



Influence of the Integrated Marketing Communication on Brand Orientation and Market Orientation: A Literature Review

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Abstract

The purpose of this study is to enhance the understanding of integrated marketing communication (IMC) and how integrated marketing communication influences brand orientation and market orientation. The point of view assumed here dispute that other theories in mind should have been stranded and interpreted with integrated marketing communication for transparency of meaning. Particularly, this study simplifies the connections among integrated marketing communication, market orientation and brand orientation with recommending a measurable representation connecting the influences and relationships among these theories and aspect of consumer and organizational performance. With discussing suggestions and implications for both academics and practitioners the paper concludes.

Keywords: Integrated marketing communication, Brand orientation, Market orientation.

1. Introduction

Communication is a way to share and convey thoughts and feelings among the human being as well as the organization. And marketing communication is a process where marketers try to share their message to the targeted customers. Marketing communication is the direct or indirect attempts that take by firms to inform persuade and remind their target customer about the brands (Kotler and Keller). Marketing communication has an important role to build good relationship between organization and customers in terms of branding (Dawar and Niraj, 2004). According to Popescu (2002) the effectiveness of Communication is determined by thoughtfulness of the communication and receiving the objective reply from the targeted receiver for that, many organizations give more focus on marketing communication with integrated marketing tools.

A development and combination of recent and aged marketing strategy is the result of integrated marketing communication (IMC). IMC combines all forms of marketing communications and messages. Marketing tactic is now not only inside the marketing mix. New marketing strategies and tools are taking place with the traditional marketing. After 1990, IMC becomes more successful marketing tools for building a brand. IMC was developed to give more focus on customer. Integration has converted to an indispensable impression in marketing because of the changing of technology and modernization.

In counter to worry about the Holistic Marketing Approach on brand value and expanded administration desires identified with advertising execution and responsibility, numerous



associations are thinking about how to enhance the administration and incorporation of their promoting correspondence programs utilizing coordinated showcasing correspondence. By the by, different creators reinforce the conflict that there is equivocalness encompassing the meaning of IMC, with no predictable or commonly settled after importance and with numerous territories needing illumination (Baker and Mitchell, 2000).

Figure 1 initiate our arguments and presents the connection among the three theories, where market orientation signifies the background of an organization by marketing concept acceptance and the systems or procedures that motivate market oriented (Harris, 1998). Brand orientation signifies the well-designed brand approaches that soundly maintain consumers and third parties relationship in every level (Bridson and Evans, 2004). The improvement of integrated marketing communication to accomplish confirmed brand and communication targets and goals to give the link between brand approach and actions which used to build the essential consumer and other parties relationships which represents by the IMC. In addition, an informed zero based strategy to select suitable ways for communication and also connected to the brand and selected market all the way through learning apparatus of market and brand oriented organization which adopts by IMC (Stewart, 1996).



Figure: 1, Intersection of IMC, MO and BO

To defend and justify our model, we initially give a backdrop to the IMC, MO and BO theories with emphasizing different approaches to discovering IMC and the influences to MO and BO. After that we present a representation that demonstrates the testable connections among MO, BO and IMC. Finally, we talk about the research implications.

1.1 Research Objective

- The objective of the study is to analyze how integrated marketing communication influence on market orientation and brand orientation and the relationship between them.



2. Integrated Marketing Communication

From the starting of 1990s, many explanations of Integrated Marketing Communication have become visible. Schultz (1993) defined IMC is a concept of marketing communication planning that merge and appraise different role of marketing communication to acquire the transparency and reliability. Duncan & Thomas (2002) represent, IMC is a process of organizing customer's relationship which oblige brand value. In addition IMC plans and execute different marketing tools with stability for that the total impact surpasses on its each activity (Raman and Naik, 2005). IMC is also known as a strategic process which is a combination of planning, developing, executing and evaluating the organized and measurable influential marketing communication programs and it is applicable to external and internal targeted customers. IMC uses various marketing tools like; advertising, public relation, direct response, special events, direct marketing, interactive marketing, publicity, point of purchase, packaging, direct sales to get attention from the customer. An integrated marketing communication is a part of integrated marketing and IMC involves choosing marketing communication options which support and harmonize one another (Kotler & Keller, 2009).

IMC is like a method of managing the consumer relationships which make brand value. Specially, by intentionally scheming or influencing the communication tools to the consumers and cheering them to drive which is a cross functional procedure for creating beneficial relationships with the consumers and other parties. By managerial viewpoints IMC is also considered to be integrated into the management's approach to business (Cornelissen, 2001), while others consider it mainly as a procedure of campaign enlargement and attached with a brand tactic (Nowak and Phelps, 1994).

In the most recent definitions of IMC, a familiar aspect found that is IMC is demonstration as either a strategic or tactical process (Duncan and Mulhern, 2004). The tactical aspect of marketing management is the structure that gives direction for activities which need to be taken which is usually understood. In an extensive logic, the appropriate classification of market prospects as the foundation for marketing planning and growth with the goal of accomplishing maintainable competitive benefit that tactical focal point highlights (Rust et al. 2004).

2.1 Tactical Proportions of IMC

Generally value, inclusive and elasticity relate the tactical proportions of IMC and the method of IMC setting up and policy development. In this representation, the limitations of IMC at the tactical level may be classified in five wide magnitudes:

2.1.1 Economic Expectations and Market-Based Assets

It is very important that IMC preparing is results or outcomes determined (Schultz, 1998). The assessments completed with observation to development and implementation plan require to be strengthen over understandable and dependable connections to develop brand equity and to economical pointers of performance like transactions, sales, market share and revenue.

2.1.2 Consumer and Stakeholder Connectivity

Improves consumer connectivity and managerial awareness to modify by giving consumer first place is required to adopt by IMC (Smith and Paul, 1996). In particular, the continuation, subsistence and application of marketing information method intended to draw a comprehensible brand position and belongings an appropriate discussion with consumers and other main parties and make possible approaching into competitive brand movement.



2.1.3 Tactical Stability

All fractions of the brand entity throw a point to consumers and other parties which are distinguished by this aspect. The synchronization of brand communication from other foundation like marketing mix, harmonization of consumer and employees facing and mostly get in touch with the organization should be steady for defending brand image. Fundamental harmonization of IMC plans has associated to accomplish tactical stability (Pickton and Hartley, 1998). Permitting tactical stability needs the employ of gathering and planning apparatuses which make possible connections among marketing and brand strategy (Eagle and Kitchen, 2000).

2.1.4 Cross –Functional Combination

There is a debate that any institute cannot be combined or integrated externally without having combined or integrated internally (Duncan and Mulhern, 2004). Internal marketing procedures give the base for successful IMC planning and coverage which is required to build cross-functional combination (Conduit and Mavondo, 2001). To initiate the procedure top executive needs to be tangled (Duncan and Mulhern, 2004), and the strategies need to change which constrain the application of IMC (Phelps and Johnson, 1996).

2.1.5 IMC Resource Obligation

To perform IMC efficiently, some satisfactory resource facility must be required such as time, capitals, expert and knowledgeable staff (Eagle and Kitchen, 2000). For motioning the acceptability of performances and mental models dependable with applying IMC resource obligation can be useful instrument.

3. Market Orientation and its Connection to IMC

One of the classical concepts of marketing is market orientation (Deshpande, Farley & Webster, 1993). Due to cultural point of view marketing orientation defines as an exclusive type of business culture or a particular approach of an organization (Narver & Slater, 1990).

Market Orientation is an implied topic which is fundamental the accomplishment and management of IMC. Organization implements IMC to get a place in customer mind and make a system for linking the organization with market as well as customer (Slater and Stanley, 1997). Market orientation divides the literature into three main streams:

- Market orientation describes in behavioral viewpoint that market orientation is terms of tangible mechanisms, tools (Kohli & Jaworski, 1990) which center of consideration is satisfying individual customer needs and wants (Shapiro, 1998).
- Market orientation describes in cultural viewpoint, by the values, attitudes and giving high quality customer importance through offering attention to existing and promising customer needs an organization get reflection in market orientation (Narver & Slater, 1990).
- Market orientation describes in systems viewpoint that market orientation is a conceptualized in different systems like, managing, informing, planning, and organizing (Becker, Jan and Homburg, 1999).

An analysis and combination of the concepts surrounded in market orientation accomplishes that it contains;

3.1 Customer Orientation

Customer orientation grips that the major job or mission of an organization is to define the insights, needs and wants of the aimed customers and try to satisfy them through the suitable



strategy, message, pricing and competitive proposals (Kotler, 1987). Customers' observation and objection, after-sales service importance, consistent assessment to generate higher product or service value have to measure in actively.

3.2 Competitor Orientation

Competitor orientation understands the long term competences and approaches and short-term strengths and weaknesses of the both existing and prospective competitors (Narver and Slater, 1990). Monitoring and collecting regular market information of the competitors to grow marketing strategies and use the sales force.

3.3 Inter-Functional Coordination

Inter-functional coordination is communicating and sharing materials, information and resources, incorporation and relationship among the efficient areas and departments (Peng and George, 2011). All the information should share across the department when the organization makes marketing strategy.

In the concluding examination, Market orientation recommends that every corporate role is influenced by the significant information.

The key relationship between IMC and market orientation is through inter-functional coordination. Market orientation gets success when the proper synchronization happens among the departments to confirm and generate customer value through the organizational resources. Inter-functional harmonization is dependable with internal marketing; this is the joint association between market orientation and IMC (Lings, 2004). One of key factor assistances to develop IMC is the model of accentuating the teams whose main aim is to improve the brand value. Figure 1 also shows that competitor orientation offers a fractional background of IMC, and competitor orientation is serious to the connection between integrated marketing communication, marketing orientation and brand orientation.

4. Brand Orientation and its Connection with IMC

Urde (1994) first used the term of "Brand Orientation" and defines it as, brand orientation is a process where the organization try to create, develop and protect the brand identity in a continuing relations with the targeted customers to get competitive advantages (Urde,1994). Brand orientation characterizes the efficient meeting point on brands that sustain strong customer and organizational relationships in spite of the brand being at the business or product level or being a service (Bridson, Kerrie and Evans 2004). Through brand orientation, an organization can has a comprehensible brand dream and uniqueness. Brand orientation should fix all organizational accomplishments to form a good and long term relationship with the major customer and participants (Ewing, Michel and Napoli, 2004). Brand orientation characterizes an incorporated observation of the brand and also taking both the internal and external perceptions into the procedure (Reid, Luxton & Mavondo, 2006). A brand's core standards and principles constantly influence every level of an organization (Simoes & Dibb, 2001). High level of brand orientation achieves (Urde, 2003) when an organization grows from its mission, vision and values are combined (Collins & Porras, 1998). Brand wants to get competitive benefits and advantages with the help of brand performance (Persson, 2009).

Bridson and Evan's (2004) theorize brand orientation specifies in four mechanisms;



- A focus on uniqueness (elements dignified on Hankinson, 2000 and Naver and Slater, 1990)
- Usefulness (inducement by Bhat and Reddy, 1998)
- Value addition (combining elements from McEnally and de Chernatony, 1999), and
- Representative abilities (alike to Goodyer, 1996 and Kapferer, 1997).

Figure 1 shown that, the connection between IMC and brand orientation is interrelated with brand identity improvement. It is essential to confirm that brand communications are purposefully determined, and with the harmonization of message should be acknowledged which is one of the most significant characteristics of brand orientation (Urde, 1994). A number of authors believe that regularity and stability of the brand communication has been recognized as being one of the prime elements of a brand success (Aaker, 1996; de Chernatony and Segal – Horn, 2003). To additional focus the relation among IMC and brand orientation, we note that the focus of brand orientation is also on forming brand uniqueness. We contend that the uniqueness of a brand in the vision of consumers is not belongings of the product or service, but the message of the brand.

In overall, we propose that BO contains the following features drawn from literature of BO;

4.1 Brand Vision

Brand is the main concern of management decision making process and the mission of an organization. Brand is also measured to be an essential with other properties and capabilities and there is an obviously interconnected vision with strong distribution of obligation and authority.

4.2 Brand Functionality

The brand helps to differentiate the organization from competitors through connecting and communicating particular well-designed characteristics and assistances to customers which is recognized by the organization.

4.3 Brand Positioning

Brand is the fundamental component to building customer trustworthiness in their mind and all messages connected to the brand is help to build suitable competitive position. Credentials, uniqueness and an assurance of reliability are the forms of the brand.

4.4 Brand Return on Investment

Both brand and brand equity are accepted as censoriously significant in accomplishing positional improvement in the market and influence into financial recompenses.

For maximizing value-adding capabilities, an organizations need to achieve both internal and external accomplishments which is the main brand objective.

5. Taking Integrated Marketing Communication, Marketing Orientation and Brand Orientation Together

Figure 1 is considered to demonstration the corresponding and inter-reliant formulation of the connection between IMC, MO and BO. The relationship among IMC, MO, and BO happens in framework of competition. Accordingly, MO affords the perspective, over the aspect of opponent orientation. Through being hypothesized as managerial philosophy, MO is considered as the opening to both IMC and BO. The major relationship between IMC and MO



is delivered by their mutual reference to efficient organization, which is also connected to the impression of internal marketing. Though, the preliminary part is the similar; departments or functional areas must cooperate and be integrated to achieve optimum results for the organization. The major link among IMC and Bo is all about brand. BO is try to find a basis for building and handling brands which are characteristic and it offers useful and representative worth for customers. To accomplish these purposes, integrated marketing communication is essential. We also annotation that customer is the major relation among MO and BO. Meanwhile, BO affords resources of interpreting the long term purposes of MO.

Most remarkable surveillance from Figure 1 is NEXUS; the portion where the active relationship of IMC, MO and BO take places. The point NEXUS stands for the area of unity surrounded by IMC, MO and BO. This presents the general connection among the three theories. The nearer synchronization can be prepared through greater section among MO, BO and IMC and also the association becomes more active to brand building equity. A full subtleties understanding at the NEXUS among the three theories contains the focus harmony. These three theories are alarmed with meeting the needs of customers.

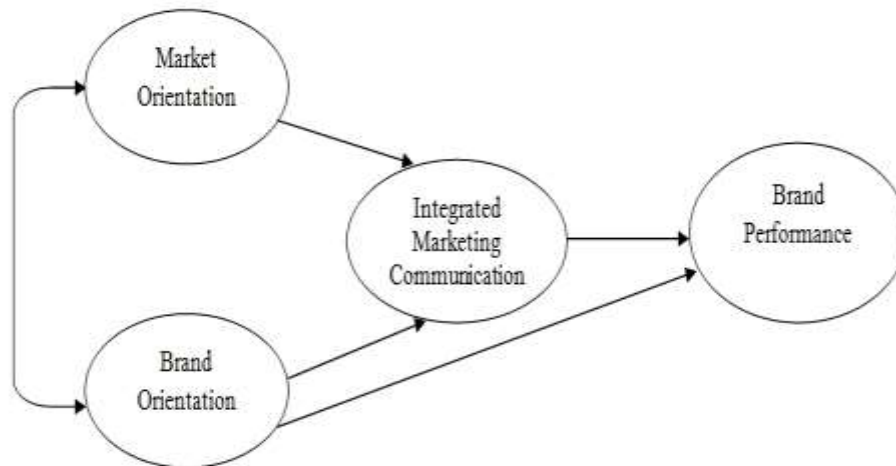


Figure: 2 Conceptual frameworks connecting Integrated Marketing Communication to Market Orientation, Brand Orientation and Brand Performance;

Brand identity makes worth over customer charter that indication to brand equity. IMC becomes the central role of MO, BO and BP (brand performance). IMC, MO and BO are three theories that party meeting models which indicates us to determine by this examination and each significant to the satisfaction of organizational goals.

Representation from the argument offered above and from the paper of Cornelissen, Lock and Gardner (2001), we make hypotheses which are given below;

H1: Greater level of market orientation, greater level of IMC.

H2: Greater level of market orientation, greater level of brand orientation

H3: Greater level of brand orientation, greater level of IMC

6. Connecting IMC to Marketing Results

IMC endows with campaign, promotion, brand equity and managerial benefits which link with IMC and brand performance (Low, 2000; Schultz, Cole and Bailey, 2004; Swain, 2004). The IMC-brand performance link is, in principle, supported in the literature, with IMC providing campaign, brand, and managerial benefits (Duncan and Moriarty 1998; Kitchen and Schultz 1999; Low 2000; Reid 2003; Schultz, Cole, and Bailey 2004; Swain and William, 2004). However, in spite of this theoretical sustain, few experimental verification survives to verify the value of IMC in irrefutable provisions (Baker and Mitchell, 2000; Eagle and Kitchen,



2000). Performance determines of marketing is one of the biggest problems because marketers think IMC is an investment on the other hand accountants believe it is an expenditure which makes difficulty for profits recognition. IMC turn into unsuitable when intimately observed from the viewpoint of accounting. Challenges must be made to develop the circumstances. There are many useful measures like Return on Investment (Kitchen and Schultz, 2001), Return on Touch Point Investment (Schultz, Cole and Bailey, 2004) should be measured in marketing tools. Rust, Ambler, Carpenter, Kumar and Srivastava (2004) built up a structure where connecting marketing approach, strategy to customer are monetary beneficial for any organization.

In our model (Fig 2), measurement of brand results at a solid level of brand performance. Generally, campaign outcomes and internal procedure are the elements to measure marketing communication performance. In the harmonization of the marketing communication actions, IMC has been imagined to deliver assistances and different purposes used in the application of the marketing campaigns (Cornelissen and Lock, 2000). In the viewpoint of single campaigns, it could be projected that organization who effectively applied IMC could demonstration development in the final outcomes from the single campaigns. Improved marketing communication capability to engagement a broader and suitable range of marketing tools which ensuring mainly application of Zero tolerance based values (Duncan and Moriarty, 1997). An economic analysis of return on investment can be used over communicative objectives to measure the success or potential campaigns. Augmented brand awareness, optimistic brand attitude, brand intention and organization campaign objectives would have a better competence to achieve through the utilizing of IMC (Rossiter and Bellman, 2005).

The achievement of the campaign intentions would be considered over time through improves of customer and brand equity. Improved customer and brand equity could be the result of higher price accomplishment with large market share and decreases in price flexibility (Keller and Lehmann, 2003). Overall, separation from others and making more competitive brand is one of the most enviable results of successful IMC (Rust et al. 2004).

From earlier discussion, we move forward the subsequent hypotheses connecting IMC, MO and BO to performance outcomes;

H4: IMC is directly connected to brand performance.

H5: Brand orientation is directly connected to brand performance.

H6: IMC arbitrates the relationship between MO and BO with brand performance.

7. Research Implications

All over the debate, we have tried to explain the how IMC influences market orientation and brand orientation. Each model defines precise importance, but jointly, they give a higher explanation and multifaceted approaching into the relationship. In many organizations, the utilization of the corresponding is more important so an antecedent does not occur. On the other hand, little market orientation organizations in the intellectual circumstance for purposeful harmonization and focal point on customers, efforts to set up IMC may not accomplish something. This is because the groundwork for collaboration among occupations, departments and business units and other participants may not exist. Along the similar debate, we think that little sharing of brand identity imply where brand orientation is little. IMC may not be successful at bring in when both MO and BO are sufficiently improved.



Point of views existed in this study has suggestions for executives. Any form of mixing is usually complicated which is accepted. This happened because efforts to incorporate people to go out of their comfort zones. The recompense structures of most institutes are not intended to remuneration in mutual aid. Building a strong market and brand orientation need to overcome so that this will permit an encouraging environment and also support regular collaboration, which will considerably help in the execution of IMC. There is a proposal that IMC is optimistically connected with some performance metrics which representation improved in this paper and also this paper proposal that possibly IMC intercedes the connection among market orientation and brand orientation with brand performance. This theory gives a valuable approaching into how IMC could be connected with MO, BO and different performance procedures.

8. Limitation and Scope for Future Research

Every study has some limitations and the following limitations are the matters which took place though performing this study. Time was a vast significant matter of this study. If the study used both primary and secondary research with additional participants, perhaps the result might have some changes.

A range of opportunities have for further research in this paper such as what particular IMC actions various professions assume and why: qualitative and quantitative research. And also the realistic application of this subject matter included in marketing curricula and academia.

9. Conclusion

In conclusion, we observe that the theoretical representations presented in the study can inevitability measurable. Market orientation procedures and testability are being well accepted from over a decade and the brand orientation measures and procedures are gradually becoming up to standard with acceptance, though it is in the in the early hours of development. The performance procedures, testability and measures suggested in the paper have been experientially and practically tested by the other researcher and there are no special problems present in operation activities. IMC review may provide functional evidence as a preliminary point for observing the relationships (Duncan and Moriatty, 1997). On the whole, the data investigation of the representation is well recognized to give direct effects of IMC on the other performance measures, also to give direct and indirect belongings of the independent variables of MO and BO through IMC. The significance of this study will be observed by a comprehensible perceptive of IMC's connection with other marketing models and theories.

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