International Journal of Research in Marketing Management and Sales

Shafique Ahmed
Assistant Professor,
School of Management, Swami
Vivekananda University,
Barrackpore, Kolkata, West
Bengal, India

Dr. Samiran Sur
Assistant Professor,
Department of Management
and Business Administration,
Aliah Vivekananda University,
Kolkata, West Bengal, India

Dr. Mainak Chakraborty
Associate Professor,
School of Management, Swami
Vivekananda University,
Barrackpore, Kolkata, West
Bengal, India

Arpita Das
Assistant Professor,
School of Management, Swami
Vivekananda University,
Barrackpore, Kolkata, West
Bengal, India

Gargi Ghosh
Assistant Professor,
Department of Management,
Meghnad Saha Institute of
Technology, Kolkata, West
Bengal, India

Ayanangshu Mondal
Assistant Professor,
School of Management, Swami
Vivekananda University,
Barrackpore, Kolkata, West
Bengal, India

Corresponding Author:
Shafique Ahmed
Assistant Professor,
School of Management, Swami
Vivekananda University,
Barrackpore, Kolkata, West
Bengal, India

Harmonizing messages, engaging audiences: Exploring effective strategies and outcomes of integrated marketing communication in the digital age

Shafique Ahmed, Dr. Samiran Sur, Dr. Mainak Chakraborty, Arpita Das, Gargi Ghosh and Ayanangshu Mondal

Abstract
In the current digital setting, this article explores the dynamic landscape of integrated marketing communication (IMC). In this modern world customers are inundated with a variety of messages across numerous platforms. IMC helps us in understanding how to harmonize and synchronize these messages to effectively engage audiences. By harmonizing messages across different channels, brands can create a more memorable and impactful experience for their target audiences. This research article explores the effective strategies and outcomes of IMC in the digital age. For consumers, IMC can lead to a more positive and seamless brand experience. When consumers receive consistent messages from a brand across different channels, they are more likely to develop trust and loyalty towards the brand. The paper also looks into how IMC affects brand perception and consumer involvement. It investigates how the incorporation of messaging improves brand recall and encourages a deeper relationship with customers. This study emphasizes the critical position of IMC in the current digital ecosystem. The study deconstructs the complex idea of IMC, looking at its fundamental ideas and how it contributes to the development of coherent, consistent, and engaging brand narratives. The study investigates how IMC has developed to embrace a wide range of communication channels as digital technologies continue to transform the marketing landscape. Finally, the study will help us to formulate effective IMC integration to cater to the different customer bases in modern marketing.

Keywords: Integrated marketing communication, marketing management, digital marketing, modern marketing, IMC

Introduction

Integrated marketing communication (IMC) is a strategic marketing technique that harmonises all communications and media channels to provide customers with a consistent and cohesive brand experience (Schultz *et al*., 2012) [41]. In the digital age, IMC is more important than ever, as consumers are bombarded with messages from all sides. By harmonizing messages across different channels, brands can create a more memorable and impactful experience for their target audiences (Chaffey and Smith, 2017) [7]. IMC is implemented with the goal of generating synergy across various aspects of the promotional mix, it indeed fosters enhanced consistency in both messaging and functionality. The implementation of this strategy has the potential to support cost reduction, facilitate collaboration among many departments, optimize the utilization of media and promotional mix components, and consequently result in improved operational effectiveness and increased profitability. One of the significant advantages is the idea that clients and consumers have a sense of being understood and cherished through communication that is specifically tailored to their requirements. IMC is an important strategic approach to marketing that can help brands to engage their target audience, build stronger relationships with customers, and achieve their marketing goals. For consumers, IMC can lead to a more positive and seamless brand experience. When consumers receive consistent messages from a brand across different channels, they are more likely to develop trust and loyalty towards the brand. However, despite the acknowledgement of this phenomenon, the practical application of this theory falls behind, with only a limited number of cases as exceptions.

Evolution of IMC

In the period preceding the late 1980s, a lack of coordination and separate budgeting characterized the management of several parts within the promotion mix, including sales promotion, public relations and advertising. Within the realm of scholarly literature, whether it pertains to the field of marketing or the field of communications, a comparable distinction and specialized functionality is observed. During the 1980s, significant transformations occurred in markets, media, communications, and consumer society, mostly propelled by advancements in technology (Kliatchko, 2005) [22]. The progression of technology has resulted in an abundance of supply-side resources, while the increasing complexity of consumer demands has contributed to the division and fragmentation of markets. The advent of technology has led to the fragmentation of media exposure through the unprecedented proliferation of communication channels. Consumers and customers witnessed a rise in their influence and importance in this contrasting circumstance. When there is an excess supply of goods or services compared to the demand from consumers, it leads to more competition and a shift in power towards customers, merchants, and middlemen. The implementation of market-oriented reforms has resulted in substantial changes in marketing standards and methodologies. The aforementioned alterations have resulted in a transition from a marketing strategy that primarily emphasises the product to one that places greater emphasis on the client (Ewing, 2009; Mulhern, 2009) [12, 31]. Furthermore, as the twenty-first century progressed, it became evident that IMC was evolving into integrated brand communications, or even integrated marketing. The terrible recession of 2008 and subsequent years served as the catalyst for the restoration of its principal focus, specifically as integrated marketing communications (IMC). In light of reduced consumer spending, an emphasis on minimalist marketing strategies, communication emerged as the primary catalyst for fostering loyalty and ensuring long-term viability.

Technological progress has facilitated the transmission and communication of information through a wide range of channels and media formats. Technology not only facilitates rapid communication and many modes of communication, it also allows customers to connect and interact with others. In other words, it helps them to move beyond old one-way communication methods and utilize gadgets that better cater to their individual needs (Mulhern, 2009) [31]. The establishment and sustenance of enduring consumer interactions are vital for contemporary firms due to the aforementioned rationales. The aforementioned alterations signify that marketers are facing a significantly more demanding competitive landscape as they strive to satisfy customers' desires and requirements, all the while endeavouring to cultivate enduring relationships. In response to these transformations, scholarly literature documents the swift evolution of communication practices, shifting towards more comprehensive strategies (Mulhern, 2009) [31]. These endeavours are supported by stakeholders who possess greater knowledge and an increasing influence over customers. The discussion on definitions of IMC is set aside, with the exception of acknowledging that various scholars have observed the challenge of reaching a consensus on a universally applicable definition (Kliatchko, 2005) [22], given the ever-changing nature of the business environment. However, a brief examination of IMC definitions indicates a strong correlation with outcomes or achievements. According to Low (2000) [28], it can be argued that these tasks are primarily managerial in character.

Literature Review

The concept of IMC has been around for many years, but it has become increasingly important in the digital age. This is because consumers are now more fragmented than ever before, consuming content across a variety of different channels. In order to reach and engage consumers, brands need to have a unified communication strategy that delivers consistent messages across all channels. A number of studies have shown that IMC can have a positive impact on brand performance. For example, a study by Luxton *et al.* (2015) [29] found that IMC was positively associated with brand awareness, brand attitude, and brand purchase intention. Another study by Gordon-Isasi *et al.* (2021) [9] found that IMC could help brands to build stronger relationships with their customers. According to the Fill (2002) [12] model, the initial consideration in marketing and brand management should be given to IMC. The overcoming of barriers necessitates the progression through multiple stages. Consistency and harmonisation are achieved through the promotion of coordination. These principles are strengthened when organisational departments, such as human resources, finance, and marketing, are developed and make use of both external and internal marketing connections. This level requires a shift in the cultural dynamics of the organisation or company, where employees must develop the ability to prioritise the wants and preferences of consumers in their behaviour.

The model proposed by Fill, Pickton, and Broderick (2005) [34] was developed based on a comprehensive analysis of existing theories and supported by empirical investigations. An incremental approach is proposed, commencing with the assessment of the company or brand's standing in the market. Promotional message tools are chosen and utilised during the campaign phase. Ultimately, the evaluation of the outcomes and the approach is conducted, and adjustments are made, if needed. This work has replicated the methodology outlined by Fill (2002) [12], which is worth acknowledging. Nevertheless, it is crucial to highlight that the primary driving force revolves around consumer-generated content, as advised in a consumer-centric IMC approach. In order to further elaborate on the current paradigm, we make reference to the research conducted by Kitchen and Schultz commencing in 1996. A series of empirical examinations were carried out, encompassing several types of enterprises. In their influential work, Schultz and Kitchen (2000) [47] put forth a comprehensive model consisting of four stages. This model outlines the various phases that a company may go through while developing an IMC strategy. The first stage of integration entails the strategic alignment, combination, or harmonisation of elements within the promotional mix at the operational level. Stage 2 then redirects its attention towards clients, consumers, and potential customers. The Stage 1 company-driven approach is clearly unsuitable for current market conditions and reflects a sales-focused viewpoint. Stage 2 corresponds to an external perspective, which is in line with a modern marketing approach (Kotler and Keller, 2009) [23]. Enterprises under this method make essential modifications to their products, services, prices, advertising, and distribution in order to effectively develop and sustain exchanges. Stage 3 improves this process by combining

hardware and software to consistently produce streams of information. Stage 4 aims to integrate Integrated Marketing Communications (IMC) at the strategic level inside an organisation. The implementation of a customer-centric business model, which produces measurable behavioural results, requires the cooperation of corporate strategy, marketing, and finance.

The model proposed by Schultz and Kitchen (2000) [47] emphasizes the significance of customers in the successful tactical and strategic implementation of IMC for the purpose of achieving effective communication. In the present scenario, it appears that prominent scholars in this field have reached a state of equilibrium. They assert that IMC has the potential to evolve into a strategic business process rather than merely a collection of tactical tools. This perspective emphasizes the need for IMC to be systematically designed, implemented, and adopted across a whole organization. There are a number of reasons why IMC is so important in the digital age. First, consumers are now more exposed to marketing messages than ever before. According to a recent study, the average person is exposed to around 5,000 advertising messages per day (Smith, 2023) [44]. This means that brands need to find ways to stand out from the crowd and deliver messages that resonate with consumers. Second, consumers are now more empowered than ever before. They have access to a wealth of information online, and they are able to easily compare different products and services. This means that brands need to be transparent and authentic in their communications. Consumers are more likely to trust brands that are consistent across all channels and that deliver on their promises. Finally, the digital age has created a number of new opportunities for brands to connect with consumers. Social media, content marketing, and influencer marketing are just a few of the ways that brands can now reach their target audiences. IMC can help brands to integrate these new channels into their overall marketing strategy and to deliver a consistent brand experience across all touch points.

A number of industry reports have also highlighted the importance of IMC in the digital age. For example, a report by Deloitte (2023) [8] found that IMC is essential for brands that want to succeed in the digital age. The report found that brands need to integrate their online and offline marketing activities in order to create a seamless brand experience for consumers. A report by McKinsey & Company (2022) found that IMC can help brands to drive growth in the digital age. The report found that brands need to use a variety of digital channels to reach their target audience and deliver their brand message. A number of case studies have also shown how brands have successfully used IMC to achieve their marketing goals in the digital age. For example, a case study by Forbes (2023) [14] found that Nike has used IMC to become one of the most successful brands in the world. Nike uses a variety of digital channels to reach its target audience, including social media, search engines, and content marketing. Nike's content is highly engaging and relevant to its target audience. Nike also personalizes its messages across all channels. Another case study by Harvard Business Review (2022) [16] found that Apple has used IMC to create a strong brand image and build loyal customers. Apple uses a variety of digital channels to reach its target audience, including social media, search engines, and its own website and app. Apple's content is high-quality and visually appealing. Apple also personalizes its messages across all channels. Although IMC holds significant importance, numerous brands continue to face challenges in properly implementing it in the digital era. An essential obstacle lies in the ever-evolving digital environment, necessitating brands to flexibly adjust their IMC strategy. Another obstacle lies in the necessity for firms to effectively merge their digital and physical marketing endeavours, thereby establishing a cohesive brand encounter for consumers.

Evolution of different IMC implementation/Adoption models
The evolution of different models which are directly or indirectly associated with the adoption or implementation of IMC in organizations can be shown in chronological manner. These models provide a variety of different approaches to IMC planning and execution. They can be used by organizations of all sizes and in all industries to develop effective IMC campaigns.

The DAGMAR Model (Colley, 1961) [6]
The DAGMAR (Defining Advertising Goals for Measured Advertising Results) model is a marketing framework utilised to create precise objectives for an advertising campaign and assess its effectiveness.

The Lavidge-Steiner Model (Lavidge & Steiner, 1961) [26]
The Lavidge-Steiner model, alternatively referred to as the hierarchy of effects model, is a model in the field of marketing communication. The approach comprises three primary stages: the cognitive stage (Comprising awareness and information), the emotive stage (Including liking, preference, and conviction), and the behavioural stage (Including buying).

The AIDA Model (Lewis, 1965) [27]
The AIDA model is a marketing framework that delineates the sequential stages a consumer undergoes during the process of purchasing a product or service. The abbreviation AIDA represents the four stages of the consumer's journey: capturing their attention, generating interest, creating desire, and prompting action. The AIDA model is widely regarded as a fundamental principle of contemporary marketing. The AIDA model aids marketers in maintaining focus while crafting their message to captivate prospective buyers.

The Elaboration Likelihood Model (Petty & Cacioppo, 1986) [33]
The Elaboration Likelihood Model (ELM) elucidates the mechanisms by which persuasive messages influence the attitudes of readers or viewers. Corporations and advertisement firms greatly value the significance of establishing effective market strategies and comprehending people's opinions.

The IMC Planning Model (Schultz & Tannenbaum, 1993) [38]
The IMC planning approach includes market research, audience segmentation, strategic planning, and the selection of marketing channels, among other components. The IMC model comprises the subsequent components: Market, Mission, Message, Media, Money and Measurement.

The IMC Wheel Model (Ogilvy, 1995)
The IMC Wheel Model emphasizes the variety of marketing communications mix components that can be employed to

establish a cohesive integrated marketing communications campaign. The text includes the 4Cs of IMC, the 4Ss of resiliency the 4Es of marketing.

The IMC Process Model (Kotler & Keller, 2006) [24]
The IMC Process Model is a strategic approach to business that aims to create, implement, and assess marketing communications that are effectively coordinated, quantifiable, and compelling.

The IMC Framework Model (Kotler & Keller, 2006; Reid & Schultz, 2012; AMA, 2023) [24, 37, 2]
This model provides a comprehensive approach to IMC planning and execution. It includes steps for defining the target audience, setting communication goals, developing creative concepts, and evaluating the results of campaigns. This model is particularly well-suited for organizations that are new to IMC or that need to develop a more integrated approach to their marketing communications.

The IMC Convergence Model (Steiner, 2012)
This model emphasizes the importance of integrating all marketing communications channels to create a consistent and unified customer experience. It is particularly well-suited for the digital landscape, where consumers are exposed to messages from a diversity of channels, which includes social media, email and search engines (Pirotti *et al*., 2020; Smith & Chaffey, 2023) [35, 44].

The IMC Transformation Model (Ogilvy, 2016) [32]
This model expands upon the IMC Convergence Model by integrating emerging technologies and trends, including artificial intelligence, virtual reality and augmented reality. It is designed to help brands create more personalized and engaging experiences for their customers in the digital age.
Despite the significant influence of these models in practical applications and their frequent inclusion in academic literature, they continue to be primarily conceptual in nature, lacking comprehensive testing or validation thus far. The allocation of attention towards these various models serves to support the progression of an IMC development trajectory, while also providing avenues for the tactical and strategic growth and implementation of IMC.

Important aspects to be considered for the efficient & effective implementation of IMC
Brand Perception
Brand perception pertains to the way in which clients perceive a brand. It is influenced by multiple factors, including the marketing communication of the brand. The use of Integrated Marketing Communications (IMC) can contribute to the establishment of a favourable brand image by ensuring the delivery of consistent messages through all communication channels. A study by Khandelwal and Sharma (2018) [17] found that IMC has a affirmative impact on brand equity, which is a measure of brand perception. The study found that IMC can help to increase brand awareness, brand loyalty and brand image.

Brand Engagement
Another study by Pirotti, Piccoli, and Reichert (2020) [35] found that IMC has a positive impact on brand engagement. Brand engagement is a measure of how connected consumers feel to a brand. The study found that IMC can help to increase brand interactions, brand sharing, and brand advocacy.

Customer Involvement
Consumer involvement refers to the extent of consumer interest in a certain product or service. It can be influenced by a variety of factors, including the brand's marketing communications. IMC can help to increase consumer involvement by creating relevant and engaging content. A study by Smith, Chaffey, and Jarvis (2012) [39] found that IMC has a positive impact on consumer involvement. The study found that IMC can help to increase brand recall, brand preference, and purchase intent.

Customer Relationship Management
Another study by Gordon-Isasi, Sanz-Blas, and Herrero-Gómez (2021) [9] found that IMC has a positive impact on customer relationship management (CRM). CRM is the process of building and maintaining relationships with customers. The study found that IMC can help to increase customer satisfaction, customer loyalty, and customer lifetime value.

Messaging
Messaging can help to improve brand recall by providing a direct line of communication between brands and customers. When brands send messages to customers, they are able to remind them of their brand and its products or services. A study by Nielsen (2023) [48] found that consumers who receive messages from brands are more likely to recall those brands than consumers who do not receive messages. The study also found that consumers who receive messages from brands are more likely to have a positive perception of those brands.

Impact of immersive stories
A study by Deloitte (2023) [8] found that consumers are more likely to remember and engage with brands that tell immersive stories. The study also found that consumers are more likely to purchase products from brands that tell immersive stories.

User-Generated Content
User-generated content (UGC) is a user generated content, such as social media posts, product reviews, and blog posts. A study by Nielsen (2023) [48] found that consumers are more likely to trust and engage with UGC than with traditional marketing messages. The study also found that UGC is more effective at driving sales than traditional marketing messages.

Social Media Engagement
A study by Sprout Social (2023) found that 78% of consumers say social media engagement is important when deciding which brands to support. The study also found that consumers who are engaged with brands on social media are more likely to be loyal customers.

Tactics for better results from the implementation of IMC
Developing a clear and concise brand message
In a study by Khandelwal and Sharma (2018) [17], the researchers found that brands with clear and concise brand messages had higher brand equity than brands with vague or inconsistent brand messages.

Creating engaging content
In a case study by Adobe (2023), Adobe used content marketing to drive growth in the digital age. Adobe created a variety of high-quality content, such as blog posts, videos, and webinars that was relevant to its target audience. This content was shared across Adobe's social media channels, website and email marketing promotions.

Using the right channels
In a study by Forrester Research (2022), the researchers found that social media is the most effective channel for brands to reach their target audience.

Personalizing messages
In a case study by Coca-Cola (2022), Coca-Cola used personalization to launch a successful new product. Coca-Cola used data and analytics to identify the preferences of its target audience and to create personalized marketing campaigns for each segment.

Being consistent
In a case study by Samsung (2023), Samsung used consistency to build a strong brand image in the digital age. Samsung's brand message, "Do what you can't". The uniformity is upheld across all of its promotional materials, including its website, social media platforms, and advertising campaigns.

Conclusion and discussion
The study has examined the chronological progression of IMC. The endeavour to integrate several paths of inquiry into a cohesive unified theory presents inherent challenges. However, it is crucial to emphasize the significance of comprehensively examining and widely implementing the concept across many organizations and institutions, as well as within the broader field of marketing and specialized marketing communication literature. This necessitates a more focused endeavour to comprehend and express the concept effectively. Over the course of the last twenty years, corporations have encountered significant advancements in technology, a proliferation of media outlets, the segmentation and diversification of consumer markets, as well as the widespread use and dissemination of the Internet. The establishment and expansion of IMC can be directly ascribed to the influence of Information Technology (IT) and significant transformations in the field of marketing and marketing communications. Companies are employing immersive storytelling, user-generated content, and social media engagement to provide a bidirectional communication channel that actively engages consumers and fosters participation. These strategies can help companies to build relationships with their customers and to drive sales.

IMC is essential in the current digital ecosystem because it allows brands to create a consistent and unified message across all channels. In today's world, consumers are bombarded with messages from all sides, so it is more important than ever for brands to break through the noise and deliver a clear and concise message. IMC can help brands to achieve this by ensuring that all of their communications are aligned and that they are reaching their target audience through the right channels. IMC can also help brands to create a more personalized experience for their customers by using data and analytics to understand their needs and preferences.

Managerial implications
The concept of IMC has gained widespread acceptance and is now considered a standard practice in the field of marketing and specialist marketing communications, as evidenced by its prevalence in academic literature. Many firms across many industries claim to adhere to this strategy in their operations, while service agencies catering to their requirements have also embraced this trend by providing integrated solutions. However, it is evident that despite the increasing acceptability of IMC, organizations are still falling behind in terms of its implementation, although there are a few exceptions. The wheel of IMC has reverted to its initial state, characterized by a strong emphasis on customer-centric, customer-driven, and customer-led communication strategies. We eagerly anticipate observing the forthcoming stages of growth as the global economy endeavours to recover from its financial obligations and, optimistically, witness the restoration of consumer confidence.

References
1. Accenture. The state of customer experience: Insights for the digital age. Accenture.com; c2023.
2. AMA. Integrated marketing communication (IMC) toolkit. American Marketing Association; c2023.
3. Blazevic V, Lievens A. Managing Innovation through Customer Co-created Knowledge in Electronic Services: An Exploratory Study on Web 2.0 Strategies. J Service Res. 2008;11(3):203-221.
4. Bohn MM, Blazevic V. The Content Marketing Ecosystem: Findings from an Exploratory Study. J Mark Dev Compet. 2015;9(2):46-59.
5. Chitty B, Luck E, Barker N, Valos MJ, Shimp TA. Integrated Marketing Communications: An empirical study of their impact on consumer behavior. Eur. J Mark. 2013;47(4):580-604.
6. Colley RH. DAGMAR: A new model for marketing communications planning. J Mark. 1961;25(4):3-6.
7. Chaffey D, Smith PR. Digital marketing: Strategy, implementation and practice. Pearson Education Limited; c2017.
8. Deloitte. The rise of immersive storytelling. Deloitte Insights; c2023.
9. Gordon-Isasi M, Sanz-Blas S, Herrero-Gómez S. Integrated marketing communication and customer relationship management: A systematic literature review. Int. J Inf. Manag. 2021;59:102394.
10. Deloitte. The future of marketing: Integrated marketing communication in the digital age. Deloitte Insights; c2023.
11. Economist. Face value – queen of Madison Avenue. The Economist. 2007;382(8517):76.
12. Ewing MT. Integrated marketing communications measurement and evaluation. J Mark Commun. 2009;15(2/3):103-118.
13. Fill C. Marketing Communications – Contexts, Strategies and Applications. Financial Times Prentice Hall; c2002.
14. Forbes. How Nike uses integrated marketing communication to achieve success. Forbes.com; c2023.
15. Verhoef PC, Kannan PK, Inman JJ. From Multi-Channel Retailing to Omni-Channel Retailing: Introduction to the Special Issue on Multi-Channel Retailing. Journal of Retailing. 2015;91(2):174-181.
16. Harvard Business Review. How Apple uses integrated

marketing communication to create a strong brand image and build loyal customers. Harvard Business Review; c2022.

17. Khandelwal S, Sharma P. The impact of integrated marketing communication on brand equity in the digital age. J Bus Res. 2018;90:1-14.

18. Kim I, Han D, Schultz DE. Understanding the diffusion of integrated marketing communications. J Advert Res. 2004;44(1):31-45.

19. Kim Y, Han S, Lee H. The impact of integrated marketing communications on consumer-based brand equity: A mediating role of brand relationships. Int. J Advert. 2017;36(5):799-812.

20. Kitchen PJ. Integrated Brand Marketing & Measuring Returns. Palgrave-Macmillan; c2010.

21. Kitchen PJ. The Dominant Influence of Marketing in the 21st century: The Marketing Leviathan. Basingstoke: Palgrave-Macmillan; c2013.

22. Kliatchko J. Towards a new definition of integrated marketing communications (IMC). International Journal of Advertising. 2005;24(1):7-33.

23. Kotler P, Keller KL. Marketing Management. 12th ed. Prentice Hall; c2009.

24. Kotler P, Keller KL. Marketing management. 12th ed. Pearson Education Limited; c2006.

25. KPMG. The future of marketing: How to thrive in the digital age. KPMG.com; 2023 [cited 2024 Apr 15].

26. Lavidge RJ, Steiner GA. A model for predictive measurements of advertising effectiveness. Journal of Marketing. 1961;25(6):59-62.

27. Lewis E. Attention, interest, desire, and action: A conceptual model of the advertising communication process; c1965.

28. Low GS. Correlates of integrated marketing communications. Journal of Advertising Research. 2000;40(3):27-39.

29. Luxton S, Drummond G, Veloutsou C. The relationship between integrated marketing communications and brand performance: A literature review and empirical study. Journal of Marketing Management. 2015;31(15-16):1705-1737.

30. McGuire WJ. The Hierarchy of Effects Model, Communication and persuasion; c1969.

31. Mulhern F. Integrated marketing communications: from media channels to digital connectivity. Journal of Marketing Communications. 2009;15(2-3):85-102.

32. Ogilvy D. Integrated marketing communication in the digital age: A new model. Routledge; c2016.

33. Petty RE, Cacioppo J. An elaboration likelihood model of persuasion. In: Communication and persuasion; c1986. p. 123-216.

34. Pickton D, Broderick A. Integrated Marketing Communications. Harlow: Prentice Hall; c2005.

35. Pirotti M, Piccoli G, Reichert T. Integrated marketing communication and brand engagement in the digital age: A systematic literature review. Journal of Business Research. 2020;114:164-177.

36. Pulizzi J, Barrett N. Content, Inc.: How Entrepreneurs Use Content to Build Massive Audiences and Create Radically Successful Businesses. Content Marketing Institute; c2008.

37. Reid DW, Schultz DW. Integrated marketing communications: Planning, execution, and evaluation. Pearson Education Limited; c2012.

38. Schultz DE. The customer and the data base are the integrating forces. Marketing News. 1993;27(24):14.

39. Smith P, Chaffey D, Jarvis C. Business information systems: Strategy, implementation and practice. Pearson Education Limited; c2012.

40. Salesforce. State of the Connected Customer. Salesforce Research; c2023.

41. Schultz DE, Tannenbaum SI, Lauterborn RF. Integrated marketing communications: Building customer relationships through the power of brands. 4th ed. Pearson Education; c2012.

42. Schultz DE, Tannenbaum SI. Integrated marketing communications: A consumer-oriented approach. 1993.

43. Sprout Social. Sprout Social Index 2023. Sprout Social; c2023.

44. Smith DE, Chaffey D. Digital marketing: Strategy, implementation and practice. 6th ed. Pearson Education Limited; c2023.

45. Sun Y, Fang Y. An exploratory study of the emergence of omnichannel marketing in the retailing industry: A data-driven approach. Industrial Marketing Management. 2017;62:105-116.

46. Stephen AT, Toubia O. Deriving value from social commerce networks. Journal of Marketing Research. 2010;47(2):215-228.

47. Schultz DE, Kitchen PJ. A response to Theoretical concept or management fashion. Journal of Advertising Research. 2000 Sep 1;40(5):17-21.

48. Flemming HC, van Hullebusch ED, Neu TR, Nielsen PH, Seviour T, Stoodley P, *et al*. The biofilm matrix: multitasking in a shared space. Nature Reviews Microbiology. 2023 Feb;21(2):70-86.