

**AN EXPLORATORY STUDY OF THE MARKETING
COMMUNICATION AND PROMOTION
PRACTICES OF BUSINESS ORGANIZATIONS IN
THE UNITED STATES VIRGIN ISLANDS.**

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Abstract

Although according to the prescriptive literature, marketing communication and promotion practices of organizations can influence business performance; little or no empirical research has been done to investigate the marketing communication and promotion practices of business organizations in U. S. Virgin Islands.

This exploratory study utilized a survey instrument to determine the marketing communication and promotion practices of 100 businesses in St. Croix, U.S. Virgin Islands. The general finding of this study is that there are significant differences in the marketing communication and promotion practices of organizations with a high level of performance as compared to those with a low level of performance.

The findings from this study also showed that organizations with a high level of performance set promotion objectives, develop promotion strategies, and utilize a better budgeting method to a greater extent than organizations with a low level of performance.

A discriminant analysis was also used to identify variables which contribute most to the discrimination between organizations with a high level of performance as compared to those with a low level of performance.

1. INTRODUCTION AND RATIONAL FOR THE STUDY

The main objective of marketing is to establish and uphold exchanges in promoting merchandise and services that satisfy the needs and want of patrons. Marketing communication is the tool through which the physical goods and culture within a society are communicated to its affiliates (Sharma & Bhardwaj, 2009). It is a combination of activities taken by an organization for developing, conversing, delivering, and trading offers that has value for consumers, stakeholders, and the general public (Laitinen, 2009). Marketing communication aim is to create product awareness, from favourable brand attitudes, identify the advantages of obtaining the products, and encourage clients to buy the product. Consequently, the formation of an efficient promotion strategy is a pertinent element of a corporation's marketing communication plan (Liatinen, 2009; Akerland, 2004; Keller, 2009).

According to the literature marketing promotion method is a significant factor for the prosperity of all business, whether profit or non-profit (Sharma & Bhardwaj, 2009). Well-chosen marketing communications content requires a business to discover an applicable blend of promotion instruments and methods, explain their significance, and the course of action necessary for implementing appropriate and an instrumental marketing communication blue-print (Gorji, Branch, & Heydari, 2013; Sharma & Bhardwaj, 2009).

According to Rehman and Ibrahim (2011), promotion method needs to be a well-organized integrated program of communication systems and instruments formulated to present the firm and its products or services to potential patrons, to inform clients on the advantages of the products, and to achieve a competitive advantage within one's market. Though the capability of a business to employ an efficient communication and promotion blue-print; will determine their level of performance.

The Research Problem

In the U.S. Virgin Islands, there have been limited investigations of the communication and promotion methods utilized by business organizations hence research is needed to identify the marketing promotion practices that are employed by business in the Virgin Islands. It is needed to identify methods that are effective in helping business attain a high level of achievement. An enriched understanding of adequate marketing methods can help business make knowledgeable resource allocation decisions. In addition, the appropriate use of simply evaluating market research can help business have a competitive advantage within their market (Smith & Albaum, 2010).

The Purpose and Objective of the Study

The purpose of this study is to identify marketing communication and promotion practices that will differentiate organizations with a high level of performance from those with a low level of performance. Therefore the key objectives of this study are to:

1. Identify marketing communication and promotion practices of Virgin Islands business organizations.
2. Identify whether there are significant differences between the marketing communication and promotion practices of business organizations with a high level of performance versus those with a low level of performance in the following areas:
 - promotion mix (ie. advertising, sales promotion, personal selling, direct marketing and publicity & public relations) that are used by these businesses;
 - types of promotion objectives pursued;
 - process used in developing communication mix strategies.
 - methods used to set promotion budgets.
3. Identify whether there are significant differences between the communication and promotional practices of the various business organisations in the following areas:

- promotion mix that are used by these businesses;
 - types of promotion objectives pursued;
 - process used in developing communication mix strategies; and
 - types of budgeting methods used;
4. Identify important variables that differentiate organisations with a high level of performance from organisations with a low level of performance.

The research questions are:

1. What are the marketing communication and promotion practices of organizations in the U.S Virgin Islands?
2. Are there any significant differences between the marketing communication and promotion practices of business organizations with a high level of performance and those with a low level of performance?
3. What are the significant differences between the communication and promotional practices of the U.S Virgin Islands business organizations in the following areas:
 - promotion mix that are used by these businesses;
 - types of promotion objectives pursued;
 - process used in developing communication mix strategies; and
 - types of budgeting methods used;
4. What are the significant variables that differentiate between business organizations with a high level of performance from business organizations with a low level of performance?

2. LITERATURE REVIEW MARKETING COMMUNICATION AND PROMOTION

This chapter is a review of the literature pertaining to marketing communication and promotion. It will cover the marketing communication planning, communication analysis, budget analysis, and the role of promotion. Additionally it will provide a summary of the role, objective, and significance of the promotion mix elements utilized by business organizations such as advertising, sales promotion, personal selling, publicity, and direct marketing.

2.1 MARKETING COMMUNICATIONS

Marketing Communication can be understood by examining its component's marketing and communication. Marketing is everything an organization does to obtain and retain a relationship with patrons. It is a set of activities performed by an establishment to communicate, create, deliver, and exchange information that has value for consumers, shareholders, and society. Communication is a system of exchanging or imparting information among individuals, or business and consumers. Consequently, marketing communication embodies a combination of components in a product's marketing mix that simplifies conversation by forming combined significance of the products cliental (Berglund & Spets, 2003).

Communication has been identified by many prominent scholars as an essential facet of relationship development between the firm and consumers (Andersen, 2001). Communication is the embodiment of forming behavior in any organizational environment, especially marketing relationships. It goes a step further than advertising, and promoting brands or services. Everything an organization does communicate a message to consumers such as package design, price, location, and race, gender and attire of the customer service representative. As a result, industries must combine the marketing and promotion mix, with effective communication methods to achieve a competitive advantage within their market.

Marketing communication management is a process of overseeing different environments that starts with pinpointing elements, which distinguish between clients who employ various networks. It is the formulation of a communication strategy for current consumers, and it designs

a communication plan for prospective clients (Thomas & Sullivan, 2005). It is a system for creating goals, measurable objectives, and identifying methods for achieving aims. It is a technique for determining the budget, target audience, promotion mix, message, media selection, and evaluating media effectiveness (Akerlund, 2004; Sharma & Bhardwaj, 2009).

In order to advertise effectively marketers need to embrace the whole marketing operation, including market research, and promotion. Marketing a company's services or brands is not difficult once a business finds a suitable promotion and communication strategy (Sharma & Bhardwaj, 2009). Managers need to identify an applicable communication and promotion mix and how they work together to obtain a competitive advantage in one's market. However, an organization cannot achieve its goals of being a leading competitor unless the management staff comprehends the significance of promotion and communication in the marketing mix.

2.2 MARKETING COMMUNICATIONS PLANNING PROCESS

The marketing communication planning is an adaptable process that requires many resources from the business organization needed to be implemented effectively (Laitinen, 2009).

According to Merriam Webster Online Dictionary, (2014), planning is a procedure for creating a tactic to attain the desired objective, to resolve problems, and to enable action. The goal of marketing communication is to achieve effective results. The aim of promotion is to increase sales by raising awareness about a service or brand. Planning an organization's promotion mix is an indispensable task for management, and it should be formulated using an appropriate framework.

The marketing communication planning process covered in this thesis is based on Belch and Belch (2003), and Laitinen (2009). According to Laitinen (2009), and Belch and Belch (2003), the six essential elements of the marketing communication process are:

- 1) Review the marketing plan
- 2) Situation Analysis
- 3) Communication Analysis

- 4) Budget and Other Resources
- 5) Develop Integrated Marketing Communication Program
- 6) Monitor, evaluate, and control integrated marketing communications program

Step1: REVIEW OF THE MARKETING COMMUNICATION PLAN

The first step in the marketing communication plan is to review the marketing plan and objectives. A marketing plan is a thorough design that shapes a business whole marketing agenda. Marketing communication objectives includes creating brand awareness for an organization, describing a need for the product or service, and persuading patrons within the targeted audience to purchase the product. Before creating a promotional blueprint, it is pertinent to evaluate where the business merchandise has been, its present position in the market, future goals, and course of action necessary to achieve these goals. Reviewing the marketing plan is vital for understanding an establishment's marketing strategy and projects implemented for the business and its brand (Belch & Belch, 2003; Laitinen, 2009).

A promotional plan is a vital element of the marketing strategy for most businesses. Therefore, promotional planners must know the necessary course of action for supporting and strengthening marketing objectives, strategy, and various aims that will play a monumental role in executing the marketing program agenda. It is formulated similarly to the marketing plan and frequently employs its relevant information. As a result, promotional planners must focus on key information from the marketing plan that is essential to the promotional strategy (Belch & Belch, 2003).

STEP 2: SITUATION ANALYSIS

The second phase in the marketing communication planning is to evaluate the situation analysis. This analysis reviews the needs, inspiration, attitude, and decision-making preferences of the target audience. Situation analysis is essential because it is necessary for defining and understanding communication drivers that affect the service or brand. Its primary aim is to grasp the current position of the brand, product, service, or company within the market. Once the present position has been identified a suitable marketing plan and objectives can be formulated.

The data obtained from the context analysis can be collected and evaluated utilizing an SWOT analysis. The SWOT analysis is an investigation performed by the company to categorize an organization's internal strengths, and weakness, and external opportunities and threats (Belch & Belch, 2003; Laitinen, 2009).

Internal analysis is a systematic review of a business organization inner strengths and weakness. This analysis evaluates pertinent areas of the organization, and the brands or service offered. It evaluates the ability of an organization to create and execute an effectual promotional program, establish a promotional division, formulate a feasible budget, and the failure and success of past programs. Internal analysis is necessary for assessing the pros and cons of a company's marketing functions such as creativity, and capability to remain within a set budget. This analysis contains an assessment of an establishment's strengths and weakness for implementing promotional objectives and its product form and an image perspective (Belch & Belch, 2003; Laitinen, 2009).

The capability of a firm to form a viable financial plan and realistic measurable promotional objectives is vital for having an adequate internal system. An organization unable to budget according to their objectives will lack the resources needed to maintain a competitive advantage. Additionally, a business that is incapable of developing clear achievable objectives for their service or products such as packaging, features, positioning, benefits, and price will not attain a high level of achievement. The internal analysis is a strategic technique for helping companies identify how their operation could be strengthened. It is a blueprint for achieving continuous improvement if appropriately applied to any establishment (Belch & Belch, 2003; Laitinen, 2009).

An external analysis studies the opportunities and threats that occur in the environment independently from the business. It assesses factors that can hinder or facilitate the success of an organization's brand or service. This analysis focuses on elements such as positioning techniques, competition, consumer demographics and purchasing preferences, social and cultural environment, and pertinent legal and regulatory limitations. A vital component within this analysis is an evaluation of the market and a comprehensive evaluation of competitors (direct and indirect) (Belch & Belch, 2003; Laitinen, 2009).

An evaluation of the marketplace is necessary to help businesses identify a target market, applicable marketing opportunities, and evade futile business ventures. Determining the targeted audience is essential to all organizations because it provides a clear focus on who the company will serve. After the target market has been specified a company can construct a promotional message that is appropriate for encouraging patrons to purchase their product or service. The message is instrumental for business to decide how the service or brand will be positioned; meaning what image will be depicted to potential clients (Belch & Belch, 2003; Laitinen, 2009).

Assessing the marketplace can assist corporations in exploring, influencing, or creating new markets. Reviewing the competitor analysis will help the organization to focus on their rivals promotional, segmentation, budgeting, marketing communication, and targeting strategies. Observing the competition strengths and weakness can help companies create innovative approaches, and unique designs for attaining a competitive edge within one's market (Belch & Belch, 2003; Laitinen, 2009).

Step 3: COMMUNICATION ANALYSIS

The dire problem in communication is how the message is created and conveyed amid the marketer and its target audience. Marketers are in the business of developing, preserving, and exchanging. Akerlund (2004), states that "marketers are involved in the battle of the mind of its target market." As a result, marketers need to have a keen understanding of how the communication processes works to transmit messages efficiently with customers.

Fundamental to understanding marketing communication is an understanding of the marketing communication process. Communication is the act of conveying information from one mind to the next (Akerlund, 2004). Communication is an intricate process by which individuals share meaning (Laitinen, 2009). It is an interactive dialogue between the organization and its patrons. It comprises of the message sender and message receiver, message, and the media (Akerlund, 2004).

Communication is reliant on the societal setting in which it takes place, and it is one of the most human activities. It can be achieved by conversation, written word, and pictures (Laitinen, 2009).

Markova, Prajova, & Salgovicova (2011), defines communication as a transactional process between two or more parties whereby meaning is exchanged through the intentional use of symbols. The sender starts the communication process by conveying a message by words, pictures, or symbols that can be transmitted through a medium to the receiver. This is technically known as encoding. If the audience receives the message, it is, then decoded. Decoding is known as interpreting a message to discover or understand the meaning of the message (Akerlund, 2004).

The sender must identify the target audience; they would like to influence and specify the consumer behavior they want to get. Thus, the sender must encode the message so that the target market can decode the message. The message must be transferred utilizing a media that will reach the target audience and create feedback channels to record receiver responses (Akerlund, 2004; Belch & Belch, 2003).

Moreover, to tailoring messages for the targeted audience, the sender must ensure that potential patrons have a positive image of the organization's brand or service. The sender must measure the target market's awareness of the brand or service by using a favorability scale. Akerlund, (2004), defines a favorability scale as an instrument used to assess how much the general public knows, and if they are in favor of utilizing the brand or service. Organizations employ the scale to detect any communication challenges that may arise, and identify attitudes and consumer purchasing preferences (Belch & Belch, 2003).

In order to communicate with patrons and accomplish promotional projects, marketers need to create realistic and measurable aims and objectives. Additionally, they must identify the difference between marketing objectives and communication objectives. According to Belch and Belch (2003), marketing objectives are the tasks needed to be accomplished by the entire marketing program. These objectives may be specified in relations to current product maximization, market share, survival, profitability, leadership, product quality leadership, or sales.

Communication objectives are all objectives an organization employs to accomplish its promotional programs. Communication objectives comprise of creating a need, brand awareness, brand attitude, and product purchases intention. Communication objectives should help shape or influence the creation of the whole marketing communication objective and strategy for every promotional mix area. Communication objectives are essential because it helps business develop an appropriate campaign and allocate the budget (Akerlund, 2004; Belch & Belch, 2003).

To achieve effective communication with their targeted market, organizations must create objectives that are realistic and measurable. They must evaluate the market and determine a suitable target market. After the target audience has been identified the business needs to tailor a message for their potential patrons. The company must decide on what to say, how to say it, when to say it, where to say it, and to whom to say it (Belch & Belch, 2003; Akerlund, 2004; Laitinen, 2009).

The business must perform market segmentation by separating consumer groups with similar needs and wants. The establishment must assess the probability of various segments by selecting a segment or segments to concentrate on, depending on their desirability. Furthermore, the corporation needs to analyze the behavior and needs of prospective patrons and create a message that is applicable for their culture, interesting, and provides a solution to their needs in a persuasive way (Belch & Belch, 2003).

Companies must perform in-depth analyses of their target market environment, understand their method of thinking, and discover factors that stimulate behavior. Organizations must evaluate their prospective clients by reviewing their social influences, decision process, and psychological influences (Belch & Belch, 2003).

Step 4: BUDGET ANALYSIS

Overall, the decision practices regarding the marketing communication budget allocation is determined mainly on the industry, and the totaling marketing budget. The budget is usually planned by management during an annual board meeting. First, executives create the overall tactical direction for the brand, develop marketing objectives, and formulate financial projections

based on sales predictions and objectives (Kim, 2011; Fischer, Albers, Wagner & Frie, 2012; Weber 2002).

Then the relative proportions for the marketing communication and promotions budget are allocated. Next the blueprint and financial plan are executed. Finally, the budget allocations are measured comparing the accomplished results with the aims and the evaluation results are reviewed to plan the next year's budget (Kim, 2011; Fischer, Albers, Wagner & Frie, 2012; Weber 2002).

Determining an applicable marketing communication and promotion budget is one of the most difficult decisions an organization encounters. Several challenges for determining an appropriate financial plan includes calculating the accurate amount needed, issues with fitting the budget into a standard accounting format, and difficulties interpreting and maintaining the budgeting process (Akerlund, 2004).

The budgeting allocation process involves monitoring all financial activities, and setting realistic goals and objectives. The determination of budget allocation is a straightforward process that requires extensive market research (Lilien, Rangaswamy, Bruggen, Starke, 2004). This is a very tedious decision process and should be based on facts rather than intuition (Fischer, Albers, Wagner & Frie, 2012). The budget allocation decision is mainly determined by the total marketing communication and promotion objectives, and organization size (Akerlund, 2004).

Laitinen, (2009) states that financial resources define many boundaries, because budget is the opportunity and the limitation of the successful marketing communication plan. The appropriate budget for all organizations is contingent upon the usable sum of financial resources based on its financial statements and plans. In order to determine suitable budgeting practices companies may employ several budget methods or a combination of budget methods (Akerlund, 2004).

The most-used budget methods across the regions and industries are affordable method, percentage of sales, and objective and task method, and competitive-parity method (Fischer, Albers, Wagner & Frie, 2012; Akerlund, 2004).

A common method of budget allocation is the affordable method. The affordable method is a financial plan created on what managers think the business can afford. Unfortunately,

expenditures usually cost more than anticipated. This method does not include financial arrangements for promotional objectives and proper planning for achieving objectives. Management may allocate less money to marketing projects to ensure that budgeting goals are met. As a result, companies fail to adequately promote products or services (Akerlund, 2004).

Organizations often set their expenditures at a specified sales price or percentage of sales. Percentage of sales is one of the most widely used budget allocation methods. This method is a financial plan founded on utilizing marketing sales, where the budget is allocated based on a percentage of current or allocated sales. This method state where the budget will be taken from, but it doesn't provide a formula for allocating the funds. The percentage is distributed based on what has traditionally worked within the past, with no deliberation of whether it would be profitable to increase or decrease the allocated budget. This budget allocation process does not take into account potential changes within the market. Nevertheless, this technique is employed by my organizations because it is simple and straightforward (Fischer, Albers, Wagner & Frie, 2012; Akerlund, 2004).

A budget allocation method that requires marketers to organize a marketing communication budget, identify detailed aims, specify the necessary task that will help achieve those aims, and estimate the cost to complete those tasks is known as objective and task method (Akerlund, 2004). The proposed communication budget is derived from the sum of these cost. This is a very instrumental budget allocation because it motivates managers to set measurable and realistic goals, and evaluate the advantages and disadvantages of major decisions (Fischer, Albers, Wagner & Frie, 2012; Akerlund, 2004; Akerlund, 2004).

Akerlund (2004), states objective task method is one of the most effective methods of budget allocation to achieve organizational aims. Objective task method consists of three steps for allocation funds such as defining the objectives, determining the tactic, and the calculating cost. In addition, this method contains two qualities needed to help companies excel within their market such as being strategy oriented and learning based.

A financial planning method that guides companies to shadow their competitor and duplicate their budget allocation tactic is known as competitive parity method. This method is frequently utilized because some business believes that collective reason has merit. In addition, some

companies believe that following the competition will prevent promotion wars. Nonetheless, this budget allocation tactic is not the most suitable for most organizations because it does not take marketing communication and promotion aims into consideration. Furthermore, this financial plan process is not applicable for most corporations because organizational aims, the target audience, promotional mix may differ (Belch & Belch, 2003).

Laitinen (2009), states that a campaign does not have any value unless it brings back what is demanded. A return on investment (ROI) method is a performance technique used to appraise the effectiveness of various investments. It is a technique for determining the budget based on returns expected from disbursements to promote products. ROI agenda is about formulating a positive value for a brand through demonstrating cost against returns. The funds utilized for marketing communication, and promotional purposes are viewed as an investment that will increase the purchase of an organization's brand. However, this method can only evaluate and speculate the plausible return from the funds invested (Belch & Belch, 2003).

Belch and Belch (2003), states that additional budget allocation practices employed by business are the payout planning and qualitative and simulation models. A payout plan is utilized by management to determine the investment value of the promotional allocation, necessary for identifying how much to spend. It is used to help organizations project profits from a product or service, determines the cost the firm will incur, and how much the promotional expenses will be necessary based on the expected rate of return. The payout planning guide's marketers in formulating a budget and when employed in conjunction with the objective and task method it offers a more coherent method for budget setting than most to-down techniques, but it does not appear to be a commonly employed method.

Qualitative models use a computer simulation model, including statistical systems such as multiple regression analysis to determine the amount of funds to invest in the promotional programs. This budgeting technique has not been very effective and as a result its acceptance has been limited. It is yet to achieve its full potential and become one of the most utilized techniques, but with the persistent progressions within technology, more firms will begin utilizing computerized methods for budgeting practices (Belch & Belch, 2003).

Step 5: Development of the Integrated Marketing Communication Program

A step towards an integrated approach in achieving efficiency by synergy is known as integrated marketing communication. It is a method for achieving the aims of marketing, through a well-organized use of different promotional techniques that are planned to reinforce each other. It identifies the importance of an inclusive plan that evaluates the tactical roles of a variety of communication disciplines such as advertising, sales promotion, direct marketing, personal selling, and publicity (Belch & Belch, 2003).

Marketing communication is the voice within the organization and its products; it conveys messages and builds a relationship with potential patrons. An integrated marketing communication strategy is utilized to inform clients about who creates the products, advantage of purchasing the products, and connects the product to the target audience, place, occasions, and emotional state. IMC heightens firms' capability to influence the specified target market, with the appropriate message, at the right time, and at the right location. It is the preparation and implementation of all marketing communication and promotion necessary for merchandise, service, or business to achieve vital objectives, and to sustain positioning of promotion (Belch & Belch, 2003; Akerlund, 2004; Laitinen, 2009).

The IMC program commonly is the most complex and meticulous step of the promotional planning process, especially because every promotional-mix has its advantages and disadvantages. The management team must understand the proficiency of all the promotional mix elements that are used by the company. Planning the IMC requires adequate market research because each of the elements has its own strategy, financial plan, and objectives (Belch & Belch, 2003).

Marketers must make decisions, and actions must be taken to execute promotional programs. The organization must create techniques for assessing performance and making the indispensable modifications. During the integration phase of the design process, managers need to make pertinent decisions about the role, and prominence of all the elements and how they synchronize with each other. Several promotion-mix elements that are commonly utilized by businesses are advertising, sales promotion, direct marketing, personal selling, and publicity (Belch & Belch, 2003).

Step 6: MONITOR, EVALUATE, AND CONTROL INTEGRATED MARKETING COMMUNICATIONS PROGRAM

The last phase in the promotional process is monitoring, evaluating, and controlling the promotional program. It is crucial for companies to assess how effective the promotional program is helping the business achieve its communication objectives and whole marketing aims. In order to manage a business a marketer must know how well the promotional program is doing and the reason it is successful or ineffective; to take the right steps of continuing or correcting the program (Laitinen, 2009; Belch & Belch, 2003).

The final step of this procedure is planned to offer the management team with frequent feedback regarding the efficiency of the promotional program, which can be used as guidance for the planning process (Laitinen, 2009; Belch & Belch, 2003).

2.3 THE ROLE OF PROMOTION

Bilgner, Asil, and Ozcelikay (2004), states that promotion is an arrangement of marketing tools that publicizes information about the merchandise or service to consumers from persisting and emerging business. It is a forthcoming means in the marketing mix that includes the following elements in the form of the promotion mix such as advertising, sales promotion, public relation, etc. (Gorji, Bagheri, & Heydari, 2013).

The management team within an organization needs to create clear promotion objectives that are realistic and challenging. Furthermore, the team needs to assess the progress of the promotion used and monitor the resources used. Promotion objectives include marketing, and marketing communication objectives. Marketing objectives are production oriented and formed from the marketing plan, and marketing communication objectives are developed from the present position of the product (Gorji, Bagheri, & Heydari, 2013).

THE ROLE OF ADVERTISING

Advertising is a renowned marketing method employed by business all over the world. Gorji, Bagheri, and Heydari (2013), states that advertising is used more than other promotion methods by organizations that desire to sell their service or brand to the general public. It is any paid form of impersonal information and promotion of philosophies, products, or service by an acknowledged supporter (Laitinen, 2009). Advertising can be easily distinguished from other promotion mix elements because it is paid for by firms. It has always been an essential instrument for connecting people who want to sell merchandise with the individuals who have the resources to utilize the product. It informs shoppers about an establishment's service, idea, or brands that a corporation spends money for utilizing mass media (television, radio, e-mail, or billboard) and for reaching society.

Over the years, advertising has become an indispensable element of the promotional mix elements. It is vital to the integration of marketing communication and helps organization become a leading competitor within their market (Belch & Belch, 2003).

The role of advertising is to make clients, regardless of their present, likeness or understanding a product more knowledgeable and more favorable to purchasing or recommending the brand. Its goal is to produce a mental change within the customer: the person must have a new cognitive idea after being exposed to effective advertising (Weilbacher, 2001; Hwang, McMillan, & Lee, 2003).

In order for an organization to advertise to their target audience, it must develop a program that includes setting realistic and measurable advertising objectives, determining an applicable budget, and creating a message strategy and media strategy that is appropriate for the targeted audience (Belch & Belch, 2003).

ADVERTISING OBJECTIVE

The main objective of advertising is to transfer information, to a defined audience, educate and frame minds that inspire action. It is effective or unsuccessful based on how well it transfers the

chosen information and ideas to the right people at the specified time and cost. The essential resolution of advertising is to sell something whether it's a philosophy, service, or brand (Gitau, 2012; Belch & Belch, 2003).

Advertising is utilized by business irrespective of demographics, size, or merchandise to enter into new markets, introduce innovative brands by fashioning interest to the identified market, to reach potential clients inaccessible to a salesman, and to educate the public about synthetic products (Smith & Yang, 2004; Belch & Belch, 2003).

The goal of advertising is to convey a tailored message to a specific group to attain a desired effect. The core mission of advertising is to plan, strategize, organize, and monitor every single communicational action a business takes with reverence to recipient groups in order to support marketing objectives (Smith & Yang, 2004; Belch & Belch, 2003).

The attainment of advertising aims contributes to the success of complex corporate goals because it has a direct relationship to the overall marketing communications objectives. Content, scope, time, and target segment are various terms used to define advertising objectives. It can be categorized into cognitive, emotional, and conative goals to achieve objectives (Smith & Yang, 2004).

Cognitive objectives include communicating the necessary information about the product or service. The assignment of this objective is to get the consumer to start thinking about the brand and its benefits. An aim to create a connection between a service, and product that differs from other brands is called emotional objectives. Marketers utilize this technique to help patrons create a personal connection with the product. The conative objective is achieved when the patron purchases the product or utilizes the service. The purpose of this objective is to persuade prospective shoppers to buy, order, use, and encourage others to use, or take action on any form (Smith & Yang, 2004).

According to Bambang Sukma Wijaya, (2012), hierarchy of effects models have been produced by scholars from both academicians as well as marketing communication experts to measure the communication effect of an advertisement to the consumer behavior. DAGMAR is a predominant model used in preparation for advertising objectives. DAGMAR was developed by Colley in 1961 for establishing communication objectives to define advertising goals for

measuring advertising results. It is grounded in the philosophy that communication effects are the coherent foundation for advertising goals and objectives, against which attainment or failure must be assessed.

DAGMAR comprises of the principles of awareness, comprehension, conviction and purchase as phases of the sway of an advertising message on consumer purchasing actions. The period where advertising can make a brand known is called awareness. Comprehension occurs when the customer decodes the central message and the stage where the client has faith in the message if recognized as conviction. After the customer has been made aware, comprehends, and is convinced by the ad, they may follow their belief by purchasing the product or brand (Wijaya, 2012).

DETERMINING AN APPLICABLE BUDGET

In order for the firm to establish an applicable advertising budget the objectives must be determined. After the objectives have been prepared the firm can create a financial plan to cover the cost of all established and potential objectives. Advertising is usually the largest part of the marketing expenditures (Wurff, Bakker, & Picard, 2008).

The management team within an organization must analyze all the elements influencing advertising before selecting an adequate budget. The budget should be established on a meticulous analysis of advertising opportunities. According to Gitau, (2012), an advertising budget is determined by the product's lifespan, existing consumer base and market share, competition and clutter, advertising frequency, and product substitutability. It is a process, not a specific formula or technique (Gitau, 2012).

Product's Life Span

During the product life cycle stage, new products require extensively more advertising resources such as funds and time by marketers to introduce the brand to consumers. Once the product has progressed through the product life cycle, fewer advertising funding is needed to promote the

product because it has become popular within the target market. A firm's advertising financial plan is usually higher during beginning stages and steadily reduces when the brands develops (Gitau, 2012).

Existing Consumer Base and Market Share

When products have an existing consumer base and market share, much advertising is not necessary to promote brands. However, a substantial amount of advertising expenses are essential to establish a share by a growth in market share. In addition, it is cost-effective to advertise to patrons in a widely utilized brand, versus a low share brand (Gitau, 2012).

Competition and Clutter

In order to become a leading contender within one's market many firms promote ads in the same location such as commercials or billboards. As a result, the market becomes cluttered by advertising ads; which prevents some consumers from distinguishing and remembering particular advertisements. In order for companies to achieve their goal of having a customer decode their message it has to convey messages that are different and innovative (Gitau, 2012).

Advertising Frequency

The number of times an advertisement is repeated during a specified duration of time is known as advertising frequency. In order for business to have a higher advertising frequency, they must invest a plethora of funds in their advertising budget (Gitau, 2012).

Product substitutability

Products that are extremely identical will require an extensive amount of advertising resources to compete within their market (Gitau, 2012). Preparing the size of an advertising budget allocation is an essential marketing decision. Kim (2011), state that the two most predominant tactics to budgeting are the percentage of sales and objective and task methods. The percentages of sales

and objective and task methods have been discussed earlier within this paper in reference to selecting a promotion budget.

In order to adequately develop and maintain an advertising budget management often combines various budget allocation methods such as percentage of sales method, objective and task method, competitive parity method, etc. These methods are employed as ingredients for a recipe that can be combined, altered, and disposed of if crucial. Identifying a suitable financial plan is indispensable because an organization must be adoptable, be ready to implement new goals and ideas to thrive in a dynamic environment (Kim, 2011).

Over the past years, there have been several empirical studies about evolving advertising budget practices (Robinson, 2002; Lightcap & William, 2012; Kim, 2011). These studies identified the practice and favoritism of data-orientated budget setting techniques by academicians in marketing communication. These studies also acknowledged that sophisticated and modern data-orientated techniques became popular in the early 90s. The increase use in up-to-date procedures to determine advertising budgets has resulted in less of a dependence on condemnatory approaches among large advertisers.

DEVELOPING THE MESSAGE STRATEGY

Developing an effective message strategy is important to organizations because their clients are consistently bombarded with messages daily from their competitors.

In order to produce an appropriate message strategy an advertiser must analyze their target's market behavior, drives, standard of living, and recreational activities (Almeida, 2012).

Managers need to develop a creative strategy to engage and entice consumers, instead of just selling a product.

According to Smith and Yang (2004), creativity is a pertinent determinant of advertising success. The Merriam-Webster Dictionary (2014), defines creativity as a proficiency to produce something new by employing imaginative cleverness, whether a new solution to an issue, a new technique or device, or a new inventive object or form. The term usually refers to an abundance of ideas and uniqueness of philosophy. Smith and Yang (2004), states that a creative strategy describes the vital tactical decisions mandatory to develop an advertising message. It identifies

what the business will say about their service or brand and illustrates how it desires customers to perceive their product. It is well-known as a copy strategy.

A creative strategy is pertinent because it guides and directs the growth of present and upcoming ad messages, flyers, and promotion. A comprehensive creative strategy is an effective blue print for managers orchestrating all advertising activities. This strategy articulates how the service or product will be displayed to prospective clients, and position in the market to compete with contenders (Smith & Yang, 2004).

Individuals are creative when they develop thoughts, inventions, solutions, or products that are divergent and relevant. Divergence and relevance are two main elements in creativity.

Divergence is the most indispensable factor in creativity because it is a model for constructing advertisements that are unique, uncommon, and different. Relevance is a vital aspect of creativity because it regulates the applicability of the message for the intended audience. It is needed to design the ad to create meaning and value for the consumer (Smith & Yang, 2004).

Two central facets of relevance are ad-consumer relevance and brand-consumer relevance. Ad-consumer relevance is attained when the stimulus property of the commercial produces a significant connection to the customer. Brand-consumer relevance is achieved when the billboard creates an important link amid the consumer and brand (Smith & Yang, 2004).

Divergence and relevance are determined by context or social recognition criteria utilized. This is important for recognizing that teenagers and senior citizens may not consider the same ads as being innovative. Ideas and inventions are products, just like ads are products of the target audience. The models of divergence and relevance can be applied to everything a person constructs, especially advertising (Smith & Yang, 2004).

First, there is a creative division within the organization who is responsible for planning and executing advertising ads and the creative strategy. Second, there is a standard of originality that the commercial is perceived to possess by the specified audience. Third, there is a standard of ingenuity in the audience members who are exposed to the promotion (Smith & Yang, 2004).

MEDIA PLANNING AND STRATEGY

According to Belch and Belch (2003), the cycle of decisions involved in conveying the promotional message to the current and potential customers about the service or product is media planning. It is an intricate process that means a number of choices are made, which may be changed or abandoned during as the plan develops. It is also known as the guide for media selection.

It identifies methods for helping the advertiser transmit their message to the audience. It aims to help managers discover the most applicable and cost effective media selection or combination of media vehicles for the targeted audience (Belch & Belch, 2003).

An efficient media plan requires a development of precise media objectives and specific media strategies aimed at accomplishing each objective. Determining an applicable media to convey the firm's message to the general public is one of the most essential decisions in planning an advertising strategy. The selected media outlet must be proficient in attaining the marketing communication and promotion objectives such as educating, influencing, and reminding prospective consumers of the benefits of acquiring the product or employing the service (Akerlund, 2004; Belch & Belch, 2003).

Additionally, selecting a suitable media vehicle requires extensive preparation for transmitting a message to a specified audience, in the most well-organized and productive technique. The decisions need to address during the preparation period are identifying the target audience, pinpointing media objectives, choosing media techniques, and advertising timing and schedules (Belch & Belch, 2003).

IDENTIFYING THE TARGET MARKET

In order to determine a target audience a marker must answer the questions "who shall we advertise to, what do clients purchase, and where can clients be found?" The firm must identify the intended market to avoid wasting the company's resources on markets that does not have an interest in their service or product. Several factors that need to be considered when selecting a market comprises of segmentation based on demographic, age and life-cycle, gender,

income, behavior, geographic, and social class. It is nearly impossible for firms to influence all patrons in large markets, as a result business divide consumers into segments to select an intended group to target. This information can be obtained by conducting primary investigations, or researching secondary sources (Akerlund, 2004; Belch & Belch, 2003).

MEDIA OBJECTIVES

Aims for the media program that are limited to those that can be attained through media strategy are media objectives. It is designed to achieve the objectives of marketing communication. Media planners design a blue print for achieving these objectives. They are responsible for arranging and executing media techniques, which will develop from the course of action, required completing objectives. The effectiveness of the media tool utilized to educate the target market about the benefits of employing a service or product hinges upon the reach, frequency, and impact of exposure. These are pertinent elements for creating an effective advertising program (Akerlund, 2004; Belch & Belch, 2003).

The number of individuals, households, or companies in a target market exposed to a media vehicle or message program at least one time during a given time period (usually four weeks) is known as reach. Reach is usually an essential factor for organizations introducing new services or products into the market (Akerlund, 2004; Belch & Belch, 2003).

The average amount of time people, a household, or firm within a particular target market is exposed to a specific advertisement within an identified time period (again, usually four weeks) is known as frequency. It is more prevalent in a highly competitive market, where customer loyalty is fickle, and the target market is well-defined by media planners (Akerlund, 2004; Belch & Belch, 2003).

Gross rating point (GRP) is a measure for the influence or strength of a media plan. It measures the reach and frequency to determine the level of effectiveness. However, the average number calculated can be misleading. Consequently, the calculated figures can provide valuable information for the advertiser because GRP is necessary for attaining awareness. In addition, when GRP increases it will most likely result in more exposure, which is essential to establish influence crucial objectives (Akerlund, 2004; Belch & Belch, 2003).

MEDIA AND VEHICLE SELECTION

There are numerous media and vehicles accessible for marketers to utilize. Firms have the flexibility of employing one or a combination of media vehicles to promote services or brands. Additionally, several forms of mediums are employed simultaneously and some forms may be only complementary portions of the complete promotion. The media selections utilized by most business are television, the Internet, radio, and print media (magazines, newspaper, and books). Furthermore, social media selections employed by firms include Facebook, twitter, MySpace, blogs, and creating a website (Neti, 2011; Murmann (2013). According to Neti (2011), social media is the latest thrill, and it is websites and applications that give users the opportunity to develop and market content through social networking. When determining what media vehicle to use firms must consider the target market, budget, product, and message (Akerlund, 2004; Belch & Belch, 2003).

Marketer's having a detailed understanding of the target market is indispensable during the media selection process. This will help the firm evade unsuccessful ventures and achieve the desired marketing goals. For instance, if the brand is aimed at increasing awareness of a specific segment such as archeologists a broad beam medium like television, and the Cover Girl Magazine should not be used (Akerlund, 2004; Belch & Belch, 2003).

Media planners need to be very meticulous when making budget allocation decisions. This will ensure that the organization will have enough financial resources to achieve the media objective and cover the cost of expenditures. For example, if the business can only afford a small expenditure on advertising, pricey media such as television will be ruled out (Akerlund, 2004; Belch & Belch, 2003).

It is very crucial for an advertiser to comprehend how the product or service will benefit the consumer. This knowledge is vital for helping the marketer identify an applicable media vehicle to create brand awareness. For instance, television is a great media outlet for products bought on emotional grounds where pictures of pleasure, prestige, and elegance, can be exploited. In addition, if a product is bought on sensible grounds the media vehicle employed is usually placed in a magazine or newspaper (Akerlund, 2004; Belch & Belch, 2003).

When being creative and innovative marketers need to design a message suitable for the target audience to understand. The content within the message will affect the media selections, in regard the type of information and the amount of information. For example, when media planners are interested in employing a greater creative scope, they will use television because it is an extraordinary medium for the demonstration of emotional messages (Akerlund, 2004).

MEDIA SCHEDULES

In addition to identifying the target market, media objectives, and media vehicle a media planner duty, includes media scheduling and timing. The media planner must prudently decide the course of action necessary for advertising over the progression of the promotion. The firm must decide whether seasonal or continual advertising is appropriate for the brand (Akerlund, 2004; Belch & Belch, 2003).

The media planner must decide upon the design of ads; they must practice continuity or pulsing. Continuity is evenly scheduling ads during the campaign. Pulsing is unevenly scheduling ads through the campaign to increase awareness of a service or brand. Both techniques are great, but the marketer must determine which technique will be most effective for the company by reviewing media objectives (Akerlund, 2004; Belch & Belch, 2003).

EXAMPLE OF USING ADVERTISING

In an "Exploratory Study of the Relationships between Advertising Appeals, Spending Tendency, Perceived Social Status and Materialism on Perfume Purchasing Behaviour" Benjamin Chan Yin Fah, Yeoh Sok Foon, and Syuhaily Osman (2011), found that advertising appeals was important to influence consumer's purchasing behavior, thus marketer should focus on advertisement to promote their perfume products. The investigation found that customers, especially women will buy expensive perfume. Therefore, advertisers need to target their advertising ads on consumers who are more likely to utilize their brand or service.

THE ROLE OF SALES PROMOTION

The role of sales promotion is to offer consumers something attention-grabbing by breaking through the noise level in the market place. It also certifies that a product is presented appropriately in a department store or supermarket (Belch & Belch, 2003). It is a promotional activity that enhances the value proposition associated with a product (getting more for less) for a limited amount of time in order to inspire consumer purchasing.

A short-term enticement to influence the buying or sale of a brand or service is known as sales promotion (Dib & Alnazer, 2013). Amusat, Adejumo, and Ajiboye (2013), defined sales promotion as a vital component in the marketing operation and include a mixture of inducement tools, for brief periods constructed to fuel a rapid purchase from a shopper. Its activities are a form of direct advertising intended to encourage sales largely by using incentives. When sales promotion is executed efficiently it often results in an increase in short term sales figures (Nazish, Rizvi, & Malik, 2011; Akerlund, 2004).

According to Grankvist, Kollberg, and Persson (2004), one distinctive quality of sales promotion is a bargaining chance. Sales promotion offers a bargaining chance because it offers an opportunity to purchase a product that may not be available again or at another store. Sales promotion is a great promotion tool, but it is often used too frequently, especially by new stores. In order to successfully employ sales promotion managers must develop a cost-effective plan to offer promotion regularly, instead responding to consumer desires and a dynamic market.

In practically all market's sales promotions have been gradually used as the main promotion instrument. Sales promotion is often between 60 & 70 percentages of sales for consumer packaged-goods firms. Within recent years, many businesses have shifted their primary promotional strategy from advertising to sales promotion. Advertising clutter has required promoters to discover new techniques of capturing consumer's attention. Product benefits by itself regularly demonstrate unsatisfactory techniques to prompt consumer behavior, much less get their attention. Therefore, managers gradually use sales promotion to create innovative methods to reach consumers who are relentlessly bombardment of with promotional messages. Furthermore, sales promotion is a marketing tool for retailers and manufacturers.

Manufacturers employ sales promotions to increase sales to retailers and retailers use the same promotion mix element to increase sales to consumers. Companies have begun employing sales promotion because of the decline in customer loyalty, and rise in shopper's sensitivity to marketing deals (Belch & Belch, 2003).

In order for an organization to implement a successful sales promotion program it has to develop a program that includes setting realistic and measurable sales promotion objectives, determining an applicable budget, and creating a message strategy (Belch & Belch, 2003).

SALES PROMOTION OBJECTIVE

Sales promotion objective is to build product awareness, stimulate demand, create interaction, reinforce the brand, enticing shoppers to sample new products, luring clients from a competitor's product, and rewarding loyal customers. Additional objectives consist of increasing the level of deposit accounts, thus increasing the banks share of statements, to increase market share in chosen market segments, and to reduce the cost to attracting new customers by pursuing to avoid the direct price competition with other financial organizations (Grankvist, Kollberg, & Persson, 2004; Bratina, 2011). Once managers comprehend the dynamics occurring in their merchandise category and have determined the intended audience and behaviors they want to influence, they can then go about choosing promotional tools to achieve their objective (Belch & Belch, 2003).

SALES PROMOTION BUDGET

Budgeting practices for some firms that employ sales promotion includes a top-down and bottom-up budgeting to determine the budget allocation structure. For instance, in a bottom-up/top-down method brand managers submit financial plans to the general manager of the marketing division. Then the general manager is responsible for coordinating all requests and turning in the complete budget to the management team for approval. In a top-up/bottom-up process, the management team creates a budget and then distributes it between the various marketing departments (Kim, 2011). Many firms are investing more money into sales promotion than other promotion mix elements. As a result, it is difficult to determine the percentage that should be allocated to sales promotion versus other promotions mixes. Several factors to consider while preparing the sales promotion budget are the specific promotional objectives of

the campaign, the market and competitive situation, and the brand's stage in its life cycle (Belch & Belch, 2003).

SALES PROMOTION STRATEGY

The goal of sales is to affect behavior by influencing immediate purchase, instead of one's attitude or belief. Consequently, it seems rationale when developing sales promotion strategies to target patrons according to general behavior. Managers' targeting loyal clients' aim is to reinforce current behavior and increase service or brand usage. Sales promotion strategies comprise of offering contests, premium and sales, sampling, coupons, displaying items, demonstrations, fashion shows, price discounts, maintaining customer loyalty, and protection against competition. These promotion tactics play a significant role in increasing consumer purchase decision. It has been increasingly utilized as the main marketing communication instrument in practically all customer markets. It is a valuable promotion technique because it provides reasons for consumers to purchase the product now, whereas other techniques only offer reasons to buy (Bratina, 2011). It implements a short term, non-recurring approach to increase sales utilizing various methods. Sales promotion offers are not accessible to patrons throughout the year. For example, many special deals may only be available during Christmas, Mother's Day, or other occasions where an abundance of consumers will be shopping (Belch & Belch, 2003).

EXAMPLE OF EMPLOYING SALES PROMOTION

Dib and Alnazer (2013), marketers have begun employing sales promotion more than any other promotion method. For instance, in 2006, Promo Industry reported having an increase in sales by 55% after utilizing sales promotion as part of their overall marketing strategy. In the United Kingdom, sales promotion accounts for approximately 13% of revenue by business. Sales promotion offers managers several techniques for increasing sales, such as coupons and refund rebates but studies have shown that price discounts are employed more than any other method and have a greater effect on influencing purchases (Dib & Alnazer, 2013).

THE ROLE OF DIRECT MARKETING

A promotion mix component that delivers advertising that is accountable and has additional importance because it creates awareness, as well as generate tangible sales is direct marketing. It was not considered an element within the marketing mix, but because it has been utilized by many firms, it's progressed into an essential component of the IMC program. Direct marketing is generally a complementary portion of promotion, and it is seldom employed as the only technique. It is also a bridge from advertising to a personal selling progression. Direct marketing includes a combination of activities such as telemarketing, direct response ads through direct mail, database management, the internet, and numerous broadcast and print media (Laitinen, 2009; Belch & Belch, 2003).

Dogan (2012), direct marketing is an uninterrupted communication between the business and consumer. The objective of direct marketing is to create direct contact with current and prospective consumers to endorse an industry's brands or service. The role of direct marketing is to increase revenue by promoting products or services. As a result, the industry will get a greater selling price. In comparison with other promotion instruments, direct marketing gives companies the opportunity to target specific individuals, with a custom-made message (Uematsu & Mishra, 2011; Chiang, Chhajed, & Hess; 2003).

Within the twentieth-century direct marketing has adopted to the changing lifestyles on consumers and the dynamics changes in the environment. For example, the convenience of credit cards and toll-free phone numbers has also facilitated the purchase of products from direct-response ads for shoppers to avoid visiting the store. Purchasing goods through catalogs and placing orders through the mail has led to the tremendous growth of direct marketing. The development of the Internet is also fueling the growth of direct marketing. It is a technique utilized by marketers for targeting specific consumers groups precisely. The likelihood that consumers will purchase a product is great, because the message can be flexible and tailored for a particular group. Direct marketing stimulates two-way communication, since the client can reply directly to the message transmitted by the firm. As a result, the organization has an opportunity to measure the effectiveness of the campaign message and make noteworthy improvements (Laitinen, 2009; Belch & Belch, 2003).

In order to effectively use direct marketing, a business must determine its objectives, and strategies (Belch & Belch, 2003).

DIRECT MARKETING OBJECTIVES

The primary objectives to be accomplished by directing marketing is building relationships with customers, and attaining a direct consumer response, even though some direct-marketing activities are intended to reinforce other integrated marketing communication instruments. Building consumer relationships include consistently creating and maintaining relationships with patrons. Direct response aims to stimulate a one-time transaction or continual business with shoppers. Additional objectives include creating awareness of products or services offered, building a brand image, and increasing sales (Belch & Belch, 2003; Laitinen, 2009).

DIRECT MARKETING STRATEGIES

The direct marketing strategy is determined by the message to be transmitted, company's size, and budget allocated to marketing. An essential strategy of direct marketing is whereby a product is endorsed through an ad that influences patrons to purchase directly from the producer is direct-response advertising. Direct mail has also been the primary medium for direct-response advertising, even though magazines, television, and the internet have become increasing vital medial vehicles (Uematsu & Mishra, 2011; Chiang, Chhajed, & Hess; 2003).

Direct marketing instruments and tactics are frequently being used by business to distribute through traditional distribution channels or have their own sales force. Direct marketing plays a big role in the integrated marketing communications programs of consumer-product companies and business-to-business marketers. Direct marketing plays a significant role in the integrated marketing communications programs. These corporations invest large amounts of funds each year in developing and maintaining data-bases comprising of the address and phone numbers of current or potential patrons. The firms use telemarketing to call customers directly and endeavor to sell services or products. In addition, managers mail modest letters, flyers, brochures, and DVDs to give prospective consumers information about their service or brands. Direct-marketing

strategies are employed to distribute product samples or target users of a competing brand (Thilmany & Watson, 2004; Laitinen, 2009; Belch & Belch, 2003).

Direct marketing strategies utilized by firms are informative, reminiscent, and authoritative. Informative direct marketing is used when organizations need to maintain their image, price, and product catalogues. Reminiscent direct marketing is applied when companies pay special attention to current clients by sending them birthday and Christmas cards, or gifts. Authoritative direct marketing is included in the technique when marketers are persuading shoppers to purchase and pay now by using a command slogan (Laitinen, 2009).

DIRECT MARKETING EXAMPLE

Thilmany and Watson (2004), many prominent businesses have begun using direct marketing as a promotion technique to increase revenue and achieve a high level of performance within their market. For instance, farmers who began using direct marketing between 1997 and 2002, increased in sales by 37%. Thilmany and Watson (2004), have claimed that there is a positive correlation between the uses of direct sales and net income, and total income with business that utilize direct marketing. Some of the highest increases of sales as a result of appropriately using direct marketing are Nevada 48%, Wyoming 35%, and Oregon 15.9. Moreover, examples of industries that only employ direct marketing depending on autonomous workers to sell their products directly to consumers are Amway, Tupper ware, and Discovery Toys. Organizations that have been very prosperous using direct marketing to sell their products are L.L. Bean, Lands' End, and J. Crew, Gateway, and Dell Computers.

THE ROLE OF PERSONAL SELLING

A communication strategy that includes selling through person-to-person, heightens brand's features, and progression is known as personal selling (Bäckström, 2008; Olander & Sehlin, 2000; Belch & Belch, 2003). Consequently, this technique can be more influential than other promotion techniques. In industrial organizations, personal selling is generally the cornerstone in the communication effort, while sales promotion, public relations, and advertising fill in the secondary roles in the promotional mix elements (Olander & Sehlin, 2000). According to Arijit Banerjee (2013), personal selling is the most useful marketing communication instrument. Laitinen, (2009), personal selling is the utmost efficient method of the promotional mix elements for developing the understanding of the product and building consumer preferences.

Personal selling is an effective method because it gives shoppers an opportunity to voice their concerns, listen to the representatives, and identify any misconceptions about the product. Managers utilize personal selling because its messages can be personalized to meet the consumers' needs, it is a great tactic for delivering large amounts of technical or intricate brand information, and during face to face activity clients receive a substantial amount personal attention (Banerjee, 2013; Laitinen, 2009; Belch & Belch, 2003).

While advertising comprises of non-personal communication amid the target market and firm, personal selling includes personal interaction. Personal communication can be attained through the telephone selling process, web conference, video, or face to face (Laitinen, 2009).

In order to create an efficient personal selling strategy an organization must create personal selling objectives, determine an appropriate budget, and identify selling roles and responsibilities.

PERSONAL SELLING OBJECTIVE

To successfully achieve personal selling objectives a marketer must utilize the method to identify what consumers think about the firm, and which weakness the business could improve on within the organization. Personal selling can also be used for managers to become aware of the clients wants, needs, and dislikes.

Several objectives of personal selling include increasing sales by informing and persuading current or potential clients to purchase products or services. Additional objectives comprise of keeping clients updated on changes in the product line, satisfied and loyal (Banerjee, 2013; Laitinen, 2009).

Personal selling is a significant technique for firms because it gives consumers an opportunity to express their opinions, and firms a chance tailor their marketing communications aim for the customer. When businesses appropriately implement personal selling, it will increase in revenue, maintain and strengthen the connection with current clients, and attract new patrons (Moharam & Shawky, 2012).

PERSONAL SELLING BUDGET

The personal selling budget is determined by the marketing and communications objectives and promotional strategy created by the organization. Business objectives may differ, but many marketing academicians have stated that personal selling is the most expensive but effective component in the promotion mix elements (Olander & Sehlin, 2000; Jobber & Lancaster, 2009). Personal selling is very costly because when it is done correctly it can have a great promotional impression on the consumers. Some markets rely on personal selling more than any other promotion components to achieve their communication aims.

Unlike other promotion mix elements, personal selling focuses on an individual or group at a time and offers instant feedback of questions or concerns. Consequently, more funds are invested into the progression of personal selling than any other element because most industrial sales are made as a direct result of a presentation by a sales representative, and nothing is more valuable

than personal contact. Furthermore, it is an effective method for increasing sales, maintaining customer satisfaction, consumer loyalty, and attracting new patrons (Olander & Sehlin, 2000).

Several advantages of personal selling include control over the presentation and approaches, and give business the flexibility to rotate the sales representative if the situation warrants. It also offers a degree of accountability of the funds invested on all activities, because sales agents can give the management team, direct comments on the success or challenges experienced with clients (Olander & Sehlin, 2000).

Several disadvantages of employing the personal selling method comprise of the timely process to recruit and train individuals, presenting product benefits, and if the firm needs to reduce the marketing budget, it may result in the termination of employees. Consequently, the cost of personal selling is one of the main drawbacks of this promotional instrument (Olander & Sehlin, 2000).

PERSONAL SELLING STRATEGY

The main aim of personal selling in addition to selling products includes creating a satisfying solution for the client. In order to achieve this goal the marketing team must ensure that the sales representatives are professional and knowledgeable about the firm's products (Olander & Sehlin, 2000).

Laitinen (2009), state that successful results from personal selling depend upon the salesperson's overall control over the selling process. Customer centered and product-centered are two vital approaches a sales person can employ while interacting with patrons. The customer centered tactic is employed when the customer service representative focuses on the consumer's needs and comprehensive customer analysis. The product centered method is used when the sales person highlights the product and its qualities (Laitinen, 2009).

Akerlund, (2004), states that three distinctive qualities of personal selling are personal confrontation, cultivation, and response. Confrontation is personal selling that contains an instantaneous and interactive relation between two or more individuals where each party can evaluate each other's reaction. Cultivation is the relationships that develop during the selling process ranging business associations to profound personal relationships. Response occurs when

the client feels obligated to purchase a product or utilizes a service after listing to the sales representative.

PERSONAL SELLING ROLES AND RESPONSIBILITIES

A salesperson role is to understand the customer's purchasing preferences, ensure that the client's needs are met, provide assurance of the service or product purchased, and establish a relationship with the consumer to ensure customer loyalty. The sales agent is responsible for giving clients special attention. Sales reps cannot reach a large audience, but they can make certain that every customer receives appropriate service (Banerjee, 2013; Laitinen, 2009).

A salesperson's role is to comprehend the key success factors in selling. The skills and knowledge required to be a successful sales agent are capability to adapting sales style from situation to situation, persistence sticking to the task, organizational skills, verbal communication skills, proficiency in interacting with individuals from all levels within an organization, demonstrated ability to overcome oppositions, closing skills, and personal planning and time management skills (Jobber & Lancaster, 2009).

Selling embroils a number of activities between the sales agents and clients, or the customer service representatives and upper management. As a result, selling can be viewed from two perspectives a communication tool and method of conducting business. Selling as a communication instrument states that it is an important component of the organization's marketing mix and promotional mix. Selling is also a procedure for conducting business transactions with current and potential clients. Recognizing that selling is a process means that the arrangement of activities in the personal selling method must be unique for every single relationship between a seller and a buyer. Selling should be understood as actions focused toward individual consumers. It is all activities performed by any individual for the purpose of conducting business at an individual customer level (Bäckström, 2008; Olander & Sehlin, 2000).

Bäckström (2004), has stated that many organization have failed to grasp the concept of personal selling and do not perform very well with clients because of unclear roles and prioritized selling activities. Bäckström (2004), suggest that firms need to redefine selling, systematize the selling efforts, help individuals become conscious and motivated actors in the selling process, create

rewarding systems that support the selling process, develop selling objectives, and provide the organization with feedback from the selling process.

Redefine Selling

In redefining selling a business must clearly define how selling is defined in a dictionary and what it means for the firm. An organization can effectively develop its selling operations when the establishment's definition of selling matches the action the company is participating in and not just personal selling. The meaning of selling has specific implications for exactly how selling should be implemented and where the accountability for selling should be directed (Jobber & Lancaster, 2009; Bäckström, 2004).

Systematize the Selling Efforts

It is vital for individuals within companies to work toward accomplishing sales objectives and appropriately deal with a large amount of different sales activities performed by several individuals. In order to take control over the selling practice and generate more cognizant and efficient sales within an organization the importance of developing and following up on selling activity strategies should be stressed (Bäckström, 2004).

Help Individuals to Become Conscious and Motivated Actors in the Selling Process

In order for companies to help individuals become conscious and motivated actors in the selling process businesses must create an effective implementation to require everyone in the firm to learn how to master the concept of selling, and facilitate participation from everyone in the organizations, regardless of job titles or duties. Everyone's roles and responsibilities that are directly involved in selling should be written and clearly articulated to the organization. Once everyone involved in selling comprehends that they are selling, it is vital for these persons to have a chance to collaborate and develop selling activities together (Bäckström, 2004).

Create Rewarding Systems that Supports the Selling Process & Develop Selling Objectives

Successful collaboration between various individuals within the selling business is required to achieve an efficient selling process. A rewards program is established to provide recognition for goal achievement aligned to individuals, teams and divisions, because individuals are driven by rewards and appreciation. As a result creating a reward system that supports the selling process will help motivate sales representatives to become more ambitious by attaining more sales, achieving consumer loyalty, and seeking prospective client. The sales rep will be driven to reach the companies as well as their individual goals and objectives. Organizational and individual selling objectives need to be developed. It is extremely pertinent that individuals clearly see and grasp all the firms' objectives (Bäckström, 2004).

Provide the Organization with the Feedback from the Selling Process

It is essential for the sales representative to inform and provide feedback regarding the outcomes from the selling process to improve the efficiency and effectiveness of its organization. Once the feedback has been evaluated the management team along with the sales agents can review the outcomes and make the necessary changes to the message given to the consumer by the customer service representative. Moreover, this evaluation process can help the sales person identify challenges, and gain confidence when approaching new potential patrons. This process can also help the company improve its customer satisfaction, and attain consumer loyalty (Bäckström, 2004).

Jobber and Lancaster, (2009), states there are many types of selling duties that differs according to the selling task such as order-takers, order-creators, and order-getters. Irrespective of the sales person duties and responsibilities all practices of personal selling can be characterized by a shared set of steps that must be achieved during the process of facilitating, buying or making a sale.

Order-Takers

Order-takers are responsible for responding to already dedicated clients. Three types of order-takers are inside order-takers, delivery salespeople and outside order-takers. Inside order-takers tasks are purely transactional – getting payment and passing over the products. During this process, the clients have full liberty to select products without the attendance of a salesclerk. A

different practice of inside order-taker is the telemarketing sales team that supports field sales by obtaining consumer's orders over the telephone. Delivery salesperson's task is mainly concerned with transporting the goods such as newspapers, milk, or magazines. There is often little or no effort to influence the household to increase milk, newspaper, or magazine order because changes in the order size are customer driven. Maintaining customer gratification hinges upon the consistency of delivery and the behavior of the sales assistant. Outside order-takers visit consumers, but their major task is to reply to customer needs rather than aggressively seek to persuade. Outside order-takers do not distribute products and to a certain degree, they are being substituted by more cost effective telemarketing groups (Jobber & Lancaster, 2009).

Order-Creators

Order-creators are known as missionary salespeople, because their mission is not to close the sale, but encourage the patron to specify the supplier's products. They are like medical representatives calling on clinicians who cannot make a direct sale since the surgeon does not buy drugs personally, but prescribes (specifies) them for patients. Furthermore, in the construction industry, planners act as specifies rather than buyers, and so the objective of a sales call cannot be to close the sale. Instead, in these circumstances the selling task is to educate and build goodwill (Jobber & Lancaster, 2009).

Order- Getters

Order-getters are individuals whose primary responsibility is to motivate the shopper to purchase goods or utilize a service. Order-getters are the front-line sales representatives. Their duties are usually the most difficult in comparison to other selling occupations. They are held accountable for identifying potential customers, negotiating and persuading, and ultimately establishing innovative and lucrative business in the face of often aggressive competition. Order-getters are technical support salespeople, and merchandisers (Jobber & Lancaster, 2009).

The technical support salesperson is responsible of providing assistance to the front-line salesperson when technical and negotiations are complex. The technical support specialists provide product and financial detailed practical information when it's required by consumers. The specialists team is either ongoing as part of a key account group or on a temporary basis with the professionals being called into the selling circumstances as and when necessary

Merchandisers are people whose central task comprises of giving sales support in retail and wholesale selling situations. Orders are generally discussed nationwide at the main office, but deals to individual outlets are sustained by merchandisers who give recommendations, execute sales promotions, and maintain communication with store executives (Jobber & Lancaster, 2009).

AN EXAMPLE OF PERSONAL SELLING

In 2012, Arvinlucy Akinyi Onditi conducted a study on *The Evaluation of Promotional Elements Influencing Sales of an Organization: A Case Study of Sales of Agricultural and Non-Agricultural Products among Women Groups, Homa Bay District, Kenya*. The objective of this study was to evaluate the influence of promotional mix elements on sales utilizing advertising, sales promotion, public and publicity, personal selling and direct marketing. Two objectives of the investigation include identifying the promotional groups used by the women's group, and evaluating promotional factors influencing sales of agricultural and non-agricultural products. After conducting the research, it was found that most women's groups use personal selling in promoting their products and because personal selling is cost-effective in comparison to most promotion mix elements. The study also found that personal selling had highest influence on sales more than other promotional elements, mainly because of the employment of persuasive talk (Onditi, 2010).

THE ROLE OF PUBLICITY/PUBLIC RELATIONS

Publicity is a type of promotion instrument utilized by organizations to secure news stories in mass media (television, magazines, and radio) that is free, and does not pinpoint the sponsor. It is known as free press or free advertising (Eisend & Küster, 2011; Belch & Belch, 2003). Cornand and Heinemann (2008), define publicity as the free dissemination of information by establishments to promote their beliefs.

According to Mark Engsborg, (2004), "in its purest sense, publicity is the act of making a suggestion to a news outlet that in turn includes that suggestion in a news story. But more generally, publicity can be defined as information with a certain news quality aimed to attract the interest of the public or the public's support." The role of publicity is to help the general public gain a profounder understanding of why it is important to select a particular brand, service, or opinion (Berger, Sorensen, & Rasmussen, 2010).

Publicity is similar to advertising because it contains non personal communication to a mass audience, but it differs from advertising because it is not directly paid for by the business. Additionally, one distinctive quality that publicity has over the other promotion mix elements is credibility. According to Merriam Webster Online Dictionary (2014), credibility is understood as expertise and trustworthiness. The capability of the source to make effective assessments is known as expertise and the alacrity of the source to make valid evaluations is recognized as trustworthiness. Customers are likely to be less suspicious toward favorable information about a product or service that comes from a source they recognize as unprejudiced (Loda, Norman, & Backman, 2009; Belch & Belch, 2003; Eisend & Küster, 2011).

Publicity is different from the other elements because the message conveyed to the general public is not always in the best interest of the company. Information distributed through publicity cannot always be controlled it can create either a positive or negative image of a brand, service, individual, or business. Positive publicity helps an organization become more favorable and appealing to the target audience. It helps to spread information, get more people involved, to be

more effective, and increase pressure. Negative publicity can be damaging to a firm's appearance and can result in fewer sales for a firm, or fewer supporters for a celebrity (Eisend & Küster, 2010; Berger, Sorensen, & Rasmussen, 2010).

Belch and Belch, (200) states that "public relations are the management function which assesses public attitudes, identify the guidelines and techniques of an individual or organization with the public interest, and implements a program of action to gain public understanding and acceptance." Coskun, (2007), defines public relations as the arranged and continual effort to establish and sustain goodwill and shared understanding between the business and its societies.

Public relations role is to help firms develop an image that will lead to its growth and advancement. Additional roles of public relations are maintaining a positive public appearance, handling undesirable publicity, and improving the efficiency of other promotional mix elements. It is used by various businesses such as profit, non-profit, and government agencies to help establish organizational development. Businesses have to form effective relationships with not only their main stakeholders such as workforces and clients but also personnel of government organizations that may or may not directly interfere in the firm's daily operations (Belch & Belch, 2003; Coskun, 2007).

The main reason public relations is employed by corporations is to communicate professionally between the general public and business. It is utilized by companies to evaluate and understand trends and problems in the environment that may cause possible consequences for the stakeholders and firms. It is concerned with helping business accomplish socially acceptable goals, as a result achieving a balance between marketable obligations and socially responsible behavior (Belch & Belch, 2003; Coskun, 2007).

In order to effectively utilize publicity/public relations a firm must create objectives, a suitable budget, and an applicable strategy (Belch & Belch, 2003).

PUBLICITY/ PUBLIC OBJECTIVES

Publicity's main objective is to create an image by utilizing an independent or editorial source. It can occur for services, products, businesses, brands, and people alike (Christiansen, 2010).

The main task of public relations is to influence publicity message in a favourable way, because publicity is not always controllable by marketers (Eisend & Küster, 2010). Publicity relations usually have a more extensive objective than publicity, mainly because its purpose is to create a favorable image of the company amid its countless publics. In order for public relations to develop a positive appearance it utilizes publicity and a combination of other instruments comprising of fund-raising, involvement in community activities. Additional objectives include building product awareness, creating interest, providing information, stimulating demand, and reinforcing the brand, change behavior, build credibility, and motivate patrons to take action (Belch & Belch, 2003; Coskun, 2007).

PUBLICITY/ PUBLIC RELATIONS BUDGET

According to Loda, Norman, and Backman, (2009) publicity is an essential component within the promotion mix, especially because of its low-maintenance cost in comparison to other elements. Publicity is a cost-effective technique because the firm is not paying for the space or time in a mass medium such as the internet, newspapers, etc. (Akerlund, 2004). The business may incur some expenses in creating publicity items or sustaining a work team to complete tasks (Christiansen, 2010).

PUBLICITY/ PUBLIC RELATIONS STRATEGY

The main publicity techniques are special events, speeches, news, and written materials, while public relations encompass a broader range of activities for building relationships with the company's various stakeholders by building up a good "corporate image," and handling or heading off unfavorable rumors, stories, and events. In addition, strategies employed to achieve publicity consist of news releases, press conferences, articles, films, and videotapes (Belch & Belch, 2003).

Public relations are utilized by business as a key strategy to influence their target market and to create a sustainable relationship with them. In order for managers achieve their goals of distributing information; they utilize several tools such as Media Tours, Sponsorships, Newsletters, Community Relations and Philanthropy, Speaking Engagements, and Newsletters.

PUBLICITY/ PUBLIC RELATIONS EXAMPLE

In 2010, Berger, Sorensen, and Rasmussen conducted an investigation on the "Positive Effects of Negative Publicity: when Negative Reviews Increase Sales." Their study found that positive publicity increased the sales of books between 32% and 52%, irrespective of whether the books were written by established or new authors. Publicity's main objective is to create an image by utilizing an independent or editorial source.

MEASURING PROMOTION MIX ELEMENTS

Since corporations invest billions of dollars into various media, they need to identify the effectiveness of the mediums employed. Several reasons why it is important to evaluate the efficiency of campaigns are to avoid costly mistakes, assessing alternative strategies, increasing the productivity of promoting in general, and determining whether objectives are achieved (Belch & Belch, 2003).

Avoiding Costly Mistakes

Regardless if an organization is spending billions or thousands of dollars for promotional ads, the firm must comprehend how well the money is being distributed. The manager must detect which programs implemented are attaining the company's objectives to alter or remove programs that are impeding progress and are not cost effective. If the promotion campaign is not achieving the business objectives the funds invested are lost along with the possibility of a firm to earn from an effective program (Belch & Belch, 2003; Laitinen, 2009).

Evaluating Alternative Strategies

Naturally, a business has countless techniques to consider while developing a promotional program. For instance, the firm must select a promotion mix element, basic design of the

marketing mix, communication plan, and a media vehicle. Before selecting and implementing any promotion ads or campaign the manager must perform market research to identify strategies that are applicable for achieving the organization's objectives and goals. The firm must consider alternative strategies that will help the business become a leading competitor within its market. In addition to conducting market research a company can perform an investigation to obtain primary data to help the firm identify a suitable technique for increasing sales (Belch & Belch, 2003).

Increasing the Efficiency of Advertising In General

In order to increase the efficiency of advertising in general, the marketing team must use technical jargon that their target market is familiar with. They must create commercials, billboard ads, magazine covers that are creative, innovative, and appealing to their intended audience. The advertiser must also conduct research to ensure the efficiency of advertising and messages transmitted to the general public (Belch & Belch, 2003).

Determining If Objectives Are Achieved

In a successfully formulated IMC plan, measurable and realistic objectives are developed. If objectives have been achieved, the firm will create additional objectives to correspond with the firm goals for the next development period. During this stage, a company should assess how program components leading to the accomplishment of goals should occur, and explanations for unsuccessful objectives must be identified (Belch & Belch, 2003).

In order for a business to become a leading competitor within their market it has to measure the effectiveness of all promotion mix components utilized. For the purposes of this paper the different measures used to determine the effectiveness of advertising, sales promotion, direct marketing, personal selling and publicity/public relations will be addressed.

MEASURING ADVERTISING EFFECTIVENESS

The role of advertising comprises of encouraging clients to purchase a service or employ a service, and informing the prospective target market about the arrival of a new brand or business. A study performed by Adrian Scutaru (2010) about evaluating the effectiveness of advertising reveals an average person is exposed to an estimated 620-625 messages, irrespective of whether they are cognizant or not. The advertising messages consist of conventional media channels such as newspapers, television, magazines, radio, and the internet. These statistics are alarming and indicate that there is a colossal challenge for advertisers to reach their targeted audience (Scutaru, 2010).

Advertising has a significant impact on consumers purchasing preferences as long as the message transmitted has adequate information needed to make a selection. Investigation analyzing and evaluating advertising campaigns can be categorized into two groups (Scutaru, 2010).

The first group focuses on the experimental methods. The experimental method is one of the most logical methods of determining the effectiveness of advertising. This technique will give researchers the opportunity to determine the effects of the media channels (Scutaru, 2010).

The second group focuses on paper deals such as what variables to use. This strategy evaluates variables needed for effectively communicating with customers. In addition, this method can determine which channel is more effective (Scutaru, 2010).

Another pertinent technique utilized by corporations to assess the effectiveness of the advertising campaign is measuring sales. Sales are vital methods because it helps marketers determine a ratio from the campaign between advertising awareness and the number of products consumers bought (Scutaru, 2010).

MEASURING THE EFFECTIVENESS OF SALES PROMOTION

The role of sales promotion is to offer consumers something eye-catching by breaking through the noise level in the market place. It also verifies that a product is presented appropriately in a department store or supermarket. Experts have shown that sales promotion is a profitable

technique for increasing sales (Belch & Belch, 2003; Nazish, Rizvi, & Malik, Lahore, & Zaidi, 2012; Akerlund, 2004).)

There are numerous methods for measuring the effectiveness of sales promotion such as consumer usage of the promotion, sales volume, and short-term measures, as sales promotions are mostly used to produce short-term effects. Simon Kwok and Mark Uncles (2005), states that the most appropriate method for assessing sales promotion is market share, which is the substitution for sales volume. Market shares are calculated based on selections for promotion types, made under the conditions of the quasi-experiment. The efficiency of sales promotions is then determined by a comparison amid the choice shares of promotion types through different products (Belch & Belch, 2003).

DETERMINING THE EFFECTIVENESS OF DIRECT MARKETING

Direct marketing is utilized by organizations to communicate directly with consumers. Over the years, it has evolved into a vital instrument for business to attract prospective consumers and maintain a relationship with current ones. It is utilized by business to increase revenue by promoting products or services. It gives an organization the flexibility to tailor the message for their target market (Belch & Belch, 2003).

In order to meritoriously evaluate the success of direct marketing a manager should measure in terms of the number of responses received. The management team can gather information on patrons and use it to build a data-base. This can be a very tedious process, but the data obtained will be significant, and easily to maintain (Belch & Belch, 2003).

DETERMINING THE EFFECTIVENESS OF PERSONAL SELLING

According to many marketing professionals, personal selling is one of the most effective, resourceful, and productive promotional mix components for increasing sales, and maintaining customer loyalty (Olander & Sehlin, 2000; Banerjee, 2013; Laitinen; 2009). Personal selling goes beyond monetary transactions because it allows the client to express their concerns, ask questions, and form a relationship with the sales agent (Belch & Belch, 2003).

Marketers can measure the effectiveness of personal selling by distributing questionnaires to current consumers. The survey should be designed to identify if sales representatives are professional, eager to assist, responsive to the shoppers needs, and well-mannered. In addition, the questionnaire should also be aimed to determine if the customer will return to the store, and if they would recommend the store to others (Spiro & Weitz, 1990).

DETERMINING THE EFFECTIVENESS OF PUBLICITY/PUBLIC RELATIONS

Publicity is a type of promotion tool employed by companies to secure news stories in mass media outlets such as radio, television, and magazines that is free, and does not identify the sponsor. The role of publicity is to help the general public gain a deeper understanding of why it is imperative to select a specific brand, service, or opinion (Berger, Sorensen, & Rasmussen, 2010).

According to the Institute for Public Relations (2003), to adequately measure the effectiveness of publicity/public relations, a practitioner should measure the effectiveness of specific publicity messages, particular community relations program, or a special event, instead of the PR total entity. Outputs are generally the instantaneous results from a specific program or event. Outputs signify what is readily apparent for an individual to observe. It is the total number of articles, stories, or engagements that are presented in the media. It is also the amount of times a representative is quoted in the mass media, specific messages transmitted, or a pertinent issue, or any computable items that are generated as a result of the effort. An output is measured on how appropriately a business conveys itself to others, the amount of exposure that the company receives. In any publicity/public relations, both the amount and superiority are measured and assessed.

3. METHODOLOGY

This chapter covers the secondary and primary data employed in this study. It presents the questionnaire design, sampling methods, and data analysis method employed throughout this investigation.

3.1 SECONDARY DATA COLLECTION

The secondary sources of material utilized in this research consist of business directories, text books, government publications and scholarly journals about marketing communication and promotion techniques. The information gathered from the secondary sources provided a cornerstone for the direction of this investigation in constructing the questionnaire. Earlier research was evaluated to determine a distribution method for the questionnaire, and determine the sample size. The literature review is comprised of the indispensable stages for marketing communication program, communication mix components, and promotion mix elements.

3.2 PRIMARY DATA COLLECTION

The primary data collection commenced with informal conversation with business marketing managers. Additionally, primary data was derived from a pre-test of the survey. In general secondary data collected and informal conversation provided a base for the primary data-collection tool.

3.3 SAMPLE DESIGN

This study employed a non-probability, convenience sampling method. A convenience sampling was chosen as an applicable method to survey the specified population given the limited resources and time allotted for data collection. Moreover, a convenience sampling technique was used because various studies in literature have used non-probability methods for conducting exploratory studies include An Exploratory Study on Shopper Typologies in Malaysia (Yue-Teng, Osman, & Yin-Fah, 2011), Factors Affecting Jordanian Consumers Adoption of Mobile

Banking Services (Khraim, Shoubaki, & Khraim, 2011), and Measuring service in a quality hotel (Akbaba, 2006).

A nonrandom or non-probability in which respondents are selected for an investigation because they meet a specific criterion, such as availability, geographical proximity, and willingness to participate is convenience sampling (Farrokhi & Mahmoudi-Hamidabad, 2012). It is the selection of a sample of applicants from a population determined by how convenient and eager the applicant is agreeable to participate (Salkind, 2010).

According to Salkind (2010), the benefits of a convenience sampling are obvious. It is used when researchers are not interested in determining what proportion of the population gives a specific response but rather in identifying the array of responses on thoughts the applicants have. The cost and time necessary to distribute a convenience sampling is small in comparison to a probability sampling technique. It offers the researcher an opportunity to save time and perform an inexpensive study. Furthermore, this method makes it possible to obtain data and information that would be difficult to attain using probability methods, which entails utilizing a more formal list of the population because the applicants are readily available (Farrokhi & Mahmoudi-Hamidabad, 2012).

Convenience sampling is applicable for exploratory and developmental science's studies (Hultsch, MacDonald, Hunter, Maitland & Dixon, 2002). However, according to Farrokhi and Mahmoudi-Hamidabad (2012), the recognizable shortcoming of convenience sampling is that it is likely to be biased. The downside to this sampling method is that an unidentified percentage of entire the population will not be sampled. As a result, the sample does not characterize the entire population. Consequently, results from studies using convenience sampling cannot generalize to the entire population (Salkind, 2010).

This study was conducted in the U.S. Virgin Islands. The target population consisted of various businesses such as textiles and clothing, clocks, watches, and jewelry, electronics and computing, food and beverage, hospitality and catering, mining and construction, transportation, wholesale and retail trade, and finance companies registered in the Department of licensing and Consumer Affairs (DLCA, 2014). According to DCLA, these various industries in St. Croix

consist of 2,499 businesses. The target population was selected from DCLA because all business in the Virgin Islands must register with this government agency. DCLA manages, organizes and controls the guideline and certifying of private businesses and professions in the U.S. Virgin Islands.

3.4 QUESTIONNAIRE DESIGN

The questionnaire was designed using close-ended precise and concise questions that are not ambiguous and easy for the participants to comprehend. In addition, the questions were created to obtain data from stores about their marketing communication methods, and promotion practices. A structured questionnaire was utilized because it is an appropriate technique for coding, and data collection (Krosnick & Presser, 2010).

The questionnaire is divided into the following sections:

Part I: Advertising strategy.

This section of the questionnaire was designed to identify the procedure used by business in forming an advertising program. In order to identify the process the survey covered several areas such as advertising mediums employed, types of goals developed, and advertising objectives pursued.

Part II: Personal selling strategy

The second part of the questionnaire was designed to evaluate the method necessary for an organization's personal selling program. The questions are focused on the following areas such as personal selling bargaining techniques employed, and goals set by the sales force for selling products.

Part III: Sales promotion strategy

The third section of this questionnaire was constructed to pinpoint the process in creating a business sales promotion program. The areas covered in this section are varieties of sales promotion inducement tools utilized, and sales promotion objectives for promoting the product or service.

Part IV: Promotional / marketing communications strategy

This section of the questionnaire covered the method involved in forming the marketing communication program as a whole. The questions within this section focused on the following areas such as steps taken to develop an organization's marketing and communication program, determining the promotional budget, and communication objectives.

Part V: Analysis of organisation

This section of the questionnaire was designed to identify the traits of a business. The questions within this section comprise of the following areas such as annual sales turnover, years of operation, and amount of full-time employees within the firm.

Part VI: Respondent profile

The final section of the questionnaire was designed to pinpoint the characteristics of the respondent through questions concerning education levels, years of employment, gender, age, and management practice.

3.5 SOURCES FOR QUESTIONNAIRE DEVELOPMENT

The following table presents the sources from which the questionnaire was developed:

Table 3.1 Sources for Questionnaire Development

Qu. No.	Variable Description	What the Variable Measures	Source Indicators
PART ONE : ANALYSIS OF ADVERTISING STRATEGY			
4	Advertising mediums used	Determines the types of advertising mediums used by organisations	<ul style="list-style-type: none"> • Belch & Belch (2003) • Akerland (2004)
5	Advertising social mediums used	Determines the types of advertising social media used by organisations	<ul style="list-style-type: none"> • Stelzner (2014) • Todi (2008) • Gearhart (2012) • Pradiptarini (2011)
6	Advertising objectives	Types of advertising objectives pursued	<ul style="list-style-type: none"> • Smith & Yang (2004) • Gitau (2012)

			<ul style="list-style-type: none"> • Belch & Belch (2003) • Akerland (2004)
Qu. No.	Variable Description	What the Variable Measures	Source Indicators
PART II: ANALYSIS OF PERSONAL SELLING			
7	Personal selling technique	Determine the type of selling technique currently used	<ul style="list-style-type: none"> • Laitinen (2009) • Belch & Belch (2003)
8	Bargaining techniques	The types of bargaining techniques used by organisations	<ul style="list-style-type: none"> • Belch and Belch (2003) • Bäckström, (2004).
9	Sales force goals	Types of sales force goals pursued	<ul style="list-style-type: none"> • Laitinen (2009) • Banjeree (2013)
Qu. No.	Variable Description	What the Variable Measures	Source Indicators
PART III: SALES PROMOTION			
10	Consumer oriented	Types of consumer oriented sales promotion tools used	<ul style="list-style-type: none"> • Dib & Alnazer (2013) • Belch and Belch (2003) • Grankvist, Kollberg, & Persson (2004)
11	Sales promotion objectives	Types of objectives pursued by the sales promotion program	<ul style="list-style-type: none"> • Bratina (2011) • Odunlami & Ogunsiji (2011) • Belch & Belch (2003)
PART IV: ANALYSIS OF PROMOTION / COMMUNICATIONS STRATEGY			
12	Marketing communications planning process	Extent to which organisations follow the marketing communications planning process	<ul style="list-style-type: none"> • Belch and Belch (2003) • Laitinen (2009)
13	Development of communications strategy	Processes taken in developing the various communication elements	<ul style="list-style-type: none"> • Belch and Belch (2003) • Laitinen (2009) • Akerlund (2004)
Qu. No.	Variable Description	What the Variable Measures	Source Indicators

3	Marketing communications budget	Type of methods used in developing the marketing communications budget	<ul style="list-style-type: none"> • Belch & Belch (2003) • Fischer, Albres, Wagner & Frie (2012) • Akerland (2004) • Laitinen (2009)
<i>PART V: ANALYSIS OF ORGANISATION</i>			
42	Industry	Type of industry	
44	Number of years in operation	Age of company in terms of number of years in operation	
45	Number of full-time employees	Size of company in terms of number of full time employees	
51	Annual turnover	Annual sales turnover of firm	
<i>PART VI: RESPONDENT PROFILE</i>			
53	Education level	Highest level of education achieved	
54	No of years in firm	Number of years worked in firm	
55	Gender	Gender of respondent	
56	Age	Age of respondent	
57	Management Style	Management Style Approaches	<ul style="list-style-type: none"> • Gonos & Gallo (2013) • Yusuf, Muhammed, & Kazeem (2014) • Asparuhova (2011) • Nwadukwe & Timinepere (2012) • Mohamed & Nor (2013)

3.6 PRE-TEST

According to Lancaster, Dodd, and Williamson (2002), a pre-test study is a separate section an investigator embarks on independently from the primary study. In order to complete my pilot study 10 participants (business in St. Croix, U.S. V.I) were selected using a convenience sampling method due to time and budget constraints of this study. The pre-test was used to evaluate the clarity of the questionnaire, and the reliability and validity of the proposed study. Respondents were asked to comment on the question structure, directions of the questionnaire,

diction, arrangement, and design. A small number of changes were made in the survey following the questions and concerns addressed during the pre-test.

3.7 ADMINISTRATION AND IMPLEMENTATION

The surveys were distributed to business in the targeted population in person. Questionnaires were delivered in person to the various businesses because Steele, Bourke, etc. (2001), stated that the hand delivery of self-administered questionnaires decreases non-coverage error related with mailing questionnaires through the post office. A study conducted on response rates by Frazw, Hardin, Brashears, Haygood, and Smith (2013) discovered that traditional paper surveys generated the highest response rate in comparison to other distribution methods. According to Bird, (2009), the advantages of the old-fashioned distribution method include high response rates, question sequenced controlled responses, and difficult questions can be asked and clarified. Nulty (2008), states that paper surveys are a great method for gathering data from respondents and for ensuring a high response rate in contrast to other dispersal techniques.

To ensure that respondents complete the hand delivered questionnaires they were given the cover letter to explain the significance of the questionnaire. Furthermore, if the respondent was busy they were given the option of having the questionnaire dropped off and picked up at a later date, or I could have returned to their establishment when it is convenient for them to complete the survey (Allred & Ross-Davis; 2010, Steele, Bourke, etc.,2001).

Out of the 2,499 businesses, 300 were selected using a convenience sampling method. Thirty percent of the businesses were surveyed in Frederiksted and Seventy percent of the businesses were surveyed in Christiansted. Of the 300 firms asked to participate in the study 160 were returned (53.4%). Sixty of the questionnaires were disregarded due to incompleteness, thus leaving 100 usable questionnaires, yielding a final response rate of 33.4%.

Out of the 300 firms selected, questionnaires were not returned or partially completed because the respondents were busy, unavailable, didn't want to specify their age, annual sales turnover, or the company's current profit situation. Furthermore, many respondents stated that they did not utilize the marketing communication and promotion practices for their business.

3.8 RESPONSE RATE

In an evaluation of the non-response rate, explanations for the non-response cited were that the organization did not participate in the survey because they didn't want to reveal the firm's information or their personal information. Furthermore, several respondents didn't have time to complete the survey and did not employ marketing and communication practices. Many companies stated that it has become too costly to conduct advertising or promotion programs in the Virgin Islands, because of the gradually increase of their utility bills and the closure of the oil refinery. Moreover, firms stated that their sales were dependent on tourist, mainly cruise ship passengers; as a result, they have stopped advertising to local Virgin Islanders. Furthermore, respondents stated that they had just been hired, or it is their first business and thereby, is unsuitable to complete the questionnaire.

3.9 DATA ANALYSIS AND INTERPRETATION

The questionnaire was designed to identify the communication and promotion methods that determine a high level of achievement. This research is quantitative, and as a result it required a statistical package to analyze the data. SPSS was used to examine the data obtained from the questionnaire according to Levesque (2006), it is an appropriate database to use. The SPSS version 20.0 was used to analyze the data obtained from the questionnaire. This study was conducted to offer descriptive information; thus, descriptive statistics were employed to analyze the data collected. A Pearson's chi-square test was used to compare the categorical variables, and the statistical method discriminant analysis was employed (Maina, Albert, Salvi, Pessina, & Bogetto, 2006).

A Pearson's chi square test is a non-parametric test that is employed when the data collected are not presumed to reflect a normal distribution and when the data is measured at either the nominal or ordinal level. This test has been utilized in all research areas. It compares counts not means. Its central uses are association/independence, goodness-of-fit, homogeneity, and classification. For the purposes of this study it has been used for classification; a one sample test was used to classify respondent's organizations with a high level of performance and organizations with a low level of performance (Bolboacă, Jäntschi, Sestraş, Sestraş, & Pamfil, 2011). Moreover, a

Pearson's chi square test was used because various studies in literature have used this data analysis for conducting exploratory studies include Early-onset obsessive-compulsive disorder and personality disorders in adulthood (Maina, Albert, Salvi, Pessina, & Bogetto, 2006) Application of Exploratory Structural Equation Modelling to Evaluate the Academic Motivation Scale (Guay, Morin, Litalien, Valois, & Vallerand, 2014), and An exploratory survey of in-vehicle music listening (Dibben & Williamson, 2007).

Stata Multivariate Statistics Reference Manual Release 13 (2013), "discriminant analysis is a multivariate statistical technique commonly used to build a predictive / descriptive model of group discrimination based on observed predictor variables and to classify each examination into one of the groups." The purpose of discriminant analysis is to define which variables distinguish between two or more naturally arising groups. A discriminant analysis was used for this research to be discriminate between businesses that achieve a high level of performance versus those with a low level of performance. The survey was used to collect data on numerous variables from stores assessing their performance of promotion methods utilized. Discriminant analysis was used to determine which factors are the best predictors of business success. Moreover, it was utilized for this investigation because it is valuable for explaining how groups are different by being discriminative according to the group's trait (Zikmund, 2005).

3.10 PERFORMANCE MEASUREMENT

According to Richard, Devinney, Yip, and Johnson (2008), performance is one type of success indicator. Abu-Jarad, Yusof, and Nikbin (2010), states that performance is a result-oriented behavior; thus it should be extensive based, which comprise of effectiveness, efficiency, economy, quality and normative measures. There is no specific guiding principle for measuring performance (Abu-Jarad, Yusof, & Nikbi; 2010). It is so widely utilized in management research that its strategies and definitions are hardly unquestionably justified; instead its pertinence, in no matter what method, is undeniably assumed. Generally speaking performance can be measured in several was. For example

The study conducted by Abu-Jarad, Yusof, and Nikbin (2010), measured performance through a company making a profit and achieving its objectives. Abu-Jarad, Yusof, and Nikbin (2010),

states that the most commonly used measurement for performance is profitability, because it is an indicator to determine if an organization is achieving its objectives or not. Performance is all about achieving the objectives that management has determined are necessary for having a competitive advantage. The objective could be financial such as increasing sales or non-financial that is providing better customer service.

Abu-Jarad, Yusof, and Nikbin (2010), high performance business can clearly be distinguished from low performance business because high performance businesses contain specific traditional traits and a resilient culture.

Waal (2007), states that “a high performing organization is an organization that achieves better financial results than those of its peer groups over a longer period of time, by being able to adapt well to changes and to react to these quickly, by managing for the long term, by setting up an integrated and aligned management structure, by continuously improving its core capabilities, and by truly treating the employees as its main asset.

High performance organizations have a trend of formulating clear visions that are sustained by flexible and achievable strategic plans. These organizations have clearly communicated culture values that set the criteria for everyone’s behavior (Adeyinka, 2012). Most high performing organizations have a culture where employees are obligated and responsible for meeting consumer needs in a timely manner to ensure the business remains successful. Like this definition, characteristics of high performance firms differ according to academics and researchers (Abu-Jarad, Yusof, & Nikbin, 2010).

In 2007, the American Management Association conducted a study about high level performing organizations. The results from this study indicated that high level performing organizations are more competent than low level performing organization in the following areas; creating strategies that are reliable, expounding performance measures, employees utilize their knowledge to address consumers’ questions and concerns, and ensuring that employees receive training. According to the American Management Association (2007), a low level performing organization is an organization that is not achieving its objectives and not making a profit.

The performance measure utilized for this study is similar to the study conducted by Abu-Jarad, Yusof, and Nikbin (2010), which measured performance through a company making a profit and

achieving its objectives. The respondents in this study asked to identify if their company was making a profit (1 represents making a profit, 2 represents not making a profit, and 3 represents breaking even), and identify if the business was meeting its overall business objectives on a scale from 1—5 (1 represents a small extent, and 5 represents a great extent). In this study, the companies were classified into two groups, including high level performing organizations and low level performing organizations. Organizations making a profit and achieving its objective were classified as high level performing organizations and organizations not making a profit and not achieving its objective were classified as low level performing organizations.

4. DESCRIPTIVE ANALYSIS OF THE MARKETING COMMUNICATION AND PROMOTIONAL PRACTICE OF U.S VIRGIN ISLANDS BUSINESS ORGANIZATIONS

This chapter presents characteristics of the respondent and the profile of the organizations that participated in this study. It also covers the marketing communication planning process, promotion tools, promotion development steps, promotion budgeting methods, advertising media, advertising social media, advertising objectives, personal selling approach, personal selling bargaining techniques, personal selling goals, sales promotion tools, sales promotion objective, management style practiced, current profit situation, and overall business objectives.

4.1 ORGANISATIONAL CHARACTERISTICS

Type of Product/Service Industry and Years of Operation

A wide range of organizations operating in different industries except toys and plastic, and agriculture and fishery were involved in this study. Nearly a quarter (22.0%) of the business is textiles and clothing and retail trade accounts for a fifth (20.0%) of the business. About 58.0% of the organization's used in this study fell into different industry classifications (such as: transportation, hospitality & catering, clocks, watches, and jewelry, marine, industrial equipment & publishing, food & beverage, wholesale trade, electronics & computing, and finance/insurance/real estate/credit agencies) (See table 4.1).

Table 4.1 Type of Product/ Service Industry

Type of Industry	N	%
Textiles & Clothing	22	22.0
Clocks, Watches, and Jewellery	11	11.0
Electronics & Computing	8	8.0
Food & Beverage	11	11.0
Hospitality & Catering	2	2.0
Mining & Construction	2	2.0
Transportation (e.g. car dealership)	1	1.0
Wholesale Trade (e.g. department store)	2	2.0
Retail Trade (e.g. grocery store, gift shop, & supply store)	20	20.0
Finance/Insurance/Real Estate/Credit Agencies	17	17.0
Other (e.g. marine, industrial equipment & publishing)	4	4.0
Totals	100	100.0

The majority (69.0%) of these businesses has been in operation for 10 years or more (See table 4.2).

Table 4.2 Years in Operation

Years in Operation	N	%
Less than 5 years	12	12.0
5 to 9 years	19	19.0
10 to 15 years	31	31.0
16 to 20 years	23	23.0
More than 20 years	15	15.0
Totals	100	100.0

Number of full time employees and Annual sales turnover

The majority (91.0%) of the companies employed less than 20 full-time employees (See table 4.3).

Table 4.3 Number of Full Time Employees

Number of Employees	N	%
Less than 20 full time employees	91	91.0
20 to 49 employees	5	5.0
50 to 99 employees	2	2.0
100 to 149 employees	2	2.0
Totals	100	100.0

In order to obtain the size of the firm's operations, participants were asked to identify their organization's annual sales turnover. As shown in Table 4.4, more than half (53.0%) of the respondent's annual sales turnover was under \$150,000. Furthermore, 47.0% of the companies made at least \$150,000 or more.

Table 4.4 Annual Sales Turnover

Annual Sales Turnover (\$)	N	%
Under 150,000	53	53.0
150,000-\$300,000	34	34.0
\$300,001-\$999,999	8	8.0
1 million - 4.99 million	4	4.0
5 million - 9.99 million	1	1.0
Totals	100	100.0

4.1 RESPONDENT PROFILE

Age of respondent and Number of years in the organization

As depicted in Table 4.5, most of the respondents (68.0%) were thirty years or older.

Table 4.5 Age of Respondents

Respondents' Age	N	%
20 to 29 years	18	18.0
30 to 44 years	35	35.0
45 to 54 years	33	33.0
55-65 years	11	11.0
65 and Over	3	3.0
Totals	100	100.0

According to Table 4.6, the majority (79.0%) of respondents have worked at the firm for at least four years or more, while 17.0% of respondents have worked at the firm between one and three years.

Table 4.6 Number of Years in Organisation

Years Worked in Firm	N	%
Less than 1 year	4	4.0
1 to 3 years	17	17.0
4 to 6 years	29	29.0
7 to 9 years	23	23.0
More than 10 years	27	27.0
Totals	100	100.0

Respondents' highest level of education and Respondents gender

About a third (34.3%) of the respondents has a high school diploma and 40.0% of the respondent has a university degree (See Table 4.7).

Table 4.7 Respondents' Highest Level of Education

Highest Level of Education	N	%
High school graduate	34	34.0
Trade qualification/ Apprenticeship	13	13.0
Studying towards a degree	14	14.0
University / college graduate	35	35.0
Master's degree or above	4	4.0
Totals	100	100.0

According to Table 4.8, most (57.0%) of the respondents were females and the rest (43.0%) were males.

Table 4.8 Respondent's Gender

Gender	N	%
Male	43	43.0
Female	57	57.0
Totals	100	100.0

4.3 MARKETING COMMUNICATION STRATEGY

This section was designed to identify the marketing communication and promotional practices of the respondent organisations.

4.3.1 MARKETING COMMUNICATION PLANNING PROCESS

As shown in table 4.9, most (57.0%) of the respondent organisations review their marketing plan when developing their marketing communication program ($\bar{x} = 3.400$) (please refer to table 4.9 in Appendix C). About half of the organisations (54.0%) conduct a situation analysis, set specific

objectives for marketing communication, set objectives that the company wants to focus on, determine the promotional budget, and determine the marketing communication program. Each of the following activities was given a scale of 3 or more. When respondents were asked to rate the extent to which they perform the following marketing communication planning process on a scale from 1—5 (1 represents a small extent, and 5 represents a great extent).

Table 4.9 Marketing communication Planning Process

Marketing Communication Planning Process	A Small Extent		A Great Extent		Totals	
	N	Percent	N	Percent	N	%
Review marketing plan	43	43.0	57	57.0	100	100
Situation analysis	46	46.0	54	54.0	100	100
Setting specific objectives for marketing communication	46	46.0	54	54.0	100	100
Setting objectives that the company wants to focus on to effectively communicate with Consumers and establish communication goals & objectives	49	49.0	51	51.0	100	100
Determination of promotional budget	50	50.0	50	50.0	100	100
Develop marketing communication program	47	47.0	53	53.0	100	100
Implementing marketing communication strategies	54	54.0	46	46.0	100	100
Measure effectiveness	60	60.0	40	40.0	100	100
Evaluation and control	59	59.0	41	41.0	100	100

4.3.2 PROMOTION PROCESS AND TOOLS USED

As shown in Table 4.10, advertising is used to a great extent by the majority (63.0%) of businesses and about a half of the respondents (53.0%) utilized sales promotion. Slightly more than a third (34.0%) use personal selling and publicity and public relations. Advertising was rated the highest at 3.660 (see table 4.10 in Appendix C). However, direct marketing was rated lowest at 2.110. When respondents were asked to rate the extent to which they use the following promotional tools on a scale from 1—5 (1 represents a small extent, and 5 represents a great extent).

Table 4.10 Promotion Mix Method Used

Promotional Tool	A Small Extent		A Great Extent		Totals	
	N	%	N	%	N	%
Advertising	37	37.0	63	63.0	100	100
Sales Promotion	47	47.0	53	53.0	100	100
Personal Selling	64	64.0	36	36.0	100	100
Publicity & PR	66	66.0	34	34.0	100	100
Direct Marketing	75	75.0	25	25.0	100	100

4.3.3 PROMOTION DEVELOPMENT STEPS

Table 4.11 lists the necessary process to develop the promotion mix components of the marketing communication program of advertising, personal selling, and sales promotion. According to Table 4.11, the majority (55.0%) of business utilize the promotion development step setting advertising objectives and less than half (49.0%) of the firms determined the advertising budget, developed message strategies, and developed media strategies.

Each of the following activities was given a scale of 2 or more. Setting advertising objectives was rated the highest at 3.253 and determining the personal selling strategy was rated the lowest

rated at 2.160 (see table 4.11 in Appendix C). When respondents were asked to rate the extent to which they use the following promotion development steps on a scale from 1—5 (1 represents a small extent, and 5 represents a great extent).

Table 4.11 Promotion development steps

Promotion development steps	A Small Extent		A Great Extent		Totals	
	N	Percent	N	%	N	Percent
Set advertising objectives	45	45.0	55	55.0	100	100
Determine advertising budget	51	51.0	49	49.0	100	100
Develop message strategies	52	52.0	48	48.0	100	100
Develop media strategy	52	52.0	48	48.0	100	100
Set Personal Selling objectives	75	75.0	25	25.0	100	100
Determine personal selling budget	77	77.0	23	23.0	100	100
Develop Personal Selling strategy	82	82.0	18	18.0	100	100
Set Sales Promotion objectives	61	61.0	39	39.0	100	100
Determine Sales promotion budget	57	57.0	43	43.0	100	100
Develop sales promotion strategies	58	58.0	42	42.0	100	100

4.4 PROMOTION BUDGETING METHOD

This section of the questionnaire was designed to identify the budgeting practices of business organisations.

4.4.1 PROMOTION BUDGET USED

In reviewing the types of promotion budgeting methods used by an organization, the data on Table 4.12 indicates that the most frequently used budgeting method is the affordable method ($\bar{x} = 3.2600$), with about half (53.0%) of the respondents stating that use this method as their

primary budgeting technique. This was followed by arbitrary allocation ($\bar{x} = 2.7600$), with less than half (45.0%) of respondents stating arbitrary allocation is their secondary choice. Each of the following activities was given a scale of 1 or more. When respondents were asked to rate the extent to which they use the following promotion budgeting methods on a scale from 1—5 (1 represents a small extent, and 5 represents a great extent) (See table 4.12 in Appendix C).

Table 4.12 Promotion Budgeting Methods

Budgeting Methods	A Small Extent		A Great Extent		Totals	
	N	%	N	%	N	%
Affordable method	47	47.0	53	53.0	100	100
Arbitrary allocation	55	55.0	45	45.0	100	100
Percentage of sales	81	81.0	19	19.0	100	100
Competitive parity	75	75.0	25	25.0	100	100
Return on investment	92	92.0	14	14.0	100	100
Objective and task	57	57.0	43	43.0	100	100
Payout Planning	96	96.0	6	6.0	100	100
Qualitative & Simulation	91	91.0	9	9.0	100	100

4.5 ADVERTISING STRATEGY

This section of the questionnaire was designed to identify the advertising practices of business organisations.

4.5.1 ADVERTISING MEDIA USED

Table 4.13 illustrates the various types of advertising media employed by the companies.

The table states that half of the respondent's firms use the radio (50.0%), while less than half (46.0%) advertise in the newspaper. Moreover, about a third (35.0%) of industries uses magazines to advertise. Each of the following activities was given a scale of 0 or more. The radio was rated the highest at 3.090, and others was rated the lowest rated at 0.533 (see table 4.13 in Appendix C). When respondents were asked to rate the extent to which they use the following advertising media on a scale from 1—5 (1 represents a small extent, and 5 represents a great extent).

Table 4.13 Advertising Media Used

Advertising Medium	A Small Extent		A Great Extent		Totals	
	N	%	N	%	N	%
Television	72	72.0	28	28.0	100	100
Newspaper	52	52.0	48	48.0	100	100
Magazine	76	76.0	35	35.0	100	100
Radio	50	50.0	50	50.0	100	100
Direct Mail	91	91.0	9	9.0	100	100
Outdoor	88	88.0	12	12.0	100	100
Others	98	98.0	2	2.0	100	100

4.5.2 ADVERTISING SOCIAL MEDIA USED

Table 4.14 displays the several types of advertising social media used by the business. More than a third (36.0%) of the respondents uses Facebook. About a third (30.0%) of the companies employ the internet, created a website, and used twitter. Each of the following activities was given a scale of 1 or more. Facebook was rated the highest at 2.460. However, Myspace was rated the lowest at 1.310 (please refer to table 4.14 in Appendix C). When respondents were asked to rate the extent to which they use the following advertising social media on a scale from 1—5 (1 represents a small extent and, 5 represents a great extent).

Table 4.14 Advertising Social Media Used

Advertising Medium	A Small Extent		A Great Extent		Totals	
	N	%	N	%	N	%
Myspace	93	93.0	7	7.0	100	100
Internet	70	70.0	30	30.0	100	100
Twitter	72	72.0	28	28.0	100	100

Facebook	64	64.0	36	36.0	100	100
Website	72	72.0	28	28.0	100	100
Blog	88	88.0	12	12.0	100	100

4.5.3 ADVERTISING OBJECTIVES PURSUED

Table 4.15 shows that the most vigorously pursued advertising objective was telling the market about a new product at 60.0%. This was followed by building a company's image at 45.0%. Each of the following activities was given a scale of 1 or more (please refer to table 4.15 in Appendix C). Telling the market about a new product was rated the highest at 2.990. However, explaining how the product works was rated the lowest at 1.710. When respondents were asked to rate the extent to which they use the following advertising objectives on a scale from 1—5 (1 represents a small extent, and 5 represents a great extent).

Table 4.15 Advertising Objectives Perused

Advertising Objective	A Small Extent		A Great Extent		Totals	
	N	%	N	%	N	%
Tell the market about a new product	40	40.0	60	60.0	100	100
Suggest new uses for a product	58	58.0	42	42.0	100	100
Inform the market of a price change	75	75.0	25	25.0	100	100
Explain how the product works	85	85.0	15	15.0	100	100
Describing available services	56	56.0	44	44.0	100	100
Correcting false impressions	72	72.0	28	28.0	100	100
Reducing buyer's fears	77	77.0	23	23.0	100	100
Building a company image	55	55.0	45	45.0	100	100
Building brand preference	56	56.0	44	44.0	100	100
Encourage switching to own brand	61	61.0	39	39.0	100	100
Changing buyers' perceptions of product attributes	72	72.0	28	28.0	100	100
Persuading buyers to purchase now	70	70.0	30	30.0	100	100
Persuading buyers to receive a sales	84	84.0	16	16.0	100	100
Reminding buyers that the product may be needed in the near future	74	74.0	26	26.0	100	100

Reminding buyers where to buy it	70	70.0	30	30.0	100	100
Keeping it in buyers' minds during off seasons	80	80.0	20	20.0	100	100
Maintaining its top of mind awareness	82	82.0	18	18.0	100	100

4.6 PERSONAL SELLING STRATEGY

This section was designed to identify the personal selling practices of the business organisations.

4.6.1 PERSONAL SELLING APPROACH USED

Table 4.16 states that about half (54.0%) of the firms practice the consumer-oriented approach ($\bar{x} = 3.060$), while less than a fifth (18.0%) ($\bar{x} = 2.090$), of the business use the sales oriented approach (please refer to table 4.16 in Appendix C). Each of the following activities was given a scale of 2 or more. When respondents were asked to rate the extent to which they use the following personal selling approach's on a scale from 1—5 (1 represents a small extent, and 5 represents a great extent).

Table 4.16 Personal Selling Approaches Used

Personal Selling Technique	A Small Extent		A Great Extent		Totals	
	N	%	N	%	N	%
Sales Oriented Approach	82	82.0	18	18.0	100	100
Consumer Oriented Approach	46	46.0	54	54.0	100	100

4.6.2 PERSONAL SELLING BARGAINING TECHNIQUES

The data in table 4.17 displays that last-chance offers are used at 24.0% ($\bar{x} = 2.020$), while hand initial offers are employed at 17.0%. Each of the following activities was given a scale of 1 or more. Last chance offers were rated the highest at 2.020, while threats were rated the lowest at 1.340 (please refer to table 4.17 in Appendix C). When respondents were asked to rate the extent to which they use the following personal selling bargaining techniques on a scale from 1—5 (1 represents a small extent, and 5 represents a great extent).

Table 4.17 Personal Selling Bargaining Techniques

Techniques	A Small Extent		A Great Extent		Totals	
	N	%	N	%	N	%
Threats	94	94.0	6	6.0	100	100
Bluffs	94	94.0	6	6.0	100	100
Last-chance offers	76	76.0	24	24.0	100	100
Hand initial offers	83	83.0	17	17.0	100	100

4.6.3 PERSONAL SELLING GOALS

Table 4.18 illustrates, that industry leader is utilized by more than a third of the respondents (37.0%) ($\bar{x} = 2.500$). This was followed by about a third (33.0%) of the organizations employing the personal selling goals number of new customers, and employee welfare. Each of the following activities was given a scale of 2 or more (see to table 4.18 in Appendix C). When respondents were asked to rate the extent to which they use the following personal selling goals on a scale from 1—5 (1 represents a small extent, and 5 represents a great extent).

Table 4.18 Personal Selling Goals Perused

Goals	A Small Extent		A Great Extent		Totals	
	N	%	N	%	N	%
Sales force efficiency	76	76.0	24	24.0	100	100
High productivity	71	71.0	29	29.0	100	100
Profit maximisation	75	75.0	25	25.0	100	100
No. of new customers	67	67.0	33	33.0	100	100
Industry leader	63	63.0	37	37.0	100	100
Employee welfare	67	67.0	33	33.0	100	100
Sales	74	74.0	26	26.0	100	100

4.7 SALES PROMOTION STRATEGY

This section was designed to identify the sales promotion practices of the business organisations.

4.7.1 SALES PROMOTION TOOL USED

Table 4.19 states most of the respondents organization use price-offs (56.0%) ($\bar{x} = 3.250$). More than a third (35.0%) use the sales promotion tool's coupons, and refund/rebates. Each of the following activities were given a scale of 1 or more (please refer to table 4.19 in Appendix C) When respondents were asked to rate the extent to which they use the following sales promotion tool used on a scale from 1—5 (1 represents a small extent, and 5 represents a great extent).

Table 4.19 Sales Promotion Tools Used

Promotion Tools	A Small Extent		A Great Extent		Totals	
	N	%	N	%	N	%
Coupons	62	62.0	38	38.0	100	100
Refunds/ Rebates	65	65.0	35	35.0	100	100
Price-offs	44	44.0	56	56.0	100	100
Premiums	89	89.0	11	11.0	100	100
Samples	84	84.0	16	16.0	100	100
Contests/ Sweepstakes	92	92.0	8	8.0	100	100
Bonus packs	96	96.0	4	4.0	100	100
Event sponsorship	82	82.0	18	18.0	100	100

4.7.2 SALES PROMOTION OBJECTIVE PERUSED

According to table 4.20, the 45.0% of companies employed the sales promotion objective obtain repeat purchases, and 42.0% employed profitability. This was followed by more than a third (37.0%) using sales volume and share of the market. Each of the following activities was given a scale of 2 or more (see to table 4.20 in Appendix C). Obtain repeat purchases was rated the highest at 2.890. However, trial of product was rated the lowest at 2.050. When respondents were asked to rate the extent to which they peruse the following sales promotion objective on a scale from 1—5 (1 represents a small extent, and 5 represents a great extent).

Table 4.20 Sales Promotion Objectives Perused

Objectives	A Small Extent		A Great Extent		Totals	
	N	%	N	%	N	%
Sales volume	61	61.0	39	39.0	100	100
Share of the market	63	63.0	37	37.0	100	100
Profitability	58	58.0	42	42.0	100	100
Obtain repeat purchases	55	55.0	45	45.0	100	100
Changes in inventory position	74	74.0	26	26.0	100	100
Trial of product among previous non-users	77	77.0	23	23.0	100	100
Encourage users	63	63.0	37	37.0	100	100

4.8 MANAGEMENT STYLE APPROACHES

This section was designed to identify the management style practiced of the business organisations.

4.8.1 MANAGEMENT STYLE PRACTICED

Table 4.21 illustrates that the majority of the respondents' organization uses the hands-off approach (55.0%) ($\bar{x} = 3.480$) to manage their firm. Almost half (45.0%) of the respondents set clear goals and objectives and made the final decision.

Each of the following activities was given a scale of 2 or more. The hands off approach was rated the highest at 3.480. Conversely, switching management style based on employee need was rated the lowest at 2.430 (see to table 4.14 in Appendix C). When respondents were asked to rate the extent to which they practice the following management style on a scale from 1—5 (1 represents a small extent, and 5 represents a great extent).

Table 4.21 Management Style Approaches

Management Style	A Small Extent		A Great Extent		Totals	
	N	%	N	%	N	%
I rely on telling employees what to do instead of taking input from them	61	61.0	39	39.0	100	100
Although I seek input from individual employees or from a group of employees, the final decision is still made by me.	59	59.0	41	41.0	100	100
I use a "hands-off" approach and generally give my group of employee's freedom to make decisions and to complete the work in whatever way they see fit.	43	43.0	55	55.0	100	100
I stimulate and inspire employees to achieve goals by appealing to their higher needs (like a sense of fulfilment, justice, etc.)	65	65.0	35	35.0	100	100
I set clear goals and objectives for my employees and use either punishment or rewards to encourage compliance with goals and objectives	55	55.0	45	45.0	100	100
I focus on the needs of others and try to remove roadblocks to employees' success (through listening, empathy, persuasion and a dedication to improving the growth of employees).	63	63.0	37	37.0	100	100
When I select a group of employees to perform a particular task, I do not appoint a group leader but allow an informal leader to emerge from within the group.	79	79.0	21	21.0	100	100
I switch my leadership/management style based on the needs of employees and the situation.	75	75.0	25	25.0	100	100

4.9 CURRENT PROFIT SITUATION

This section was designed to identify the current profit situation of the business organisations. Table 4.22 shows that most (54.0%) of the businesses are making a profit. This is followed by 24.0% of the firms breaking even, and 22.0% of the companies are not making a profit. The following activity was given a scale of 1.700 (see table 4.22 in Appendix C). When respondents were asked to specify their company's current profit situation on a scale from 1—3 (1 represents making a profit, 2 represents not making a profit, and 3 represents breaking even).

Table 4.22 Current Profit

Current Profit Situation	N	%
Our company is making a profit	54	54.0
Our company is not making a profit	22	22.0
Our company is breaking even	24	24.0
Totals	100	100.00

4.10 OVERALL BUSINESS OBJECTIVES

This section was designed to identify if business were meeting its overall business objectives.

4.10.1 BUSINESS OBJECTIVES

According to table 4.23, the majority (52.0%) of organizations are meeting its overall business objectives to a small extent, and less than half (48.0%) of organizations are meeting its overall business objectives to a great extent. The following activity was given a scale of 3.240. (see table 4.23 in Appendix C). When respondents were asked to rate the extent to which the business was meeting its overall business objectives on a scale from 1—5 (1 represents a small extent, and 5 represents a great extent).

Table 4.23 Overall Business Objectives

Our Organization is meeting its overall business objectives	N	%
Small Extent	52	52.0
Great Extent	48	48.0
Total	100	100.0

5. ANALYSIS OF THE MARKETING COMMUNICATION PRACTICES OF ORGANISATIONS WITH HIGH VERSUS LOW LEVELS OF PERFORMANCE

This chapter compares the marketing communication practices of organisations with a high level of performance versus organizations with a low level of performance. To classify the respondents' organization with a high level of performance and organizations with a low level of performance respondents was asked to identify if their company was making a profit and achieving its objectives. Organizations making a profit and achieving its objective was classified as high level performance organizations and organizations not making a profit and not achieving its objective were classified as low level performance organizations.

This resulted in approximately 45 businesses being classified as high level performance organizations' and the remaining 55 companies were classified as low level performance organizations.

5.1 ORGANIZATIONAL CHARACTERISTICS

This section was designed to classify any dissimilarity between high level performance organizations and low level performance organizations in relation to their type of product or service industry.

According to Table 5.1, there are no significant differences between organizations with a high level of performance versus organizations with a low level of performance regarding the type of service or product industry.

Table 5.1 Type of Product/ Service Industry

Type of Industry	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Toys and Plastic	0	0	0	0	NS
Textiles & Clothing	14	14.0	8	8.0	NS
Electronics & Computing	8	8.0	0	0.0	NS
Clocks, Watches, and Jewellery	4	4.0	7	7.0	NS
Food & Beverage	4	4.0	7	7.0	NS
Hospitality & Catering	2	2.0	0	0.0	0
Mining & Construction	2	2.0	0	0.0	NS
Transportation	0	0	1	1.0	NS
Wholesale Trade	0	0	2	2.0	NS
Retail Trade	12	12.0	8	8.0	NS
Service (Finance/ Insurance/ Real Estate/ Credit Agencies)	8	8.0	9	9.0	NS
Other (e.g. marine, industrial equipment & publishing)	1	1.0	3	3.0	NS

Table 5.2 states that there is a significance difference between organizations with a high level of performance versus organizations with a low level of performance regarding years in operation. More than a third (39.0%) of the firms that have been in operation over 10 years or more have a high level of performance; as compared with a third (30.0%) of the low level performance organizations that have been in operation over 10 years or more.

Table 5.2 Years in Operation

Years in Operation	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Less than 5 years	10	10.0	2	2.0	.006
5-9 years	15	15.0	4	4.0	
10-15 years	16	16.0	15	15.0	
16-20 years	10	10.0	13	13.0	
More than 20 years	4	4.0	11	11.0	

Table 5.3, illustrates that there are no significant differences between organizations with a high level of performance versus organizations with a low level of performance regarding the amount of full-time employees.

Table 5.3 Amount of Full Time Employees

Amount of Full Time Employees	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Less than 20 Persons	53	53.0	38	38.0	NS
20-49 Persons	2	2.0	3	3.0	
50-99 Persons	0	0	2	2.0	
100-149 Persons	0	0	2	2.0	

NS means not significant at 0.10.

According to Table 5.4, there is a significance difference between organizations with a high level of performance versus organizations with a low level of performance regarding the annual sales turnover. As shown in Table 5.4, about a third (33.0%) of the high performing organizations are making \$150,000.00 or more in annual sales turnover, as compared to 14.0% of the low level performing organizations making \$150,000.00 or more in annual sales turnover.

Table 5.4 Annual Sales Turnover

Annual Sales Turnover (\$)	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Under \$150,000	41	41.0	12	12.0	.000
\$150,000-\$300,000	12	12.0	22	22.0	
\$300,001- \$999,999	2	2.0	6	6.0	
\$1 million- \$4.99 million	0	0.0	4	4.0	
\$5 million- \$9.99 million	0.0	0.0	1	1.0	

5.2 RESPONDENT PROFILE

Table 5.5 illustrates there is a significance difference between organizations with a high level of performance versus organizations with a low level performance regarding the managers age. According to Table 5.5, the age of the manager has affected whether or not the company will make a profit. The table states that managers ages 45 and over accounts for a third (31.0%) of the high performance organizations, while managers ages 29 or younger accounts for 14.0% of the low level performance organizations.

Table 5.5 Managers Age

Managers Age	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
20-29 years	14	14.0	4	4.0	.003
30 to 44 years	25	25.0	10	10.0	
45 to 54 years	11	11.0	22	22.0	
55 to 65 years	4	4.0	7	7.0	
65 and Over	1	1.0	2	2.0	

Table 5.6 illustrates there is a significance difference between organizations with a high level of performance versus organizations with a low of level performance regarding the managers number of years employed in the organization. According to the table, managers employed at the firm for 7 years or more accounts for 32% of the high performance organizations, as compared to 18.0% of managers employed 7 years or more with low level performance organization.

Table 5.6 Years Manager Has Worked In the Firm

Years in the Organization	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Less than 7 years	37	37.0	13	13.0	.000
7 years or more	18	18.0	32	32.0	

Table 5.7, depicts that there is a significance difference between organizations with a high level of performance versus organizations with a low level of performance regarding the managers highest level of education. According to the table, managers who attended college accounts for 31.0% of the high performance organizations, as compared to 33.0% of low level performance organizations managers who did attend college.

Table 5.7 Managers Highest Level of Education

Level of Education	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Did not attend college	33	33.0	14	14.0	.004
Attended college	22	22.0	31	31.0	

According to Table 5.8, there are no significant differences between organizations with a high level of performance versus organizations with a low level of performance regarding the managers age.

Table 5.8 Managers Gender

Gender	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Men	24	24.0	19	19.0	NS
Women	31	31.0	26	26.0	

NS means not significant at 0.10.

5.3 MARKETING COMMUNICATION STRATEGY

This section sought to identify any differences between high performance organizations and low performance organizations in relation to their marketing communication and promotional strategy development.

5.3.1 MARKETING COMMUNICATION PLANNING PROCESS

Regarding the marketing communication planning process, followed by the respondents, there are significant differences between high and low level performing organizations in the following areas (see table 5.9):

- reviewing the marketing plan
- situation analysis
- setting specific objectives for marketing communication
- setting objectives that the company wants to focus on
- determination of the promotional budget
- development of the marketing communication program
- implementing marketing communication strategies
- measure the effectiveness
- evaluation and control

For example, more than 90.0% of the organizations with a high level of performance as compared to 22.0% of the organizations with a low level of performance carried out the following activities in their marketing communication planning process to a great extent reviewing the marketing plan, setting specific objectives for marketing communication, setting objectives that the company wants to focus on, determine the promotional budget, development of the marketing communication program, and implement the marketing communication strategies. Furthermore, 80.0% of the following high level performance organizations as compared to 10.0% of the organizations with a low level of performance carried out the following activities in their marketing communication planning process measure the effectiveness, and evaluation and control to a great extent.

Table 5.9 Marketing communication Planning Process

Marketing Communication Planning Process	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Review the marketing plan					
To a great extent	14	25.46	43	95.55	.000
To a small extent	41	74.54	2	4.45	
Situation analysis					
To a great Extent	43	95.55	12	21.82	.000
To a small Extent	2	4.45	43	78.18	
Setting specific objectives for marketing communication					
To a great extent	11	20.0	44	97.77	.000
To a small extent	44	80.0	1	2.23	
Setting objectives that the company wants to focus on to effectively communicate with Consumers and establish communication goals & objectives					
To a great extent	12	21.82	43	95.55	.000
To a small extent	43	78.18	2	4.45	
Determination of promotional budget					
To a great extent	11	20.00	44	97.77	.000
To a small extent	44	80.00	1	2.23	
Development of marketing communication program					
To a great extent	8	14.55	45	100.0	.000
To a small extent	47	85.45	0	0.0	
Implementing marketing communication strategies					
To a great extent	5	9.10	41	91.0	.000
To a small extent	50	90.90	4	8.89	
Measure the effectiveness					
To a great extent	4	7.28	36	80.0	.000
To a small extent	51	92.72	9	20.0	
Evaluation and control					
To a great extent	4	7.28	37	82.22	.000
To a small extent	51	92.72	8	17.78	

5.3.2 PROMOTION MIX METHOD USED

Concerning the promotional process and tool used, there are significant differences between high and low level performing organizations in the following areas (see table 5.10):

- advertising,
- sales promotion,
- personal selling
- publicity & public relations
- direct marketing

As shown in Table 5.10, the majority (95.0%) of the organizations with a high level of performance as compared to more than a third (36.37%) of the organizations with a low level of performance utilized advertising to a great extent. The majority (88.0%) of organizations with a high level of performance as compared to 23.64% of organizations with a low level of performance employ sales promotion to a great extent. Most (64.44%) of the organizations with a high level of performance as compared to 12.37% of the organizations with a low level of performance use personal selling to a great extent. Most (55.55%) of the organizations with a high level of performance as compared to less than a quarter (16.37%) of the organization with a low level of performance employ publicity and public relations to a great extent.

Table 5.10 Promotion Mix Method Used

Promotion	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Advertising					
To a great extent	20	36.37	43	95.0	.000
To a small extent	35	63.63	2	5.0	
Sales Promotion					
To a great Extent	13	23.64	40	88.0	.000
To a small Extent	42	76.36	5	12.0	
Personal Selling					
To a great extent	7	12.73	29	64.44	.000
To a small extent	48	87.27	16	35.56	
Publicity & PR					
To a great extent	9	16.37	25	55.55	.000
To a small extent	46	83.63	20	44.45	
Direct Marketing					
To a great extent	5	9.09	20	44.45	.000
To a small extent	50	90.90	25	55.55	

5.3.3 PROMOTION DEVELOPMENT STEPS

Regarding the steps or method utilized to develop the promotion elements of the marketing communication program, there are significant differences between high and low level performing organizations in the following areas (see table 5.11):

- set advertising objectives
- determine advertising budget
- develop message strategies
- develop media strategy
- set personal selling objectives
- develop personal selling strategy
- set personal selling objectives
- determine personal selling budget
- set sales promotion objectives
- determine sales promotion budget
- develop sales promotion strategies

Nearly all (93.33%) of the organizations with a high level of performance as compared to 23.64% of organizations with a low level of performance set advertising objectives to a great extent. More than 80.0% of the organizations with a high level of performance as compared to less than a quarter (19.19%) of the organizations with a low level of performance use the following promotion development steps determine advertising budget, develop message strategies, develop media strategy, and determine sales promotion budget to a great extent.

The majority (75.0%) of the organizations with a high level of performance as compared to 12.73% of the organizations with a low level of performance use the following promotion development steps set sales promotion objectives, and develop sales promotion strategies to a great extent. At least half (51.11%) of the organizations with a high level of performance as compared to 3.64% of organizations with a low level of performance set personal selling objectives and determine personal selling budget to a great extent.

Table 5.11 Promotion development steps

	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Set advertising objectives					
To a great extent	13	23.64	42	93.33	.000
To a small extent	42	76.36	3	6.67	
Determine advertising budget					
To a great Extent	10	19.19	39	86.66	.000
To a small Extent	45	81.81	6	13.40	
Develop message strategies					
To a great extent	9	16.37	39	86.66	.000
To a small extent	46	83.63	6	13.34	
Develop media strategy					
To a great extent	8	14.55	40	88.88	.000
To a small extent	47	85.45	5	11.12	
Set Personal Selling objectives					
To a great extent	2	3.64	23	51.11	.000
To a small extent	53	96.36	22	48.89	
Develop Personal Selling strategy					
To a great extent	0	0.0	18	40.0	.000
To a small extent	55	100.0	27	60.0	
Determine Personal Selling budget					
To a great extent	0	0.0	23	51.11	.000
To a small extent	55	100.0	22	48.89	
Set Personal Selling objectives					
To a great extent	5	9.1	34	75.55	.000
To a small extent	50	90.90	11	24.45	
Determine Sales promotion budget					
To a great extent	6	10.91	37	82.22	.000
To a small extent	49	89.09	8	17.75	
Develop sales promotion strategies					
To a great extent	7	12.73	35	77.77	.000
To a small extent	48	87.27	10	22.23	

5.4 PROMOTION BUDGETING METHOD

This section sought to identify any differences between high performance organizations and low performance organizations in relation to their budgeting practices.

5.4.1 PROMOTION BUDGET USED

Concerning the budgeting practicing used, there are significant differences between high and low level performers in the following areas (see table 5.12):

- affordable method
- arbitrary allocation
- percentage of sales
- objective task method

Less than half (44.45%) of the high level performing organizations as compared to most (60.81) of the low level performing organizations employ the promotion budget affordable method to a great extent. Arbitrary Allocation is employed by 33.34% of high level organizations as compared to at least half (54.54%) of low level performing organizations to a great extent. Most (84.44%) of high level performing organizations as compared to 9.1% of the low level performing organizations employ objective task method to a great extent.

Table 5.12, illustrates that there is no significant difference between organizations with a high level of performance versus organizations with a low level of performance regarding the following budgeting method utilized competitive party, return on investment, payout planning, and qualitative and simulation.

Table 5.12 Budgeting Practices Used

	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Affordable Method To a great extent	34	61.81	20	44.45	.063
To a small extent	21	38.13	25	55.55	
Arbitrary Allocation To a great Extent	30	54.54	15	33.34	.027
To a small Extent	25	45.46	30	66.66	
Percentage of Sales To a great extent	12	21.82	7	15.56	.000
To a small extent	43	78.18	38	84.44	
Competitive Party To a great extent	17	30.91	8	17.78	NS
To a small extent	38	69.09	37	82.22	
Return on Investment To a great extent	6	10.91	2	4.45	NS
To a small extent	49	89.09	43	95.55	
Objective Task Method To a great extent	5	9.1	38	84.44	.000
To a small extent	50	90.90	7	15.56	
Payout Planning To a great extent	2	3.64	2	4.45	NS
To a small extent	53	96.36	43	95.55	
Qualitative and Simulation To a great extent	5	9.10	4	8.89	NS
To a small extent	50	90.90	41	91.11	

NS means not significant at 0.10.

5.5 ADVERTISING STRATEGY

This section sought to identify any differences between high performance organizations and low performance organizations in relation to their advertising practices.

5.5.1 ADVERTISING MEDIA USED

In looking at the types of advertising media used by high and low performance organizations there are significant differences in the following areas (Table 5.14).

- television
- newspaper
- magazine
- radio
- outdoors

Television is utilized by at least half (51.11%) of organizations with a high level of performance as compared to 9.10% of organizations with a low level of performance to a great extent. The majority (65.45%) of organizations with a high level of performance as compared to less than a quarter (21.82%) of the organizations with a low level of performance employ the advertising medium the newspaper to a great extent. Most (88.88%) of the organizations with a high level of performance as compared to 18.19% of organizations with a low level of performance utilize the radio to a great extent.

Table 5.14, illustrates that there is no significant difference between organizations with a high level of performance and organizations with a low level of performance regarding the following advertising media used direct mail and others.

Table 5.14 Advertising Medium Used

	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Television					
To a great extent	5	9.10	23	51.11	.000
To a small extent	50	90.90	22	48.89	
Newspaper					
To a great Extent	12	21.82	36	65.45	.000
To a small Extent	43	78.18	9	34.55	
Magazine					
To a great extent	5	9.10	19	42.23	.000
To a small extent	50	90.90	26	57.77	
Radio					
To a great extent	10	18.19	40	88.88	.000
To a small extent	45	81.81	5	11.12	
Direct Mail					
To a great extent	2	3.36	7	15.56	.042
To a small extent	53	96.36	38	84.44	
Outdoors					
To a great extent	0	0.0	12	26.67	.000
To a small extent	55	100.0	33	73.33	
Others					
To a great extent	0	0.0	2	4.45	NS
To a small extent	55	100.0	43	95.55	

NS means not significant at 0.10.

5.5.2 ADVERTISING SOCIAL MEDIA USED

In relation to the advertising social media used, there are significant differences between high and low performance organizations in the following areas (see table 5.13).

- myspace
- internet
- twitter
- Facebook
- website
- blog

Most (57.77%) of the organizations with a high level of performance as compared to 14.55% of the low level performing organizations use the following advertising social media internet, twitter, and Facebook to a great extent. At least half (53.33) of the organizations with a high level of performance as compared to 7.78% the low level performing organizations use the following advertising social media creating a website.

Table 5.13 Advertising Social Media Used

	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Myspace					
To a great extent	0	0.0	7	15.56	.003
To a small extent	55	100.0	38	84.44	
Internet					
To a great Extent	4	7.28	27	60.0	.000
To a small Extent	51	92.72	18	40.0	
Twitter					
To a great extent	2	3.64	26	57.77	.000
To a small extent	53	96.36	19	42.22	
Facebook					
To a great extent	8	14.55	29	64.44	.000
To a small extent	47	85.45	16	35.56	
Website					
To a great extent	4	7.78	24	53.33	.000
To a small extent	51	92.72	21	46.67	
Blog					
To a great extent	0	0.0	12	26.67	.000
To a small extent	55	100.0	33	73.33	

5.5.3 ADVERTISING OBJECTIVES PURSUED

Concerning the advertising objectives pursued, there are significant differences between high and low level performance organizations in the following areas (see table 5.15).

- telling the market about a product
- suggesting new users for a product
- inform the market about a price change
- explain how the product works
- describe available services
- correct false impressions
- reducing buyers fears
- building a company image
- building a brand preference
- encouraging switching to one's brand
- changing buyers perceptions
- persuading buyers to purchase now
- persuading buyers to receive sales calls
- reminding buyers that the product will be needed in the near future
- reminding buyers where to buy
- keeping it in buyer's mind during the off seasons
- maintaining its top of mind awareness

More than 80.0% of the organizations with a high level of performance as compared to 27.28% of the organizations with a low level of performance utilize the following advertising objectives telling the market about a new product, suggesting new users for a product, describing available services, building a company's image, and building a brand preference to a great extent.

At least half (53.33%) of the organizations with a high level of performance as compared to 7.28% of the organizations with a low level of performance use the following advertising

informing the market about a product, persuading buyers to purchase now, and reminding buyers that the product may be needed in the near future to a great extent.

The majority (57.77%) of the organizations with a high level of performance as compared to 7.28% of the organizations with a low level of performance utilize the following advertising objectives correcting false impressions, encouraging switching to their brand, change buyer's perceptions, and reminding buyers were to buy the product to a great extent.

Table 5.15 Advertising Objectives Pursued

	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Telling the market about a new product To a great extent	15	27.28	45	100.0	.000
To a small extent	40	72.72	0	0.0	
Suggesting new users for a product To a great Extent	4	7.28	38	84.44	.000
To a small Extent	51	92.72	7	15.56	
Inform the market about a price change To a great extent	1	1.82	24	53.33	.000
To a small extent	54	98.18	21	46.67	
Explain how the product works To a great extent	1	1.82	14	31.12	.000
To a small extent	54	98.18	31	68.88	
Describing available services To a great extent	7	12.73	37	82.22	.000
To a small extent	48	87.27	8	17.78	
Correcting false impressions To a great extent	2	3.64	26	57.77	.000
To a small extent	53	96.36	19	42.23	
Reducing buyer's fears To a great extent	1	2.0	22	49.0	.000
To a small extent	54	98.0	23	51.0	

Building a company image To a great extent	4	7.28	39	86.66	
To a small extent	51	92.72	6	13.34	.000
Building brand preference To a great extent	3	5.46	41	91.11	
To a small extent	53	94.54	4	8.89	.000
Encouraging switching to own brand To a great extent	4	7.28	35	77.77	
To a small extent	51	92.72	10	22.23	.000
Changing buyers perceptions To a great extent	1	2.0	27	60.0	
To a small extent	54	98.0	18	40.0	.000
Persuading buyers to purchase now To a great extent	4	7.28	24	53.33	
To a small extent	51	92.72	21	46.67	.000
Persuading buyers to receive sales calls To a great extent	1	2.0	15	33.34	
To a small extent	54	98.0	30	66.66	.000
Reminding buyers to that the product may be needed in the near future To a great extent	1	2.0	24	53.33	
To a small extent	54	98.0	21	46.67	.000
Reminding buyers where to buy it To a great extent	1	2.0	28	62.22	
To a small extent	54	98.0	17	37.38	.000
Keeping it in buyer's mind during off seasons To a great extent	1	2.0	19	42.43	
To a small extent	54	98.0	26	57.77	.000
Maintaining its top of mind awareness To a great extent	0	0.0	18	40.0	
To a small extent	55	100.0	27	60.0	.000

5.6 PERSONAL SELLING STRATEGY

This section sought to identify any differences between high performance organizations and low performance organizations in relation to their personal selling strategy.

5.6.1 PERSONAL SELLING APPROACH USED

About the personal selling approach used, there are significant differences between high and low performance organizations in the following areas (see table 5.16).

- sales oriented approach
- customer oriented approach

As shown on table 5.16, about a third (33.34%) of the organizations with a high level of performance as compared to 7.28% of the organizations with a low level of performance utilize the personal selling approach sales oriented to a great extent.

Most (91.11%) of the organizations with a high level of performance as compared to less than a quarter (23.64%) of the organizations with a low level of performance employ the customer-oriented approach to a great extent.

Table 5.16 Personal Selling Approach used

	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Promotion					
Sales Oriented Approach					.000
To a great extent	4	7.28	15	33.34	
To a small extent	51	92.72	30	66.66	
Consumer Oriented Approach					.000
To a great Extent	13	23.64	41	91.11	
To a small Extent	42	76.36	4	8.89	

5.6.2 PERSONAL SELLING BARGAINING TECHNIQUES

Regarding the personal selling bargaining techniques used, there are significant differences between high and low performance organizations in the following areas (see table 5.17).

- last-chance offers
- hand initial offers

As illustrated on Table 5.17, more than a third (35.56%) of the organizations with a high level of performance as compared to 14.55% of organizations with a low level of performance employs the personal selling bargaining technique last chance offers to a great extent.

According to Table 5.17, there are no significant differences between organizations with a high level of performance versus organizations with a low level of performance regarding the following personal selling bargaining technique utilized threats and bluffs.

Table 5.17 Personal Selling Bargaining Techniques

	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Threats					NS
To a great extent	2	3.64	4	8.89	
To a small extent	53	96.36	41	91.11	
Bluffs					NS
To a great Extent	2	3.64	4	8.89	
To a small Extent	53	96.36	41	91.11	
Last-chance offers					.013
To a great extent	8	14.55	16	35.56	
To a small extent	47	85.45	29	64.44	
Hand initial offers					.020
To a great extent	5	9.10	12	26.67	
To a small extent	50	90.90	33	73.33	

NS means not significant at 0.10.

5.6.3 PERSONAL SELLING GOALS

Regarding the personal selling goals, there are significant differences between high and low performance organizations in the following areas (see table 5.18).

- sales force efficiency
- high productivity
- profit maximisation
- no. of new customers
- industry leader
- employee welfare
- sales

More than 80.0% of the organizations with a high level of performance as compared to 0.0% of the organizations with a low level of performance utilized personal selling goal industry leader to a great extent.

At least half (51.11%) of the organizations with a high level of performance as compared to 7.28% of the organizations with a low level of performance utilize the following personal selling goals such as sales force efficiency, high productivity, and profit maximization to a great extent.

The majority (60.0%) of the organizations with a high level of performance as compared to 5.46% of the organizations with a low level of performance utilize the following personal selling goal's number of new customers, employee welfare, and sales to a great extent.

Table 5.18 Personal Selling Goals

	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Sales force efficiency					
To a great extent	0	0.0	24	53.33	.000
To a small extent	55	100	21	46.67	
High productivity					
To a great Extent	4	7.28	25	55.55	.000
To a small Extent	41	92.72	20	44.45	
Profit maximisation					
To a great extent	1	1.82	23	51.11	.000
To a small extent	54	98.18	22	48.89	
No. of new customers					
To a great extent	3	5.46	30	66.66	.000
To a small extent	52	94.54	15	33.34	
Industry leader					
To a great extent	0	0.0	37	82.22	.000
To a small extent	55	100.0	8	17.78	
Employee welfare					
To a great extent	3	5.46	30	66.66	.000
To a small extent	52	94.54	15	33.34	
Sales					
To a great extent	0	0.0	27	60.0	.000
To a small extent	55	100.0	18	40.0	

5.7 SALES PROMOTION STRATEGY

This section sought to identify any differences between high performance organizations and low performance organizations in relation to their sales promotion strategy.

5.7.1 SALES PROMOTION TOOL USED

Regarding the sales promotion tool used, there are significant differences between high and low performance organizations in the following areas (see table 5.19).

- coupons
- refunds/rebates
- price-offs
- premiums
- samples
- contest/sweepstakes
- bonus packs
- event sponsorship

More than 90.0% of the organizations with a high level of performance as compared to 11.12% of the organizations with a low level of performance employ the sales promotion tool price-offs to a great extent.

The majority (60.0%) of the organizations with a high level of performance as compared to less than a quarter (20.0%) of the organizations with a low level of performance utilize the following sales promotion tool's coupons, and refunds/rebates to a great extent.

Table 5.19 Sales Promotion Tool Used

	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Coupons					
To a great extent	11	20.0	27	60.0	.000
To a small extent	44	80.0	18	40.0	
Refunds/ Rebates					
To a great Extent	5	9.91	30	66.66	.000
To a small Extent	50	90.09	15	33.34	
Price-offs					
To a great extent	15	11.12	41	91.11	.000
To a small extent	40	88.88	4	8.89	
Premiums					
To a great extent	0	0.0	11	24.45	.000
To a small extent	55	100.0	34	75.55	
Samples					
To a great extent	2	3.64	14	31.12	.000
To a small extent	53	96.36	31	68.88	
Contests/ Sweepstakes					
To a great extent	1	1.82	7	15.56	.015
To a small extent	54	98.18	38	84.44	
Bonus Pack					
To a great extent	0	0.0	4	8.89	.038
To a small extent	55	100.0	41	91.11	
Event sponsorship					
To a great extent	2	3.64	16	35.56	.000
To a small extent	53	96.36	29	64.44	

5.7.2 SALES PROMOTION OBJECTIVE PERUSED

Concerning the sales promotion objective perused, there are significant differences between high and low performance organizations in the following areas (see table 5.20).

- sales promotion
- share of the market
- profitability
- obtain repeat purchases
- changes in inventory position
- trial of product among previous non-users
- encourage users

Nearly all (93.33%) of the organizations with a high level of performance as compared to 11.12% of the organizations with a low level of performance use the sales promotion objective obtain repeat purchases to a great extent. More than 80.0% of the organizations with a high level of performance as compared to 3.64% of the organizations with a low level of performance use the following sales promotion objective profitability and encourage users to a great extent.

Most (68.88%) of the organizations with a high level of performance as compared to 10.91% of the organizations with a low level of performance employ the following sales promotion objectives sales volume, and share of the market to a great extent.

The majority (55.55%) of the organizations with a high level of performance as compared to 1.82% of the organizations with a low level of performance employ the sales promotion objective change in inventory position to a great extent.

Table 5.20 Sales Promotion Objective Perused

	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
Sales volume To a great extent	4	7.28	35	77.77	.000
To a small extent	51	92.72	10	22.23	
Share of the market To a great Extent	6	10.91	31	68.88	.000
To a small Extent	49	89.09	14	31.12	
Profitability To a great extent	2	3.64	40	88.88	.000
To a small extent	53	96.36	5	11.12	
Obtain repeat purchases To a great extent	3	4.46	42	93.33	.000
To a small extent	52	94.54	3	6.67	
Changes in inventory position To a great extent	1	1.82	25	55.55	.000
To a small extent	54	98.18	20	45.55	
Trial of product among previous non-users To a great extent	1	1.82	22	48.89	.000
To a small extent	54	98.18	23	51.11	
Encourage users To a great extent	0	0.0	37	82.22	.000
To a small extent	55	100.0	8	17.78	

5.8 MANAGEMENT STYLE APPROACHES

This section sought to identify any differences between high performance organizations and low performance organizations in relation to their management style approaches.

5.8.1 MANAGEMENT STYLE PRACTICED

Regarding the management style approached, there are significant differences between high and low performance organizations in the following areas (see table 5.21).

- the final decision is made by me
- hands-off approach
- stimulate and inspire employees
- focus on the needs of others
- allow an informal leader to emerge from within a group
- switch my leadership/ management style

As shown on Table 5.21, almost all (91.11%) of the organizations with a high level of performance as compared to less than a third (29.10%) of the organizations with a low level of performance use a hands-off management style to a great extent.

The majority (62.22%) of the organizations with a high level of performance as compared to 17.73% of the organizations with a low level of performance utilize the management style of stimulating and inspiring their employees to a great extent.

At least half (51.11%) of the organizations with a high level of performance as compared to 25.46% of the organizations with a low level of performance focus on the needs of others to a great extent.

As shown in Table 5.21, there are no significant differences between organizations with a high level of performance versus organizations with a low level of performance regarding the following management style practiced rely on telling employees what to do, and setting clear goals and objectives.

Table 5.21 Management Style Practiced

	Low Level Performing Organisations		High Level Performing Organisations		Chi-Square Test
	N = 55	%	N = 45	%	
I rely on telling employees what to do instead of taking input from them To a great extent	20	36.37	19	42.23	.NS
To a small extent	35	63.63	26	57.77	
Although I seek input from individual employees or from a group of employees, the final decision is still made by me. To a great Extent	27	49.10	14	14	.053
To a small Extent	28	50.90	31	31	
I use a "hands-off" approach and generally give my group of employees' freedom to make decisions and to complete the work in whatever way they see fit. To a great extent	16	29.10	41	91.11	.000
To a small extent	39	70.90	4	8.89	
I stimulate and inspire employees to achieve goals by appealing to their higher needs (like a sense of fulfilment, justice, etc.) To a great extent	7	17.73	28	62.22	.000
To a small extent	48	82.27	17	37.78	
I set clear goals and objectives for my employees and use either punishment or rewards to encourage compliance with goals and objectives. To a great extent	24	43.64	21	46.67	NS
To a small extent	31	56.36	24	53.33	
I focus on the needs of others and try to remove roadblocks to employees' success (through listening, empathy, persuasion and a dedication to improving the growth of employees). To a great extent	14	25.46	23	51.11	.007
To a small extent	41	74.54	22	48.89	
When I select a group of employees to perform a particular task, I do not appoint a group leader but allow an informal leader to emerge from within the group. To a great extent	4	7.28	21	46.67	.000
To a small extent	51	92.72	24	53.33	
I switch my leadership/management style based on the needs of employees and the situation. To a great extent	4	7.28	21	46.67	.000
To a small extent	51	92.72	24	53.33	

NS means not significant at 0.10.

6. DISCRIMINANT ANALYSIS OF THE HIGH AND LOW LEVEL PERFORMING ORGANISATIONS

Although the comparative analysis that employed chi square test in the previous chapter revealed significant differences between the high and low performing firms regarding their marketing communication and promotion practices, chi-square test is not a multivariate analysis. The discriminant analysis is therefore used for this chapter because according to Klecka, (1980) and Zikmund, (2005), discriminant analysis is useful in interpreting the ways in which groups differ by discriminating groups on the basis of some set of characteristics. Alreck & Settle, (1995) stressed that when the independent variable is continuous and the dependent variable is categorical, discriminant analysis is the appropriate statistical tool to test the significance of the relationship between variables. In short, the objectives of a discriminant analysis as outlined by Peterson & Mahajan, (1976 p. 649) and mentioned in Ogunmokun & Chong, 2009; and Ogunmokun and Kasuma (2014), include:

1. Determining whether a given set of predictor variables differentiates between two or more groups of objects and, if so, determines which of these variables contributes the most to this discrimination;
2. Delineating specific combinations of the predictor variables which efficiently maximize differences among the groups;
3. Developing procedures for correctly assigning new objects whose predictor variable values are known but whose group membership is unknown, to appropriate groups.

In this chapter discriminant analysis was used to determine the variables that differentiate between high and low level performing firms to identify those variables that contribute most to the discrimination. SPSS was used for doing the computer analysis.

6.1 DISCRIMINANT ANALYSIS OF HIGH AND LOW PERFORMERS

A discriminant analysis of the 98 variables covered in the study pertaining to the marketing and communication practices of Virgin Island business organizations in St. Croix resulted in twenty variables discriminating between high and low level performing organizations (see table 7.1). The overall classification accuracy of the discriminant function was 100% (high performers 45.0% & low performers 55.0%), meaning that all the all of the respondents were correctly classified. The Wilks Lambda (0.025) was significant at the 0.000 level, indicating that the two groups were significantly different in terms of the discriminant function. The Wilks' lambda indicates the significance of the discriminant function (Crichton, 2001). The discriminant function had a canonical correlation of 0.988. According to Okičić, Remetić-Horvath, and Büyükdemir (2013), "a canonical correlation is the measure of association between the discriminant function and the dependent variable".

Table 1: Summary of the significant variables that Discriminate Between High and Low Level Performing Organizations

Variable items	Variable item description	Sig. level	Wilks lambda
V69	The extent to which "obtaining repeat purchases" was used in accomplishing the sales promotion objectives.	0.000	0.228
V78	The extent to which "developing a marketing communication plan" was employed to accomplishing the marketing communication objectives.	0.000	0.134
V55	The extent to which sales force goals are set to become the "leading competitor" within one's market.	0.000	0.104
V2	The extent to which "advertising as an instrument of promotion" was utilized to accomplish the promotion mix objectives.	0.000	0.091
V49	The extent to which the bargaining technique "last chance offer" was employed during the organization's personal selling	0.000	0.082

Variable items	Variable item description	Sig. level	Wilks lambda
	negotiations.		
V42	The extent to which the organization pursued the advertising objective of “reminding buyers where to buy the organization’s products”.	0.000	0.072
V68	The extent to which “profitability” was pursued by the firm as a promotion objective.	0.000	0.062
V82	The extent to which “setting advertising objectives” were carried out in the firms advertising strategy.	0.000	0.057
V35	The extent to which the organization pursued “building a company image” as a promotion objective.	0.000	0.052
V20	The extent to which “outdoor” was used for promoting the firms products or services.	0.000	0.048
V56	The extent to which the organizations set goals of maintaining “employee welfare” benefits.	0.000	0.044
V23	The extent to which the “internet” was utilized to promote products.	0.000	0.041
V24	The extent to which “twitter” was used to promote products.	0.000	0.038
V74	The extent to which “situation analysis” was undertaken in the development of the marketing communication program.	0.000	0.036
V67	The extent to which the percentage of “market share” owned by the company was used to promote the product.	0.000	0.033
V72	The extent to which the objective for the organization sales promotion “encourages users” to purchase the product.	0.000	0.031
V25	The extent to which the “Facebook” was employed to promote the product.	0.000	0.029
V85	The extent to which developing media strategy was undertaken in the development of the firms advertising strategy.	0.000	0.027
V12	The extent to which “objective and task method” was used in determining the promotion budget.	0.000	0.026
V99	The extent to which a “flexible leadership style” was used depending on the needs of employees and the situation.	0.000	0.025

Overall correctly classified 100% (high performers 45.0%; low performers 55.0%)

Overall Wilks Lambda = 0.025

Canonical correlation = 0.988

Table 2: Summary of the magnitude and direction of mean values for significant variable items discriminating between high performers and low performers groups

Variable items	Variable item description	High Performers	Low Performers
		<i>Mean</i>	<i>Mean</i>
(V69) Sales promotion objective to obtain repeat purchases	“Obtain repeat purchases” was used in accomplishing the sales promotion objectives to a greater extent by high performers as compared to low performers.	4.7333	1.2182
(V42) The pursuit of advertising objective to remind buyers of where to purchase products from	“Reminding buyers” where to purchase the product was used to a greater extent by high performers compared to low performers.	3.4889	1.0727
(V55) The pursuit of personal selling objective to become industry leader	“Industry leader” was employed to a greater extent by high performers as compared low performers.	4.2889	1.0000
(V72) The use of sales promotion objective to encourage users to buy their products	The objective for the organization sales promotion “encourages users” to purchase the product was utilized to a greater extent by high performers as compared to low performers.	4.2889	1.0000
(V67) Using market share owned in advertising for promoting products	The percentage of “market share” owned by the company was used to promote the product to a greater extent by high performers as compared to low performers.	3.7556	1.4364
(V56) The pursuit of maintaining employees welfare as personal selling promotion objective	Organizations set goals of maintaining “employee welfare” benefits to a greater extent by high performers as compared to low performers.	3.6667	1.2182
(V35) The pursuit of building the company image as advertising objective	“Building a company image” was employed to accomplish the firms advertising objectives to a greater extent by high performers as compared to low performers.	4.4667	1.2909
(V68) The pursuit of profitability as a promotion objective	“Profitability” was pursued by the firm as a promotion objective to a greater extent by high performers as compared to low performers.	4.5556	1.1455
(V2) The use of advertising (any paid form of non-personal communication)	“Advertising” was used to a greater extent by high performers as compared low performers.	4.8222	2.4545

Variable items	Variable item description	High Performers	Low Performers
		<i>Mean</i>	<i>Mean</i>
(V49) The use of sales promotion regarding last chance offers	“Last chance offers” was employed to a greater extent by high performers compared to low performers.	2.4222	1.5818
(V82) Setting advertising objective to formulate advertising Strategy	“Setting advertising objectives” was carried out in the firms advertising strategy to a greater extent by high performers as compared to low performers.	4.7333	1.9455
(V20) Using outdoor advertising as a promotion Strategy	“Outdoor” was used for promoting the firms products or services to a greater extent by high performers as compared to low performers.	2.0667	1.0000
(V78) Development of marketing communication plan (including Strategy)	“Developing the marketing communication plan” was utilized to a greater extent by high performers as compared to low performers.	5.000	1.5818
(V23) The use of internet as a promotion Strategy	The “internet” was utilized to promote products to a greater extent by high performers as compared to low performers.	3.4000	1.2909
(V24) The use of Twitter as an advertising strategy	“Twitter” was used to advertise the product to a greater extent by high performers as compared to low performers.	3.3111	1.1455
(V25) The use of Facebook as advertising strategy	“Facebook” was employed to promote the product to a greater extent by high performers as compared to low performers.	3.5778	1.5818
(V85) Development of a media strategy	“Developing media strategy” was undertaken in the development of the firms advertising strategy to a greater extent by high performers as compared to low performers.	4.5556	1.5818
(V12) Using objective and task method to promotion budget	Objective and task method was used in determining the promotion budget to a greater extent by high performers as compared to low performers.	4.3778	1.3636
(V74) Conducting situation analysis in developing marketing communication program	“Situation analysis” was undertaken in the development of the marketing communication program to a greater by high performers as compared to low performers.	4.8222	1.8727

Variable items	Variable item description	High Performers	Low Performers
		<i>Mean</i>	<i>Mean</i>
(V99) The use of a flexible management style	A "flexible leadership style" was used depending on the needs of employees and the situation to a greater extent by high performers as compared to low performers.	2.8667	1.2909

All variables were measured on a five-point scale: 1 – small extent; 5 – great extent.

The 20 variables that discriminate organizations with a high level of performance from organizations with a low level of performance can be grouped into the following 5 factors or categories:

Marketing Communication and Promotion Objectives Pursued

As shown in Table 2, on a scale of 1-5 (where 1 represents a small extent and 5 represents a great extent) organizations with a high level of performance pursued the following objectives/goals to a great extent as compared to the organizations with a low level of performance: objective to obtain repeat purchases; objective to remind buyers of where to purchase products from; objective to become industry leader; objective to encourage users to buy their products; objective to use market share owned in advertising for promoting products; objective of maintaining employees welfare as personal selling promotion tool (inform of internal marketing communication and promotion); objective of building the company image through advertising; objective of using advertising (any paid form of non-personal communication; objective of achieving profitability through promotion activities and pursuit of setting the objective of formulating advertising strategy.

Marketing Communication and Promotion Strategies Used

As shown in Table 2, on a scale of 1-5 (where 1 represents a small extent and 5 represents a great extent) organizations with a high level of performance pursued the following strategies to a great extent as compared to the organizations with a low level of performance: The strategy of saying this is the last chance to buy a particular product which is sales promotion strategy; the strategy of using outdoor promotion; the strategy of developing a marketing communication plan; the strategy of using internet, Twitter and Facebook, and the development of a media strategy for marketing communication and promotion.

Budgeting Method Employed for Setting Marketing Communication and Promotion

As shown in Table 2, on a scale of 1-5 (where 1 represents a small extent and 5 represents a great extent) organizations with a high level of performance used the objective and task method to a great extent compared to organizations with a low level of performance when setting their marketing communication promotion budget.

Management Style of the Managers:

As shown in Table 2, on a scale of 1-5 (where 1 represents a small extent and 5 represents a great extent) organizations with a high level of performance used a flexible style of management to a great extent compared to organizations with a low level of performance when setting their Marketing communication promotion budget.

Conclusion

The findings of this discriminant analysis showed that a number of factors differentiate organizations with a high level of performance from organizations with a low level of performance. The discriminant analysis revealed that organizations with a high level of performance are more likely than organizations with a low level of performance, to set promotion objectives, develop promotion strategies and utilize a better budgeting method to set promotion budget to a greater extent. They are also more likely to analyze the situation and use a flexible management style.

7. SUMMARY AND IMPLICATIONS OF THE STUDY

This chapter summarises the findings of this study and also suggests some possible direction for future research. Overall, one hundred business organisations in St. Croix participated in this study.

In order to analyze the difference between high performers and low performers a comparative analysis was performed. The variables that distinguished high and low level performers are making a profit and achieving objectives. Organizations making a profit and achieving its objectives were classified as high level performance organizations and organizations not making a profit and not achieving its objectives were classified as low level performance organizations. According to the information obtained from the business, high level performing organizations performed their operational duties to a greater extent than low level performing organizations. This finding is consistent throughout the literature that states high performing organizations are leading competitors because “it achieves financial results that are better than those of its peer group over a longer period of time, by being able to adapt well to changes and react to these quickly, by managing for the long term, by setting up an integrated and aligned management structure, by continuously improving its core capabilities, and by truly treating the employees as its main asset” (2007).

Furthermore, in order discover the explanations for varying levels of performance, a discriminant analysis was performed. The variables that contributed most to the discrimination between organisations with a high level of performance and organisations with a low level of performance are obtain repeat purchases, developing the marketing communication plan, industry leader, advertising, profitability, setting advertising objectives, building a company’s image, situation analysis, encourages users, developing media strategy, and object and task method. According to the information obtained from the business high level performing organizations performed their operational duties to a greater extent than low level performing organizations. This finding is consistent with the literature that states high performing organizations are leading competitors within their market because of superb execution of duties (Osborne & Cowen, 2002).

COMMUNICATION AND PROMOTION STRATEGY

Most (63.0%) of the business organizations in this study employed advertising to a great extent in their communications and promotion program. These finding is consistent with Gorji, Bagheri, and Heydari (2013), who states that advertising is used more than other promotion methods by organizations that desires to, sell their service or brand to the general public. According to Belch & Belch (2003), over the years, advertising has become an indispensable element of the promotional mix elements. It is vital to the integration of marketing communication and helps organization become a leading competitor within their market. Furthermore, Benjamin Chan Yin Fah, Yeoh Sok Foon, and Syuhaily Osman (2011), study found that advertising appeals was important to influence consumer's purchasing behavior, thus marketers should focus on advertisement to promote their perfume products.

With regards to the planning of the communications program about half (53.0%) of the respondents develop the marketing communication plan. In their marketing plan about half (54.0%) of the respondents conduct a situation analysis, set specific objectives for marketing communication, set objectives the company wants to focus on, determine the promotional budget, and plan their marketing communication program.

When developing the promotion most (55.0%) of the respondents set advertising objectives.

Regarding the advertising objectives pursued most (60.0%) of the organizations tell the market about a new product. This result is consistent with Smith and Yang (2004), and Belch & Belch (2003), claimed that advertising is utilized by business irrespective of demographics, size, or merchandise to enter into new markets, introduce new brands by fashioning interest to the identified market, to reach potential clients inaccessible to a salesman, and to educate the public about synthetic products (Smith & Yang, 2004; Belch & Belch, 2003).

In looking at the types of advertising media utilized as a vehicle to transfer information most of the organizations (50.0%) use the radio. With regards to the social media used as a medium of transferring information more than a third (36.0%) of the respondents employed Facebook. This finding is consistent with the results of a study conducted by Murmann (2013), where the radio is a preferred method by because individuals listen to the radio at least 3 or more hours a day, and it

is cost efficient in comparison to other media selections. Furthermore, Facebook is utilized more than other vehicles because it is easy to introduce a product or service in an environment where patrons are already engrossed and it is cost effective. According to Murmann (2013), the radio and Facebook are a great combination because it is a fantastic technique for advertisers to use new technology and most important it offers various opportunities for the advertiser to influence the customer at different times throughout the day.

In looking at the types of personal selling approaches used about half (54.0%) of the firms practice the consumer-oriented approach. A customer-oriented approach is an approach taken by organizations for making a profit by facilitating the needs and wishes of the consumer. This approach includes tailoring the products or services for clients to ensure satisfaction and addressing patron's concerns or questions promptly (Gebauer & Christian, 2012). This finding was consistent with the study by Kushwaha and Dubey (2012), study, which promoted using the customer-oriented approach instead of the sales oriented approach because the customer-oriented approach increases sales, and offers opportunities for a relationship between the representative and their client.

In looking at the personal selling goals, about a third (33.0%) of the organisations indicated that the following personal selling goals were pursued:

- Industry Leader
- Employee Welfare
- Number of New Customers
- High Productivity

In looking at the sales promotion objectives, almost half (42.0%) of the organisations indicated that the following sales promotion objectives were pursued:

- Obtain repeat purchases
- Profitability

MARKETING COMMUNICATION AND PROMOTION BUDGETING METHODS

The most frequently used promotion budgeting method was the affordable method. About half (53.0%) of the organizations stated that use this method as their primary budgeting technique. This was followed by less than half (45.0%) of the organizations employing arbitrary allocation and objective and task budgeting method.

The affordable method is a financial plan created on what managers think the business can afford. Unfortunately, expenditures usually cost more than anticipated. As a result, companies fail to adequately promote products or services (Akerlund, 2004).

A budget allocation method that requires marketers to organize a marketing communication budget identify detailed aims, specifying the necessary task that will help achieve those aims, and estimate the cost to complete those tasks is known as objective and task method (Akerlund, 2004). Akerlund (2004), states objective task method is one of the most effective methods of budget allocation to achieve organizational aims. Objective task method consists of three steps for allocation funds such as defining the objectives, determining the tactic, and calculating the cost.

PROMOTION PRACTICES AND PERFORMANCE

A comparison of the information given by high level performers versus low level performers revealed that the high performing organisations used the following marketing communication and planning process, promotional tools, promotion development steps and the promotional budget objective task method to a greater extent than the low level performing organizations.

High performers used the following advertising media to a greater extent than the low performers television, newspaper, magazine, radio, and outdoors. Furthermore, high performers used the following advertising social media to a greater extent than the low performers myspace, internet, twitter, Facebook, website, and blog. The high performing organisations perused the advertising objectives to a greater extent than the low level performing organizations.

The high performing organisations used the personal selling approaches sales oriented, and customer oriented a greater extent than the low level performing organizations. Moreover, the high performing organisations utilized the personal selling bargaining technique's last chance offers and hand initial offers to a greater extent than the low level performing organizations. Also, the high performing organisations employed the personal selling goals sales force efficiency, high productivity, profit maximisation, number of new customers industry leader, employee welfare, and sales to a greater extent than the low level performing organizations.

The high performing organisations utilized the following sales promotion tools to a greater extent than the low level performing organizations coupons, refunds/rebates, price-offs premiums, samples, contest/sweepstakes, bonus packs, and event sponsorship.

The high performing organisations perused the sales promotion objectives to a greater extent than the low level performing organizations sales volume, share of the market, profitability, obtain repeat purchases, changes in inventory position trial of product among previous non-users, and encourage users.

The high performing organisations practice the management style to a greater extent than the low level performing organizations the final decision is made by me, hands-off approach, stimulate and inspire employees, focus on the needs of others allow an informal leader to emerge from within a group, and switch my leadership/ management style.

The findings of the discriminant analysis used in this study showed that a number of factors differentiate organizations with a high level of performance from organizations with a low level of performance. The discriminant analysis revealed that organizations with a high level of performance are more likely than organizations with a low level of performance, to set promotion objectives, develop promotion strategies and utilize a better budgeting method to set promotion budget to a greater extent. They are also more likely to analyze the situation and use a flexible management style.

7.1 LIMITATIONS AND DIRECTION FOR FUTURE RESEARCH

This study has several limitations, which may affect the generalizability of the findings. The first of these is that this study employed a nonprobability convenience sampling method, instead of a random sampling method. As a result, the sample does not characterize the entire population. Consequently, results from studies using convenience sampling cannot generalize to the entire population. Future studies should consider utilizing a random sampling method to collect data (Salkind, 2010).

Secondly, this study only asked business what type of promotion practices they employed. It does not ask them to measure the effectiveness of the promotion utilized. It is crucial for companies to assess how well the promotional program utilized is helping the business to achieve its objectives. Future investigations should ask respondents to evaluate the effectiveness of promotion practices utilized by the firm (Laitinen, 2009; Belch & Belch, 2003).

Thirdly, only one hundred businesses participated in this study. A future study should consider using a larger sample size. Future studies can also be conducted at national or international levels.

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Appendix Cover Letter

Dear Sir/Madam,

My name is Janelle Gumbs. I am a Master Degree Student at the University of the Virgin Islands, School of Business.

Given that the current economic situation is negatively affecting the business organizations and the community, businesses will need to adopt new and effective ways to market and promote their products and services successfully. In recognition of this, I am conducting a study of the marketing communication and promotion practices of business organizations in the Virgin Islands as part of my MBA Degree at the University of the Virgin Islands.

The findings of the study will be of benefit to the organizations that participate in the study as it will help us to put forward principles and strategies for marketing communication and promotion practices vital for improving business performance in these challenging economic times. If requested, organizations that participate in the study will be sent a summary of the findings and recommendations for improving business performance.

I would be very grateful if you would assist me in my research by completing the enclosed questionnaire that will take about 20 minutes to complete and please mail it to me at the address below within 7 days or I can come to collect it. All your responses will be kept strictly confidential and used for the purposes of this research only.

Since the success of the study will depend on obtaining a high response rate, your participation is very important. I realize that your time is valuable, but I trust that you will accommodate this request, given the benefits that will be gained from this research.

Should you have any question or clarification you can email Janelle Gumbs. Email: JaneGumbs@gmail.com

Your cooperation will be greatly appreciated, and I thank you in advance for your support.

Appendix C

Chapter 4

Table 4.9 Marketing communication Planning Process

Marketing Communication Planning Process	Mean
Review of marketing plan	3.400
Situation analysis	3.370
Setting specific objectives for marketing communication	3.230
Setting objectives that the company wants to focus on to effectively communicate with Consumers and establish communication goals & objectives	3.150
Determination of promotional budget	3.180
Develop marketing communication program	3.270
Implementing marketing communication strategies	3.08
Measure effectiveness	3.050
Evaluation and control	3.040

Table 4.10 Promotion Mix Method Used

Promotional Tool	Mean
Advertising	3.660
Sales Promotion	3.160
Personal Selling	2.620
Publicity & PR	2.520
Direct Marketing	2.110

Table 4.11 Promotion development steps

Promotion development steps	Mean
Set advertising objectives	3.253
Determine advertising budget	3.130
Develop message strategies	3.130
Develop media strategy	3.080
Set Personal Selling objectives	2.450
Determine personal selling budget	2.290
Develop Personal Selling strategy	2.160
Set Sales Promotion objectives	2.6700
Determine Sales promotion budget	2.710
Develop sales promotion strategies	2.710

Table 4.12 Promotion Budgeting Methods

Budgeting Methods	Mean
Affordable method	3.260
Arbitrary allocation	2.760
Percentage of sales	1.750
Competitive parity	2.160
Return on investment	1.580
Objective and task	2.860
Payout Planning	1.330
Qualitative & Simulation	1.440

Table 4.13 Advertising Media Used

Advertising Medium	Mean
Television	2.210
Newspaper	3.010
Magazine	2.520
Radio	3.090
Direct Mail	1.157
Outdoor	1.314
Others	0.533

Table 4.14 Advertising Social Media Used

Advertising Medium	Mean
MySpace	1.310
Internet	2.360
Twitter	2.140
Facebook	2.460
Website	2.190
Blog	1.480

Table 4.15 Advertising Objectives Perused

Advertising Objective	Mean
Tell the market about a new product	2.990
Suggest new uses for a product	2.730
Inform the market of a price change	2.230
Explain how the product works	1.710
Describing available services	2.740
Correcting false impressions	2.190
Reducing buyer's fears	2.150
Building a company image	2.870
Building brand preference	2.750
Encourage switching to own brand	2.650
Changing buyers' perceptions of product attributes	2.290
Persuading buyers to purchase now	2.410
Persuading buyers to receive a sales	1.810
Reminding buyers that the product may be needed in the near future	2.270

Reminding buyers where to buy it	2.310
Keeping it in buyers' minds during off seasons	1.980
Maintaining its top of mind awareness	1.960

Table 4.16 Personal Selling Approach Used

Personal Selling Technique	Mean
Sales Oriented Approach	2.090
Consumer Oriented Approach	3.060

Table 4.17 Personal Selling Bargaining Techniques

Techniques	Mean
Threats	1.340
Bluffs	1.380
Last-chance offers	2.020
Hand initial offers	1.870

Table 4.18 Personal Selling Goals Perused

Goals	Mean
Sales force efficiency	2.040
High productivity	2.220
Profit maximisation	2.130
No. of new customers	2.280
Industry leader	2.500
Employee welfare	2.550
Sales	2.190

Table 4.19 Sales Promotion Tools Used

Promotion Tools	Mean
Coupons	2.560
Refunds/ Rebates	2.370
Price-offs	3.250
Premiums	1.640
Samples	1.680
Contests/ Sweepstakes	1.760
Bonus packs	1.200
Event sponsorship	1.710

Table 4.20 Sales Promotion Objectives Perused

Objectives	Mean
Sales volume	2.530
Share of the market	2.680
Profitability	2.730
Obtain repeat purchases	2.890
Changes in inventory position	2.210
Trial of product among previous non-users	2.050
Encourage users	2.630

Table 4.21 Management Style Approaches

Management Style	
	Mean
I rely on telling employees what to do instead of taking input from them	2.960
Although I seek input from individual employees or from a group of employees, the final decision is still made by me.	3.180
I use a "hands-off" approach and generally give my group of employees' freedom to make decisions and to complete the work in whatever way they see fit.	3.480
I stimulate and inspire employees to achieve goals by appealing to their higher needs (like a sense of fulfilment, justice, etc.)	2.870
I set clear goals and objectives for my employees and use either punishment or rewards to encourage compliance with goals and objectives	3.170
I focus on the needs of others and try to remove roadblocks to employees' success (through listening, empathy, persuasion and a dedication to improving the growth of employees).	2.890
When I select a group of employees to perform a particular task, I do not appoint a group leader but allow an informal leader to emerge from within the group.	2.350
I switch my leadership/management style based on the needs of employees and the situation.	2.430

Table 4.22 Current Profit Situation

Current Profit Situation	Mean
Our company is making a profit	1.700
Our company is not making a profit	
Our company is breaking even	
Totals	

Table 4.23 Overall Business Objectives

Our Organization is meeting its overall business objectives	Mean
Small Extent	3.240
Great Extent	
Total	