ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

THE EFFECT OF INTEGRATED MARKETING COMMUNICATION ON SALES PERFORMANCE: A CASE STUDY OF SELECTED REAL ESTATE COMPANIES IN ADDIS ABABA

BY

MEKDES GETACHEW

July 2022

ADDIS ABABA

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DECLARATION

I, the undersigned, declare that this thesis proposal is my original work, prepared under the guidance of Hailemariam Kebede (Ph.D.). All sources of materials used for this thesis have been duly acknowledged. I further confirm that the thesis proposal has not been submitted either in part or in full to any other higher learning institution to earn any degree.

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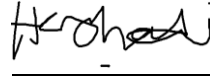
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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduates, for examination with my approval as a university advisor.

Hailemariam Kebede (PHD)

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LIST OF ACRONYMS ANDABBREVIATIONS

AIDA	Awareness, Interest, Desire, and Action
ANOVA	Analysis of Variance
DAGMAR	Defining Advertising Goals for Measured Result
EAI	Ethiopian Investment Agency
IMC	Integrated Marketing Communication
WOMM	Word of Mouth Marketing

ABSTRACT

The aim of this study was to investigate the effect of integrated marketing communication on sales performance of selected real estate companies in Addis Ababa. Explanatory research design along with quantitative research approach was adopted. A total of 2,051 sales and marketing staff of the selected ten real estate companies were considered as a target population, of which 335 sample respondents were selected by using convenience sampling technique. Through self-administered questionnaire, 282 valid and usable primary data were collected and used for analysis with the help of SPSS. Both descriptive and inferential statistics were applied to analyze and interpret the collected data. The results of the findings revealed that Advertising had relatively the highest effect on sales performance, followed by personal selling and sales promotion. But Wom public relation and direct marketing exhibited the least effect and respectively. It can be concluded that all the five marketing communication tools had positive and statistically significant effect on overall sales performance. Advertising marketing messages should be accompanied with event organization and frequent contact of the targeted potential customers to substantiate more of the sales volume, sales target and sales growth of the respective real estate companies.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

In this dynamic business world, numerous new marketing communication options are available to marketers due to rapid globalization and the development of new technologies that have led to the fragmentation of traditional advertising. According to Clow & Baack (2017), the increasing focus on globalization obliged international marketing to recognize the need of implementing integrated marketing communication in their entire business operations. These have triggered many firms to rearrange their marketing communications and move on towards the new trend called integrated marketing communications. For instance, Pepsi sustains in China market by capitalizing on a blend of selected marketing communication tools including in-store sampling, outdoor advertising, and web-based publicly (Perrault, 2012). Marketers are obliged not only to choose the proper tools from this augmented strategy but also to integrate them to create optimal communicative synergy.

Failure in implementing effective marketing communication leads to fragmentation of promotional tools that could aggravate the inconsistency of disseminated marketing messages. McCauley (2015) argues that companies that outsource agencies for media advertising while carrying out the sales promotion and direct marketing by themselves ended up gaining less market share over those which outsourced the whole marketing communication activities. In such cases, the companies justify the failure of attaining the intended sales performance by indicating that advertising and other promotions couldn't work as it has been intended (Okyere, Agyapong & Nyarku, 2017). Despite their high-cost incurrence, integrated marketing communication has gained much attention globally for its application in enhancing overall sales performance and is increasingly being utilized throughout marketing strategies as a tool to support decision-making.

The revenue-generating capabilities of these marketing tools have almost become synonymous with consultants, marketing managers, and advertising agencies. Godson (2018) defines IMC as a concept focused on coordinated and harmonized execution of various campaigns across the elements of promotion. Kotler (2012) theorizes thus that most of the emergent multinational companies including real estate developers are advertising campaigns intensively and the widespread use of promotional activities in these companies demands an integrated approach that can efficiently manage the campaign endeavors which are critical to the firms' strategic objectives.

In the 1980s, the use of promotion mix tools and later new marketing communication strategies were developed to influence better investment implementation (Clow & Baack, 2016). The concept of integrating marketing communication, according to Soderlund (2017), points to the requirement of business performance as a candid tool and its uptake by companies would certainly determine the level of success of their return on investments.

Most countries in developing countries in Africa are categorized as countries with low real estate business development (African Development Bank, 2018). The industry is characterized by political interference, corruption, and a lack of modern construction technologies. Although South Africa is best ranked amongst African countries regarding real estate business, the lack of effective marketing communication campaigns is still eroding the economic gains. Foreign direct investors in the real estate industry of the country earn 65% higher differential profit over local companies due to integrated and well-designed promotional strategies (Perrault, 2018). For instance, Tanzania spends around $165 mil per year on an average for traditional advertising on different international commercial media, while Kenya does $119 mil on average annually but attracted about 17% and 12% of foreign buyers (Cheruiyot, 2012).

In Ethiopia, lesson learned from the fragmentation of promotional tools aggravates the inconsistency of disseminated marketing messages for the fact that companies outsource agencies for media advertising while carrying out the sales promotion and direct marketing by themselves. In such cases, the companies justify the failure of attaining the intended sales performance by indicating that advertising and other promotions couldn't work as it has been intended (Wendossen, 2018). Bezawork (2020), conducting her study on selected real estate companies in Addis Ababa, posits that advertising and personal selling have a positive and on sales performance. On the other hand, Netsanet (2020) found out sales promotion has the highest effect on organizational performance in the case of private hospitals in Addis Ababa. However, there is a lack of justification regarding how integrated marketing communication would be effective in fragmented promotional schemes as some of the activities are done by the company itself while others are outsourced.

Marketing managers typically outsource advertising agencies and consultancy services to assist them in managing various aspects of promotional campaigns like media advertising, social media promotion, personal selling, or seasonal sales promotion. However, integration requires tight

coordination among all elements of a communications program but it becomes complicated when different specialized services operate independently of one another (Shimp, 2017). Perhaps, the greatest obstacle to integration is that few providers of marketing communication services have the far-ranging skills to plan and execute programs that cut across all major forms of the marketing significant effect communications (Atkinson, 2017).

The effective blending of the firm's all promotion efforts should produce coordination of every communication from a firm to a target customer to convey a consistent and complete message. Firms that carry out research and implement it successfully in planning marketing communication strategies to develop integrated marketing communication assure lucrative retunes on their investment and attain sustainable competitive advantage in the long run. Thus, the need for examining the relationship between IMC and sales performance is undeniable too ripe the fruit of effective marketing communication strategies. (Thus it does worth examining the r/ship b/n IMC & sales performance for effective mktg communication)

1.2. Statement of the Problem

The development of real estate is seen as one of the biggest corporate investments in Ethiopia with billions of transactions (Ethiopian Investment Agency - EIA, 2019). As noted in the past trend, housing development in the country seems inefficient to serve the growing demand which has placed an important burden on the industry expansion momentum with enormous demand (Ethiopian Investment Agency - EIA, 2019). According to the (Ethiopian Investment Agency) agency, only about 10% of over one million estimated house demands have been met yet in the last couple of decades. Due to the existing unmet demands, the number of new entrants in the industry has been escalating stiff competition in the industry hoping for expected future demand for housing. However, the sales volume or annual sales growth of the industry remains below the targeted sales objectives (EIA, 2020). Communication with marketing is one of the key drivers to improve sales performance if the corporate strategy is properly planned and applied (Azerbaijan, 2015).

The integrated communication approaches of real estate companies should provide consistent, persuasive messages that are specifically crafted for their selected target audiences. These corporate messages could be coordinated through precise channels to maximize impact on organizational performance. Hence, multi-channel, multi-audience approaches to message creation could produce synergies that will increase the potential to influence target customers. However, due to the

emergence of social marketing where the emphasis of the integration should lie, implementing IMC becomes a further potential challenge. Few researchers have addressed the issue of how IMC needs to be adopted if it is applied in more complex and stiff competition. With increasing intensity, researchers have observed that there are discrepancies between what IMC theories prescribe and what practitioner's actual implementation of IMC (Kitchen, 2018).

Hussain, Shah & Hussain (2017) studied the effects of marketing communication on the sales performance of multinational companies. The survey revealed that IMC has a significant effect on sales performance but illustrated the mismatch between business strategies and tactical activities. Insufficient marketer/managing director knowledge, lack of staff competence in MC issues (regarding program design and implementation), the lack of financial and human resources, narrow specialization of advertising agencies, and lack of understanding of corporate representatives about the need for IMC were amongst the major barriers that adversely affect the firm performance of the companies. These adverse factors could justify the lack of a strategic IMC approach but rather merely focused on tactical/ functional-level adoption of traditional promotion tools.

Bezawit (2020) surveyed the effect of integrated marketing communication on the sales performance of selected real estate companies in Addis Ababa. Data were gathered only from the sales and marketing staff of the respective real estate companies. It revealed that all the five promotional activities (advertising, sales promotion, direct marketing, public relations, and personal selling) had a positive and significant. But it didn't incorporate the role of corporate and strategic level management, advertising agents, consultants, etc. This implies that the results of the findings couldn't address the strategic nature of the IMC theories, rather just investigated the individual influence of normal MC which affirms the methodological gap in the study of this specific industry.

IMC is inevitable due to the revolution of internet and communication technologies and an enlightened understanding of the nature of communications (Lee and Carter, 2005). But the development and application of the IMC suffer from a theoretical-practical gap. The theories of IMC have a holistic and strategic approach while the implementation merely focused on a tactical approach. IMC brings together all forms of communication into a seamless solution but arguments against IMC challenge the approaches as being nothing more than traditional marketing and advertising dressed up in new clothes and given a new title.

The application of effective and appropriate marketing communication tools increases the success of a company is concentrating on its target customers and increasing awareness and retention. The real estate companies, thus, need to implement efficient and effective promotional tools to communicate their products or brands to their respective prospects. When implemented effectively and efficiently in line with organizational objectives, the effective use of communication tools will be ensured. Although almost everywhere in the real estate industry the intention to use promotions was seen, attempts at marketing communication based on their significant impact were for quite a while ignored. To achieve a successful advance of sales efficiency, volume, or market share, a continuous or regular evaluation of the efficiency IMC tools will therefore be required.

Thus, the purpose of this study was to assess the effect of IMC on sales performances of selected real estate companies in Addis Ababa. It helps to fill the aforementioned gap through investigating the companies' practices of marketing communication and their effects on the overall sales performance of the selected real estate companies. The perception of strategic, tactical, and operational level employees was considered to investigate the effectiveness of IMC practices in terms of enhancing companies' sales performance.

1.3. Research Question

To address the general objective of this study, the following specific research questions should be addressed:

1. What is the effect of advertising on the sales performance of the selected real estate companies?

2. What is the effect of sales promotion on the sales performance of the selected real estate companies?

3. What is the effect of direct marketing on the sales performance of the selected real estate companies?

4. What is the effect of personal selling on the sales performance of the selected real estate companies?

5. What is the effect of word-of-mouth publicity on the sales performance of the selected real estate companies?

1.4. Objectives of the Study

1.4.1. General Objective

The basic objective of the study was to evaluate the effect of integrated marketing communication on the sales performance of selected real estate companies in Addis Ababa.

1.4.2. Specific Objectives

The specific objectives were set to attain the basic objective of the study. Specifically, to:

1. Examine the effect of advertising on the sales performance of selected real estate companies
2. Assess the effect of sales promotion on the sales performance of selected real estate companies
3. Assess the effect of direct marketing on the sales performance of selected real estate companies
4. Examine the effect of personal selling on the sales performance of selected real estate companies
5. Analyze the effect of word-of-mouth publicity on the sales performance of selected real estate companies.

1.5. Significance of the Study

Even though IMC is being studied immensely across the world, there is a lack of empirical study conducted on its practice in Ethiopia in general and the private real estate industry in particular. The objective of the study mentioned earlier is specifically designed to explore IMC practices in selected real estate. Accordingly, the study benefits:

- Real estate on how to execute their IMC tools to deliver a consistent message for its existed and prospective customers. Moreover, the study vividly depicts the execution of IMC activities from the perspective of scientific framework i.e., stages of the IMC framework. Besides, the study provides detail about the current IMC practice strengths/weaknesses to the top-level management, marketing experts, and other concerned bodies of the companies.

- Moreover, the findings in this study benefit especially for the marketing communication experts, specialists, managers of real estate to better utilize IMC in any of their marketing programs. On top of that, exploring the practice of IMC and identifying the potential challenges gives the companies an in-depth understanding of its situation and the gaps in implementing the entire IMC strategy.

- Subsequently, the findings from the study and new perspectives of IMC practices have a contribution to the existing body of knowledge in the organization. Eventually, the study serves as a benchmark or springboard for other private and government-owned companies to aspire and inculcate the philosophy integration in their marketing communication practices.

- Marketing and other associated students in social sciences may also find the most important findings to further referral in the examination of literature related to the marketing communications or sales performance of the senior essay or thesis.

1.6. Scope of the Study

The investigation was carried out on the staff of the top ten selected real estate enterprises in Addis Ababa, excluding government and private housing projects for their homogeneity and relatively smaller numbers in the urban suburbs (proxy Oromia regions). Geographically, the extent of the survey of selected leading real estate companies located in the capital was limited because it was economical and representative. This study includes five independent (advertising, sale promotions, direct marketing, sale promotion, and advertising) variables that determine the outcome of the dependent variable (sales performance). It intentionally ignored the relevance of macro-environment factors in the industry such as publicity agencies, financial sectors, public policy, and others as they are out of the scope of the research. Methodologically, the scope was also limited to the employees of the selected companies, advertising agencies, and marketing consultants. Other stakeholders/ real estate companies were also intentionally excluded as well.

1.7. Limitations of the Study

The participation of many stakeholders in the industry is necessary to determine the impact of the IMC in the integration of customers with the benefits of the relevant immobilized goods. In general, the exclusion of key players, including promotional organizations, advisers, and property companies' staff, could affect the results of the general project. The discretion and sensitivity of the study make them uncomfortable in responding to administering the questionnaires as they may consider the findings to be a competitive tool against their firms. However, only university students would be fully informed of the purpose of the study. The accuracy of this study could not be determined because only the information supplied by the interviewees will be taken into account as

support for check-and-balance purposes. Furthermore, if it includes other marketing mix variables and sales performance, it cannot produce the same results.

1.8. Defining of Key Terms

Marketing Communication - Marketing communication is defined as a process for planning, executing, and monitoring the brand messages that create customer relationships (Duncan, 2005).

Consumer Buying Behavior - Consumer buying behavior is the study of how and why people consume products and services. It also investigates behavior which is the earlier process of buying, the process of purchasing, and the next purchase after buying (Yakup & Savl, 2011).

Advertising - Advertising is any paid form of non-personal presentation & promotion of ideas, goods, or services by an identified sponsor. In simple words, Advertising is a means of informing and communicating essential information (Kotler & Armstrong, 2008).

Sales Promotion - Sales promotion is any initiative undertaken by an organization to promote an increase in sales, usage, or trial of a product or service (i.e., initiatives that are not covered by the other elements of the marketing communications). Sales promotions are varied (Kotler, 2011).

Word of Mouth Publicity -word-of-mouth marketing can be defined as giving consumers a reason to talk positively about a product or a service with other consumers. (Andy, 2017)

1.9. Organization of the Study

This thesis paper was organized into five main chapters. The first chapter refers introduction of the study which includes the background, the problem statement, the research objectives, hypotheses, significance, and the scope of the study. The second chapter focuses on the literature review. It contains relevant theories, conceptual and empirical discussions leading to the identification of research gaps and the conceptual framework. The third chapter presents the research design, target population, sampling methods, sample size, data collection instruments to be used as well as the method of data analysis and presentation. The fourth chapter presents demographic characteristics, descriptive and inferential statistical analysis, findings, and their interpretations. The last chapter consist summary of major findings, conclusions, and recommendations of the research study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Review

2.1.1. Concepts of Marketing Communication

Marketing communication is thought to be a key factor in the company's performance. IMC measures are widely used by marketing managers to introduce new products/brands and to capture new client bases on the market. The attraction and the encouragement of orchestrated promotional activity attract consumers' attention towards the products being promoted. Marketing messages delivered in an integrated manner through various marketing communication tools have a significant influence on company sales performance. The retention and maintenance of a loyal customer base, therefore, becomes an asset for its sustainable growth (Ayozie, G, 2018)

In this sense, marketing literature also found that consumers avoid switching to those products or brands that face certain (currency or non-monetary) costs, fears of losing established relationships, and so on. Furthermore, high-quality products with high awareness, a well-established image, and a loyal customer base can reinforce their customer base. This idea is the basis for the conceptual model of this study. It states that the awareness, delivery of new information, or kind recollection of targeted consumers via IMC should influence the buyers' behavioral intention to buy a product which leads to increased sales performance (Peter J.P, 2017)

The review process of literature thus improves the understanding of the subject area and contributes to a clear and accurate conception of the problem of research. Furthermore, it was a further advantage to understand the different procedures and methods employed in the literature. The main aim of this chapter is therefore to take stock of the fact that there is existing literature concerning the key components of the study that focus on the relationship between IMC practices and their effect on the promotion of sales of businesses (Tindall, N, 2018)

2.1.2. Theoretical Models

The theoretical foundations used in this study include the resource-based theory, persuasion theory, advertising theory, Dagmar theory, and marketing communication theory. These five models describe the methods that help with the outlining and achievement of promotional goals by companies. How these promotions are employed varies with different sales promotions and

advertisements can help to achieve the promotional goals as a part and alongside sales promotions. There are theories within external marketing communication that has been highly influential in both textbooks and the professional advertising practice (Hackley, 2019). The 'hierarchy of effect' approach is grounded on the base that to be effective and achieve the desired response, several steps have to be completed and passed. Any piece of persuasive communication must carry the audience through the series of stages that have been drawn. These stages are placed so that a customer has to climb them and one step.

2.1.3. Dynamic Modelling

Dynamic Modelling describes those aspects of the system that are concerned with time and sequencing of the operations. It is used to specify and implement the control aspect of the system. Dynamic model is represented graphically with the help of state diagrams. It is also known as state modelling. This model is invaluable because they allow us to examine relationships that could not be sorted out by purely experimental methods, and to make forecasts that cannot be made strictly by extrapolating from data (Princeton university press).

2.1.2.1. Resource-Based Theory

The resource-based view of the firm (RBV) and the resultant resource-based theory (RBT) provide an important framework for explaining and predictor the basis of a firm's competitive advantage and performance (Barney, 2015, Slotegraaf, 2013, Vorlies & Morgan, 2017). Even though prior works have identified organizational resources as important to a firm's success (Penrose, 1959) it was not until the 1980's that the resource-based view of the firm began to take shape. At that time, the dominant paradigm held that the industry-level factors determined each firm's profit potential (Porter, 2018). Later researchers started to argue that factors internal to the firm, namely, its resources and capabilities, really determine its profits (Wenerfelt, 2018).

According to Peter and Barney (2017), a form achieves a competitive advantage when it can generate more economic value than the marginal (break-even) competitor in its product market. Evaluating the use of RBT across different market domains suggests that the primary motivation for using RBT in many marketing contexts is that it offers a compelling framework for integrating multiple, dissimilar resources to explain their synthetic, different effects on performance and their associated contingencies (KozlenKorg, Samaha and Palmatier, 2014). The resources-based theory

views the firm, not the industry, as the source of competitive advantage. Competition advantage resides in the resource's assets and capabilities available to the firm.

About this study Resource-based Theory is relevant because it advocates for both human and financial resources for an organization to achieve competitive advantage. In this regard, an organization must therefore avail both financial and human resources for effective implementation of integrated marketing communication strategies. Integrated marketing communication variable such as advertising is costly in multi-dimension, therefore financial resources must be budgeted for adequately in the sales and marketing budget. In addition, competent personnel is required in the IMC integration, well-trained salespersons, being the human resource of Resource-based Theory. Sales promotion and direct marketing both require the availability of financial and human resource that has cost implications.

2.1.2.2. Persuasion Theory

Dual-process theories such as the Elaboration likelihood model Peter & Cacioppo (2018) posit the existence of a systematic or central route to persuasion, as well as the heuristic route. The systematic route presumably produces more enduring judgment that is based on extensive and critical judgment. The cognitive response model of persuasion is any thoughts that arise during the process of elaboration when people relate message material and message content and views memory. (John & Praschan, 2017) emphasizes the importance of coordination within and between the marketing communication mix elements, specializing in one voice. This integration infers total persuasion effect of two integrated communication elements is typically considered greater than the sum effects of the individual items. IMC has become an integral part of marketing communications strategy for many advertisings and public agencies across many countries worldwide (Kitchen, 2014).

Reaching the target audience and establishing visibility with them is a necessary condition for success. However, it is not a sufficient condition since much depends on the persuasiveness of what is conveyed (John & Nicholas, 2017). Persuasion about messaging one to one or one too many subliminal persuasions occurs when you can successfully implant a message in the mind of a person or group of people. Subliminal persuasion is about getting people to change their minds, to change their beliefs, and to accept new information as not only being correct but having the necessary to spread. Advertising, marketing, and public relations, all rely on sub-mind persuasion getting

messages and beliefs to space in the primary goal of the persuader. To be a highly effective subliminal persuader, you must know who it is you intend to persuade (Dave, 2018).

Persuasion theory refers to effective communication of your offer to the customer. This is consistent with the marketing definition of identifying and satisfying consumer need probability. In the process of satisfying consumers' needs, you have to persuade the customer about your product or service's capability of satisfying their need? Concerning integrated marketing communication variables advertising, sales promotion, direct marketing, public relations, and personal selling are all geared to persuading the customer to buy or consume your service or product offer.

2.1.2.3. Advertising Theory

Advertising is by and large seen as art the art of persuasion and can be defined as any paid-for communication designed in form and/or persuade. Advertising has been seen as both a positive and negative force in society. Pure transfer of meaning is difficult, if not impossible to achieve and this is true of mere information giving learning aside the problems associated with persuasion. The disadvantage of the non-personal nature means there is no opportunity for immediate feedback, and costs of production and media can be very high yet credibly can be lower. (Copley, 2018) for many advertisers, attention-getting has become the focus of importance so persuasive content is hardly considered, on the assumption that visibly via the repeat's exposure effect is all that is needed (John & Nicholas, 2018).

Advertising can easily be organized in terms of classic communication components. The advertising message can be a variety of types and have a variety of features, sensory dimensions of ads i.e., whether they are print, contain images, or video. Advertising messages can also vary by their appeal (Sex, taste, emotion, rational argument, and problem-solution). They can vary in length by how often they are repeated and by the media content they are embedded in (i.e., program or editorial contexts (Shelly & Esther, 2016).

Advertising is one of the independent variables in this study; therefore it supports this study enormously. Firstly, advertising has multidimensional aims in marketing communications, advertising can therefore remind a customer about your offer to the customer, advertising can also educate your customer about your product or service, and advertising can persuade your target client to buy from your company. This theory there forms the basis of integrated marketing communication which defines the independent variable of this study.

2.1.2.4. Marketing Communication Theory

Communication theory is enormously rich in the range of ideas that fall within its nominal scope, and new theoretical work on communication has recently been flourishing. Marketing communications should be an audience-centered activity and in that sense, messages must be based on form understanding both the needs and environment of the audience. To be successful marketing communications should be grounded in the behavior and information-processing needs and style of the target audience (Chris & Sarah, 2019).

Businesses must retain clients to remain profitable. The academic field of marketing management considers customer relationship management (CRM) as most appropriate to achieve this, while communication management focuses instead on public relations (PR) (Loots & Gobler, 2017). Marketing communication, the most visible of marketing functions, interact subtlety with corporate communication to form what can be a formidable force for business and other organizations and one that impacts strongly on society, generally. Marketing and corporate communication send belonging to myriad companies and other organizations domestic and globally. This includes the effects of branding, advertising, sales promotions publicly and sponsorships, personal communications packaging, and so on (Paul, 2017).

Communication theory posits sharing of the commonness of thought; therefore, the communication cycle is recognized when feedback is given back to the information source portraying the understanding and agreement on the content of the information both by the informer and the informant. Communication theory from a marketing perspective supports this study because effective marketing communications leads to efficient persuasion about your offer communication to the customer.

2.1.2.5. Dagmar Theory

Dagmar is a marketing theory used to measure the results of an advertising campaign. The theory involves setting specific, measurable objectives for a campaign to determine if specific objectives were met. Specifically, Dagmar seeks to communicate a specific message through four steps: an awareness that is making the consumer aware that the product or company exists, secondly comprehension-letting the consumer know what the product is used for third, Conviction-convincing the consumer to purchase the product, and lastly Action-getting the consumer to make the purchase. Karisson (2017), argued that the created Dagmar when he prepared a report for the

association of Advertisers. Thus, the report was entitled defining advertising goals for measured advertising results, shortened down to Dagmar, and therefore of the name (Belch &Belch, 1995) and was later in 1969 published as a book with the same title (Mackay, 2015). Dagmar was created to encourage measurable objectives for each stage of the communication (Smith, 2016).

Dagmar focuses on the level of understanding that a customer must be fulfilled for the organization and on how to measure the result of an advertising campaign (Belch & Belch, 1995). The Dagmar theory has had a huge influence on how to set objectives in the advertising planning process and many planners used these models as their base. However, just as the other theory within advertising, Dagmar has been met with critique. One of the major criticisms towards Dagmar is its reliance on the hierarchy of effects theory, just as with AIDA. The customer does not always linearly pass through the stages. The main conclusion on the Dagmar theory is expressed in the following quotation all commercial communications that weigh on the sale must carry a prospect through for a level of understanding that the prospect must first be aware of the existence of a brand or an organization. Secondly, he must have a comprehension of what the product is and what do for him. Thirdly, he must arrive at a mental suspicion or conviction to buy the product, and finally, he must stir himself to action (Mackay, 2017).

2.1.3. Marketing Communication Tools

Promotion consists of communicational efforts to persuade the consumers to accept the services offered in the tourist market (Kozak, 2006). Promotion is one of the marketing activities together with product design and development, pricing, and distribution (Kotler and Armstrong, 2001). Promotion is to make a product, an institution, a person, or an idea known and accepted by the public, particularly by the target market 2016). Promotion means using informative, monitory and persuasive publicity efforts to increase product sales or to ease the acceptability of an idea Promotion can be used as a tool of marketing (Minh, 2007) or marketing efforts to send messages to the target market by the business enterprises to give information about the products offered to the consumers and create a positive image about the business enterprises, hence it can act as a strategic marketing tool in the development and the sustainability of the businesses.

The power of branding and brand loyalty requires intensive promotional efforts in the tourism industry as it happens in many other industries (Erol, 2018). Promotional activities are gaining more and more important in today's competitive business environment because of the increasing

geographic and cultural distance between the producers and the consumers, increased number of consumers as a result of increased population, growth of markets as a result of revenue growth, increased competition as a result of substitute products, increased and spreading several intermediaries, changing in consumer needs and wants as a result of increased per capita income, consumers' seek of difference, high quality and featured products, seasonal variations in the demand, and increased brand loyalty among the consumers. Possible objectives of promotion are to create awareness, stimulate demand, encourage product trial, identify prospects, retain loyal customers, facilitate reseller support, combat competitive promotional efforts, reduce sales fluctuations (Peter, 1998). The real estate industry is not exceptional to the above-given features of promotional efforts.

Marketing communication is the boost for promotional mix elements, whether it is advertising, direct marketing, interactive/internet marketing, sales promotion, publicity/public relations, or personal selling, combining these disciplines to provide consistent and maximum communication impact. The promotion has been defined as the coordination of all seller-initiated efforts to set up channels of information and persuasion to sell goods and services or promote an idea (Shakeel, 2011). By Kotler & Armstrong (2011), a company's total promotion mix – also called its marketing communication mix – consists of the specific blend of advertising, sales promotion, public relations, personal selling, and direct marketing tools that the company uses to persuasively communicate customer value and build customer relationships. Understanding that each promotion tool has unique characteristics and costs enables marketers to shape the promotion mix (Kotler & Armstrong 2011).

2.1.3.1. Advertising

According to Atieno (2011), different authors have defined advertising differently. Bottler 1988 defines advertising as any form of personal preventative and promotion of ideas or service by an identified sponsor. Churchill (2014) defines advertising as paid non-personal communication through various media by an organization that is identified in the massage and seeks inform and or persuades members of a particular audience an all-encompassing on is by Engel (2011) who define advertising as a paid non-personal communication through various media by business firms non-profit organizations and individuals who are in some way identified in the advertising message and who hopes to inform and or persuade members of a particular as the audience. It may be noted that

the development of the advertisement effectiveness literature from 1964 to 2013 highlights the change in the focus of researchers from traditional to modern media. It is further observed that different dimensions are concerned in different media for measuring advertisement effectiveness which adds to the complexities and vagueness of the subjects (Mahechwari & Gupta, 2014).

2.1.3.2. Personal Selling

According to Kotler & Armstrong (2008), Personal selling can be traced back to as far as ancient Greece. The need for salespeople was enhanced by the industrial revolution and modern personal selling got its start during the first part of the twentieth century. In industrial revolution began in the 18th century in Greta Britain. This meant that the local economies were no longer self-sufficient and the needs to reach new customers. The birth of the traveling salesperson began. Salespeople are the primary way of providing paid personal communications to customers. In the early 21st century relationship-oriented consultative style approach to personal selling has gained favor, salespeople get to know prospects find out their needs, and make honest recommendations about product or service solutions.

According to Spiro (2018) prospecting is to find the step where salespeople determine leads or prospects. After they figure out potential customers, they must determine whether they are qualified leads those who need the product, can afford the product and are willing to be contacted by the salesperson. Next, the approach is used for preparing for the presentation. This consists of customer research and goal planning for the presentation. This is when the salesperson initially meets with the customer. It is helpful to schedule an appointment to ensure capturing the buyer's attention. Since first contact leaves an impression on the buyer, professional conduct, including an article, a handshake, and eye contact is the heed assessment. Salespeople should evaluate the customer based on the need for the product. They should ask questions to reveal the current situation, the problems, the benefits of the solution, and the interest of the buyer.

2.1.3.3. Direct Marketing

According to Kotler & Armstrong (2014), direct marketing is the use of consumer-direct channels to reach and deliver goods and services to customers without using marketing middlemen. These channels include direct mail, catalog, Telemarketing, interactive television, Kiosk, Website, and mobile devices. It consists of direct connections with carefully targeted individual consumers to both obtain an immediate response and cultivate lasting customer relationships. Direct, marketing

communicates directly with customers often on a one-to-one, interactive basis. Using the detailed database, they tailor their marketing offers and communications to the needs of narrowly defined segments or even individual buyers.

Direct marketing is convenient, easy to use, and promote, that is the comfort of their homes and they browse mail catalogs or company websites. Direct marketing to the sellers is powerful tools for building customer relationships can target-based marketing. Today's marketers can target small groups or individual consumers, tailor offers to individual needs, and promote these offers through personalized communications. Direct marketing can offer a low-cost-efficient for reading their markets for example; direct marketing has grown rapidly in B2B marketing, partly in response to ever-increasing costs of marketing through salesforce (Kotler, 2016).

2.1.3.4. Sales Promotion

Capon (2012) establishes that sellers use incentive-type promotions to attract leads, reward loyal customers, and increase the repurchase rates of occasional users. Sales promotion often attracts brand switchers, who are primarily looking for low prices, good value, or premiums. Sales promotion is unlikely to turn them into loyal customers. Sales promotion used in markets of high brand similarity produce a high sales response in the short-run but little permanent gains the market share. In markets of high brand dissimilarity, sales promotion can alter market share permanently.

Sales promotion consists of marketing activities that stimulate consumer purchasing and dealer effectiveness. These include displays, trade shows, coupons, contests, samples, premiums, product demonstrations, and various non-recurrent selling efforts used combined with other forms of promotion to emphasize, assist, supplement, or otherwise support the objectives of the promotional program (Thompson, 2018). Sales promotion consists of short-term incentives, in addition to the basic benefits offered by the product, or services to encourage the purchase or sales of a product or service (Kotler, 2011). Sales promotions cannot be conducted continuously, because they will eventually become ineffective.

2.1.3.5. Public Relations

Public Relations is the distinctive management function that helps establish and maintain mutual lines of communication, understanding, acceptance, and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on

and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research, sound, and ethical communication as its principal tools (Palaniappan & Ramachandraiah, 2013).

Public relations are a strategic communication process that builds a mutually beneficial relationship between an organization and its public. PR serves a variety of institutions in society such as businesses, trade unions, government agencies, voluntary associations, foundations, religious institutions, and hospitals. To achieve their goals these institutions must develop effective relationships with their audience or public such as employees, customers, suppliers, shareholders, and the community. In an ideal organization, each employee works harmoniously with their subordinates, all focused on achieving organizational goals rather than self-interest goals (Nyenjeri, Kinyua & Wawire, 2014).

2.1.4. Sales Performance

Sales performance is the extent of the number of products sold or services sold in the regular operations of an organization in a specified period. It is the number of goods sold in number or quantity of units throughout the regular working times of an organization. Sales performance is the addition of several aspects consisting of returns, gross sales, delayed shipments, delayed billings, and credit memos as defined by Haskell (1980). He gives the subsequent directory of sales activities for victorious salespeople: selling, entertainment, working with distributors, being present at meetings, working with orders, servicing goods, servicing accounts, training and recruiting, travel, communication/information. It is also mentioned that the performance procedures functioning at varied times are not greatly connected and the relations between various performance procedures are not powerful (Neema, 2017).

A different set of criteria mentioned by Campbell (1990) include 10 elements which are customer relations, sales volume and ability to achieve quotas and management of expense accounts, company knowledge and product understanding, customer information and competitor comprehension, and time management and planning that are significant for sales performance. From another point of view, his checklist can be successfully summarized to four mainly objective performance measures such as yearly sales volume, customer relations, profit growth, and gross profit per sale. But, accomplishing significant outcomes through higher sales growth, sales volume,

and profit is believed to be tricky for most companies, in that, customers often use price as a quality signal. This makes it complicated to accomplish perceptions of both high quality and low price that have a direct attitude with the volume of sales, growth in sales, and profit.

Al-Rfou (2015) conducted a study on Competition and Organizational Performance: Empirical Evidence from Jordanian Firms. The study surveyed 33 industrial firms listed at the Amman Stock Exchange by the beginning of 2010. The result of multiple regression analysis indicated that the intensity of market competition had a positive strong effect on the organizational performance of such companies. This result, however, is expected as Jordanian companies have faced intense competition lately due to the attractive investment climate of the Jordanian market. The study was a quantitative approach study which aimed at the industrial sector of Jordan hence further research can be conducted on other sectors in other countries since the results from the study cannot be concluded. Neema (2017) focused on the evaluation of the connection between competition and management accounting systems change and performance of companies.

The study carried out measurement samples with 120 questionnaires from accounting managers and experts in production companies accepted in Tehran stock exchange valuable papers and also the service companies of three foods, health and make up and dress companies. By using the correlation and regression methods, the research assumptions were tested. The result showed that change is the most effective factor between competition and company management. The results concluded that competition has a significant effect on company performance, strategic decisions, technology selection, and production quantities. The study was based on the evaluation of competition which is one part of the microenvironmental factors hence a study in other microenvironmental factors will be useful. Sales Volume: The number of units sold within a reporting period.

Within a business, sales volume may be monitored at the level of the product, product line, customer, subsidiary, or sales region. This information may be used to alter the investments targeted at any of these areas. Sales Target: a goal set for a salesperson or sales department measured in revenue or units sold for a specific time or period. Setting up sales targets helps keep the firm's sales team focused on achieving its goals. Sales Growth: The amount a company derives from sales compared to a previous, corresponding period in which the latter sales exceed the former. Sales growth is considered positive for a company's survival and profitability. It may result in increased dividends for shareholders and/or higher stock prices.

2.1.5. Marketing Communications and Sales Performance

In recent decades, companies worldwide have perfected their mass marketing technology – selling highly standardized products to masses of customers (Armstrong, 2012). In this process, mass media advertising techniques have been developed for supporting mass marketing strategies. A problem for marketers is the change from the mass marketing system to a focused marketing and the corresponding use of a wider, more comprehensive combination of communication and promotion channels. Customers do not differentiate the way marketers do from message sources. In the mind of the consumer, publicity messages and promotional approaches from different media are all part of a single message about the company (Hua, 2005). By linking all messages and pictures of the company together, IMC builds brand identity and strong customer relations. All activities and media coordinate brand messages and positioning. IMC calls for all points of contact where customers, products, and brands can meet.

Every brand contact sends a good, bad, or indifferent message. The company must endeavor to send each contact a consistent and positive message. IMC produces greater consistency of communication and greater sales – unifying the image of the company, which is shaped by thousands of businesses (Armstrong 2005). In the six main communication modes (publicity, sales development, public relations, advertising, events and experiences, sales force, and direct marketing), Kotler (2006) companies shall allocate the budget to the marketing communications market. Companies may significantly differ in media and channel choices within the same industry. Avon focuses its promotional funds on personal sales, while Revlon is heavily spending on publicity. Companies always look for ways to improve the efficiency of communication by replacing one tool with another.

Many businesses substitute advertising, direct mail, and telemarketing for some sales in the field. One car dealer dismissed his five salespersons and cut prices. Companies move publicity funds to sales promotion. The sustainability between communications instruments explains why it is necessary to coordinate marketing functions. For instance, Hawaiians Aloha Airlines were selling over a million dollars' worth of tickets on a single day, thanks to a website and coordinated TV ad campaign aiming at the Greater Los Angeles area. The television ads have been designed to sensitize Aloha and to drive traffic to the website, where the sale is closed.

Over $245 billion was spent on advertising alone in the United States in 2003 (Hua, 2005). According to the report, a global accounting firm, the worldwide advertising spending rose to $385 billion. They projected that spending is likely to exceed half a trillion dollars by 2010. A similar study conducted by Ernst & Young (1996) indicates that promotional expenditure on leading branded goods represents between 7 and 10 % of sales revenue. Despite the enormous levels of spending, an important economic question is yet to be resolved: is there a significant relationship between marketing communications expenditure and sales as registered in volumes? Several years of academic research investigating this relationship and future demand have yielded inconclusive findings. Much as promotion is considered necessary for the growth and survival of a business, its influence on a firm's budget cannot, however, be overlooked. Promotional expense therefore can no longer be regarded as just a current expense but rather an investment. If it is, then managers must ensure that the returns on such investments bear positively on their sales performance.

To make an informed purchase decision, customers need information on the characteristics of the product or service, its prices, and how to access it (Neema, 2017). There is a risk of customers buying quality products or services if they can receive necessary product information promptly and adequately. This means that the good and efficient marketing channels add value to the company's product or service since customers trust in choosing products and services from competitors.

2.2. Empirical Review

The previous empirical studies are summarized to support the concepts that are discussed in the theoretical review section. The concepts mainly focused on IMC, sales performance, and their relationship. The following reviews sought to show the relationship of each IMC variable on sales performance in different contexts.

The Effect of Advertising on Sales Performance

Belch (2013) emphasized the importance of IMC by outlining the very relevance of integrating promotional tools. They noted that by coordinating the marketing communications efforts of a company, one can avoid duplication, take advantage of synergy among promotional tools, and develop more efficient and effective marketing communications programs. By doing so, a company can maximize the return on its investment in marketing and promotion.

Other findings disagreed with the study findings by concluding that there is a strong positive significant relationship between advertisement and sales performance (Aliata, 2012, Perreault, 2010, Onditi, 2014 and Olufayo, 2012). Evren (2013) found that advertising plays a pro-competitive role, as an increase in advertising appears to lead to an increase in profitability. He also indicated that advertising is moderately effective in providing information, generating awareness, and changing opinions. Kola (2010) also commented that advertising has a moderate effect in providing information, creating awareness, and changing attitudes. Based on this, the following hypothesis is proposed:

H1 - Advertising has a positive and significant effect on sales performance

The Effect of Sales Promotion on Sales Performance

It was also found that there is a positive connection between sales promotion and performance (Okyere, 2011). They confirmed that sales promotion enhanced brand preference, which then improved brand performance thus high profits or performance. Peter (2012) concluded that sales promotion engages the push factors that speed up sales and the pull factors that influence customers to ask for certain products they seek to purchase. There is an undeniable relationship between sales promotion and total sales (Sathish, 2011) found that sales promotion strategies such as price reductions and buy one get one free offer had the most powerful effect on the sales revenue of retail stores. He also had comparable findings in their study on the effect of sales promotions on product sales and found that sales promotions considerably boosted the sales revenue of Nestle.

Biruk (2012) conducted the study on the determinant factors of sales performance taking Ethiopian real estate companies by considering 305 respondents. The findings showed that sales promotion and personal selling had a positive and significant. The effect was more pronounced than advertising and direct marketing. However, the response of the receiver will range from simple awareness to actual purchase depending on the intensity of the message and the media used to give out the message.

Sathish (2011) commented that sales promotion positively influences the marketing performance of a firm. Hua (2015) studied the effect of the promotional effect mix on sales growth. This study is done in three product lines such as razor, soap, and orange juice in the Australian market to show marketing communication and also to examine the proposed effects on sales growth. Advertising in some media is found with a positive effect and TV advertising has more effect on providing sales

volume in comparison with publishing advertising. The effect of promotion on brand equity was complicated and only large promotions with negative effects on sales growth are found. Based on this, the following hypothesis is proposed:

H2 – Sales promotion has a positive and significant effect on sales performance

The Effect of Direct Marketing on Sales Performance

Okyere (2011) concluded that there is a positive relationship between direct marketing and sales performance. This means that in circumstances where customers have direct communication access like mail, personal cellphone, social media, etc., spending on such direct marketing communications basics may bring positive returns to the firm. The positive relationship between direct marketing and sales performance means that companies' direct marketing strategy is effective. Advertisement strategies cannot single-handedly influence sales performance (Subba, 1982). Advertisement strategy such as newspapers has very little impact on urban customers.

One of the most powerful and effective ways of using social media in fashion marketing communications is blogging. The blog is short for "Weblog" – a web journal, an "online diary" where the "owner", the one creating the content, can post what excites him the most and share it with whoever surfs the web. When creating a blog, users can fill it with whatever they want: comments, news, photos, videos, etc. (Berlendi, 2011) Bloggers are the new influential fashion journalists of today. They frequent the front rows of fashion shows bringing up-to-date visuals and commentary faster than a traditional journalist ever could. (Lea-Greenwood, 2013). Based on this, the following hypothesis is proposed:

H3 – Direct Marketing has a positive and significant effect on sales performance

The Effect of Personal Selling on Sales Performance

According to Callen (2010) in marketing communication, the message is first encoded to create an advertisement, or displaying sales presentation of the product then transmitted through a selected media or any other vehicle which can convey the message; when the recipient receives the message, the message is decoded whereby the receiver compares the message to the frame of reference and then knowledge, belief and feelings of the receiver are changed according to the message received. Then, the study concluded that the marketing message in an integrated manner influences the sales performance of the business firms.

Eva (2017) investigated the effects of selected marketing communication mix on sales performance in the mobile phone sector. Personal selling campaign activities showed a positive and significant effect on the sales volume. Marketing companies use assorted techniques of communication to support their offerings, in turn, to accomplish their selling objectives under the marketing promotional mix. According to Kotler and Keller (2011), the marketing communications mix is consisted of five key elements, although other authors list more.

Davis's (2014) study on effective communication strategies in a franchise company; a case of bakers' delight holdings Australia, was a case study and a survey where data was collected by quantitative questionnaire. Franchisee support for policies varied significantly. The study concluded that it is relevantly easy to communicate marketing messages personally and achieve sales goals to the franchisers than expecting them to respond to their communication strategies.

The conclusion agrees with those of Onditi (2014) who concluded that companies have to develop creative personal marketing communication strategies, position and differentiate themselves in a way that positively affects their sales turnover. Davis (2014) concluded that the more the personal selling promotion strategies are exploited, the higher the marketing performance of these firms hence the results support the finding by indicating that increased application of marketing communication strategies will result in the increased sales performance of a firm. Based on this, the following hypothesis is proposed:

H4 – Personal Selling has a positive and significant effect on sales performance

The Effect of Wom Publicity on Sales Performance

Ismail (2012), also concluded that there is a positive relationship between publicity activities and sales performance. However, this finding was strongly supported by the conclusion made by Onditi (2014) conclusion implying that most companies do not suppose publicity can affect sales performance to a great extent and therefore very few companies invest in publicity activities.

There is a positive relationship between WoM publicity and sales performance of soft drink companies that is not statistically significant (Okyere, 2011) because, unlike another promotional mix, publicity relies exclusively on the quality of content to influence others to get the message out. Based on this, the following hypothesis is proposed:

H5 - WoM publicity has a positive and significant effect on sales performance

2.3. Conceptual Framework

Based on the aforementioned theoretical and empirical reviews, the conceptual framework is extracted as illustrated in the figure below. Marketing communication in an integrated manner enhances the sales performances of business firms. In this regard, the promotional tools namely advertising, sales promotion, personal selling, WoM publicity, and direct marketing are taken as independent variables while sales performance is the dependent variable of the study.
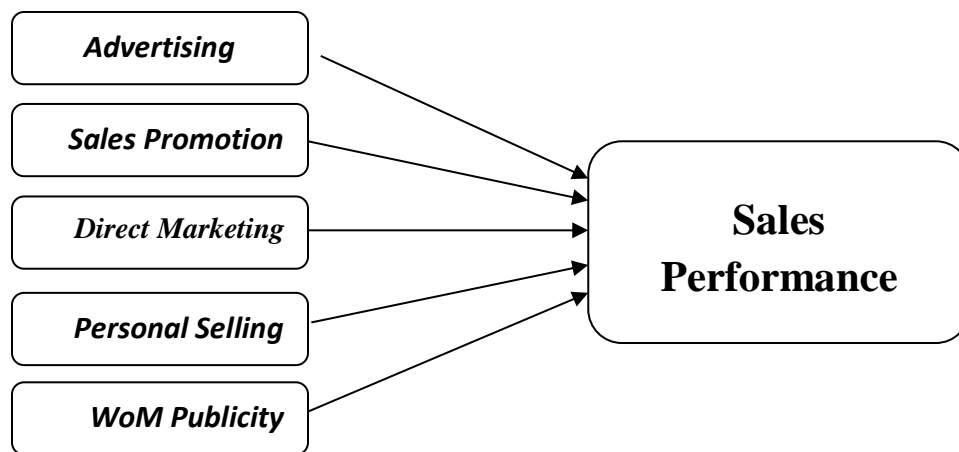
(Source: Neema, 2017)

Figure 1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Approach

There are two research approaches, qualitative and quantitative research approach. In this study Quantitative research approach was adopted as it attempts to quantify its results through statistical summary or analysis. That means quantitative research engages in the systematic and scientific investigation of quantitative properties, phenomena, and other relationships. The objective of quantitative research is to develop and employ mathematical models, theories, and hypotheses pertaining the natural phenomena. That involves the generation of data in a quantitative form for the analysis. Thus, the collected data were quantified, and statistical methods were used for the analysis to seek evidence about characteristics or a relationship between the stated variables.

3.2. Research Design

There are three types of research design namely exploratory, descriptive, and explanatory research. Explanatory research design applied in this study for the fact that it is used to establish cause-and-effect relationships between variables; and causal analysis is concerned with the study of how one or more variables affect changes in another variable. It is thus a study of functional relationships existing between two or more variables (Kothari, 2004). Thus, explanatory research design is used as it analyzes the opinions/ qualitative data/ and examines the variables of interest (IMC and sales performance measurement) to determine the relationship between the constructs.

In light of the explanatory research, descriptive and inferential analyses were employed. The former is about to describe respondents' demographic characteristics and their perceptions towards the implementation of respective marketing communications in terms of advertising, direct marketing, sales promotion, personal selling, and public relations; while the latter is used to analyze the relationship of independent variables (IMC) with the level of sales performances.

3.3. Population, Sample Size, and Sampling Technique

3.3.1. Study Population

A target population is the entire group of people or entities that the researcher is interested in and for which the researcher wishes to conclude (Kothari, 2004). According to Ethiopian Investment Agency, EIA (2018), the industry constitutes a total of 559 registered real estate developers in the country of which the majority 505 (90.3%) are domestic but the rest 54 (9.7%) are owned by foreign direct investors ventured jointly with some domestic developers. In terms of their geographical orientation, 413 (73.9%) registered domestic developers are located in Addis Ababa while the remaining are in different regional states (Addis Ababa City Council Land Development Authority (AACLDA), 2018). Among 413 (73.9%) registered domestic developers in Addis Ababa, 357 (86.4%) are under the implementation phase but the rest 56 (13.6%) are actively in operation.

Among them, the top ten renowned real estate companies namely Ropack, Metropolitan, Enyi, Legacy, J.H. Simex, Noah, Ayat, Flintstone, Sunshine, and Gift with credible reputations was taken as a population in which the target respondents were selected (EIA, 2020). A total of 2,051 employees, enrolled in the aforementioned 10 companies, were taken as the target population (Ethiopian Revenue and Customs Authority, 2020).

3.3.2. Sampling Size

Determining sample size is a very important issue because samples that are too large are uneconomical while too small samples may lead to inaccurate results. When the size of the population is known, the sample size is calculated based on Yemane's (1967) formula for proportionality of sample for the known population. Since the exact total population is known, the sample size determination formula is used to estimate the sample size. The formula is:

$$n = \frac{N}{1 + Ne^2} = \frac{2,051}{1 + (2,051 * 0.5^2)} = 335$$

Where:

n = required sample size;

N = Total Population;

e = Tolerable error (0.05)

Sample proportion per stratum is illustrated in Table 1. Below.

Table 1: Sample Proportion per Stratum

Industry	Company	No. of Customers	Proportion	Sample Proportion
Real Estate Companies	Noah	327	0.159	53
	Ropack	209	0.102	34
	Metropolitan	176	0.086	29
	Enyi	311	0.152	51
	Legacy,	105	0.051	17
	J.H. Simex	157	0.077	26
	Ayat	198	0.097	32
	Flintstone	190	0.093	31
	Sunshine	196	0.096	32
	Gift	182	0.089	30
Total		**2,051**	1.000	335

(Source: Ethiopian Revenue and Customs Authority, 2020)

3.3.3. Sampling Technique

Since probability sampling technique is preferable to select the respondents from the targeted study population to enable to generalize the results of the findings to the entire population parameters based on sample statistics (Saunders, 2004). However, it was difficult or impractical to get the randomly selected respondents for the fact that most of the sales personnel were on duty (field assignment) during their office hours. Therefore, Convenience non-probability sampling method was more effective to contact each respondent until the calculated sample size was attained.

3.4. Source of Data

Data collection involves the gathering of relevant and important data used for conducting a particular research work (Arbnor, 1994). It is the basis for acquiring data and can be collected in two ways which are; primary data and secondary data. Primary data consists of all the data collected throughout the study that can be directly related to the study purpose, both personally gathered as well as data from a third party that were collected with equivalent purpose. Secondary data, on the other hand, contains relevant data that has been collected for a different purpose, but from which the conclusion is valuable for the purpose. For this study, only primary data were collected from employees for analysis purpose.

3.5. Data Collection Instruments

The survey method that is used to obtain primary data is chosen due to its appropriateness and practicality in terms of being a well-accepted diagnostic tool for respondents' perception. This survey uses both questionnaires (employees of the selected real estate companies) and interviews (managers of advertising agencies and consultants) to collect the required primary data.

The questionnaire is intended to be a structured self-administered five-point Likert scale that was adopted based on existing instruments used in previous studies (Aaker, 1997; Neema, 2017). The questionnaire was designed in such a way that it has two parts. The first part refers to personal demographic characteristics to obtain general demographical information of sampled respondents. It contains five items regarding sex, age, education, department, position, and salary. And the second comprises study variables such as marketing communication mix tools and sales performance variables to measure the respondent's perception towards overall marketing promotional practices in the selected real estate companies.

As mentioned under the conceptual framework of this study, the research variables are marketing communication practices (independent variable) and sales performance (dependent variable). Both variables were measured in different sales performance researches with a relatively wide variety of dimensions and industries as well. This study, however, framed the sales performance (measured by sales volume, sales target, and sales growth) to measure it in terms of promotional mix tools namely advertising, sales promotion, direct marketing, personal selling, and public relations/ publicity, the model is adopted from Aaker's promotional mix tools as cited by Neema (2017). This model is preferred due to its reliability measures being found to be sufficiently above the threshold.

Regarding the attributes of the study variables, the respondents were asked to describe on a 5-point Likert scale with 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Moderately Agree, and 5 = Strongly Agree. To reduce the possibility of key information bias, a set of questions in the survey contained some revert questions statements in both variables' attributes to ensure that the respondents are confident about answering the questions (Cannon & Perreault, 2009). The questionnaire was first written in English and then be translated into Amharic. To ensure linguistic consistency, then it was also translated back into English by an experienced translator, and the necessary corrections were taken in the Amharic version. The Amharic version was then distributed to the targeted respondents.

3.6. Data Collection Procedure

This research conducted in person for the fulfillment of the academic requirement. A total of 30 questionnaires were distributed to the customers of Nova real estate company to pretest the validity and reliability of the scaling instrument. Then once confirmed its validity and reliability, the questionnaires were then distributed to the targeted respondents at selected real estate companies under study as per the convenience of the student researcher. Respondents were expected to fill the questionnaires accordingly after having their full consent and being briefed on its purpose. A sum of 335 responses was collected from their respective employees.

3.7. Data Analysis Techniques and Presentations

Both descriptive and inferential statistics were used to analyze the quantitative data gained through a structured questionnaire. Regarding the inferential statistics, multiple regression analysis is performed using the five IMC dimensions as the independent variable and sales performance as the dependent variable. It comprised correlation tests, assumption tests, and final regression results. Correlation coefficients were also checked to quantitatively describe the strength of the association between the variables. According to Hair (2016), the Pearson correlation coefficient measures the degree of linear association between two variables. It varies between -1.00 to +1.00, with 0 representing absolutely no association between the two variables.

While the assumption tests namely linearity, multicollinearity, normality, homoscedasticity, and no autocorrelation were tested to check whether the data fit the multiple linear regression models. The model looks to the extent to which the IMC practices affects the overall sales performance (R^2 value), the regression coefficient (Beta coefficient), and the P-values for the significance of each relationship.

Multiple linear regressions was conducted to identify the relationship and to determine the most dominant variables that influence the sales performances of the real estate companies. To evaluate the relation between IMC, and Sales Performance, the multi-regression analysis model is depicted as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where: Y = Overall Sales Performances; X_1 = Advertising; X_2 = Sales Promotion; X_3 = Direct Marketing; X_4 = Personal Selling; X_5 = WoM Publicity; e = error term; β_0 = constant, term; $\beta_{1, 2, 3, 4, 5}$ = coefficient terms.

3.8. Scale Validity

Validity is important to test and maintain the quality of measures in research. There are several types of validity testing. Construct validity is the appropriateness of inferences made based on observations or measurements, specifically whether a test measures the intended construct. Content validity is concerned with a test's ability to include or represent all of the content of a particular construct (Saunders, 2004). The content validity of the instrument for the study was ensured as the items of the questionnaire were from the literature and was reviewed by professionals and academicians. In addition, pilot tests were conducted on 30 sales and marketing staff from Nova real estate company in Addis Ababa. The purpose of the pre-testing was to refine the questionnaire and to assess the validity of measures in the Ethiopian context.

3.9. Reliability Test

To examine the reliability of the study Cronbach's alpha was calculated with all variables cumulatively using SPSS version 21.0. The five independent variables in the study were advertising (5 items), Sales promotion (5), Direct marketing (5), Personal selling (5), and public relations/ publicity (4); and one dependent variable was Sales Performance (5 items). As a result, in Table -2, the Cronbach's alpha of .801. Usually, reliability coefficients should be at least '.70' and the higher is the better. Therefore, the reliability of the response was accepted and assured.

Table 2: Reliability Test

	N	Cronbach's Alpha
Advertising	5	.703
Sales Promotion	5	.858
Personal Selling	5	.767
Direct Marketing	5	.814
Public Relations/Publicity	4	.733
Sales Performance	5	.790
Total	**29**	**.801**

(Source: Own Survey, 2022)

3.10. Ethical Considerations

A brief description of the central objectives or purpose of the study was clearly stated in the introductory part of the questionnaire to be filled by respondents. To maintain the confidentiality of the information provided by the respondents, the respondents were assured that the responses would be used only for academic purposes and kept confidential. Finally, respondents were included in the study based on their voluntariness and free will.

CHAPTER FOUR
DATA ANALYSIS AND INTERPRETATION

4.1. Results

The study sought to investigate the effect of integrated marketing communication on sales performance of selected real estate in Addis Ababa. Personal information of respondents, five dimensions of integrated marketing communication, and real estate companies' sales performance attributes were among the data collected through a self-administered questionnaire. After distributing 302 questionnaires to sales representatives of ten selected real estates in Addis Ababa, 297 questionnaires were collected. The response rate was 98.3% of the total distributed questionnaires, and when the collected questionnaires were screened for missing data and other inconsistencies, 282 valid and usable questionnaires for statistical analysis were discovered. The responses were then checked for errors and encoded into SPSS 22.0 so that they could be used for data analysis.

After completing all of the necessary data preparation, the multi-regression model was analyzed. Finally, the proposed research hypotheses were put to the test using regression model analysis results. For each hypothesis, the findings are described and discussed, and the results are presented as follows.

4.2. General Information of the Respondents

The study participants' demographic profiles provide a good overview of the readers. Taking as a factor, indicators for a design under study would also be very important. The study covers gender, age, education, job title and service year as demographic profile of the respondents. This part of the questionnaire requested a limited amount of information related to personal and demographic status of the respondents. Accordingly, the following variables about the respondents were summarized and described in the subsequent table.

Referring Table 3., from the total respondents, female respondents constituted the highest percentage 195(69.3%) while their male counterparts share the rest 87(30.7%). This implies that real estate companies preferred more of female sales and marketers to promote their sales performances.

Table 3: Demographic Characteristics of Respondents

Category		N	(%)
Sex			
Male		195	69.3.%
Female		87	30.7%
	Total	**282**	100.0%
Age			
21 – 30 years		136	48.2%
31 – 40 years		102	36.1%
41 – 50 years		37	13.1%
51 – 60 years		7	2.48%
	Total	**282**	100.0%
Education			
Diploma		5	1.7%
Degree		232	82.6%
Masters		45	15.9%
	Total	**282**	100.0%
Job Title			
Marketer		50	17.8%
Sales Person		120	42.7%
Freelancer		90	32.0%
Others		22	7.5%
	Total	**282**	**100.0%**
Service Year			
1 – 5 years		153	54.4%
6 - 10 Years		97	34.4%
Above 10 Years		32	11.3%
	Total	**282**	100.0%
Preferred Media			
Broadcast (TV/Radio/Billboards)		132	46.9%
Sponsorship of events		40	14.5%
Website (Social media /Telephone/mail)		59	21.2%
Publications (fliers/magazines/brochures)		28	10.0%
Physical Presentation		16	5.6%
Others		6	2.1%
	Total	**282**	100.0%
Targeted Audience			
Diaspora		168	59.8%
Domestic Buyers		81	28.6%
Foreigners		33	11.6%
	Total	**282**	100.0%

(Source: Own Survey, 2021)

In terms of age, out of 282 respondents, 136 (48.1%) were between the ages of 21 and 30, followed by 102 (36.5%) people between the ages of 31 and 40. Respondents were aged 41-50 years and 51-60 years made up 13.1 % and 2.48% of the total population, respectively. This also implies that salespeople in their twenties and thirties are a good investment for businesses because they are assumed to be more productive than their elders.

In aspects of respondents' educational backgrounds, the majority 232(82.6%) have a bachelor's degree, while the remaining 45 (15.9%) have a master's degree, and diploma 5(1.7%). It indicates that the majority of respondents are well-educated to put their marketing and sales skills into practice to improve the performance of their companies.

Marketers account for 50(17.8%), followed by salespeople at 120(42.7%), freelancers at 90(32.0%), and others at 22(7.5%). It indicates that having more salespeople on staff helps companies increase their sales volumes, but having freelancers on staff can help companies reduce their overhead costs to a certain extent.

More than half of the respondents, 153 (54.4%), have worked for their companies for less than five years, while 97 (34.4%) have worked for 5 to 10 years, and the remaining 32 (11.3%) have worked for more than 10 years. It means that the majority of sales and marketing salespeople are inexperienced or have only been with their companies for a short time. Having less experienced employees may have an impact on overall performance because their effectiveness is thought to be lower than that of employees with more experience.

132 (46.7%) of respondents believe that broadcasting media (TV/Radio/Billboard) is the most preferred promotional tool, followed by 59 (21.2%) and 40 (14.5%) who voted for website (social media/Telephone/Mail) and event sponsorship, respectively. The publication was chosen by 28(10%) of salespeople, while physical presentations were chosen by 16(5.6%) of salespeople, and other tools were chosen by only 6(2.1%). This means that the majority of sales and marketing employees preferred to persuade potential customers through paid advertising media.

Furthermore, the majority of 168 (59.8%) targeted the Ethiopian diaspora, while 81 (28.6%) targeted domestic buyers, and the remaining 28 (11.6%) sought foreigners to buy their products. It's a good indication that focusing on diasporas makes more sense because they have a higher financial capacity.

4.3. Description of Study Variables

The research looked into how the integrated marketing mix influences the sales performance of specific real estate. The practices of IMC (such as advertising, Word - of - mouth publicity, direct marketing, personal selling, and sales promotion), as well as the sales performance attributes, are analyzed and presented based on respondents' perceptions. The descriptive statistics of mean and standard deviation are used to compare the respondents' perceptions of the variables. The mean indicates how much the sample group agrees or disagrees with the various statements on average.

According to Best (1987), the scale is set in such a way that respondents strongly disagreed if the mean scored value is in the range of 1.00 – 1.80; disagreed within 1.81 – 2.60; neither agreed nor disagreed within 2.81 - 3.40; agreed if it is in the range of 3.41 – 4.20; while strongly agreed when it falls within 4.21 – 5.00. In addition, standard deviation shows the variability of an observed response. Below, the results are discussed one by one.

4.3.1. Advertising

Table 4: Descriptive Statistics of Advertising

Attributes	N	Mean	Std.
The company's advertisement is clear to understand	282	2.77	.556
The company's advertising is informative	282	3.69	.548
The information advertised by the real estate is trustworthy	282	4.33	.614
Frequent advertising of the company reminds me to use the service	282	3.85	.391
The real estate uses appealing media advertising to promote its products	282	4.29	.485
Average	**282**	**3.79**	**.519**
Valid N	282		

(Source: Own Survey, 2021)

Results of the findings on Table 4. indicates that majority of the respondents strongly agreed that the information provided through advertisement was trustworthy (mean 4.33) and appealing (mean 4.29). They also admitted that the messages are informative (mean 3.69) and frequent advertising reminded them to use the medical service (mean 3.85). However, they disagreed on clarity of the messages to understand easily (mean 2.77). This implies that majority of the respondent gained reliable information through media advertising even though the messages were hard to grasp easily due to the contents are stuffed with technical jargons. Overall advertising (grand mean 3.79) as a

marketing promotion mix tool was utilized to disseminate the intended message to the targeted customers even though more efforts were required to improve its effectiveness. This implies that advertising is a method of presenting message to persuade real estate customers to purchase their products. In this case, non-personal presentation of reliable, informative and relevant information about the products (both residential and commercial buildings) in the media influenced their sales performance.

4.3.2. Sales Promotion

Table 5: Descriptive Statistics of Sales Promotion

Attributes	N	Mean	Std.
Low cost gifts motivates customers to purchase our product	282	2.25	.502
Sales discount during holiday events attracts new customers	282	4.14	.419
Loan facilitation with banks promotes our sales volume	282	4.31	.644
Event-organization helps us reach our sales target easily	282	3.92	.573
Timely placement of sales promotion activities enhances our sales	282	3.87	.482
Average	**282**	**3.69**	.524
Valid N	282		

(Source: Own Survey, 2021)

Referring Table 5, the results showed that majority of the respondents strongly agreed that accessing bank loan facility (mean 4.31), timely placement of sales promotion (mean 3.87); motivated potential customers to buy the real estate houses. Similarly, offering short term holiday discounts (mean 4.14); and hosting different events to promote their products (mean 3.92) attracted more potential customers and increased their sales volumes. However, respondents didn't agree on the provision of low-cost gifts (mean 2.25) motivated customers to purchase their products. The average score value of overall sales promotion practices (mean 3.69) indicates that sales promotion improves their sales but it has an implication that sales promotion provides extra value or incentives to the sales force which in turn affected the sales performance of the companies.

4.3.3. Direct Marketing

As far as Table 6. concerned, direct marketing practices of the real estates was perceived positively for majority of the respondents agreed that updating information about new product innovation (mean 4.11), reminding them through social medias increases sales volume (mean 3.87) persuade

potential customers to purchase. In addition to that, interactive communication with customers (mean 3.88), clear message sent to customers via their personal phone promoted their sales (mean 3.79) while contacting them through emails didn't help as expected (mean 2.89).

Table 6: Descriptive Statistics of Direct Marketing

Attributes	N	Mean	Std.
Contacting customers through their personal mails persuades them to purchase	282	2.89	.621
Reminding potential customers via social media increases our sales volume	282	3.87	.215
Updating new information influences our customers to purchase our products	282	4.11	.518
Interactive communication facilitates our customers' decision to purchase	282	3.88	.433
Frequent messages sent to customers via their personal phone promote our sales	282	3.79	.523
Average	**282**	**3.70**	**.462**
Valid N	282		

(Source: Own Survey, 2021)

The overall perception of sales forces on companies' direct marketing practices were found to be slightly positive (Mean, 3.70) which indicates that the real estates had a lot to improve on accessing more media to create one-to-one interactive communication channel with the customer that remind them the products of which a firm is offering.

4.3.4. Personal Selling

Table 7: Descriptive Statistics of Personal Selling

Attributes	N	Mean	Std.
Direct personal contact to prospect customers improves our sales volume	282	4.37	.409
Frequent visit to prospect customers enables us to attain our sales target	282	2.78	.644
Creating friendly relationship with prospect customers increases our sales	282	3.97	.576
Sincerity of salespersons influences prospect customers to purchase our products	282	4.20	.395
Sales staff ability to instill confidence on customers enhance our sales growth	282	4.31	.555
Average	**282**	**3.92**	**.516**
Valid N	282		

(Source: Own Survey, 2021)

Majority of the respondents are strongly believed that direct personal contact to prospect customers increases the sales volume (mean 4.37), Similarly they strongly agree on the ability to instill

confidence (mean 4.31) on prospect customers improved their sales volume or helped them attain sales target. Sincerity of salespersons were also perceived positively (mean 4.20). besides, sales staffs agreed that creating friendly relation with customers increased sales (mean 3.97) but didn't believe that frequent visit of customer helped them attain the intended sales target (mean 2.78). Table 7.

The overall mean scored value (grand mean, 3.92) of personal selling practices was perceived positively for the fact that sales staff personal competence and direct contact of the prospect customers have influence on improvement of sales. This implies that real estate buyers seem to demand a skilled sales representative to answer all their inquiries and instill confidence on them for the fact that personal selling is a form of person-to-person communication in which a seller attempts to assist and/or persuade prospective buyers to purchase the company's product/ service or to act on an idea. i.e., the personal, individualized communication in personal selling helped the seller to tailor the message to the customer's specific needs or situation that affected their sales performances.

4.3.5. Public Relations (WoM Publicity)

Table 8: Descriptive Statistics of Public Relations/publicity

Attributes	N	Mean	Std.
Our printed publications improve our sales growth through time	282	3.15	0.399
Dissemination of reliable information through public relation rises our profitability	282	3.61	0.602
Our public relations exerted efforts to improve the bad image of real estate companies enabled us to enhance our sales volume	282	3.83	0.286
Managers try to build good relation with customer to influence their buying decision	282	3.74	0.475
Average	**282**	**3.58**	**0.441**
Valid N	282		

(Source: Own Survey, 2021)

The results, Table 8., showed that majority of the respondents agreed on public relations managers exerted efforts to improve the bad image of real estate companies (mean 3.83), building good relationship with potential customers (mean 3.74), and dissemination of reliable information through their respective public relations (mean 3.61) resulted in rising their sales and profitability as well. On the other hand, they took neutral stand regarding whether printed publications improved their sales growth through time (mean 3.15). The overall public relations/ publicity practices of the

real estate companies were perceived slightly positive (Grand mean, 3.58) which implies that majority of the respondents had some doubts on its influence on their sales performance. It means that the concerned managements were not implementing it in the direction that would result into positive impact to their respective organizations.

4.3.6. Sales Performance

Table 9: Descriptive Statistics of Sales Performance

Attributes	N	Mean	Std.
Advertising through alternative media results to boost in our sales volume	282	3.85	.508
Carrying out different event organization resulted to boost our sales target	282	3.72	.601
Preferred mode of publicity for our products has improved our sales growth	282	3.62	.574
Frequent contact of our prospect customers via their contacts increases our sales	282	3.97	.475
Creating friendly relation with our prospect customers helps us make more sales	282	4.13	.530
Average	**282**	**3.85**	**.530**
Valid N	282		

(Source: Own Survey, 2020)

Referring mean values on Table 9., majority of the respondents strongly agreed that creating friendly relationship with prospect customers helps them make more sales (mean 4.13). While they also agreed on frequently contacted the customers through their personal contacts (mean 3.97), advertising through alternative medias (mean 3.85), and carrying out different event organizations (mean 3.72) improved their sales performances in terms of volume, target and growth. Overall sales performance was perceived positively (grand mean 3.85) which implies that promotional mix activities of real estate enhanced their sales through implementation of different promotional tools.

4.4. Relationship between IMC and Sales Performance

Inferential statistics helps to suggest explanations for a situation or phenomenon. It allows you to draw conclusions based on extrapolations, and is in that way fundamentally different from descriptive statistics that merely summarize the data that has actually been measured. There are different types of inferential statistics but in this study correlation analysis among variables and assumption of data test for their suitability or fitness to the intended regression analysis model (normality, collinearity, linearity and homoscedasticity) are considered. Finally, the multi-

regression analysis in terms of model summary, ANOVA test and determination of beta coefficients are conducted to address the objectives of this study.

4.4.1. Correlation Analysis

A correlation coefficient is a useful way to summarize the relationship between two variables using a single number that ranges from -1 to 1 (Field,2005). Pearson's correlation coefficient was conducted on all of the study's independent and dependent variables to see what they were the link between variables Field's recommendations (2005) used correlation to determine the strength of the relationship between variables. If the correlation coefficient falls between 0.1 and 1, the coefficient(r) is weak at 0.29; moderate at 0.3 to 0.49; and strong at >0.5 relationship between variables. In this study, bivariate Pearson correlation was used to examine the relationship between each of the independent variables and the dependent variable using a two tailed test of statistical significance at the level of 95% confidence and significance <0.05.

Table 10: Relationships between IMC and Sales Performance

Dimensions	ADV	SPR	PSL	DMK	PRP	CPL
Advertising [ADV]	1					
Sales Promotion [SPR]	0.512	1				
Personal Selling [PSL]	0.379*	0.613*	1			
Direct Marketing [DMK]	0.591*	0.175	0.263	1		
Public Relations [PRP]	0.204	0.333*	0.519*	0.441*	1	
Sales Performance [OSP]	**0.586***	**0.227**	**0.495***	**0.397***	**0.452***	**1**

** Correlation is significant at the 0.01 level (2-tailed)

(Source, Own Survey, 2021)

Table 10. shows the relation between the five dimensions of IMC and overall sales performance. The results of the correlation test revealed that, except Sales Promotion, the other four dimensions of IMC had positive and significant relation with overall sales performance. Specifically, Advertising had strong and positive relation (r = 0.586) followed by Personal Selling (r = 0.495) and Public Relation/Publicity (r = 0.452); whereas Direct Marketing (r = 0.397) had moderate relationship. However, Sales Promotion had insignificant relationship with overall sales performance (r = 0.227). In summary, except Sales Promotion, the relationship between other IMC mix and overall sales performance had significant and positive relations.

4.4.2. Multiple Regression Assumption Tests

Multiple regressions are an analysis that assesses whether one or more predictive variables explain the dependent (criterion) variable. The regression assumptions are linear relationship, Multicollinearity, Multivariate Normality and Homoscedasticity.

I. Multicollinearity

Multicollinearity is an assumption that there are no highly related predictor variables. Having such problem or violation of the assumption may lead the prediction of the linear regression model inconsistent output. Thus, before running the linear regression (Ordinary Least Square Method), one should check for the problem of multicollinearity issue s high correlation between some of the independent variables. The study checks this with the variance Inflation Factor (VIF) which calculates the influence of correlation among the independent variables on the precision of regression estimates. The VIF should not exceed 10. If the Tolerance (1/VIF) value is less than 0.1 it also indicates that there is possibility of multicollinearity, but if it is greater than 0.1 it means that there is no multicollinearity problem with in the model (Hair, 2004).

Table 11: Collinearity Assumption Test

	N	Mean	Std.	Tolerance	VIF
Advertising	282	3.79	.519	.219	4.566
Sales Promotion	282	2.80	.524	.178	5.618
Direct Marketing	282	3.53	.462	.209	4.785
Personal Selling	282	3.94	.473	.392	2.551
Public Relations/Publicity	282	3.76	.564	.225	4.444
Sales Performance	282	3.75	.524	.200	5.000
Valid	282				

(Source: Own Survey, 2021)

In this study, Table 11. shows that the collinearity statistics analysis of VIF value ranges from 2.551 to 5.618 and Tolerance value ranging with 0.179 to 0.392 indicated that there was no collinearity problem. This could be taken as a confirmation that there were no multi-collinearity problems to proceed for regression analysis. That means when the independent variables in this model were highly related with one another, they would have been mainly measuring the same thing or convey essentially the same information.

II. Homoscedasticity

There should be homoscedasticity before running multiple regression analysis, this means that the residuals (the differences between the values of the observed and predicted dependent variable) are normally distributed, and that the residuals have constant variance (Burns & Burns 2008). If the assumption of homoscedasticity is violated (i.e., there is heteroscedasticity).
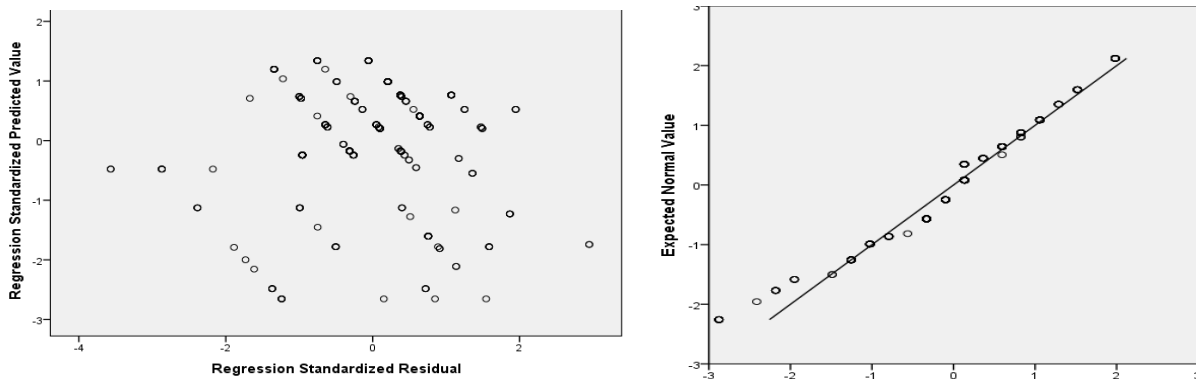

Figure 2: Scattered Plot

The graph has demonstrated homoscedasticity of the study. Using the plots of ZRESID against ZPRED, the researcher tried to check whether the graph looks like a random array of dots evenly dispersed around zero because the Testing for Homoscedasticity lies with an assumption in regression analysis that the residuals at each level of the predictor variable(s) have similar variances. This is to mean that at each point along any predictor variable, the spread of residuals should be fairly constant. In figure 2., it shows that each of the five IMC dimensions (the predictor variables) against the expected value (straight line). The plot in the same figure of the annexed plot shows that how the points are randomly and evenly dispersed throughout the plot. And, these patterns are indicatives of a situation in which the assumption of linearity and homoscedasticity have been met in whole the three variables against satisfaction.

III. Multivariate Normality

To check that a distribution of scores is normal, it needs to look at the values of Kurtosis and Skewness. Both which have an associated standard error. The values of skewness and kurtosis should be zero in a normal distribution. Positive values of skewness indicate a pile-up of scores on the left of the distribution, whereas negative value indicates a flat distribution. The further the value is from zero, the more likely it is that the data are not normally distributed. Both which have an

associated standard error. However, the actual value of skewness and kurtosis are not, in themselves, informative. Instead, it needs to take the value and convert it to a z-score. The z-score is simply a standardize score from a distribution that has Mean of 0 and standard deviation of 1.0.

Table 12. Normality Test

	N	Skewness		Kurtosis	
	Stat	Statistic	Std. Error	Statistic	Std. Error
Advertising	282	-.813	.139	.811	.278
Sales Promotion	282	-1.091	.139	1.027	.278
Personal Selling	282	.333	.139	1.167	.278
Direct Marketing	282	-1.105	.139	.018	.278
WoM Publicity	282	-.489	.139	1.040	.278
Sales Performance	282	.880	.139	0.618	.278
Valid N	282				

(Source, Own Survey, 2021)

As presented in Table 12, except personal selling, all IMC's z-scores skewed to the right side but was found to be within acceptable range (skewness within -2.0 to 2.0; and Kurtosis within -2.0 to 2.0). Therefore, it is pretty clear then that the numeracy scores are negatively skewed, indicating a pile-up of scores on the right of the distribution.

4.4.3. Regression Analysis

Regression model was applied to test how far the IMC had impact on the sales performance. Coefficient of determination (R^2) is the measure of proportion of the variance of dependent variable about its mean that is explained by the independent or predictor variables. Higher value of R^2 represents greater explanatory power of the regression equation. Multiple regression analysis in this study was used to model the value of sales performance based on its linear relationship to two or more predictors (Advertising Sales Promotion, Direct Marketing, Personal Selling, and WoM Publicity). This means, the overall sales performance is an aggregation of the IMC dimensions. In order to indicate the impact that each predictor had on the construct variable, the unstandardized coefficients are checked.

Table 123: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.908[a]	.825	.821	.278

[a]. Dependent Variable: Sales Performance

[b.] Predictors: (constant), Advertising, Sales Promotion, Direct Marketing, Personal Selling, WoM/ Publicity

As indicated in the model summary of the analysis on Table 13., above, the value of R (.908) indicated relations of the five independent variables with the dependent one affecting approximately 82.5% (R^2) of the variance of sales performance. However, the remaining percent (17.5%) was explained by other variables not included in this study.

ANOVA test, Table 14., value of 102.214 is significant at $p < 0.001$. Therefore, it can be inferred that with 82.5% of variance (R^2), IMC is statistically significant and the model appropriately measured the dependent variables – sales performance. In short, the regression model predicts overall sales performance and has been significantly explained by the five independent (IMC) dimensions.

Table 134: ANOVA Analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	42.166	5	8.433	96.656	.000 [b]
1	Residual	24.081	276	.087		
	Total	66.247	281			

[a.] Dependent Variable: Sales Performance

[b.] Predictors: (Constant), Advertising, Sales Promotion, Direct Marketing, Personal Selling, Public Relations/Publicity

The last output in the analysis of the multiple regression models represents the output for the beta coefficients of each IMC dimensions. The regression equation for this research is presented below.

$$CPL = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where, OSP = Overall Sales Performance, ADV = Advertising, SPR = Sales Promotion, DMK = Direct Marketing, PSL = Personal Selling and PRP = Public Relations/Publicity. β_0 = Constant, β_1 to β_4 = beta coefficients, and e = error terms. Based on multiple linear regression analysis on Table 4.13, substituting the results in the model yields:

$$OSP = .315 + .391ADV + .297SPR + .224PRP + .318PSL + .103DMK$$

The regression analysis revealed that each IMC dimensions have positive and significant effect on overall sales performance. Advertising (.391) has relatively the highest effect followed by Personal Selling (.318), Sales promotion (.297), and WoM Publicity (.224) but Direct Marketing (.103) had relatively lower contribution to the prediction model. This predicted change in the sales performance for every unit change in that specific predictor variable. This means, a unit change in Advertising, for instance, is accounted for .319 units change in sales performance. The results, Table 15. illustrated that all the five dimensions of IMC had statistically significant influences on overall sales performance at 95% confidence level ($p<0.05$), indicating that, for real estates, these factors are important in assessing or predicting overall their sale performance. Based on these findings, all the five proposed hypotheses are supported.

Table 145: Estimated Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Hypotheses
	B	Std. Error	Beta			
1 (Constant)	0.315	0.269		1.171	.027	
Advertising	0.391	0.066	0.311	5.924	.000	H1 - Supported
Sales Promotion	0.297	0.075	0.282	3.960	.011	H2 - Supported
Direct Marketing	0.103	0.046	0.101	2.239	.000	H3 - Supported
Personal Selling	0.318	0.082	0.318	3.878	.000	H4 - Supported
WoM Publicity	0.224	0.102	0.219	2.196	.003	H5 - Supported

[a] Dependent Variable: Sales Performance

(Source, Own Survey, 2021)

4.5. Discussion

This discussion develops the results according to the study's aims. The purpose of this study was to evaluate IMC's impact on sales performance for selected real estate firms in Addis Ababa. It focuses on the main findings of promotion, advertising, direct marketing, personal sales and WoM advertising and their relationship to overall sales performance of the 10 selected private real states in Addis Ababa.

Referring the first specific objective, it sought to examine the effect of advertising on sales performance of selected real estate companies in Addis Ababa. The results show that the effects of advertising on sales performance were positive and significant (B= 391). The conclusion is also supported by Belch (2009), arguing that the efficient use of ads helps to improve the sales performance of real estate in their effort, in order that buyers can participate increasingly in the selection of a real estate through changing market conditions. This increases customer attraction by raising awareness, providing detailed information and reminding home buyers to convince them to purchase a property. Similarly, Johns (1989) supported the findings by arguing that consumers search for and favor advertising to obtain property-related information.

As far as the second specific objective concerned, assessing the effect of sales promotion on sales performance of selected real estate companies in Addis Ababa, it was found that sales promotion had positive and significant effect. Neema (2017) finds that it is consistent with the results that it has found that a promotion has been able to increase the sales performance of a given company by offering a discount on sales, offering long-term lending facilities and hosting events to promote their products during vacation events and other social events. Sales promotion is a contact associated with incentivization, must be a one-time promotional promotion, price promotion, or customer category (Kotler, 2008). Such short-term promotional practices have a significant impact on improving business companies' revenue growth (Keller, 1991).

The third objective, determining the effect of direct marketing on sales performance of real estate companies, it was found that direct marketing activities such as reminding potential customers through different personal contacts, social medias and telephones increased their sales through frequent visitors. Similarly, it has played an important part in promoting its sales growth, creating an interactive communication platform and updating information regarding product innovation. This is in line with Shimp's (2012) findings which maintained that direct marketing affected the

sales of branded goods acquired by loyal customers. Direct marketing in particular means that a promotional message is sent directly to consumers rather than a mass channel designed to establish a direct relationship between producers and their customers and to enhance it (Gloria, 2011). This study has shown, however, a comparatively low impact compared with advertising and personal sales, even if real estate marketers used to contact their clients through emails and personal telephones on arbitrary days instead of reaching them on arrival.

The fourth specific objective, the assessment of personal sale effects on selected immovable companies' sales performance in Addis Ababa, has revealed that personal sales have a positive and statistically significant impact on the performance of sales. Personal sales involving personal contact in the Ethiopian real estate industry are gradually becoming the preferred promotional tool (Tesfaye, 2019). Marketing staff in companies communicating and empathizing with potential customers during briefing or consultancy is perhaps the ideal way to pursue the purchase of a building by potential buyers. Personal sales as a face-to-face meeting with one or more prospective buyers are more convenient strategy for presenting, answering questions and orders (Shimp, 2012). Contrary to other promotional methods, personal sales permit direct contact between customers and marketing personnel, which is more successful than advertising.

Finally, the fifth objective was to evaluate the effect of WoM publicity on sales performance, it is the overall term for marketing activities that raise the public's consciousness regarding either their best reputation or clarifying their failure to keep their promises, in this case. The results of this study showed that the advertised sales performance had a positive but weak impact. The result is compatible with Grunig and Hunt's study (1984). They found that immobilizers do not take due account of the promotion of the image of their companies without major public problems. In general, such a reactive strategy fails to build up the image of your company, attracting and retaining potential.

It can be concluded that promotional mixing tools have a significant and positive effect on forecasts of real estate sales in Addis Ababa. Increased sales volume, goal, and growth were driven by advertising, personal sales, and sales promotions. Thus, the managers in question should periodically assess which promotional tools or a mix of two or more tools improve their overall sales performance at minimum costs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1. SUMMARY OF MAJOR FINDINGS

The objective of this study was to assess the effect of integrated marketing communication on sales performance in the case of selected ten real estate companies in Addis Ababa. The major findings of the study are summarized and presented as below:

- The information provided through advertisement was trustworthy (mean 4.33) and appealing (mean 4.29). However, clarity of the messages is still an issue (mean 2.77). It was found out that advertising had a positive and strong significant effect (β = .391) on sales performance.

- Loan facilitation with commercial banks (mean 4.31) as well as offers of sales discounts during holiday events attracted new customers (mean 4.19). However, the provision of low-cost gifts didn't motivate buyers to purchase real estate houses (mean 2.25).

- Sales promotion has a relatively positive and the weakest relationship (r = .227) with sales performance. But, next to advertising and personal selling, it has a significant and positive effect (β = .297) on overall sales performance.

- Direct marketing has a positive and moderate relationship (r = 0.397) but has relatively the lowest effect (β = .103) on overall sales performance. Updating information about new housing innovation (mean 4.11), and interactive communication with customers (mean 3.88) improve sales volume.

- Personal contact to prospect customers (mean 4.37) and ability to instill confidence (mean 4.31) in prospect customers improved their sales volume. However, they didn't believe that frequent visits of customers helped them attain the intended sales target (mean 2.78). Personal Selling has the highest positive and significant effect (β = .318) on sales performance next to advertising.

- Public relations managers exerted efforts to improve the bad image of real estate companies (mean 3.83) resulted in rising their sales and profitability as well. It has a relatively lower effect (β = .103) on sales performance, preceding direct marketing.

5.2. CONCLUSION

Integrated marketing communication is a communication tool a company can use to effectively disseminate marketing messages to its customers regarding the values, advantages of its products or services. The challenge is to choose the right mix of promotional activities at a specific time to suit the particular business and then to use them properly to achieve the desired result. One of the main marketing decisions managers may need to focus on is the most effective way of promoting their businesses and products. Nowadays, the real estate industry in Ethiopia is characterized more by commercial and residential real estate businesses.

Due to the transition of government and liberalization of the industry from political officials and affiliated developers' intimidation, it has become an area of stiff competition to sustain their respective market share or dominate the market at large. To do so, real estate companies strived for implementing marketing communication strategies through different alternative media. However, which promotional mix channel is/are more effective was the subject ignored for a while. Hence, this study tried to identify which determinant of IMC has the highest influence on the overall sales performance of the selected five real estate companies in Addis Ababa. In addition, this study also tried to answer the five research questions it started within the introduction.

To address the intended research objectives, five factors were considered namely Advertising, Sales promotion, personal selling, Direct Marketing, and Public Relations to investigate their significant effect on the sales performance of the companies. A sample size of 282 respondents was selected using a convenience sampling technique from the sales and marketing staff of each organization. Based on the theoretical framework and objectives of the study, a questionnaire with 29 items was provided on a 5-point Likert scale to be filled by the respondents. The gathered data were analyzed by descriptive analysis using descriptive and inferential statistics.

The results of the findings revealed that all IMC dimensions showed a positive and strong significant relationship with sales performance except direct marketing which had positive but weak significant relation. It also endorsed that all independent variables had also positive significant effects on sales performance even though public relations/publicity and direct marketing had relatively lowest effect compared to the other three promotional mix dimensions. In this regard, advertising plays a vital role to diffuse the information among the potential customers through different broadcasting media which in turn increases sales volumes. Regarding their preference,

broadcasting media (such as TV, Radio, billboard) and websites (social media) are the most preferred promotional channels to address marketing messages to the main targeted segments-Ethiopian diaspora and domestic buyers. Meanwhile, next to advertising, sales promotion had also a positive significant impact on overall sales of the real estate companies as well. Managements of the real estate companies were aggressively working on sales promotion focusing only on loan facilitation and discount during the holiday but ignored building brand image through providing low-cost items impregnated with their logos.

Similarly, personal selling is also a rich source of brand awareness and brand image because when buyer and seller interact face to face, then customers got brief information about goods and services which makes a positive and trustworthy relationship with the customers. In this regard, the finding revealed that real estate had a lot to do with accessing more media to create a one-to-one interactive communication channel with the customer that reminds them of the products which a given firm is offering. Sales staff's competence and direct contact with the prospect customers influence the improvement of sales. This implies real estate buyers seem to demand a skilled sales representative to answer all their inquiries and instill confidence in them. On the other hand, direct marketing also plays a significant role to enhance sales performance through creating a platform for interactive communication as well as updating new information regarding product innovation played a significant role in promoting their sales growth. It is aimed at creating and exploiting a direct relationship between real estate developers and their prospective customers.

In conclusion, based on the major findings of this study, marketing communication tools in an integrated manner influenced the sales performance of the real estate companies in Ethiopia. Transmission of consistent marketing messages to the targeted customers through different promotion mix tools assures the sales performance of the companies. This can be achieved through integrating the financial, human, and process resources effectively and efficiently. Due to the differentiated levels of their effects, treatment or investment on promotion mix tools accordingly optimizes the efficiency of sales performance in terms of increased sales volume, attained targeted sales within a specified time, and improved sales growth at large. Thus, integrated marketing communication tools are good predictors of sales performance in the case of selected real estate companies in Addis Ababa, Ethiopia.

5.3. RECOMMENDATION

For further improvement of the companies' sales performance, the following suggestions have been forwarded regarding the integration of marketing communication strategies of the real estate companies under survey. The recommendations are:

- Media advertising had a positive and significant effect on the sales performance of the selected real estate companies. Investment in the improvement of media advertising enhances the sales volume; helps achieve the intended target and attain sales growth at large. Real estate developers need to disseminate their respective marketing messages through media in line with other promotion tools consistently and persistently. Managers should also exert efforts on the informativeness, attractiveness, and accuracy of the messages through all media.

- Regarding sales promotion, it was found to be effective means of promotion that affected the sales performance of the companies. Managers of the real estate companies should address the intended marketing message targeting specifically the potential buyers with appropriate timing. And needs to host different holiday events to promote its products as it attracts more potential customers. These can be achieved through offering gift items like cups, plates, key-holders, pens, etc. impregnated with their specific logos and mottos to build their brands' recognition.

- Regarding direct marketing, since direct marketing influenced sales performance of the real estate companies positively and significantly, the managements should update their marketing messages to potential targeted customers through different social media and use phone calls to send a clear message regarding new or innovated product offers. Concerned management should train their respective sales staff on how to utilize social media and customize marketing messages for specifically targeted customers.

- Alike advertising and sales promotion, personal selling has a relatively higher significant effect on the sales performance of the real estate companies. The utilization of a customer database to contact potential customers in person consistently enhances the sales performance of the companies. This can be achieved through training and working on the competency of the sales staff on how to instill confidence in contacted customers and maintain a good relationship with them.

- Public Relations/ Publicity had relatively lowest effect on sales performance. Marketing managers should make the WOM publicity media more reliable, detailed, attractive and properly customized information to enhance buyers' awareness in personal selling. This can be achieved through making training salespersons disseminate the positive word of mouth regarding the value of the houses by using different social media.

- Customer preference, price, technology, culture, and other marketing factors may affect the sales performance of the real estate companies. Future research can examine the impact of the aforementioned factors on the overall sales volume; sales target and sales growth of the companies would give a vivid picture regarding the subject matter.

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APPENDICES

Appendix I   Survey Questionnaire

Survey Questionnaire to be filled by respondents

Dear Respondent,

My name is Mekdes Getachew, a graduating class of St. Mary's University. I am conducting my research entitled "the effect of integrated marketing communication practices on sales performance in the case of selected real estate developers, Addis Ababa" for partial fulfillment of the requirements for the degree of Master of Business Administration. This study is done to investigate the effect of promotional mix tools application on sales performances to shade lights on how marketing communication is currently implemented and to what extent it affects the overall sales performance. Please be honest in filling out this questionnaire, as the results of this study can be used as a basis for further study. Your confidentiality will be protected, and any information collected in this study will be granted with full confidentiality.

Please don't hesitate to contact me if you have any doubts, comments, or suggestions regarding the content and the subject matter as well.

My good contact no. is:

    Name-   **Mekdes Getachew**
    Mobile-   **0932489869**
    Email-   **mkdgech@gmail.com**

Thank you for your time in advance!

Part I. General Information

1. Sex ☐ Female ☐ Male

2. Age (years old) ☐ 21 - 30 ☐ 31 – 40 ☐ 41 - 50 ☐ 51 - 60

3. Education ☐ Diploma ☐ Degree ☐ Masters

☐ Other, please specify_____

4. Service Year ☐ 1 - 5 ☐ 6 – 10 ☐ Above 10

5. Job Title ☐ Marketer ☐ Salesperson ☐ Freelance

6. Preferred Media ☐ Broadcast (TV/Radio/Billboard) ☐ Sponsorship of Events

☐ Website (social media) ☐ Publications (Fliers/Magazines/Brochures)

☐ Physical Presentation ☐ Others, please specify _____

7. Target ☐ Diaspora ☐ Domestic Buyers ☐ Foreigners

Part II. Study questions related to promotional mix and sales performance

Please read each statement carefully and show your level of agreement on the statements by putting "X" mark in the boxes using the following 5-scale Likert scales: Strongly agreed (SA)=5, Agreed (A)=4, Neutral (N)=3, Disagreed (DA)=2, and strongly disagreed (SDA)=1

Promotional Strategy	Scale				
Advertising	1	2	3	4	5
Broadcast Advertising campaigns increased our sales volumes					
Advertising on printed media enabled us to reach our sales target					
Frequent advertising costs are minimized by doing it so timely					
Media advertising expands our sales by attracting new customers					
Advertising improves our overall sales performance					
Sales Promotion	1	2	3	4	5
Low-cost gifts motivate customers to purchase our product					
Sales discount during holiday events attracts new customers					
Loan facilitation with banks promotes our sales volume					

	1	2	3	4	5
Event organization helps us reach our sales target easily					
Sales promotion activities enhance our overall sales growth					
Direct Marketing	**1**	**2**	**3**	**4**	**5**
Contacting our customers through their mails persuades them to purchase					
Reminding potential customers via social media increases our sales volume					
Updating new information influences our customers to purchase our products					
Interactive communication facilitates our customers' decision to purchase					
Frequent messages sent to our customers via their phone promote our sales					
Personal Selling	**1**	**2**	**3**	**4**	**5**
Direct personal contact to prospect customers improves our sales volume					
Frequent visit to prospect customers enables us to attain our sales target					
Creating a friendly relationship with prospective customers increases our sales					
The sincerity of salespersons influences prospective customers to purchase our products					
Sales staff's ability to instill confidence in potential customers enhance our sales growth					
Public Relation & Publication	**1**	**2**	**3**	**4**	**5**
Our printed publications improve our sales growth over time					
Dissemination of reliable information through public relations rises our profitability					
Our public relations exerted efforts to improve the bad image of real estate companies enabled us to enhance our sales volume					
Managers try to build good relations with the customer to influence their buying decision					
Sales Performance	**1**	**2**	**3**	**4**	**5**
Advertising through alternative media results to boost in our sales volume					
Carrying out different event organizations resulted to boost our sales target					
Preferred mode of publicity for our products has improved our sales growth					
Frequent contact of our prospect customers via their contacts increases our sales					
Creating a friendly relationship with our prospective customers helps us make more sales					

Many Thanks for Your Valued Time!!

ቅድስተ ማርያም ዩኒቨርሲቴ

የድህረ ምረቃ ትምህርት ቤት

በመላሾች የሚሞላ የዳሰሳ ጥናት መጠይቅ

ውድ መላሽ

የዚህ መጠይቅ ዓላማ በቢዝነስ አድሚኒስትሬሽን የሁለተኛ ዲግሪ የሚጠይቀዉን የመመረቂያ መስፈርት ለማሟላት "**በአዲስ አበባ በተመረጡት የሪል ስቴት አልሚዎች ላይ የተቀናጀ የግብይት ኮሙኒኬሽን አሰራር በሽያጭ አፈጻጸም ያለው ተጽእኖ**" በሚል ርዕስ ጥናት ለማካሄድ ነዉ። የእርስዎ መልስ ለዚህ ጥናት ዓላማ ብቻ የሚያገለግል እና ሚስጥራዊነቱ የተጠበቀ ይሆናል፤

ይህ ጥናት የሚካሄደው የተለያዩ የማስተዋወቂያ ተግባራቶች በሽያጭ አፈጻጸም ላይ ያለውን ተጽእኖ ለመመርመርና የግብይት ግንኙነት በአሁኑ ጊዜ እንዴት እንደሚተገበር እና አጠቃላይ የሽያጭ አፈጻጸም ላይ ምን ያህል እንደሚነዳ ግለጽ ለማድረግ ነው። የዚህ ጥናት ውጤት ለቀጣይ ጥናት መሰረት ሆኖ ሊያገለግል ስለሚችል እባኮን ይህንን መጠይቅ በትክክል ይሙሉ።

እባክዎን ይዘቱን እና ጉዳዮን በተመለከተ ጥርጣሬዎች፣ አስተያየቶች ወይም ጥቆማዎች ካሉዎት ያለማመንታት እኔን ያናግሩኝ።

መቅደስ ጌታቸዉ

ስልክ ቁጥር፦ **0932489869**

ኢ-ሜይል፦ **mkdgech@gmail.com**

ስለ ዉድ ጊዜዎ ከልብ አመሰግናለዉ!

ክፍል አንድ. አጠቃላይ መረጃ

1. ፆታ   ☐ ሴት   ☐ ወንድ

2. ዕድሜ   21 – 30   ☐ 31 – 40   ☐   41 - 50 ☐ 51 - 60 ☐

3. የትምህርት ሁኔታ   ☐ ዲፕሎማ   ☐ ዲግሪ   ☐ማስተርስ

                ☐   ሌላ ካለ ይግለፁ_____

4. የአገልግሎት ጊዜ   ☐ 1 - 5   ☐ 6 – 10   ☐ከ10 በላይ

5. የስራ መደቡ መጠሪያ   ☐   ማርኬተር ☐ የሽያጭ ሰራተኛ   ☐   ፍሪላንስ

6. የሚመርጡት ሚዲያ   ☐ ቲቪ እና ሬድዮ   ☐ ኩነቶችን ስፖንሰር ማድረግ

              ☐ ማህበራዊ ሚዲያ   ☐   ህትመቶች

           ☐ አካላዊ አቀራረብ   ☐ ሌላ ካለ ይግለፁ _____

7. የትኩረት አቅጣጫ   ☐   ዲያስፖራ   ☐ የሀገር ዉስጥ ገዢዎች   ☐ የዉጭ ዜጎች

ክፍል ሁለት. ከማስተዋወቂያ ቅይጥ እና ከሽያጭ አፈፃፀም ጋር የተያያዙ ጥያቄዎችን።

እባከትን እያንዳንዱን መግለጫ በጥንቃቄ ያንብቡና በመግለጫዎቹ ላይ ያሎትን የስምምነት ደረጃ ከፊለፊቱ ከተሰጡት 5 አማራጮች ዉስጥ እርሶ የሚስማሙበት ደረጃ ስር የX ምልክት በማስቀመጥ ይመልሱ።

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ይኼዉም፡ 5 = በጣም እስማማለዉ፣ 4 = እስማማለዉ፣ 3 = ገለልተኛ፣ 2 = አልስማማም፣ 1 = በጣም አልስማማም

የማስተዋወቂያ ስትራቴጂ	ደረጃ				
ማስታወቂያ	1	2	3	4	5
የብሮድካስት ማስታወቂያ ዘመቻዎች የእኛን የሽያጭ መጠን ጨምረዋል።					
በታተሙ ሚዲያዎች ላይ ማስተዋወቅ የሽያጭ ኢላማችን ላይ እንድንደርስ አስችሎናል።					
ተደጋጋሚ የማስታወቂያ ወጪዎች በጣም ወቅታዊ በማድረግ ቀንሷል					
ማስታወቂያ አዳዲስ ደንበኞችን በመሳብ ሽያጮቻችንን ያሰፋዋል።					
ማስታወቂያ አጠቃላይ የሽያጭ አፈፃፀማችንን አሻሽሏል					
የሽያጭ ማስተዋወቅ	1	2	3	4	5
አነስተኛ ዋጋ ያላቸው ስጦታዎች ደንበኞች ምርታችንን እንዲገዙ ያነሳሳቸዋል።					
በበዓል ዝግጅቶች ወቅት የሽያጭ ቅናሽ አዳዲስ ደንበኞችን ይስባል					
ከባንኮች ጋር ብድር ማመቻቸት የሽያጭ መጠንን ያበረታታል					
ዝግጅቶችን ማዘጋጀት የሽያጭ ኢላማችንን በቀላሉ እንድንደርስ ይረዳናል።					
የሽያጭ ማስተዋወቅ እንቅስቃሴዎች አጠቃላይ የሽያጭ እድገታችንን ያሳድጋሉ።					
ቀጥታ ግብይት	1	2	3	4	5
ደንበኞቻችንን በኢሜል ማነጋገር እንዲገዙ ያሳምናቸዋል።					
ደንበኞች ሊሆኑ የሚችሉን በማህበራዊ ሚዲያ ማሳሰብ የሽያጭ መጠን ይጨምራል					
አዲስ መረጃን ማዘመን ደንበኞቻችንን ምርቆቻችንን እንዲገዙ ተጽዕኖ ያሳድራል።					
የመተባበር ግንኙነት ደንበኞቻችንን ለመግዛት ውሳኔን ያመቻቻል					
ወደ ደንበኞቻችን ስልክ የሚላኩ ተደጋጋሚ መልዕክቶች ሽያጮቻችንን ያስተዋውቃሉ					
ግለ ሽያጭ	1	2	3	4	5
ከደንበኞች ጋር በቀጥታ መገናኘት የሽያጭ መጠንን ያሻሽላል					
ደንበኞቻችንን ደጋግሞ መጎብኘት የሽያጭ ኢላማችንን እንድናሳካ ያስችለናል።					
ደንበኞች ለሆኑ ከሚችሉት ጋር ወዳጃዊ ግንኙነት መፍጠር ሽያጮቻችንን ይጨምራል					
የሽያጭ ሰዎች ሐቀኝነት የወደፊት ደንበኞቻችንን ምርቆቻችንን እንዲገዙ ተጽዕኖ ያሳድራል።					
የሽያጭ ሰራተኞች እምቅ ደንበኞች ላይ እምነትን የማፍራት ችሎታ የሽያጭ እድገታችንን					

ይጨምራል					
የህዝብ ግንኙነት እና ህትመት	**1**	**2**	**3**	**4**	**5**
የታተሙ ህትመቶቻችን የሽያጭ እድገታችንን በጊዜ ሂደት ያሻሻሉ					
በሕዝብ ግንኙነት በኩል አስተማማኝ መረጃዎችን ማሰራጨት ትርፋማነታችንን ከፍ አድርጓል					
የህዝብ ግንኙነታችን የሪል እስቴት ኩባንያዎችን መጥፎ ገጽታ ለማሻሻል ጥረት ማድረጉ የሽያጭ መጠናችንን ከፍ ለማድረግ አስችሎናል።					
ሥራ አስኪያጆች በግዢ ውሳኔያቸው ላይ ተጽእኖ ለማድረግ ከደንበኛው ጋር ጥሩ ግንኙነት ለመፍጠር ይሞክራሉ					
የሽያጭ አፈጻጸም	**1**	**2**	**3**	**4**	**5**
ለመጨመር በአማራጭ የሚዲያዎች ማስተዋወቅ እኛን የሽያጭ መጠን ጨምሮአል					
የተለያዩ የዝግጅታችን ማዘጋጀት የሽያጭ ኢላማችንን ከፍ ለማድረግ አስችሏል።					
ለምርቶቻችን የተመረጡ የማስታወቂያ ዘዴ የሽያጭ እድገታችንን አሻሽሏል።					
የወደፊት ደንበኞቻችን አድራሻቸዉ ደጋግመው መገናኘት ሽያጫችን ይጨምራል					
ከደንበኞቻችን ጋር ቤተሰባዊ ግንኙነት መፍጠር ብዙ ሽያጫችን እንድንሰራ ይረዳናል።					

አመሰግናለሁ!