# INTEGRATED MARKETING COMMUNICATION AND PERFORMANCE OF UNILEVER KENYA LIMITED

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## ABSTRACT

This study aims to research on how integrated marketing communication affects the performance of Unilever Kenya Limited. In every result driven organization, achieving greater performance is foremost on the minds of both sales leaders and finance executives hence the need for an organization to properly coordinate and integrate its marketing communication programs in order to deliver a clear, consistent, credible and competitive message to the targeted and potential audience about itself and its products.IMC is a strategy in which different tools of business communication work together to maximize the impact they will have on the target audience. The general objective of this study is to establish the relationship between integrated marketing communication and the performance of Unilever Kenya Limited. The study will be undertaken to research on how the components of IMC which include advertising, direct marketing, sales promotion, public relations and personal selling affect performance of Unilever Kenya. The target population will be the 800 staff in Unilever Kenya though the study will major on the staff working at head office. Stratified random sampling will be used whose main objective will be to select a representative and non-biased sample to increase the reliability and validity of the findings. Questionnaires will be used as tools for data collection and analysis of data will be done using SPSS Version 21 software. The data will then be presented using frequency distribution tables, bar charts and pie charts for easier understanding.

***Key Words:*** *integrated marketing communication, performance, Unilever Kenya Limited*

## INTRODUCTION

Comprehensive financial performance measurement requires that management appropriately define proper segment for investigation. Cost, revenue and investment must be analyzed and charged to the appropriate segment. A format for analyzing must be developed. In performance measurement, the problem faced by management is somewhat different. It is necessary to determine the performance of existing market segments so that management can identify appropriate action for improvement (Burnes, 2000).

Every company wants to be result oriented. They want to increase the input- output relationships. If productivity of systems, design, production, operations etc. were good the profitability would be higher. A company may set objective for improving productivity by reducing wastage and cost, system simplification, empowering people, training personnel in multi-skills, opening avenues for workmen to implement suggestions in their own operations and by increasing functional worth of its products and services. It has been the effort of the managers to improve labour productivity by introducing various systems of measuring labour productivity and paying compensation accordingly (Lomash, 2003).

An acceptable level of profitability is a must for any organization through which it generates surplus for its continuity of operations. Companies that are strategically managed usually, have profitability as one of their objectives as it is through profits alone that they can survive. Higher profits also mean efficient and effective working of an organization. Companies, which cannot make desired profits, find it almost impossible to survive. Due to fierce competition the profit margins have shrunk as customers have become more aware of returns on investments hence companies will have to gear themselves for efficient management of their resources to generate profits (Lomash, 2003).

Lehman (2005) made it clear that effective business communication is essential to success in today's work environments. A recent survey of executive documents that abilities in writing and speaking will be major determinants of career success in many fields. Although essential to personal and professional success, effective business communication does not occur automatically. According to Assael, (2011) synergy has to do with the linking of the firm's messages to create a coherent and consistent message to send to their customers. The firm's messages are connected into one coherent message; this message's impact is believed to be beyond that of any message on its own. The basic concept of IMC is synergism, meaning the individual efforts are mutually reinforced with the resulting effect being greater than if each functional area had selected its own targets, chosen its own message strategy, and set its own media schedule and timing.

## Performance of the Organization

Performance of an organization comprises of the genuine yield or after effects of an association as measured against its planned yields. (Richard, George, Devinney & Genny, 2009), contend that performance of a firm includes financial performance (profits), product market performance (sales and market share) and shareholders return (return on investment and assets). Globalization and progression of world economies has heightened rivalry across the board through use of faxes, cell phones, use of web and e-commerce. It is persistently developing in light of the changing condition of worldwide exchange. This quickening pattern is an after effect of worldwide buyer comfort in social financial, statistic qualities, propensities and culture (Hewett, 2002).

The changing worldwide environment has prompted more rivalry, increased product choice, increased client demand, brought down costs, product and data innovation (Johnson and Scholes, 2001). As indicated by Richard (2013), purchasers have turned out to be more instructed and educated more than any other time in recent memory as they have the apparatus to check organizations' cases and search out unrivaled options. Organizations confront exceptional rivalry from local and foreign brands which is bringing about rising advancement cost and contracting net revenues. Because of changes in the commercial arena, organizations must adapt to the dynamic condition keeping in mind the end goal to survive (Adcock, Halborg, & Ross, 2001).

Unilever Kenya in its financial report showed a decline in expansion ahead of its markets in a harsh competitive environment. Since 2015, performance of the global economy has been declining characterized by low growth and slowing consumer demand, (Unilever annual report and Accounts, 2015). In Tanzania, microfinance part has as of late experienced gigantic development because of the expanded number of firms taking part in microfinance administrations including business associations and other beneficiaries, (Kipesha, 2013). The microfinance for the most part centered on monetary execution of the organizations in terms of effectiveness and productivity. The performance of a business is measured by the sales performance of the organization, which is in turn influenced by the environment within which the organization emerges (Weitz & Castleberry, 2004).

Manufacturing associations embrace a production network procedure that focuses on how both inward and outer business process can be incorporated and encouraged all through the store system to better serve extraordinary customers while updating the execution of the individual stock system part. Business processes that can be combined include manufacturing, procuring, sales and relaying of steady information to all inventory network levels, which require concentration and better approaches for overseeing. Production directors must figure out how to convey, arrange and coordinate with store network accomplices (Gould, 2000).

## Integrated Marketing Communication

Integrated Marketing Communication is a strategy in which diverse communication tools work together to maximize communication impact on target consumers. By definition, it incorporates the uniting of unmistakable correspondence works in a way that empowers a relationship to converse with one voice, one look (Fitzerpatrik, 2005). IMC addresses the voice of the association and its brands and is the technique by which it can set up a conversation and develop relationship with customers. Through the concept, buyers get to know the origin of the product and associate the brand to people, events and experiences. It increases the ability of a firm to encounter the right customer with the right message at the opportune time and in the ideal place (Abraham 2008).

IMC is the planning and execution of an extensive variety of displaying correspondences required to satisfy a common course of action of goals and support advancement of a brand. The concept has grown over four key stages, starting from key coordination of selling points, redefinition of the degree of advancing correspondence and utilization of information to the financial and key strategies (Panda, 2009). Incorporation has turned into a fundamental idea in showcasing on the grounds that mechanical advances have changed how business partners communicate. Marketing theory that was built up amid the developmental years has been surpassed by the complexities of ongoing, multimodal, multi directional correspondences (Jones, 2008).

Schultz (1993) characterized integrated marketing communication as a concept of engagement that consolidate and consider vital part of various correspondence disciplines to get the lucidity, uniformity and remarkable effect. IMC process begins with the client and attempts to decide and characterize the techniques and structures to build up the powerful interchanges programs. It is additionally considered as a key business process which is utilized to design, create, execute and assess the planned and assessable persuasive showcasing correspondence programs important to the target group. IMC program outlines and executes distinctive displaying practices with consistency so that its total impact outperforms that of each activity. It is a method in which particular specific instruments of passing information collaborate to intensify the correspondence influence on target purchasers.

IMC is moreover described as an organization thought which is planned to make united energy of different parts of exhibiting correspondence, for instance, bargains progression, promoting and coordinated showcasing as opposed to work individually. How imaginative and innovative promoting experts properly consolidate, organize and effectively utilize advertising specialized devices will have extraordinary effect on their organizations' merchandise and their place in the market (Kitchen and Schultz, 1997). IMC is also described as an organization thought that brings together different components of promotion disciplines rather than to work separately. Each system has its own particular contribution which can be reviewed from the results (Smith, 2002). It gives new powerful model that encourage the business to make marketing correspondence to focus on the customer (Kitchen, Brignell, Li and Jones, 2004). It influences simple accessibility and access of merchandise and enterprises, makes messages more proficient and builds confidence of the customer about the product. Proctor, Tony, Kitchen and Philip, (2002) characterized IMC as a program that designs and implements distinctive promoting practices with consistency so that its total impact outperforms the impact of each activity. It is a system in which specific promotional tools are combined with an aim of reaching the target population with a more powerful message.

## Unilever Kenya Limited

Unilever is an Anglo-Dutch multinational organization which was framed in 1930 when the Dutch margarine organization, Margarine Unie, came together with British Lever Brothers. The organizations were going after similar crude materials and both were selling household products using same conveyance channels (Unilever, 2013). The global economy was first established in 1949 as East Africa Industries Ltd and changed its name to Unilever Kenya Ltd. in 2014.It was created to be one of the main manufacturers of food, home and individual care items with a solid market administration. It is the world's third biggest purchaser products organization measured by 2011 incomes (after Procter &Gamble and Nestle) and the world's biggest producer of dessert. In 1953 Unilever was welcomed as a vital accomplice to get its cleanser, margarine and fat innovation and gained half shareholding in East Africa Industries Limited. Its image portfolio kept on developing to incorporate such brands as Blue Band, Royco, Homecup Tea, Omo, Geisha, Close-up, Lady gay, Fair &Lovely and Sunlight among others (Unilever yearly report and accounts, 2013).

In 2014 Unilever acquired the rest of the offers in East Africa Industries Limited from ICDC and ICDC1.The Company changed its name from East Africa Industries to Unilever Kenya Limited on 25th October 2014. Soon after Unilever reported the International Acquisition of Bestfoods Inc. In Kenya, this implied Bestfoods Kenya Limited joined the Unilever Family, carrying with it family brands, for example, Haria Curry powder, Knorr soups and bouillons, Mazola Oil and Skippy Peanut Butter. The organization has a staff of about 800 and its driving brands receive buyers through a system of more than 50 000 retail outlets giving work to more than 120 000 Kenyans. Considering that Unilever Kenya is perceived as a noteworthy player in the financial improvement of the nation, its commitment to the Kenya Government Revenue is enormous (Unilever yearly report and records, 2016).

## STATEMENT OF THE PROBLEM

The requirement for an association to appropriately arrange and incorporate its promoting correspondence programs keeping in mind the end goal to convey a reasonable, predictable, believable and focused message to the intended audience about itself and its items has turned into a test today for each outcome driven association (Kehinde, 2009). Coordinated promoting correspondence assumes an essential part in building and keeping up partner connections, and in utilizing these connections to assemble brand and client value (Ambler, Bhattachary and Edell, 2002). Unilever final quarter and entire year 2016 budgetary report demonstrated a drop in its performance in its business sectors in the prevailing market conditions. The year 2015 was exceptionally hard for the global economy portrayed by slow growth and low sales. There was additionally a critical reaction against the powers of globalization, with all the related difficulties around political polarization and monetary vulnerability. Despite the harsh economic environment, there is no easing up in the pace of logical and innovative change. Competition is presently originating from many diverse corners making it extremely needful for any business to strive to remain relevant (Unilever yearly report and records, 2016). A report released in 2015 demonstrated that the business execution in the course of the most recent three years of Unilever Kenya has been going down the extent of making a loss of USD 41.12 Million in 2016 (Unilever, 2016). To enhance the organization deals, the administration prepared for the then continuous instability in the market and positioned Unilever accordingly. The consumer industries editor, Scheherazade (2014) reported that Unilever reported the slowest sales growth in five years. The numbers were far below market expectations and the Finance Director; Jean- Marc Huet described the results as disappointing (Unilever annual report and accounts, 2015). The administration incorporated new marketing correspondence patterns trusting that the methodologies would upgrade adaptability and responsive associations, thus increasing sales performance and improvement of solid and an enduring positive association with its clients. These tools included advertising, sales promotion, direct marketing and social media trends. It is against this foundation that this research sets out to explore the impact of integrated marketing communication strategy on the business execution at Unilever Kenya ltd (Unilever yearly report and records, 2016). A significant accumulation of research has analyzed the impact of customer identity factors on reactions to and inclinations for different deals advancement strategies. Empirical study by Wasonga (2011) to determine what influences the consumer perception regarding goods and services from different manufacturers in East Africa Community found out that consumers pay close attention to quality and price and they felt that the goods from Kenya are of high quality. Kagure (2010) did a research on the analysis of evaluating sales promotion effectiveness in the fast moving consumer goods industry in which Unilever is a part in Kenya. The objective was to establish how firms allocated marketing budgets, what objectives they sought to achieve through sales promotion as well as whether and how these firms in Kenya evaluated the effectiveness of sales promotion as a marketing strategy and the challenges faced in the process. The most important conclusion was that, while all companies claimed to be evaluating the effectiveness of their sales promotion, the evaluation seemed superficial or less than objective owing to the fact that majority did not have well established tools or systems to carry out adequate detailed analysis. This was partly due to what was highlighted as the biggest challenge- the unavailability of accurate and reliable trade and consumer data. Another finding from the study was that a big proportion (89%) of all companies engaged in sales promotions. A conclusion deduced from this finding was that the firms acknowledged the importance of, and actually carried out sales promotions regularly as part of their marketing strategy. This study focused on evaluating the effectiveness of these sales promotion strategies.

## GENERAL OBJECTIVE

The broad objective of the study was to establish the relationship between integrated marketing communication and the performance of Unilever Kenya ltd.

## SPECIFIC OBJECTIVES

1. To find out the effect of advertising on performance of Unilever Kenya Ltd.
2. To determine the effect of direct marketing on performance of Unilever Kenya Ltd.
3. To assess how sales promotion affect performance of Unilever Kenya Ltd.
4. To establish the effect of public relations on performance of Unilever Kenya Ltd.
5. To examine the effects of personal selling on performance of Unilever Kenya Ltd.

## THEORETICAL REVIEW

### Theory of Persuasion

This discipline was developed by Carl Hovland in 1950. The theory posits that the more people learn and remember from an ad, the more persuasive the ad will be (AdAge 2003). It is a mass communication theory that deals with messages aimed at changing the attitudes of receivers (Radakovic 2010). Persuasion is a procedure by which individuals utilize messages to impact others. Persuasion regularly uses data to influence the receiver make up his/her own mind. Persuasion endeavors to change minds or motivate individuals to act. Understanding the impact of publicizing, regardless of whether positive or negative, on its group of onlookers is the point of convergence of influence hypothesis. The general idea of influence has enhanced attitudes in states of mind and has had great contribution on showcasing and publicizing research, (Shrum, Liu, Nespoli & Lowrey 2012). In the case of Unilever ltd persuasion of the customer is done using integrated marketing communication tools. In this study, both direct marketing and personal selling use the persuasion theory to persuade the customers to make a transaction. The theory will also be used to understand the effect of advertising whether positive or negative on its audience.

## Theory of Reasoned Action

This theory was formulated by Ajzen & Fishbein in 1967. It suggests that behaviour is determined by intentions, attitudes (beliefs about behaviour) and subjective norms (beliefs about others' attitudes towards behaviour). Ajzen &Fishbein (1980) states that the model is based on the premise that individuals make logical, reasoned decisions to engage in specific behaviors by evaluating the information available to them. Godin (1994) points out that the main goal of the theory of reasoned action is to understand and therefore predict social behaviors. The social behaviour in this context involves buying of goods and services. To do this, the conduct must be obviously indicated, under discerning control and performed in a given circumstance. It's also assumed that the quick and sole determinant of the conduct being referred to is the goal to perform or not to play out that conduct. Therefore, this hypothesis translates social conduct at the level of individual basic leadership.

Godin, (1994) continues to argue that in the theory of reasoned action the determinant of adopting a given behavior is the individual's personal attitude towards performing the behaviour. Ajzen (2002) argues that the theory of planned conduct can clarify why publicizing efforts which just give data do not yield much. Expanding learning alone does not change conduct in particular. Crusades that go for dispositions, perceived norms and control in making a difference or purchasing certain products have better outcomes. Integrated marketing communication is therefore recommended since it focuses on synergy rather than isolation. A number of communication disciplines are combined to provide clarity, consistency and maximum communication impact (Peltier, Schibrowsky & Schultz, 2012). This theory will be used to understand all the components of integrated marketing communication used in this study.

## Theory of Dagmar

The theory was developed by Russell Colley in 1961. It proposes that a definitive goal of marketing must help the customer through the levels of comprehension (Drypen 2017). Dagmar is a promotion theory used to quantify the consequences of a publicizing effort. DAGMAR implies Defining Advertising Goals for Measured Advertising Results. The hypothesis includes setting particular, quantifiable destinations for a crusade to decide whether particular targets were met. In particular, Dagmar tries to convey a particular message through four stages to be specific, Awareness which is making the customer mindful that the item or organization exists, Comprehension which is telling the purchaser what the item is utilized for, Conviction which is persuading the buyer to buy the item and ultimately Action, getting the customer to really buy the item, (Marbachi and Fabi, 2000).

Dagmar theory has affected how objectives are set in the process of planning promotion and various coordinators used this model as their establishment for progress. However, one of the genuine concerns towards Dagmar is on its reliance on the levels of the theory of effect where it's argued that customers don't experience the stages straight forwardly (Mackay, 2005). This theory will be used in this study to evaluate the results of advertising campaigns carried out at Unilever Kenya.

## EMPIRICAL REVIEW

### Advertising

Kumar & Raju, (2014) in their study on the role of advertising in consumer decision making characterizes promoting as a sort of correspondence proposed to convince a group of individuals to purchase or make some move upon items or information. The world today is flooded with mass media e.g. Television, films, declarations, magazines, movies, music, dailies and the web. Of all the promotion tools, advertising is esteemed for its great impact on the audience as its effect is impressively broader by making the mind of a potential purchaser to take conceivable purchaser decision.

Deshwal (2016) in his study on online advertising and social media marketing states that in the most recent decades, one of the primary issues of organizations is knowing how the customer will react to different things that will be utilized for accomplishing their definitive objectives. The investigation of shopper conduct turned into a worry for advertisers, as they figure out how the purchasers pick their merchandise and ventures required to address different issues, which are the variables that are affecting their decision. For this purpose companies got attracted to advertising especially online advertising. Extra gadgets, for example, cell phones and TV which have web access make promotion a noteworthy showcasing stage and help organizations accomplish reasonable returns for their items and administrations. Melewar, Turnbull and Balabanis (2000) in their study of international advertising techniques of multinational endeavors in the Middle East argues that promoting research has shown that the message must be clear and important to the customer; if the shopper does not grasp the message, it won't have the coveted impact.

A study by Kimani (2008) on advertising strategies adopted by Safaricom in marketing Mpesa services, shows that the most important thing in the making of an advertisement piece is seeing how much data shoppers need about a given item. For a few specialized items, customers may need a lot of data and may wish to apply a lot of exertion in handling the data. Kimani proceeds by expressing that truth be told, customers may vary in terms of the measure of data they can consume for the same product. In this way, the sponsor must see how much data different buyers' want to be able to know how much data to put in a notice and likewise recommend the best media for conveying the message.

In the International Journal of Business and Management, Barnes (1994) in his study on whether being close to the customer really develops a relationship tries to explain how internet and social media advertising have changed how consumer and marketers communicate. This type of advertisement has distinct characteristic which include ability to sensibly store enormous controls of information at different computer-generated spaces, access to effective and cheap techniques and ability to give information on request for particular products. The primary preferred standpoint of web promotion is that it empowers organizations to achieve the overall client populace, with the goal that clients can study, select and buy item and services for business around the world.

Adekoya (2010) in his study on the impact of advertising on sales volume of pay TV in Nigeria found that good advertising requires competent personnel including a number of specialists to enable it thrive in the ever dynamic and competitive business environment. The study recommended that there was need for the pay TV Company in Nigeria to adopt various marketing methods in order to increase their sales volume hence IMC.

## Sales Promotion

Shimp (2003) in his study on advertising, promotion and supplemental aspects of integrated marketing argues that promotion is any motivating force utilized by producer or retailer to incite exchange with other retailer or with other channel member or with shoppers to purchase the products. Totten and Block (1994) in their study on analyzing Sales Promotion & how to Profit refers to promotion as any kind of sales drives and procedures proposed to prompt sales. It includes the conveyance of messages to target clients with the fundamental aim of building brand mindfulness, making positive brand mentalities, taking over the industry, actuating purchasing, building brand dedication and expanding deals. Deals advancement systems are instruments that try to build offers of items and brands. Typically in the short run, they act in the customer's psyche as an advantage to him, impacting accordingly the users conduct.

Schultz& Schultz (1998) in their study on Transitioning Marketing Communication into the Twenty-First Century argues that sales promotion has become one of the preferred methods of marketing communication. According to Research Institute for Progression of Knowledge, local businesses are spending 81% more on promotion than they did some years back. However they argue in spite of the fact that business advancement has turned into the most overwhelming technique in the showcasing of buyer stuffed merchandise, representing nearly a fourth of the advertising spending plan of purchaser item organizations, moderately less research consideration has been given to the examination of outcomes for brand preference after promotion has been concluded.

Moreau, Krishra and Harham (2001) carried out a research aimed at examining the beliefs of the manufacturer and retailer on consumers' perception of promotional activities in the United States. They found out that manufactures and retailers hold similar but equally inaccurate views of consumer industry knowledge. The fundamental goals of sales promotion is to present new items, draw in new clients, induce present clients to purchase more, to enable firm to stay focused, to build deals in off season among others. Deals advancement offers an immediate instigation to act by giving additional value well beyond what is incorporated with the item at its ordinary cost. This short term offer is given at the consumers convenient place and time, (Sam and Buabeng, 2011).

Peter and Donnelly (2007) demonstrates that manufacturers use a number of trade promotional tools including price off, point of displays materials, free goods and advertising and display allowance. Surprisingly, a higher proportion of the promotion pie is devoted to trade promotion tools than to consumer promotion, with media advertising covering the remaining 25% of the budget. Manufacturers award money to the trade to persuade the retailers or wholesalers to carry the brand, to persuade the intermediaries to carry more units than usual and induce the retailer to promote the brand by featuring, displaying and price reductions.

Vecchio, Del & Devon (2006) report the result of the research which showed the effect of offers on customers' choice through Meta-examination. Results of 51 cases were combined and indicated that the offers did not have an impact on future purchases. However, there was evidence that the offers could increase or decrease preference for a brand. Ndubisi, Oly, Nelson, Moi, Tung and Chiew (2005) in their research on clients behavioral reactions to sales promotion and the role of fear of losing face assessed the effect of offers like voucher, free sample, reward pack and in-store show, on item trial and repurchase conduct of customers. The outcomes of study exhibit that discounts, free samples, additional packs, and in-store displays are connected with item trial. Voucher has no essential effect on the goods under test. The test influences repurchase and besides intervenes in the association between bargains progressions and repurchase. Fear of losing face basically coordinates the association between in-store goods and goods under test.

Laroche and Michel (2005) considered the effect of coupons on customer's brand and choice process using fast-food restaurants in China. Results suggest that there are both quick and cross-advertising effects i.e., the proximity of a coupon for a focal brand influences purchaser's perspectives and objectives towards that brand. Lewis and Michel (2004) developed an approach for synchronous estimation of the effect of a dynamic steadfastness program and more ancient temporary marketing tools. They concluded that the programs under examination viably change lead and increase loyalty. Email based coupons, shipping cost and general price levels all on a very basic level impact customers purchase decisions.

Anderson, Eric & Duncan (2004) analyzed the impact of future purchasing of first time and already existing customers in light of three considerable scale field tests on items that last long sold through a general postal mail list. The disclosures reveal contradicting effects for new and old customers. More significant discounts in the present time allotment extended future purchases by the new customers (a positive long-run effect) yet decreased future purchases by old customers (a negative long-run affect).

Dawes (2004) reported the findings of his research on the effect of a massively successful promotion in a consumer good category. He hoped to choose whether this huge promotion had any long haul impact on brand value and temporary impact on sales at the time of promotion. Result of the examination showed that to a great degree productive progression did not have any effect on the brand (positive or negative), yet it extended the total volume for the retailer by small margins. Sales dropped somewhat for one contending retailer at the season of promotion out of the three units examined. It was noted that the advancement was trailed by a decrease in the aggregate classification volume for the retailer suggesting some level of amassing by shoppers.

## Direct Marketing

Tapp (2008) in his study of direct and database marketing and customer relationship define direct marketing as a way of acquiring and keeping customers by providing a framework for analysis of individual customer information, strategy formation and implementation such that customers respond directly. Bello, Etzel & Pits, (2011) in their study of effects of communication of controversial sexual content in TV programs and commercial contended that direct marketing is the utilization of shopper guide channels to reach and convey merchandise to client without utilizing advertising agents. These channels incorporate standard mail, indexes, telemarketing, TV, booth sites, and cell phones. It comprises of direct associations with painstakingly focused on purchasers to acquire both a quick reaction and develop enduring client connections. Advertisers discuss with clients, frequently on balanced, intuitive premise. Utilizing point by point database, they tailor their market sales and correspondences to the requirements of barely characterized sections or even purchasers.

Vander, Wiele and Hesselink (2005) in their investigation on devices to form understanding into client benefit arrangement exhorts that direct marketing if well arranged and executed viably it can possibly be more financially savvy than other special devices in view of the exact targets that the arrangement allows. Existing clients can be reached to familiarize them with new items and unique offers, henceforth, influencing their dedication while the new clients can be distinguished and urged to buy goods or services of a firm through direct channels. Erasmus and Rousseau (2001) in their investigation of buyer basic leadership models contend that direct marketing exercise is regularly extremely powerful in creating potential customers when a client requests more information about an item or service. Past brand and image building, coordinate advertisers more often than not look for an immediate, prompt, and quantifiable purchaser reaction. For instance, Dell PC collaborates specifically with clients, by phone or through its site, to configure systems that meet clients' specific needs. Direct marketing comprise of direct correspondences with deliberately focused on consumers to both acquire reaction and develop a long lasting buyer connection. This promotion is a key segment of the promotion media blend for some organizations (DMA 2012). It serves a scope of firm correspondence objectives from making brand attention to producing reaction alongside TV, print or web based promoting.

Briggs, Krishnan and Borin (2005) in their examination on integrated Multichannel Communication expresses that immediate promoting has turned into a key technique for associations to create and keep up solid client connections. It has turned into a key technique to improve advancement crusades and additionally create more grounded client connections since associations work in exceedingly aggressive markets and an unstable domain where client's buying conduct is always showing signs of change and hard to anticipate.

## Public Relations

Nyenjeri, Kinyua & Wawire (2014) in their study on the Effects of Public Relations in Delivery of Forestry Services in Kenya posits that public relations describes the various methods a company use to disseminate messages about its product, service or idea with an intention of building a positive corporate image to all the key associated stakeholders such as suppliers, employees, customers and the general public or other interested members of the public. The aim of PR is to make public think favorably and positively about the company and its product or service. Commonly used tools of PR include news release, press conferences, speaking engagements and corporate social responsibility.

Public Relation Society in Kenya [PRSK], (2015) demonstrated that public relations has developed significantly in Kenya and universally and has proven by the expanded number of employments, consultancies and scholastic organizations offering PR as a course. Kenya has nearly 40 enlisted PR firms that work at various levels of limit and offer a differing scope of administrations to customers within Kenya and the East African Region. Besides, there are a large group of individual advisors who additionally give PR services to organisations.

Palaniappan & Ramachandraia (2013) in their study of Training Program on Public Relations argue that the formal routine with regards to what is currently named as publicity goes back to the mid twentieth century. In the moderately short time frame paving the way to date, public relation has been characterized by changing roles and innovative progression. It's an arranged push to keep up a comprehension between a firm and its different publics. In the current years, PR has stood out amongst the most noticeable issues that an organization has been tending to.

Cornelissen (2001) in his investigation of Integrated Marketing Communications and the dialect of Marketing Development clarifies that Public Relations is unmistakable organization work which develops and keep up right ways of correspondence, cognizance, affirmation and support between an affiliation and its publics; incorporates the organization of issues; updates the management on general feeling; describes and focuses on the commitment of organization to serve the community extraordinarily; empowers organization to remain fully informed regarding and effectively utilize change, filling in as an early warning to help anticipate trends and utilize research, sound and good correspondence as its basic instruments.

Nyenjeri, Kinyua and Wawire (2014) note that PR is a vital correspondence process that assembles helpful connections between an association and their publics. PR serves an assortment of organizations in the general public, for example, organizations, exchange unions, government offices, intentional affiliations, establishments, religious foundations and health facilities. To accomplish their objectives these establishments must create powerful associations with their group of stakeholders, for example, employees, clients, suppliers, investors and the society. In a perfect association, every worker works harmoniously with their subordinates, with an aim of achieving organization objectives as opposed to self-centered goals.

Butterick (2011) in his research on PR hypothesis and practice clarifies that PR is basically incredibly vital in quick moving industry. It ought to be a necessary piece of the administration of each association since it encourages the firm to connect with the partners in its environment to achieve its central goal and to carry on in a socially dependable way.

## Personal Selling

Weitz & Castleberry (2004) in their study on Selling and building partnership defines personal selling as a relational procedure whereby a dealer tries to reveal and fulfill purchaser's needs in a mutually long term beneficial manner suitable for both parties. It is the most costly type of advancement since it includes working of relationship through correspondence with the end goal of making a business exchange. Accomplishment of the procedure relies upon how well the two groups reach a common understanding through social association.

Keller (2001) in his study on mastering the marketing communication mix emphasizes that individual selling is a communication amongst purchasers and business people. What occurs in these co-operations is pivotal in light of the fact that the conduct of salesmen will affect purchaser's view of value. Subsequently, purchaser's quality assessments are construct altogether with respect to the conduct of sale people. Adebisi (2006) in his study on Essentials of Marketing Management states that the selling should be managed to add to an organization's general objectives. Representatives can influence customer to an incentive from various perspectives. For instance, by being close to the customer, agents can recognize inventive responses for customer issues.

A study by Reid (2005) on Performance Auditing of Integrated Marketing Communication describes personal selling as a relational impact process involving a business promotional presentation directed to an individual purchaser. It has the potential and chance to convince the individuals who can go to the organization's office with foundation data about the administration from organization ad by reacting to clients' inquiries and questions about the administration. Individual offering undertakings incorporate building up an association with the client, gathering and examining information formally or in formally to decide the best match between the client's needs and the business' items or benefit and adequately conveying this data trying to convince the client to make a purchase. Another preferred standpoint of individual offering is that it enables the association to show a lot of mind boggling or specialized data about its item, administrations, approaches and encounters in the field.

Fill (2009) in his study on  marketing communication & interactivity of communities states that the idea of individual offering makes it the best limited time strategy for building association with clients; along these lines, personal selling is the most valuable specialized apparatus at specific phases of the purchasing procedure, especially in building purchaser's first decisions, sureness and procedures. This is most basic particularly for profit making organizations especially in countries that are still developing,

Tindall, (2012) in his integrated model of Communication clarifies that personal selling is an immediate correspondence between a business agent and an imminent purchaser trying to impact each other in buying circumstance. Individual pitching alludes to the individual correspondence where one unselfishly influences a prospective client to purchase something. Individual offering is the best apparatus at certain phase of the purchasing procedure, especially in working up purchaser's inclination, feelings, and activities. Pierrcy, Low &

Cravens, (2004) in their study on consequences of sales management's behaviour and compensation cautions that the messages presented by the sales personnel should be regulated and the time they spend with the prospects limited to avoid jeopardizing the communication process.

## RESEARCH METHODOLOGY

### Research Design

A research design is a plan, structure and strategy conceived so as to obtain answers to research questions (Kothari, 2004). It provides a framework for planning and conducting a study. This study adopted descriptive research design. This is because the design permits collection of data about variables or subjects as they are found in a social system or society. Generally, this design deals with incidences of distribution and relationships of variables. The focus is on both qualitative and quantitative characteristics. The approach is quick and practical in terms of gathering data. As per Mugenda and Mugenda (2012) the motivation behind descriptive research is to decide and give details on the way things are and it helps in setting up the ebb and flow status of the populace under investigation. The design is opted in this examination because of its capacity to guarantee minimization of predisposition and enhance reliability of facts collected.

### Target Population

Target population in statistics is the population from which data is obtained. Ngechu (2004) states that a populace is an arrangement of individuals under examinations. The objective populace was the 800 staffs of Unilever Kenya Limited.

### Sampling Design and Sample Size

Stratified random sampling procedure was utilized for the determination of the sample estimate. As per Mugenda and Mugenda (2012), stratified proportionate random technique gives evaluations of the populace in large since the specimen estimate is acquired from a populace that isn't homogeneous. The investigation sample the population according to their respective departments. From the population of 800 staff at Unilever Kenya, 164 members of staff that work in Head Office from various departments was considered since they directly deal with the daily management of the company. From every department (see table 3.1) a sample size equivalent to 50% will be selected using random sampling method. According to Mugenda & Mugenda (2012), when the study population is less than 10,000, a sample size of between 10-30% is a good representation of the target population. The researcher has used a sample size of 50% considering a response rate of 30%. The good part of using this strategy is that it limits mistakes that happen amid testing along these lines expanding the precision.

### Data Collection Procedure

Primary and secondary data was used in this study. Primary data is the first hand data got from a respondent while auxiliary information is the kind of information that has been gathered and taken through the factual procedure (Chandran, 2004). The questionnaires were issued to the respondents at their work place. Questionnaires are chosen in light of the fact that as indicated by Bhatti, (2005), they are powerful information accumulation instruments that enable respondents to give quite a bit of their conclusions as to the examination issue. Since the exploration is being directed in one area, the analyst administered the questionnaires to the respondents. The researcher likewise did a follow-up for those respondents who filled the surveys at a different time. A questionnaire is a series of composed inquiries on a given concept. These inquiries are either open-ended or close-ended. The instrument is viewed as suitable for the examination since every one of the respondents is educated. It is likewise less exorbitant in terms of time, and it is more adaptable for occupied respondents. The survey is organized so as to enable respondents to express their perspectives uninhibitedly. The questionnaire was managed through drop and pick strategy. The instruments were left with the respondents, as they require time to respond to the questions. The date and the time when the completed questionnaires are picked was agreed upon by respondents and the researcher. The researcher employed services of research assistants to administer the questionnaires and collect the data to remove the researcher's insider bias. The secondary data was obtained from published sources and literature within the company.

## Data Analysis and Presentation

Data analysis alludes to translating the information accumulated in the information gathering stage. The questionnaires once received, was coded and proofread for culmination and consistency. Quantitative data analysis was carried out using graphic measurements and inferential examination using statistical package for social science (SPSS). This strategy gives basic synopses about the specimen information and present quantitative portrayals in a reasonable shape, (Orodho, 2012). Simple graphics analysis, descriptive statistics form the basis of virtually every quantitative analysis data, (Kothari, 2005). Correlation coefficient investigation was used to set up the connection between the dependent and independent variables. The reason for carrying out a correlation will be to enable the researcher to make an expectation on how a variable goes amiss from the ordinary. The information was then presented using frequency distribution tables, bar outlines and pie charts for easier understanding. Performance in Unilever was regressed against five variables namely; Advertising, Sales Promotion, Direct Marketing, Public Relations and Personal Selling. The equation was expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mathcal{E}$$

Where: Y= the dependent variable (performance); $\alpha$ - Is a constant; the concept explaining the level of success given and it's the Y value when all the predictor values ($X_1$, $X_2$, $X_3$, $X_4$ and $X_5$) are zero; $\beta_1$, $\beta_2$, $\beta_3$, $\beta_4$ – Are constants regression coefficients representing the condition of the independent variables to the dependent variables; $X_1$ – Advertising; $X_2$ – Sales Promotion; $X_3$ – Direct Marketing; $X_4$ – Public Relations; $X_5$ –Personal Selling; $\mathcal{E}$ - (Extraneous) Error term

## RESEARCH RESULTS

The study sought to investigate whether the five components of integrated marketing communication used by Unilever Kenya Company improved the performance of the company. The results showed that aggressive advertising enhanced customer loyalty and attracted new customers to the company. This led to increased sales volumes of Unilever and led to branch expansion. Direct marketing and Sales promotion according to the study were most applicable in creating awareness about Unilever's new products and reminding existing customers to purchase products offered by the company. Public relations and personal selling enhanced customer loyalty and improved on the brand image which is key in ensuring that the company remains afloat.

### Correlation Analysis

The correlation results of the different marketing communication tools and performance was also investigated and the results presented according to the objectives of study as indicated in the subsequent results. On advertising, the correlation results between advertising and customer loyalty, attraction of new customers, branch expansion, awareness creation and management role are as shown in table 1.

Table 1: Correlation results on advertising and performance

| | | Advertising |
|---|---|---|
| Advertising improves customer loyalty | Pearson Correlation | .739** |
| | Sig. (2-tailed) | .000 |
| | N | 50 |
| Advertising attracts new customers | Pearson Correlation | .624** |
| | Sig. (2-tailed) | .000 |
| | N | 50 |
| Advertising increases sales volumes | Pearson Correlation | .302* |
| | Sig. (2-tailed) | .033 |
| | N | 50 |
| Aggressive marketing allows branch expansic | Pearson Correlation | .314* |
| | Sig. (2-tailed) | .027 |
| | N | 50 |
| Advertising creates awareness | Pearson Correlation | .214 |
| | Sig. (2-tailed) | .136 |
| | N | 50 |
| Advertising reminds customers to purchase Unilever products | Pearson Correlation | -.508** |
| | Sig. (2-tailed) | .000 |
| | N | 50 |
| Management's advertising of | Pearson Correlation | -.290 |
| | Sig. (2-tailed) | .053 |
| Unilever products is adequate | N | 45 |

** Indicates that correlation is significant at the 0.01 level (2-tailed) while * indicate that correlation is significant at the 0.05 level (2-tailed).

**Table 2: Correlation of Direct Marketing and Performance**

| | | Direct Marketing |
|---|---|---|
| Direct marketing improves customer loyalty | Pearson Correlation | .455** |
| | Sig. (2-tailed) | .001 |
| | N | 50 |
| Direct marketing attracts new customers | Pearson Correlation | .086 |
| | Sig. (2-tailed) | .551 |
| | N | 50 |
| Direct marketing increases sales volumes | Pearson Correlation | .444** |
| | Sig. (2-tailed) | .001 |
| | N | 50 |
| Direct marketing allows the organizations branch's expansion | Pearson Correlation | .046 |
| | Sig. (2-tailed) | .752 |
| | N | 50 |
| Direct marketing enhances awareness of the Organizations products | Pearson Correlation | .012 |
| | Sig. (2-tailed) | .934 |
| | N | 50 |
| Direct marketing reminds customers to purchase products | Pearson Correlation | -.458** |
| | Sig. (2-tailed) | .001 |
| | N | 47 |
| Management of direct marketing of the Organization's products is done frequently | Pearson Correlation | .208 |
| | Sig. (2-tailed) | .204 |
| | N | 39 |

With regard to direct marketing, the correlation results between direct marketing and factors of performance are as shown in table 2. On sales promotion, the correlation results between sales promotion and factors of performance are indicated in table 3.

**Table 3: Correlation Results between Sales Promotion and Performance**

| | | Sales Promotion |
|---|---|---|
| Sales promotion improves sales | Pearson Correlation | .988 |
| | Sig. (2-tailed) | .000** |
| | N | 47 |
| Sales promotion improves performance | Pearson Correlation | .136 |
| | Sig. (2-tailed) | .347 |
| | N | 50 |
| Sales promotion creates awareness | Pearson Correlation | .094 |
| | Sig. (2-tailed) | .516 |
| | N | 50 |
| Management of Unilever uses sales promotion frequently | Pearson Correlation | .125 |
| | Sig. (2-tailed) | .386 |
| | N | 50 |
| Sales promotion improves customer loyalty | Pearson Correlation | .064 |
| | Sig. (2-tailed) | .667 |
| | N | 48 |
| Sales promotion leads to branch expansion | Pearson Correlation | .206 |
| | Sig. (2-tailed) | .161 |
| | N | 48 |

With regard to public relations, table 4 shows the correlation of different components of performance of Unilever Kenya to public relations.

**Table 4: Correlation between Public Relations and Performance**

| | | Public Relations |
|---|---|---|
| PR has improved Unilever's image | Pearson Correlation | .141 |
| | Sig. (2-tailed) | .330 |
| | N | 50 |
| PR has increased sales volume | Pearson Correlation | .023 |
| | Sig. (2-tailed) | .876 |
| | N | 50 |
| PR has built customer loyalty | Pearson Correlation | -.218 |
| | Sig. (2-tailed) | .128 |
| | N | 50 |
| PR has attracted new customers | Pearson Correlation | -.027 |
| | Sig. (2-tailed) | .850 |
| | N | 50 |
| PR has led to branch expansion | Pearson Correlation | -.092 |
| | Sig. (2-tailed) | .527 |
| | N | 50 |
| PR reminds customers to purchase products of Unilev Kenya. | Pearson Correlation | .335* |
| | Sig. (2-tailed) | .018 |
| | N | 50 |
| Is management of Unilever Kenya keen on PR | Pearson Correlation | -.521** |
| | Sig. (2-tailed) | .000 |
| | N | 50 |

On personal selling, the correlation between personal selling and the different components through which performance of Unilever Kenya is measured revealed the results indicated in the table 5.

**Table 5: Correlation between Personal Selling and Performance**

| | | Personal selling |
|---|---|---|
| Personal selling persuading customers to purchas the organization's products | Pearson Correlation | .318* |
| | Sig. (2-tailed) | .024 |
| | N | 50 |
| Personal selling building of customer loyalty to the organization | Pearson Correlation | .418** |
| | Sig. (2-tailed) | .003 |
| | N | 50 |
| Personal selling increasing organization Sales | Pearson Correlation | .375** |
| | Sig. (2-tailed) | .007 |
| | N | 50 |
| Personal selling improving organization performance | Pearson Correlation | .603** |
| | Sig. (2-tailed) | .000 |
| | N | 50 |

With regard to performance of the organization, the study regressed the performance of Unilever Kenya organization against the different IMC methods at use in the organization. The regression output results are as indicated in the tables 6.

**Table 6: Model Summary**

| | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .661[a] | .437 | .374 | 1.011 |

Predictors: (Constant), Public relations, Advertising, Direct Marketing, Sales promotion, personal selling.

The model summary shows that there is a strong linear relationship between performance of Unilever Kenya organizations products and advertising, PR, direct marketing, sales promotion and personnel selling (R=0.661). The R2 value of 43.7% indicates the percentage of accuracy to which performance of Unilever Kenya organization's products can be accurately explained by the company's advertising, PR, direct marketing, sales promotion, and personal selling. This means that 56% of the performance of Unilever Kenya organization's products is explained by other factors other than the IMC factors studied in this research.

**Table 7: Coefficients**

| Model | | Unstandardized Coefficients | | t | Sig. |
|---|---|---|---|---|---|
| | | B | Std. Error | | |
| 1 | (Constant) | 1.596 | 1.270 | 1.257 | .215 |
| | Advertising | .504 | .184 | 2.732 | .009 |
| | Sales promotion | -.274 | .238 | -1.154 | .255 |
| | Personal selling | 1.070 | .242 | 4.414 | .000 |
| | Direct Marketing | -.133 | .213 | -.625 | .535 |
| | Public relations | -1.011 | .241 | -4.192 | .000 |

The coefficients table show that the performance of Unilever Kenya organization's products has a positive relationship that is statistically significant (P=0.009; T=2.732) to advertising.

Personal selling also has a direct (positive) relationship with the performance of Unilever Kenya organization's products where a unit increase in the performance of the organization's products is caused by a consequent increase of 1.07 units of personal selling. This relationship is statistically significant (P=0.000; T=4.414).

Direct marketing also has an inverse statistically insignificant relationship with the performance of the organization's products (coefficient= -0.133, P=0.535;T=-0.625). This also indicates that the organization has not invested in direct marketing as a key component to enhance the performance of the organization's products.

The results also show that PR has an inverse statistically significant relationship with performance and the relationship is statistically significant (P=0.000; T=-4.192)

## CONCLUSIONS

The management of Unilever should significantly invest in all the five IMC tools as they offer tangible benefits on the performance of the company. The Company should invest further in employing well-trained staff to participate or take charge of the marketing communication tools and should engage in on-the-job training programs to equip available employees on the changing needs of the market so that the employees can engage marketing strategies that match to those needs. The management should play the leadership role in ensuring the IMC tools work to the benefit of the company by being keen on the relationship between the tools and the performance of the Company since the study was not able to give guaranteed results.

## RECOMMENDATIONS

More studies should be carried out to establish the most effective and most affordable component of IMC that should be adopted by the company. Unilever Kenya should also explore the idea of engaging more in Corporate Social Responsibility as a way of creating awareness about their products and also giving back to the community. The company should also establish how to deal with message inconsistency from the sales force and negative effects on long term future of the company caused by the short term orientation given by sales promotion.

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