

**GHANA INSTITUTE OF JOURNALISM**

**Analyzing the effect of Integrated marketing communication  
practices on organizational performance:  
A Case study of Allianz Insurance**

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A LONG ESSAY SUBMITTED TO THE SCHOOL OF GRADUATE  
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## DECLARATION

### **Candidate's Declaration**

I, **WYNITA AKUFFO ANI**, hereby declare that this project work, "**Analyzing the effect of Integrated marketing communication practices on organizational performance: A Case study of Allianz Insurance**", consists entirely of my own work produced from research undertaken under supervision and that no part of this work has been published or presented for another degree elsewhere, except for the permissible excerpts and references from other sources which have been duly acknowledged.

Signature.....

Date.....

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Signature.....

Date.....

**Dr. Albert Anani-Bossman**

**(SUPERVISOR)**

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Finally, I would like to acknowledge all my course mates, **my Supervisor, Dr. Albert Anani-Bossman**, all of GIJ for all their support throughout this program. May the Lord in His own wisdom bless each and every one of them.

## DEDICATION

I dedicate this Work to my Family

## **ABSTRACT**

Integrated Marketing Communication (IMC) activities, commencing almost at the onset of industrialization, is a major factor to organizations dealing with many clients for advertising their products and services. The IMC activities are entered not only as legal obligations of a firm, but as a marketing and strong public relations strategy. The enhanced activities of IMC provided by companies in Ghana in the insurance sector. This project examined the effects of IMC on the performance of an organization; a case study of Allianz Insurance (GH) Limited. The reviewed literature revealed the usefulness of the IMC methodical synchronization of all sales programs predominantly: broadcasting, advertisement, sales promotion, personal selling, public relation and other forms types of communication. The various empirical review also revealed the effects of IMC tools to the performance of various organizations. Based on the literature review conducted; there are key questions that still need to be addressed, which the researcher hope it will be addressed in the current research; the question then is what should be an ideal structure of the IMC model and how can such structure affect performance in the insurance sector? Thus, IMC could be a hindrance to customer satisfaction unless it fits the overall marketing strategy to improve performance.

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

An effective marketing approach must reveal the road-map of an organization illustrating where the organization desires to be on an enduring basis. That is why it is often understood that integrated marketing communication (IMC) is an incessant practice for many successful organizations. Thus, the purpose of the study is to analyze the effects of marketing communication on the organizational performance of Allianz Insurance.

### **1.2 Background of the study**

IMC is the tactical synchronization of all marketing modes and the arrangement of means of communication to client be they customers or other targeted audiences (Botchway, 2018). Schultz, (in Jones 1999) explains Integrated marketing communication as ‘a planning technique that drives to co-ordinate, amalgamate and convey together all the communications modes, projects, and mediums that affect existing or prospective clients or prospects in the delivery of products or services. IMC has advanced from traditional modes of communication to contemporary process in recent times (Botchway, 2018).

Contemporary IMC conglomerates customer satisfaction and modern technology to offer mission of the organization and guide to outline a firm’s affiliation with its clients to enhance the performance of the organization. This highlights the strategic significance of IMC and its effects on the performance of the organization. Communication models behave as predictive monitors (Messah & Immaculate, 2011).

IMC is a model on marketing communication planning that comprehends the added-value of a across-the-board plan and appraises the strategic roles of variety of communications disciplines such as advertising, direct marketing, sales promotion and public relations in an effort to provide clarity, consistency and maximum communication impact (Eagle & Kitchen, 2000).

In contemporary Ghanaian economical insurance environment, it is very challenging for any company to be isolated from competition in the sector (Botchway, 2018). This suggests that, for any meticulous insurance company to expand their customer base and market their insurance policies and products, such company should unswervingly communicate with its potential and existing clients rather than only developing their policies and products. This means that modern marketing communication necessitates more than evolving a good product, but involves IMC activities to attract to existing customers and attracting potential target customers (Yeboah & Atakora, 2013). The prominence of marketing communication has expanded eminence in recent studies because of direct effects on the performance of organization (Kotler and Keller, 2012).

IMC is generally regarded as “a process that seeks to combine all marketing mix on a single platform tools that work together” (Botchway, 2018). Consequently, firms whose principal compelling strength is marketing are progressively assigning prominence on synchronizing and amalgamating their communications, and interaction within their prescribed administrative restrictions (Umbrella & Ali, 2013). IMC can then be described as a “notion of marketing communication arrangement that appreciates the added-value of a all-inclusive technique that appraises the premeditated functions of

multiplicity of communication disciplines” (Caywood, Schultz & Wang, 1991 as cited in Egwuonwu, Adeniran, & Egwuonwu, 2017).

Current literature underlines that, there is a relationship between IMC and performance of the organization. For instance, Botchway (2018) postulate that, IMC helps management of manufacturing organizations to design and execute effective and efficient marketing communication activities, circumvent repetition, and advantage from interaction among diverse promotional tools (advertising, promoting sale of products and services, direct marketing, online marketing etc.) to accomplish the purposes of the firm. Besides, Smith and Taylor (2010) assert that IMC helps to increase the useful message, thus making a prospect for existing and potential client aware of the products and services of the organization and thereby improve the performance of the organization.

This case study provides an opportunity for the researcher to analyze Integrated Marketing Communication and its effects on the performance of an organization setting such as Allianz Insurance where systems and structures are in place for strategies that can be adapted and implemented in the Insurance management process.

### **1.3 Problem statement**

In modern business organizational activities, the achievement or disappointment of any organization fulcrum on how organization improve their performance (Botchway, 2018). The foremost apprehension of every corporate organization is to expand profitability of their activities and to accomplish this objective; it suits the marketing

manager of any coherent business organization to disposition and device policies which will increase the income per unit of capital employed in the business.

Even though evidence in existing literature suggests that efficiency in business performance and marketing communication are positively correlated, the extent of this relation is not exactly known in the Ghanaian Insurance sector. Many arguments have been adduced by pundits that theoretically explain the need to align business marketing communication in a way that enhances organizational performance (see Botchway, 2018; Yeboah & Atakora, 2013) However, it has been very difficult to quantify the supposed benefit that accrue to the entities that ensure efficiency in their business operations.

It is in the light of the above that the study seeks to assess Allianz Insurance's marketing communication activities and its effect on organizational performance. The downside of organizational performance among insurance policy holders is dire, considering the extent to which it can hamper insurance companies' growth and profitability.

#### **1.4 Objectives of the study**

The general objective of the study is to examine the Integrative marketing communication (IMC) practices and its effects on organizational performance of Allianz Insurance (GH). The specific objectives seek to address the following:

- Identify the IMC strategies used by the selected organisation
- Examine the level of employee awareness of IMC in the company
- Ascertain if the IMC have impacted organizational performance
- Proffer recommendations to increase the performance of the organization

## **1.5 Research Questions**

The research will address the following specific questions:

- What IMC strategies does Allianz Insurance have?
- What is the level of awareness of IMC by employees of the organization?
- What are the effects that these IMC practices have on organizational performance?
- How can Allianz Insurance enhance effective marketing operation to improve its organizational performance?

## **1.6 Significance of the Study**

This study will be useful to many sectors of the economy especially the Insurance sector, as little research has been done on this area. Thus, insurance companies and academic institutions will benefit immensely from this study. The study will also enable firms to understand the significance of IMC practices. It will also help them structure their IMC strategies to make them more effective in terms of assisting to improve the performance of the organization.

## **1.7 Scope of the Study**

The scope of the research will be limited to the head office of Allianz Insurance, because the head office has large number of employees which have different cross-sectional backgrounds. They consist of regular company (management level) managers, supervisors and third-party staffs and it would be prudent to observation and survey the opinion and mindset of these employees. Nevertheless, some interviews and close end questionnaires would be organized to seek the opinion on the company' IMC practices.

## **1.8 Organization of the Study**

The study would be organized into four chapters. Chapter one deals with the background, justification for the research, research questions, significance of the study, the scope of the study and the organization of the chapters. The next chapter looks at relevant related literature on IMC; by addressing the theoretical and conceptual underpinnings of the study, review and critique of previous related studies and conclude on how the previous literature will influence the research. Chapter three contains the description of the methodology. It describes the research design, the population, and data collection instruments and data collection procedure and data analysis plan. The chapter four comprises the conclusion of the work.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Organizations are of the judgement that company performance is essentially appreciated in enhancing their organizational culture because not only does it show what an organization stands for but forms the basis for effective interaction (Kotler, 2011). This chapter is aimed at providing detailed information on marketing communication, integrated marketing communication (IMC). The theoretical and conceptual underpinnings of the study, review and critique of previous related studies and conclude on how the previous literature will influence the research.

#### **2.2 Hierarchy of Effects Theory (AIDA)**

The AIDA Model was generated in 1960s by Robert Lavidge and Gary Steiner. This IMC model, advocates there are vital four steps from observing a merchandise goods advertisement (advert) to merchandise goods purchase. The work of the advertiser is to incite the consumer to go through the hierarchical steps and procure the merchandise goods. This AIDA model is referred to as "hierarchy" since the number of customers moving from one step to the next decreases, as you move through the AIDA model. There may be many consumers that perceive the goods advertised but not everyone will buy the goods. It takes a lot of work to take a consumer from awareness to the final stage of purchase, so businesses need to ensure that they try their utmost to get customers from conviction to complete the final stage of purchase.

The current study will rely on the AIDA theoretical model; the stages provided by the model includes: **Attention** – The client becomes aware of the products and service delivery of the organization through advertisement; **Interest** – The client becomes engrossed by studying about products brand merits and how it fits in their situation; **Desire** – The client matures into a advantageous personality towards the organization brand; **Action** – The clients makes a purchase.

In the application of IMC tools, many organizations are employing a multiplicity of practices to attract responsiveness to their advertisement and employ AIDA model to evaluate the effect of ads (Fazal, 2015). The model helps the current studies because it helps to explain the sequence of seven stages to that verge of acquisition: Unawareness, Awareness, Knowledge, Liking, Preference, Conviction, and Purchase but the unawareness is not a necessary step of the series. Kotler (2012) also felt that it is also possible that some consumers develop a negative attitude towards these steps. Therefore, some of the steps has to be removed and the model was modified to three steps; Cognition (awareness or learning), Affect (feeling, interest or desire) and Behavior or conation (action).

### **2.3 Integrated Marketing Communication (IMC) Concept**

According to Kurtz and Boone (2011), “IMC is the joint medium of promotional mixes to attain at a merged, consumer-based sales communication”. Again CIM (2017) basically defines IMC as a premeditated tactic to the board of a company’s marketing communication activities. Lamb et. al (2012) are of the view that IMC is the methodical synchronization of all sales programs predominantly: broadcasting, advertisement, sales promotion, personal selling, public relation and other forms types of

communication. This procedure is generally recognized at all levels of the organizations playing tactical part in the approach of development agendas before the inception of any outside activities. Vargo and Lusch (2013), proffer a reason that company sales changes and dynamic program which is focused on services. They suggested the IMC promotional and management tools be utilized planning and sustenance continued contact of customers to enhance interaction.

Kitchen et al opined that "well-planned brand interaction help organisation progress in this very competitive 21st century in business world ". Based on Schultz (2012) supposition, IMC has strategized to include initiating, development, projection and assessment of integrated, measurable, types of interaction processes over a period, target buyers, prospects, employees, associates, and other focused customer, external and internal audiences. Publicity and advertising can hence combine to effect hearing on the cost effectiveness. Consumers do not consider the four of sales promotion, namely; promotion, advertisement, sales promotion, personal selling, public relation but rather everything that advertises as seen in figure 1.0 (Schultz, 2012).

Figure 1.0: Elements of Integrated Marketing Communication.



Source: (Schultz, 2012).

## **2.4 IMC and Organizational Performance**

According to Richard et al. (2009) “company’s performance comprises three detailed parts of company’s results, for example firm’s financial performance which take into consideration the firm’s ROA and ROI, the company’s marketing and service delivery performance taking into consideration the firm’s transactions and market share; and the last indicator is the company’s stakeholder return taking into consideration the firm’s total stakeholder return and EVA”. The fundamental goal of any firm’s IMC is long-term, supporting, and excellent performance (de Kluyver & Pearce 2006). Such excellent performance now be contingent on the aptitude of firm’s to be developed to a fully successful organization context (Cooper et al, 1997).

Globally, in developed and developing countries, many organizations predominantly concentrated on financial growth and profitability and focused in the application of effective IMC (Kipsha, 2013). Firms espouse IMC strategies with focus on how the elements of IMC can be effectively coordinated for better delivery of services to clients of the organization (Cohen & Roussel, 2005). Firms currently undertake reforms in the structure with the objective of improving the organizational performance. In the interest of the objective of improving the performance of organizations in the various sectors of the economy (Obongo, 2009).

## **2.5 Related Studies Review**

Okyere, Agyapong, and Nyarku (2011) research sought to evaluate the interactions prevailing between IMC activities and its effects on the sales performance of Vodafone (GH) Limited. The findings from the research revealed a strong correlation between elements of IMC (independent variables) such as direct marketing, advertising budgets

and sales (dependent variable). Conversely other results revealed an inverse relationship between TV advertisements and sales. The research proffered that management of the organization should frequently monitor their IMC tools to ensure effective communication to enhance organizational performance.

Seukindo (2012) in the research sought to establish the effect of IMC on sales performance of manufacturing organization. The research espoused the application of descriptive as the research design of the studies. The findings of the research revealed that direct marketing, sales promotion, and publicity had a statistically positive significant effect on sales performance. Nevertheless, the research indicated that there was a statistically negative insignificant effect of advertising on sales performance. The research proffer that future studies should consider expansion of scope for generalizability.

Wondwesen and Tor (2012) in the research focused on how IMC can result in higher stage of marketing performance for organizations in the public and the private sector. The authors acknowledge that even though there is evidence of the effects of marketing practices on the performance of organization; there is limited literature on IMC and its effects on the performance of organizations. Thus, the objective of their research was on assessing the various elements of IMC and its effects on the performance of organizations. Primary and secondary methods was used to collect data for the research. The analysis of the data revealed that practices of the multiple elements of IMC such as advertising, direct marketing, sponsorship and others enhances the performance of the organization.

Kihanya (2013) in the research aimed to evaluate the effects of IMC on the performance of an organization, the case study of Kenya Orient Insurance Limited. Primary and secondary methods was used to collect data for the research. The study found that ads through television and radio of products of the organization was significant whilst newspapers, leaflets were insignificant. The study proffer that top management and key of the company should introduce innovative techniques in the implementation of the IMC to increase the financial, product and customer satisfaction performance of the organization.

Sethi, Goriya and Singh (2014) in their research highlighted usefulness of IMC as the generally accepted tools for most organizations. The notion of IMC is getting mounting thoughtfulness in many marketing scholars. Even though, effects of IMC strategies on firm clients is hard to determine in various literature. Thus, the objective of the research was to theoretically investigate these phenomena. The result of the research suggested new understandings into the representativeness of executing IMC strategies in firms and also identified key challenges in the implantation of IMC faced by firms.

Jemutai and Wambua (2016) in their studies reviewed IMC and Performance of Post Office Savings Bank in Nairobi. The author identified IMC as a fundamental indicator in the achievement of any organization. Results from the studies revealed that elements of IMC enhance firm's performance in terms of attracting and maintaining customers and increase in sales of products and services of the organization. The study proffer that top management and key of the company should introduce innovative techniques in the implementation of the IMC to increase the financial, product and customer satisfaction performance of the organization.

Shonubi and Akintaro (2016) in their research sought to evaluate the impact of effective Communication on Organizational Performance. The paper basically conducted desk review of various journals on the concepts of communication and organizational performance. The investigation findings have authenticated the correlation relationship between communication method and effectual organizational performance. The authors also suggested that future research can focus on identifying the strategies in the implementation of IMC to enhance performance of organizations. For example, companies in the planning stage can consider for top-down approach and bottom-up approach.

## **2.6 Summary and Conclusion**

The Literature review had addressed the theoretical framework, integrated marketing communication, Integrated marketing communication, IMC and organizational performance and reviewed related studies. From the previous section we can divide IMC into two, the benefits of IMC and organizational performance and the challenges of IMC that have been identified from the empirical review of IMC and organizational performance. this is key to the research. IMC reap much benefit though much is required. It has the ability to create healthy competition, enhances sales profit as well as save money, time and pressure, integrated marketing communication by involving customers in communication helps them in the various stages of buying consolidating the simultaneously the image of the organisation as well as develop and leads to interaction among buyers.

In moving forward, there are key questions that still need to be addressed, which the researcher hope it will be addressed in the current research; the question then is what should be an ideal structure of the IMC model and how can such structure affect performance? Thus, IMC could be a hindrance to customer satisfaction unless it fits the overall marketing strategy to improve performance.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This section highlights the techniques to be employed in conducting the data collection and discussion. The section also explains the study's research type, research design, the sampling technique and the sample size. The section also summaries the data collection instruments and the analytical process.

#### **3.1 The Research Design**

The exploratory design will be employed for the research to explore for comprehensive data about the correlation between integrated marketing communication (IMC) as a tool for organizational performance in the insurance sector. The exploratory process involves the collection of research data to help address research questions bothering on the research topic (Kendall, 2005). It establishes and reports the way things are relating to the organization. The design is engaged regarding establishing the nature of the company's situation, as it occurs at the period of the study's interval. It is adaptable and concrete in that it ascertains present-day circumstances and points to future necessities of the organization in question. It also stipulates evidence on which to base stable analytical decisions. Exploratory research design also deduce, integrate, and analyze data, point to inferences and correlations among data (Moffatt, 2015) .

The exploratory design primarily will be dealing with evaluating IMC tools and its effects on the performance of the organization, focusing on Allianz Insurance. The design will also explore how improving IMC as a tool improves the attainment of organizational targets. The exploratory design is cogitated very suitable because it will

guide the scholar to acquire as much data as possible from key research informants, the outcome of which was employed to generalize for the total population.

### **3.2 Study Area (Organization)**

Allianz Insurance (GH) Limited's operations in Ghana started in the non-life segment in 2009. They provide a wide range of products and services such as Motor, Home, Travel, Injury and Disability Insurance. Allianz Insurance also underwrites SME insurance, Public Liability Insurance, Asset, Construction, Transport & Cyber Crime Insurance. Allianz has bancassurance partnerships with Société Générale Ghana and Ecobank Ghana.

In December 2017, Allianz started its life insurance operations in Ghana with an official launch on 24th May, 2018. They offer a wide range of products for retail, SME and corporate customers, including Pure Life Insurance, Credit Life, Funeral, Savings and Investments. The company also offer micro insurance products for that segment of the population.

### **3.3 Population**

According to Castillo (2009), a study's population is commonly a large group of individuals that is the foremost emphasis of a systematic query which the target population benefits from the research. Nevertheless, owing to the enormous number of the populations, scholars often cannot cover the whole population because of mainly time factor. The population of the study included employees of Allianz Insurance (GH) Limited. However, a target accessible population of 120 employees was considered for the study. This is the underlying reason why scholars employed sampling techniques.

### **3.4 Sample and Sampling Procedure**

Sampling is the procedure of choosing elements from a studied population so that by examining the selected sample, the research may fairly generalize the research outcomes back to the studied population from which the respondents were selected (Cooper and Schindler, 2011). There are two types of sampling technique, these are probability sampling and non-probability sampling technique. Probability sampling technique is a process of selecting the sampling in a scientific manner where they all have equal chance of being selected (Cooper and Schindler, 2011).

Whilst non-probability sampling is a subjective process of selecting respondents (Cooper and Schindler, 2011). Examples of probability sampling are stratified sampling, cluster sampling, simple random, multi-stage sampling and scientific sampling technique. Examples of non-probability sampling are snow balling sampling, convenience sampling, judgmental sampling and quota sampling technique.

The project will select the probability sampling, specifically simple random sampling technique for the selection of the samples for this project. The simple random sampling technique involves the selection of sample at random from a sampling frame by using random numbers. The use of this sampling technique gave each possible sample combination an equal probability of being picked up and each item in the entire population to have equal chance of being included in the sample. Saunders, Lewis, and Thornhill (2009) argues that the simple random sampling technique is appropriate when the sampling frame is accurate and easily accessible.

Again, Perez (2009) highlights that one of the major advantages of the simple random sampling is its ease of use and accurate representation of a larger population. A sample size of 50 will be selected and surveyed accordingly. The selection of the sample size will be based on the population-sample formula coined by Slovin (1973). This formula is a guide to selecting suitable sample size to a given population size.

### **3.5 Data collection method**

Data collection is a procedure of collecting data from all the significant bases to address the studies research questions, examination of hypothesis statements and appraise the research results (Cooper and Schindler, 2011). There are two types of data collection methods in research; these are qualitative method and quantitative type of data collection. The combination of qualitative and quantitative data collection process is known as mixed method.

The type of research method that will be used for this study is a mixed method. Where the study will combine both qualitative and quantitative method. The major reason for the selection of mixed approach lies in the capability to discover understanding and validation of outcomes within a multiplicity of research methods (Kendall, 2005). If distinctive research methods derived to the matching conclusion, the scholar can be more self-assured that the outcomes of the research are accurately a contemplation of what is essentially occurring and not a replication of the mode of assessment instrument employed to gather the research data.

### **3.6 Data Collection Instruments**

In direction to take a wider and corresponding view of the studies problem the mixed methodology was applied, which is a combination of both primary and secondary data collection style (Parveen and Showkat, 2017). He contends that the application of diverse methods by various scholars reviewing the same phenomenon should, if their assumptions are the same, lead to greater validity and reliability than a single methodological approach. The use of this methodology was also motivated by the mixed nature of the research questions requiring both qualitative and quantitative data (Baral, 2018).

The data collection instruments that will be use is contingent on the sort of data that the research will adopt. For the determinations of gathering quantitative data, the scholar will apply a set of self-administered questionnaires as a mode of gathering data for the research. The research tools will help acquire significant information on the research. Two categories of research instruments will be designed; one instrument will focus on the management of the organization and the other instrument for other employees. Both closed-ended and open-ended questions will be incorporated in the questionnaire to gather information on improving the performance of the organization using IMC tools at Allianz insurance

The open-ended questions allowed the participants to freely express themselves without any predestined multiple-choice questions with possible answers; whilst the closed-ended questions were the direct opposite of the open-ended questions where respondents selected from the possible answers. It also barred delays from respondents and make coding more accurate. However, the closed-ended questions had the

weakness of limiting the respondents and that of the opened-ended questions gave difficulty in analyzing because of the different opinions.

For the qualitative data, the research intends to conduct unstructured interview with managers of Allianz Insurance (GH) Limited. The open-ended instrument will help the scholar collect qualitative data from the respondents by soliciting their views on the IMC tools and its effects on the performance of the organization.

### **3.7 Data Analysis and Interpretation Procedure**

Data that will be collected from primary sources will be statistically analyzed. The main methods that will be applied in analyzing the data will be percentages and frequencies to clarify and support some of the discussions on the findings. In most of the calculations the researcher will use the Statistical Package for Service Solutions (SPSS) in analyzing the quantitative data. The analysis will be conducted in four phases; first, analysis of the characteristics of respondents that will be sampled for the study. These includes the sex, age, year of joining the company and other demographic data. Summary statistics, relative percentages and important variables will be cross-tabulated for critical analysis.

For the qualitative data, the study will employ the use of NVivo software to analyze the data and develop themes for analysis. The qualitative analysis will help draw themes and codes from the data to help in analyzing the qualitative data. The qualitative analysis will help the research appreciate in-depth details on the concept of IMC and the work environment. Thus the mixed method of qualitative and quantitative method

that will be adopted will look at the relationship between IMC as a tool and organizational performance at the workplace.

### **3.8 Feasibility and Ethical Consideration**

This research work will focus on Allianz Insurance, mainly the headquarters in Accra. The researcher is an employee of the organization which paves way for easy discussion among staff. Time and financial factors are not major limitations of the study; as the time frame to submit the project is adequate and financial cost will not be a problem.

The following will guide the study: the study will take responsibility of all documents received from the organization; All communications, records and contact with the researcher shall be held in strict confidence. Information may be released only with prior approval from Allianz Insurance. Again, the research will ensure strict confidentiality for all the respondents that will be interviewed for the research.

## **CHAPTER FOUR**

### **CONCLUSION**

#### **4.1 Introduction**

The studies had the objective to assess IMC and its effects on the performance of an organization, focusing on Allianz Insurance. This section reviews the current knowledge (I) the researcher has as a result of the desk review on the topic and related subjects, draws conclusions and outcome of the research contribution. The current knowledge, conclusions and research contributions are based on the desk review of relevant literature.

#### **4.2 Summary of Desk review Results**

The study's revealed eight (8) important elements of IMC that employees applied in improving the performance of organizations. These elements include direct marketing, mobile marketing, social media marketing, public relations, sponsorships, advertising, sales promotion and personal selling. But it critical to add that a secured environment plays a key role in attaining organizational performance. The review revealed that employees attain higher performance when all the tools under IMC are applied effectively.

Kurtz and Boone (2011) supported the above notion by stating that, "IMC is the joint medium of promotional mixes to attain at a merged, consumer-based sales communication". Again CIM (2017) basically defines IMC as a premeditated tactic to the board of a company's marketing communication activities. Lamb et. al (2012) are of the view that IMC is the methodical synchronization of all sales programs predominantly: broadcasting, advertisement, sales promotion, personal selling, public relation and other forms types of communication as mentioned in the earlier paragraph.

The literature review also identified the usefulness of various theories under the concept of IMC. One key theory identified is the AIDA theoretical model; the stages provided by the model includes:

- **Attention** – The client becomes aware of the products and service delivery of the organization through advertisement;
- **Interest** – The client becomes engrossed by studying about products brand merits and how it fits in their situation;
- **Desire** – The client matures into a advantageous personality towards the organization brand;
- **Action** – The clients makes a purchase.

Literature revealed that advertisers are employing a multiplicity of practices to attract responsiveness to their advertisement and employ AIDA model to evaluate the effect of ads (see Fazal, 2015; Lamb et. al (2012). Organization go through a sequence of seven stages to that verge of acquisition: Unawareness, Awareness, Knowledge, Liking, Preference, Conviction, and Purchase but the unawareness is not a necessary step of the series. Kotler (2012) also felt that it is also possible that some consumers develop a negative attitude towards these steps. Therefore, some of the steps has to be removed and the model was modified to three steps; Cognition (awareness or learning), Affect (feeling, interest or desire) and Behavior or conation (action).

Again, literature revealed a correlation between IMC and performance. According to Richard et al. (2009) “company’s performance comprises three detailed parts of company’s results, for example firm’s financial performance which take into

consideration the firm's ROA and ROI, the company's marketing and service delivery performance taking into consideration the firm's transactions and market share; and the last indicator is the company's stakeholder return taking into consideration the firm's total stakeholder return and EVA". The fundamental goal of any firm's IMC is long-term, supporting, and excellent performance. Such excellent performance now be contingent on the aptitude of firm's to be developed to a fully successful organization context (Cooper et al, 1997).

Globally, in developed and developing countries, many organizations predominantly concentrated on financial growth and profitability and focused on the application of effective IMC (Kipsha, 2013). Firms espouse IMC strategies with focus on how the elements of IMC can be effectively coordinated for better delivery of services to clients of the organization (Cohen & Roussel, 2005). Firms currently undertake reforms in the structure with the objective of improving the organizational performance. In the interest of the objective of improving the performance of organizations in the various sectors of the economy (Obongo, 2009).

#### **4.3 Original Contribution and Innovation of the study**

The research was an attempt to explore the effect of marketing communication practices on Allianz operation performance. Marketing Communication and Organizational performance are leading components in the system of external relations of each organization, as today they largely determine its competitiveness. Even though evidence in existing literature suggests that efficiency in business performance and marketing communication are positively correlated, the extent of this relation is not exactly known. Many arguments have been adduced by pundits that theoretically

explain the need to align business marketing communication in a way that enhances organizational performance. However, it has been very difficult to quantify the supposed benefit that accrue to the entities that ensure efficiency in their business operations.

It is in the light of the above that a study which seeks to assess Allianz Life Insurance marketing communication and its effect on organizational performance is a welcome development. The downside of organizational performance among insurance policy holders is dire, considering the extent to which it can hamper insurance companies' growth and profitability. In moving forward, there are key questions that still need to be addressed, which the researcher hope it will be addressed in the current research; the question then is what should be an ideal structure of the IMC model and how can such structure affect performance in the insurance sector? Thus, IMC could be a hindrance to customer satisfaction unless it fits the overall marketing strategy to improve performance.

#### **4.4 Conclusion**

The purpose of the study has been to investigate how IMC will affect the performance of organization. The case study field was the Allianz assurance Limited in Ghana. Most businesses exist for performance and productivity and these could be achieved when organizations employ IMC tools in the delivery of the products and services. Many times, better working condition is one of the integral tools that propel employees of an organisation to deliver beyond what is expected of them to adopt tools such as IMC in the delivery of their services.

The Literature review had addressed the theoretical framework, integrated marketing communication, Integrated marketing communication, IMC and organizational performance and reviewed related studies. From the previous section research can divide IMC into two, the benefits of IMC and organizational performance and the challenges of IMC that have been identified from the empirical review of IMC and organizational performance. this is key to the research. IMC reap much benefit though much is required. It has the ability to create healthy competition, enhances sales profit as well as save money, time and pressure, integrated marketing communication by involving customers in communication helps them in the various stages of buying consolidating the simultaneously the image of the organisation as well as develop and leads to interaction among buyers.

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