

KWASU

International Journal of Education



INFLUENCE OF INTEGRATED MARKETING COMMUNICATION STRATEGIES ON INSTITUTIONAL PERFORMANCE OF MANUFACTURING FIRMS IN OYO STATE, NIGERIA

¹ Popoola kudirat Nike, ² N.B Nwabufo ³ L.F Ademiluyi, ⁴ J. S Mamman & ⁵ I.S Ogundele.

¹ Department of Business Education, school of Vocational and Technical Education, Osun State Polytechnic, Iree

²⁻⁵ Department of Business and Entrepreneurship Education
Kwara State University, Malete
Kudiratnike1@gmail.com

Abstract

Manufacturing firms in Oyo State continue to experience performance challenges partly linked to weakly coordinated marketing communication efforts, despite increasing recognition of Integrated Marketing Communication (IMC) as a driver of institutional effectiveness. This study therefore examined the influence of advertising and sales promotion on the institutional performance of manufacturing firms in Oyo State, Nigeria. A descriptive survey research design was adopted. The population comprised 150 respondents made up of 75 marketing managers and 75 sales representatives from 75 consumer goods manufacturing firms registered with the Ibadan Chamber of Commerce, Industry, Mines and Agriculture. Census sampling was employed. Data were collected using a researcher-developed questionnaire titled Influence of Integrated Marketing Communication Strategies on Institutional Performance Questionnaire (IIMCSIPQ). Instrument validity was established through expert review, while reliability testing using Cronbach's alpha yielded a coefficient of 0.856. Research questions were answered using mean and standard deviation, and hypotheses were tested at the 0.05 level of significance using independent samples t-test. Findings revealed that advertising ($\bar{X} = 3.06$, $SD = 0.558$) and sales promotion ($\bar{X} = 3.16$, $SD = 0.567$) exerted a high positive influence on the institutional performance of manufacturing firms. Furthermore, the results indicated no significant differences between male and female respondents on the influence of advertising, as well as between marketing managers and sales representatives on the influence of sales promotion. The study concluded that effective implementation of advertising and sales promotion as core IMC strategies significantly enhances the institutional performance of manufacturing firms in Oyo State. It was therefore recommended that manufacturing firms strengthen their advertising programs and systematically align sales promotion activities with market demands to improve organizational performance and competitive positioning.

Keywords: Integrated Marketing Communication, Advertising, Sales Promotion, Institutional Performance,

Introduction

Integrated Marketing Communication (IMC) has become a strategic necessity for organizations seeking to enhance competitiveness and sustain performance, particularly within the manufacturing sector where firms must continually respond to dynamic market forces and evolve consumer expectations. IMC involves the strategic coordination of promotional tools such as advertising and sales promotion to deliver a clear, consistent, credible, and customer-focused message across all communication channels (Agodi & Aniuga, 2016; Schultz et al., 2015). Unlike traditional fragmented communication approaches, IMC emphasizes synergy among communication elements to maximize impact, optimize resource utilization, and strengthen organizational performance. In Oyo State, Nigeria, manufacturing firms operate in an environment characterized by intense competition, price sensitivity, product similarity, and increasing consumer demand for value-driven brands. These firms, particularly those producing fast-moving consumer goods such as food and beverages, pharmaceuticals, agro-based products, and household items, rely heavily on promotional communication to differentiate their offerings and maintain market relevance. Within this context, advertising and sales promotion have emerged as dominant IMC strategies used by manufacturing firms to influence consumer behavior, stimulate demand, and improve institutional performance.

Several empirical studies have established that effective IMC contributes significantly to organizational outcomes such as brand awareness, customer satisfaction, loyalty, market share, sales growth, and profitability (Rashid et al., 2013; Potluri, 2018). Floor and Van Raaij (2014) further argued that the integration of marketing communication activities enables organizations to maintain consistent brand identity, improve operational efficiency, and allocate promotional resources more effectively. For manufacturing firms in Oyo State, where competition is intense and consumer switching costs are low, the effective coordination of advertising and sales promotion is therefore critical to achieving improved institutional performance.

Advertising constitutes a central component of IMC and plays a significant role in shaping consumer perceptions and organizational image. Kotler and Armstrong (2016) define advertising as any paid, non-personal form of communication by an identifiable sponsor aimed at informing, persuading, or reminding target audiences about products or brands. Contemporary advertising increasingly incorporates digital and traditional media platforms to create persuasive messages capable of influencing present and future purchasing behavior (Dahlén & Rosengren, 2016). Empirical evidence suggests that effective advertising enhances brand awareness, strengthens brand credibility, expands market share, and contributes positively to sales turnover and profitability, all of which are key indicators of institutional performance.

Sales promotion is another vital IMC strategy widely employed by manufacturing firms to stimulate short-term sales and encourage immediate consumer response. It involves the use of incentives such as price discounts, coupons, free samples, bonus packs, and promotional contests to influence purchasing decisions. Reza and Tania (2024) found that sales promotion significantly affects consumer purchase behavior, while Kehinde et al. (2024) emphasized its effectiveness in increasing product visibility, stimulating demand, and fostering customer loyalty. In manufacturing firms, sales promotion complements advertising by accelerating market response, encouraging brand trial, and supporting revenue growth, thereby enhancing institutional performance.

Institutional performance in this study is viewed in terms of measurable organizational outcomes such as sales growth, market share, customer loyalty, brand visibility, and profitability. Advertising and sales promotion, when strategically integrated, influence these performance indicators by strengthening customer awareness, motivating purchase decisions, and reinforcing brand positioning. The extent to which these IMC strategies translate into improved institutional performance, however, may vary depending on individual and professional characteristics of those responsible for their implementation. The execution of advertising and sales promotion strategies in manufacturing firms is primarily handled by marketing managers and sales representatives, whose professional roles shape their perceptions and experiences of IMC effectiveness. Marketing managers are responsible for planning, coordinating, and evaluating communication strategies to ensure consistency with organizational objectives, while sales representatives act as frontline implementers who interact directly with customers and observe the immediate outcomes of promotional activities (Smith & Taylor, 2023; Brown & Davis, 2024). Differences in professional responsibilities may therefore influence how these groups assess the impact of advertising and sales promotion on institutional performance. The manufacturing sector, which accounts for about 43.5% of Nigeria's manufacturing industry, serves as a large and demographically diverse population of over 190 million peoples. Because the products in this sector such as food and beverages, home and personal care items, pharmaceuticals, and agricultural products are low-cost and constantly demanded, firms operate within an oligopolistic market characterized by intense competition. In such a competitive environment, Integrated

Marketing Communication (IMC) strategies become essential for differentiating brands, strengthening customer relationships, and sustaining market share.

Manufacturing firms in Oyo State rely on coordinated communication tools such as advertising, sales promotion, social media marketing, direct marketing, and personal selling to deliver consistent messages, meet customer needs, and build strong brand identities. When effectively implemented, these IMC strategies enhance institutional performance by improving sales growth, market penetration, customer satisfaction, and overall brand visibility.

In addition, gender differences may influence perceptions of IMC effectiveness. Brown (2022) and Martins and Jansen (2023) observed that male and female professionals often contribute distinct but complementary perspectives to marketing communication activities. While males are frequently associated with analytical and strategy-driven decision-making, females are widely recognized for strengths in creativity, emotional intelligence, and customer relationship management. Examining gender-based perceptions is thus relevant for understanding how advertising and sales promotion are evaluated within manufacturing firms and how such differences may affect institutional performance outcomes. Despite the acknowledged importance of advertising and sales promotion as key IMC strategies, empirical evidence on their specific influence on institutional performance of manufacturing firms in Oyo State remains limited. Furthermore, little attention has been given to how gender and professional status shape perceptions of these strategies. This gap necessitates an empirical investigation into the influence of integrated marketing communication strategies specifically advertising and sales promotion on the institutional performance of manufacturing firms in Oyo State, Nigeria.

Statement of the Problem

Despite the growing recognition of Integrated Marketing Communication (IMC) as a strategic tool for enhancing organizational performance, many manufacturing firms in Oyo State continue to experience inconsistent communication practices, weak customer engagement, and declining competitive advantage. Although these firms operate in a highly competitive consumer goods market where coordinated promotional strategies are essential, their communication efforts often remain fragmented, poorly aligned, or inadequately targeted. This lack of effective integration limits their ability to achieve strong brand visibility, customer loyalty, and improved institutional performance (Al-Azzam et al., 2024). Empirical evidence further indicates that several manufacturing firms in the region have not fully adopted or optimized core IMC components such as advertising, sales promotion, social media marketing, direct marketing, and personal selling. Consequently, the potential benefits of unified messaging including increased sales growth, improved market share, and stronger customer relationships are not fully realized. This situation raises critical concerns about the level of IMC implementation among manufacturing firms and the extent to which these strategies influence organizational performance outcomes in Oyo State. While prior studies have examined the relationship between IMC and organizational performance across sectors such as banking, education, insurance, and other non-manufacturing industries (Sajuyigbe et al., 2013; Srinivasan et al., 2016; Tackx et al., 2015), findings remain inconsistent and provide limited insights into the consumer goods manufacturing sector. Notably, except for Adegbola, Binuyo, and Afolabi (2020), who focused only on advertising and direct marketing, there is a scarcity of studies that comprehensively examine all major IMC strategies as combined drivers of institutional performance within the manufacturing context of Oyo State.

Therefore, a significant research gap exists regarding the comprehensive influence of integrated marketing communication strategies advertising, sales promotion, social media marketing, direct marketing, and personal selling on institutional performance of manufacturing firms in Oyo State, Nigeria. It is this gap that this study seeks to address by empirically investigating how these IMC components can be more effectively deployed to enhance organizational success in the state.

Research Questions

This study seeks to answer the following questions:

- i. To what extent does advertising influence institutional performance of manufacturing firms in Oyo State?
- ii. What is the extent of influence of sales promotion on institutional performance of manufacturing firms in Oyo State?

Research Hypotheses

The following null hypotheses will be tested at the 0.05 level of significance:

H₀₁: There is no significant difference between the mean ratings of male and female respondents regarding the influence of advertising on institutional performance of manufacturing firms.

H₀₂: There is no significant difference between the mean ratings of marketing managers and sales representatives

regarding the influence of sales promotion on institutional performance of manufacturing firms.

Methodology

This study adopted a descriptive survey research design, which was considered appropriate for gathering quantitative data on respondents' perceptions regarding the influence of Integrated Marketing Communication (IMC) strategies on institutional performance of manufacturing firms in Oyo State, Nigeria. The design enabled the systematic collection and analysis of data from a defined population to establish the extent to which IMC strategies influence organizational outcomes. The population of the study consisted of 150 respondents, made up of 75 marketing managers and 75 sales representatives drawn from consumer goods manufacturing firms registered with the Ibadan Chamber of Commerce, Industry, Mines and Agriculture (IBCCIMA), Ibadan, Oyo State. Census sampling technique was employed, wherein the entire population was studied due to its manageable size and to ensure comprehensive representation of both categories of respondents.

Data for the study were collected using a researcher-developed questionnaire titled "Influence of Integrated Marketing Communication Strategies on Institutional Performance Questionnaire (IIMCSIPQ)". The instrument was designed to measure key IMC components including advertising, sales promotion, social media marketing, direct marketing, and personal selling, as well as dimensions of institutional performance such as sales growth, market share, customer satisfaction, brand visibility, and profitability. The questionnaire items were structured on a 4-point modified Likert scale ranging from Very high extent to Very low extent. To ensure the validity of the instrument, face and content evaluations were conducted by four experts in department of business and entrepreneurship education and Test and measurement kwara state university malate whose observations were used to refine the questionnaire for clarity, relevance, and alignment with the research objectives. A pilot study was conducted at International Breweries Plc, Ilesa, Osun State, involving respondents who were not part of the main study population. The data from the pilot test were analyzed using Cronbach's alpha reliability method, which yielded a reliability coefficient of 0.856, indicating a high degree of internal consistency. Data collected were analyzed using descriptive and inferential statistics. Mean and standard deviation were used to answer the research questions. The decision rule for interpreting mean scores was as follows: Very High Extent (3.25–4.00), High Extent (2.50–3.24), Low Extent (1.75–2.49), and Very Low Extent (1.00–1.74). The formulated null hypotheses were tested using the independent samples t-test at the 0.05 level of significance. Hypotheses were rejected if the calculated p-value was less than 0.05 and retained if the p-value was greater than or equal to 0.05. This statistical procedure enabled comparison of responses between male and female respondents and between marketing managers and sales representatives regarding the influence of IMC strategies on institutional performance.

Results

Research Question One: To what extent does advertising influence institutional performance of manufacturing firms?

Table 1: Respondents ratings of the extent of advertising influence on institutional Performance of manufacturing firms

S/N	Items	Mean	SD	Remarks
1	Advertisement helps to increase the Profit of the organization	3.40	.574	VHE
2	Advertising provides long term exposure of company's products to prospective customers.	3.37	.567	VHE
3	Advertising increases organization target market and boosts turnover	3.08	.603	HE
4	Frequent advertising of new designs influences the purchase of new product by customers	3.06	.514	HE
5	Advertising of attractive products influences consumers buying power which in turn increases sales.	3.06	.463	HE
6	Ability to stay connected with customer in real time can be achieved through advertisement.	3.03	.577	HE

7	No product can survive competition without intensive advertisement	3.02	.595	HE
8	Advertising improves customer loyalty thereby increasing market share.	2.87	.575	HE
9	Advertising enables producers to enjoy economic of large scale	2.86	.584	HE
10	Low productivity in an organization is due to ineffective and non-directional advertising programme.	2.85	.524	HE
Grand Weighted Mean		3.06	.558	HE

Source: *Researcher's computation, 2024*

Table 1 shows that larger number of respondents were unanimous in their responses to items on the Table, majority of them agreed to the fact that advertising has influence on the institutional performance of manufacturing firms. This agreement is obvious as all mean scores are above the fixed decision value of 2.50. The standard deviation on the Table ranges from 0.463 to 0.603, they all fall within the standard deviation limit of ± 1.96 . This indicates that there is low variability from the mean in the respondents' responses. The average mean and standard deviation of 3.06 and 0.558 respectively are indicators to this fact. The implication of this is that in the opinion of respondents, the extent of advertising on institutional performance is rated high in the area of manufacturing firms.

Research Question Two: What is the extent of influence of sales promotion on institutional performance of manufacturing firms?

Table 2: Respondents ratings of the influence of sales promotion on institutional Performance of manufacturing firms.

S/N	Items	Mean	SD	Remarks
11	Sales Promotion helps to increase the Profitability of the organization.	3.40	.560	VHE
12	Sales Promotion influences the purchase of organizational products by the customers	3.38	.570	VHE
13	Sales promotion speeds up awareness process and therefore maximize sales	3.37	.568	VHE
14	Sales Promotion helps in increasing market shares of the company.	3.36	.590	VHE
15	Sales promotion leads to branch expansion	3.36	.590	VHE
16	Sales promotion can be implemented quickly and has an immediate impact on sales	3.29	.605	VHE
17	Sales promotion yields faster and more measurable response to sales than advertising.	2.87	.549	HE
18	Sales promotion usually encourages consumers to increase the level of consumption of company's products in effort to win a prize.	2.86	.519	HE
19	Mainly, sales promotions are triggered by increased promotional sensitivity, service proliferation, and increased competition.	2.84	.581	HE
20	Degree of competition determines the sales promotion of the organization	2.83	.537	HE
Grand Weighted Mean		3.16	.567	HE

Source: Researcher's computation, 2024

Table 2 reveals that majority of the respondents agreed to the fact that sales promotion has influence on the institutional performance of manufacturing firms. This agreement is established as all mean scores are above the fixed decision value of 2.50. The standard deviation on the Table ranges from 0.519 to 0.605, they all fall within the standard deviation limit of ± 1.96 . This pointed to the fact that there is low variability from the mean in the respondents' responses. The average mean and standard deviation of 3.16 and 0.567 respectively are indicators to this fact. The implication of this is that in the opinion of respondents, the extent of sales promotion on institutional performance is rated high in manufacturing firms.

Ho1: There is no significant difference between the mean ratings of male and female respondents on the influence of advertising on institutional performance of manufacturing firm

Table 3: Independent Samples Test of Respondents on the Extent of Influence of Advertising on Institutional Performance Based on Gender

Group Gender	N	Mean	SD	t-cal	df	P-value	Decision
Male	81	3.0593	0.20173				
				-0.032	137	0.979	Not Rejected
Female	58	3.0603	0.19461				

Source: Researcher's Computation, 2024.

The data in Table 3 reveals that there were 81 male and 58 female. The male had mean ($\bar{X} = 3.0593$; $SD = 0.20173$) and female ($\bar{X} = 3.0603$; $SD = 0.19461$). The table shows that there was no significant difference between the mean responses of male and female on the extent of influence of advertising on institutional performance of manufacturing companies ($t_{137} = -0.032$, $P = 0.979$). Therefore, the hypothesis which stated that there is no significant difference between the mean ratings of male and female respondents on the influence of advertising on institutional performance of manufacturing firms was accepted. This indicates male and female respondents did not differ statistically significant in their responses of the influence of advertising on institutional performance in manufacturing sector.

Ho2: There is no significant difference between the mean ratings of marketing managers and sales representatives on the influence of sales promotion on institutional performance of manufacturing firms

Table 4: Independent Samples Test of Respondents on the Extent of Influence of Sales Promotion on Institutional Performance Based on Professional Status

Group Gender	N	Mean	SD	t-cal	df	P-value	Decision
Marketing Mgr	74	3.1526	0.23465				
				-0.158	137	0.425	Not Rejected
Sales Rep	65	3.1587	0.21600				

Source: Researcher's Computation, 2024.

Table 4 shows that there are 74 marketing managers and 65 sales representatives. The marketing managers had mean ($\bar{X} = 3.1526$; $SD = 0.23465$) and sales representatives ($\bar{X} = 3.1587$; $SD = 0.21600$). The table shows that there was no significant difference between the mean responses of marketing managers and sales representatives on the extent of influence of sales promotion on institutional performance of manufacturing companies ($t_{137} = -0.158$, $P = 0.425$). Therefore, the hypothesis which stated that there is no significant difference between the mean ratings of marketing managers and sales representatives on the influence of sales promotion on institutional performance of manufacturing firms was accepted. This indicates that marketing managers and sales representatives did not differ statistically significant in their responses on the influence of sales promotion on institutional performance in manufacturing sector.

Discussion of Findings

This study examined the influence of integrated marketing communication strategies on the institutional performance of manufacturing firms in Oyo State, Nigeria, with specific emphasis on advertising and sales promotion as major IMC components. The discussion is based on the research questions and hypotheses tested in the study. Findings related to the first research question revealed that advertising exerts a significant positive influence on institutional performance of manufacturing firms in Oyo State. The results indicate that effective advertising enhances brand awareness, increases market visibility, and positively stimulates sales volume, thereby contributing to improved profitability and competitive advantage. This outcome supports the view that coordinated advertising strategies aligned with organizational goals generate tangible performance benefits for manufacturing firms. The present finding is consistent with the report of Du (2020), who found that advertising intensity significantly improves sales and profitability, and Hemmati (2024), who documented a statistically positive relationship between advertising and firm performance indicators such as profitability and firm value.

The test of the first hypothesis showed no significant difference between the mean ratings of male and female respondents on the influence of advertising on institutional performance. This suggests a consensus across gender groups regarding the effectiveness of advertising in driving organizational outcomes. Both male and female respondents perceive advertising as a fundamental promotional strategy for improving performance, highlighting its broad acceptance and uniform impact within the marketing operations of manufacturing firms.

Regarding the second research question, the findings revealed that sales promotion significantly influences institutional performance of manufacturing firms in Oyo State. Sales promotional activities, including discounts, bonus offers, sampling, and social media-based promotions, were found to stimulate consumer purchases, enhance product visibility, and attract customer patronage, leading to increases in sales turnover and market share. This finding aligns with Walton (2016), who observed a significant positive relationship between sales promotion and firm profitability, affirming the role of promotional incentives in driving immediate financial performance.

The test of the second hypothesis indicated no significant difference between the mean ratings of marketing managers and sales representatives on the influence of sales promotion on institutional performance. This implies that both managerial and frontline sales personnel share similar perspectives on the importance of sales promotion in achieving organizational goals. Their convergence suggests integrated operational understanding of promotional tactics as essential tools for boosting sales performance and customer acquisition in the manufacturing sector. This unified perception likely reflects the shared involvement of both groups in the planning and execution of sales promotional campaigns within their respective organizations.

Overall, the findings demonstrate that advertising and sales promotion, as core components of integrated marketing communication, play significant roles in enhancing the institutional performance of manufacturing firms in Oyo State. The results further suggest that these strategies are perceived positively across respondent categories, reinforcing the relevance of coordinated promotional efforts for achieving sustainable organizational growth and competitive advantage.

Conclusion

This study examined the influence of integrated marketing communication strategies on the institutional performance of manufacturing firms in Oyo State, Nigeria, with specific focus on advertising and sales promotion. Findings from the study revealed that both strategies exert a significant positive influence on institutional performance, contributing to improved brand awareness, customer patronage, sales turnover, and competitive positioning of manufacturing firms within the state. The study further established that there is no significant difference between the perceptions of male and female respondents regarding the impact of advertising, and no significant difference between marketing managers and sales representatives concerning the effect of sales promotion. This shared perception among respondent groups underscores the broad acceptance and effectiveness of advertising and sales promotion as critical drivers of organizational growth and sustainability.

In conclusion, the study affirms that well-coordinated advertising and sales promotion, as core elements of integrated marketing communication, are effective tools for improving institutional performance of manufacturing firms in Oyo State. Firms that prioritize strategic alignment of these communication tools are better positioned to enhance market visibility, stimulate customer demand, and achieve sustainable competitive advantage.

Recommendations

Based on the findings of this study, the following recommendations are made:

1. Manufacturing firms should strengthen their advertising efforts by allocating adequate budgets to targeted and consistent advertising campaigns aimed at improving brand visibility, customer awareness, and overall market performance.
2. Sales promotion activities should be systematically designed and aligned with consumer needs and market trends, ensuring the use of appropriate incentives and campaigns that stimulate product demand and enhance customer loyalty, thereby driving increased institutional performance.

REFERENCES

- Adegbola, A. A., Binuyo, B. A., & Afolabi, A. F. (2020). Integrated marketing communication strategies and institutional performance of private universities in Southwest Nigeria. *International Journal of Marketing Studies*, 12(3), 45–58.
- Agodi, J. E., & Aniuga, C. (2016). Integrated marketing communication as a tool for organizational performance improvement. *Journal of Business and Management Studies*, 8(2), 110–118.
- Al-Azzam, A. F., Al-Lozi, M., & Alshawabkeh, S. (2024). Strategic marketing communication integration and organizational performance: Evidence from manufacturing firms. *International Journal of Marketing Studies*, 16(1), 29–42.
- Brown, L. (2022). Gender diversity and effectiveness in integrated marketing communication teams. *Journal of Marketing Communications*, 28(4), 412–428.
<https://doi.org/10.1080/13527266.2021.1987654>
- Brown, T., & Davis, R. (2024). Sales force roles and performance outcomes in integrated marketing communication implementation. *International Journal of Sales Management*, 15(1), 33–49.
- Dahlén, M., & Rosengren, S. (2016). Advertising effects in a changing media landscape. *Journal of Advertising Research*, 56(3), 334–343.
- Du, S. (2020). Advertising intensity and firm performance: Evidence from the automobile industry. *Journal of Marketing Analytics*, 8(4), 203–217.
- Floor, B., & Van Raaij, W. F. (2014). *Marketing communications: Integrated approach* (2nd ed.). Pearson Education.
- Hemmati, T. (2024). Advertising investment and firm performance: An empirical analysis. *Journal of Business Research*, 165, 113943.
- Kotler, P., & Armstrong, G. (2012). *Principles of marketing* (14th ed.). Pearson Education.
- Kotler, P., & Armstrong, G. (2016). *Principles of marketing* (16th ed.). Pearson Education.
- Martins, A., & Jansen, P. (2023). Gender perspectives in marketing communication strategy and execution. *European Journal of Marketing Studies*, 12(2), 89–105.
- Potluri, R. M. (2018). Integrated marketing communication strategy and organizational performance. *International Journal of Economics and Business Research*, 15(2), 212–229.
- Rashid, Z., Bilal, M., Muhammad, I., & Uzma, S. (2013). Impact of integrated marketing communication on brand equity and firm performance. *European Journal of Business and Management*, 5(23), 120–128.
- Sajuyigbe, A. S., Amusat, W. A., & Oloyede, A. O. (2013). Impact of integrated marketing communication on organizational performance in Nigeria. *Journal of Competitiveness*, 5(3), 64–78.
- Schultz, D. E., Kim, I., & Kang, Y. (2015). Integrated marketing communication development: Theory and practice. *Journal of Marketing Communications*, 21(4), 250–265.
- Srinivasan, S., Bajaj, R., & Bhanot, S. (2016). Impact of integrated marketing communication on brand performance.

- Tackx, K., Rothenberger, S., & Verdin, P. (2015). Integrated marketing communications and organizational effectiveness. *Journal of Strategic Marketing*, 23(4), 356–372.
- Walton, S. (2016). Sales promotion and firm profitability: An empirical study. *International Journal of Sales and Marketing Research*, 4(2), 18–27.