites are useful for building social (and business) networks, and for exchanging ideas and knowledge. Since social media marketing is a highly interactive means of communication between businesses and customers, it is considered as one of the most important tool of integrated marketing communication (Whatis.com, 2020). The statement in the questionnaire saying "frequent messages sent to our customers via their personal phone promotes our sales" scores a mean score of 3.82 meaning, it is acceptable for the respondents that, because of frequent message send to the company's customers through their personal phones their sales performance is positively influenced to some extent. The last mean score recorded from the list of questions under direct marketing is 3.43 for the statement "contacting our customers through their personal mails persuade them to purchase", the respondents for this particular statement respond between neutral and agree meaning, tracing the customer's personal mails and trying to persuade them by sending them marketing message doesn't at that much help the firm enhance its sales volume.

4.5.5. Descriptive statistics for Public relation/ Publicity

Table 4.12, Extent of effect of public relation on sales performance
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Fulfilling our social responsibilities enabled us to enhance our sales performance	193	2.00	5.00	3.8756	.77398
Dissemination of reliable information through public relation rises our profitability	193	2.00	5.00	3.8031	.83078
Communicating our public relation activities through web contributes to increase our sales performance	193	2.00	5.00	3.9275	.80034
Valid N (listwise)	193				

Source: SPSS survey output, 2021

From the table above, it can be understood that, the highest mean score is found to be 3.92 which goes to the statement, ” Communicating our public relation activities through web contributes to increase our sales performance. ”, regarding this statement respondents agree that the dissemination of the public relation activities of the firm positively influence their company’s reputation, this indirectly contribute to the sales performance of their organization. The web is the most important PR tool nowadays, and of course one of the major PR tools. In addition, the web is an increasingly important PR channel. Websites, blogs and social networks such as Facebook, Twitter and YouTube provide powerful ways to reach more people than with any other of the major PR tools. In fact, the web and especially social media are the perfect channel for public relations communications: the core strength of public relations is the ability to tell a story and spark conversation. This is exactly what can be achieved with social media. Therefore, the web is not only one of the major PR tools, it is the major PR tool (Maximilian Claessens, 2021). From the list of questions regarding public relation the second mean score is 3.87 for the statement “Fulfilling our social responsibilities enabled us to enhance our sales performance”, the respondents almost agree with the statement of, fulfilling social responsibilities by the firm contributes to enhance the company’s reputation in the eye of the public which in the other way

round positively affect the sales performance of the firm. According to Bowd, Harris, and Cornelissen's (2003), Corporate social responsibility (CSR) is corporations' being held accountable by explicit or inferred social contract with internal and external stakeholders, obeying the laws and regulations of government and operating in an ethical manner which exceeds statutory requirements According to Tachizawa, (2011), corporate social marketing includes the activities undertaken by a company in order to obtain the commitment of consumers – with a particular interest in social behavior – while favoring, at the same time and in a direct manner, the interests of companies and their market position. The statement in the questionnaire saying “Dissemination of reliable information through public relation rises our profitability” scores a mean score of 3.80 meaning, the respondents almost agree with trustworthy information delivery to customers about the company, brand and all of its products would positively contribute to sales performance enhancement of the company.

4.6. Correlation Analysis

This section tried to indicate the strength of linear relationship that exists between IMC tools (Advertisement, Sales promotion, personal selling, direct marketing, public relation and sales performance). Correlation is an instrument which uses to identify the existence of relationship between two variables, it doesn't infer any cause and effect relationship as of regression. For this case Pearson correlation was applied since the number of independent variables are more than one this would be the suitable method of measuring correlation among the variables.

As per Marczyk, Dematteo and Festinger (2005), general guide lines correlation of .01 to .30 are considered small, correlation of .30 to .70 are considered moderate, correlation of .70 to .90 are considered large and correlation of .90 to 1.00 are considered very large. Depending on this assumption, all basic constructs were included in to the correlation analysis and bivariate two tailed correlation analysis was done. The table below analyzed the correlation among variables by calculating their Pearson correlation coefficient.

Table 4.13, person correlation between the variables

		Correlations					
		Advertisem ent	Sales promotion	Direct Marketi ng	Persona l selling	Public relatio n	Sales performan ce
Advertisem ent	Pearson Correlation	1	.445**	.342**	.311**	.505**	.401*
	Sig. (2-tailed)		.000	.000	.000	.000	.005
	N	193	193	193	193	193	193
Sales promotion	Pearson Correlation	.445**	1	.269**	.357*	.517**	.730**
	Sig. (2-tailed)	.000		.000	.005	.000	.000
	N	193	193	193	193	193	193
Direct marketing	Pearson Correlation	.342**	.269**	1	.171*	.356**	.756**
	Sig. (2-tailed)	.000	.000		.018	.000	.000
	N	193	193	193	193	193	193
Personal selling	Pearson Correlation	.311**	.357**	.171*	1	.237**	.359*
	Sig. (2-tailed)	.000	.005	.018		.002	.005
	N	193	193	193	193	193	193
Public relation	Pearson Correlation	.505**	.517**	.356**	.237**	1	.508**
	Sig. (2-tailed)	.000	.000	.000	.002		.002
	N	193	193	193	193	193	193
Sales performan ce	Pearson Correlation	.401*	.730**	.756**	.359*	.508**	1
	Sig. (2-tailed)	.005	.000	.000	.005	.002	
	N	193	193	193	193	193	193

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

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

Source: SPSS survey output, 2021

Pearson correlation coefficient is calculated in order to determine the relationship between IMC elements and sales performance of Dashen Brewery. In the Pearson analysis it is found that there is a moderate as well as strong positive correlation as well as significant linear relationship is obtained between the IMC tools and sales performance of the company. The correlation coefficient value ranges from 0.35 to 0.75 which entails that there is a strong positive correlation among the independent variables and dependent variables. The highly correlated variable with sales performance from the independent variables is direct marketing with a correlation coefficient of 0.756. The Pearson correlation coefficient is also calculated to identify the strength

and magnitude of relation among the independent variables and the correlation among them is found to be positive.

4.7. Multiple regression assumptions and diagnostic

Testing of assumptions is an important task for the researcher utilizing multiple regression, or indeed any statistical technique. Serious assumption violations can result in biased estimates of relationships, over or under-confident estimates of the precision of regression coefficients (i.e., biased standard errors), and untrustworthy confidence intervals and significance tests (Chatterjee & Hadi, 2012; Cohen, Cohen, West, & Aiken, 2003). In this study also the assumptions were briefly discussed and then a diagnostic test for each assumptions were made. The multiple regression assumptions are; Normality, Multicollinearity, Auto correlation and Homoscedasticity.

4.7.1. Normality Test

Osborne and Waters (2002) state: “Regression assumes that variables have normal distributions”. They do not explicate which variables in particular they are referring to, but the implication seems to be that multiple regression requires that the predictor and/or response variables be normally distributed. In reality, only the assumption of normally distributed *errors* is relevant to multiple regression: Specifically, we may assume that errors are normally distributed for any combination of values on the predictor variables. Normality can also be checked through another mechanism called Kurtosis and Skewness analysis with the help of SPSS. For kurtosis, the normal value is less than 3 whereas for skewness the normal value is supposed to be less than 6 (Asghar and Saleh 2012). From the table below it can be noted that, almost all of the Kurtosis and Skewness values of all the variables are within the acceptable range, so it is possible to conclude that all the variables are normally distributed.

Table 4.14, Skewness and Kurtosis table

		Statistics						
		Sales Performance	Advertisement	Sales Promotion	Direct Marketing	Personal selling	Public Relation	IMC
N	Valid	193	193	193	193	193	193	193
	Missing	0	0	0	0	0	0	0
Skewness		6.418	-.296	-1.046	-.236	.024	-.568	.326
Std. Error of Skewness		.175	.175	.175	.175	.175	.175	.175
Kurtosis		2.169	-.331	2.728	-.234	-.284	.097	-1.208
Std. Error of Kurtosis		.348	.348	.348	.348	.348	.348	.348

Source: SPSS survey output, 2021

4.7.2. Multicollinearity Test

The presence of correlations between the predictors is termed collinearity (for a relationship between two predictor variables) or multicollinearity (for relationships between more than two predictors). In severe cases (such as a perfect correlation between two or more predictors), multicollinearity can mean that no unique least squares solution to a regression analysis can be computed (Belsley, Kuh, & Welsch, 1980; Slinker & Glantz, 1985). In any practical context, the correlation between explanatory variables will be non-zero, although this will generally be relatively benign in the sense that a small degree of association between explanatory variables will almost always occur but will not cause too much loss of precision. However, a problem occurs when the explanatory variables are very highly correlated with each other, and this problem is known as multicollinearity (Brooks, 2008). Pearson correlation among the independent variable is computed to analyze whether there is a very strong relationship among them.

Table 4.15, Pearson correlation analysis table

		Correlations				
		Advertisement	Sales Promotion	Direct Marketing	Personal Selling	Public Relation
Advertisement	Pearson Correlation	1	.445**	.342**	.311**	.505**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	193	193	193	193	193
Sales Promotion	Pearson Correlation	.445**	1	.269**	.357*	.517**
	Sig. (2-tailed)	.000		.000	.005	.000
	N	193	193	193	193	193
Direct Marketing	Pearson Correlation	.342**	.269**	1	.171*	.356**
	Sig. (2-tailed)	.000	.000		.018	.000
	N	193	193	193	193	193
Personal Selling	Pearson Correlation	.311**	.357*	.171*	1	.237**
	Sig. (2-tailed)	.000	.005	.018		.002
	N	193	193	193	193	193
Public Relation	Pearson Correlation	.505**	.517**	.356**	.237**	1
	Sig. (2-tailed)	.000	.000	.000	.002	
	N	193	193	193	193	193

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

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

Source: SPSS survey output, 2021

The Pearson correlation coefficient which exceeds or equals .80 denotes there is a high linear relationship between each variables which shows multicollinearity problem. Pearson correlation coefficient lower than .80 denotes acceptable range of linear relationship among the variables. All the Pearson correlation coefficients less than 0.80 therefore it is possible to conclude that there is no multicollinearity problem.

Table 4.16, Variance inflated factor table

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Advertisement	.614	1.629
	Sales Promotion	.684	1.461
	Direct Marketing	.825	1.211
	Personal selling	.872	1.147
	Public Relation	.598	1.672

a. Dependent Variable: Sales Performance

Source: SPSS survey output, 2021

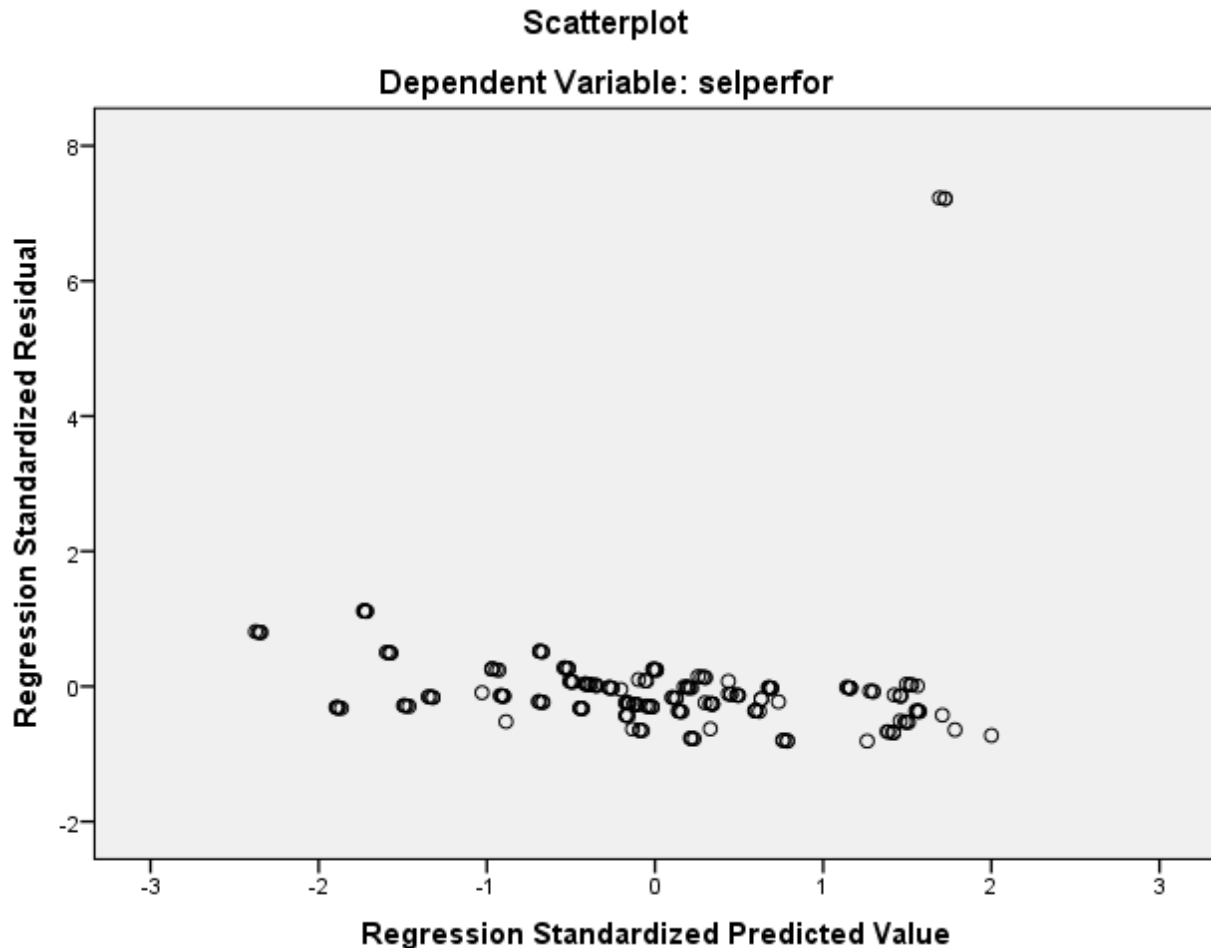
Multicollinearity in regression analysis is viewed as more of disadvantage, as it practically inflates unnecessarily the standard errors of coefficients in regression. Having studied Variance Inflation

Factor (VIF) we know that a VIF of 5 and above is not good for regression model because it might render other significant variables redundant (Akinwande, Dikko& Samson, 2015). As a sign of lack of multicollinearity problem tolerance value should be greater than 0.10, also the tolerance value of each of the independent variables is greater than 0.1 which entails that the variables are free from multicollinearity problem. The above table illustrates that the variance inflation factor (VIF) for each independent variable is found to be less than 5, which shows that the variables are free from high multicollinearity.

4.7.3. Homoscedasticity

The model errors are generally assumed to have an unknown but finite variance that is constant across all levels of the predictor variables. This assumption is also known as the homogeneity of variance assumption. If the errors have a variance that is finite but not constant across different levels of the predictor/s (i.e., heteroscedasticity is present), ordinary least squares estimates will be unbiased and consistent as long as the errors are independent, but will not be efficient (Weisberg, 2005). A scatterplot of residuals versus predicted values is good way to check for homoscedasticity. There should be no clear pattern in the distribution; if there is a cone-shaped pattern, the data is considered as heteroscedastic (Montgomery et al., 2001). As can be seen from the scatter plot the shape of the plot doesn't have a cons shape so it can be concluded that the data is free from heteroscedasticity.

Figure 4.1, a scatterplot of residuals versus predicted values



Source: SPSS survey output, 2021

4.7.4. Test for Autocorrelation

If the observation have a natural sequence in time or space, the lack of independence is called autocorrelation. Assumption that is made of the multiple regressions disturbance terms is that the covariance between the error terms over time (or cross sectionally, for that type of data) is zero (Kraeger, 2011). To test the presence of autocorrelation, the popular Durbin-Watson test was employed to this study and it state that a Durbin-Watson statistical value which ranges from 2 to 4 is acceptable, a value close to 2 indicates that the residuals are uncorrelated, as the Durbin-Watson moves from 2 in the direction of 4 indicates that increasingly stronger negative correlation, as it moves from 2 to 0 indicating a stronger positive correlation among the residuals which violates the autocorrelation assumption. The table below indicates that the Durbin-Watson

statistical output was found to be 2.302, which is very close to 2, considered as an acceptable Durbin-Watson statistical value which satisfy the assumption of Autocorrelation.

**Table 4.17, Durbin-Watson analysis
Model Summary^b**

Model	Change Statistics					Durbin-Watson
	R Square Change	F Change	df1	df2	Sig. F Change	
1	.672 ^a	76.614	5	187	.000	2.302

a. Predictors: (Constant), Public relation, Advertisement, Direct marketing, Sales promotion, Personal selling

b. Dependent Variable: perform

Source: SPSS survey output, 2021

4.8. Multiple regression analysis

Multiple regressions is a statistical model through which researchers analyze the relationship between the dependent variable and a set of independent or predictor variables. Ho (2006). Regression analysis was also conducted in this study to examine the effect of the independent variable (Advertising, sales promotion, direct marketing, personal selling and public relation) on the dependent variable (sales performance). One of the SPSS outputs of the regression analysis is the model summary that includes the R square and the standard of the error term for the model. R Square (called the coefficient of determination) tells one the proportion of the variance in the dependent variable (performance in this particular case) that can be explained by variation in the independent variables (the IMC tools). The Standard Error of the Estimate gives a margin of error for the prediction equation. (Mohammed Dawed, 2017).

Table 4.18, Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.820 ^a	.672	.663	.15332	.672	76.614	5	187	.000

a. Predictors: (Constant), Public relation, Advertisement, Direct marketing, Sales performance, Personal selling

Source: SPSS survey output, 2021

The model summary table indicates the most important values of R and R², the R value indicate that the degree of correlation between the variables found to be strong with the R value of 0.82. The R² value is found to be 0.672 meaning, about 67.2 % of the variation in the dependent variable (sales performance) of Dashen Brewery is caused by the independent variables (Advertisement, personal selling, sales promotion, direct marketing and public relation). The other about 32.8 % of the variation in sales performance is caused by other variables which is out of the scope of this study.

ANOVA analysis was also conducted as the next output after the model summary outputs under the regression analysis. Analysis of variance (ANOVA) is a statistical test for detecting differences in group means when there is one parametric dependent variable and one or more independent variables. During running an ANOVA, the researcher is attempting to determine if there is a statistically significant difference between the groups that is not related to sampling error. If the researcher find that there is a difference, the researcher will then need to see between which of the groups the difference lays. This is to say, all groups might be different, or perhaps only one of four groups is statistically different from the others. Wright, D. B. (2006). The table below depicts the ANOVA analysis table.

Table 4.19, ANOVA analysis tableANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.005	5	1.801	76.614	.000 ^b
	Residual	4.396	187	.024		
	Total	13.400	192			

a. Dependent Variable: perform

b. Predictors: (Constant), Public relation, Advertisement, Direct marketing, Sales promotion, Personal selling

Source: SPSS survey output, 2021

The above table is the ANOVA table which shows that the regression model predicts the dependent variable significantly well. The ANOVA summary table indicates that, the f – statistics value of 76.614 is statistically significant at 1% (p value < 0.05). This indicates that the regression Model is acceptable for interpretation.

Table 4.20, multiple regression result for IMC tools and Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.132	.356		5.412	.000
	Advertisement	.325	.075	.360	5.694	.005
	Sales Promotion	.452	.051	.546	6.996	.003
	Direct Marketing	.644	.081	.739	7.199	.002
	Personal selling	.365	.044	.396	5.795	.005
	Public Relation	.379	.052	.384	5.979	.005

a. Dependent Variable: Sales Performance

Source: SPSS survey output, 2021

The final output of the analysis of multiple regression model is computing the beta coefficient of each of the integrated marketing tools. After the evaluation of the F -value and R^2 , it is important to evaluate the regression beta coefficients. The beta coefficients can be negative or positive,

and have a *t*-value and significance of the *t*-value associated with each. The beta coefficient is the degree of change in the outcome variable for every 1-unit of change in the predictor variable. The *t*-test assesses whether the beta coefficient is significantly different from zero. If the beta coefficient is not statistically significant (i.e., the *t*-value is not significant), the variable does not significantly predict the outcome. If the beta coefficient is significant, examine the sign of the beta. If the beta coefficient is positive, the interpretation is that for every 1-unit increase in the predictor variable, the outcome variable will increase by the beta coefficient value. If the beta coefficient is negative, the interpretation is that for every 1-unit increase in the predictor variable, the outcome variable will decrease by the beta coefficient value. The regression equation for this particular study is equated as;

$$\text{PER} = \text{BO} + (\text{B1}) \text{ADV} + (\text{B2}) \text{SP} + (\text{B3}) \text{DM} + (\text{B4}) \text{PS} + e$$

Where, SALES PER= Sales Performance, ADV= Advertisement, SP= Sales Promotion, DM=Direct Marketing, PS=Personal Selling, PR=Public Relation, BO= Constant, B1 to B5= beta coefficients, and e=the error term

Substituting the results in the model gives:-

$$\text{SALES PER} = 2.132 + 0.325\text{ADV} + 0.452\text{SP} + 0.644 \text{DM} + 0.365\text{PS} + 0.379\text{PR} + e$$

The output from the above table computed the beta coefficients of each of the independent variables and the constant B_0 . The coefficient of each of the independent variable found to be, Advertisement (0.325), Sales promotion (0.452), direct marketing (0.644), personal selling (0.365), public relation (0.379). It can be noted that all of the independent variables have positive and significant effect on the dependent variable, sales performance. B_0 , the Y-intercept, can be interpreted as the value you would predict for Y if both $X_1 = 0$ and $X_2 = 0$. Therefore, the B_0 value in this case is found to be 2.132, which indicates even if we keep all of the independent variables of this study (advertisement, sales promotion, personal selling, public relation and direct marketing) at zero value sales performance would increase by 2.132. The result also shows that a unit increase in sales promotion would lead to an increase in sales performance by 0.452 by keeping the other independent variables zero. The other independent variable significant to be interpreted is that, direct marketing, a unit increase in direct marketing would lead to an increase in sales performance by 0.644 by keeping the other independent variables zero. Advertisement is

also one independent variable which is worthy to be interpreted even if its effect on the independent variable is moderate, that a unit increase in sales advertisement would lead to an increase in sales performance by 0.325 by keeping the other independent variables zero. When the beta score of personal selling is interpreted, that a unit increase in personal selling would lead to an increase in sales performance by 0.365 by keeping the other independent variables zero. The last independent variable which is significant to be interpreted is public relation, a unit increase in public relation would lead to an increase in sales performance by 0.452 by keeping the other independent variables zero.

Unexpectedly the effect of advertisement is not as strong as expected in comparison with the other 4 highly and moderately correlated independent variables but its effect on sales performance of the firm is moderate. Advertisement is believed to lose its importance in the Ethiopian brewery industry that is because the government banned any alcoholic drinks' advertisement in the broadcast media (TV and radio) since 2019 GC, The broadcast media was one of the most important means of transmitting marketing messages of the brewery industry but now this is not anymore the case. From this particular study, the moderate effect of advertisement on sales performance narrates that advertisement is losing its popularity in the company in particular even though there are other means of advertisement rather than the broadcast advertisement to harness their potential to the limit which can be printed media advertisement, social media advertisement and the likes. An advertising ban may not reduce the total level of advertising but will reduce the effectiveness of the remaining non-banned media. (Henry Saffer, 2000). Personal selling also has a significant effect on the sales performance of the company, its correlation coefficient tells that there is a moderate effect of personal selling on the sales performance of the firm. There is a way that a company conduct personal selling effectively which is through communicating hotels, groceries, bars and other establishments to be the firm's customers and to deliver Dashen products to their customers. Direct marketing is with the highest beta coefficient value entails the highest positive significant effect from the independent variables on the dependent variable. Direct marketing is highly related with the digital marketing and the era what we are living in is the era of digital world so its positive and significant effect on the dependent variable realistic. The next highest beta coefficient goes to sales promotion. Sales promotion tools such as holiday discounts, event organization, sponsoring events and the likes are a very popular means of advertising the company's products to a greater

extent which has a positive and significant effect on sales performance. Public relation also positively and significantly affect sales performance, public relation tools such as fulfilling corporate social responsibility, dissemination of public relation activities through web and others contribute towards its product preferability and this indirectly contribute the enhancement of sales performance.

4.9.Hypotheses Testing

Based on the regression analysis result which was obtained in analyzing the relationship among variables it is possible to make sure weather the proposed hypotheses are accepted or rejected. By examining the correlation analysis table (table 12), it is possible to analyze weather there is a significance and positive relation between the independent variables and the dependent variable or not. To do so, the sig value of each of the independent variable along with their regression output with the dependent output was carefully analyzed. Hypotheses is supported when the independent variables'' sig value is less than 0.05 and rejected when the sig value is greater than 0.05. In the contrary a null hypothesis is accepted when the sig value is greater than 0.05.

H1: Advertisement has a positive and significant effect on the sales performance of Dashen Brewery.

Table 4.21, the regression model statistics of sales performance with Advertisement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.337 ^a	.114	.108	.81892

a. Predictors: (Constant), Advertisement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.046	1	50.046	60.023	.000 ^b
	Residual	239.185	191	.352		
	Total	249.231	192			

a. Dependent Variable: Sales performance

b. Predictors: (Constant), Advertisement

Source: SPSS survey output, 2021

As shown in table above, the independent variable advertisement included in the model explained 11.4% of variance in the sales performance. The remaining 85.5% of the variation in sales performance can be attributed to other variables.

To test significance of the model, ANOVA (F- test) was performed. As shown above on univariate regression analysis on table 20, it can be observed from the ANOVA table that the model as a whole is significant (P=.000, F = 60.023). Thus, it is concluded that the proposed hypothesis which states that advertisement has a positive and significant effect on sales performance.

Based on the regression analysis table, the beta correlation coefficient of advertisement is found to be 0.325 with a sig value of 0.005, which is less than 0.05, hence Advertisement has a positive and significant effect on the sales performance of Dashen brewery Share Company.

H2: Sales promotion has a positive and significant effect on the sales performance Dashen brewery.

Table 4.22, the regression model statistics of sales performance with Sales promotion Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.554 ^a	.307	.301	.70341

a. Predictors: (Constant), Sales promotion

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.140	1	89.140	160.791	.000 ^b
	Residual	229.091	191	.599		
	Total	249.231	192			

a. Dependent Variable: Sales Performance

b. Predictors: (Constant), Sales Promotion

Source: SPSS survey output, 2021

As shown in table above, the independent variable sales promotion included in the model explained 30.7% of variance in the sales performance. The remaining 69.3% of the variation in sales performance can be attributed to other variables.

To test significance of the model, ANOVA (F- test) was performed. As shown above on univariate regression analysis on table 21, it can be observed from the ANOVA table that the model as a whole is significant (P=.000, F = 160.791). Thus, it is concluded that the proposed hypothesis which states that sales promotion has a positive and significant effect on sales performance.

Based on the regression analysis table, the beta correlation coefficient of sales promotion is found to be 0.452 with a sig value of 0.003, which is less than 0.05 hence Sales promotion has a positive and significant effect on the sales performance of Dashen brewery Share Company.

H3: Public relation has a positive and significant effect on the sales performance of Dashen Brewery.

Table 4.23, the regression model statistics of sales performance with Public relation Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.473 ^a	.224	.218	.80182

a. Predictors: (Constant), Public relation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.837	1	71.837	98.280	.000 ^b
	Residual	244.394	191	.398		
	Total	249.231	192			

a. Dependent Variable: Sales performance

b. Predictors: (Constant), Public relation

Source: SPSS survey output, 2021

As shown in table above, the independent variable public relation included in the model explained 22.4% of variance in the sales performance. The remaining 77.6% of the variation in sales performance can be attributed to other variables.

To test significance of the model, ANOVA (F- test) was performed. As shown above on univariate regression analysis on table 22, it can be observed from the ANOVA table that the

model as a whole is significant ($P=.000$, $F = 98.280$). Thus, it is concluded that the proposed hypothesis which states that public relation has a positive and significant effect on sales performance.

Based on the regression analysis table, the beta correlation coefficient of public relation is found to be 0.379 with a sig value of 0.005, hence Public relation has a positive and significant effect on the sales performance of Dashen brewery Share Company.

H4: Personal selling has a positive and significant effect on the sales performance of Dashen Brewery.

Table 24, the regression model statistics of sales performance with Personal selling
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.397 ^a	.158	.152	.80771

a. Predictors: (Constant), Personal selling

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.069	1	67.069	72.122	.000 ^b
	Residual	247.162	191	.323		
	Total	249.231	192			

a. Dependent Variable: Sales performance

b. Predictors: (Constant), Personal selling

Source: SPSS survey output, 2021

As shown in table above, the independent variable personal selling included in the model explained 15.8% of variance in the sales performance. The remaining 84.2% of the variation in sales performance can be attributed to other variables.

To test significance of the model, ANOVA (F- test) was performed. As shown above on univariate regression analysis on table 23, it can be observed from the ANOVA table that the model as a whole is significant ($P=.000$, $F = 72.122$). Thus, it is concluded that the proposed hypothesis which states that personal selling has a positive and significant effect on sales performance.

Based on the regression analysis table, the beta correlation coefficient of personal selling is found to be 0.365 with a sig value of 0.005, hence Personal selling has a positive but insignificant effect on the sales performance of Dashen brewery Share Company.

H5: Direct marketing has a positive and significant effect on the sales performance of Dashen Brewery.

Table 4.25, the regression model statistics of sales performance with Direct marketing

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.568 ^a	.322	.316	.70215

a. Predictors: (Constant), Direct marketing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.954	1	92.954	171.533	.000 ^b
	Residual	228.277	191	.576		
	Total	249.231	192			

a. Dependent Variable: Sales Performance

b. Predictors: (Constant), Direct marketing

Source: SPSS survey output, 2021

As shown in table above, the independent variable direct marketing included in the model explained 32.2% of variance in the sales performance. The remaining 67.8b% of the variation in sales performance can be attributed to other variables.

To test significance of the model, ANOVA (F- test) was performed. As shown above on univariate regression analysis on table 24, it can be observed from the ANOVA table that the model as a whole is significant (P=.000, F = 171.533). Thus, it is concluded that the proposed hypothesis which states that direct marketing has a positive and significant effect on sales performance.

Based on the regression analysis table, the beta correlation coefficient of personal selling is found to be 0.644 with a sig value of 0.002, hence direct marketing has a positive and significant effect on the sales performance of Dashen brewery Share Company.

4.10. Hypotheses summary

Table 4.26, Hypotheses summary

Hypothesis	Description	Beta weight	Sig	Remark
H1	Advertisement has a positive and significant effect on the sales performance	.325	.005	Accepted
H2	Sales promotion has a positive and significant effect on the sales performance Dashen brewery.	.452	.003	Accepted
H3	Public relation has a positive and significant effect on the sales performance of Dashen Brewery.	.379	.005	Accepted
H4	Personal selling has a positive and significant effect on the sales performance of Dashen Brewery.	.365	.005	Accepted
H5	Direct marketing has a positive and significant effect on the sales performance of Dashen Brewery.	.644	.002	Accepted

Source: Survey result, 2021

4.11. Discussion

The study can be considered as consistent with other scholarly studies such as, a study conducted by Emeh, Prince C, Anyaogu, Peter M., Kalu, and Innocent N. (2018) entitled as, Effect of Integrated Marketing Communication (IMC) On Firms' Sales Volume: A Study of Nigeria's Food and Beverage Industry, resulted that about 81% of the variations in the total sales of the company is explained by the changes in the independent variables of integrated marketing communications. And also the study justified that all the tools of integrated marketing communication have positive and significant effect on sales performance of the Nigerian food and beverage industry. Also the finding of the study conducted by Muhanji, & Ngari (2015) is found to be consistent with this particular study, that there was a positive relationship between integrated marketing communication and sales performance in their study of the Influence of Integrated Marketing Communication and Sales Performance of Commercial Banks in Kenya. The other consistent result with this particular study was obtained from a study conducted by Heerde, Leeflong, & Wittink, (2004), which titled 'Decomposing the sales promotion bump with store data' where it was inferred that promotions resulted in increased sales of a firm's brands. Also this study found out that all the integrated marketing communication tools have a positive and significant effect on sales performance.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1. Summary of findings

This study was aimed to examine the effect of integrated marketing communication on sales performance in the case of Dashen Brewery SC. This section comprised of the major findings of the study based on the outputs of various quantitative analytical outputs which were computed on the previous chapter. The major findings are stated as follows;

- From the beta coefficient values of the independent variables it can be understood how important the application of integrated marketing communication for the achievement of the sales performance strategy of the firm. That is because all the elements of IMC have positive and significant effect on the sales performance of the firm. As it is explained IMC is all about synchronizing or coordinating the most effective marketing communication tools for the best of marketing effect on the target market. By taking this in to consideration Dashen Brewery is also harnessing the immense potential of IMC because of that all of the IMC tools have a positive and significant effect on the sales performance of the firm.
- This study also forwards another important finding that from the IMC tools advertisement has a positive but moderate effect on the sales performance of the firm. Which shows that the previous significant effect of advertisement on the brewery industry is highly affected by the advertisement ban of any alcoholic drinks through the broadcast media (TV and radio) and open-air banner. According to Berhan Taye (2018), who conducted a thesis on the influence of promotional tools on brand image: in the case of Habesha beer, concluded that Advertisement has a positive and significant effect on the brand image of Habesha beer. And the study provides the highest share of importance for the broadcast and open air banner advertisement since the study was conducted before the government ban of advertising alcoholic drinks the ban come to effect in 2019, it showed how advertisement through the broadcast media was very

crucial for the overall performance of the brewery industry before the ban, but the output of this study diminished the effect of advertisement to the moderate level since it is conducted at the time of the alcoholic advertisement ban.

- Pearson correlation was computed and the result showed that all of the IMC tools have moderate and significant relationship with the dependent variable sales performance. The Pearson correlation coefficient result for each independent variable with the dependent variable is found to be: Advertisement (0.401), Sales promotion (0.730), personal selling (0.359), direct marketing (0.756) and public relation (0.508). Hence, all the independent variables are significantly correlated with the dependent variable with a different degree of strength.
- The regression output value was also analyzed that the model summary computed the value of R^2 and it is found to be .672, meaning about 67.2% of the variation in sales performance of the company is caused by the IMC tools the rest 32.8% of the variation in the dependent variable explained by other factors which are out of the scope of this study. The next output of the regression analysis was obtained from the ANOVA analysis, and it testified that regression model predicts the dependent variable significantly well. The ANOVA summary table indicates that, the f – statistics value of 76.614 is statistically significant at 1% (p value < 0.05). This indicates that the regression Model is acceptable for interpretation. The last output of the regression analysis is the beta coefficient of each of the independent variables, The coefficient of each of the independent variables found to be, Advertisement (0.325), Sales promotion (0.452), direct marketing (0.644), personal selling (0.365), public relation (0.379). It can be noted that all of the independent variables have positive and significant effect on the dependent variable. From the independent variables the highest effect on the dependent variable is caused by direct marketing.
- From the IMC tools direct marketing is found to highly affect the sales performance of the firm than any other IMC tool. That is because of the era that we are living in, this digital era can be considered as an opportunity for the marketing world too which businesses trying to be the pioneer in the digital marketing arena to beat the fierce competition and to stay in business. Most of the tools of direct marketing has some sort of linkage with the digital media. From this study it is identified that the company uses

various direct marketing tools such as social media, mails, personal phones and others to facilitate the firm's interactive marketing activities with prospect customers, which makes direct marketing the most important tool to significantly affect the sales performance of the firm than any other tool.

5.2. Conclusion

The major objective of this study was to assess the effect of integrated marketing communication on sales performance by taking Dashen Brewery Share Company Debreberhan Plant as a case study. To accomplish the pre specified objective the researcher used a structured questionnaire having a 5 point Likert scale measure and a total of 240 questionnaires were distributed to the marketing and sales department of the firm, from the total 193 questionnaires were properly filled and used as a primary source of data to be presented, analyzed and interpreted. As it is stated in the statement of the problem, the effect of IMC on sales performance as well as on other activities of the firm is an understudied topic especially in our country Ethiopia, commitment as well as much endeavor is required from organizations to research and find out the effect and result of synchronizing or coordinating their marketing campaigns on the overall organizational performance to harness its massive benefits rather than trying to implement the marketing communication tools in a scattered or disintegrated way.

By using the data obtained the data presentation, analysis and interpretation phase was undertaken. Primarily the respondents' profile was listed including gender, age, educational background, service year and job title was narrated. From the reliability test it was identified that the instrument is trustworthy and consistent enough to measure what it intends to measure with the Cronbach's alpha value of .763. Afterwards the descriptive statistics of each of the five independent variables were analyzed and the result showed that all of the five variables have a mean score greater than 3.5, meaning the respondents agreed with the close ended questions of the questionnaire to a greater extent. A descriptive statistics analysis of each of the close ended questions of the questionnaire were undertaken, all the questions were categorized under the five independent variables to measure the magnitude of their effect on the dependent variable, sales performance. The mean score of all of the questions indicated that the respondents agree with the statements to a greater extent except for broadcast advertisement campaign's effect on sales performance, that's due to the government ban on alcoholic advertisement on the broadcast

media. Correlation analysis was conducted to find the correlation coefficient of each of the independent variables which enables us to know the existence of relationship between the independent and dependent variables, the correlation coefficients of each of the independent variables were computed and it testified that all of the independent variables have a strong relation with sales performance. Before proceeding in to multiple regression, multiple regression assumptions and diagnostic tests were conducted such as normality, multicollinearity, homoscedasticity and auto correlation tests were checked and the results were found to be perfect. In the multiple regression analysis three most important outputs were expected which are model summary, ANOVA analysis result and beta coefficient values. The model summary testified that about 67.2% of the dependent variable was explained by the independent variables. The ANOVA summary table indicates that, the f – statistics value of 76.614 is statistically significant at 1% (p value < 0.05). The beta values of all of the coefficients of the independent variables were indicated that all of the independent variables have a positive and significant effect on sales performance. Five hypotheses were predicted and based on the beta coefficient signs and values all of the five hypotheses were supported that all the tools of integrated marketing communication have a positive and significant effect on sales performance.

5.3.Recommendation

A lot has been said in relation to the effect of integrated marketing communication on sales performance in the case of Dashen Brewery, Debreberhan plant in this particular study. Based on the findings which are obtained and the conclusions which has been reached the following recommendations are forwarded for the firm to implement in relation to its IMC practices with respect to sales performance.

- Even if the company implement integrated marketing communication, it was pretty hard to find any internal research and study by the firm so that the firm couldn't able to catch its IMC implementation effect on its sales performance. Therefore, it is recommended that an extensive seasonal study about the effect of IMC on sales performance is required by the firm to find out which particular IMC tool is significantly affecting so that it can be maintained and also to pinpoint which particular IMC tool is negligibly affecting the firm's sales performance so that the company would work on it for

improvement. A study on IMC also helps the firm to measure the degree of integration or coordination between the IMC tools to transmit uniform promotional message for the best of marketing result.

- The study reached in the finding that all of the five integrated marketing tools namely, Advertisement, sales promotion, personal selling, direct marketing and public relation positively and significantly affect the sales performance of the firm. Based on this output of the study is recommended that the firm should maintain working on each of the IMC tools to help the least significant to improve and the most significant to be maintained.
- From the IMC tools which are practiced by the firm the highest significant effect on sales performance from all the IMC tools were recorded for Direct Marketing and the least significant effect on sales performance were recorded for advertisement. Therefore, the firm needs to improve the effect of advertisement on the sales performance of the firm while needs to maintain the effect of direct marketing on its sales performance capabilities.
- According to the analysis of the study, the reason why advertisement has the least significant effect from the IMC tools were found to be due to the government ban on any alcoholic advertisement on the broadcast media, that Dashen's advertisement were highly dependent on broadcast advertisement and large outdoor banners which are forbidden by the government to undertake. To improve the effect of Advertisement on the sales performance of the firm the company should work on printed media advertisement, high advertisement campaigns in hotels, groceries, bars and other establishments, social media and others.
- According to this study the IMC tool which significantly affect the sales performance of Dashen Brewery higher than any other IMC tools is direct marketing. Most of the direct marketing tools have some sort of linkage with the digital media which is considered by businesses as a playground of fierce marketing competition. Even if direct marketing significantly affect the sales performance of the firm than any other IMC tool, it doesn't mean that Dashen has fully unleashed direct marketing's massive potential to promote its products to the limit. Therefore, a lot needs to be done to maintain direct marketing's role in positively affecting the firm's sales performance and also to enhance direct marketing's contribution towards sales performance furthermore.

- According to this study sales promotion is also identified as one of the IMC tools that significantly affect the sales performance of Dashen Brewery to a great extent. Sales promotion mechanisms have been widely implemented by the company so that potential customer customers drawn in to the pool of loyal customers. Since the beer industry produces a highly substitutable products, providing a short term incentive for customers in the process of using the products is mandatory to be competent with the other beer factories which extensively engage in sales promotion activities. The significant effect of sales promotion on sales performance of the firm is an indication of the firm's commitment on the stated IMC tool so that it is recommended for the firm to maintain its sales promotion capabilities and incorporate other sales promotion techniques which are not yet in use to enhance the effect of sales promotion on the firm's sales performance.
- According to this study public relation activities performed by the firm significantly affect the sales performance of Dashen Brewery. The company did as well as have been doing a number of activities to fulfil its corporates social responsibilities (CDR) but it is identified that there is a gap in disseminating what is done to the potential as well as actual customers in order to persuade them to be the loyal customer of such a socially responsible organization. Based on this premises, the company should extensively work on publicity activities through printed media, by using Web and through other mechanisms.
- The study also resulted that personal selling has a positive and significant effect on the sales performance of Dashen Brewery. The significance level of the effect of personal selling on sales performance is considered as moderate. Although the sales staffs trace potential customers which can be hotels, groceries, bars, individuals and the likes to try out their company's products and actual customers to realize their level of satisfaction, the effect of personal selling is found out to be not at that much high which enabled us to recommend an urgent improvement for the firm's sales and marketing department to re assess its personal selling stance and take measures to implement various personal selling tools so that customers can be as interactive as possible which would help the firm to identify the consumer behavior which indirectly helps to satisfy the customers' need and to meet the company's sales objectives.

5.4.Recommendation for further studies

This study viewed the effect of integrated marketing communication on sales performance from the company perspective that further study endeavor needs to be putted to study the effect of integrated marketing communication from customers point of view, the effect of integrated marketing communication on consumers' day to day purchase might be related with their consumer buying behavior, brand preference, customer loyalty. Therefore, from consumers' point of view integrated marketing communication can be studied with the pre specified consumer characteristics so that the holistic image of the effect of IMC can be seen from both consumer as well as business sides. Especially in our country's context the effect of IMC on the company's various business activities is an understudied area that companies by themselves as well as other researchers need to give their emphasis for the best of the company's marketing output. Most studies have been undertaken based on the effects of various promotional mixes' effect on the performance of a company in isolation but studying IMC would enable the researcher to identify the coordinated as well as the collective effects of the contemporary IMC promotional tools towards the company performance.

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Appendices
Questionnaire
St Mary University
Department of marketing management
April, 2021

Dear sir/madam

I am a postgraduate student at St Mary University department of marketing management and I am conducting a research work on “The effect of Integrated Marketing communication on sales performance, in the case of Dashen Brewery share company: Debrebrehan plant” as a partial fulfillment of the requirements for the award of master of Art MA degree in Marketing.

This particular questionnaire is provided to you so as to gather the relevant data from the sales and marketing staffs of the stated organization, in order to feed the study with a reliable first hand data. I would like to let you know that data gathered through this instrument is solely for academic research purpose.

I would kindly and sincerely request your earnest responses to the below stated close ended questions of the questionnaire so that the research work would be close to perfection and contribute to find out the company’s integrated marketing activities with respect to sales performance in particular and the IMC practice of the country in general. Your cooperation and prompt response will be highly appreciated. Any information that you provide will be treated with optimum confidentiality applied for academic and research purpose. Please don’t hesitate to contact me if you have any doubts, comments or suggestions regarding the content and the subject matter as well. My good contact no. is: 0919231730

Thank You
You’re sincerely
Kaleb Bekure

Part 1: General Information

- Put “√” for your choice in the box provided

1. Sex Female Male
2. Age (years old) 21 - 30 31 – 40 41 - 50 51 - 60
3. Education Diploma Degree Masters
 Other, please specify_____
4. Service Year 1 - 5 6 – 10 Above 10
5. Job Title Marketer Salesperson marketing operation
 Commercial director

Part 2. Study questions related with integrated marketing communication and sales performance

Please read each statement carefully and show your level of agreement on the statements by putting “X” mark in the boxes using the following 5-scale Likert scales: Strongly agreed (SA) =5, Agreed (A) =4, Neutral (N) =3, Disagreed (DA) =2, and strongly disagreed (SDA) =1

Integrated marketing communication tools	Scale				
Advertising	1	2	3	4	5
Broadcast Advertising campaigns increased our sales volumes					
Advertising on printed media enabled us to reach our sales target					
Advertising campaigns which consider this modern era help us to improve our sales performance					
Media advertising expands our sales by attracting new customers					
Advertising improves our overall our sales performance					
Sales Promotion	1	2	3	4	5
Low-cost gifts motivates customers to purchase our product					
Sales discount during holiday events attracts new customers					
sponsoring various events allow us to promote our brand and products					
Event-organization helps us reach our sales target easily					
Sales promotion activities enhances our overall sales growth					
Direct Marketing	1	2	3	4	5
Contacting our customers through their personal mails persuades them to purchase					
Reminding potential customers via social media increases our sales volume					
Updating new information influences our customers to purchase our products					
Interactive communication facilitates our customers’ decision to purchase					
Frequent messages sent to our customers via their personal phone promotes our sales					
Personal Selling	1	2	3	4	5
Direct personal contact to prospect customers improves our sales volume					
Frequent visit to prospect customers enables us to attain our sales target					
Creating friendly relationship with prospect customers increases our sales					
Sincerity of salespersons influences prospect customers to purchase our products					
Sales staff ability to instill confidence potential customers enhance our sales growth					

Public Relation & Publication	1	2	3	4	5
Fulfilling our social responsibilities enabled us to enhance our sales performance					
Dissemination of reliable information through public relation rises our profitability					
Communicating our public relation activities through web contributes to increase our sales performance					
Sales Performance	1	2	3	4	5
Advertising through alternative media results to boost in our sales volume					
Carrying out different event organization resulted to boost our sales target					
Preferred mode of publicity for our products has improved our sales growth					
Frequent contact of our prospect customers via their contacts increases our sales					
Creating friendly relationship with our prospect customers helps us make more sales					

Adopted from: (O' Connor, 1991; Mohammed Dawed, 2017; Akhtar et al, 2016)

THANK YOU!