



PALGRAVE STUDIES OF
MARKETING IN EMERGING ECONOMIES

Marketing Communications in Emerging Economies, Volume I

Foundational and Contemporary Issues

Edited by Thomas Anning-Dorson · Robert E. Hinson ·
Henry Boateng · Albert Anani-Bossman ·
Ayça Can Kirgiz · Meenakshi Gujral



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Palgrave Studies of Marketing in Emerging Economies

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Preface

Firms play significant roles in the development of economies in every part of the world. Some of these roles include absorbing labour, penetrating new markets and promoting entrepreneurial and innovative activities. Despite the important contribution of firms to the development of economies, they sometimes encounter challenges when it comes to the transmission of coherent messages. An example of such challenges is pandemic. Pursuing and achieving communication coherence and adapting to the changing environment become important strategic imperative for every entity. For instance, most firms are deploying socially responsible modes of communicating such as the deployment of tools like corporate philanthropy and community volunteering as part of their brand relations and communication. More traditional modes of communicating like advertising seem to have taken a back seat for now. It is important to note that even in these challenging times, it is still imperative that firms steadfastly avoid inconsistency and fragmentation of messages communicated to their target audience. The key to achieving

consistency in communications and building strong brands is the deployment of an integrated marketing communications (IMC) approach and this is the focus of this new book.

Marketing communications is involving all the promotional elements of the marketing mix. This encompasses all communications between an organization or a brand and its target audience—direct and indirect. Many different marketing communication options exist to play different roles and have different impacts on the marketing of a brand. The explosion of new digital media options offers new capabilities and holds much promise not only for marketers, but also makes marketing communications choice making very complex.

It could be argued that in a crisis period, some of the most common ways of communication is now via digital or technological platforms. Technological advancement including the proliferation of media tools such as voice devices, tablets and smartphones has greatly increased the interaction touchpoints between consumers and brands. The way marketers communicate with consumers has changed dramatically as they are now responsible for managing brand communications across several media platforms including old, new and emerging media. The capacity to manage various customer audiences on multiple media platforms has become even more profound in the current business dispensation. Firms that will communicate in an efficacious manner during crisis situations and beyond are the ones that would have mastered the art of fashioning integrated marketing communications strategy and being adept at deploying the same.

There are several benefits which results from the adoption and implementation of IMC by firms. One of the key benefits that results from the implementation of IMC is synergy, which assumes that firms achieve a higher level of performance compared to when the various elements are implemented individually and in an uncoordinated fashion. This ensures that messages communicated by firms to their target audience are well planned, consistent and unified, hence firms are able to create an enhanced image and positioning in the minds of customers and this enables firms to create and sustain competitive advantage over other competitors in the industry. The various benefits that firms can gain as a result of the adoption and implementation of IMC provide a strong

need for having a book on Marketing Communications in Emerging Economies.

Emerging economies are hosting a number of multinational corporations and local firms and immensely contribute to global productivity, employment and growth. Emerging economies have become the new growth centre for global business and commerce; and continue to be the fastest growing markets. These economies boast of having the largest market for consumer goods and have become the propellers for trade and the world's economy. There are some significant differences between developed economies and that of their emerging counterparts which make it necessary to have a dedicated focus on them. This book highlights the effective ways of managing marketing communications in such markets considering the peculiarities of these economies. This book brings to the fore theorization and conceptualization that are emerging economy centred and takes into account the opportunities and challenges within these markets. It therefore offers a more distinctive meaning and importance to both the practice and the theory of marketing communications in emerging economies.

We would like to thank all the contributors from the different emerging economies and diverse backgrounds. We are very grateful for their respective contributions and dedicated effort in the double-blind review process.

We hope you will enjoy your reading of this book and apply the various foundational and contemporary principles of marketing communications shared through the insightful chapters. We would appreciate your feedback by contacting any of the editors.

Johannesburg, South Africa
 Accra, Ghana
 New York, USA
 Accra, Ghana
 Istanbul, Turkey
 Ghaziabad, India

Thomas Anning-Dorson
 Robert E. Hinson
 Henry Boateng
 Albert Anani-Bossman
 Ayça Can Kirgiz
 Meenakshi Gujral

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1

Introduction to Marketing Communications: Setting the Scene for Emerging Economies

Thomas Anning-Dorson, Robert E. Hinson,
Henry Boateng, Albert Anani-Bossman, Ayça Can Kirgiz,
and Meenakshi Gujral

1.1 Introduction

Effective marketing communication is one of the fundamental tenets on which business sustainability and profitability are built. It presents firms with the propensity to offer and deliver customer value, driving the business and value creation processes to ensure that entities function at

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their optimum to achieve both short and long objectives (Porcu et al., 2020). The dynamism in consumer tastes, preferences and behaviour further makes it non-negotiable for corporations and brands to adopt an effective marketing communication strategy to gain legitimacy within their context and market of operation. Marketing communications is a crucial management function that brings the necessary corporate and brand cohesion from intramural and extramural perspectives (Hänninen, & Karjaluoto, 2017). In times, where the ‘global village’ concept is near reality due to the explosion in technological growth, marketing communications has effectively progressed to a point where it is indispensable from business operations and brand recognition (Gregory et al., 2019). Brands and entities with a thirst for success within this competitive global business environment must refocus their communications.

Two decades of the 3rd millennium have been plagued with challenges that have driven innovation and growth within the business climate. From the 2008 financial crash to the COVID-19 global health pandemic, effective marketing communication has played a critical function in reconstructing the global economy, boosting investor confidence, adjusting customer consumption behaviour and turning the economic wheels of recovery (Tooze, 2020). Therefore, in these turbulent times, communication becomes the reflective management function that supports brands and corporations’ strategic alignment and positioning (Ramasobana, & Fatoki, 2017). Emerging Economies (EE’s) are usually the hardest hit and the slowest to recover in these difficult situations (Paul, 2019). However, as the business environment becomes

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increasingly smaller, communal and competitive, global wealth is seemingly shifting towards emerging markets and making a case for their relevance on the broader business community. Global brands are hastily chasing for their piece of the pie from these markets. They are clamouring for the right information to inform their marketing communication strategies to identify with consumers and establish a presence (Sheth, 2011). This book is of the first of its kind to highlight critical foundational and contemporary marketing communication issues specifically crafted for entities operating in Emerging Economies (EEs). The book draws on multidisciplinary scholars' expertise from emerging economies to share fascinating perspectives on marketing communications. Corporate executives, educators, students, policymakers and businesses would find this book a useful tool for marketing communication. It lays bare some important strategic and operational insights specific to emerging markets.

1.2 Understanding the Importance of Emerging Economies

Emerging Economies synonymously referred to as Emerging Markets, is a term used to describe middle to higher-income economies from the developing world, which presents foreigners' investment opportunities through stocks and other securities (Pillania, 2009). Proponents of the term believe that in its modern iteration, it encompasses all developing countries (Pillania, 2009). Emerging economies are usually presented as bloc nations (e.g., BRICS) based on the four considerations which justified their lumped identification (Ezrati, 2019). Firstly, they are nations identified with a considerable propensity to develop, usually at an exponential pace. Secondly, they depend heavily on developed economies as a key market for the consumption of emerging market goods such as raw materials, labour and manufacturing. Thirdly, they depend on the investment of developed countries and are therefore more susceptible to the developed world's financial market sway. Finally, their dependence on the dollar in trading activities strengthens the currency and makes it harder for them to meet their debt obligation, which is also pegged in dollars. In

the late 2010s, some countries such as China, South Korea and Taiwan, which had been tagged as emerging economies, started to lose some of their emerging market identity. Current statistics note that the GDP of emerging markets and developing economies sum up to 35.71 trillion dollars as of 2019 and is expected to rise to 49.60 trillion dollars by 2025 (Statista, 2021). According to Johnson (2021) the MSCI Emerging Markets Index, which was less than 1% at the inception of the Index, is currently worth more than 13% of the global stock on the Index. This growing wealth by emerging economies is more or less likely to push some countries of this classification as their economic makeup continues to change as well. However, this growth has also made them attractive to multinational brands and firms, going beyond just requiring their raw materials and establishing a presence in such contexts to gain market share (Jiang et al., 2018; Kaynak & Zhou, 2010).

1.3 Integrated Marketing Communications and the Emerging Market

Rooted in the marketing communication process is an understanding of the customer and his/her decision-making process in order to create value (Schultz et al., 2015). This appreciation of customer value is inherently hinged on organisational structure and alignment and using tools and techniques to position them strategically (Porcu et al., 2020). Integrated Marketing Communications has been identified as the most influential marketing framework in the twenty-first century, giving firms—especially young ones—a fighting chance in the ‘battle royale’. The biggest hindrance to its applicability and research is that most studies have been American and European centred with very little insights from the emerging marketing perspective (Schultz et al., 2015). This is more troubling when studies have shown how contextually sensitive the IMC concept is to macro marketing elements such as culture. Thus, as emerging economies continue to grow in wealth and relevance, it is now important to present a case of their worth to practice, policy and research.

The book through its many chapters demonstrates not just the relevance of emerging economies, but the peculiarity of the contexts as well, especially regarding achieving marketing communication success. The dedicated chapter on marketing communication and culture explains the various macro-level cultural orientations and how they impact on the effectiveness of communications. The book highlights the dominant cultural orientations of emerging economies and offers practical and useful lessons on how success can be achieved when communicating in an emerging market cultural context.

1.4 Structure and Contributions of the Book

This eleven-chapter book draws from different theoretical and conceptual domains to discuss the foundational and contemporary issues of marketing communications in emerging economies. The contributions in this book draw on the experiences and expertise of both researchers and practitioners to highlight the foundations of marketing communications. The contributions further shed insights on what the contemporary issues are and offer guidance on how to achieve marketing communication successes.

In chapter ‘Customer Value and Marketing Communications’, Anning-Dorson explains narrow thinking of communications just creating buzzes about brands, causes and corporate entities. The chapter explains the rationale behind the narrow thinking of marketing communications contributing very little to the strategic objectives of brands and entities. The thrust of the capture is to explain the important role of marketing communication in the value management system. The thesis of the chapter is that a well-planned strategic marketing communication delivers both customer and corporate value. While firms have been admonished to pursue the creation of new value as a form of competitive enhancement, this chapter provided elucidation on how such value could be managed through effective marketing communication process. Value must be creatively communicated to convey the benefits to the target audience. The chapter hints that while innovating new products/services is critical to every enterprise’s success, such innovations

must be communicated to ensure market uptake, especially in emerging economies where firms come up against branded and unbranded competition. Additionally, value communication must be context-specific and respect the cultural environment of customers, especially in emerging markets. It ends with useful recommendations to emerging market firms regarding how they can develop robust systems to ensure effective value communication.

Chapter ‘Cultural Values and Marketing Communications in Emerging Markets’ reviews different models of national cultural values orientations. Hofstede’s cultural values dimensions are drawn upon and used to explore cultural dimensions that many societies endorse. Quaye complements Hofstede’s model with Schwartz’s cultural values orientations and Leung and Bond’s social axioms framework, which are considered to enrich the understanding of cultures’ consequences on human behaviour. The chapter envisages that cultural values, norms and beliefs are fundamental and useful psychological factors that benefit consumer researchers and marketing communication practitioners, especially within emerging African contexts. The chapter also pays critical attention to the influence of cultural values on consumer culture, and as a consequence, distinguish different positioning strategies that derive from consumer culture theory. The chapter offers valuable lessons for EE practitioners—local and multinational corporations (MNCs) brand managers’ marketing strategy and communication programmes.

In chapter ‘Bibliometric Review and Direction for Integrated Marketing Communications Research: Implications for Emerging Markets’, Tackie and Anning-Dorson give a bibliographic account of research in EEs thus far. This chapter retrospectively assesses the growth and direction of IMC research over the past quarter of a decade (1995–2020). The chapter assessed bibliometric data from three directions, i.e., author, document and country. Metrics such as author productivity, publication citation count, country metric and peer-reviewed sources were used. A co-authorship network analysis was also performed using VOSviewer, where three country clusters and four co-author clusters were formed. Results showed a more developed world conversation with regard to the IMC concept and a lack of conversation from an emerging market perspective.

Chapter 'Analysing the Influence of Public Relations in the Integrated Marketing Communication Process' examines the views of 15 PR practitioners in an emerging economy using a cross-sectional qualitative study. Anani-Bossman and Mudzanani in their findings show that IMC is premised on coordinating the various promotional tools to achieve organisational goals. PR is integral to the IMC structure and functions at the managerial level. IMC is coordinated within the broader PR function, making PR very influential. Overall, influence is enacted by affecting organisational decisions, being the point of call for all communication/information, showing their value as experts in the field and having a broader role. Thus, PR practitioners in emerging economies should lead their organisations' communication integration efforts. Additionally, they recommend that PR practitioners should lead cross-functional teams in the development and implementation of integrated communication strategies with elements of various communication disciplines.

In chapter 'The Antecedents and Consequences of Brand Hate: A Review of Current Literature', Kesse, Achinfo-Mensa and Amartey examine customer communications in terms of negative emotions. Drawing on the theory of stimulus-organism-response as well as practically demonstrating that the feelings and activities of consumers who exhibit hatred towards brands have negative consequences on companies. Extant studies have emphasised the need for further research into brand hate as an important customer feedback in the marketing communication literature. The chapter takes a conceptual route by first performing a comprehensive literature review on the antecedents and consequences of brand hate. The chapter then offers important implications for both scholarship and practice. The contributors propose a conceptual framework for brand hate and also identifies that, the construct is a grey area that needs research attention especially in the emerging market context.

Chapter 'Types of Corporate Social Responsibility Initiatives as response to Covid-19 Pandemic in Emerging Economies' shares evidence on social investment marketing during the pandemic period. From the stakeholder theory perspective, they evaluates the various types of CSIs as a response to the fight against the Covid-19 pandemic in emerging economies, particularly Asia, South America and Africa. Coffie and

Hinson evaluate social initiatives of the top three companies listed on the stock exchanges in China, Brazil, South Africa and Ghana. The results show corporate philanthropy as the most widely and intensive CSI approach to the fight against the Covid-19 pandemic across these emerging economies. There is a complete lack of cause-related marketing as a CSI approach to mitigate the pandemic's impact. Although limited, corporate social marketing and cause promotion received much attention in Africa than in Asia and South America. The chapter explains how employee volunteerism contributes towards corporate social investment in global pandemic period.

Chapter 'Visual Pollution through Excessive Outdoor Advertisements' examines the negative effect of marketing communication in emerging economies. Advertisers, in emerging economies, typically use outdoor advertisements (OA) to reach the public and their aggressiveness within an unregulated outdoor advertising industry leads to visual pollution. Azuman and Hinson use pictures and Geographic Information Systems (GIS) to investigate the contribution of the excessive usage of billboards, banners and posters in the urban city of an emerging economy. Many unhealthy scenes created by outdoor advertisements were recorded in the city. Archived data were retrieved via the Google Street View map. The chapter illustrates the contribution of OA to visual pollution due to its inadequate regulatory nature, the cluttering observed on the urban roads, and provides a monitoring tool. This chapter does not only raises awareness of the negative effects of uncontrolled OAs but also proposes solutions towards the economic and environmental management of urban cities.

In chapter 'Radio Advertising and Bank Customers' Purchase Intention: Evidence from an Emerging Economy', Asamoah and Kusi show evidence of radio ad effectiveness. The chapter assesses the influence of radio advertising strategy on customers' purchase intention for banking products in an emerging economy. The chapter through a survey of a major bank's customers revealed that of the three components of radio advertising, advertising roles was the highest significant predictor of purchase intention, followed by satisfaction with advertising and then advertising dimension. Regarding the degree of variance attributable to the individual contributions of the constructs to predicting the positive

variance in customers' purchase intention, it was found that advertising role topped, followed by advertising dimension and then satisfaction with advertising strategy. While the role of radio advertisement appears to have diminished in its effect in the midst of the new media channels, radio adverts in emerging market contexts still have a significant effect on purchase intentions. The chapter concludes with some useful practical implications.

Chapter 'Technology and the Changing Communications Environment' discusses technology effect on communications from cloud computing and banking perspectives. Technology has affected communication tremendously, however, it entirely dependent on businesses how to use it. Businesses in emerging economies must adapt to changes in the environment and upgrade themselves with new-age technologies. The present chapter explores two business sectors, Banking and Cloud Computing; based on qualitative study on business model innovation and green technologies. These two sectors have particularly thrived major change in their communication and environment through technological integration. The banking sector highlights the various green initiatives undertaken by banks including mobile banking, positive impact banking, mobile ATMs, micro-credit, with special focus on bottom of pyramid consumers. The discussion on cloud computing explores its application across industries, to deliver services over the internet or a network, in order to develop green technologies and sustainable business model innovation.

1.5 Conclusion

This chapter has set the tone for this insightful book on the foundational issues pertaining to marketing communications. We gave an exposition on how important EEs are in the scheme of world business and bring to the fore some important reasons why focusing on EEs in the current dispensation is not just timely but critical. This chapter has provided a summary of what to expect in each of the chapters and highlights the major contributions the various chapters bring to the table.

This book has started the discourse on marketing communications in a specific context. We believe that communications must be context-driven in both practice and theory. This book highlights some important foundational concepts to guide the discourse going forward. The chapters provide a mix of theoretical and practical guidance with the emerging market context as the base. The book therefore suits diverse audiences including students of communications and marketing, researchers and practitioners.

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2

Customer Value and Marketing Communications

Thomas Anning-Dorson

2.1 Introduction

All businesses exist to create value. The extent to which an entity meets the value creation mandate determines its survival and success. The diversity of an entity's stakeholders makes its value creation adventure equally diverse. Managing different stakeholder interests has become a bane for many businesses and entities. To adequately deal with the management of interests of these demanding groups, successful entities develop a clear understanding of the value they create and their entire value systems, and develop a value management mechanism. Understanding and creating a value management mechanism then becomes an incredible tool not just for managing customer value but for all other stakeholders. The nature of the business environment—characterized by

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complexity and turbulence—calls for a proper management of value to accentuate the competitive advantage of any entity. As Thiry (2014) puts it, “value management is ideally suited to support the organization’s need to become more responsive to both stakeholders’ needs and a continually changing market and competition.”

According to Maes et al. (2012), the value management must be organized around three core themes—structure, process, and relational mechanism. They explain that structures refer to grouping tasks and people into smaller groups to connect business and stakeholders in daily and strategic processes. Processes constitute the activities, procedures, and routines to coordinate and monitor people within the organization. Relational mechanisms refer to practices to establish social interaction, active participation, and collaboration among internal and external stakeholders through norms, values, and shared beliefs. These three themes must be rooted in the organizational culture and the value chain of the entity such that every participant in the eventual value creation and delivery will exemplify the desired value orientation. The three themes represent the cultivation and implementation routes for a value orientation organization for any entity.

Additionally, an important management tool for the management of value for customers who are core to the business processes of all entities is the value management cycle—details of the value management cycle will be discussed in the subsequent sections. The value management cycle depicts an interrelated component of management activities that seek to deliver superior value to both the customer and the value originator. The value management cycle explains the process of value creation, communication, and extraction. The successful management of each of these components determines the success of any entity. While all the three components are important and will be explained subsequently in detail, the focus in this chapter is predominantly on value communication and how its management is usually overlooked in both practice and literature.

Communication has been identified as a reflective function which supports strategic alignment and positioning of brands and corporations (Van Ruler & Verčič, 2005). Brand communications in the current dispensation is being directed by customers which allow firms with great listening capacity to enhance their value creation and delivery processes.

Proper management of the communication element of the value management cycle also affords brands to build strong relationships with their customers which eventually enhance the other two value management activities—the value creation and capture. Conscious management of the value communication in itself is part of the value delivery as it plays an important role throughout the customer journey. Successful firms develop capabilities in (social) media monitoring, customer insights generation, crowdsourcing, customer-led marketing communication and are building architectures for organizational listening (Macnamara, 2016), which complement integrated communication, messaging platforms, and marketing communication strategies (Van Riel & Fombrun, 2007). This chapter seeks to discuss some important practical insights into how communication should function to enhance both the customer and firm value and to a large extent value to the different stakeholder groups.

2.2 Value and the Value Management Cycle

Value is deemed to be the strongest motivator of behavior (Kumar & Reinartz, 2016). What drives our actions and underlines all that we do is value. This is no different for enterprises with the core purpose and central process of economic exchange or entities that deliver social good at no profit. As a matter of fact, every business or entity irrespective of motive (be it profit or non-profit) exists to create value (O’Cass & Ngo, 2011; Peteraf & Barney, 2003). This explains why Sok and O’Cass (2011) assert that the primary pursuit of any enterprise is to understand the value the market seeks. The next action then is to create, deliver, and continuously improve on that value for them (Sirmon et al., 2007). Patrons of goods and services engage in activities to achieve value, not only financial value, but also social, psychological, aesthetic, and moral values (Normann, 2001). Likewise, in social entities such as churches and social clubs, patrons seek value in the form of social, psychological, moral, spiritual upliftment, and emotional happiness. Value is, therefore, fundamental to our existence.

From the above, value creation and its delivery become the two core activities of every entity—with a profit or non-profit orientation. Peter Drucker states that the purpose of business is to create a customer. And the creation of a customer simply means the creation of value that is considered important by a person or an entity unto which the value is being created for and/or offered. The value created must meet the needs of the customer (the market)—by way of enriching the present state of the person that seeks and/or buys that value. The differentiating factor between successful businesses and their unsuccessful counterparts is value—the ability of what is created to meet a need and bring about some level of improvement in the present state. While the foregoing may sound simplistic, it captures the real business of every entity.

Nonetheless, it is also important to point out that the concept of value and its management within every organization in relation to their target audience or market must be understood from a broader perspective. One of the models that seek to delineate the issues is the value management cycle. The cycle depicts three main components; creation, demonstration (communication and delivery), and capture. The key point here is how these three key components are managed to meet the value needs of the customer and the brand (the originator/creator of the value). Both the customer and the brand expect a good return on their investments. Thus, what is invested during the acquisition on that part of the customer, and during production on the part of the brand.

Before delving into the components of the value cycle, it is important to briefly explain what value is and how other scholars have conceptualized it. The concept of value has been discussed in several streams of literature; hence, there is a wide range of meanings to the concept. This is attributed to its significance in different disciplines such as economics, accounting, finance, strategy, and operations management. The concept features prominently within these sub-fields; economics, management, and marketing literature and their descriptions are diverse (Woodruff, 1997). Scholars such as Helfert (1966) describes it as an elusive concept because of the diverse perspectives. Despite the seemingly, and sometimes apparent ambiguity the concept suffers, its importance to customers is the primus of all concerns of businesses today. This concern is not only

felt in the private-profit-conscious enterprises but also in public and non-profit sectors. For instance, elections are won based on the value voters seek; donations are made based on the value a cause delivers to its target, and a religious orientation is chosen and committed based on the value one envisages here and after the present life.

The ambiguity surrounding value dates back to the Aristotle's days. Aristotle sought to distinguish between use-value and exchange value as a way of differentiating between things and their attributes (quantity, quality, and relations). Fleetwood (1997) illustrates this better by using automobile as a representation of things in the modern era with their attributes as follows; qualities (e.g., red, fast, sporty), quantities (e.g., one car), and relations (e.g., lease, ownership) of the thing—automobile. Vargo and Lusch (2012) further explain that the use-value is the collection of substances or things and the qualities associated with these collections. For example, an automobile is a collection of qualities, both specific (e.g., red and fast) and overarching (e.g., transportation and status). Their explanation is that quality would mean different things to different people; hence use-value is heterogeneous and differentiated. Exchange-value on the other hand is considered as the quantity of a substance that could be a commensurable value of all things. This makes exchange value more complex. Fleetwood (1997) asserts that exchange value is the measure of substance on offer.

From the economics perspective, utility is the measure of value which propagates the subjectivity of the measure of value by an individual. The worth of a “thing” is measured by the utility. The “utility” is the satisfaction or pleasure and the degree to which we are satisfied by the “thing.” The source of how and to what extent we are satisfied by a “thing” could come from one, two, or multiple causes. This illustrates the subjective theory of value and reinforces the view that there is no universal objective source of “worth” or the way in which we measure worth or value.

Value can therefore be interpreted more broadly. Graeber (2005) for instance asserts that “value is the way in which an individual actor's actions take on meaning, for the actor herself, by being incorporated into a larger social whole” (p. 37). De Angelis (2005) expresses it in the following words “Value...is the way people represent the importance of their own actions to themselves. By representing this importance, they

have a guide to their action. Value however does not spring out of individuals isolated from the rest of society. Any action, or process, only becomes meaningful...by being integrated into some larger system of action” (p. 66). To the customer, the definition of Haksever and Cook (2004) put things into perspective—“value is the capacity of a good, service, or activity to satisfy a need or provide a benefit to a person or legal entity” (p. 292).

Customer value is therefore the consumer’s strong relative preference for certain subjectively evaluated product or service attributes. The consumer’s overall assessment of the utility of a product is based on perceptions of what is received and what is given (Zeithaml, 1988). Woodruff (1997) offers that value is the customer’s perceived preference for and evaluation of those product attributes, attribute performance, and consequences arising from use that facilitate (or block) achieving the customers goals and purposes in use situations. The critical issue here for every entity is the capacity to understand what buyers’ value within an offering. This gives the solid foundation to co-create the value with the buyer and then manage it over time as what is valued today may change as the customer moves through the acquisition, expansion, and retention stages in the customer management process. This is what Slater and Narver (1998) refer to as the market-oriented approach to marketing.

The successful firms continuously seek avenues to offer new and superior customer value in existing markets and/or to create new markets through quantum leaps in customer value (Kang et al., 2007). Understanding the customer value and its management process helps in formulating a clear and succinct “value proposition,” i.e., the communication of the unique benefits and utility obtainable only from the focal product or service in contrast to those from its competitors. This then becomes the foundation for the development of a value communication model, a critical strategic activity that is usually underrated by corporate entities and brands. The next few paragraphs explain the three main components of the value management cycle: value creation, demonstration (communication and delivery), and capture.

2.2.1 Value Creation

Post et al. (2002) suggest that the purpose of the organization is to create value in many different ways for many different targets, including earnings for owners, pay for employees, benefits for customers, and taxes for society. This chapter, however, pays specific attention to customer value creation. To the customer, value creation is the provision of products/services that customers find consistently useful. Customers recognize and duly acknowledge value creation only when an offering and its characteristics appropriately match their needs (apparent or hidden) and expectations for which they seek such value. Needs are, therefore, fundamental to the appreciation of value by customers.

In the current customer-centered dispensation, the value creation is based on innovation and on understanding the unique customer needs (Lin & Hsieh, 2006). Firms create value through the development of capacity to accurately understand the unique needs and meet these needs through the superior ability to organize and coordinate activities. Value creation is the beneficial outcome derived from the interaction between the customer and the service provider or producer. Customer-oriented firms do not just start with the customer but work with the customer throughout the value creation process. This is important as the customer is the best judge of the value that will eventually be offered.

Value creation starts with need identification, where the value initiator through a market analysis identifies an apparent or hidden need which requires attention. Such needs must be commercially viable to a profit-oriented enterprise and must be large enough to cover initial research and production cost. The specifics, in terms of the offering must then be co-developed with the intended user/customer. The firm uses its production capabilities to deal with the technical requirements and ensures proper standardization to meet the quality specifications. The customer may then evaluate the offer on criteria such as correctness, timeliness, appropriateness, and economy.

2.2.2 Value Communication

An important component of the value management process that gets overlooked is communication. In a recent publication by Nutsugah et al. (2021), they indicated that most companies' activities and their communications can be likened to the phenomenon of candle under the bushel. A lot of companies are creating amazing value for the market but the lack of coherent communication program to bring it to light denies these companies the opportunity to reap the benefits of their value creation ventures. The above-mentioned authors state that communications should take on a more holistic firm-wide organizational approach which is relational. They opine that "the relational approach to communication is a wider concept that goes beyond persuasion and aims at building dialogue with stakeholders in an attempt to inform, listen and respond in order to increase organizational brand value" (p. 5). Firms that consider communication as a key part of the value delivery process take on what Porcu et al. (2012) term as a stakeholder-centered approach. It is the integrative process of cross-functional planning and alignment of organizational, analytical, and communication processes that allow for possibility of continuous dialogue by conveying consistent and transparent messages via all media to foster long-term profitable relationships that create value.

Value communication must entail everything that is considered critical and valuable to the audience. In specifying the importance of what is on offer to the customer, her environment and society become important tool for persuading the customer or the target audience and building a bond between the customer and the brand. Some management practitioners amplify this component and call it value demonstration. Value demonstration encompasses the communication of the value and how the value is eventually delivered to meet the needs of the customer be it, utilitarian and/or hedonic.

2.2.3 Value Capture

Value capture entails the ability of the value provided to extract benefits from the value provided for the benefit of the customer. Firm resources may be capable of creating value and producing profits, but if there is no mechanism in place for the value creator to extract the value in exchange, profitability will suffer greatly. It is important for firms to retain value within the firm and the firm systems to ensure continuity and shareholder value improvement by extracting benefits from the value exchange with the customers.

Successful firms have valuable resources that are able to produce profit. The value creation and demonstration offer value to the market; however, the firm must be able to reap benefit from the first two components of the cycle. The extent of value capture is dependent on the nature of the value created and communicated appear and actually offers better benefits to the market. Customers make comparison between the values on offer—between the firm's product/service and competing brands to determine which one fits their needs better. It must be also noted that the firm's value capture is also dependent on its ability to negotiate better with all resource suppliers as they influence the financial cost of the value on offer to the customer. These suppliers include, suppliers of raw materials, capital, labor, among others. Effectively managing input cost influences the overall cost on the market and the extent of how much value can be extracted.

2.3 Shifting Toward Customer-Oriented Value Communication

For marketing communications to create the needed value for the customer, the entity, and its diverse stakeholders, the function must take on both strategic and operational character with clear strategic intent and operational objectives. Thus, marketing communication should be purposefully deployed by the entity to engage in conversations of strategic significance to the overall mission and vision of the entity. The function must be defined beyond the mere conversation with customers

and other stakeholders in order not to limit it to just a public relations function. As explained by Zerfass et al. (2018), looking at communication from the strategic perspective “encompasses all communication that is substantial for the survival and sustained success of an entity” (p. 493). There must also be an operational plan that delineates the key actions to be performed to achieve the value intent for strategic communications. The operational dimension looks at the routine issues with well-established tactics of communication interventions targeting the different stakeholder groups. The choice is not between looking at marketing communication as a strategic or operational function. It is rather a matter of setting the strategic intent of an entity’s communication clearly and designing the operational support systems to help achieve the overall objectives.

Communication is a strategic resource that needs proper deployment to create value. As a critical resource with direct impact on high value assets such as corporate reputation, brand, social capital, organizational culture, and both employee and customer value propositions, decisions around it should be with considerable care. In a highly competitive environment, communication becomes an important route to differentiate, establish some niche, and offer an alternative. This can happen at both the strategic and the operational levels. An example is how South African top brand Castle Lager through its #SmashTheLabel campaign increased revenue and competitiveness, generated affinity among previously noncustomers, and promoted social cohesion. Castle Lager showed that communication is a key strategic resource that has the ability to unite communities and bring change to negative stereotyping and labeling among South Africans. The succinct campaign championed a strategic societal goal of celebrating diversity, breaking down barriers, and creating a more united South Africa. This exemplifies how communication creates value for the society, the company, and the customer.

Marketing communication should emphasize the value on offer for the customer. Anderson and Narus (1998) make a profound assertion that many customers understand their own requirements but do not necessarily know what fulfilling those requirements mean or are worth to them. The implication here is that businesses and entities that appreciate this lack of understanding on the part of the customer and are able

to demonstrate in persuasive terms the value they offer stand a better chance of winning customers and the market. The catch here is that such entities or brands should provide the needed assistance to customers to shorten, facilitate, and enhance their decision-making process. Value is now defined over and above what a product or service offers or how a customer is treated by a personnel or system. Value is now the totality of what a customer receives from the brand throughout the customer journey. A key factor that brands constantly fall on is their innovative and customer-oriented communications. Customer-oriented communication seeks to clarify and explain the value on offer and how the customer can access this value in the clearest term possible. There are numerous ways by which the experiences of customers can be enhanced, and a greater bond built with a brand through the customer-oriented value communication. It is customer-oriented value communication that delivers profitable growth to the brand in terms of brand equity. Customer-oriented value communication finds expression in the innovative approach to brand communications and interactions that rise above the noise of general claim and offer audience reason to make a decision that provides the best benefit available.

Customer-oriented value communication operates on two-way interaction model. The first part, which a lot of brands focus on, is sending out communication messages and cues to the audience. This allows the brand to persuade, influence, and convert to purchase. The intention here is to motivate the customer or the potential customer to act in a way which is favorable toward the brand or the objective of the brand. The other part which is the most critical, is receiving feedback and critical information from the customer and the market. Listening to the customer has become the new currency for competitive advantage development. Customer-oriented value communication entails putting in place the needed mechanisms to harness the customer as a resource. In the current digital dispensation, the more thoughtful brands have social command systems that do social listening. The important thing here is to let your communication strategies be driven by what you are listening to while your value creation model responds adequately.

2.4 Build a Value Culture the Facilitate Communications

Customer-oriented value communication begins with getting the buy-in of all internal audiences. Customer-oriented communications thrive on an organizational culture that puts customer value above everything else. There must be an organizational cultural orientation to ensure that value is communicated throughout the different touchpoints. Customers interface with different aspects of the firm/brand. Every contact with the brand is part of the message transmission about the brand. Value communication thrives on the organizational culture of customer obsession where the brand-customer interactions are geared toward enhancing the customer experience at every touchpoint throughout the customer journey.

Anning-Dorson, Christian, and Nyamekye (2020) noted that brands that relate closely with their customers and show identifiable firm-level cultural patterns (unique corporate values, beliefs, and attitudes that place emphasis on customers) benefit immensely from such cultural orientation. Schein (1990) explains that firm-level culture reflects the patterns of shared values and beliefs that create behavioral norms used in solving organizational problems. Customer value-oriented culture demonstrates the shared value which defines the brand and what the firm stands for. It is these behavioral patterns that communicate to customers and create impressions and memories about the brand—collection of experiences. When customers perceive a behavioral pattern, which is customer-focused, they form positive impressions about the brand and share such impressions with others. Corporate identity collaterals communicated through the brand's communication channels must be reinforced by the corporate attitude through the brand's employees, representatives, and agents. The attitude backing the experience creation speaks volumes than the rhetoric transmitted on the various communication media. The communication must reinforce the value delivery process in order not to create conflict in the minds of the customers as regards the brand identity.

Additionally, the value communication must be aligned with customer culture—the cultural background of customers as culture largely explains

value perceptions. As explained by Graeber (2005), value is the way in which an individual actor's actions take on meaning, for the actor herself in the midst of the larger social structure. When value communication ignores this important understanding, information may be transmitted, but there will be no response or negative response. An example is the recent poor brand judgments in communication such as the Clicks (a South African retail brand) sponsored ad of Unilever's TRESemme hair product, H&M's coolest monkey, Mr Clean's Mother's Day get to the job that really matters, Dove's before and after and Antonio Federici's "Submit to Temptation" which mixed sex and religion. Others include the Reebok's cheat on your girlfriend, Nivea seemingly racist ad in Africa, Cadbury or Kashmir in India and Jawed Habib's using gods to sell services in India. These examples offended the sensibilities of some people within the context they were communicated as some had strong physical and online protests. Contexts usually provide the acceptable behavioral patterns which marketing communications must respect. The culture of a context provides legitimacy to business practices and therefore must guide communication strategies.

2.5 Value Communication, Corporate and Brand Positioning

Zerfass and Viertmann (2017) underscore that one of the biggest challenges today for many businesses and communicators is how to link communication to business strategy. According to Berger and Meng (2014), one of the top five priorities in communication management is how to improve the measurement of communication effectiveness to prove value. Communication has an important role to play in terms of influencing the stakeholder attitudes and behavior. Additionally, making value communication a strategic agenda also offers a significant tool to influence customer preferences, attitudes, and behavior toward the brand as well as enhancing employee motivation and employee value proposition. When communication reinforces corporate and brand positioning, it creates intangible assets for the company. Creating a communication culture that is value-conscious and seeks to feed into the strategic

intent of the firm focuses on enhancing reputation, engendering relationships building, and engagement enrichment. Communication that is value-centered changes the behavioral disposition of stakeholders, especially customers which eventually drives the intangible assets such as reputation, brand, and social capital. These intangible assets are what global brands leverage on to facilitate their new product introductions and entry into other markets such as emerging and developing markets. In the same vein, emerging market firms that seeks global dominance must begin by developing their intangible assets through value-centered communications.

Another way to support the contribution of communication toward corporate objectives is through another intangible asset-building organizational culture. An organizational culture that is value-conscious cater for both inbound and outbound communications. Communication that creates value does not only reach out to stakeholders but also serves as a valuable resource for listening and learning from all stakeholders, especially the customers (Zerfass & Viertmann, 2017). Such communication helps to reposition the corporate and the individual brands and drives strategy implementation by creating a supportive overall framework for corporate activities.

2.6 Conclusion

While firms exist to create value for diverse stakeholders, the extent of customer value creation and delivery defines the success of every entity. To deliver the highest form of customer value, brands must understand the value needs of the target market. Successful firms create management mechanisms to manage the value process. This chapter has highlighted how value can be managed through structures, processes, and relational mechanisms (Maes et al., 2012). Among these three core themes, rationale mechanism appears to be the most critical as it establishes social interaction, active participation, and strong collaboration among the internal and external stakeholders. For effective value management, the chapter concludes that all activities must be rooted in the organizational culture and seek to deliver every value promise to the market.

The chapter further explained the value management through the value cycle framework and emphasized that despite the importance of value creation and value capture, firms must not overlook the critical role of value communication in value management. Value communication among firms, especially in emerging economies, where is there cultural must approach it through from a relational perspective where the venture goes beyond persuading customers to buy. Value communication must seek to build dialogue with the market to inform, listen, and respond to customer needs in order to increase the brand equity.

The chapter primarily makes the point that marketing communications play a key role in the value management of all entities. It recommends that firms in emerging markets must strive to develop customer-oriented value communications that seek to develop a strong relationships with the market. It further emphasizes that value communication should have both strategic intent and operational objectives. The communication function within emerging market firms must be defined beyond the mere conversation with the market but rather focus on contributing to the survival and the sustained success of the firm. At the operational level, a value communication should establish clear communication objectives that deal with customer concerns and build relationships with the customer.

The chapter offers that for effective customer-oriented value communication to exist, there is the need for a strong organizational culture. Emerging market firms must first seek to build a customer-oriented culture which will ensure that value is communicated throughout the different touchpoints of the customer journey. A strong organizational culture should also seek to manage the customer-brand interface such that what is being communicated as the brand promise is what is being delivered. This will require the involvement of all within the organization. The patterns of shared values and beliefs must be developed to be customer-oriented to ensure that behavioral norms and attitudes will be that of solving customer problems through effective and value-laden communications. Additionally, it is recommended that value communication must respect the cultural orientation of emerging markets. This is based on the concept that value is the way in which an individual actor's actions take on meaning, for the actor herself in the midst of the larger

social structure. Hence, the extent to which emerging markets will value communications and value on offer will depend on the extent to which the communication respects the social structures.

Lastly, the chapter recommends that value communication must reinforce the corporate and brand-specific positioning in emerging markets. Communication has a big role to play in influencing stakeholder attitude and response to the activities of the brand. Value communication should come from the conceptual core of the mission and vision of the firm and must seek to emphasize what the firm stands for. Value communication should also seek to reinforce positioning of products by explaining the value propositions in clear terms and guide customers in making the right choice over the competition.

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3

Cultural Values and Marketing Communications in Emerging Markets

Emmanuel Silva Quaye

3.1 Introduction

Africa has 54 nation-states, and each country has its own unique set of norms, values, beliefs, traditions, language, symbols, and practices that shape how people in one country think, feel, and behave in uniquely different ways from those of other countries (Gyekye, 1992; Schwartz, 2006, 2014). A country's culture is a vital environmental characteristic that lies the foundation for systematic behavior differences (Steenkamp, 2001). Failure to pay attention to cultural differences between countries has caused the demise of many multinational firms and brands worldwide (Darley et al., 2013; De Mooij, 2017; Torelli et al., 2012). The lack of deeper cultural awareness of the African market caused Bharti Airtel's failure. This Indian mobile phone company used South African models

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in ads in other African countries (*Financial Times*, 2014). Due to poor judgment of the skin tone of East Africans, the Swedish beauty establishment, Oriflame, had lacklustre entry into the East African market by selling only about 300 out of its impressive 1,500 range of beauty products, which was confused with that of Indians (*Financial Times*, 2014). In September 2020, many South Africans were irritated by the most extensive local retailer, Clicks, which sponsored an ad that portrayed the hair of white women as “fine, flat and normal” compared to the hair of black women portrayed as “dry and damaged, frizzy and dull” (Payne & Shoba, 2020). The poor judgment in the representation of black women caused widespread protest and significant reputational damage. It involved the Unilever-owned brand, TRESemme, which has since been removed from all major supermarkets throughout South Africa. As a result, the brand moved quickly to remove the ads and apologize.

The international marketing landscape is awash with many such cases. In the far East, many brands have experienced similar headwinds due to poor cultural judgment. The US megastore, Walmart, and the UK supermarket, Tesco, experienced far more significant difficulties than expected when they sought to expand into China. The Swedish furniture company, IKEA, could not successfully launch into India because of stiff resistance from the locals. Dunkin’ Donuts and Baskin-Robins were introduced in South Africa in 2016 but by 2019 they were no more. Dunkin’ Donuts is a brand with more than 50 years of history in America, yet could not survive beyond three years in South Africa due to poor judgment and lack of cultural appreciation of the uniqueness of the South African market (Nichemarket, 2019). In 2018, the Swedish global clothing brand, H&M, apologized for depicting a black boy in an ad wearing a T-shirt with the slogan “coolest monkey in the zoo.” The brand came under an intense barrage of global condemnation. The likelihood of failure is high for both local firms and multinationals who fail to appreciate the cultures’ consequences of doing business in Africa and other emerging markets (Burgess, 2006). Marketing communication strategies must thoroughly consider the role of culture in shaping people’s perceptions, dispositions, and behaviors (Markus & Kitayama, 1991). While attempts have been made to explain local and MNCs’ brand positioning strategies in some emerging markets (e.g., Blankson

et al., 2019; Coffie, 2020), these efforts have focused mainly on the attitudinal attributes and key characteristics. Yet, because brands serve as conduits for meaning transfer and positioning strategies reflect society's dominant culture, cultural value orientation seems more appropriate.

Therefore, this chapter reviews some popular cultural values and beliefs dimensions in international marketing and cross-cultural consumer behavior research. Emphasis is placed on value priorities and beliefs as a relevant content domain for consumer communications and brand positioning (Torelli et al., 2012). The chapter begins with a brief description of emerging markets and defines culture and its unique characteristics. Different national cultural models that influence consumer culture theory and communication are examined. The chapter concludes with implications for local and global brand managers on the consequences of cultural values on marketing communications and brand positioning strategies relevant to emerging markets.

3.2 What Are Emerging Markets?

Generally, many classifications exist for the description of emerging markets. A fundamental descriptor of emerging markets is income. For example, Burgess and Steenkamp (2006) identify income, macroeconomic indicators, and human development index for classifying emerging markets. The human development index utilizes three critical dimensions of human development, that is, life expectancy at birth, adult literacy rate and educational accomplishment, and gross domestic product (GDP) per capita at purchasing power parity (PPP) to group countries into "developed" or "developing" countries (Burgess & Steenkamp, 2006, pp. 338–339). Emerging markets can be described as developing countries. Thus, emerging markets are considered those with low to middle human development, whereas countries with high human development are considered developed countries. Geographically, emerging markets may include all the former Soviet Union's transition economies, and the Eastern Bloc, the so-called developing countries of Africa, Asia the Middle East, and Latin America.

Cavusgil et al. (2012) describe emerging markets as some of the former developing countries that have accomplished significant industrialization, modernization, and rapid economic growth beginning in the 1980s. Important trend characteristic of emerging markets is rising middle-class consumers, urbanization, integration in the globalized marketplace. These trends are prevalent in East Asia, Latin America, Africa, Middle East, and elsewhere that are witnessing rapid socio-economic growth and human development improvements. Many countries in Africa and other emerging markets are observing increases in large segments of individuals and households with considerable disposable incomes to engage in discretionary and aspiration consumption practices, such as the purchases of premium and luxury items and to participate in consumption practices similar to their affluent counterparts in developed markets (Cavusgil et al., 2018).

Middle-income consumers, described as individuals and consumer groups found between the affluent and the poor, are the fastest-growing consumer groups in emerging markets and an attractive target audience to focus marketing attention. An essential requirement for being middle income is that 30% of a person's gross income should be available for discretionary consumption (Cavusgil et al., 2018). These consumers are predominantly young, well-educated, urbanized, high in global media and express a strong desire for global citizenship through global products (Burgess & Steenkamp 2006; Strizhakova et al., 2008). Both local and international firms pay closer attention to middle-income consumers in emerging markets as they account for two-thirds of consumer spending globally (Cavusgil et al., 2018).

While quantitative measures such as income levels and other sociodemographic descriptors about emerging market consumers are reasonably easy to measure, other factors such as values and lifestyles are less examined. Thus, it is crucial to understand better the network of factors that influence emerging market consumers' attitudes and behaviors to inform marketing communications and other essential marketing outcomes. The next sections of this chapter are devoted to a subset of cultural value models that may account for country diversities in behaviors among emerging market consumers.

3.3 Culture and Its Characteristics

At the national or country level, culture is understood to mean those norms, beliefs, and values that differentiate one national community from another, and are transmitted from generation to generation in a somewhat permanent fashion (Hofstede, 2001). A nation represents “a collective of individuals sharing certain relatively stable characteristics such as a language, history, traditions, and habits” (Maseland & van Hoorn, 2017, p. 8). Nations in Africa share unique boundaries and occupy distinct territories that the people call home based on history. For example, South Africans are a distinct group of people, occupying specific territory in Southern Africa, and espouse common beliefs, values, norms, and traditions so that the shared beliefs, norms, and values make them different from people from Angola, Ghana, Nigeria, Gabon, and Zimbabwe. The national identity of South Africans or Kenyans is also heavily dependent on the cultural norms, beliefs, and values that are shared by the collective communities of South Africans and Kenyans independently, which gives them their pride and uniqueness in the world.

Culture refers to individual norms, beliefs, and values that are aggregated at the national level (De Mooij, 2017). And these individually aggregated beliefs and values are depicted in marketing communications. Thus, culture guides what people believe, endeavor to achieve, or value as important in life (Maseland & van Hoorn, 2017). In this regard, culture serves as a fundamental driving force influencing people’s behavior and tendencies and can be very stable over a long period (Hofstede et al., 2011). This makes the study of marketing communication from a cultural perspective a worthwhile endeavor.

Marketing communication strategies are not conceived and implemented in a vacuum. Instead, they occur within a social context which reflects the representations of beliefs, values, and shared patterns of behavior of collective groups (Blankson et al., 2019; Cayla & Arnould, 2008). The fundamental manifestations of culture reflect a rich complex of beliefs, ideas, practices, symbols, norms, and values commonly shared among a group of people (Schwartz, 2008). Thus, culture is experienced

only through its manifestations. The manner in which marketing institutions are organized highlights the fundamental cultural value emphasis. For example, advertising appeals with a strong cultural focus of respect, harmony, and preservation of traditions express underlying values priorities of tradition and conservation in Africa (Schwartz, 2014). Alternatively, competitiveness, achievement, and emotion-laden experiences all represent a cultural emphasis on success, ambition, and self-indulgence in the USA. Hence, the adoption of marketing communication practices must reasonably reflect the predominant beliefs, norms, values, and symbols that people in a society embrace.

3.4 Culture and Marketing Communications

Culture plays a crucial role in marketing communication. It underlies how companies communicate in terms of what to say, how to say it, when to say what, to whom and how often. Kotler and Keller (2012) describe marketing communication as “the means by which firms attempt to inform, persuade, and remind consumers – directly or indirectly – about the products and brands they sell” (p. 498). Marketing communication is the voice of the brand and provides the pathway through which firms build strong relationships with external audiences. Many strong brands use the dominant cultural orientation in their markets to effectively communicate and build brand relationships with their target audiences. Similarly, consumers use the symbolism inherent in brands to communicate their ideal or real self-concept to others. Thus, culture provides a lens through which brands communicate by exploiting cultural symbols to communicate brand meaning (Torelli et al., 2012). Consumers, on the other hand, extract meaning from brands to inform others about their personality, values, beliefs, attitudes, and lifestyles (Batra, 2019).

Effective marketing communication successfully aligns communication messages, message sources, and channels with the prevailing cultural values to systematically shape consumer attitudes and behaviors (Kreuter & McClure, 2004). Marketing communication channels or mix elements such as advertising, sales promotions, direct and digital

marketing, personal selling, public relations, and publicity are important media for building strong brands. Thus, cultural awareness should inform the marketing communication strategies of local and global brands in emerging markets, since this market has vital idiosyncrasies that impact consumer sense-making and brand relationships (Alden et al., 1999; Blankson et al., 2019). Hence, the sections devote significant space to explaining the various cultural models and how they impact brand positioning and marketing communication strategies.

3.5 Models of National Culture: Basic Assumptions

The literature is replete with many-dimensional frameworks of national culture. These frameworks have multiple facets that describe how societies differ from each other to cope with unique challenges that confront them (Steenkamp, 2001). African cultures differ from each other in how they regulate human activities, construct meanings, and sense of the world around them (Blankson et al., 2019; Schwartz, 2014). Even in one African country, there are numerous collective groups organized around tribes, practices, languages, symbols, and beliefs that make it nearly impossible to lump all of them together in a monolithic African culture. Yet, there are certain cultural expressions, and value orientations such as hierarchical societal arrangements, emphasis on kingship and traditional social systems, the importance of the group over individuals, the value of reciprocity that are common within African societies (Blankson et al., 2019; Gyekye, 1992).

To explain the role of culture's pervasive influence on many aspects of consumer behavior, researchers employ dimensional frameworks to differentiate underlying national cultural values that characterize cultures. Valid cultural frameworks provide a strong foundation for explaining systematic differences between norms, beliefs, values, attitudes, and behaviors (Hofstede, 2001; Steenkamp et al., 1999). Two rigorous and comprehensive cultural frameworks have been influential in the consumer culture literature—the Hofstede (1980) and Schwartz

(2006) frameworks. We describe their fundamental assumptions and unique features accounting for cultural differences.

3.6 Hofstede's Model of National Culture

Hofstede defines culture as the “mental programming of the mind.” His model of national culture has had a pervasive impact on attempts that focus on explaining different layers of culture and cultural stability and change over time (De Mooij, 2014a). Hofstede's model of culture defines five dimensions: individualism/collectivism, power distance, masculinity/femininity, uncertainty avoidance, and long-/short-term orientation. Hofstede (1991) explained that these cultural dimensions address four main societal problems:

1. The relationship between the self and the group;
2. Society inequality;
3. Social consequences of gender; and
4. Handling of uncertainty characteristic of economic and social processes.

3.6.1 Individualism-Collectivism

Individualism-collectivism describes the emphasis on the individual relative to the group. It explains the extent to which individuals are more concerned about themselves and their immediate family only, compared to individuals who seek belongings to groups in which they exercise loyalty and membership. In individualistic cultures, people value independence, thought, and experience and are more self-reliant (Blankson et al., 2019; Van Everdingen & Waarts, 2003). The “I” and self-actualization take on great importance (De Mooij, 2018). People in individualistic cultures such as the USA, UK, and the Netherlands are more universalistic in their beliefs. They assume that their independent values are more appropriate for the whole world. They also prefer

explicit verbal communications, which is characteristic of low-context communication cultures.

However, in collectivistic cultures, people value interdependence and the importance of human connectedness in their lived experiences. The “we” takes on great importance. Identity is constructed through social groups to which they belong. The African Ubuntu conception of the self indicates that “I am because you are,” suggesting that the individuals achieve their identity through relations in groups. African societies are mainly collectivistic, where people show a greater need for belongingness with others, adhere to traditional beliefs and practices, and prioritize the collective self over the individual self (Gyekye, 1992; Triandis, 1994). Collectivistic societies prefer indirect communication styles, which is characteristic of high-context communication cultures (De Mooij, 2008). Blankson et al. (2019) report that many Ghanaian firms’ positioning strategies reflect collectivistic positioning. These differences are highlighted in marketing communications, where advertisements in individualistic cultures predominantly portray people making their own choices and expressing freedom for goal pursuit. In contrast, collectivistic focused advertising suggests togetherness, harmony, and interdependence.

3.6.2 Power Distance

According to Hofstede (1991), cultures with high power distance are characterized by situations where less powerful members of a society expect and accept that power is shared unequally. In large power distance cultures, it is common for people to embrace their rightful place in the hierarchical arrangements of society (De Mooij, 2008). Due to high sensitivity to power and authority, a person’s status must be clear so that others can accord them the appropriate respect due them. Authority is appropriately defined based on one’s position in the hierarchy of society. Prestigious brands utilize differences in social status expectations to appeal to low-income consumers due to their larger power distance beliefs (Batra et al., 2000). Üstüner and Holt (2010) attribute the popularity of global brands in less-industrialized countries to high power

distance characterized by status needs. In many African societies, the authority to make decisions and influence people is based on one's age and experience (Bosson et al., 2016). Power distance is linked to the success of promotional activities in sub-Saharan Africa (Darley et al., 2013). Also, the effectiveness of celebrity endorsements is attributed to high power distance beliefs. These communication strategies usually appeal to consumers' status needs (De Mooij, 2008).

3.6.3 Masculinity-Femininity

Masculinity-femininity describes a society's emphasis on traditional, stereotypical male and female gender roles and values in which achievement and success characterize masculinity, while nurturing, caring and quality of life characterize femininity (De Mooij & Hofstede, 2011; Dwyer et al., 2005). In masculine cultures, people place more importance on competition, assertiveness, materialism, ambition, and career progression (Dwyer et al., 2005). Considerable emphasis is placed on individual achievement and material possessions as a measure of success. In contrast, feminine societies concern themselves with modesty, equality, social relationships, solidarity, and care for the environment and less privileged in society (De Mooij & Hofstede, 2011; Dwyer et al., 2005; van Everdingen & Waarts, 2003). Status brand communications in masculine cultures mostly emphasize achievement and success appeals, so luxury products are vehicles for showing one's success (De Mooij, 2011). Some suggest that the greater emphasis on social relationships and affiliation needs with African societies demonstrate some level of femininity (Darley et al., 2013). For example, cultural mappings by Hofstede (1991) categorized Nigeria and Zimbabwe in the "feminine" group.

3.6.4 Uncertainty Avoidance

Uncertainty avoidance describes a societal orientation in which people feel threatened by uncertainty and ambiguous situations and try to avoid them (De Mooij, 2014a; Hofstede, 1991). High uncertainty avoidance cultures prefer rules and formality to bring structure to life. They try

to reduce uncertainty and promote stability by imposing strict rules, routine and systems so that life becomes more predictable (Darley et al., 2013; Dwyer et al., 2005). People of low uncertainty avoidance cultures are more innovative and open to new ideas, people, and situations than people of high uncertainty avoidance cultures (Hofstede, 1991). Uncertainty acceptance may account for the high proportion of innovations and new product launches in developed compared to developing and emerging markets (De Mooij, 2014b; van Everdingen & Waarts, 2003). Researchers find that many African countries score mid-level on uncertainty avoidance, suggesting consumers in Africa generally have neither high nor low uncertainty avoidance (Blankson et al., 2019; Darley et al., 2013). Hence, a blend of communication appeals with a delicate balance between uncertainty and predictability will be useful in Africa.

3.6.5 Long- Versus Short-Term Orientation

Long-term orientation emphasizes a culture's focus on the future. Long-term oriented cultures place greater emphasis on values such as perseverance, thrift, persistence, and a sense of shame (De Mooij & Hofstede, 2011). In contrast, short-term oriented cultures place greater emphasis on values such as respect for traditions, personal steadiness and stability, and high reciprocity. Short-term oriented cultures take a past and present perspective to life, whereas long-term oriented cultures bring a future perspective to life (Hofstede, 2001). People in short-term orientation cultures prefer immediate gratification and quick results, whereas those in long-term orientation cultures delay gratification and prefer steady progression toward long-term goals (Dwyer et al., 2005). De Mooij (2013) suggests that ready-to-eat foods products are more prevalent in short-term focused cultures than in long-term focused cultures. Dwyer et al. (2005) report that since short-term-focused consumers are more materialistic, they tend to adopt innovations quicker compared to their long-term oriented frugal counterparts who prefer to save and are more cautious about buying new products immediately. The popularity of cheaper Chinese products, low savings and investment culture, and bad

road networks in many African countries may be explained by short-term cultural orientation. The desire for immediate gratification with less regard for long-term consequences is common in Africa.

3.7 Schwartz Cultural Values Orientations

Schwartz describes cultural values as “the implicitly or explicitly shared abstract ideas about what is good, right, and desirable in a society” (Schwartz, 1999). In a marketing communication context, cultural values tell people what appeals are appropriate in many situations. Schwartz identifies seven cultural value orientations that the beliefs are arrayed along polar orientations that describe how cultures function and the normative expectations of appropriate behavior (Schwartz, 1999, 2014). Significantly, these cultural values evolve and change to reflect changing societal preferences to the human condition. The seven cultural value orientations organized in three opposites are described below.

3.7.1 Autonomy Versus Embeddedness

Autonomy versus embeddedness addresses a societal problem that seeks answers to the questions of whether people should be treated as autonomous or embedded in social groups to which they belong. According to Schwartz (2014), autonomy cultures regard a person as “an autonomous, bounded entity who finds meaning in his or her uniqueness, who seeks his or her own internal attributes (preferences, traits, feelings, motives) and is encouraged to do so” (Schwartz, 1999, p. 27). Autonomy is further distinguished into two strands: (1) *Intellectual autonomy* which reflects a cultural emphasis where individuals are encouraged to follow their own ideas and intellectual directions (e.g., curiosity, broadmindedness, creativity), and (2) *Emotional autonomy* which reflects a cultural emphasis where individuals are encouraged to follow pleasurable experiences and achieve arousal of emotional states (values: pleasure, exciting life, and diverse life) (Schwartz, 1999, 2014). Countries in Eastern Europe, such as Germany, France, Sweden,

Denmark, are cultures that strongly emphasize intellectual autonomy. In contrast, countries such as the United States, New Zealand, Great Britain, and Ireland are cultures that strongly emphasize affective autonomy (Schwartz, 2010) (Fig. 3.1).

However, ‘Embeddedness’ cultures regard the individual as “embedded in the collectivity and finds meaning in life largely through social relationships, identifying with the group, and participating in its shared way of life” (Schwartz, 1999, p. 27). African societies are generally regarded as embedded cultures since one’s identity and meaning in life is construed through social relationships and harmonious coexistence (Gyekye, 1992). Embedded cultures protect the status quo and promote traditional systems of being. Values unique to embedded cultures are reverence for traditions, security, obedience, wisdom, and social order. Many brand positionings in Africa portray cultural embeddedness. African societies and Muslim countries are particularly high in embeddedness. In these societies, marketing communications may

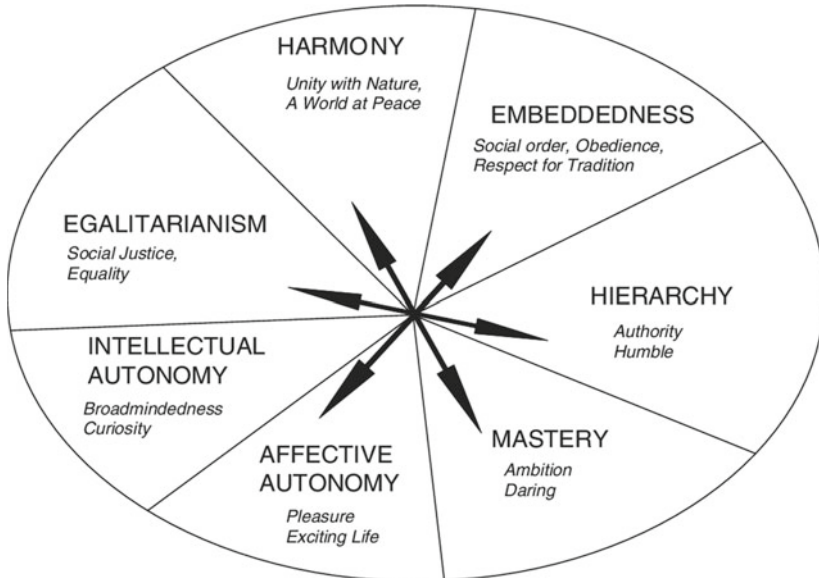


Fig. 3.1 Schwartz cultural values orientation

reflect values such as social cohesion, group solidarity, tradition, and connection to local roots. The importance of maintaining the status quo and preventing actions that might disintegrate in-group solidarity or organized traditional systems is maintained (Schwartz, 2010).

3.7.2 Egalitarianism Versus Hierarchy

Egalitarian cultures promote the need to see one another as moral equals with needs just like everyone else. It assumes that all men are equal with everyday needs and interests as human beings (Schwartz, 2014). People in these cultures are socialized to have a sense of obligation and commitment to race, have concern for the welfare of everyone regardless of their race, background, and experiences, and act voluntarily for the benefit of everyone. Most non-for-profit organizations use egalitarian appeals to promote favorable transcendent attitudes and change behavior. Values unique to egalitarianism include equality, solidarity, social justice, help, honesty, and responsibility. Aside from Portugal and Greece, the majority of West European cultures promotes egalitarianism (Schwartz, 2010). In a recent communication from the United Nations, the Secretary-General, Antonio Guterres, appealed to the egalitarian, transcendent beliefs of the human race to embrace the responsibility of ending the COVID-19 global pandemic. In his speech, the United Nations Secretary-General invited everyone “*everywhere, to stand up against hate, treat each other with dignity, and take every responsibility to spread kindness*” (UN Secretary General, 2020).

Inversely, hierarchy cultures promote hierarchical social systems with well-defined roles for social interactions and responsible, productive behaviors (Schwartz, 2014). Cultures that emphasize hierarchy have power, roles, and resources distributed unequally, with members of the society regarding such an arrangement as just, legitimate, and desirable. People in a high position of authority and social class are revered while those in lower positions of society accept their lower status and comply with the obligations and rules that come with their roles and status. Values unique to hierarchical cultures are social power, authority, status, and wealth. Cultures that are high on hierarchy values include

confusion-influenced Asian cultures who are particularly high on hierarchy (Schwartz, 2010). Similar to power distance, many global brands use the principles of hierarchy to sell status appeals to members of hierarchical societies who use brands to compensate for their low status (Alden et al., 1999).

3.7.3 Harmony Versus Mastery

Harmony versus mastery relates to how society deals with problems of regulating the use of human and natural resources. Harmony cultures emphasize aligning themselves with the social and natural world than being exploitative, appreciating, accepting, and protecting the way things are in the world instead of changing or exploiting them (Schwartz, 2008). Harmony cultures accept the world as it is, encourage smooth coexistence, try to avoid conflict, and do well to preserve and not change or exploit the order of things (Schwartz, 2014; Steenkamp, 2001). Harmony values include the world at peace, unity with nature, environmental protection, and being at peace with one's place in society. Cultures such as those of Germany, Italy, Mexico, and Ethiopia are particularly high in harmony values.

Mastery cultures, on the other hand, encourage people and groups to assert themselves actively, exercise dominance by bending or changing the natural and social world (Schwartz, 2008, 2014). Mastery cultures strive to get ahead to self-determination to achieve personal and group aspirations. Values common to mastery cultures are ambition, success, boldness, achievement, self-adequacy, and competence (Schwartz, 2014). Mastery is particularly emphasized in the United States, Israel, and China cultures, where the desire for progress through active, pragmatic problem-solving is encouraged (Schwartz, 2010). Thus, brands in mastery cultures frame brand propositions with active self-assertion to master, direct, and control the natural and social environment to achieve group and individual goals (Schwartz, 2010; Torelli et al., 2012). Brand personality research has previously used harmony and mastery attributes to communicate brand qualities (Batra, 2019; Shavitt et al., 2006; Torelli et al., 2012).

In conclusion, Schwartz's theory of cultural values arrays three bipolar cultural emphases as different solutions to societal problems in relation between individuals and groups, responsibility towards social behavior, and people's duties in connection to the social and natural environment. The theory suggests that a de-emphasis accompanies emphasis on one cultural orientation on an alternative polar cultural type. For example, sub-Saharan Africans are reported to emphasize high embeddedness with a corresponding emphasis on low intellectual and emotional autonomy (Gyekye, 1997; Schwartz, 2008, 2014).

3.8 Leung and Bond's Social Axioms Theory

More recently, Leung et al. (2002), Bond et al. (2004a), and Leung et al. (2012) have propounded an alternative social axiom beliefs framework for understanding national cultural orientations. The social axioms framework is based on the assumption that many of the existing cultural models are pitched at the national level. There are also calls to expand the net of variables that account for cultural variations (Burgess, 2011). Thus, social axioms theory was proposed to provide a fresh approach to understanding and help detect cultural variations that were previously not accounted for in investigating cultural differences within and between nations (Leung et al., 2002). Consistent with the perspectives of the personal value (Schwartz, 1992, 2008), Leung and colleagues argue that social axioms are essential to society's survival and proper functioning, and hence should be critical to our study of cultural orientations.

Thus, social axioms are defined as "generalized beliefs about oneself, the social and physical environment, or the spiritual world, and are in the form of an assertion about the relationship between two entities or concepts" (Leung et al., 2002, p. 2002). Social axioms focus on the social world instead of on the self (Burgess, 2011). The basic structure of social axioms takes this format—A is related to B, and the association between A and B can be causal or correlational (Leung et al., 2002). For example, those who work hard must have an exciting life. These are two concepts—"hard work" and "exciting life"—that are linked in a

correlational fashion. Leung and colleagues distinguish among five basic social axiom dimensions to differentiate societies. Social axiom theorist distinguishes among five individual-level dimensions of social axioms, namely *social cynicism*, *the reward for application*, *social complexity*, *fate control*, and *religiosity* (see Bond et al., 2004a; Leung et al., 2002). They are discussed below.

3.8.1 Social Cynicism

Social cynicism is a belief complex that refers to a negative view of people a general mistrust for authority and social institutions (Leung et al., 2002). People who endorse social cynicism beliefs pursue unethical means in achieving their goals in life. They consider people as unreliable, impulsive, and prejudicial (Alexandra, 2019). The high level of mistrust for others causes people high in social cynicism not to care much about humanity and are very self-conceited (Bond et al., 2004b). Social cynicism has been linked to low self-esteem, poor cooperative trust, and increased social anxiety. It is likely to motivate marketing communication efforts that encourage consumers to patronize security products because the world is a mean place and dangerous. Financial and insurance institutions encourage consumers to protect their property from “bad people” who may cause harm because they have less regard for humanity.

3.8.2 Reward for Application

Reward for application is a belief in the capacity for positive outcomes. It describes a general idea that through effort, knowledge, commitment, and careful planning, people can achieve favorable outcomes. People who endorse reward for application believe that when faced with challenging or difficult situations, they can overcome through effortful exertion (Hui & Hui, 2009). Reward for application promotes equitable relations which encourages the equitable distribution of resources and respect for and recognition of other’s interests (Hui & Hui, 2009). The belief in reward for application enhances one’s expectations for positive

outcomes following a higher commitment to a task or responsibilities (Burgess, 2011). The expectation about foreseeable positive results leads to increased application of effort (Alexandra, 2019). Many brands sell appeals suggestive of reward for application. Brands focusing on consumer experience would suggest that people go on holiday due to their hard work and they deserve it.

3.8.3 Social Complexity

Social complexity is a belief complex that maintains that there are many ways of solving social issues and that outcomes of events can be unpredictable (Bond et al., 2004b). People who endorse social complexity belief perceive that human behavior can be inconsistent; hence, preference for a nonrigid approach to life events is crucial for wellbeing (Leung et al., 2002). There can be many solutions to problems; hence people should be flexible and adjust their behaviors to different life circumstances (Hui & Hui, 2009). Social complexity facilitates problem-solving (Bond et al., 2004b). Social complexity beliefs may influence brand appeals, recommending varied and innovative product preferences (Mittal, 2017).

3.8.4 Fate Control

Fate control is a general belief arguing that impersonal, external forces can influence life events (e.g., fate, destiny, luck), but people also can change the outcomes of their life through culture-specific actions (Leung & Bond, 2004). Belief in fate control causes people to either blame others or take responsibility for their life (Alexandra, 2019; Hui & Hui, 2009). Individuals who endorse fate control believe that although events are predetermined, they are capable of influencing outcomes (Leung et al., 2002). They tend to attribute the consequences of their actions to external forces since life outcomes are predetermined and out of one's control (Alexandra, 2019; Leung & Bond, 2004). Advertising appeals that encourage people to take action because they can be "lucky" signifies belief in fate control. This is common with the lottery and gambling

industry where the consequences of actions are based mainly on share luck.

3.8.5 Religiosity

Religiosity is defined as a general belief in the existence of a Supreme Being or supernatural forces that control the world, the significant role of religious beliefs, and the benefit of religious institutions in people's lives (Leung et al., 2002). Religious beliefs are internalized through spiritual connections and externalized through expressions of religious practices and behaviors (Minton, 2013). Religion is fully embedded in African cultural realities (Adogame, 2007). The belief in a Supreme Being or higher power occupies an integral part of the social fabric of many African societies (Gyekye, 1997; Wiredu & Gyekye, 1992). Vignoles et al. (2016) suggest that religious beliefs are critical in defining a person's essence, particularly in relation to others, and are essential for cultural membership. Religiosity has been linked to favorable psychological outcomes (Hui & Hui, 2009), and purchase intentions (Ahmed et al., 2013). Religiosity is positively related to conservation and self-transcendence values (Bond et al., 2004b). Burgess (2011) also reports a positive association between religiosity and tradition, security, conformity, and universalism values in South Africa. Communication strategies that effectively utilize religious beliefs aligned with conservation values will resonate well with consumers in African markets.

Religion plays a vital role in shaping consumer behavior in the marketplace. Research reports negative associations between religiosity and consumption values. For example, Belbağ et al. (2019), find that the burgeoning new middle-class consumers of Turkey, while well-educated, and maintaining lifestyles similar to consumers in Western societies firmly maintain their religious beliefs which sometimes conflict with the growing consumerism values. Religion ran at the core of African, Latin American, Middle Eastern, and East Asian belief systems, which are important emerging markets. Developing cultural sensitivity to emerging markets' religious beliefs and practices are smart decisions for emerging market brand managers.

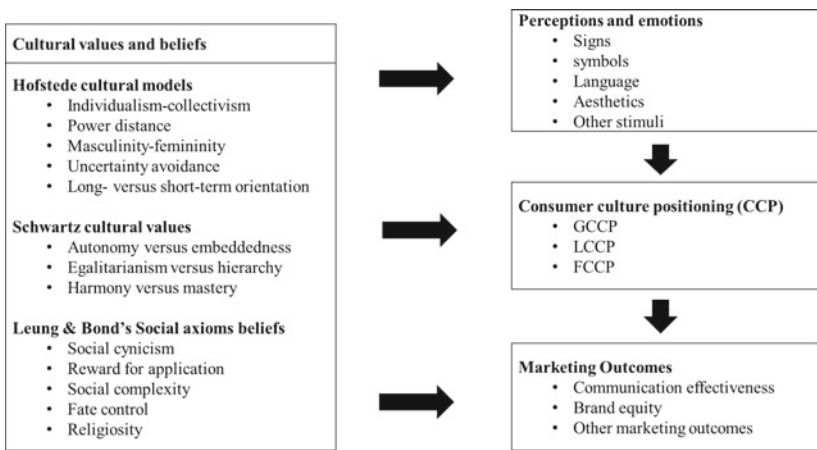


Fig. 3.2 Cultural values orientations, positioning strategies, and marketing outcomes

In summary, Fig. 3.2 is a proposed conceptual model that explains how culture is conceptualized from Hofstede’s cultural model and Schwartz’s cultural values framework. The model is complemented by Leung and Bong’s social axiom beliefs to show how the transfer of cultural meanings derive from the culturally laden world to influence perceptions and emotional expressions towards marketing stimuli. These perceptual and emotional cues carried through culturally appropriate signs, symbols, language, aesthetics, and other stimuli differentially influence consumer culture positioning (GCCP, LCCP, and FCCP) via advertising and other marketing communication programs to impact on key marketing outcomes such as advertising effectiveness, brand equity management, and other marketing outcomes such as purchase intentions, and loyalty. The framework in Fig. 3.2 may serve as a useful tool and guide for both local and multinational or global brand managers to manage their communications effectively in the international marketing context of emerging markets.

3.9 Effect of Culture on Perceptions and Emotions

Culture conditions people to perceive marketplace stimuli differently. Sound understanding of the conditioning influence of culture on consumers' perceptions, emotional responses, and information processing is essential for cross-cultural consumer behavior because consumer behavior is culture-bound (Kastanakis & Voyer, 2014). Culture is implicated in perceptions of advertising and brand appeals across cultures (Sung & Tinkham, 2005). People's cultural orientation shapes how they perceive and process information in their surrounding environment (Kastanakis & Voyer, 2014). Social scientists agree that culture encompasses "shared elements that provide standards for perceiving, believing, evaluating, communicating, and acting among individuals who share a language, a historical period, and a geographical location" (Shavitt et al., 2008, p. 1103). In effect, culture enables people to think and perceive the appropriateness of events by providing sets of values, norms, life expectations, and needs that influence sensory information perception in the environment. For example, consumers in Africa may perceive an ad with interdependent, conservative values representation to be more attractive and appealing than Western consumers who may find independent, autonomy ad appeals more attractive. Again, the predominance of religious beliefs in African societies may serve as an evaluative standard to process consumer communication appeals' appropriateness and acceptability (De Mooij, 2014a). Hence, brands must position themselves appropriately by utilizing cultural positioning information to communicate effectively in African contexts while playing in a globalized world (Darley et al., 2013).

3.10 Consumer Culture Theory (CCT)

Globalization influence permeates nearly every society across the world, significantly shaping consumer cultures. Consumer culture means that in contemporary societies, people define themselves relative to their consumption practices (Arnould & Thompson, 2005). Consumer

culture is about consumption, and consumption is achieved through material objects and intangible experiences such as services, images, lifestyles, and symbols. The popularity of social media defining trends, and a way of life in modern African societies, could be described as a consumer culture. Moreover, consumer culture is mediated by marketplace systems and is defined by principles of modernity, choice, individual autonomy, and market relations (Steenkamp, 2019). Two primary consumer cultures are distinguished: global consumer culture (GCC) and local consumer culture (LCC). GCC is described as globally diffused consumption practices characterized by Western cultural symbols and belief systems, reflecting lifestyles and belief systems congruent with globalism (Özsomer & Altaras, 2008; Steenkamp, 2019; Strizhakova et al., 2008).

On the other hand, LCC is described as locally diffused consumption practices characterized by consumption experiences rooted in local cultural meanings, symbols, and national identity (Özsomer & Altaras, 2008; Steenkamp, 2019). Although consumer culture is generally local in content, globalization forces have minimized boundaries among nation-states and promoted interconnectedness of ideas, places, and people, significantly shaping GCC's emphasis. Materialism and modernity are useful concepts for understanding GCC and LCC. Thus, consumer culture theory has proved very useful in positioning strategies in the international marketing literature (Alden et al., 1999; Arnould & Thompson, 2005; Holt, 2002; Steenkamp, 2019).

3.11 Consumer Culture Positioning

Previous studies have examined the role that cultural orientations play in brand positioning (Alden et al., 1999; Steenkamp, 2019; Westjohn et al., 2016). Torelli et al. (2012) suggest that brand positioning efforts utilizing a combination of cultural values, motivational and emotional expectations, produce better consumer responses than focusing entirely on superior functional attributes. Thus, advertising and promotional efforts that are consistent with consumers' cultural value priorities produce better positioning outcomes (De Mooij, 2014a; Shavitt et al., 2006).

Culture is vital in positioning strategy because consumers develop attitudes and behaviors that are sufficiently aligned with the cultural value priorities (Torelli et al., 2012). Cultural values orientation provides an appropriate content domain from which brands may derive their meaning (Batra, 2019).

An essential aspect of consumer culture positioning is the recognition of the globalization of African marketplaces. Research focusing on Africa reports that many global brands enjoy more generous portions of their international sales from the continent (Signé & Johnson, 2018; Signé, 2020). The rapid growth of global marketplaces is promoted by advances in world travel, consumer sophistication, increases in globally networked telecommunication systems, and the internationalization of production and financial systems (Steenkamp, 2019). Consequently, globalization forces have promoted cultural homogenization, that is, the integration of the world into one economic space that produces a contemporary society with multiple cultural systems. Several scholars recognize that many brands embraced the idea of differentiating their brands with global consumer culture positioning (GCCP) or local consumer culture positioning (LCCP) (Özsomer & Altaras, 2008; Steenkamp et al., 2003; Westjohn et al., 2016). At this point, we briefly describe the distinction between GCCP and LCCP.

3.11.1 Global Consumer Culture Positioning (GCCP)

GCCP strategy refers to a positioning strategy that “identifies the brand as a symbol of a given global culture” (Alden et al., 1999, p. 77). GCCP highlights brands’ global cultural meanings expressed in global culture norms, values, and identities (such as membership in a global village, global citizenship through global brands). International advertising plays a vital role by portraying global brands as being consumed by people in multiple countries and supported by celebrities with global recognition. For example, Coca-Cola, McDonald’s, and Apple are global brands that symbolize American culture and technological prowess (Ritzer, 2013). Nescafe uses George Clooney to advertise its coffee products in Africa. GCCP associates global brands with culturally meaningful

signs, symbols, and concepts such as language, aesthetics, themes, colors, etc. that are congruent with emerging global culture (Steenkamp, 2019; Westjohn et al., 2016). Previous studies find that GCCP leads to positive attitudes and loyalty towards global brands (Alden et al., 2006; Bartikowski & Cleveland, 2017; Cleveland & Laroche, 2007; Zhou & Belk, 2004). GCCP strategy is utilized effectively by many emerging global brands in Africa. Hisense, a Chinese global brand, utilizes a global consumer culture appeals in their advertising in many African countries, with suggestions that the brand is consumed all over the world. Many such brands also utilize local signs, symbols, and norms to appeal to local consumers.

3.11.2 Local Consumer Culture Positioning (LCCP)

LCCP is a positioning strategy that “associates the brand with local cultural meanings, reflects the local culture’s norms and identities, is portrayed as consumed by local people in the national culture, and/or depicted as locally produced for local people” (Alden et al., 1999, p. 77). As globalization impacts heavily on local marketplaces, scholars agree that local brands may minimize the threat of global brands on their competitiveness through effective use of local consumer culture elements in brand positioning (Özsomer & Altaras, 2008; Strizhakova & Coulter, 2015). Local iconic brands in Africa can be successful if they effectively develop strong brand associations linked with local cultural values, norms, traditions, heritage, national identity, and nostalgia achieved through appeals to the “good old days.” Amarula of South Africa, Kericho tea of Kenya, Dangote cement of Nigeria, Golden Tree chocolate of Ghana, and Ethiopian airline of Ethiopia consistently use advertising appeals that portray local cultural symbols, language, signs, aesthetics, values, and local history. Considerable evidence shows that many consumers use local and global cultural considerations in brand evaluations and purchase decisions (Steenkamp, 2019; Strizhakova & Coulter, 2019; Xie et al., 2015). Some brands, however, use specific foreign brand positioning, which leads to the third positioning strategy.

3.11.3 Foreign Consumer Culture Positioning (FCCP)

FCCP strategy refers to a positioning strategy in which a brand “associate itself with a specific foreign consumer culture” (Alden et al., 1999, p. 77). FCCP allows brands to position themselves as symbols of a unique cultural context (Steenkamp, 2019). For example, Ethiopian airline positions itself as the “new spirit of Africa” and invites patrons to visit Ethiopia as the birthplace of coffee with a rich history and colorful traditions. UBA, a large regional Nigerian Bank, positions itself as “Africa’s global bank.” Brand positioning that follows FCCP portrays the brand’s personality, image, and user group as similar to a particular foreign culture (Steenkamp, 2019). Countries with favorable category images such as Japanese electronics, Korean cars, Dutch airlines, Kenyan Tea, Ghanaian Cocoa, South African Wine, Ethiopian Airlines, French fashion, Norwegian Cheese, etc. use these stereotypes to communicate their brand appeals to consumers. FCCP is closely associated with GCCP (Steenkamp, 2019); yet, whereas FCCP is associated with a specific foreign country or region, GCCP is associated with no particular territory. Due to the internationalization of the manufacturing and marketing of global brands, GCCP recognizes that global brands could come from nowhere but are consumed by people from all over the world (Westjohn et al., 2016). Regardless, both foreign and global brands derive from outside sources.

In sum, the use of consumer culture positioning is widespread in international marketing. A study of seven countries in Asia, Europe, and North America found that LCCP was used in more than half of the advertisements that were examined (59.0%), compared to 22.5% for GCCP, with only 3.8% for FCCP (Alden et al., 1999; Steenkamp, 2019). GCCP strategies have been extensively applied to high-tech products to promote their diffusion, compared to LCCP strategies for less sophisticated products such as food with strong cultural and traditional meanings. GCCP strategies are noted to appeal more to younger, educated, globalized consumers with higher income and social status. This is in contrast to the appeal of LCCP, which is more attractive to older and less educated consumers (Steenkamp, 2019). These findings

are essential for local and global brand managers who seek to appeal to consumers in emerging African markets.

3.12 Implications of Cultural Value Orientations in Marketing Strategies and Marketing Communications

This section discusses the implications of the cultural models examined in this chapter and highlights how both local and MNC brand managers may develop and maintain their marketing and communication programs to appeal to diverse consumer groups in emerging markets. The current globalized marketplace, fueled by the internationalization of production, and marketing, worldwide investments, advances in telecommunications, access to the internet and global media, and increases in world travel, has produced a multicultural marketplace whereby consumers mix both GCC and LCC practices (e.g., Burgess & Steenkamp, 2006; Torelli & Stoner, 2019; Xie et al., 2015). This necessitates critical attention to cross-cultural consumer diversity issues and how they impact consumer behavior for both local and multinational firms' strategies. It becomes nearly impossible with a diverse marketplace to position brands with communication programs that do not discriminate among consumer groups. Hence, it is essential for MNC operating in emerging markets and local firms to understand how cultural awareness may enable brands to create integrated marketing communications that are well suited to the needs of the target audience guided by diverse cultures (Gürhan-Canli et al., 2017). Thus, cultural values orientations and consumer culture perspectives can serve as an effective method for building strong brands and communicating effectively in emerging markets (De Mooij, 2014a; Steenkamp, 2019; Torelli et al., 2012). In the next sections, we explain how local and global brand managers may benefit from intimate cultural awareness.

3.13 Marketing Communication Implications for Local Brand Managers

Local brand managers may use cultural meaning transfer principles to improve brand meaning and consumer-brand relationships (Gürhan-Canli et al., 2017). Cultural meaning transfer occurs by imbuing brands with value priorities of the cultural context within which products are marketed via advertising and other marketing activities. Local brand strategists should imbue brands with human values, symbols, beliefs, norms, and identities that are meaningful to the individual consumer through brand narratives so that the brand is meaningfully congruent with the consumer's cultural orientations and expectations (Torelli et al., 2012).

Culture's influence on marketing communication in emerging markets can be distinguished across the myriad of cultural models examined in this chapter. The different cultural models should empower marketing managers to understand which value domains, norms, beliefs, cues, and symbols to utilize to build and maintain brand equity effectively. The norms, language nuances, habits, values, and beliefs of emerging market consumers should be factored into the early formulation of communication strategies so that the message is relevant to the target audience (Kotler & Keller, 2012).

Specifically, local brand managers in collectivistic cultures, such as Africa, Middle East, Latin America, and East Asia should focus mainly on relationships and connectedness of group appeals (Blankson et al., 2019; Schwartz, 2008). Marketing communications that emphasize friendship, interdependence, group solidarity and the shared values and aspirations of the local market's unique consumer groups will resonate well and produce communication effectiveness. Furthermore, South Africa's multinational telecommunications giant, MTN, which operates in emerging African and Asia markets promotes the idea of "we are good together" in one of their latest ads. This is consistent with collectivism and cultural embeddedness values that are common in their markets.

Moreover, local brand managers in collectivistic cultures may use oral and visual communication cues to emphasize high-context communications (De Mooij, 2017). Managers in individualistic cultures tend

to focus on communications' informational or emotional content (De Mooij, 2014b). De Mooij (2017) suggests that it is more suitable for managers in individualist cultures to use verbal and written communication cues due to low-context communications preference. These distinctions clarify that communication in Western societies utilizes unique informational content to appeal to the audience compared to African societies.

Based on the cultural models examined in this chapter, we recommend that marketing managers utilize those cultural value emphases highlighted to be unique to emerging African and other markets in their communication and marketing efforts. Relative to Hofstede's cultural framework, Africa and other emerging market economies are assumed to be more collectivistic, higher in power distance, and uncertain in avoidance but scores mid-range in femininity and low short-term orientation (Blankson et al., 2019; Darley et al., 2013; Hofstede, 2001). Thus, local brand managers built strong brand associations with local cultural values of more hierarchy or power distance, higher embeddedness or collectivism, and lower individualism into their brand. They should also emphasize lower autonomy, lower harmony, and lower egalitarianism along with strong traditional family values and national pride in their communication and brand positioning efforts (Steenkamp, 2019).

Opinion leadership also provides opportunities for brands to communicate effectively in emerging markets. Marketers should engage opinion leaders with considerable specialist information and market-specific knowledge to influence others. Because emerging market consumers are susceptible to interpersonal influence (Markus & Kitayama, 1991), opinion leaders who are credible, high-reputation informants, market mavens, and early adopters should be selected to promote products (Lin et al., 2018).

Notably, it is not uncommon to see successful brands in Africa utilizing advertising appeals to suggest interdependence and a sense of belongingness (De Mooij, 2014a; Gyekye, 1997). Brutal fruits, a South African beverage brand, has their recent brand communications suggesting that "*it's a beautiful day to stand out and show the world that you belong.*" This ad communicates the need for uniqueness and belongingness at the same time. Guinness Ghana Ltd, a subsidiary of the

British Diageo, an alcoholic beverage brand, launched the “Link Up” promo encouraging customers to link up with friends and loved ones following the easing of Covid-19 lockdown regulations in late 2020. Ilara, a large local dairy products company in Kenya, uses various advertisements that emphasize conservative and traditional family values with fun and excitement. Such adverts are more likely to appeal to the African consumer who prioritizes values of collectivism and interdependence. Thus, cultural embeddedness and interdependence are common cultural portrayals in most advertisements and brand communications in Africa and other emerging markets (Blankson et al., 2019).

Yet, the new middle-class’s rapid growth in emerging markets who express a strong desire for modernity, progress, success, and global connectedness may respond favorably to brand cues that reflect the West’s aspiration consumption practices (Belbağ et al., 2019; Özsoymer, 2012; Strizhakova & Coulter, 2015). Hence, a local brand manager may find that such values priorities as autonomy, self-reliance, achievement, enjoyment, and pleasure are becoming useful for communicating the full essence of their product offerings in Africa and other emerging markets. Effectively combining personal focus values and social focus values creatively can appeal to the most sophisticated new middle-class consumer groups in Africa and elsewhere.

Due to the high emphasis of LCC in many domestic markets, cultural values and meaning portrayals are many in key consumptions domains. Sectors such as food, music, arts, clothing or textiles, and entertainment have significant cultural expressions. For example, Ghana’s local textile industry utilizes symbols, signs, and historic images to communicate the uniqueness of the Ashanti people in Ghana (Gyekye, 1997). Cultural symbols used in local clothing production in Ghana for the elite and royals in the Akan cultural settings reflect hierarchy and social status. Ghana’s current textile market borrows from these traditional symbols and combines them with modern styles to appeal to current consumer groups. Cultural symbols, heritage, and practices are appropriate for generating sound brand narratives and should be pursued by local brand managers (Torelli & Stoner, 2019).

Although social axiom beliefs are associated with many psychological outcomes (Bond & Leung, 2004; Burgess, 2011; Hui & Hui, 2009),

they are yet to be applied in cross-cultural behavior research. Torelli et al. (2017) recommend that consideration of new cultural models will potentially improve our understanding of culture's consequences and consumer behavior. Thus, axiomatic beliefs such as social cynicism, the reward for application, and religiosity are recommended as alternative cultural models that brand managers may utilize when developing brand positioning in Africa and other emerging markets. For example, social cynicism will be particularly crucial for the insurance industry, where the negative outlook on people and those in authority may cause a person to take insurance products. Income levels are rising across most emerging markets due to the opening of formerly closed markets in India, China, Eastern Europe, Africa, Latin America, and the Middle East. The consequences are a burgeoning middle-class and growing sophisticated consumer groups who may simultaneously combine local and global consumption practices (Cavusgil et al., 2018; Signé & Johnson, 2018; Steenkamp, 2019; Strizhakova et al., 2008). Local brands may use reward for application beliefs and materialism to position luxury and premium brands by encouraging consumers to reward themselves with quality products for their hard work.

Religiosity is very high in Africa. Local brand managers should capitalize on this belief complex when positioning and communicating their brand offerings to consumers. The Jerusalem music and dance, which speaks about the essence of grace and harmony in a time of challenges, first popularized in South Africa with a unique African dance, has become a global sensation. Beliefs in God and religious practices and institutions are essential concepts and symbols that can be utilized to reach a broad but unique segment of consumers in many African societies, the Arab world, Asia, and Latin America (De Mooij, 2014a). One such practice is developing Islamic banking and investment products in the Middle East and other Muslim countries of emerging markets such as Saudi Arabia, Malaysia, UAE, Kuwait, Qatar, Turkey, Indonesia, Bahrain, and Pakistan (World Economic Forum, 2015). Product offerings aligned with people's religious beliefs are more likely to be accepted than those that are not due to value-behavior consistency expectations.

3.14 Marketing Communication Implications for Global Brand Managers

Armed with the knowledge that emerging market consumers attitudinally prefer global brands over local brands in many product categories (Batra et al., 2000), MNC often promote their brands in a standardized fashion. This is against the backdrop of the homogenization of consumer lifestyles and behaviors worldwide due to globalization's impact. However, MNCs must frame their value offerings in ways consistent with their markets' prevailing value priorities. The following provides some crucial insights that may guide the communication programs of MNC as they compete in emerging markets.

Previous studies establish that global brands are purchased because of the quality and prestige that they deliver (Balabanis & Diamantopoulos, 2016). Communication of these attributes must be carefully aligned with important value priorities. For example, cultural values such as intellectual and affective autonomy should be utilized when the brand seeks to appeal to consumers who patronize product classes for stimulation, curiosity, and daring to be different (Torelli et al., 2012). A recent Lexus F sports range car was positioned as "more than a feeling" with portrayals of an exciting life to appeal to a global audience. Brand appeals suggesting the importance of an exciting life and desire for curiosity should serve as the basis for effective positioning, especially for high-tech and luxury brands that promote individualism, materialism, and modernity as a GCC imperative (Steenkamp, 2019; Strizhakova et al., 2008). These brand communication strategies align with Schwartz's intellectual and affective autonomy and individualistic emphasis.

Moreover, global brands are also purchased due to the prestige and status that it provides customers (Steenkamp, 2019). Thus, MNC may utilize cultural values of mastery, and hierarchy or power distance to communicate brand appeals in emerging markets. Consumers who desire power, and achievement should have positive attitudes towards brand appeals that highlight these values. Hofstede's power distance or Schwartz's hierarchy values are appropriate for positioning global brands with prestige and status appeals.

Country of origin appeals and citizenship through global brands remain a vital basis for generating brand equity for global brands in emerging markets (Alden et al., 1999). Hisense, a Chinese multinational global brand differentiates itself as being marketed and sold in multiple countries to appeal to consumers in markets they operate. Many fashion, automobile, and electronic brands emphasize their global origin and use their home country's positive associations to promote their brands worldwide (Özsomer, 2012). The identity expressiveness and global connectedness that emerging market consumers pursue in global brands should be emphasized in brand communications (Steenkamp, 2019; Strizhakova et al., 2008; Xie et al., 2015). The values portrayed in global citizenship and global myth through global brands reflect harmony and intellectual autonomy in Schwartz value theory (Steenkamp & de Jong, 2010).

Global brand managers may also segment and target emerging market consumers who are younger and well-educated, and desire new experiences in their life and less constrained by traditions but instead looking for the promise of modernity, progress, and citizenship through global brands (Belbağ et al., 2019; Steenkamp, 2019; Strizhakova & Coulter, 2015).

Global brand managers should also pay careful to the concept of adaptation versus standardization, where cultural cues, symbols, and icons in foreign domestic markets are utilized to enrich the brand narrative. Local cultural meanings and value priorities powered by glocalization ideas may endear global brands to local audiences (Steenkamp, 2019). However, since global brands target consumers who are global in scope, and values, and are receptive to GCCP where global imagery and associations add special value to the brands, following a more standardized marketing strategy may be ideal (Steenkamp, 2019). Yet, some level of local adaption may be necessary especially in communications programs but this should be measured so that it does not detract from the brands' global appeal.

Multinational fast-food chains such as McDonald's, Starbucks, and KFC try to maintain a fairly standardized approach to their marketing communications and brand development programs with minimal local adaptations across Africa, China, India, Middle East, and Latin

America where they have significant local footprint and success. Besides, Cleveland and Laroche (2007) reports that cosmopolitanism, exposure to multinational firms' marketing activities, English language usage/exposure, social interactions, global mass media exposure, openness to and desire to emulate GCC, and self-identification with GCC are vital are powerful forces that acculturate consumers to global consumption practices. Hence, marketing communication activities of MNCs in emerging markets should emphasize these driving forces.

An important cultural tool that can be an important brand positioning ingredient is music. The music industry in Africa is unique for cultural meaning transfer. GCC and LCC heavily impact the music industry so that both global themes are mixed with local styles, a language suggesting particular cultural orientations and values. While some music types may portray conservation, tradition, and harmony, others depict values of power, mastery, autonomy, excitement, and prestige. Although these cultural values orientations are unique to Western societies, many African societies' music and art industries have been vehicles for transferring these cultural symbols into the local consumer culture. Brands that play in these sectors and others should capitalize on the arts, music, and entertainment sectors as instruments for cultural meaning transfer to their brands and consumers (Batra, 2019; Torelli et al., 2012).

Notably, the cultural value priorities and the social axiom systems may serve as a relevant basis for segmenting emerging market consumers (Stathopoulou & Balabanis, 2019). Although emerging consumer groups generally endorse collectivistic, interdependent values than individualistic, independent values (Hofstede, 1996; Schwartz, 2010), the burgeoning middle-class with a strong appetite for global brands may find brand appeals that emphasize some Western lifestyles and consumption practices attractive (Belbağ et al., 2019; Cavusgil et al., 2018). The key approach is to find a perfect balance between Western values and emerging market values. For example, MNC may use brand appeals that encourage individual goals (e.g., achievement, exciting life, pleasurable experiences). Such pursuit may still be pursued with friends and family to recognize emerging market consumers' focus on interdependence, solidarity, and harmony.

The alternative social axiomatic beliefs (i.e., social complexity, social cynicism, reward for application, fate control, and religiosity) may also serve as essential brand communications and segmentation attributes. For example, luxury brand managers may promote an aspired-to Western lifestyle and encourage local consumers to reward themselves with the finest craftsmanship of luxury for their hard work. Global brand managers may also pay particular attention to the extent of religiosity in a country and not offend local consumers' religious sensitivities. The Italian clothing firm, United Colors of Benetton is noted for using controversial ads that sometimes appear offensive to religion, race, and human rights. However, the company had maintained that the goal was to raise awareness with shock ads. Thus, religion is very sacred to many people, so brand managers should be cautious when charting that path.

3.15 Conclusion

The different models of cultural value orientations and social beliefs have proven to be essential sources for creating cultural meanings that can be appropriately utilized for brand communications and marketing strategy in emerging African and other emerging markets. These cultural value priorities may serve as an associative network of knowledge structures that may guide actions in a particular cultural context (De Mooij, 2014a; Steenkamp & De Jong, 2010; Torelli et al., 2017). Cultural frameworks with similar underlying conceptual bases should be integrated, e.g., Hofstede's individualism, collectivism, and power distance align well with Schwartz's autonomy, embeddedness, and hierarchy. They complement each other so that cultures' consequences in consumer behavior are appropriately accounted for (De Mooij, 2014b; Hofstede, 2001; Steenkamp, 2019). The chapter has shown that by effectively combining different cultural values, norms, and beliefs, brand managers can communicate well with their target audience through strong alignment between culture, consumers, and brands (Batra, 2019; Torelli et al., 2012).

The chapter also proposes a conceptual model to guide brand managers who operate in local markets and multinational firms that

target consumers in emerging markets. The proposed model's underlying theme suggests that the dominant cultural value priorities influence marketing cues' perceptions and emotional reactions. This has implications for the specific positioning, whether GCCP, LCCP, or FCCP, to generate specific marketing outcomes. However, we recommend that the cultural models discussed in this chapter are not exhaustive. Therefore, future research efforts should integrate the major cultural frameworks to generate an enriched understanding of cultural values' role in consumer behavior in emerging markets, since not all dimensions contribute proportionately to our understanding (De Mooij, 2014b).

Specifically, the Global Leadership and Organizational Behavior Effectiveness (GLOBE) framework proposed by House and his associates outline nine main cultural dimensions with many similarities to Hofstede's cultural dimensions for investigating leadership dynamics and societal culture, labelled as *uncertainty avoidance*, *power distance*, *institutional and societal collectivism*, *gender egalitarianism*, *assertiveness*, *future orientation*, *performance orientation*, and *human orientation* (House et al., 2004). Inglehart also distinguishes two main polar opposite cultural dimensions, namely *secular-rational* versus *traditional*, and *self-expressiveness* versus *survival orientations* that have proved useful in explaining country differences in consumer cultural attitudes and behaviors (Inglehart & Wayne, 2000; Steenkamp & de Jong, 2010).

Another neglected cultural model is the "tight" and "loose" cultural variations by Gelfand et al. (2011). The model suggests that culture may be described as tight if it has strong norms and low tolerance for deviant behavior, a characteristic of collectivistic cultures. On the other hand, a culture may be described as loose if it has weak norms and high tolerance for deviant behavior, a characteristic of individualistic cultures (Gelfand et al., 2011). The looseness or tightness should impact on how communication messages are framed and interpreted. Finally, Edward Hall (1976) distinguished between *high-* and *low-context* communication cultures based on context, time, space, and information flow (De Mooij, 2014b). All these cultural models are useful frameworks that should explain differences in communication patterns and consumer behavior. Future studies in emerging markets should utilize these models in an integrative fashion to account for cultures' influences.

Within country differences also pose a significant challenge for cultural values influence on behavior. Although there are dominant cultural value priorities in most emerging markets, the idiosyncratic differences between and within countries may pose challenges in understanding cultures' consequences on behavior. For example, India's caste system highlights unique cultural norms that distinguish among different cultural groups of Indians. Rapid socio-economic improvements in China's urban cities have produced more globalized, and sophisticated consumers with values, beliefs, and lifestyles uniquely different from people's experiences in rural China (Xie et al., 2015). Similarly, South Africa's sociopolitical past with apartheid impacts on the cultural expression of South Africa, which is unique to the historical challenges experienced by people in Ghana, Nigeria, Kenya, Egypt, and Morocco. Therefore, while we describe national cultures with broader cultural models, future research in emerging markets should pay attention to within-, and between-country differences to fully account for the role of culture on consumer behavior in unique cultural contexts. Although social focus values dominate in emerging markets, many consumers embrace personal focus values consistent with global consumer culture. Future research should pay attention to these trends and determine how these personal focus values are expressed and their degree of manifestation (Belbağ et al., 2019; Cavusgil et al., 2018).

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4

Bibliometric Review and Direction for Integrated Marketing Communications Research: Implications for Emerging Markets

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4.1 Introduction

Integrated Marketing Communications or IMC is currently heavily driven by marketing and communication-based disciplines within the scholarly discourse. Though academic debate still rages concerning a consensus on a single definition, according to Hewett and Lemon (2019), IMC is an aggregation of communication-based activities with the sole aim of achieving impact. Activities such as advertising, public relations, packaging and sales promotion have been identified as key to IMC's conceptualization and operationalization. IMC's concept has

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not been without its fair share of criticisms. Authors have disputed its theoretical foundation and rigour, though others have made counterclaims that IMC is still a developing theory (Cornelissen & Lock, 2000; Schultz & Kitchen, 2000). Scholars have continually noted that the customer is central towards the concept of IMC and as such IMC involves relationship-building communication. As earlier stated, IMC's base is built of corporate communications, which is the coordination of all organizational communication to ensure a cohesive and consistent message across all organizational units and marketing (Balmer & Greyser, 2006; Cornelissen, 2007). This integration is essential towards two primary outcomes: creating awareness and charting a successful course during a period of brand/firm crises (Hewett & Lemon, 2019).

In academic circles, calls have been made to understand the concept of IMC further and advance its practicability and bring a consensus to its structure (Bruhn & Schnebelen, 2017; Holm, 2006; Porcu et al., 2019). In their paper Munoz-Leiva et al. (2015) stated that in the last two decades, the Association of National Advertisers (ANA) in conjunction with marketing research had conduct four studies to understand better the concept with results seemingly suggesting growth of interest in the concept. Though IMC research seemingly continues to grow the debates among sub-concepts, terms and definitions continue to rage; thus, regardless of its growth, it is still regarded as an emerging concept.

In most academic disciplines it is integral to evaluate the progress of a concept, field or journal, especially in hindsight to see the trends that can inform growth and direction (Khan et al., 2020). Concerning IMC, scholars have reiterated the importance of exploring the research trends within IMC literature. Some studies have taken strides to answer this call. These include extensive literature reviews that outlined the theoretical, definitional and measurement issues, and co-occurrence studies that addressed the conceptual language (see Munoz-Leiva et al., 2015).

The current study takes direction from these pioneering studies and attempts to uniquely answer this call by conducting a bibliometric review (Rodríguez-López et al., 2020). With the exception of Munoz-Leiva et al. (2015) paper, which attempted to understand IMC's concept from a keyword co-occurrence, no other study has addressed IMC using bibliometric techniques. This study differs by assessing bibliometric

trends from three main perspectives, author, document and country perspectives, using both descriptive and network analysis.

4.2 Bibliometric Methodology

In order to understand the direction of IMC research within academic conversations, a bibliometric review is performed. A bibliometric review is a quantitative technique used to statistically analyse bibliographic content usually from academic databases such as Scopus, Web of Science and PubMed (Anglada-Tort & Sanfilippo, 2019). Bibliographic content comprises of properly documented articles, books, conference proceedings and reviews. Bibliometric analysis has been borrowed from the information science discipline and has been widely adopted and adapted by various academic disciplines such as management, marketing and economics (Bonilla et al., 2015; Martínez-López et al., 2018; Podsakoff et al., 2008) in order to review literature, bring to the fore essential metrics which direct research, practice and policy.

Using Scopus, bibliometric data pertaining to IMC was collected in December 2020. The Scopus database is selected based on three key features; firstly, it is well recognized as a comprehensive academic database of peer-reviewed literature, especially within the social sciences (Donthu et al., 2020). Secondly, it allows detailed literature search using critical elements such as time, discipline, document type, keywords and country. Finally, the Scopus database also allows the extraction of bibliographic data such as authors, document title, abstract, citation count, etc. (Khan et al., 2020). Conducting a keyword search for 'integrated marketing communications' within the database produced a total of 1860 document results. In order to increase selection integrity to improve the bibliometric analysis, firstly all documents from open access sources were excluded due to the seemingly strong scholarly debates surrounding the concept of open publishing (see Parker, 2013), subject area was limited to business management and accounting, based on provided keywords, keywords were limited to 'integrated marketing communication', 'integrated marketing communications', 'marketing communications', 'social media' and 'IMC'. A final data file containing

bibliometric information of a total of 209 documents was produced from the search process. The data file was downloaded and exported into R for the bibliometric review process using the ‘bibliometrix’ package (Aria & Cuccurullo, 2017). The current bibliometric review presents insights from three main directions, i.e. document, authors and journal using both descriptive and network analysis. The descriptive analysis presents an outline of the structure of publications and their associated citation count and author performance within the concept of integrated marketing communication. The network analysis also provides an outlook of the bibliographic data to provide meaningful properties of the research directions concerning IMC research (Van Eck & Waltman, 2019).

4.3 Results

4.3.1 Descriptive Bibliometric Analysis

Under this section, insights into the publications, citations and authors within the IMC conversation will be explored and discussed. Metrics such as citation count, author productivity and country of correspondence were used to inform the section.

4.3.2 Overview of Bibliometric Data

Based on the data file, integrated marketing communications or IMC has within a two-and-a-half-decade period (1995:2020) produced 209 documents from 96 peer-reviewed sources. On average, the number of years from publications is 8.27 years with an average citation count of each document at 25.98. This translates into an average citation count per year for each document at 2.796. A breakdown of the document composition revealed 191 articles, eight conference papers, seven reviews, two book chapters and one book. In terms of authorship, IMC’s concept has been engaged by 408 researchers who have appeared 470 times in various publications. Fifty-two researchers authored single-author publications,

Table 4.1 Main information about data

TIMESPAN	1995: 2020
Sources (Journals, Books, etc.)	96
Documents	209
Average years from publication	8.27
Average citations per document	25.98
Average citations per year per doc	2.796
References	1
DOCUMENT TYPES	
Article	191
Conference paper	8
Review	7
Book	1
Book chapters	2
AUTHORS	
Authors	408
Author Appearances	470
Authors of single-authored documents	52
Authors of multi-authored documents	356
AUTHORS COLLABORATION	
Single-authored documents	54
Documents per Author	0.512
Authors per Document	1.95
Co-Authors per Documents	2.25
Collaboration Index	2.3

whilst 356 authors produced multi-authored documents. Fifty-four (54) documents were single-authored, with an average of 0.512 documents per author and 1.95 authors per each document. The collaboration index (CI) results revealed that authors within the IMC conversation were 2.3 per co-authorship for each multi-authored documents was 2.25 (Elango & Rajendran, 2012; Koseoglu, 2016) (see Table 4.1).

4.3.3 Scientific Production Level

From the summary of the annual production of articles over the established period, Fig. 4.1 reveals the earliest academic piece addressing IMC's concept was in a single document in 1995. This has been the lowest annual output since interest in the concept was established, except

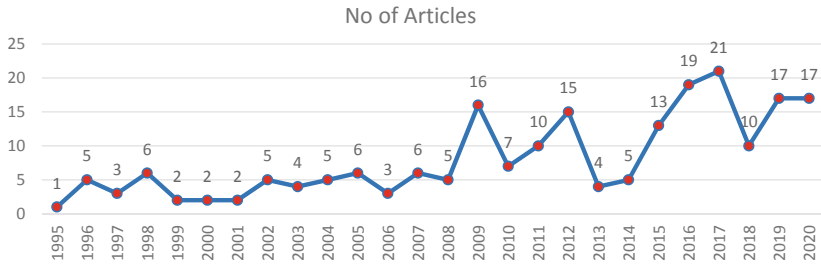


Fig. 4.1 Annual scientific production output (Annual percentage growth rate: 11.99998)

1999 through to 2001 where annual values were two articles each—the second lowest values since. The second decade produced the highest number of articles in 2009 with 16 articles. Interestingly, it was also the most influential year holding the highest average total citations per year (135.6) as seen in Fig. 4.4. The highest number of articles produced in a single year was 21 articles in 2017. Generally, the article count has since increased, showing interest in IMC’s concept has since steadily peaked with an annual percentage growth of 11.9%.

To further understand the scholarly production level, the bibliometric review used Lotka’s Law, which is seen in Fig. 4.2. Lotka’s Law coefficient for scientific productivity describes the frequency of publication by

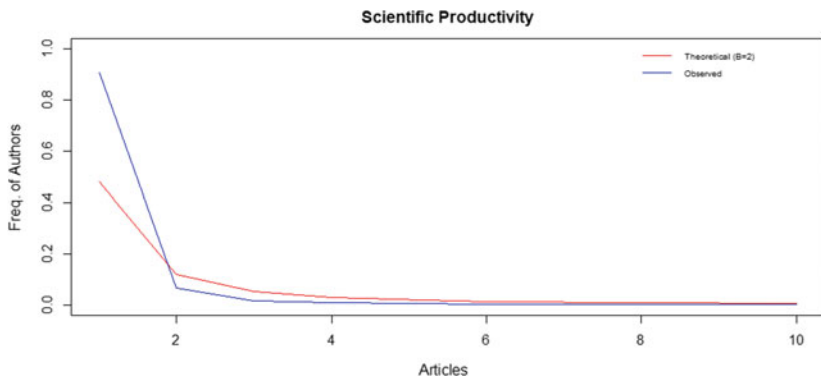


Fig. 4.2 Scientific productivity

authors within any scholarly field, in our case, the IMC research (Lotka, 1926). It assumes an inverse square law in which the number of authors making a certain number of contributions is a fixed ratio to the number of authors publishing a single article, implying that the theoretical Beta coefficient of Lotka's law nearly always equals 2. By running the Lotka command in R using the bibliometrix package, the following results were estimated. Firstly, the retrieved literature's Beta coefficient was 2.7 and the goodness of fit value was equal to 0.92. A Kolmogorov–Smirnov two-sample test indicated no significant differences between the observed and the theoretical Lotka distribution, p -value of 0.89.

Figure 4.2 depicts Lotka's law coefficient for scientific productivity (Lotka, 1926), indicating the theoretical distribution (red) and the estimated distribution based on the retrieved literature (blue).

4.4 Impact Insights

The current bibliometric review measured impact using author productivity, document citation count from an author and country perspective, relevant peer-review source and author dominance (Aria & Cuccurullo, 2017).

4.4.1 Leading Authors

In measuring author productivity using author article count and author article fractionalization—which according to Egghe and Ravichandra Rao (2002) “means that if an author has published a paper in which there are a certain number of authors in total, then this author (and all the other authors in this article) receives a score which is one over the total number”. Results from the analysis identified Philip J. Kitchen as the most productive author with ten (10) articles and an article fractionalization count of 4.42 in the field of IMC research (see Table 4.2). This is also seen graphically in Fig. 4.3, where his production over time has stretched from the inception of the concept to the most recent

Table 4.2 Most productive IMC authors

Authors	Articles	Authors	Articles fractionalized
KITCHEN PJ*	10	KITCHEN PJ*	4.42
DEL BARRIO-GARCIA S	6	SMITH BG	3.00
EAGLE L	4	ERI M	1.67
ERI M	4	TORP S	1.67
PORCU L	4	DEL BARRIO-GARCIA S	1.58
BULMER S	3	EAGLE L	1.50
GIL-SAURA I	3	HONGCHARU B	1.50
KITCHEN P	3	KELLER KL	1.50
SCHULTZ DE	3	CHEN CW	1.33
SMITH BG	3	SCHULTZ DE	1.33

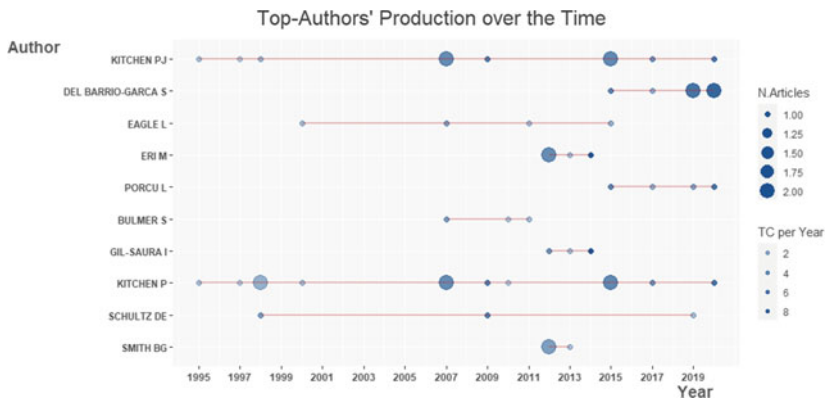


Fig. 4.3 Total author production over time

period—2020. In order to garner further insights from the data, author dominance and Author h-index were performed.

The author’s dominance was computed as proposed by Kumar and Kumar (2008) i.e. using the Dominance Factor, a ratio indicating the fraction of multi-authored articles in which a scholar appears as the first author. As seen in Table 4.3, Eri. M was the most dominant author who appeared in all four articles as the first author in the field of IMC research, followed by Christensen L. T. & Gabrielli V. who appeared as first authors in 2 publications. Though Kitchen P. J. was identified as the most productive author, he did not have a first author role in all 10 of

Table 4.3 Top 10 most dominant authors

Author	Dominance factor	Total articles	S/A	M/A	F/A
1. ERI M	1.0	4	0	4	4
2. CHEN CW	1.0	2	1	1	1
3. CHRISTENSEN LT	1.0	2	0	2	2
4. GABRIELLI V	1.0	2	0	2	2
5. PORCU L	0.75	4	0	4	3
6. KITCHEN PJ	0.6	10	0	10	6
7. EAGLE L	0.5	4	0	4	2
8. CASTAEDA-GARCA JA	0.5	2	0	2	1
9. DELGADO-BALLESTER E	0.5	2	0	2	1
10. SCHULTZ DE	0.33	3	0	3	1

his associated publications (6 first author publications) and was not the most dominant author on his research team IMC space.

The Author h-index, which is an author-level metric that attempts to measure both the productivity and citation impact of an author's scholarly work, was also computed (Aria & Cuccurullo, 2017; Bartneck & Kokkermans, 2011). This computation also took into account the m-index and g-index variants of the h-index to account for arguments against the index such as its exclusion to account for an author's highly cited papers and the career lifespan of authors (Aithal, 2017). The results as seen in Table 4.4 also confirmed Philip J. Kitchen as the most productive author in the field of IMC research based on the indices reported—h-index (8), g-index (10) and m-index (0.31).

Table 4.4 Top 10 authors h-index

Author	h-index	g-index	m-index	TC	NP	PY
1. KITCHEN P. J.*	8	10	0.32	218	10	1995
2. DEL BARRIO-GARCIA S	5	6	0.83	54	6	2015
3. EAGLE L	4	4	0.19	75	4	200
4. ERI M	4	4	0.44	106	4	2012
5. PORCU L	4	4	0.67	46	4	2015
6. BULMER S	3	3	0.21	52	3	2007
7. GIL-SAURA I	3	3	0.33	101	3	2012
8. KITCHEN P	3	3	0.13	29	3	1998
9. SCHULTZ DE	2	3	0.09	135	3	1998
10. SMITH BG	3	3	0.33	32	3	2012

4.4.2 Influential Impact

Citation count has also been one of the most used metrics to evaluate academic publications' influence, even though scholarly debates continue to rage within academic circles of its use (Leydesdorff et al., 2016). At an author-document level, Table 4.5 identifies the top ten most influential publications between 1995 through to 2020. These papers account for 58.4% (3170/5429) of the total citations made within the IMC conversation. Insights into their citation count and their research direction are presented in this section. Figure 4.4 establishes that 2009 produced the highest total average citations per year at 135.6. Articles were the most dominant providers of citation count, as seen in Table 4.6. Based on citations, Mangold and Faulds (2009)'s paper '*Social Media: The New Hybrid Element of The Promotion Mix*' has the highest citation count of 1552 with a total citation count of 129.33 per year. This paper identifies social media as a tool that is shifting the power scales regarding communication from the firm end to the customer end. It further argues on the importance of understanding social media's barrier-breaking role in communication more so against the more traditional integrated marketing communication structure.

The paper identifies managerial strategies that can be adopted to shift consumer conversation through customer engagement to suit the goals and directions of a firm. The second most cited paper within the IMC conversation, '*We're All Connected: The Power of The Social Media Ecosystem*' (Hanna et al., 2011), similarly identifies the growing roles of consumer communication and its impact on firm control on brand communication. They identify that consumers live online and as such firms have taken steps to meet them there using digital platforms as part of an integrated system. Therefore, the paper conceptualizes online social media as an ecosystem of related elements involving both digital and traditional media and makes a case for the strategic integration of social media into a firm's marketing communications strategy. Keller (2009) in a bid to elaborate the importance of communications in brand building in this paper used the customer brand-based equity model to track the effectiveness of a firms' marketing communication techniques

Table 4.5 Top manuscripts per citations

Paper	Title	TC	TCperYear
1. MANGOLD WG, 2009	Social Media: The New Hybrid Element of the Promotion Mix	1552	129.33
2. HANNA R, 2011	We're All Connected: The Power of the Social Media Ecosystem	738	73.80
3. KELLER KL, 2009	Building Strong Brands in a Modern Marketing Communications Environment	349	29.08
4. BATRA R, 2016	Integrating Marketing Communications: New Findings, New Lessons, and New Ideas	105	21.00
5. CONSTANTINIDES E, 2011	Potential of the Social Media as Instruments of Higher Education Marketing: A Segmentation Study	87	8.70
6. CHRISTENSEN LT, 2008	The Organization of Integrated Communications: Toward Flexible Integration	74	5.69
7. SCHULTZ DE, 1998	Transitioning Marketing Communication into the Twenty-First Century	69	3.00
8. FINNE, 2009	Rethinking Marketing Communication: From Integrated Marketing Communication to Relationship Communication	66	5.50
9. DELGADO-BALLESTER E, 2012	Revitalizing Brands Through Communication Messages: The Role of Brand Familiarity	65	7.22

(continued)

Table 4.5 (continued)

Paper	Title	TC	TCperYear
10. SMITH TM, 2004	The Complementary Effect of Trade Shows on Personal Selling	65	3.82

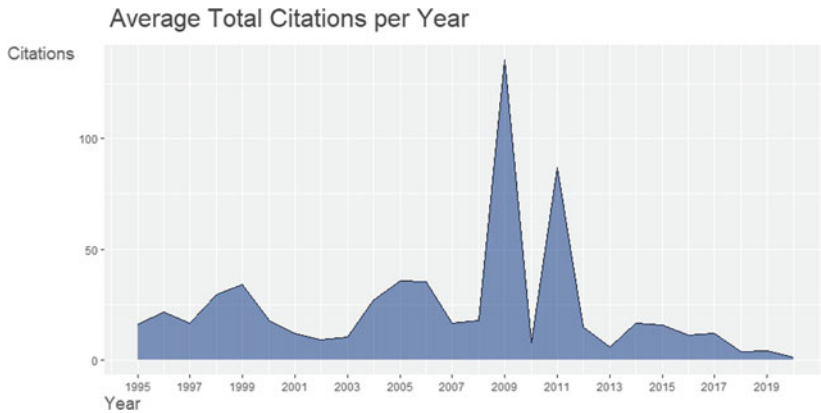


Fig. 4.4 Average citations per year

and agenda and its impact on the firms’ brand. The paper is able to identify the importance of integrating the interactive elements of new media, i.e. digital media in the integrated marketing communications conversations and practice. The fourth most cited paper in the IMC conversation in agreement with the earlier papers also identified the growing importance of digital media in the IMC sphere. The paper highlights the importance of understanding and improving the interplay between traditional and new media through the design of a framework which takes into account the customer’s decision-making journey and the customer’s ability to process communication. The authors develop a ‘bottom up’ communication model and a ‘top-down’ communication optimization model (Batra & Keller, 2016). In their paper ‘*Potential of The Social Media as Instruments of Higher Education Marketing: A Segmentation Study*’, the authors established the importance of using mixed media, i.e. traditional and digital in reaching certain market segments. Findings were able to establish social media as a support system against traditional

Table 4.6 Total citation/document count

Year/D.T.	Average of T.C.	Count of D.T.	Sum of TC
2009	135.5625	16	2169
ARTICLE	135.5625	16	2169
2011	87	10	870
ARTICLE	96.66666667	9	870
CONFERENCE PAPER	0	1	0
2017	12.14285714	21	255
ARTICLE	12.63157895	19	240
BOOK	0	1	0
REVIEW	15	1	15
2012	15.13333333	15	227
ARTICLE	15.85714286	14	222
REVIEW	5	1	5
2005	35.66666667	6	214
ARTICLE	37	5	185
CONFERENCE PAPER	29	1	29
2016	11	19	209
ARTICLE	12.05882353	17	205
BOOK CHAPTER	4	1	4
REVIEW	0	1	0
2015	15.76923077	13	205
ARTICLE	17.08333333	12	205
CONFERENCE PAPER	0	1	0
1998	29.66666667	6	178
ARTICLE	29.66666667	6	178
2004	27	5	135
ARTICLE	36	3	108
REVIEW	13.5	2	27
1996	21.6	5	108
ARTICLE	21.6	5	108
2006	35.33333333	3	106
ARTICLE	35.33333333	3	106
2007	16.5	6	99
ARTICLE	19.6	5	98
CONFERENCE PAPER	1	1	1
2008	17.8	5	89
ARTICLE	17.8	5	89
2014	16.4	5	82
ARTICLE	20.25	4	81

(continued)

Table 4.6 (continued)

Year/D.T.	Average of T.C.	Count of D.T.	Sum of TC
BOOK CHAPTER	1	1	1
2019	4.235294118	17	72
ARTICLE	4.3125	16	69
CONFERENCE PAPER	3	1	3
1999	34	2	68
ARTICLE	34	2	68
2010	7.714285714	7	54
ARTICLE	9	6	54
REVIEW	0	1	0
1997	16.66666667	3	50
ARTICLE	16.66666667	3	50
2002	9.2	5	46
ARTICLE	9.2	5	46
2003	10.25	4	41
ARTICLE	10.33333333	3	31
REVIEW	10	1	10
2018	3.7	10	37
ARTICLE	4.625	8	37
CONFERENCE PAPER	0	2	0
2000	18	2	36
ARTICLE	18	2	36
2001	12	2	24
ARTICLE	12	2	24
2013	5.75	4	23
ARTICLE	5.75	4	23
2020	0.941176471	17	16
ARTICLE	1	16	16
CONFERENCE PAPER	0	1	0
1995	16	1	16
ARTICLE	16	1	16
Grand Total	25.97607656	209	5429

integrated marketing communication that is relatively dependent on the target audience (Constantinides & Stagno, 2011).

The sixth highest cited paper within the IMC scope addressed the negative impact of firms adopting a rigid integrated marketing communications approach towards their ability to adapt to changes within their organizational environment. The author found that in order for proper integration of marketing communications to exist, firms must embrace diversity within the organization (Christensen et al., 2008). Schultz and

Schultz (1998) in the paper '*Transitioning Marketing Communication into The Twenty-First Century*' identified ICT as a key driver in transforming marketing communications. The paper describes a four-stage approach within integrated marketing communications firms can adopt based on their ability to capture and manage information in conjunction with the use of new technologies. Presenting the importance of the customer-based perspective of marketing messages through the development of a holistic model—relationship communication model (RCM) from the IMC model, the paper establishes the importance of 'meaning' to customers which is influenced by four main factors namely Historical; Future; External; And Internal Factors. This is based on the integration of both insights from marketing communications and relationship marketing literature (Finne & Grönroos, 2009).

In the paper '*Revitalizing Brands Through Communication Messages: The Role Of Brand Familiarity*' the authors using the IMC model establish that the effectiveness of consistency among messages depends on brand familiarity. For familiar brands, moderately consistent messages improve their awareness (recall), enrich their network of associations, and generate more favourable responses and brand attitudes. However, for unfamiliar brands, no significant differences are found between high and moderate levels of consistency, except for brand recall, being higher when highly consistent messages are used. Thus, managers of such brands must ensure to use a consistent message when communicating with potential consumers to increase their transition from an unfamiliar brand (Delgado-Ballester et al., 2012). Using the IMC perspective as a guide, the authors in their study sought to establish the interrelation of reciprocity between mix personal selling and tradeshow. The authors established that once customers have been familiar with a product through trade shows, follow-up sales generate higher sales productivity, thus, signalling the importance of firms using a well-proportioned mix of marketing communication elements in order to achieve general firm profitability and sustainability (Smith et al., 2004). These papers were some of the most influential topics within the IMC space and have driven the thought and direction of further research.

4.4.3 Leading Countries

On a country level, insight from the analysis identified the top 10 countries of the corresponding authors within the IMC conversation. Table 4.7 shows that contextually, the developed world has directed almost all IMC conversations and associated concepts. The USA has the highest article count of 43 based solely on single country context and is the most productive country in the field of IMC research. This is followed by the UK with 18 country articles. Australia has the third-highest article count of 15 but the highest multi-country of 5 papers amongst the top 10 corresponding author's countries within the IMC space. Table 4.7 and Fig. 4.5 further show only India and South Africa present a case for the emerging market context; however, this is limited to only 12 papers speaking on to the IMC concept.

From a citation perspective, Table 4.8 shows the top 10 countries with the highest citation count. The USA has the highest citation count of 3006 with an average article citation of 69.91, this is followed by UK, Spain, Denmark, Australia, New Zealand, Finland, Netherlands, France and Sweden. These seem to suggest that authors within the field largely depend on developed world context in order to tell the IMC story. A large gap regarding emerging/developing world context is currently present, especially with the dynamic shift of large population numbers and economic growth occurring within such markets.

Table 4.7 Corresponding author's countries

Country	Articles	Freq	SCP	MCP	MCP ratio
1. USA	43	0.24	43	0	0.00
2. UK	18	0.10	15	3	0.17
3. AUSTRALIA	15	0.09	10	5	0.33
4. SPAIN	11	0.06	11	0	0.00
5. INDIA	7	0.04	7	0	0.00
6. ITALY	7	0.04	4	3	0.43
7. FRANCE	6	0.03	1	5	0.83
8. NEW ZEALAND	6	0.03	4	2	0.33
9. SOUTH AFRICA	5	0.03	4	1	0.20
10. DENMARK	4	0.02	2	2	0.50

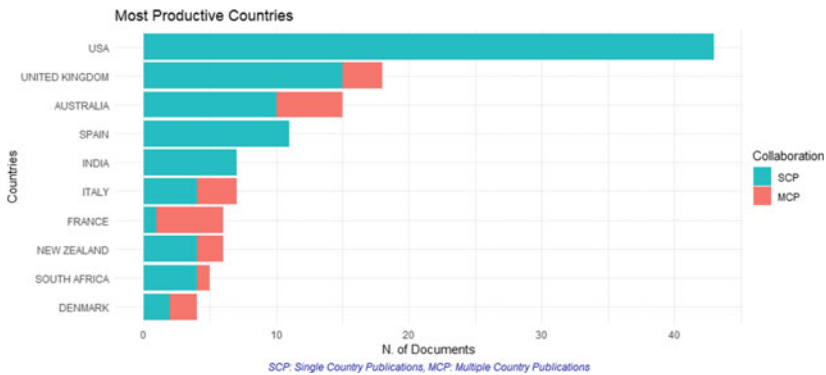


Fig. 4.5 Most Productive Countries (IMC research)

Table 4.8 TOP 10 country citations

Country	Total citations	Average article citations
USA	3006	69.91
UK	285	15.83
SPAIN	209	19.00
DENMARK	178	44.50
AUSTRALIA	165	11.00
NEW ZEALAND	105	17.50
FINLAND	103	34.33
NETHERLANDS	90	45.00
FRANCE	77	12.83
SWEDEN	70	35.00

4.4.4 Peer-Reviewed Sources

Table 4.9 shows the relevant peer-reviewed sources that have housed publications with an interest in IMC research. The *Journal of Marketing Communications* based on the analysis performed is the most relevant source of scholarly parley regarding the IMC concept with a total of 40 articles. This is followed by *Marketing Intelligence & Planning*, *European Journal of Marketing*, *Journal of Research in Interactive Marketing*, *Business Horizons*, *Corporate Communications*, *International Journal of Advertising*, *International Journal of Applied Business and Economic Research*, *Public Relations Review* and *Journal of Communication Management* capping

Table 4.9 Top 10 most relevant sources

Journal of Marketing Communications	40
Marketing Intelligence & Planning	13
European Journal of Marketing	8
Journal of Research in Interactive Marketing	6
Business Horizons	5
Corporate Communications	5
International Journal of Advertising	5
International Journal of Applied Business and Economic Research	5
Public Relations Review	5
Journal of Communication Management	4

out the top ten most relevant sources. Table 4.10 also shows the most influential peer-reviewed sources for the period under review (1995–2020), *Business Horizon* leads with 2408 total citations, followed by the Journal of Marketing communications with 1062 citations. European Journal of Marketing (244), Corporate Communications (164), Journal of Marketing for Higher Education (109), Journal of Marketing (105), Marketing Intelligence & Planning (88), Journal of Research In Interactive Marketing (86), International Journal Of Hospitality Management (67) and International Journal of Research In Marketing (65) close the top ten most influential peer-reviewed sources.

Table 4.10 Top 10 most influential sources

Journal	TC
Business Horizons	2408
Journal of Marketing Communications	1062
European Journal of Marketing	244
Corporate Communications	164
Journal of Marketing for Higher Education	109
Journal of Marketing	105
Marketing Intelligence & Planning	88
Journal of Research in Interactive Marketing	86
International Journal of Hospitality Management	67
International Journal of Research in Marketing	65

4.5 Network Bibliometric Analysis

In order to divulge further insights from the data, the study also adopts a network analysis using graphical mapping. A network analysis within a bibliometric analysis shows how data items relate with each other. This section presents the results and discusses them.

4.5.1 Co-authorship Network Analysis

Using VOSviewer, the current study undertook network analysis centred mainly on co-authorship (Van Eck & Waltman, 2019). Co-authorship is one of the most noted methods used in academic research to understand and identify scientific collaboration (Glänzel & Schubert, 2006; Kumar, 2015). The graphical output makes use of nodes and links representing authors and theory collaborations, respectively. The strength of the linkage is an indication of the number of publications between the identified authors.

Building a co-authorship network of authors who have published at least two articles with over 100 citations pertaining to the concept of IMC revealed that Kitchen P. J. and Schultz D. E.; Christensen L. T., Torp S., & Firat A. F.; and Šerić M. and Gil-Saura I. collaborations had produced at least two articles with more than 100 citations in publications addressing the concept of IMC (see Fig. 4.6).

Further insights into country-based co-authorship revealed the three main clusters. Cluster one shows UK has strong collaboration ties with the USA, New Zealand, France, Spain and Italy. Cluster two shows that the USA has a strong connection with UK, Italy and Australia. Cluster three reveals that Australia has strong collaborative ties with the USA, Canada and South Africa (see Fig. 4.7).

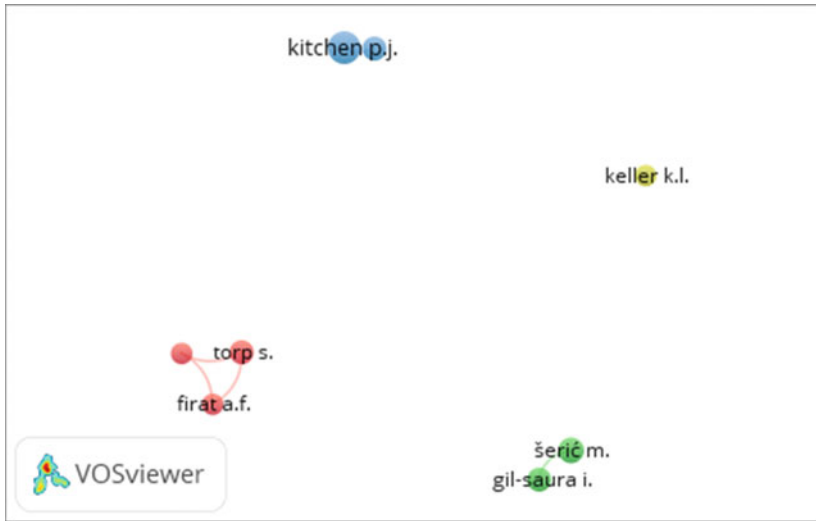


Fig. 4.6 Co-authorship (Author Network)

4.6 Implications for IMC Research Within the Emerging Market Context

From the bibliometric analysis conducted, the IMC concept has been adopted by both research and practice with growing interest in the concept since its inception. The most glaring insight from bibliometric analysis is the exclusion of the emerging market and by extension the frontier market context from the IMC conversation. In order to overcome these challenges of a seemingly bloc approach to the IMC concept, and the apparent swaying effect of macro marketing elements on the concept, the authors propose the following for scholars concerned with the emerging market context in order to produce interesting and impactful research to expand IMC theory and research.

The importance of IMC to stakeholders within marketing and communications units has been growing more so in light of its recognition as an effective means of delivering consistent communications with regard to brands (Eagle & Kitchen, 2000; Wright et al., 2011). Measurement, management and evaluation of the concept are still developing and

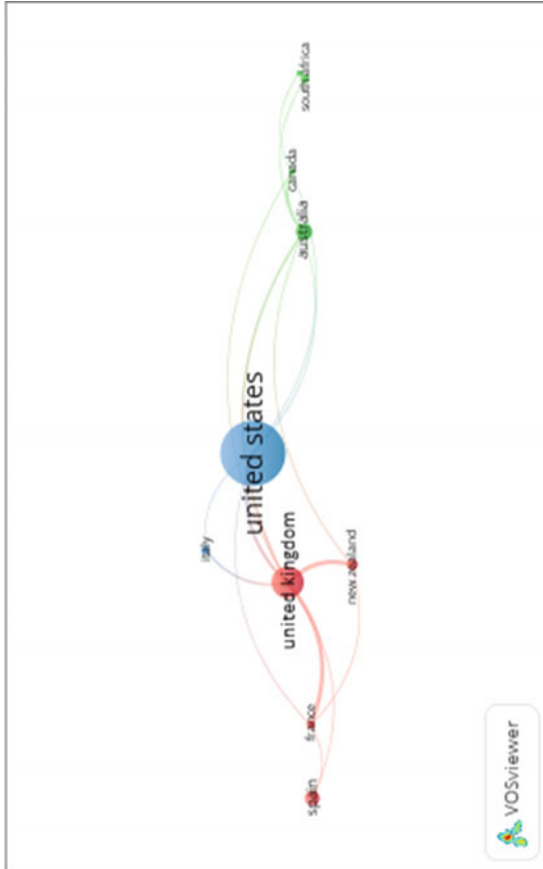


Fig. 4.7 Co-authorship (Country Network)

scholarly debates within the field are still rife. Scholars have been able to establish that in practice, IMC agencies and their customers acknowledge the importance of the concept towards marketing efforts. Once developed, their customer's marketers lacked the requisite skillset to properly and efficiently manage it (Schultz et al., 2016). This is as a result of the need to understand the balance of control of IMC between agency and the agency customer.

Furthermore, arguments pertaining to the role of IMC as a strategic or tactical tool still exist. According to Kitchen and Burgmann (2015), those from the marketing divide view it as a strategic tool, whilst those leaning more towards communications view it as a tactical tool. These arguments extend even between academia and practice within marketing which limit the strategic role to media and branding by the latter, whilst the former continually barks the inclusion of customer-centric thinking in this role. Thus, it falls on scholars to properly delineate these roles of IMC for all markets especially from emerging market and frontier market contexts which houses the bottom of the economic pyramid with whom a myriad of MNCs find their prodigious opportunities.

In terms of measurement, various scales have been used across scholarly work to measure the success of IMC such as Duncan and Moriarty (1997) five-dimension scale—which measures (a) interactivity; (b) mission marketing; (c) organizational infrastructure; (d) strategic consistency; and (e) planning and evaluation. This scale is one of the most adopted within the scholarly discourse and has been modified by varied scholars such as Reid (2005) and Hočevár et al. (2007) (see Šerić, 2018). Proposals have been made to use firm ROI in order to understand the impact and effectiveness of IMC. The emerging nature of the IMC concept with little consensus on various elements has led to this challenge of developing a standardized approach towards evaluation. Scholars addressing measurement from a contextual approach in cohesion with accepted developed market measurements are likely to advance the measurement of IMC in light of this challenge.

The relationship between technology growth and IMC's evolution is also another notable area of research which needs further expansion. The early years of IMC research showed how firms continually controlled the

flow of brand communication, the tech revolution of the new millennium has shifted that power into the hands of customers (Christensen et al., 2008; Mangold & Faulds, 2009). Concepts such as information overload and consumer communication have become integral to the IMC conversation. Revolutionary technology such as smartphones, Web 2.0, social media, internet and artificial intelligence have occurred with a certain rapidity which has not been seen before. The pace of research and all these advancements have been not been at par and there has been a sense of lag between academia and practice. There is a need to further explore the relationship between IMC and the current digital landscape. The growth of mobile internet technology, growing adoption of smartphones and smart technology in emerging markets presents interesting cases for IMC research in general.

Finally, in the summary conceptualization of IMC is still one of the biggest challenges the concept is beleaguered with (Kitchen & Schultz, 2009; Šerić, 2018). The onus falls on scholars to bring complementarity and cohesion among the key concepts in order to drive IMC theory. This challenge is one which can be led by emerging market IMC research due to the growth of not only opportunities in IMC research but the presence of immense macro marketing environmental challenges which can provide a holistic outlook of the IMC concept to drive theorization and standardization.

4.7 Conclusion and Summary

In an attempt to answer the academic call for studies evaluating the trends within IMC research, the current bibliometric review was performed. The study made use of the Scopus database results from the analysis revealed that the IMC conversation has been in existence since 1995 till date. The IMC conversation has produced 209 document types that include book chapters books, articles, reviews and conference proceedings. A total of 408 researchers have partaken in the debates surrounding the concepts with over 300 authors collaborating on academic publications. Production of publications on the IMC concepts has generally been growing with an average percentage growth rate of

11.9%. 2017 was identified as the year rat produced the highest number of articles; however, 2009 was the most influential year and provided a total citation count of 135.6. The study also confirmed that the IMC conversation occurs mainly within the Marketing, Communications and Public Relation space with the top ten journals with the IMC field all within such disciplines. It would be a tantalizing idea if the IMC concept was tested with other management disciplines such as Finance and Accounting, where an understanding of its effect on the field could broaden the hold of the IMC concept.

In terms of author productivity, Kitchen P. J. was identified as the most productive author overall with ten articles presenting a case for the IMC concept. Eri M. was found to be the most dominant author in the field of IMC research and was usually the lead in research teams. Regarding citation, the top ten most cited papers accounted for 58.4% of the total citation accrued in the field. Most of these papers discussed the impact of the digital revolution, which truly started with the mass adoption of social media on IMC. The results seem to suggest that the IMC research has been directed by influences from the macro marketing environment and has seemingly evolved to a concept more endeared by practice and policy as against academia. Studies addressing the theoretical makeup of the concept must be promoted in order to bring consensus, create relevance and prevent its death.

From a country perspective, it was revealed that the IMC conversation has been mainly driven by the developed world context with very little work coming from the emerging world context. This gap must be addressed since global statistics have identified the emerging world as the most populous and the growth of economic power within such markets cannot be continually ignored. Firm survival and profitability may inherently be hinged on understanding these markets and their differences with the developed world. From the bibliometric analysis performed, it has become apparently important to understand IMC from the emerging market context in order to not only broaden academic discussion and direction but also expand practicability of the concept devoid of macro marketing elemental factors which can affect the contextual relevance of IMC practice. This challenge could be attributed to the lack of collaboration between authors from different context.

As a final note, the current study is not without its challenges, firstly the study made use of only the Scopus database and will therefore be impacted by limitation of the database. Further study including other databases may be required in order to expand the bibliometric assessment of the IMC field.

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5

Analysing the Influence of Public Relations in the Integrated Marketing Communication Process

Albert Anani-Bossman and Takalani E. Mudzanani

5.1 Introduction

The competitive nature of today's marketplace has provided organisations with opportunities to further expand their business using various communication tools. The multiplicity of communication tools is one of the reasons why organisations should embrace integrated marketing communication (IMC) (Gronstedt & Siracuse, 1998). In developing a marketing communication strategy, organisations mainly aim at creating awareness in the mind of consumers and persuading them to recognise

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the superior values these organisations deliver. The long-term objective, though, is to develop a mutually beneficial sustainable relationship with customers (Solomon et al., 2009). The instrument of creating and nourishing an organisation's relations with its customer and noncustomer stakeholders is integrated marketing communication (IMC). However, the effectiveness of an organisation's marketing communication strategy is highly dependent on effective deployment of the right mix of integrated communication tools such as public relations, advertising, direct/digital marketing, sales promotion, and personal selling, as well as the ability to successfully integrate the strategy within the overall business strategy of the organisation (Naumovska & Blazeska, 2016). Naumovska and Blazeska's (2016) assertion suggests an organisation's ability to deploy IMC tools in an integrated structure can be its source of competitive advantage in the marketplace. Thus, it can be said that IMC strengthens an organisation's ability to communicate its customer value to its target market.

The study examines the evolving role of public relations (PR) within the IMC framework. The emergence of IMC has resulted in scholars debating the relationship between PR and IMC over the years (see Duncan & Caywood, 1996; Groom, 2008; Hallahan, 2007; Mudzanani, 2015; Tafesse & Kitchen, 2017). At the height of this debate is whether PR has any influence within the IMC process. Even though IMC is supposed to ensure the successful coordination of PR, marketing, and other communication efforts to enhance communication effectiveness (Kliatchko, 2020), some PR scholars (see Kliatchko, 2020) argue that IMC tends to categorise PR in a supporting role rather than as a management function. In other words, PR is viewed within the IMC process as "an inferior technical role" which supports marketing activities rather than engaging in a managerial role (Hallahan, 2007, p. 305). Smith and Place (2013, p. 168), nevertheless, assert that the debate on the role of PR within the IMC process may be a question of power, that is, whether PR practitioners "enacts influence, authority, or capacity to affect-decision-making within an integrated communication structure." While some (Hutton, 2010) claim that PR has lost its influence, others (Caywood, 2012) argue that IMC has rather given PR a greater influence. A review of literature shows that the discussion on the role of PR within the IMC

framework has been limited to Western countries, leaving a gap in as far as emerging economies are concerned.

Although some studies (see Smith & Place, 2013; Place et al., 2016) show a growing influence of PR within the IMC mix, there is no evidence, at least not one that the authors have seen, in an emerging economy like Ghana, regarding the role of PR within the IMC process. Research on PR practice in Africa reveals that the profession is growing (Skinner, 2013). However, it is still not well understood by the management of organisations (Anani-Bossman & Tella, 2017). With the convergence of PR, advertising, and marketing as well as the growing influence of social and digital media, the questions PR scholars in Ghana need to need to ask are: *what is the current role of PR within the IMC framework among organisations in Ghana? how do PR practitioners in Ghana perceive their level of influence, if any, within the IMC framework and in their organisations as a whole?* This paper therefore attempts to fill the gap from the perspective of an emerging economy by analysing the role of PR within the IMC process. Data will be captured through a cross-sectional qualitative study of public relations practitioners.

5.2 Literature Review

5.2.1 The Marketing Mix

Literature abounds with the concept of the marketing mix and its importance to the success of an organisation. It is generally defined as the “set of tactical marketing tools that a firm blend to produce the response it wants in the target market” (Kotler & Armstrong, 2016, p.78). The marketing mix concept consists of what is largely described as the four Ps—product (goods/services an organisation offers to the target market), price (the amount of money customers have to pay to obtain the product), place (where the products/services can be obtained), and promotion (activities that communicate the advantages of the product and persuade the customer to buy it).

The marketing mix is regarded as one of the essential parts of the marketing process. It is regarded as a means by which an organisation

can survive in a competitive environment. Kotler and Armstrong (2016, p. 78) describe it as an organisation's "tactical tool kit for establishing strong positioning in target markets." To attract and retain customers, an organisation's marketing mix should match the needs of its target market. However, Rensburg and Cant (2009) claim that the traditional four Ps are seller-oriented and propose that organisations should move to the four Cs of marketing which is a more customer-centred approach. The four Cs are customer value (product), customer cost (price), convenience (place), and communication (promotion). Duncan and Moriarty (1997) therefore proposed a 'communication-based relationship marketing' model whereby communication is the key element in the customer-focused marketing efforts rather than persuasion.

5.2.2 Conceptualising Integrated Marketing Communication

IMC has been defined in different ways, each with its precise distinctions and areas of focus. Dahlen et al. (2010, p. 3), for instance, describe it as a concept "concerned with engagement: the planned, integrated and controlled interactive dialogues with key targets audiences to help achieve mutually beneficial objectives." In other words, IMC uses communication tools to catch attention. When the message captures the attention of the audience, it leads to a process of engagement—whether for a second or for a significant period. Two-way communication is utilised in engaging audiences. This can be through face-to-face or social media. Fill (2019) perceives it as a management process that organisations use to engage with their audiences. The current era of digitally improved marketing communication means that not every customer is seeking a mutual engagement or relationship. Therefore, knowing and understanding the customer should be the utmost consideration when developing an IMC strategy. Based on this, Kelley (2017) defines IMC as a "planning process; a series of stages that any marketing or public relations professional would need to work through in order to create communications for a defined audience across a variety of relevant channels" (p. 428).

Furthermore, Shimp and Andrews (2018, p. 12) describe it as “the coordination of the promotional mix (advertising, public relations, sales promotion, personal selling, direct marketing, and digital marketing/social media) with each other and with the other elements of the brands’ marketing mix (product, place, price) such that all elements speak with one voice”. Shimp and Andrews (2018) identify five key characteristics inherent within this definition: start with the customer or prospective customer, use any form of relevant contact or touch-point, speak with a single voice, build relationships, and affect behaviour. This view supports Dahlen et al. (in Kelley, 2017, p. 428)’s argument that IMC must be looked at from a holistic approach focusing on five core areas: brand narrative (having one big idea throughout the campaign, consistency), a single voice (all communications used need to be coordinated), consistency (in voice and appearance), value-adding (each communication tool used works together for a cumulative effect), and cross-media presence (delivered via media consumed and preferred by the audience).

5.3 The IMC Process

Duncan and Caywood (1996) denote that integration within organisations follows a developmental process. The process is based on the notion that the integration of marketing communication activities take place over time. It also assumes that practitioners of IMC will acquire more knowledge and experience at each stage, allowing them to enhance their performance. Duncan and Caywood (1996) classify the IMC integration into seven stages including awareness, image integration, coordinated integration, consumer-based integration, stakeholder-based integration, and relationship management integration.

The *Awareness* stage deals with the dynamic nature of the business environment. This means that political, social, cultural and technological environments greatly impact on business and justify the need for a move towards a new integrated system that will respond to the market. The *Image integration* stage looks at the consistency of the organisational message. Organisations must have a ‘consistent message, look and feel.’

This means that the overall physical presentation (colours, graphics, logo) must be in sync as this ensures the elimination of internal contradictions and image fragmentation (Duncan & Caywood, 1996, p. 24). Thorson and Moore (1994, p. 137) call this the “one look” approach.

Functional integration moves marketing communication tools closer together. However, before that happens, there is a need to analyse the strengths and weaknesses of each of the tools. Duncan and Caywood (1996, p. 26) suggest that “public relations permit an organisation to use third-party credibility with careful targeting and placement of newsworthy stories in media while advertising allows a message to be repeated.” Consequently, organisations must select the right mix to achieve message consistency and a greater impact of communication.

With *Coordinated integration*, all the functional tools have equal opportunity to contribute to the marketing efforts. Cooperation among the functions in the development of communication activities is essential at this stage. This means that each of the functions can lead the integration process. The functions are connected by “shared budgets, shared performance measures, and outcome” (Duncan & Caywood, 1996, p. 27).

Consumer-based integration: Here, information about customers including prospects is gathered as a means of improving communication efforts. The profiles of the customers and prospects become very essential when determining the integration process. The organisation must realise the essence of establishing a database as it can ensure that the organisation matches its offerings with the needs of its customers. Consequently, the organisation is able to improve its customer retention rate while attracting new prospects (Duncan & Caywood, 1996).

Stakeholder-based integration: The success or failure of an organisation is not dependent on the customers of the organisation alone. There are several stakeholders such as employees, government, the community, vendors, and suppliers, who can directly or indirectly impact or be impacted by the organisation. At this stage, PR becomes the dominant role as they have expertise in the management of strategic relationships. Because integration is almost at the maturity level at this stage, IMC takes on a broader approach by looking at non-customers who are also

influential. PR is essential at this stage to manage those stakeholders (Stepanek, 1999, p. 30).

Relationship Management integration is the final stage where communication plays a strategic management role. Integration at this stage becomes a relationship management process internally and externally (Duncan & Moriarty, 1997). Communication professionals are moved from a technical level to a strategic level. This allows them to contribute effectively to the strategic direction of the organisation and the overall bottom line (Duncan & Caywood, 1996).

5.4 Public Relations and IMC

This section discusses the overall influence of PR in the IMC process. It will, first of all, begin with a brief definition of PR. This will be followed by a review of the concept of power and how PR practitioners demonstrate power and influence. The final aspect will review the role of PR within the IMC mix.

Public relations: Modern PR, from its early days in the twentieth century, has suffered from an identity crisis, even among those in the field who are unable to agree on what exactly the field consists of. The situation has not been helped by the onset of globalisation and technological advancement (Butterick, 2011). One of the earliest definitions of PR was by Grunig and Hunt (1984, p. 6) who defined PR as “the management of communication between an organisation and its publics.” Over the years, several definitions of PR have been espoused. Broom and Sha (2013) for instance, describe it as “the management function that establishes and maintains mutually beneficial relationships between an organisation and the publics on whom its success or failure depends.” Seitel (2017, p. 34) further conceptualises it to mean a deliberate effort to “influence public opinion, through sound character and proper performance, based on mutually satisfactory two-way communication.” Other terms used include “reputation” by the Institute of Public Relations (IPR, UK), strategic communication process (Public Relations Society of America, 2012), leadership and management function (Lattimore et al., 2004), ethical strategies (Johnston &

Zawawi, 2009), and culture (Freitag & Stokes, 2009; Sriramesh & Vercic, 2009). Notwithstanding the lack of true convergence, the various definitions suggest many themes including two-way communication, management function, mutual benefit, relationship management, and strategic process.

5.4.1 Public Relations and Power/Influence

Power is a concept that has been defined in several ways by organisational theorists. However, at the basic level, it has been described as the ability to influence others to do what you want (Verčič, 2008), getting things done by shaping perceptions, decisions, and behaviours of others (Berger, 2013), achieving the desired goal (French & Raven, 1968), and evoking change in another's behaviour (Gaski, 1984). Power can be experienced at the personal and departmental or organisational levels. At the personal level, it consists of personal energy and endurance, having the skills to create and achieve goals, teamwork, having access to information and resources, quick decision-making abilities, and rewarding talent (Smith & Place, 2013, p. 169). Within the organisational setting, power can be seen as the ability to mobilise scarce resources, be positioned in an environmentally critical function, and dealing with environmental uncertainty (Grunig, 2006, p. 117). French and Raven (1960) classified power into five main sources: legitimate power (based on reporting position in the organisational structure), expert power (based on specialised knowledge or aptitude), coercive power (ability to met out punishments), reward power (ability to distribute organisational rewards and resources), and referent power (based on personal charisma or attractiveness). Bachrach and Lawler (1980) included a sixth source of power—information power (based on access to or control of information). Kanter (1977) also included relational resource (relationship with or access to those in power). Power has also been defined as discursive, that is, the ability to shape decisions or actions, persuade or convince others to do your bidding, and having a voice (Berger & Reber, 2006).

Within the field of PR, power is perceived as the ability of a practitioner to exert influence (Berger & Reber, 2006; Grunig, 1992), a

managerial or structural–functional view that focuses on the roles, functions, and structures in organisations through which power is located and enacted (Berger, 2013, p. 668) and empowerment (Place, 2012). Berger (2013) is of the view that PR practitioners need power to assist their organisation make the right decision and to engage in effective communication with their stakeholders. PR practitioners use their knowledge and skills to help develop positive relationships with stakeholders, solve crisis, and develop, maintain, and sustain social legitimacy. Verčič (2008, p. 272) asserts that PR, at the managerial level, deals with “maximizing, optimizing or satisfying the process of meaning creation using informational, persuasive, relational, and discursive interventions to solve managerial problems by co-producing societal (public) legitimization.” Verčič (2008) describes these four key strategies as the *soft power* at the disposal of PR.

Nonetheless, the ability of the practitioner to exercise power or influence is dependent on several factors such as the ability to participate in the strategic decision-making process, the value that the management body attaches to PR function, the practitioner’s level of expertise and professionalism, the practitioner’s work on the boundary spanning role, organisational bureaucracy, hierarchy, and culture (Berger, 2013; Edwards, 2009). The excellence theory (Grunig et al., 2002) posits that the PR position is most powerful when the practitioner has access or is part of the dominant coalition, and is not subservient to any other function, especially marketing. From this position, the PR practitioner can educate the organisation about PR’s value and contribute effectively to the strategic planning process. PR practitioners mostly perceive power and influence to mean being part of the decision-making process (Berger & Reber, 2006). Edwards found that practitioners see power in terms of exclusively occupying certain positions (e.g., as expert prescribers). Other studies have shown that practitioners often define power in relation to their ability to make significant contributions and shape decisions, persuade others to see things from their perspective, produce data and rational arguments regarding programme outcomes, and demonstrate great knowledge in what they do (Reber & Berger, 2006).

5.4.2 Public Relations Power/Influence and IMC

Public relations literature seeks to emphasise that PR is a critical element needed by organisations, especially in today's competitive and turbulent business environment. PR has risen from its beginnings as a press agency—seeking publicity opportunities (Broom & Sha, 2013) to a more strategic role. Literature on IMC primarily places PR as a promotional tool under marketing (Kerr et al., 2008; Kitchen, 1996), leading to several criticisms from PR scholars. The debate on the relationship of PR to the IMC concept is not new. The debate has focused on whether the purpose of PR is to support marketing or whether it has a broader role. Kotler and Mindak (1978) were the first to attempt addressing the issue of the relationship between the two functions. They prescribed five ways of viewing the relationship between marketing and PR: separate but equal functions (marketing and PR are different in their functions, perspectives, and capacities); equal but overlapping functions (marketing and PR are both important and separate functions.

They, however, share some common terrain, particularly product publicity and customer relations. PR also serves as a “watchdog” to the activities of marketing); marketing as the dominant function (PR is subsumed under marketing. All interactions are viewed from a marketing point of view); PR as the dominant function (since PR is about relationship building with key publics, including customers, then customer relationship activities, must be placed under marketing); and marketing and PR as the same function (the two fields converge in concepts and methodologies. The two are thus merged as a single unit and headed by a person in charge of the organisation's external affairs), (pp. 17–19). The debate has led to many scholars and practitioners expressing fear of marketing dominating PR, especially when the two are combined as a unit, an arrangement that has been described as “marketing imperialism” and “encroachment” on PR territory (Grunig & Grunig, 2013, p. 56). The concept of marketing imperialism is premised on the fear that in an IMC process, PR will be made subservient to marketing, hence many PR scholars are hesitant to legalise IMC within the field (Place et al., 2016).

Duncan and Caywood (1996), nevertheless, argue that the integration of the various promotional tools, in reality, benefits PR. Caywood

(2012), for instance, contends that the focus of IMC, which is on relationship management with all stakeholders instead of just customers, grants PR power in the decision-making process. Caywood further postulates that PR gives organisations the “greatest experience and skill through the use of various communications-based strategies and tactics,” (p. 6). Despite the seeming turf-war between PR and marketing, Caywood (2012), Duncan (2002), and Brody (1994), all points to the fact that PR has become an essential component of the IMC mix. Ries and Ries (2004) and Naumovska and Blazeska (2016) further argue that the use of advertising, in particular, as a dominant promotional tool by marketers is no longer feasible and needs to be replaced by PR. Indeed, some believe that advertising is dead. McKenna (1991, p. 3), for example, opines that “advertising, promotion, and market-share thinking are dead, and what counts are the relationships a company develops with its customers, suppliers, partners, distributors – even competitors.” McKenna (1991, p. 2) therefore challenges the marketing industry to evolve to become more customer-focused and improve their understanding of customer relationships. Seitel (2017), however, calls this “overzealous thinking.”

According to Ellsworth (2000), marketers are increasingly turning to PR to promote the organisation’s product and services due to the need to reduce cost, media fragmentation, clutter of commercial messages, and increased competition. Duncan (2001, p. 529) contends that PR professionals have always understood the idea of relationships, hence they are best placed to lead the IMC process. Furthermore, Harris (in Nieman, 2002, p. 160) postulates that PR can play several roles in the IMC mix including ensuring that advertising and promotion become more profitable, leveraging marketing investments, building trademark and brand equities with customers, helping the organisation determine its place within the market, strategically positioning the organisation with key stakeholders, and assisting the organisation’s marketing communication strategy through the facilitation of effective communication to gain acceptance.

Nieman (2002, p. 177) is of the view that “the ability of public relations to identify issues that impact on marketing, to handle crises and to counsel top management can exert a strong influence on marketing

success or failure.” Since these functions are within the domain of PR, Mitchell (1994) argues that PR must take the leadership role in the development of IMC and corporate strategy. While Gray (1998) suggests that PR plays a key role in marketing through the sensitisation of the organisation regarding the concerns and interests of its stakeholders, Moriarty (1997) asserts that PR is the only profession capable of identifying societal and cultural changes that can have a substantial impact on the marketplace. PR must therefore be practiced at the strategic level. Caywood (2012, p. 4), in justifying why PR is the right profession to lead the integration process. Noted the following:

PR will lead corporations and other organisations on several levels, including the integration of relationships with various stakeholders, the integration of corporate and organisational structures, the integration with industry and competitive groups, and finally, the integration with society. The integration of complex organisations demonstrates the range of leadership that public relations professionals can offer, from a macro level of interaction with society to a more micro level with individual stakeholders.

Kotler and Armstrong (2016) also suggest that PR can have a strong influence on creating awareness at a much lower cost than advertising. Even though PR usually tends to get a smaller portion of an organisation’s budget, it can be a powerful tool for branding, especially in the global space. The authors suggest that PR, more than any other department, “has always been responsible for creating relevant marketing content that draws consumers to a brand rather than pushing messages out.” (p. 491). Nieman (2002, p. 178) sums up the discussion on the role/influence of PR in the IMC mix by suggesting that PR does not just focus on customers. Practitioners understand that the value of a brand is determined by the quality of relationships with every key stakeholder and not just customers.

This study seeks to understand how PR influences the IMC process in an emerging economy like Ghana. The study will be based on the following research questions:

RQ 1: How is IMC conceptualised by PR practitioners?

- RQ 2: What is the role of PR in the IMC process according to PR practitioners?
- RQ 3: How do PR practitioners perceive their influence/power in IMC?

5.5 Methodology

The study utilised the qualitative research method due to its emphasis on depth instead of breadth when gaining insight into social life. That is to say, qualitative research is based on understanding participants' experiences, perspectives, and thoughts (Harwell, 2011, p. 148). The purpose of using qualitative was to enable the researchers uncover the perspectives and meanings held by PR practitioners, understand the social world from their viewpoints, and gain a thorough, holistic understanding of the power of PR in the IMC role (Daymond & Holloway, 2011).

The study interviewed 15 PR practitioners working with various organisations including the health, financial, higher education, multinational, and non-profit sectors. The intensive interview was regarded as appropriate for the study as it allowed the researchers to better understand the behaviours and feelings of the participants, as well as how they interpreted the social world around them (Patton, 2015). Patton (2015, p. 628) notes that "we cannot observe feelings, thoughts, and intentions.... we have to ask people questions about those things." The interview, therefore, allows researchers to do this effectively. The researchers contacted practitioners who were available and willing to participate. The interviews lasted 50 to 80 min. Practitioners consisted of senior communication managers and included four (4) females and eleven (11) males with an average of more than 10 years' experience in the field of public relations. At least three (3) of the participants had a marketing background.

The purposive and convenience sampling techniques were utilised in selecting the participants. Participants were recruited based on their level of experience, designation as PR practitioners, willingness to assist with the research, and their involvement in IMC. Respondents were selected from a database of practitioners that the researchers had built over the

years. This made it easy to make contact. Participants were asked general questions regarding IMC before delving into the role of PR in IMC and the power of PR within the IMC process. Data was transcribed using qualitative software. Qualitative software does not analyse data but rather assist in the storage, coding, retrieval, comparing, and linking of data (Patton, 2015, p. 773). The three-step process suggested by Daymond and Holloway (2011, p. 304) as well as coding themes gleaned from the literature were used in the analysis. Daymond and Holloway (2011, p. 304) note that data analysis and interpretation must be based on managing and organising the data, asking questions of the data, and interpreting the data. Open coding was used to first identify keywords and phrases that aligned with the views of participants. The initial codes were then reviewed for consistency with the transcripts and modified when needed. The codes were then organised into several categories to determine relationships between them. Themes that reflected the data were then developed and meaning ascribed to them in line with literature. The descriptive approach to qualitative reporting was used and the appropriate quotations were used to illustrate the findings. Findings were then related to existing literature in the discussion.

5.6 Discussion of Results

5.6.1 Overview of Research Participants

The result of the study shows that participants performed both technical and managerial roles. Except for five organisations, the rest of the organisations had converged the marketing and PR department. Participants were in charge of overseeing the marketing communication activities of their organisations. Most of the departments were headed by a practitioner with a communication background. At least 12 of the participants said they reported directly to the chief executive officer (CEO) while three did not. The three participants, however, noted that they were often engaged directly by the CEO even though they did not have a direct reporting relationship.

5.6.2 Findings from the Interviews

RQ1: How do PR practitioners conceptualise IMC

This section sought to determine the views of participants regarding their understanding of IMC, including how it works and the various roles within the IMC process. The participants gave varied but related definitions regarding their understanding of IMC. Generally, participants associated IMC with the coordination of all the tools available to deliver an organisation's product and service to its stakeholders. Participants referred to it as "*a holistic approach to managing the marketing communication function by bringing together outdoor, press, radio & TV, as well as new media,*" "*the operational framework that identifies the different synergies across the marketing-communication spectrum and leverages those by activating them across multiple platforms in support of organisational goals and objectives,*" and "*an integrated approach aimed at utilising all the essential elements of the communication spectrum. Bringing all the promotional tools together to ensure a uniformed message.*" Technological influence on IMC was also evident in several of the definitions. For participants, the internet and social media have resulted in the convergence of the various promotional tools leading to effectiveness, reliability, speed, and cost-effectiveness. The various definitions show that IMC is about *coordinating* the various promotional tools to achieve organisational objectives. IMC is viewed from a *holistic* perspective that aims to manage the marketing and communication activities of the organisation to deliver optimum results. The use of terms such as 'harmonised,' 'integrated,' 'consistent messaging,' 'synergy' 'multiple channels,' and 'strategic' suggest that IMC is not a random process but a deliberate, planned, and integrated process aimed at spreading a consistent message to an organisation's audience.

There are two main ways in which IMC is organised: firstly, where the two functions converge, the members of the department, led by the communication manager, meet to brainstorm. Secondly, where the two functions are separate, the two functions meet (mostly formalised) to find a common solution to issues each may have regarding the other's role. The two functions thus integrate based on the priorities of the

organisation and work as a team to achieve the organisational goal. A participant posited that “before we engage in any campaign, we bring all stakeholders together because each has a role to play. For IMC, whichever tool you are using, the messaging must be consistent so we come together to ensure a successful campaign.” Another participant also intimated that the most important thing is to “recognise the unique expertise and attributes that each of the disciplines brings to the table.” The marketing and communication functions do not work in silos but support each other cross-functionally. Overall, the result demonstrates a clear understanding of IMC by participants and the processes involved in ensuring that the organisation achieves its goals.

RQ2: What is the role of PR in the IMC process according to PR practitioners?

Participants were in no doubt as to the critical role PR plays in the IMC process. Participants assert that the IMC process, especially in a consumer-driven environment and powered by technological advancement, cannot succeed without PR. PR thus represents the cogs in the IMC process that ensures communication activities are successfully integrated. In the words of a participant working with a bank:

Without PR we have lost the plot. Sometimes marketing participants take certain things for granted especially the type of information they send out. PR is conscious of the meaning people assign to the message you put out there. Image matters. The marketers want their money and concentrate mainly on sales and forget the customer is conscious of the things you dump on them.

Participants acknowledged that PR is about nurturing relationships and building a good and credible reputation. Having a credible reputation allows the organisation to thrive, as noted by a participant, “you need a good reputation to sell your goods and services. You can develop the best of products/services but if your reputation is in turmoil sales will suffer. PR softens the ground for sales.” According to a participant, “we scan the environment to identify issues likely to impact the organisation and the brand. We are then able to advise management and marketing on the steps to take in dealing with the situation. By this, we

are able to gain credibility for the organisation and this makes it easier for marketing to drive sales.” Participants said that the activities of PR lead to good IMC execution. They pointed out that the ability of PR to drive sales and revenue is a sign of the profession’s important role in the IMC process. A participant with the food and beverage industry commented that “if you look at today’s world, people are not buying products but the personalities of that product. People will therefore switch to this product if they see the organisation supporting a social initiative. They are looking at the human aspect and not the product and that is what PR does.” He gave an example to buttress his point: “As part of the effort to contribute to the fight against the covid-19 pandemic, we have started a campaign that allows us to donate a small percentage of every product that our customers purchase to the covid-19 fund. My department and the marketing department worked on this to produce the content. The result has been tremendous. At the end, we are supporting a social initiative and at the same time increasing sales.” A fellow participant in the petroleum industry corroborated this statement with an example:

I did a CSR impact assessment as a way of determining whether consumers were likely to align with our products. The overwhelming response was that consumers were likely to purchase products of a socially responsible organisation more than one that was not. So, if you have a PR department building a reputable brand, people will want to associate with that.

The examples show that corporate social responsibility (CSR) activities are used by practitioners to support marketing initiatives. Through CSR initiatives, the practitioners enhance the image and credibility of the organisation and this makes it easy for the sale of products and services.

Every IMC activity is aimed at driving sales and revenue, as pointed out by this participant in the food and beverage industry:

For example, we developed a national sports programme to unearth talented young kids for the country a few years back. This has become very popular in the country over the years as young kids from secondary schools look forward to participating each year. We also have a sponsorship programme for the best secondary school student. These are not directly selling our products because they are more of PR activities. However, it draws attention to the product, which has become very

popular in Ghana as a result of these activities, especially the annual sports festival.

Marketing then leverages on this to sell the products using the various media channels.

The result shows PR practitioners see CSR as an essential tool for creating a positive image for their organisations. This also reflects in the patronage of the organisation's product by customers. An organisation that is seen as being socially conscious is likely to receive a recommendation from the community it operates in. This increases sales.

Within the IMC process, PR practitioners become the facilitators of organisational messages. This is to ensure that messages sent out are well-coordinated and consistent with the mission and vision of the organisation. Participants thus oversee the circulation of messages internally and externally as they are considered the experts in communication. A participant noted that "my role is to check all product messages to ensure that they are consistent with the mission of the organisation." According to this participant who works with a multinational organisation, "the marketing manager has his own plan for the year. I also have my plan. But before we submit our plans to the CEO, we brainstorm to find ways in which we can synergise. This is to ensure that the messages marketing wants to put out there are in line with the organisational objectives, especially from a communication perspective." Another participant also stated that "if my colleagues in the marketing and sales department want to embark on a market activation programme, I will enquire about the setup and time. I ensure that the communication between what they want to do and the audience including the messaging are crafted to reduce misunderstanding. I also look at the channels to ensure they are appropriate given the audience they are targeting." The two functions thus work together in a cross-functional manner to ensure brand awareness and credibility through the development and distribution of consistent messages.

Participants fulfil the role of the go-to person when it comes to dealing with the media as well. Even though PR messages and channels are mostly different from marketing, participants still coordinate

all messages, channels, and audiences to ensure successful integration. This is seen in the fact that participants are also in charge of managing media messages. The marketing department works with PR to identify the right channels for effective communication. “We are virtually in charge of approving all messages, internally and externally before they go out. Once marketing creates their messages, we meet and discuss how best to shape it to reflect what the product is and to give it some credibility,” noted one participant. Another participant stated that “because we are the media relations expert, selection of media channels are done in consultation with us. We select media channels based on several factors including language, audience, literacy level, etc. A marketing person may look at it based on only popularity of that media.” The result shows practitioners also use interpersonal communication in the delivery of messages, something that marketing lacks. By doing so, they generate instant feedback through dialogue with communities and shape opinions towards the organisation and its products and services. These activities also help in reducing the cost of marketing activities such as advertising. Overall, the result shows PR practitioners play a huge role in creating quality content messages for marketing. Through media relations activities (and coordinating with marketing to develop appropriate messages), PR practitioners are able to develop interactive messages that speak to the qualities of the products and boost sales. This leads to a process of engagement between the customers and the brand.

Participants also see their role in the IMC as having evolved in their organisations. Participants shared their experiences to demonstrate their belief that PR is no longer the same within their organisations. “About 3 years ago, a campaign of a high magnitude would not involve my office. It would just be put together by the marketing team and then executed by them. This is no longer the case. We are doing strategic things to support the type of communication we are putting out there. People are now coming directly to the PR office to get information unlike previously. We are becoming more assertive.” “Before I joined the team here, it was mainly protocol services. They were just doing press conferences and a few annual events. Things have changed. We are now involved in every facet of the organisation’s activities, internally and externally,”

“over here nothing goes out, internally or externally without my knowledge and approval,” and “when I came here, I noticed the organisation was only doing direct marketing. PR did not play any role at all. I have managed to sensitise the organisation regarding the role PR plays and gradually things are changing.”

Participants believe that the trend where PR is always seen as a subset of marketing is no longer the case. “There is an expectation that now if you want to do any kind of media engagement you must involve PR. My CEO always sends proposals from marketing to my office to review. PR is playing a strategic role in organisations and not just tactical,” added another participant. For some participants, PR has become very influential in organisations such that some scholars are now trying to focus on integrated communication (removing marketing) as a way of asserting the authority and power of PR.

Participants have no doubt, based on their influence, that PR should be taking the leadership role within the IMC structure. From the perspective of a participant in the Telecom industry, “consumer needs are changing and it comes with a lot of emotions and perceptions and you cannot change perceptions with advertising and sales. You can change perceptions with PR.” Participants acknowledged the fact that since PR facilitates the relationship building and management process, allowing it to lead the process will be to the benefit of the organisation. Indeed, almost all the participants, except four, said they were in charge of the IMC initiatives in their organisations. The others indicated that their ability to lead the IMC initiative or not was dependent on the nature of the project. IMC initiatives are thus shared between the communication/PR and marketing departments. PR ensures that the right audiences are targeted, messages are consistent, and everyone is on board. Participants believe that since the end goal of every IMC is to sell a product or service, it is important to have a good reputation and that can only be performed by PR. A participant in the waste management industry summed it up in the following words:

In an environment where IMC is fully practiced, the PR role should occupy the strategic centre of any IMC framework. A well-designed communication framework in which marketing tactics and strategies are an important constituent part ultimately leads to better product

and service communication, better brand promotion and protection, and, therefore, inures cumulatively in a healthy bottom line for the organisation.

RQ 3: How do PR practitioners perceive their influence/power in IMC?

When asked their views about the influence/power of PR, all the participants responded that PR was a very influential tool that organisations could not function effectively without. Comments by participants suggest that despite the profession being taken for granted sometimes by organisations, the ability of an organisation to succeed or fail is largely dependent on how it handles its reputation and no other department can achieve that except PR. For this participant working in a research institute “even though PR has often been ill-defined and under-utilised by organisations, it is still a powerful tool. If PR were to really lead the integration efforts internally and externally, I think many organisations will be much better.” This is corroborated by a participant in the insurance industry, “you can have the best marketing strategies, the best advertising ideas, and the best sales team to be able to make inroads with some activity or products. However, without goodwill gotten from good PR, all these things remain where they are.” Participants stated strongly that PR creates a powerful image for the organisation which eventually affect the bottom line.

Within the IMC process, participants associated influence with several things including, “controlling all communication from all departments,” “reporting directly to the chief executive,” “adding value to the organisation,” “being regarded as a professional with the expertise in advising management,” “being indispensable to the organisation,” “the ability to get things done, to get the organisation to act and behave in a way consistent with PR values,” “getting people to do the things I want through effective networking,” and “the ability to drive the direction of the organisation.” A participant said that “where I work if they take my role out, they will face difficulties. From discovering the needs of the market and informing the market that there is a solution is my job. So, when I talk, they mostly listen.” For participants, knowledge and expertise in

the area of communication makes them relevant to their organisations. One participant noted that “I review every communication internally and externally. When marketing department sends promotional materials/concepts to the Managing Director, the first question he asks is, has the PR department reviewed this?”

This sentiment was corroborated by other participants who suggested that messages do not go out without their seal of approval. “We are usually the first point of call when it comes to communication. All the various departments come to us for advice and our worth is acknowledged by the management,” another participant commented. In essence, participants are perceived as the repositories of information. In the words of a participant, “all the sub-institutions within the group see me as the chief communication advisor to them. They rely on me as the first point of contact. Everyone relies on us to deliver information.”

Power was also associated with the ability to get publicity for the organisation. The communication manager in the petroleum industry for instance said that “I have the power to get things done quickly because of my networks. Editors tend to call me whenever they receive a story that has a potentially negative impact on the organisation and I am able to convince them to either delay while we investigate it or give them the facts” Another said, “most of the time when the marketing guys come to me with their media plan and I notice a chunk of their budget is going to advertising, I tell them to hold on. I contact my media guys and tell them look, we want you to do this for us and we negotiate. In the end, I manage to reduce the amount they would have spent significantly if they had just gone to buy media space.”

Interestingly, being part of the decision-making process was not mentioned by most participants as a measure of influence. For participants, even though being part of the dominant coalition would increase their influence, it is not absolute. Participants believe that they are still powerful without necessarily having “a seat at the table.” They did, nonetheless, acknowledge that being part of the decision-making body was likely to make them more influential in terms of their counselling abilities. The situation is not the same for everyone. Participants who are part of the decision-making process tend to have a higher degree of influence than those who are not part of the decision-making process.

Despite the seeming powerful role of PR, participants readily noted that it is not absolute. Sometimes they are forced into a situation which affects their ability to influence. A key factor mentioned was the lack of understanding by management or the chief executive of the organisation. The participant working with a non-profit organisation shared an experience to buttress this point:

I worked for a multinational organisation where PR was part of management. Our input was very critical at the start of every decision-making process. No project started without our input and that was how the project was successful. However, the next place I moved to as the head of communication, I was not part of management. So, I made very little to no input in decisions that affected the image of the organisation. My role was seen more in terms of media relations and so my impact was underplayed until we run into a crisis where the reputation of the organisation was at stake. It was only after I handled it successfully that they realised my importance to the organisation. So, the position of the PR person in the structure of the organisation and the level of understanding by management regarding the nature of PR largely shapes our level of influence.

A participant who works with a state-owned financial institution posited that “in this place, the MD is appointed by the government of the day. So, depending on the disposition of the person towards the two functions one can be promoted over the other. We have had situations where marketing has been promoted to the dominant coalition level while PR was downgraded and vice versa.” The issue of budgeting was also raised as sometimes inhibiting participant’s capacity for influence as summed up in the words of this participant: “The traditional limitations on the role of PR in organisations, that is, the relatively inadequate budgeting that usually inhibits the function to systematically engage in a desired holistic approach that includes the ability to engage in other critical areas of PR practice such as research, and monitoring and evaluation of our campaigns and projects affect our capacity to show our value and this can reduce our influence.” Despite these limitations, PR still has substantial influence in organisations. Participants are still looked at as professionals with the communication expertise within the integration process. For participants, because they deal with a wider public and they

look beyond just the selling of products and services, it makes their work invaluable. Even though most of them are not part of senior management, they are mostly called by their various heads to advise on issues, sought after for assistance, and all integrated messages are referred to them for review and approval. Also, the fact that they are the ones who mostly lead the IMC process makes their skills very much in demand. Despite these limitations, the result indicates that PR practitioners are very influential within the IMC structure. Through their activities, they create awareness of the brand and create the necessary environment for marketing to thrive.

5.7 Discussions and Implications of Research

The purpose of the study is to determine the influence of PR in the IMC process. This is especially due to concerns over what PR scholars call “marketing imperialism” whereby marketing is seen to be subsuming or dominating PR within the integrated process. The result of the study shows that PR is very influential within the IMC structure. Participants linked their level of influence to their professional skills and expertise. This is seen in the fact that participants are generally in charge of the management of communication decisions more than marketing. As the study demonstrated, the primary indicators of influence include direct reporting to decision-makers, the point of contact for information, being listened to as the expert and professional, value creation, and, to some extent, being part of the decision-making process.

The findings corroborate definitions of power as found in literature—expert power and authoritative power (French & Raven, 1960/1968), information power (Bachrach & Lawler, 1980), structural power (Berger, 2013; Edwards, 2009), discursive power (Berger & Reber, 2006), and relational resources (Kanter, 1977). For instance, the study demonstrates that PR is the authority in the development and approval of all messages, whether in an integrated process or not. The study also showed that structural power within the IMC approach was linked to expert power and authority or legitimate power. Participants had the power to influence decisions or get management to act in a desired way because of

their ability to see things from a communicative or image perspective. Contrary to literature (Berger & Reber, 2006; Grunig, 1992; Place et al., 2016), there was little evidence to suggest that one necessarily needed to be part of senior management to be influential. Participants acknowledged that much as being part of senior management would have increased their advisory capacity, they are still very influential in other capacities. Indeed, being part of the decision-making process was not even mentioned as a primary indicator of influence. A relatively small number of participants mentioned being part of the dominant coalition. Participants indicated that sometimes they are not able to influence decisions because of the perception of senior management, especially the chief executive, about PR.

Again, there was no evidence that reward power, charisma, and coercive power were indicators of influence. This is contrary to previous literature (Kanter, 1977; Place et al., 2016). Participants rather engage in consultations at the interpersonal level as a way of shaping perceptions. They also strategically demonstrate the value of PR in organisations, which aligns with the views of Duncan and Caywood (1996). The result further demonstrates that participants in the IMC structure perform managerial roles. Where the functions are separated, PR is on par with marketing with PR having oversight responsibility for the messages and communication materials produced by marketing. In most cases where integration occurs, PR is mostly in charge of the IMC structure. This shows the authority of PR within the IMC structure and the organisation as a whole. The results align with literature (Caywood, 2012; Duncan & Caywood, 1996; Place et al., 2016) regarding the role and influence of PR within the IMC structure.

Overall, the study demonstrates some practical implications for communication practitioners in emerging economies. These implications include the following:

Firstly, the study revealed that the influence of PR in the IMC structure is associated with expert, legitimate/authority, information, structural, relational, and discursive powers. Therefore, PR practitioners in emerging economies like Ghana should lead their organisations' communication integration efforts. Additionally, it is recommended that PR practitioners should lead cross-functional teams in the development and

implementation of integrated communication strategies with elements of various communication disciplines. The deployment of communication tools in an integrated manner will ensure message consistency and maximum communication impact. Moreover, the findings of the study imply that PR practitioners should be generalists and not specialists to be able to lead the planning and implementation of IMC campaigns.

The research found that the hierarchical position of the practitioner is not key in their ability to influence the integration process and that being part of the senior management enhances their advisory capabilities but is not a primary factor in how they demonstrate power. This finding implies that PR practitioners should lead communication integration efforts by virtue of their expertise and the functions that they perform irrespective of the levels of their positions. In other words, PR practitioners should exercise their expert power in the IMC process.

The study discovered that the participants have access to the dominant coalition that enables them to strategically influence decisions. Thus, PR practitioners should use their proximity to decision-makers to add value to the strategic management process by providing relevant and timely information on environmental variables. Thus, PR has evolved from being merely a publicity tool to become a management function that contributes to organisational success.

Furthermore, the study has shown that public relations is not limited to the promotional activities of the organisation but the total communication of the organisation. Participants use several strategies including CSR/community relations, exhibitions, events management, etc., to create the appropriate environment for marketing to thrive. The complementarity of PR and marketing means both marketing and PR practitioners should work as an integrated unit when they plan and implement communication campaigns. Additionally, it is suggested that organisations in emerging economies should invest in the training of communication practitioners in integrated marketing communication. Training in integrated communication will empower communication practitioners to plan and implement integrated communication campaigns.

5.8 Conclusion, Limitations, and Future Research

This study sought to understand how PR influences the IMC process in an emerging economy like Ghana. To achieve the goal of the study, the following research questions were addressed: How is IMC conceptualised by PR practitioners? What is the role of PR in the IMC process according to PR practitioners? and How do PR practitioners perceive their influence/power in IMC?

In terms of the conceptualisation of IMC by PR practitioners, the study revealed that participants associated IMC with the coordination of all the tools available to deliver an organisation's product and service to its stakeholders. Concerning the role of PR in the IMC process, the research found that PR represents the cogs in the IMC process that ensures communication activities are successfully integrated. As far as the influence of PR is concerned, the result of the study shows that PR is very influential within the IMC structure.

Notwithstanding the findings, the research cannot be generalised in the statistical sense due to the small sample size. The study mostly used PR participants even though few of the participants had marketing backgrounds and their views did not diverge so much from those with actual PR backgrounds. It will therefore be good to further develop this from the perspectives of both marketing and communication professionals, that is, how each considers the other's concept of power/influence. Variations of power emerged from the study. This means that power is just a matter of semantics. Engaging in quantitative research to further probe the concept of power and public relations will further enhance the qualitative work.

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6

The Antecedents and Consequences of Brand Hate: A Review of Current Literature

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6.1 Introduction

Studies have investigated the part of the consumer-brand relationship like brand hate (Fetscherin, 2019; Kucuk, 2019, Zarantonello et al., 2016; Zhang & Laroche, 2020), complaints (Kucuk, 2018), negative brand emotions (Park et al., 2013), brand divorce (Sussan et al., 2012), and brand negativity (Dessart et al., 2020). Bayarassou et al. (2020) posited that the wider part of these studies considered brand hate from the point of the firm although Kucuk (2019, 2018) suggested that it is equally crucial to consider brand hate from the point of the consumer.

Conventional consumer research has been emphasizing primarily the positive side of brand consumption whilst interest in anti-consumption keeps surging (Hashim & Kasana, 2019). Positive emotions towards

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brands are good for the brand because it activates positive word-of-mouth (WOM) (Albert & Merunka, 2013), triggers the loyalty of consumers (Veloutsou, 2015), exhibits the willingness to forgive brands that misbehave (Hegner et al., 2017a) and prepares the consumer to pay premium price (Albert & Merunka, 2013).

However, psychologists argue that the consequences of negative emotions like protests and boycotts impact stronger the behaviour of individuals (Fetscherin, 2019). The literature on hate has identified in recent years that brand hate has a significant impact on negative WOM (Hegner et al., 2017b), revenge (Fetscherin, 2019; Hegner et al., 2017b), brand rejection (Moore, 2019), brand switching and negative WOM (Hegner et al., 2017a; Islam et al., 2020).

Having a relationship that is strongly positive or negative is very essential to the consumer due to its promotion of the consumers' (Ramirez et al., 2019) self-esteem (Trudeau & Shobeiri, 2016), self-concept (Islam et al., 2020), self-signalling (Alvarez & Fournier, 2016), self-expression (Trudeau & Shobeiri, 2016) social status and civic role (Islam et al., 2020). Veloutsou (2015) suggests that brands should cultivate solid and positive relationships with their consumers. The studies on brand hate which is a negative brand emotion can be very crucial for companies as it may prevent the likelihood of loss-making and enhance the provision of better service quality as well as the well-being of the consumer (Zhang & Laroche, 2020). However, only a handful of studies have focused on the fact that negative emotions and actions towards brands need to be managed (Azer & Alexander, 2018).

Although extant studies specify that consumers form positive or negative relationships with a particular brand, several brands concurrently have a substantial group of both those who love it and those who hate it (Ramirez et al., 2019). This is more manifested in sectors where self-expression is important (Rozenkrants et al., 2017) like sports (Grohs et al., 2015), politics (Finneman, 2015), art (Outram, 2016) and religion (Sunstein, 2002); and also other sectors like food, petrochemical and news media, where it is not expected (Ramirez et al., 2019). Instances of this situation include Trump Hotels, CNN and NBC News in the USA (Armstrong, 2017); which are reported to have a large following of both supporters and opponents (Ramirez et al., 2019). A brand like

Facebook prominently features on the list of most loved brands (Morning Consultant, 2017) and the list of most hated brands (USA Today, 2018).

Most recent studies have stressed either the determinants or the outcomes of negative emotions but have failed in presenting a study that comprehensively considers both (Hegner et al., 2017b). Extant studies have emphasized the significance of comprehending negative emotions but are fragmented and thus the need for a comprehensive conceptual framework for brand hate relationships (Fetscherin, 2019). Further, studies on brand hate are scarce (Zhang & Laroche, 2020).

It is against this background that the researcher undertakes this conceptual study by reviewing current literature on the antecedents and consequences of brand hate and their implications on both scholarship and practice in a comprehensive manner whilst opportunities for future research are identified, and a comprehensive conceptual framework is proposed. The objective of this study is therefore to examine the trends in brand hate as exist in current literature.

This would contribute to knowledge by theoretically identifying the factors that trigger the emotional feeling of hatred, practically demonstrating that the feelings and activities of consumers who exhibit hatred towards brands have negative consequences on companies and finally expanding existing knowledge by postulating that negativity directed towards brand requires further studies (Fetscherin & Heinrich, 2014; Hashim & Kasana, 2019; Veloutsou & Guzmán, 2017); and that brand hate has negative consequences on companies (Kucuk, 2014). This study considers the approach used in selecting the literature, conceptualizing brand hate, theoretical underpinning, the antecedents of brand hate, the consequences of brand hate, the implications of brand hate to theory and practice, recommendations for future studies and conclusion.

6.2 Conceptualizing Brand Hate

Zarantonello et al. (2016) suggest that brand hate is viewed as a complex emotion that comprises specific emotions; and as such, brand hate is basically defined as strong and deep negative emotional effect towards a brand (Bryson et al., 2013). Brand hate mediates the relationship

between a set of drivers that anticipates negative WOM, brand avoidance or brand retaliation which form a set of outcomes that courses damage to a given brand (Pinto & Brandao, 2020). It is a set of predictors that are supposed to trigger hateful consumers' emotions and attitudes, their context or marketing experience (Hegner et al., 2017a). According to Kucuk (2019, p. 29), brand hate is a consumer detachment and distaste from a brand and its systems of value to the consistent occurrence of brand injustices which would arouse intensely and extremely held negative consumer emotions (Kucuk, 2019).

Alba and Lutz (2013) on the other hand consider brand hatred as real brand disgust because consumers are taken captive by the company as a result of strong exit barriers. According to Kucuk (2016), brand hate is a psychological situation where consumers endure extreme negative emotions and disconnection to brands which offer bad and hurting experiences at personal and social levels. Brand hate is the "detachment of consumers from a brand and its associations" (Kucuk, 2019, p. 29) which according to Bayarassou et al. (2020) is a result of the deep negative emotions that are intense. Brand hate is said to be an extreme dislike (Romani et al., 2012), consisting of anger and contempt (Joireman et al., 2013) with sadness, disgust, shame, disappointment and fear (Zhang & Laroche, 2020). Joshi and Yodav (2020) conceptualized brand hate as a strong and negative feeling towards a brand which is greater than a dislike of the brand. As such, when consumers are having the feeling of frustration towards the brand, they exhibit negative emotions that reflect in the avoidance of the brands and also engage in anti-branding programmes. Husnain et al. (2020) argued that hate for brands is intentionally avoiding or rejecting the brand that would lead to behaviours like the expression of negative feelings, rejection or causing of harm. It is the situation where consumers take an act of revenge by punishing the brand for the harm caused them or desiring to cause a distraction from a given brand (Sampedro, 2017).

Zarantonello et al. (2016) posit that desire for revenge is confrontational and active with a penalty directed at the company which mostly triggers retaliatory behaviours whilst desire for avoidance is non-confrontational and passive with the urge to withdraw from the

relationship with the company, which is conveyed as patronage reduction/cessation. The authors suggest that the two desires co-exist and are aroused as a result of service failure.

6.3 Theoretical Underpinning

This study adopts the theory of stimulus-organism-response (S-O-R) to establish the role of brand hate in the relationship between the antecedents and consequences of brand hate. According to Mehrabian and Russell (1974), the S-O-R model proposes the idea that environmental elements in service delivery are stimuli (antecedents of brand hate), causing consumer responses (consequences). In the context of this study, “organism” (hate) represents the internal processes (disappointment, disgust, anger, fear and contempt) between external stimulus and “response” (consumer behaviour) and embraces perceptual, physiological, emotional and cognitive factors (Jung Chang et al., 2014). “Response” thus shows the final effect or behavioural reaction (brand avoidance, negative word-of-mouth, retaliation and revenge and willingness to make financial sacrifices) exhibited by the organism or consumer (Jung Chang et al., 2014). This means that the antecedents are conceptualized as stimuli that will trigger a response which is hate, which then influences the consequences which are behaviour.

6.4 The Antecedents of Brand Hate

According to Hegner et al. (2017b), recent research on negative brand emotions offer numerous determinants which are mainly categorized under product-related, consumer-related or contextual related determinants. Product-related factors typically reflect a situation where the consumer previously had a negative experience with the brand and this experience is normally attributed to product/service failure, dissatisfaction or negative country-of-origin associations (Hegner et al., 2017b). Consumer-related factors are mainly attributable to symbolic incongruity with a brand, where the brand is perceived by the consumer as having

an image that is contrary to theirs (Hegner et al., 2017b). On the other hand, contextually related factors are related to ideological incompatibility which consumers identify as legal, social or moral corporate misconduct which triggers negative feelings against the brand (Hegner et al., 2017b).

6.4.1 Negative Experience

A negative experience (NPE) denotes the bad experiences faced by consumers in dealing with products and services of a brand such as dissatisfied offerings, product and service failures and other negative associations (Hashim & Kasana, 2019). Although it is a truism that consumers have varied reasons for patronizing varied brands, the predominant factor is product or service performance (Lee et al., 2009a). Farhat and Chaney (2020) proposed and confirmed in their empirical study that a negative experience with a destination brand would arouse the feelings of hate as such a negative experience may be far below what customers might have expected. In their study, Pinto et al. (2020) argued that consumers' negative past experience with a product or service may influence brand hate. Consumers' negative past experience with the brand in terms of poor quality, procedural inconvenience and poor customer service would trigger brand hate (Ali et al., 2020). Also, Rodrigues et al. (2020) postulated that negative experience positively influence brand hate.

Bryson et al. (2013) in their study suggested that consumer dissatisfaction is the toughest determinant of brand hate whilst Zarantonello et al. (2016) found a violation of expectations as a pertinent factor that leads to brand hate. According to Hashim and Kasana (2019), customers' dissatisfaction with the brand of a given product which causes negative experience affects other products which come under the umbrella of the affected brand and thus, consumers show negative attitude towards all products under that brand.

6.4.2 Symbolic Incongruity

Symbolic incongruity occurs when a given brand does not epitomize the image of consumers (Hashim & Kasana, 2019). Khan and Lee (2014) posit that consumers have the affinity to purchase brands whose images are congruent to their self-esteem or those that would provide an expected meaning to their lives. Sung and Huddleston (2017) suggest in their study that consumers have the preference for brands with personality traits that are congruent with theirs and hence do not only make a purchase to satisfy their needs but also purchase what brands stand for. Hegner et al. (2017a) argue that incongruity between the brand meanings and the consumer's sense of self may lead to negative reactions in the direction of the brand. Voter's symbolic incongruity intensifies political brand hate which suggests that, in the process of voters forming their political liking or disliking, they consider symbolic identity more because it is accepted that the symbolic meaning of the brand reflects in the consumer's mind (Banerjee & Goel, 2020).

Passive hate influences the consumer to avoid the brand if the brand identity does not match with consumer's self-identity (Bayarassou et al. 2020; Islam et al., 2019). Islam et al. (2018) conclude in their study that symbolic incongruity has a positive relationship with brand hate. Zaran-tonello et al. (2016) in their study argue that symbolic incongruity is a key predicting factor of brand hate, as such symbolic incongruity influences brand hate (Hegner et al., 2017a). This means that congruence of images is critical in building a good relationship between the consumer and the brand to avoid generating negative emotions that would result in brand hate (Hashim & Kasana, 2019).

6.4.3 Ideological Incompatibility

Contrasting the other two determinants discussed above, ideological incompatibility encompasses a more contextual and mostly societal and ethical focus that goes beyond the needs of individual consumers' self-image or the core product or service performance (Nenycz-Thiel & Romaniuk, 2011). Islam et al. (2020) posited that ideological avoidance

and the sudden internationalization of online apps trigger moral attendance and that moral avoidance consists of a social goal that extends beyond app users' obligation. Islam et al. (2020) also concluded in their study that moral avoidance measures which were measures through anti hegemony and country of origin associated positively with app hate because if consumers or users feel angered, dissatisfied or irresponsible on the grounds of morality, then these users or consumers that particular brand of the app; thereby enhancing app hate. In this regard, consumers perceive an ideological incompatibility with the brand due to legal, moral and societal concerns when a brand is perceived to be socially irresponsible (Romani et al., 2015). Zarantonello et al. (2016) mentioned ideological incompatibility as corporate wrongdoings, which they suggested is a determinant of brand hate.

According to Kucuk (2010), a large number of brand haters resist brands as a reminder to firms of their obligations and responsibilities. This is critical to the corporate social responsibility (CSR) concept (Romani et al., 2013). Though CSR triggers positive consumer emotions towards the brand, consumers might desire to punish the brand if it behaves socially irresponsible (Antonetti, 2016). In such instance, customers' responses could include anger and eventually brand hate (Kucuk, 2018). According to Hollenbeck and Zinkhan (2010), anti-branding activities are mostly highlighting corporate irresponsibility in creating vigilance among consumers and soliciting them to resist corporate wrongdoing. Banerjee and Goel (2020) found out in their study that ideological incompatibility was the second most crucial factor that surges the force behind political brand hate.

6.4.4 Rumor

According to Difonzo and Bordia (2007), propagandists to influence the opinions of others, deliberately use rumours via propaganda campaigns and misinformation. When rumour begins to spread, people are compelled to believe it as it is trailed by selective information which supports the rumour (Hashim & Kasana, 2019). Extant literature on

rumour clarifies that the spreading of the rumour is linked with destructive, motivated and murmuring campaigns (Rosnow, 2001). According to Hashim and Kasana (2019), both negative and positive rumours exist but negative rumours are mostly disseminated more than a positive rumour.

Kimmel and Audrain-Pontevia (2010) explained in their study that marketplace rumours are considered as a competitor to information exchange because the information is released from the other side of the company to counter the one from the company and thus the contrary information turning into a rumour to pose a threat to marketing managers and decision-makers; and this is a great challenge to specialist communicators in the company in outlining effective strategies to respond and counter such rumours. In their study, Hashim and Kasana (2019) postulate that the strongest influencer of brand hate is a rumour which is obvious in the cases of McDonald's and P&G where a single rumour harmed even the most renowned brands.

6.4.5 Poor Relationship Quality

According to Hashim and Kasana (2019), poor relationship quality denotes that the relationship between customers and their brands are negative for reasons other than past performance, image incongruity and ideological incompatibility and that poor relationship quality is connected to the relationship equity concept which puts all the emphasis on the compactness of the relationship. Relationships are ruled by emotions like commitment, intimacy, passion, etc. (Alvarez & Fournier, 2016). According to Fetscherin et al. (2019), the relationship between brands and consumers can be either positive or negative and that the feelings expressed about brands are indicators of consumers' attitudes, opinions and the likelihood of either supporting or resisting brands. Nevertheless, forming negative or positive opinions or emotions towards a brand may not lead to a situation whereby consumers would be willing to engross in a relationship with it (Fetscherin et al., 2019). Normally when consumers have the feeling of passion for a brand, they tend to be more active in the relationship (Wallace et al., 2014).

At an individual level, consumers would have strong inclination and emotions to enthusiastically interact with the brand (Veloutsou, 2007) whilst at the collective level, the brand becomes the main unifier that sticks people together in either sharing their passion (Wallace et al., 2014), joining forces to offer aid (Kaufmann et al., 2016) or harming the brand (Kristal et al., 2018), all through brand communities (Fetscherin et al., 2019). Strong positive brand relationships breed the spread of positive word-of-mouth (Wallace et al., 2014) via several communication media (Karjaluoto et al., 2016), arousing the feelings of social groups (Iyer et al., 2016) and the will to be actively part of brand communities (Wallace et al., 2014). Nonetheless, consumers' sentiments towards a brand could be negative (Veloutsou & Guzmán, 2017) which is known as brand hate (Zarantonello et al., 2016). Poor relationship quality is the second strongest influencer of brand hate because relationship quality decides whether the relationship is good or poor; and if poor it leads to hate (Hashim & Kasana, 2019). And brand hate causes brand divorce (Fetscherin & Heinrich, 2014).

6.4.6 Country of Origin

Roth and Romeo (1992) postulate that customers have a strong will to purchase an item from a particular country if the image of the country is an essential characteristic of the category of product. In their study on luxury goods, Aiello et al. (2009) found that country-of-origin effect greatly impacts how consumers evaluate products and services. For instance in their study, Bryson et al. (2013) suggested that consumers associated Germany with high performing cars. Many luxury brands accentuate their country of origin to critically enhance their brand image (Bryton et al., 2013). Laforet (2010) posit that different countries have unique "fingerprints". Therefore, country of origin can impact the brand trust of some consumers (Huitzilin Jimenez & San Martin, 2010), short of which brand avoidance may occur (Lee et al. 2009a). Consumers may be avoiding a particular brand because they feel enmity towards the country of origin or buying a product produced by a foreign country

is unpatriotic (Klein et al., 1998). Thus a country of origin is a key antecedent of brand hate (Bryson et al., 2013).

6.5 The Consequences of Brand Hate

6.5.1 Brand Avoidance and Switching

Lee et al. (2009b, p. 422) define brand avoidance as “a phenomenon whereby consumers deliberately choose to keep away from or reject a brand”. According to Grégoire et al. (2009) avoidance occur when consumers stop interacting with their firms. It defines conscious and thoughtful abstinence from buying and using a particular brand (Knittel et al., 2016) regardless of consumers having the purchasing power and access to the brands in the marketplace (Lee et al., 2009a). Consumers engage in brand avoidance by switching to a competitor or refusing to consume the brand which is triggered by brand hate (Hegner et al., 2017b). The negative effect of intimacy and hatred lead to avoidance by making a switch to other brands (Park et al., 2013). Harmeling et al. (2015) in their study concluded that brand hate creates avoidance-oriented coping processes that lead to consumers taking actions to protect and distance themselves from the brand. In his study, Fetscherin (2019) concluded that cool hate results in brand switching. According to Banerjee and Goel (2020), brand hate phenomenon influences political brand avoidance positively. Thus, political brand hates directly influence the avoidance of political parties (Banerjee & Goel, 2020). Brand hate has a significant positive influence on brand avoidance (Pinto & Brandao, 2020). Farhat and Chaney (2020) demonstrated that brand hate significantly influences avoidance.

6.5.2 Negative Word-Of-Mouth

WOM is conceptualized as a conversation that is personal “between a receiver and a communicator, whom the receiver perceives as non-commercial” (Istanbulluoglu et al., 2017, p. 1122). When this conversation turns negative, it becomes negative WOM which is defined as a consumer’s oral message that is delivered to denigrate, complain or recommend against products, services brands or the firm (Istanbulluoglu et al., 2017). Due to its perceived damaging nature to the organization (Philp et al., 2018), negative WOM several studies have contributed to solidifying the topic (Curina et al., 2019; Jayasimha et al., 2017; Keiningham et al., 2018) especially the antecedents that provoke consumers to use it (Curina et al., 2019). It is confirmed that brand hate has an influence on brand hate (Pinto & Brandao, 2020). Presi et al. (2014) outlined two forms of negative word-of-mouth. According to Fetscherin (2019), private complaining has families and friends as its audience whilst public complaining has a bigger audience like governmental agencies, consumer protection groups and the firm itself. Consumers participating in private complaining alert friends and families to the negative experience they have suffered from the brand (Singh, 1988), guard them against unfair actions (Funches et al., 2009) or just vent out their feelings of negativity in private (Fetscherin, 2019). Brand hate has a significant impact on both private and public complaining (Fetscherin, 2019; Romani et al., 2012). The results of the research by Curina et al. (2019) posited that hateful emotions towards a service brand create a situation where consumers talk negatively both offline and online as they refuse to make a repeat purchase.

6.5.3 Brand Retaliation and Revenge

Thomson et al. (2012) suggest that retaliation is severe, deliberate and harmful behaviours which are directed at the brand. Retaliation is based on the theory of equity which aims at ensuring fairness rather than destroying the brand (Kähr et al., 2016). According to Grégoire et al.

(2009), brand retaliation is a resultant variable of brand hate. As indicated by Grégoire et al. (2009), consumers do not only submissively withdraw from a relationship or just complain, they fight back and directly engage in actions against a brand. In empirical work, Zhang et al. (2020) postulated that failure severity impacts consumer's negative emotions (brand hate) which then impact consumer retaliation intention. Although recent studies have argued for the association between brand hate and revenge (Curina et al., 2019; Zhang & Laroche, 2020; Zhang et al., 2020), not all forms of brand hate lead to revenge behaviour (Bayarassou et al., 2020).

According to Harmeling et al. (2015), the intention of a revenge which is another fighting strategy is to penalize the source of anger. In his study, Fetscherin (2019) suggests that the difference between revenge and retaliation is that revenge is a state of mind intended to hurt the brand in the long term whilst retaliation is a reflection of a severe impulsive and short-term behaviour and therefore proposed that brand hate leads to retaliation and revenge. Brand retaliation is primarily triggered by negative past experience which normally occurs as a result of product failure, poor performance or an unpleasant store environment (Hegner et al., 2017a).

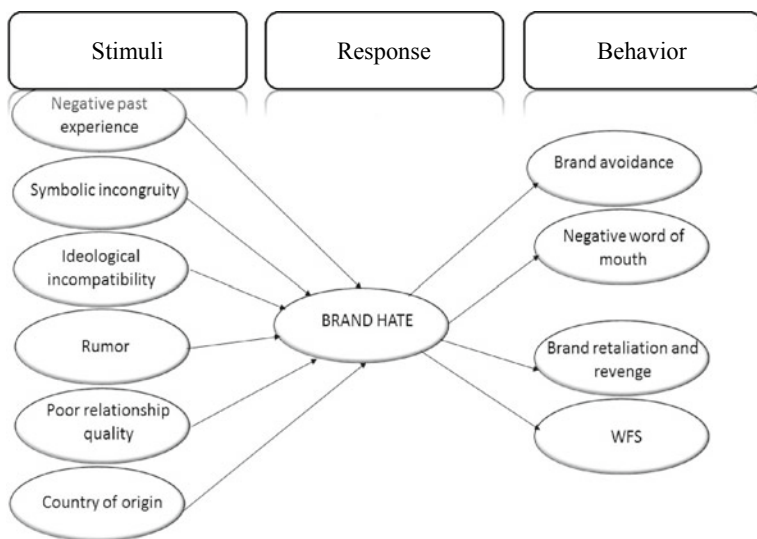
6.5.4 Willingness to Make Financial Sacrifices to Hurt the Brand (WFS)

Extant literature suggests that if consumers have positive emotions towards a brand, they have the “willingness to make financial sacrifices in order to obtain it” (Thomson et al., 2005, p. 77). According to Albert and Merunka (2013), brand love has an impact on willingness to pay (WTP) a premium price for a given brand. However, the question is, are consumers with negative emotions towards a given brand willing to financially sacrifice to hurt the brand? Jin et al. (2017) posit that brand love and hate are associated with each other. Therefore, the same could be reasoned in the context of WTP and WFS (Fetscherin, 2019). Sweetin et al. (2013) further explain that consumers have the willingness to penalize or cause harm to a brand. WFS should be differentiated

from brand retaliation and brand revenge, in that revenge and retaliation, are founded on the theory of equity where the key intention is to restore equity (Kähr et al., 2016) whilst WFS is founded on the theory of interdependence which implies that if it is the will of people to sacrifice in ensuring that they do good for a relationship, there should be the expectation that same be applied to causing harm (Fetscherin, 2019).

Furthermore, the focal point of WFS is the consumer’s monetary sacrifices that are committed to hurt the brand e.g. the willingness to bear the cost of writing complaint letters or the registration and hosting fees for purchasing anti-brand website but retaliation and revenge are focused more on stealing from the brand, intentionally breaking or causing harm to things from the brand or wasting resources from the brand (Fetscherin, 2019). Fetscherin (2019) thus proposes that brand hate leads to the willingness to make financial sacrifices (WFS).

6.5.4.1 Proposed Comprehensive Conceptual Framework



6.6 Opportunity for Future Research

The main limitation of this paper is that it is not operationalized. Future study should operationalize it in different cultures and industry to ensure its generalizability. The negative relationships existing between consumers and brands, and the role consumers' emotions play in such relationships are attracting the attention of modern scholars, indicating that there exist several research issues that need to be worked on (Hashim & Kasana, 2019). Meanwhile, this study considered the antecedents and outcomes of brand hate. Hashim and Kasana (2019) recommend that future research could look into the management process of brand hate. Except for With the exception of Ahmed and Hashim (2018) and Kucuk (2016) who discussed few strategies required in the management of brand hate, the management process required to handle brand hate has been non-existent. This according to Hashim and Kasana (2019) may be as a result of the need to apply different recovery process to each antecedent of brand hate mainly because each antecedent of brand hate requires that different recovery process is applied (Hashim & Kasana, 2019). Although Kucuk (2016) discussed the consumer-related antecedents of brand hate, no study has empirically proved that these antecedents influence brand hate (Hashim & Kasana, 2019). Therefore future studies should investigate this issue comprehensively to enhance the understanding of the factors that stimulate brand hate (Hashim & Kasana, 2019). Because the personalities of some consumers obstruct managers' effort in reconciling brand haters with the company, future research needs to look into this issue (Fetscherin, 2019; Hegner et al., 2017a).

Underhill (2012) argues that love and hate are social and cultural constructs. As such, future research should investigate the degree of influence of culture and society on brand hate (Hegner et al., 2017a). Jain and Sharma (2019) suggest that future research should investigate independently the dimensions of both active and passive brand hate to clearly outline the peculiarity between the behavioural outcomes of the two dimensions. Future research should also investigate the role and significance of monetary and non-monetary sacrifices in brand hate relationship situations (Fetscherin, 2019). Finally, Grégoire et al. (2009)

posit that brand revenue declines with time whilst brand avoidance surges with time. Hence future research should measure the degree to which the antecedents and outcomes change over time as well as their impact on brand hate (Hegner et al., 2017a).

6.7 Conclusion

Hashim and Kasana (2019) posit that although recent studies have investigated the negative relationships between brands and consumers with varied outcomes like Hegner et al. (2017a) who discussed extreme negative emotions and Kucuk (2016) who discussed brand hate and its determinants, there is still a theoretical gap in terms of factors that trigger the emotional feeling of hatred as extant literature (Fetscherin & Heinrich, 2014; Fournier & Alvarez, 2013; Park et al., 2013) has emphasized that further research need to be launched into brand hate. Recent studies have stressed either the determinants or the outcomes of negative emotions but fallen short of presenting a study that comprehensively considers both (Hegner et al., 2017a). Furthermore, as a practical gap, studies on brand hate websites demonstrate that the feelings and activities of consumers who exhibit hatred towards brands have negative consequences on companies (Kucuk, 2014).

For that matter, this conceptual paper discussed comprehensively by reviewing current literature on the antecedents (negative past experience, symbolic incongruity, ideological incompatibility, rumour, poor relationship quality and country of origin) and consequences (brand avoidance, negative word-of-mouth, retaliation, and revenge, and WFS) of brand hate by basing the study on the theory of S-O-R. It is also clear from the review of literature that future research needs to investigate this brand hate construct. This conceptual paper contributes to the extant literature by suggesting that brand hate is a multi-dimensional construct which is influenced by emotions and also considers a new outcome variable named WFS (Fetscherin, 2019), all in one study. The study also proposes a comprehensive conceptual framework for operationalization. Practically, it provides managers with the requisite knowledge of the factors and emotions that drive brand hate and how they associate with

diverse behavioural outcomes (Fetscherin, 2019). This enables firms to manage brand hate well to protect their brands and earn a competitive advantage.

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7

Types of Corporate Social Responsibility Initiatives as Response to COVID-19 Pandemic in Emerging Economies

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7.1 Introduction

In today's competitive marketplace, corporate social initiatives (CSIs) have garnered significant interest due to their strategic importance to companies across industries (Jeffrey et al., 2018). The strategic importance of CSIs to corporate organizations and the increased interest in the subject is evident from the millions of dollars firms spend on CSR activities (Lu et al., 2020). For instance, KPMG's (2020) survey on CSR and sustainability reporting shows that over 80% of companies worldwide now report their CSR initiatives. The increasing interest in the CSI concept could also be attributed to the increasing interest of consumers, governments, and other stakeholders in the contributions companies can and should make to societal well-being.

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The continuous growth of the CSR concept in importance and significance is an indication that being committed to societal and environmental well-being is no longer a mere ethical or legal issue but a strategic means of achieving business objectives while making the world a better place (Park, 2017). Research has shown that consumers in recent times show more respect for firms that strongly engage in social initiatives and value their products/services more (Famiyeh, 2017; Nyarku & Ayekple, 2018; Park, 2017). For instance, Shukla et al.'s (2019) survey in India indicates that about 55% of consumers are willing to pay more for socially responsible products. As a result, CSR issues now prominently appear on the corporate agenda.

As part of their CSR obligations, several calls have been made on private sector businesses to support governments' efforts in dealing with the health and economic challenges posed by the new coronavirus pandemic, particularly in emerging economies. According to scholars (e.g., Kotler et al., 2012), there are six major types of CSR initiatives that these private corporations could use to respond to this clarion call. These CSR types are corporate philanthropy, cause-related marketing, cause promotion, corporate social marketing, workforce volunteerism, and socially responsible business practices. The CSI type/s used to respond to the fight against the Covid-19 pandemic, particularly in emerging economies, is not known in the literature. There is a need to evaluate these initiatives to identify the CSI mix useful for dealing with the pandemic's challenges in emerging economies. Therefore, the current study seeks to evaluate the CSI types as a response to the fight against the Covid-19 pandemic in Africa, Asia, and South America; provide differences and similarities in the response types and implications for practice and policymakers.

The study is structured as follows: the next section presents a brief discussion of the Covid-19 pandemic. The response from corporate organizations, particularly emerging economies, was discussed in section three. The fourth section presents the theoretical underpinnings of the study and a review of existing literature. The methodology followed was discussed in part five. The results and discussions followed. Finally, conclusions, suggestions, implications (theoretical and managerial), and future research directions were presented.

7.2 The Impact of the Novel COVID-19 Pandemic

Coronaviruses are a large group of viruses that are common among animals. In rare cases, they are what scientists call zoonotic, meaning they can be transmitted from animals to humans, according to the US Centers for Disease Control and Prevention. It is a dangerous disease with an incubation period between 4–6 days (WHO, 2020b). It is fatal, especially for those with a weakened immune system (the elderly and the very young). It could also result in Pneumonia and bronchitis. When it comes to human-to-human transmission of the virus, often, it happens when someone comes into contact with an infected person's secretions or touched something an infected person has touched and then touching one's eye, nose or mouth.

The coronavirus, which was first reported in Wuhan, China, has rapidly spread worldwide within eight weeks to become a pandemic the world is currently battling with. As of September 16, 2020, the Coronavirus (Covid-19) pandemic has affected 210 countries and territories worldwide, infecting 32.3 million people worldwide, resulting in 978,000 deaths (WHO, 2020a; World Bank Report, 2020). The rapid rate of infection and deaths, coupled with the fact that there are currently limited vaccines, had led to some drastic measures, including travel bans, physical distancing, total or partial lockdown by governments worldwide. The impact of the pandemic on businesses and economies around the world paints a bleak picture, with recessions in almost every economy across the world. The impact of the outbreak, for instance, is expected to reduce China's GDP growth rate to 1% in 2020 from 6.1% in 2019 (EIU, 2020). According to The Economist Intelligence Unit's estimations, the US economy will contract by 2.9% in 2020. The eurozone will be one of the hardest-hit regions, posting a full-year recession of 6%. Germany (−6%), France (−5%), and Italy (−7%) will register full-year recessions. Growth prospects are inferior across Latin America. Argentina (−6.7%), Brazil (−5.5%), and Mexico (−6.5%) will all register recessions this year, 2020 (EIUs, 2020).

Despite the hard-hit negative impact of the pandemic on businesses, they have not relented on their CSR commitment even in this challenging time. As of September 2020, the WHO has received over \$237 million as contributions and donations from corporate organizations and individuals as support to fight the novel Covid-19 pandemic (WHO, 2020a).

7.3 Response from Private Businesses in Support of the Fight Against the Pandemic

In Ghana, corporate organizations have contributed immensely to the fight against the pandemic in many ways. For instance, the Ghana private sector COVID-19 Fund, a private sector-led initiative, was established with the sole objective of providing prompt response to health and other associated crises the pandemic presents. Several organizations, including the Fidelity Bank Ghana, Standard Chartered Bank, Kasapreko, the CH Group, Zenith Bank, and others, have made contributions to the fund. In less than 100 days, the fund built and handed over a 100-bed infectious disease center (the first of its kind in the country) to the government of Ghana. As of August 31st, 2020, private corporate organizations have contributed over \$40million to support the COVID-19 private sector fund. To curb the spread of the pandemic, mobile money companies in the country waived charges on transactions to reduce physical money usage for transactions.

To address the shortage of hospital beds for infected patients, Chinese companies have contributed to building a 1000-bed and 1,600-bed facility at Huoshenshan Hospital and Leishenshan Hospital in Wuhan, respectively, under ten days. Huawei and China Telecom jointly set up a 5G-enabled remote video diagnostic center, enabling medical staff to conduct remote online consultations with potential patients.

In South America, Brazil is one of the countries severely hit by the pandemic and the second most exposed country globally after the USA in the number of cases and deaths. According to the Brazilian

health ministry, as of June 25, 2020, the country has recorded over 1.2 million cases, with 54,971 deaths (The New Humanitarian, 2020). Several measures and policies have been implemented by the Brazilian government to curb the spread of the pandemic (World Bank Report, 2020). Private sector companies have also responded swiftly to support communities and the government's effort to alleviate the impact of the pandemic. As of July 20, 2020, Brazilian companies have donated over \$1 billion to the COVID-19 response fund (The New Humanitarian, 2020). For instance, Chevron has contributed R\$ 1 million to construct a hospital in the Gavea district and R\$ 45 million to a fund to build a hospital in the Leblon district. The company also donated about 1,800 personal hygiene kits totaling R\$ 32,500 to parents and children at the Gavea hospital. After investing US\$ 15 million globally in the fight against the pandemic, Citibank donated R\$ 5 million to No Kid Hungry and an additional R\$ 5 million to reduce severe suffering in areas hard hit by the crisis. The employees of the company voluntarily created a campaign to donate 10,000 baskets with essential goods to families living in underserved areas. Several other companies like Colgate-Palmolive, Cummins, Dow, ExxonMobil Brasil, etc., have contributed colossal amounts of monies to support the Brazilian government's effort to mitigate the impact of the Covid-19 pandemic.

In Sub-Saharan Africa, South Africa is one of the countries severely hit by the pandemic (Osseni, 2020). The country leads the region with 653,444 cases, 15,703 deaths, and 584,195 recoveries as of September 16th, 2020 (Worldometer, 2020). The private sector companies in SA have supported the government's efforts to dealing with the threat posed by the pandemic to human life. The WHO has particularly applauded the exemplary response of the SA's private sector. Companies such as AECI, Standard Bank, NBI, B4SA, Direct Relief, etc., have contributed over \$26 billion as of August 2020 to the Covid-19 relief fund.

The private sector's response in other African countries to curb the spread of the pandemic has also been awe-inspiring. For instance, in Nigeria, private sector companies are at the forefront of the fight against the pandemic. The Dangote Group, Access Bank, Zenith Bank, Guaranty Trust Bank, MTN, UBA, and KPMG have come together to form

the Coalition Against COVID-19, providing financing for the immediate purchase of medical supplies and the creation of isolation centers (WEB, 2020). For example, United Bank for Africa (UBA) donated an amount of \$13 million to provide beds for isolation centers and intensive care units. In Kenya, Safaricom implemented a fee-waiver on its mobile money product, M-Pesa, to limit physical money exchange.

7.4 Literature Review

Corporate social responsibility is described as the commitment by corporate organizations to make the world a better place through corporate investments (Lee et al., 2017). It is the discretionary business practices or voluntary commitments businesses make to improve societal well-being rather than mandatory, moral, or ethical activities expected of them. This concept of contributing to societal well-being has grown considerably due to the importance consumers, and other stakeholders attach to being responsible to society beyond just creating value for shareholders (Su & Swanson, 2019). In other words, there is an increasing demand for corporate bodies to contribute toward making the world a better place to live. Many companies now engage in CSIs to improve public health, safety, community, or environmental well-being as a strategic means to achieve a competitive advantage, corporate reputation, and financial performance (Xie et al., 2017). Empirical studies by scholars have shown that firms that strategically engage in CSIs are more likely to be competitive than those that are not socially responsible (Chen-Ying, 2019; Han et al., 2020; Kim et al., 2019; Zayyad et al., 2020). For example, Han et al. (2020) have shown that consumers positively respond to brands that support CSR initiatives. The findings of Kim et al. (2019) also show a positive association between cause-related marketing activities and firm reputation.

CSIs are categorized under six major types: cause promotion, cause-related marketing, corporate social marketing, corporate philanthropy, workforce volunteering, and socially responsible business practices (Philip Kotler & Lee, 2005). These CSI types are briefly discussed below.

7.4.1 Cause Promotion

Providing support for promotional activities to create awareness of a social issue through paid sponsorships is termed cause promotion (Kotler et al., 2012). In short, supporting social causes through paid sponsorship. For instance, Toyota Ghana sponsored multimedia group Ltd (Joy FM) to run a campaign dubbed “arrive alive” to raise public concern about the dangers of reckless driving. In Canada, Molson Coors (a beverage company) is the primary sponsor of the “Red Leaf Project” campaign to incorporate tree planting and greening behavior among the citizenry.

7.4.2 Cause-Related Marketing (CRM)

This is when an organization donates a specified percentage of its revenue from selling specific items/products to support a social cause/s (Kim et al., 2019; Kotler & Lee, 2005). The objective is to build a mutually beneficial relationship that will benefit the company by increasing its sales and generating funds to support the charity initiative. For instance, Kasapreko Co. Ltd in Ghana donates 0.02USD to the Kole-Bu cardio center on each bottle of water sold.

7.4.3 Corporate Philanthropy

Corporate philanthropy involves gifts or monetary contributions given by corporations to social and charitable causes, such as those associated with education, culture, health care, and disaster relief (Hogarth et al., 2018). The organization contributes directly to a charity or cause, usually in the form of cash grants, donations, or in-kind services (Kotler & Lee, 2005). This type of CSI is the oldest and the most common type of social initiative undertaken by corporate organizations, particularly in disastrous cases.

7.4.4 Corporate Social Marketing (CSM)

CSM refers to a means whereby a corporation supports the development and implementation of a behavior change campaign intended to improve public health, safety, the environment, or community well-being (Kotler & Lee, 2005). The main goal of a CSM initiative is to promote behavioral change for improved health, safety, or well-being of the environment (Kotler et al., 2012). Thus, the focus on behavior change is the key difference between CSM and other CSR initiatives. Scholars (e.g., Kotler et al., 2012) describe CSM as “the best of breeds” when it comes to achieving a competitive edge while supporting a social cause. When people benefit from a behavior change initiative supported by a company, they are likely to have a strong and positive association with the organization that supported the initiative. Thus, the current situation of the Covid-19 pandemic, which is crippling both national and individual economies, supporting a behavior change initiative is much likely to be appreciated by consumers and other stakeholders.

7.4.5 Workforce Volunteering

This is when employees and other partners of an organization are encouraged to voluntarily provide support in the local community or support a social cause or when they are encouraged to engage in charitable activities as part of the organization’s CSR effort (Kotler et al., 2012; Lee, 2016). Supporting employees to voluntarily get involved in social causes benefits employees and society while helping companies meet their CSR obligations (Barkay, 2012; Basil et al., 2009). The work of De Gilder et al. (2005), for instance, found that employee volunteerism positively contributed to a company’s value chain and enhanced the morale of employees. The findings of Yadav et al. (2018) also demonstrate that employees’ involvement in charitable activities enhances the organization’s public image. These empirical findings suggest that employees’ support during this challenging moment of Covid-19 will positively affect organizational performance in terms of reputation, loyalty, and sales.

7.4.6 Socially Responsible Business Practices

This is defined as discretionary or voluntarily conducting a corporation's business activities in a manner that aligns with a generally perceived social good (Kotler et al., 2013). Put differently, doing business in a manner that protects society and the environment voluntarily is described as responsible business practices. These perceived social goods could be using recyclable packaging materials, reducing CO₂ emissions, and other sustainable business practices that protect the environment. These perceived social goods, though good for society, the organization is not under obligation to abide by them. Thus, abiding by them is discretionary. For instance, DTE Energy, a Michigan-based utility company, has voluntarily set a target to reduce CO₂ emissions by 45% by 2030 and 80% by 2050. Coca-Cola's voluntary effort to reduce the 3.7 million metric tons of greenhouse gases its delivery trucks contributes to the world by 25% by 2025 and Dukes energy's commitment to generate electricity with net-zero carbon emissions by 2050 are few examples of responsible business practice (Lee, 2016; Kotler et al., 2013). In the context of the current Covid-19 pandemic, doing business in a manner that protects people from contracting the Corona disease could be described as a responsible business practice. Research has shown a positive association between socially responsible business practices and firm reputation, customer loyalty, and purchase intention (Jermsittiparsert et al., 2019; Kornilova & Karashchuk, 2017).

7.5 The Stakeholder Theory as Underpinning Theory for the Study

The stakeholder theory's core argument is that organizations should consider the interest of all stakeholders, not just the interest of shareholders, to achieve superior performance (Argandona, 1998; Freeman et al., 2004). Thus, since organizations do not operate in isolation, managing the aspirations of societies in which they operate and the interest of other stakeholders is crucial to companies' success and survival. Previous findings have shown that fulfilling the legal, economic,

ethical, and philanthropic expectations of stakeholders is necessary for superior performance (Jamali, 2008; Xie et al., 2017). For instance, the work of Kim et al. (2018) has shown a positive and significant relationship between CSR and financial performance. From the European context, Martínez and Rodríguez's (2013) findings provide empirical evidence to show that hotel guests are more loyal to firms that engage in CSR initiatives. From the Indian perspective, the work of Yadav et al. (2018) also shows that engaging in CSR initiatives can lead to trust development among employees and, at the same time, enhance the organization's corporate reputation. These findings provide justification that being stakeholder-oriented is key to success and survival. These findings suggest that engaging in CSR initiatives and being perceived as a socially responsible company is one way to gain customers and other stakeholders' support. It also shows that embarking on CSR initiatives to curb the impact of Covid-19 in these critical moments is likely to impact firm performance positively.

One of the critical reasons why firms are motivated to invest in social responsibility initiatives could be traced to the stakeholder theory. The theory suggests that the organization's survival is much dependent on social performance, just as it is on financial performance (Xie et al., 2017; Yadav et al., 2018). According to Yadav et al. (2018), this recognition has led to the increasing CSR engagement by firms both broadly and for particular CSR tools such as philanthropic, cause marketing, cause promotion, and employee voluntarism. Given the ability of CSR to create shared values between a brand and its consumers, it has the potential to enhance both the competitiveness and economic performance of the organization as well as the well-being of societies in which the firm operates.

7.6 Methodology

The study aims to identify and analyze CSI types used by private sector companies to curb the impact of Covid-19 in emerging economies (Asia, South America, and Sub-Saharan Africa). The study further seeks to draw similarities and differences among the CSI types in these economies. The

study's sample population was drawn from private corporations from Asia, South America, and Sub-Saharan Africa. These regions were purposively selected due to the severity of the cases in these regions and to have a balanced view of CSR actions undertaken by corporate organizations to mitigate the impact of the pandemic in different parts of the world.

In Asia, China was selected since the virus originated from that part of the world. In South America, Brazil was chosen given the severity of the pandemic in that country. As of the time of this study, Brazil was the hardest-hit country in South America and the second most exposed country globally after the USA (The New Humanitarian, 2020). In Sub-Saharan Africa, Ghana and South Africa were selected since these two countries recorded the highest number of cases in Africa at the time of this study. CSR initiatives by the top three listed companies on the various stock exchanges were selected in each country. The top three listed companies were selected because, according to Dias et al. (2019), top-tier organizations are more likely to engage and report their CSR activities than small and medium-sized organizations.

The study follows Hinson et al.'s (2010) approach by searching the websites of these companies for information regarding their CSR activities to combat the Covid-19 pandemic. Besides, the author also searched the Google browser for information about the CSR initiatives of these companies concerning the alleviation of the Covid-19 burden.

In China, the Shanghai Stock Exchange (SSE) was selected ahead of the Shenzhen Stock Exchange since it is ranked the 4th largest stock market in the world, with a market capitalization of US\$4.0 trillion as of December 2020. The top three companies selected are Kweichow Moutai Co. Ltd, Industrial and Commercial Bank of China (ICBC), and Agricultural Bank of China. In Brazil, the top three companies listed on the Brazilian stock exchange as of September 16, 2020, are Petrobras, Itau Unibanco, and Banco Bradesco. Compagnie Financiere Richemont SA, Anglo American PLC, and FirstRand Limited were the top three companies on the Johannesburg Stock Exchange as of September 16, 2020. In Ghana, the companies selected are MTN Ghana, CAL Bank, and Total Petroleum. The study adopted the thematic categorization approach used by Mbah et al. (2007) to analyze the data.

7.7 Results

7.7.1 CSIs to Mitigate the Impact of Covid-19 in China

Although several organizations have responded favorably to the fight against the pandemic, the study is limited to the efforts of the top three companies on the SSE. Table 7.1 provides details of CSIs by these companies. The results show that all three companies engaged in socially responsible business practices by taking discretionary steps to protect customers and employees from contracting the disease through discretionary activities to observe safety protocols. These organizations ensure that their employees and customers wash their hands, wear their facemasks, and keep the recommended social distance. For instance, Kweichow Moutai voluntarily installed a hand-washing machine outside its premises to encourage frequent washing of hands. Industrial and Commercial Bank of China also voluntarily provided relief packages for SMEs hard hit by the pandemic.

Additionally, all the top three companies in China engaged in philanthropic donations of various kinds to provide support to alleviate the impact of the Covid-19 pandemic. For instance, Kweichow Moutai made cash donations to people hard hit by the virus in impoverished areas. The Industrial and Commercial Bank of China also made several donations, including PPEs, medical supplies, and a cash donation, to support the building of hospitals to cater for Covid-19 patients. The Agricultural Bank of China also provides free medical supplies to hospitals in China and cash support of over 20 billion yuan to farmers and related agri-businesses.

Aside from corporate philanthropy and socially responsible business practices, only ICBC's employees voluntarily made cash donations to support efforts aimed at curbing the impact of the pandemic. None of China's businesses embarked on a behavioral change campaign (corporate social marketing), cause-related marketing, or cause promotion to mitigate the threat posed by the pandemic.

Table 7.1 CSR initiative corporate China to mitigate the impact of Covid-19

Company	CSM	Corporate philanthropy	CRM	Employee volunteerism	CP	Socially responsible business practices
Kweichow Moutai	-	Made cash donations to people in poverty-stricken areas and regions hardly affected the Covid-19 pandemic Donated free bottles of the nation's most sought after liquor to coronavirus heroes (frontline health workers)	-	-	-	The company installed a hand-washing machine outside its premises to frequently encourage its stakeholders to wash their hands under running water
Industrial and Commercial Bank of China (ICBC)	-	Donated PPEs and cash worth \$100,000 to Turkey to combat Covid-19 Donated medical supplies worth 36.68 million rupees to Pakistan to help curb the Covid-19 pandemic Donated cash to support the building hospitals to cater for Covid-19 patients	-	Employees of the bank donated RBM61 million to support Hubei's fight against the Covid-19 pandemic	-	The bank voluntarily provided relief packages for SMEs hardest hit by the pandemic. The bank also helped enterprises and companies working to control and prevent the spread of the Covid-19 pandemic through integrated efforts such as equity financing, interest-free loan, bond underwriting

(continued)

Table 7.1 (continued)

Company	CSM	Corporate philanthropy	CRM	Employee volunteerism	CP	Socially responsible business practices
Agricultural Bank of China	-	<p>Donates medical supplies to enhance the fight against Covid-19</p> <p>Support farmers and enterprises whose business involves the production, processing, and circulation of foodstuffs with interest-free loans amid the pandemic</p>	-	-	-	<p>Part of the six banks in China that voluntarily provided lending support for companies to kick start the country's economic recovery</p>

7.7.2 CSIs in Brazil Against Covid-19 Pandemic

Like China, all three top companies in Brazil have engaged in activities that could be described as socially responsible business practices by voluntarily putting up safety measures to protect customers and other stakeholders. This is a vital demonstration that corporate organizations try their best to be good citizens by engaging in voluntary socially desired activities such as implementing WHO's measures. The results in Table 7.2 further show that in Brazil, corporate philanthropy dominates CSR activities by firms supporting governments' efforts to curb the spread and impact of the Covid-19 pandemic. For instance, Petrobras, a petroleum giant in Brazil, supported the fight against the pandemic by donating three petaflop supercomputers, which is equivalent to 3 million laptops' processing capacity. This was to collaborate with Stanford University's studies to pursue vaccines and drugs for the COVID-19 pandemic. The company also embarks on employee volunteerism by encouraging its employees and researchers to help save lives through their technical know-how. The employees voluntarily provide technical support for a team working to provide personal protection equipment (PPEs) locally for the mass majority.

Itau Unibanco, the largest financial institution in Brazil, also donated an amount of \$196 million and \$5 million to support hospital infrastructure and medical supplies, respectively, to combat the pandemic. The company further embarks on a cause promotion campaign to stress the need for preventive measures against the pandemic through its "Health for All campaign." Banco Bradesco also provides cash donations in support of hospitals and medical supplies.

A careful analysis of the CSIs by Brazilian companies, as shown in Table 7.2, indicates that four out of the six CSIs (corporate philanthropy, responsible business practices, cause promotion, and employee volunteerism) were used to support the fight against the pandemic. None of the companies use CSM and CRM. Corporate philanthropic initiatives (both in cash and in-kind) seem to be the most popular form of CSR initiative embarked on by private businesses in Brazil to support the fight against the pandemic's spread.

Table 7.2 CSIs by Brazilian companies to combat Covid-19

Company	CSM	Corporate philanthropy	CRM	Employee volunteerism	CP	Responsible business practices
Petrobras		<p>Allocates part of its supercomputer processing capacity to researchers at the department chemistry of Stanford University in California seeking to find medication and vaccines against the coronavirus</p> <p>The company supported Coppe-UFRJ in the production of ventilators for critically ill patients</p> <p>They donated 20,000 safety and hygiene items to UFRJ</p> <p>Donated 600,000 test kits to United Health System (UHS) to detect Covid-19</p> <p>Donates three petaflop supercomputers equivalent to the processing capacity of 3 million laptops to collaborate the studies led by Stanford University in the pursuit of vaccines and drugs for COVID-19</p>	–	<p>The organization's employees and partners have used the company's technological infrastructure to help save lives</p>	–	

Company	CSM	Corporate philanthropy	CRM	Employee volunteering	CP	Responsible business practices
Itau Unibanco		The company donated \$196 million to help strengthen the efforts of hospitals in tackling the Covid-19 pandemic	-	-	The bank has supported publicity initiatives and campaigns by key media houses stressing preventive measures against the pandemic	Reduced banking hours and encouraged customers to use online services and cash depositing ATMs
Banco Bradesco		The company is part of the biggest private sector lenders that donate \$5 million to import test kits, ventilators, and imaging equipment to respond to the Covid-19 outbreak	-	-	-	The company tested its 100,000 employees for the coronavirus to contribute to the national effort to reduce the virus's spread

7.7.3 CSIs by South African Companies to Support Efforts Against Covid-19

The analysis of the results shows that South African companies embark on four significant types of CSIs (philanthropic, responsible business practices, employee volunteerism, and CSM) to help local authorities mitigate the impact of Covid-19 in South Africa. None of the companies embarked on CRM and cause promotion. However, just like Brazil and China, corporate philanthropic initiatives are the most widespread and effective means of committing private business resources to support the efforts to curb the pandemic's spread and impact. For instance, Compagnie Financiere Richemont SA donated over 1 million masks to medical staff and frontline workers and partnered with a local charity organization to provide food packages and PPEs to vulnerable households during the lockdown in SA. Anglo American PLC also donated \$2 million to South Africa's solidarity fund to help fight the pandemic. The company also provided hospital facilities, food and water to vulnerable communities, support for over 79 clinics with medical supplies, and six ambulances to the emergency response team in North Cape. Aside from these donations, Anglo American PLC embarked on a behavioral change campaign to encourage the citizenry to adopt the new safety protocols and change in attitude against the stigmatization of people who tested positive with Covid-19.

FirstRand Limited, a leading financial provider in South Africa, provided food for the people of Mpumalanga, a less privileged community hard hit by the pandemic. The company also donated 80,000 quality masks to vulnerable families and R100 million to South Africa's COVID-19 fund, set up to provide medical structures, particularly those related to testing. Aside from these donations, the company's top employees donated 30% of their three-month salaries to support the Covid-19 fund (Table 7.3).

Table 7.3 CSIs of SA companies to mitigate the impact of Covid-19

Company	CSM	Corporate philanthropy	CRM	Employee volunteerism	CP	Responsible business practices
Compagnie Financiere Richemont SA		The company made a cash donation to the Red Cross Society in China, Wuhan Provided over 1 million masks to medical staff and frontline workers Donate food packages, medicine, and PPEs to hospitals and those most in need				Voluntarily adopted safety measures aligned with WHO's and local authorities' safety guidelines to protect customers, employees, and the community
Anglo American PLC	Embark on educational and behavioral change campaigns to change peoples' attitudes toward safety measures Behavior change campaign against stigma for anyone who tested positive for Covid-19	Donate \$2 million to South Africa's solidarity fund to mitigate the impact of Covid-19 Provided hospital with beds, PPEs, medical equipment, and accommodation for health professionals Provided support for 70 clinics through the provision of PPEs, cleaning materials, and training of staff Donated six ambulances to the emergency response team in Northern Cape	-	-	-	To ensure that its employees and other stakeholders observe the safety protocols, the company provides free facemask daily to workers and visitors to the facility
FirstRand Limited		Donated R3 million to assist Food Forward South Africa ("FFSA") The company further donated 80,000 quality facemask to vulnerable families in KZN communities Donated R100 million to South Africa's COVID-19 critical care fund		Top employees of the company have forgone 30% of their three months' salaries as support for South Africa's COVID fund		The company allowed most of its employees to work from home to protect its customers and employees from physical contact

7.7.4 CSIs Undertaken by Ghanaian Firms to Support the Fight Against the Covid-19 Pandemic

The results in Table 7.4 show that the CSIs undertaken by Ghanaian private businesses to support the government's fight against the Covid-19 pandemic include corporate social marketing, corporate philanthropy, cause promotion, and responsible business practices. None of the companies embark on cause-related marketing and employee volunteerism. Concerning cause promotion, MTN Ghana and CAL Bank embarked on activities to create awareness about preventive measures through live presenter mentions and text messages. However, only MTN Ghana engages in a behavioral change campaign to encourage people to adopt the wearing of facemask as a preventive measure against the pandemic. Like other emerging economies, corporate philanthropy tops the list of voluntary initiatives to support the government's effort at curbing the impact of the Covid-19 pandemic. Table 7.4 summarizes the CSIs of the top three Ghanaian businesses to mitigate the pandemic's impact in Ghana.

7.8 Discussion of the Result

Several companies (both local and international) have engaged in a wide range of voluntary initiatives to alleviate the effects of the unprecedented global pandemic. The study, thus, seeks to examine the various CSIs by private businesses in emerging economies from Africa, Asia, and South America as a response to help curb the impact of the novel Covid-19 pandemic.

The result shows that corporate philanthropy is commonly undertaken by private businesses to support the fight against the pandemic across the continents. All twelve top listed companies across the various economies used for the study have extensively engaged in philanthropic donations as their contribution to the fight against the Covid-19 pandemic. Most of these charitable initiatives are cash and kind donations to help the various governments curb the pandemic's impact. For instance, in China, most private businesses directly contributed to the building of emergency

Table 7.4 CSIs by corporate Ghana toward the fight against Covid-19

Company	CSM	Corporate philanthropy	CRM	Employee volunteering	CP	Responsible business practices
MTN Ghana	Campaign to encourage the wearing of facemask (WEAR IT FOR MAMA)	<p>Donated \$900,000 to Covid-19 Trust Fund</p> <p>Provided food and water to the vulnerable during the lockdown</p> <p>130,500 PPEs and 10,000 test kits</p> <p>Donated GH¢5 million through its foundation to the government for the fight against the pandemic</p> <p>Construction of isolation and treatment facility</p>	-	-	<p>Creating awareness about the virus and how to prevent it through text messages to its customers</p>	<p>The company's most business activities, such as balance inquiries, account statements, and registration, have been moved online, and steps are taken to educate and encourage customers to use the online services.</p> <p>Re-arrangement of seats in the waiting area to achieve 2 m social distancing</p>

(continued)

Table 7.4 (continued)

Company	CSM	Corporate philanthropy	CRM	Employee volunteering	CP	Responsible business practices
CAL Bank		<p>Donate GH¢2 million to Covid-19 National Trust Fund</p> <p>Donate PPEs worth GH¢230,000 to four hospitals</p>	-	-	<p>Live presenter mentions on Covid-19 pandemic while encouraging customers to use virtual banking</p>	<p>Introduce new measures such as cash receiving ATMs and online banking services and have embarked on educational and promotional activities to encourage customers to use these services to reduce onsite banking activities. Provided tents outside the banking hall to achieve social distancing</p>
Total Petroleum		<p>Donate free fuel worth GH¢1 million to the Covid-19 National Trust Fund</p> <p>Donate hand sanitizers and facemasks to commercial drivers</p>				

hospitals to deal with the increasing number of patients affected by the pandemic. Most of these companies also donated hospital equipment and personal protective equipment to ease the pressure on health facilities in dire need of this equipment. In Africa and South America, the result shows that private businesses made swift charitable donations (both cash and in-kind) to institutions or committees established to raise funds to deal with the coronavirus's spread. For instance, in Ghana and South Africa, the result shows that private corporations made substantial cash donations to the National Covid-19 Trust Fund and the Solidarity fund, respectively.

Although other types of CSIs could provide useful and relevant remedies to curb the pandemic's impact, the results of the current study show limited application of the other types of CSIs. For instance, the result contradicts Rego et al.'s (2020) findings, which suggest CRM as a more likely CSI approach to be used by private corporations to support issues that have attained national interest. The dominance of corporate philanthropic initiatives could be explained by the fact that the pandemic's situation requires more resources (cash and kind) to deal with the pandemic's health and economic threats. The dominance of charitable donations (corporate philanthropy) could also be attributed to the call by various governments for support from the private sector to deal with the burden posed by the pandemic. For instance, in Ghana, the call for support from the president has led to the establishment of the Ghana private sector Covid-19 Fund to raise support from the private sector.

Though effective in raising long-term finances (Kim et al., 2019), the use of cause-related marketing could not be very appropriate in the current situation. The current situation demands urgent resources to support the supply of medical equipment such as hospital beds and PPEs. This suggests that cause-related marketing may be an appropriate CSI tool for raising funds to support hospital infrastructure such as disease control and intensive-care units to take care of the increasing numbers of patients in the immediate future. However, the result supports the works of previous scholars that corporate philanthropy is the oldest and the most common type of CSI undertaken by firms for national disasters (Kim et al., 2018; Song et al., 2017; Su & Sauerwald, 2018). The result

also corroborates Shi's (2020) findings that in emergency situations, philanthropic donations attract positive recognition than other types of CSR activities.

In Asia, only one organization used employee volunteerism as a measure of combating the effect of the pandemic. Corporate social marketing and cause-related marketing were non-existent in companies' initiatives to curb the pandemic's impact in China. However, all the companies made donations either in cash or in-kind to mitigate the pandemic's impact.

In South America (Brazil), the result shows that none of the companies embarked on corporate social marketing and cause-related marketing to curb the pandemic's impact. Although all the companies have intensively engaged in philanthropic donations, only one company separately added employee volunteerism and cause promotion. In Africa (Ghana and South Africa), the story is not different. Corporate philanthropic donations top the list of initiatives to support the fight against the pandemic. However, the result shows that, though limited, behavioral change initiatives have received much attention by Ghanaian and South African companies as a contribution to the fight against the pandemic as compared with Asian and Latin American companies. This could be explained by the difference in perception toward the severity of the pandemic by these regions' citizens. For instance, in Ghana, the Ghana Health Service's survey (GHS, 2020) shows that the citizenry has a poor attitude toward the safety protocols. According to the survey, the poor attitude toward the safety protocols comes from the perception that the virus is not real, thereby, their lackadaisical attitude toward the safety protocols' adherence. This could further explain Ghanaian companies' interest in adopting behavioral change initiatives to encourage people to change their attitudes toward the safety protocols such as wearing a facemask and social distancing.

7.9 Implications and Conclusions

This paper presents a comprehensive analysis of CSI types used by private corporations from emerging economies (Asia, Africa, and South

America) as a response to efforts to mitigate the impact of the novel coronavirus pandemic. The result has shown that the call for support by top government officials to deal with the peculiar health challenges posed by the pandemic has resulted in philanthropic donations as the most common type of CSI used by firms in these emerging economies to mitigate the impact of the pandemic. The swift response in donations, both cash and in-kind, is a clear demonstration for policymakers that getting the private sector involved in nation-building initiatives will yield positive results. The results show that private businesses will be more willing to support nation-building initiatives if they believe that their resources will be put to good use. Specifically, given the infrastructure deficit in most emerging economies, policymakers could leverage this approach to help close the infrastructure gap. Policymakers can use targeted policies such as tax holidays, tax reliefs, and government contracts to encourage the private sector to take initiatives aimed at nation-building. For instance, there could be a reduction in corporate tax for companies that donate a specific amount or a certain percentage of their revenues to specific CSR activities. Our result corroborates Li et al.'s (2018) findings that as a significant stakeholder, corporate organizations are most likely to respond favorably to governments' calls concerning their CSR obligations.

Additionally, given the lack of medical facilities such as ICUs in most emerging economies, embarking on charitable donations to ease the pressure presented by Covid-19 is most likely to attract the attention and recognition of the government as a key stakeholder. Corporate philanthropic activities could be described as one of the most appropriate CSR actions at the moment. Therefore, as part of their CSR obligation, managers should consider investing in philanthropic initiatives, which are likely to qualify them for targeted governmental policies such as tax reliefs and rebates. According to the empirical evidence by Shi (2020), investing in philanthropic initiatives during an emergency or disastrous situation, as presented by Covid-19, is more likely to gain the necessary attention and recognition from stakeholders and positively influence a firm's reputation. Our result corroborates this finding.

The study further shows that there is a limited or no application of the other types of CSIs to deal with the threats posed by the pandemic. For

instance, although the most effective means of fighting the pandemic as recommended by WHO, requires a change in attitude regarding our usual ways of doing things, corporate social marketing (CSM), which deals with behavior change, received little attention. Managers of corporations should consider supporting or investing in behavioral change initiatives to change peoples' attitude toward the safety protocols. Embarking on behavioral change initiatives (CSM) is most likely to produce improved public image and increased customer loyalty since consumers are likely to show more respect for organizations that support behavioral change initiatives from which they benefit. For instance, scholars described CSM initiatives as "best of breeds when it comes to gaining market edge while supporting social causes" (Hategan, 2018; Kotler & Lee, 2005). Put differently, CSM initiatives are most likely to receive high public and stakeholder recognition and positively impact firm-level outcomes given the frequent call for change in behavior toward the safety protocol. Thus, managers of corporate bodies should consider CSM activities as part of their CSR programs during this challenging time presented by the Covid-19 pandemic. As stated earlier, given the damming effect of Covid-19 on both national and individual economies, initiatives such as CSM to prevent its spread is most likely to receive high attention and recognition from consumers and other stakeholders.

As shown by the result, employees' involvement in CSR initiatives toward the Covid-19 pandemic or supporting them to embark on volunteering activities to mitigate the pandemic's impact was limited. This is worrying as Aguinis et al. (2020) show that employees' commitment toward CSR activities, particularly activities concerning Covid-19, is critical to the success of those CSR programs. Therefore, we suggest that managers of corporate organizations should take steps to encourage their employees to participate actively and support CSR initiatives geared toward the pandemic. In other words, employees' support and involvement are critical to CSR's success in this Covid-19 season. It is, therefore, important for managers planning CSR activities during the pandemic to garner the support and commitment of their employees.

Based on the results of the current study, we further suggest that managers consider investing in cause-related marketing (CRM) initiatives that will commit a percentage of revenue or sales from specific

products to provide essential facilities such as health facilities. When consumers consider an issue that a CRM initiative is seeking to address an important, they are more likely to patronize the product, leading to increased sales (Christofi et al., 2020). Currently, consumers in most emerging economies consider initiatives to provide essential medical equipment as a step in the right direction. Therefore, embarking on CRM activities that seek to provide these facilities are likely to receive high recognition and patronage from consumers. However, the benefits of these CRM initiatives must be strategically communicated to reflect the current aspirations of consumers to reap the full benefit of these CRM programs.

7.10 Conclusions and Directions for Future Research

The purpose of the current study was to critically evaluate CSI types of corporate organizations in emerging economies embarked upon as their CSR obligations to deal with the threats posed by the Covid-19 pandemic. The study finds corporate philanthropy as the major type of CSR initiative that was embarked upon to help governments in emerging economies to deal with the threats posed by the pandemic. The study concludes that the dominance of philanthropic initiatives is justifiable given the peculiar situation presented by the Covid-19 pandemic. There is a clear need for more resources in cash and in-kind to help deal with the pandemic's economic and health problems.

The slow pace of adopting other CSIs such as CSM to respond to societal issues could be attributed to the lack of empirical studies demonstrating their effectiveness compared to corporate philanthropy (Blagov & Petrova-Savchenko, 2012). The complete lack of cause-related marketing to fight the pandemic is understandable since the pandemic's challenges require urgent attention. It is vital for future studies to empirically demonstrate the effectiveness of other CSIs in responding to social issues as those presented by Covid-19. For instance, an empirical study exploring the effectiveness of a CRM initiative that commits a percentage of sales to build an infectious disease center will be a great avenue

to contribute to knowledge. In other words, it is essential to ascertain the effectiveness of other types of CSIs in responding to social issues, as presented by Covid-19. Further studies should consider analyzing the CSR initiatives in response to Covid-19 in develop and developing economies.

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8

Visual Pollution Through Excessive Outdoor Advertisements

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8.1 Introduction

Advertising is defined as a type of marketing tool to communicate information aimed at generating interest or persuading target audiences (i.e.

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viewers, readers or listeners) to encourage initial or continuous patronage (Bittling-Marcher, 2008). Although most commercials are political and ideological advertisements, the key purpose of advertising is mostly to motivate or stimulate consumer behaviour with a commercial offering (Hoyer et al., 2013). There are various means of mass media advertisements, such as TV advertisements, radio advertising, newspapers, magazines, outdoor advertising or direct mail (Tirmizi et al., 2009). Commercial advertisers are usually aimed at creating enhanced patronage of goods or services and outdoor advertisement is one of the most utilised ways to attract customers in emerging economies.

Outdoor advertisement (OA) is advertising that customers are exposed to while they are outside their houses, and it is also known as out of home advertising. In a research study, Van der Walldt and Roux (2014) revealed that OA advertising has evolved from the established static outdoor advertising displays located next to the road to encompass advertising on walls, buildings or construction sites, moving transit advertising, stationary transit advertising, advertising on public facilities and structures and the advertising displayed outside or inside retail and leisure areas. In urban and some rural areas, OA is seen on houses, construction sites, walls, advertising on public transport, etc. With uncontrolled promotional practices, stationary transport transit areas such as train stations, taxi ranks and bus terminals are heavily utilised. Public services such as benches, street poles, lifts and kiosks are defaced by uncontrolled advertising operations. In parking areas, bicycle rack displays, shopping trolleys, etc., signs or banners can also be seen with displayed posters. Because of its benefits, advertisers use OA to engage the public as one of the favourite forms of advertisement. Authors such as Main et al. (2004) and Taylor et al. (2006) have provided many explanations in previous studies as to why billboards appear to be beneficial relative to other types of media. Potential advertising placement close to the point of sale, high exposure frequency to daily commuters, high visibility, twenty-four-hour presence, geographic flexibility for local advertisers, economic productivity in terms of the low cost of production and low cost per thousand exposures are some of the reasons. The need to restrict the number of

Table 8.1 Proportion of total advertising share spent on Outdoor Advertisements in some countries

Countries	Proportion of total advertising budget spent on outdoor advertisements (%)
Nigeria	30.6
South Korea	20.3
Ukraine	16.2
Singapore	14
Japan	14
Slovenia	12.8
Hungary	12.7
Bulgaria	12.5
France	11.4
Portugal	11.4

Source Muller (2013)

words in the post, short advertising exposure, low demographic selectivity, calculation issues, and visual pollution are on the other hand some of the drawbacks of OA.

Out of home advertising media around the world usually do not account for a large proportion of advertising budgets (Taylor, 2010). Murdoch and Mckinsey (2013) estimated that in 2012, global OA advertisement spending amounted to US\$30.4 billion and was projected to rise to US\$38 billion in 2017. Muller (2013) reported that outdoor advertisement media accounts for a large proportion of the total advertising spending share of countries in some countries (Table 8.1). Developing nations such as Nigeria, Kenya and Ghana face an unregulated explosion of billboards, posters and banners within their urban space due to their importance to advertisers. This explosion of OA could cause harm to the public and could be detrimental to economic development.

8.2 Problem Statement

There is no doubt visibility is valuable in advertising since it is foundational to brand exposure. Outdoor advertisers choose locations based on maximising visibility to target audiences, and their choices can sometimes have harmful effects on society. The negative impacts of outdoor

advertisements are seen in public life in various ways. Vardavas et al. (2009) studied the tobacco and alcohol outdoor advertising impact on the mental health of vulnerable populations such as low-income citizens, minority groups, and youth. Chmielewski et al. (2016) researched into the commercialisation of public space by outdoor advertising with a possible negative impact on local quality, while Suditu et al. (2016) looked at OA within the context of urban planning and poor regulation associated with it. Moon (2013) and Portella (2014) studied OA impact on the visual quality of the landscape and its contribution to visual pollution. Billboards have been associated with distracting motorists and causing road accidents (Decker et al., 2015; Dukic et al., 2013). Higher crash rates have been found in areas associated with heavy unregulated advertising, especially employing variable message display units (Cairney & Gunatillake, 2000) and electronic billboards (Farbry et al., 2001). While the issue of visual pollution has been widely debated, there is yet no clear conclusion as to how it can be measured and checked. The issue is very subjective as different urban contexts and people from different backgrounds and cultures have universal or distinct visual preferences (Portella, 2014). A perusal of the literature suggests that visual pollutants include outdoor advertisement (OA) that cause distraction, annoyance and irritation to passersby with possible mental and psychological effects; destroy aesthetics by affecting visual scenery including views of the landscape and the quality of visual images with possible economic effects.

There are various examples of regulations of outdoor advertisements across the world targeting the reduction of visual pollution. Several factors are considered in regulating the advertisements; the major ones are the benefit of the advert, the design, the society, the harmonisation with the urban area, and the possible distraction to drivers and to what degree (Ramanathan, 2011). Examples of urban areas with the involvement of city officials or regulators in visual pollution are observed in Asia, Europe, Australia and America (e.g., Burgess, 2018; Goryachev, 2019; Ramanathan, 2011; Shrivastava et al., 2016). In China, the city of Beijing has become a flagship of regulation of advertising to check visual pollution with the establishment of a special commission to review the layout of any street advertisement (Shrivastava et al.,

2016). However, in India, some types of regulations were introduced in various markets between shop keepers/shop owners and the municipal authorities. Markets such as Badi Chopad, Bapu market and many others on the grid of the city of Jaipur are regulated on the colour or size of the panel that displays the name of the shop and will always be hand-painted (Shrivastava et al., 2016). In Moscow, Russia, there is a regulation about the small size of outdoor advertising (Goryachev, 2019). In the United States of America, states such as Vermont, Alaska, Hawaii and Maine, have prohibited billboards in about 1500 cities. Vermont's law went into effect in 1968 (McCrea, 2008), Hawaii's law went into effect in 1927, and Maine's law went into effect in 1977 (Scenic America, 2021). These bans were either partial or total. In general, there is a limitation on the size and number of panels according to various criteria, such as the number of houses on a street or the location of the market. In Sao Paulo, Brazil, with a population of around 12 million, outdoor advertising is considered illegal since September 2007. The "Clean City" Law prohibits advertising on public transport and strictly regulates the dimensions of advertising on shop fronts. This had considerable success as Sao Paulo became a more beautiful and cleaner city (Rohter, 2006). Billboards in British Columbia, a Canadian province, are limited to 300 m from highways, and the government maintains the right to remove any billboard it finds to be an unsafe distraction (British Columbia, 2021). Despite the over-proliferation of billboards in most capital towns of developed and to some extent developing countries, Australia's capital city, Canberra, is conspicuously free from the dense proliferation of billboards due to a 1937 ordinance that regulated unauthorised proliferation of signages (Fettes, 2017). However, in 2017, the Australian Capital Territory considered making the law relatively flexible to allow more outdoor advertising (Burgess, 2018). An inquiry for the revision of the billboard regulation act received a record of 166 submissions, surprisingly highlighting only six respondents in favour of allowing more advertising in the territory (Burgess, 2018). Unlike most countries, the United Kingdom regulates billboards and other media adverts as part of the planning system. A display of an advert illegally or without due permission from planning authorities is classified as an offence and attracts a fine of up to about £2500 per poster. Fly-posting is illegal under the Town

and Country Planning Act 1990 (Section 224 and 225) and Town and Country Planning (Control of Advertisement) Regulations 1992 (the advertisements Regulations). A municipal tax regime on billboards was implemented in Toronto, in April 2010 with a portion of the revenue generated from offenders' conviction to be used to fund arts programmes in the city (Baluja, 2021).

Studies on visual pollution were conducted all over the world. Portella (2014) undertook worldwide research in countries such as England, France, and the United State of America, Brazil, Argentina and Egypt. Koeck and Warnaby (2014) studied OA in the United Kingdom, and Alwah and Wen (2019) conducted their research in China. Most researches were conducted in countries such as Pakistan (Wakil et al., 2016), India (Shrivastava et al., 2016; Jana & De, 2015), Lithuania (Kamičaitytė-Virbašienė & Godienė, 2015) and Poland (Chmielewski et al., 2018). In Africa, the majority of studies conducted on outdoor advertisements were done in the context of communication, urban planning and architecture (e.g., Agyarkoh, 2017; Landman, 2016; Oladumiye, 2013). Few studies of the effects of outdoor advertisements were conducted in Nigeria by authors such as Oladumiye (2013), Oladumiye et al. (2017), Kadala and Ilesanmi (2020) and Ogunbodede and Sunmola (2014). However, most based their work on conventional methods and techniques of landscape, urban planning and social studies. There is relative parsimony of studies related to outdoor advertising as a visual pollution issue. Hence, there is a need to address the knowledge gap of visual pollution caused by outdoor advertisements in developing countries.

Despite the intense research in OA, little has been done in analysing OA spatially, especially using GIS. This may be because of the application of GIS to business is still in its infancy stage (Chmielewski et al., 2016), especially in developing countries. Besides in Ghana, most pollution challenges scholars have focussed on are water pollution, plastic pollution, solid and liquid waste and e-waste (e.g., Appiah, 2017; Anomanyo, 2004; Agyei-Mensah & Oteng-Ababio, 2012; Oteng-Ababio, 2010; Yeleliere et al., 2018). This situation has also created a gap in knowledge on OA as a form of visual pollution and that needs the attention of the researchers. It is not surprising to discover

that visual pollution has not been mentioned in the Environment Statistics Compendium and the Ghana State of the Environment Report (GSS/EPA, 2020; EPA, 2017). The poor state of the Ghanaian environment, coupled with the degradation of socio-cultural norms and values, has made the issue of visual pollution unseen or unrecognised. It would seem like little attention is being paid to the proliferation of billboards, posters and banners that are mounted or posted haphazardly, affecting the view of the landscape. Businesses, small and medium enterprises (SMEs) and religious bodies use outdoor advertising as a marketing tool, polluting the visual scenery with many consequences unknown to the Ghanaian populace.

Cities managers have no complete outdoor advertisements database that describes their spatial dimensions, frontal direction, sizes, shape, height, ownership or identification numbers, sources, etc. Unfortunately, a proposed advertising bill has still not been passed to regulate the advertising industry. If clearer metrics can be established that could translate visibility into visual pollution, cities' officials in Ghana can begin answering questions like "how many OAs is too many?" and "at what density does OA clutter become harmful?" to landscape and society. In Accra, the Accra Metropolitan Assembly (AMA) has validated a policy document that provides guidelines for the outdoor advertising industry to ensure the efficient collection of revenue due to the assembly (Safo, 2017). However, this document does not conceptualise advertising as an environmental issue. Yet the city urban roads are full of unorganised billboards and posters pasted on walls and buildings that affect the scenery and even cause distractions to drivers. Some billboards have such bright lights that blind drivers at critical intersections of the city.

The main objective of this study is to investigate the state of the unregulated outdoor advertisements found on the urban roads of Accra and their contribution to visual pollution using Geographic Information Systems (GIS). This research intends, firstly, to develop an inventory of OAs in the study area, to show the state of outdoor advertisements on the urban roads and finally to map the spatial distribution of the OA contributing to visual pollution.

This study serves as baseline research on billboards, posters and banners contributions to visual pollution in Ghana, especially within the

urban settings. It closes the gap created by research in Ghana both in the field of environment and marketing, and further brings an innovative way of monitoring outdoor advertisements evolution on the urban roads which could be valuable to other developing countries. It is unusual to see outdoor advertisements mapped for environmental and managerial purposes in developing countries.

8.3 Limitations of the Research

Challenges and limitations encountered in this study could be grouped as technical, socio-economic and cultural. The first technical limitation of this study is its narrow area of research. The number of urban roads studied is limited, especially for mapping purposes. Secondly, the technology and human resource available to conduct this research using Geographic Information Systems are also limited. This challenge has made data collection time-consuming. Thirdly, there is an unavailability of or little literature and documentation on the subject area, especially in the context of Ghana. Fourthly, data collection was conducted in June 2020 when there were many restrictions in movements due to the COVID 19 pandemic. This study has also used 2016 information on Google map, to retrieve outdoor advertisement data; though measures were taken to assure standardisation, secondary data are never devoid of errors. Finally, there is a high cost associated with the research.

The research was also conducted, acknowledging that OA content and cultural perception of advertisements would strongly influence visibility. It is interesting to know that there is no standard measure for measuring visual pollution worldwide due to the problematic nature of outdoor advertisements and their socio-cultural context. The majority of urban Ghanaians seem to accept filth, and living in a polluted environment is seen as if it is a norm. Furthermore, people consider outdoor advertising as a business, planning or policy issue, and not environmental, and is, therefore one of the least pollution issues discussed by experts in Ghana, making it relatively unknown to the public.

8.4 Research Methodology

The data collection took into account OAs features by the roadside or near the road that are visible from the roadside. Elements of interest of OA recorded were the spatial distribution (GPS locations), the types, the number, the sizes, the nature of the road (straight road, a curved road, a junction, a roundabout, and an interchange), and the state of banner, posters and billboards. For this research, a billboard is defined as an outdoor advertising structure that is supposedly constantly erected or posted beside a roadside and communicates visual information with the target audience; it consists of at least a display panel and a supporting framework. Advertising posters are printed papers with some kind of advertisement exhibited publicly to catch the attention of the passerby and often displayed on a surface. Finally, banners are defined as long strips of cloth with inscriptions on them and are usually attached to two poles or standing structures. Exclusions were made for signboards, indicating the name of a business on the business property and other small advertisements e.g. vehicles used for transport or promotional umbrellas.

Field data were collected on Spintex Road (Fig. 8.1) in June 2020 using a mobile application that was developed as a collection tool. The Application is an android-based application meant to collect data on various outdoor advertisement features. After its development, the app was tested and validated through pilot research. Trained personnel recorded the data on-site using the mobile application. The data collection consisted of walking along the road in question and recording all features of interest. Sometimes the features are lumped together over a very short length of roads, 0–10 m, to facilitate spatial recording. Data collected were in the form of pictures and CSV files. The pictures were revisited to confirm or crosscheck the data recorded any time there is doubt about the information recorded.

Additional archived data of urban roads in the city of Accra are available on Google Earth through the Google Street Map view. Google Street View is a technology featured in Google Maps and Google Earth that provides interactive panoramas from positions along many streets in the world. Existing images were collected and outdoor advertisements data were retrieved while navigating the roads. This was done as if the data is

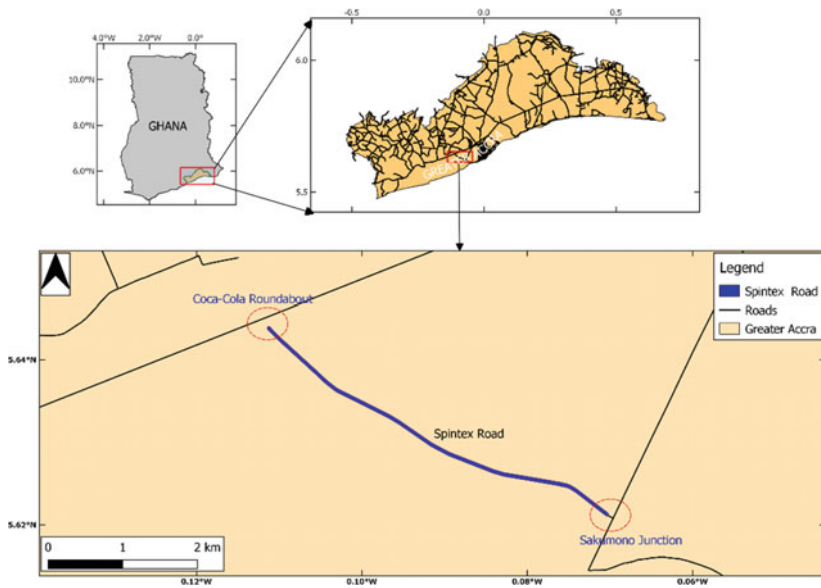


Fig. 8.1 Map of Spintex Road in the Greater Accra Region of Ghana (Source Authors' construct)

being collected on the roads physical following the format as in the case of the mobile application used. Shapefiles of Ghana and its urban roads were also collected for mapping purpose during the research work.

Several research combinations were conducted to analyse the data obtained according to the objectives set. In general, IBM Statistical Product and Service Solutions (SPSS) Statistics 23 and Excel 2016 were used to analyse and present the data as tables and graphs respectively. This research is a quantitative one with a focus on analysing a problem based on testing a hypothesis and performing analyses using statistical methods. There was a need to investigate if there is a significant difference between the OA data recorded in 2020 and that of 2016 for the study area. To conduct the hypothetical testing, a chi-square (χ^2) analysis was performed. All measurements were at a 5% significance level. The following hypothesis was tested:

- H_0 : There is no significant difference between outdoor advertisements data recorded in 2020 and 2016.
- H_1 : There is a significant difference between outdoor advertisements data recorded in 2020 and 2016.

Finally, QGIS, an open-source geographic information system (GIS) software, was used for mapping the spatial distribution of the OA. The application of the GIS techniques in studies on visual pollution and the estimation of urban landscape quality started at the end of the twentieth century and has started gaining some popularity, unfortunately not much in the developing countries. GIS-based models have become an important element of politically sensitive decision-making processes (Crosetto et al., 2002; Peccol et al., 1996) and would enhance the outputs of this research.

To be able to map the OA on the Spintex Road, an OA inventory was created. The OA database describes their locations, frequencies, types and sources, etc. This was also done by Chmielewski et al. (2016) in an urban street of Poland and was followed by an intervisibility analysis and a 3D mapping. The outdoor advertisements data was imported into the QGIS Desktop environment for visualisation. In the process, the data was cleaned from outliers. The data was then saved in shapefile formats, which allows for easier querying and editing of fields with required geospatial projections. A polyline shapefile running through the centre of the road was used to generate a 25-m buffer radius-polygon. The buffer-generated polygon was segmented into 100 m divisions by using the polygon split tool in QGIS (Fig. 8.2).

Given the huge data processing required, a python-based Application Programming Interface (API) was used to ensure easy reusability and replication of the data processing system used; and to further split, group and merge the outdoor advertisement features within each of the buffered polygon's 100 m divisions or sections. The combined data was then further aggregated for symbology assignment as characteristics of a newly generated shapefile. For the various OA categories previously outlined, a symbology was created to depict OA density along various sections of the route. This was done to identify areas that are heavily

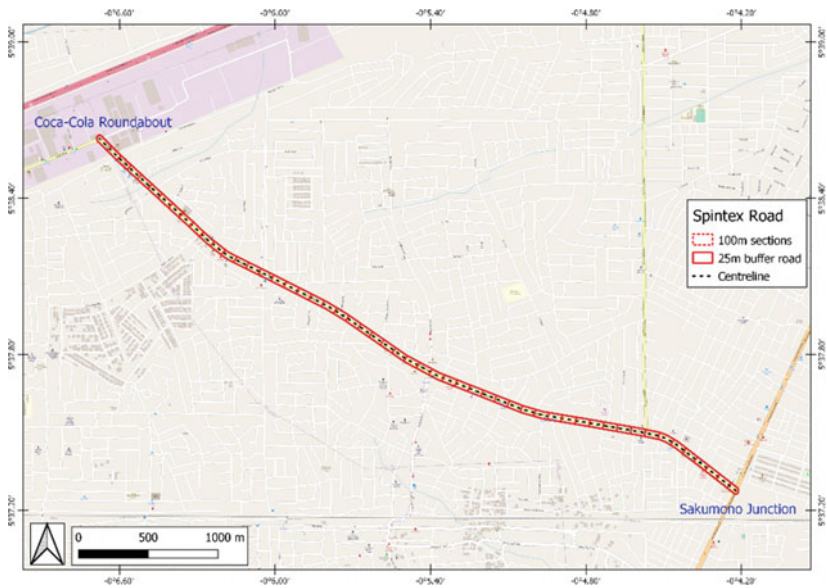


Fig. 8.2 Map of segmented Spintex Road in sections of 100 m (Source Authors' construct)

populated or not with OA. The outdoor advertisements on Spintex road were mapped for two distinctive periods: March 2016 and June 2020.

8.5 Outdoor Advertisements on Ghana's Urban Roads

8.5.1 Excessive Outdoor Advertisements in Urban Settings

The enthusiasm of enterprises, especially small and medium-sized enterprises (SMEs), to get the attention of customers, defies the logic, order, architecture, design, cleanliness and harmony of space that must be preserved when operating in an urban environment. Businesses' interest, benefit and keenness often overwhelm the regulations put in place. OA

advertisers choose the busiest streets to show their goods in order to optimise financial profits. Research has shown that overloaded OAs cause adverse physical and mental effects (Kappos, 2007; Smahel et al., 2015). In many circles and global cultures, with the tremendous increase in outdoor advertisements, the proliferation observed in public is regarded as a threat. In a small space, such as outside stores, main roads, roundabouts and road intersections, the presence of signage, banners and posters in high numbers is indicative of unnecessary advertising. The phenomenon does not spare emerging economies like Ghana. The urban environment is an indicator of life quality and reflects a lot more than just an image: society structures, their strengths and weaknesses, economic situation or social cohesion, as well as inequality (Voronych, 2013).

It has become usual to observe in urban areas, especially on the major roads, and roundabouts, a multitude of damages caused by deracinated billboards and flying billboards after strong windy rains. At most places while changing the information on the billboards, the hoardings are left on the bare grounds, including materials that were erected. Azeema and Nazuk (2016) describe this observation as a situation that creates visual pollution. Visual pollution is also a result of unnecessary and unjustified use of outdoor advertisements, making it one of the most critical challenges in the field of urban planning and, sadly, not in the field of marketing.

The anarchical placement of billboards, banners and posters is rampant on the streets of Accra. A tour in the city of Accra shows scenes of the dark side of unregulated outdoor advertising. The observations made were as follows:

- i. Interchange partitions, footbridges and temporary construction site fences are the favourite locations for advertisers who use posters.
- ii. Most posters are displayed on billboards, some of which are unused or old themselves. Posters can be quickly defaced and last a long time. Posters dated 2016 have also been spotted.
- iii. Physical surfaces such as electrical poles, concrete slabs, dustbins, containers and walls are used for advertising posters of various sizes. Furthermore, a critical look and additional data taken to reveal that

- most posters are either from SMEs, political parties or religious bodies, particularly from churches and spiritualists.
- iv. Print out materials that are supposed to be on the display panels are sometimes hanging or found on the floor. Sometimes when they are replaced with new ones, the old ones are left on the grounds, unpacked and dusty. This is common with big or huge billboards.
 - v. The distance between billboards at several junctions is virtually non-existent, they are often crowded together. A situation that prevents the passengers to read most of the billboards since they block each other.
 - vi. Outdoor advertisements are also affected by rains and winds. Quite many small billboards are seen lying on the ground and damaged. Most of them, particularly the small ones, are not well mounted. They have no concrete foundations, leaving them at the weather's mercy.

Figures 8.3, 8.4, 8.5, 8.6 and 8.7 below show photographs of outdoor advertisements within the urban settings of Accra.

This research, which was undertaken through direct observation and field data collection concluded that billboards, posters and banners are placed anyhow and anywhere as if there was no regulation guiding them. The situation is not different from observations made in other developing countries, especially in Nigeria. Indeed, in 2014, Ogunbodede and Sunmola noted that posters are largely mounted to walls, fences, gates, planks, signboards, poles, bus stops, rocks, abandoned vehicles in the state of Ondo. They further showed that the highest generators of the billboards, posters and banners contributing to visual pollution are politicians (45%), followed by churches/mosques (21%) and the entertainment industries (13%). In the city of Maiduguri, Kadala and Ilesanmi (2020) found that 82.1% of the respondents claimed posters are placed just anywhere in town, on trees trunks, roundabouts, walls, electric poles, and school buildings. Many people met on the field during the data collection expressed their satisfactions that a study is being conducted on the status of OA. A spectator of the data collection process said: *“I am so glad that other people are also thinking about this sad situation. I hope you will help remove disgusting billboards from the city”*.



Fig. 8.3 Scenes of posters and small billboards at the Atomic Junction interchange, Accra (*Source Authors*)

8.5.2 Outdoor Advertisements on Urban Roads: The Case of Spintex Road

Spintex Road is an urban road in one of the suburbs of Accra, the capital city of Ghana. The road winds down to Sakumono Junction from the Tetteh Quarshie Roundabout. The area through which the road passes



Fig. 8.4 Scenes of dilapidated billboards in the city of Accra (Source Authors)

is a light industrial area and therefore houses most of the light industries, factories and restaurants and serves as a commercial centre. It is also surrounded by high-class residential areas such as East Airport, Baatsonaa, Kotobabi, Tema Community 18, Lashibi, Tema, Regimanuel Gray Estates and Devtraco Estates. Most of the residents within these areas as well as commuters from outside coming to the area to shop and all use



Fig. 8.5 Scenes of posters displayed on electrical poles, billboards concrete slabs and dustbins in the city of Accra (*Source* Authors)

the road. As a result, it is well known for heavy traffic. Only a portion of the road from the Coca-Cola Roundabout to Sakumono Junction, over a distance of about 5 km was considered for this analysis (Fig. 8.1).



Fig. 8.6 Scenes of broken billboards in the city of Accra (*Source Authors*)

8.5.3 Field Data of June 2020

Table 8.2 shows a description of the data collected in June 2020, with the estimated densities (number of OA per kilometre) of the three kinds of OA (billboards, banners and posters) reported. From Table 8.2, the prominent OA outlets were billboards (48.7%) and wall posters (43.05%). It was interesting to find that billboards were more patronised than posters more especially in 2020 being an election year. Banners, which account for 8.88%, were the least OAs encountered. This means



Fig. 8.7 Scenes of cluttered billboards and banners seen on the Spintex Road, Accra (Source Authors)

Table 8.2 Outdoor Advertisements recorded on Spintex Road, over 4.954 km, June 2020

OA types	Frequency	%	Density/km
Billboards	785	48.07	158.45
Wall posters	703	43.05	141.90
Banners	145	8.88	29.27
Total	1633	100	329.62

Source Authors' construct

that advertisers prefer using billboards to other forms of physical outdoor adverts.

As can be seen in Fig. 8.8, OA distributions along the roadside vary widely. The sizes of the circles represent the number of OAs at a particular location.

This graduated map shows the intensity and aggregation of OA on the Spintex Road. Areas of large concentrations coincide with roads intersections. Six (6) areas with at least 45 OA were recorded on that section of the road. This gives credence to studies that have suggested higher pollution at road intersections (Chmielewski et al., 2016; Portella, 2014). Some of the junctions with higher OA numbers were observed to have traffic lights which delayed commuters at these junctions. This, compels commuters some time to assimilate the content of the adverts, the reason for their placements there. This was confirmed by an advertiser who stated: *“We know that customers need some time to read the message in an*

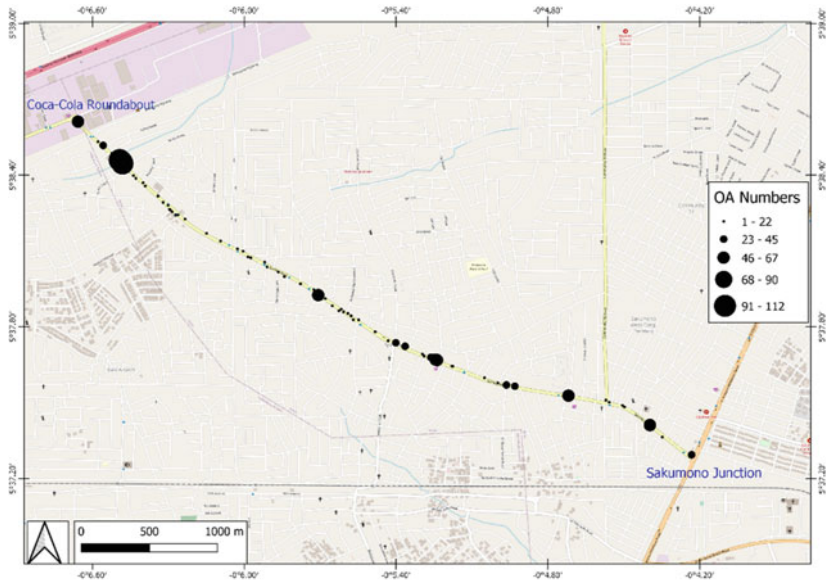


Fig. 8.8 Distribution of Outdoor Advertisements on the Spintex Road over 4.954 km, June 2020 (Source Authors' construct)

advert because our OAs are relatively small and this makes us scramble for space where vehicles temporarily stop or move slowly”.

8.5.4 Archived Data of March 2016

A summary of the data retrieved from the Google Street Map View in March 2016 is shown in Fig. 8.9.

Wall posters and billboards represent 47 and 41% respectively of the total number. This implies that in 2016, advertisers' preferred using wall posters as their first choice than billboards when it comes to outdoor advertisements. A situation that is in contrast with observations made in 2020, where billboards have become the first choice. Covid 19 restrictions that were in place during the period of the data collection could also account for such difference; the situation could have prevented the public not to use many wall posters as means of advertising.

Figure 8.10 gives an idea of the distribution of outdoor advertisements along the Spintex road in March 2016. Around the Sakumono Junction, there was a greater concentration of OA. The junction was a major roads intersection and at the time, the images also showed several temporary fences that were used for displaying posters.

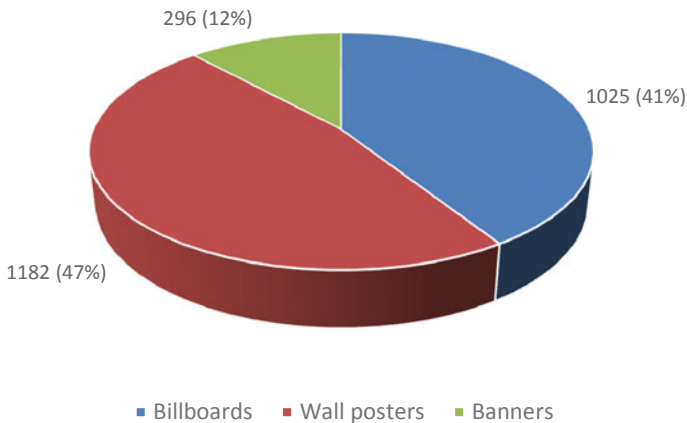


Fig. 8.9 Outdoor Advertisements recorded on Spintex Road, over 4.954 km, March 2016 (Source Authors' construct)

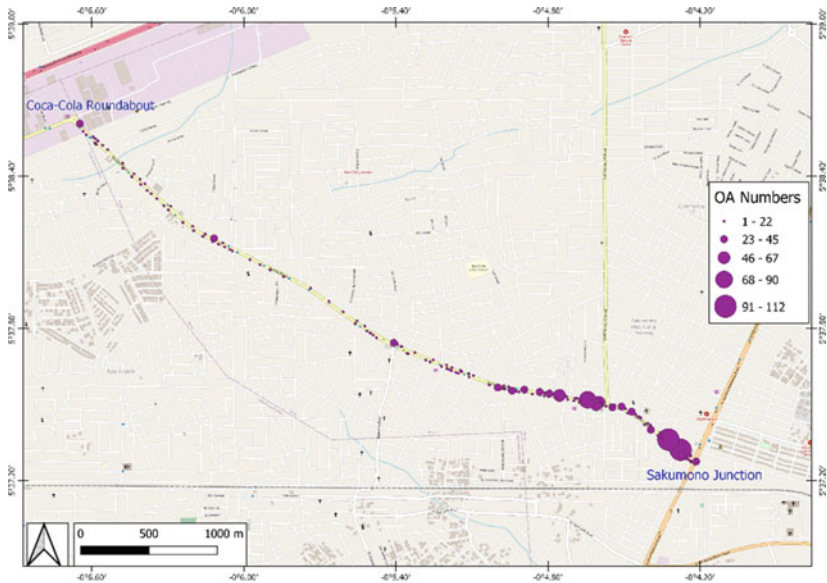


Fig. 8.10 Distribution of Outdoor Advertisements on the Spintex Road over 4.954 km, March 2016 (Source Authors' construct)

A comparison between Figs. 8.8 and 8.10 reveals a shift of the highly concentrated areas of OA from the Sakumono Junction, in March 2016, towards the Coca-Cola Roundabout in June 2020. This is explained by the completion of the constructions sites that were present at the Sakumono Junction in 2016. Therefore, the fences used as physical structures for displaying posters in 2016 are no more available in 2020. Meanwhile, the Coca-Cola Roundabout keeps attracting advertisers as the urbanisation on the road increases. The spread of higher numbers of OA at particular points along the length of the road is also due to higher commercial activities recorded at the several road intersections in 2020 along the major road.

8.5.5 Comparison of Outdoor Advertisements on the Spintex Road, March 2016 vs June 2020

To understand the evolution of outdoor advertisements on the portion of Spintex Road studied, the two sets of data, March 2016 and June 2020, were put together in Table 8.3.

From March 2016 to June 2020, a 22% reduction was recorded in the numbers of outdoor advertisements on the road. Although the decrease cuts across the various forms of outdoor advertisements, the data also shows that unlike in 2016, where the wall posters were the highest OA recorded (1182), the billboards are the highest (785) in the year 2020.

The results from the hypothesis testing to investigate if there is a significant difference between the OA data recorded in 2020 and that of 2016 within the study area is summarised in Table 8.4.

From Table 8.4, the p-value obtained is compared with the alpha (α) value of 0.05 at a 5% significance level. The p-value, $P = 0.000 < 0.05$. The null hypothesis is therefore rejected, implying that there is a significant difference between the two sets of data. Therefore, the number of

Table 8.3 Outdoor Advertisements on Spintex Road, March 2016 vs June 2020

OA Pollutant	Mar-16			Jun-20		
	Frequency	%	Density	Frequency	%	Density
Billboards	1025	40.95	206.89	785	48.07	158.45
Wall posters	1182	47.22	238.58	703	43.05	141.90
Banners	296	11.83	59.75	145	8.88	29.27
Total	2503	100	505.23	1633	100	329.62

Source Authors' construct

Table 8.4 Summary of Pearson Chi-square tests on Outdoor Advertisements recorded on Spintex Road, March 2016 vs June 2020

Crosstab	Value	df	Asymptotic significance (2-sided)
χ^2 (Total numbers of Outdoor Advertisements * year)	88.330	49	0.000

Source Authors' construct

outdoor advertisements recorded in the year 2016 is different from the values recorded in the year 2020.

8.6 From Outdoor Advertisements to Visual Pollution

8.6.1 Visual Pollution

Billboards, hoardings and posters for advertisements are considered to add to the appeal of a landscape and form part of the built environment. When appropriately designed outdoor advertising can even complement the streetscape. As mentioned in Sect. 2.2 of this chapter, a lot of damages caused by deracinated billboards and flying billboards have become popular in urban areas, particularly on major roads and roundabouts. Outdoor advertising is generally seen as a business, planning or policy issue and not an environmental one. However, Suditu et al. (2016) noted that while in-home advertising on television or magazines can be switched off and stored away, outdoor advertisements cannot, which makes public spaces highly attractive to advertisers. One of the unidentified environmental pollution that spreads in the urban environment and has a detrimental impact on our everyday lives is visual pollution (Jana & De, 2015). It applies to anything that affects the quality of the visual image negatively. Dukic et al. (2013) describe visual pollutants as human works and actions that harm the beholder's eye.

Visual pollution is a recent urban epidemic and it has not yet been properly quantified and statistically measured (Allahyari et al., 2017; Aydin & Nisanci, 2008; Chmielewski et al., 2011). Researchers in both developed and developing countries are contributing to its study in various aspects; however, all the researches have some limitations in analysing the issue in terms of subjectivity, complexity, prejudices of researchers, empirical quantification of the level of visual pollution, area scale and coverage of visual pollutant objects (Nasar & Hong, 1999; Oladumiye, 2013).

Visual quality is an important aspect of urban planning and the urban environment could be an indicator of life quality. It represents much

more than just an image: the structures of society, its strengths and weaknesses, its economic situation, its social cohesion and its inequality (Voronych, 2013). Visual pollution was described by Portella, 2014 as a compounded effect of the clutter, disorder, and excess of different landscape objects and graphics. Chmielewski et al. (2016) identified outdoor advertisements and other objects as being visual pollutants, therefore contributing to visual pollution. It is also subject to far fewer regulations than more tangible environmental problems such as litter, air pollution, and noise (Portella, 2014). Chmielewski et al. (2018) noted that the work on the cartographic representation of visual pollution is at an embryonic stage and a review of literature on cartographic representations offered by advanced GIS tools shows the use of density, heat and cluster maps, auto-resizing symbols and carto-diagrams.

8.6.2 Outdoor Advertisements and Visual Pollution on the Spintex Road

The unchecked outdoor advertisements seen in Accra have led to an excess of billboards, banners and posters on its urban highways, cluttered and anarchic scenes. This condition contributes to visual pollution with its mental, psychological and economic problems. The situation could further affect driving and people's lives as it primarily leads to distraction to road users. The information was mapped in QGIS to get a pictorial idea of the outdoor advertisements leading to visual pollution on Spintex Road.

Figure 8.11 displays the production charts of outdoor advertisements for the years 2016 and 2020, respectively. The colour codes used for the sections are linked to the total number of outdoor advertisements. A shift in high OA numbers from the Sakumono Junction to the Coca-Cola Roundabout is confirmed.

The variations of the total OA data of the two periods on the 100 m sections of the road are shown more clearly in Fig. 8.12. Though the situation could be explained by several factors, including possible enhanced monitoring by city authorities, it is important to note three key observations: (i) the constructions fences along the roadsides have decreased

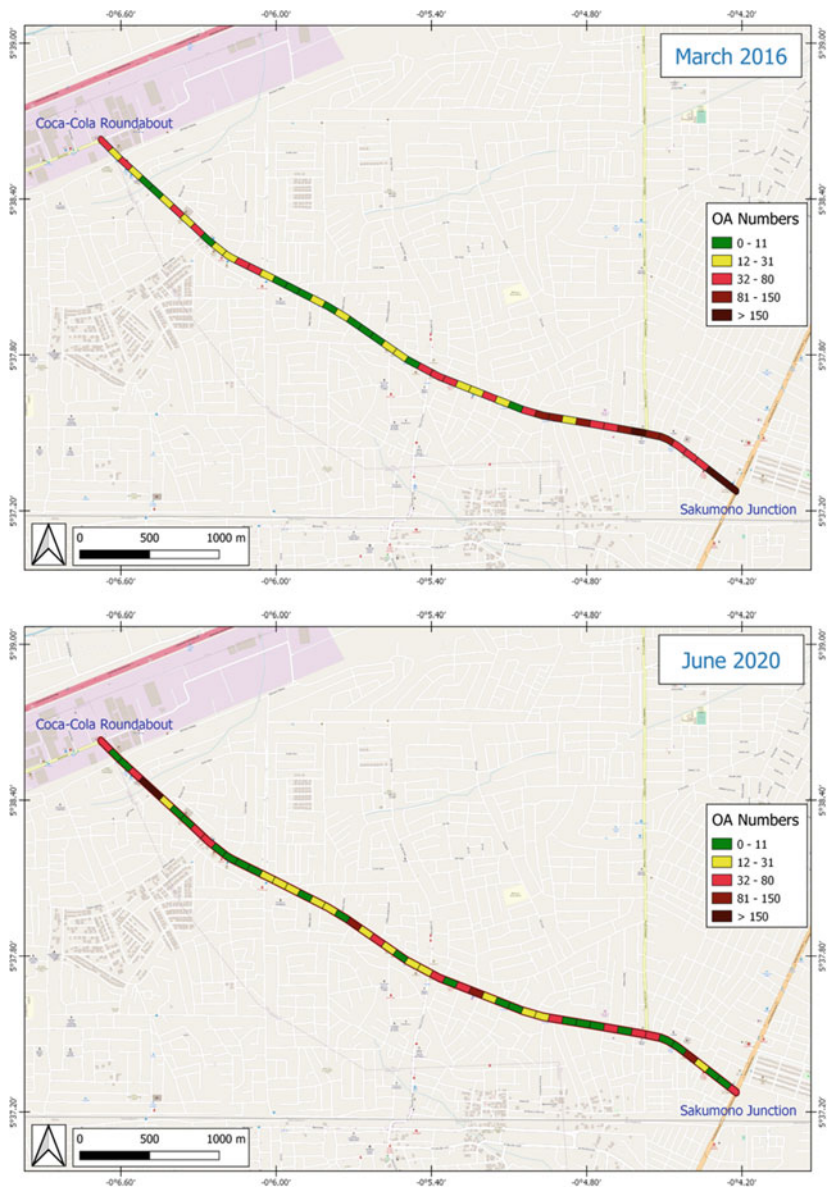


Fig. 8.11 Outdoor Advertisements found within 100 m sections of the Spintex Road (Source Authors' construct)

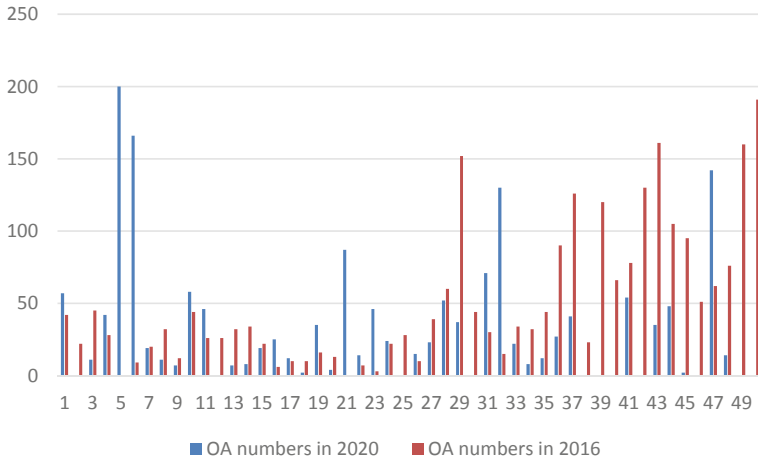


Fig. 8.12 Comparison of Outdoor Advertisements (OA) numbers in sections of 100 m on the Spintex Road, from the Coca-Cola Roundabout to the Sakumono Junction (Source Authors' construct)

from 2016 to 2020, leading to the reduction in the number of posters, which are often displayed on construction fences; (ii) the collection of data from the 2016 archived images obtained from the Google Street View Map allows for an extensive data to be collected, indeed the researcher has the luxury of time to do a detailed inventory; (iii) the field data collection was done during the COVID 19 restrictive measures period, where mobility and commercial activities were limited. While areas that were saturated and cluttered with OA in 2016 now had fewer numbers in 2020, the opposite is also observed with initially green areas in 2016 that have turned yellow or red in 2020; denoting an increase in numbers.

In this study, it is found that the places with the highest numbers of OA are the Coca-Cola Roundabout and the Sakumono Junction, the two main intersections and ends of that section of road. Both areas experience high traffic and have many commercial activities around. The number of OA found on the Spintex Road is high which is similar to the findings of Chmielewski et al. (2016), though the technology deployed in their case was higher. Chmielewski et al. (2016) similarly found that 228 OAs were inventoried along T. Zana Street, which was also the busiest part

of the study area in terms of people and cars. The visibility analysis they conducted, showed that OA visibility levels varied within the study area but the highest OA exposure was at roundabouts, areas that are congested during rush hour, where OA exposure time would be increased.

It is estimated that the surface area of the study area on the Spintex Road is 247,700 m², therefore 24.77 hectares and the total number of OA recorded in the year 2020 was 1633. This gives 65.81 OA every hectare, a number that looks huge. The study area along the T. Zana Street, studied by Chmielewski et al. (2016), was 96.8 hectares and they found a total of 228 OA, giving a density of 2.36 OA per hectare. The number of OA per hectare on the Spintex Road in Accra is therefore 27.88 times the value recorded in Lublin, Poland, by Chmielewski et al. (2016). This shows the alarming situation of outdoor advertising on the Spintex Road. For such a situation to exist, the outdoor advertisements are to be cluttered at various vantage points, a situation confirmed by the authors and the pictures that were taken (Fig. 8.5) on the Spintex Road.

8.7 Conclusion

Outdoor advertising is a powerful marketing tool that offers a 24-hours presence to marketers and their companies, high exposure frequency to regular commuters, high reach, geographic flexibility, low cost of production and low cost per thousand exposures. However, one of the most common visual pollutants known in emerging economies is outdoor advertisements. In the town of Accra, the unregulated presence of billboards, banners and wall posters have contributed to disturbing visuals found on the city's urban roads. The compounding effect of unregulated use of billboards, banners and posters often leads to a cluster of outdoor advertisements within a specific space or length of the road, causing visual pollution.

On one of the busiest roads in the city of Accra, the Spintex Road, the numbers, spatial distributions and types of OA were recorded. This makes it possible to create an inventory of OA data for monitoring and mapping. Field data were collected in June 2020 and archived data from the Google Street View map was retrieved for the period of March

2016. The two sets of data were computed, analysed compared and mapped. From 2016 to 2020, a 22% reduction in the total number of outdoor advertisements on the road was recorded. The reductions do not, however, have a proportional impact on the various kinds of outdoor advertisements. To test whether there is a significant difference between the OAs data recorded in 2020 and that of 2016, a chi-square (χ^2) analysis was performed. The result shows a significant difference between the two sets of data at the 5% significance level. It also implies that the number of outdoor advertisements along the side of the road varies depending on the time and the ongoing activities.

To bring out the compounded effect of the outdoor advertisements on the road, as individuals do not only see a point but rather a collection of points together, the data were clustered in a block of 100 m depending on their spatial distributions. Maps are shown with sections colours representing low to high OA numbers. The maps show that the situation looks worse in 2016 than in 2020. The swings in colours observed from 2016 to 2020, within the blocks, could be explained by a variety of factors, such as various types of activities by the roadside, better control of outdoor advertisements in 2020 compared to 2016, and data collection methods. Another factor to take note of is the Covid 19 restrictions that were in place during the field data collection period. This could have affected the number of OA recorded in 2020, especially the posters, acknowledging the fact that both years 2016 and 2020 are election years in Ghana.

Overall, the study shows the excessive, cluttering and anarchical outdoor advertisements presence on Accra's urban roads leading to visual pollution. The maps in the file formats of the Geographic Information System (GIS) could be queried, updated regularly, together with the database, to help monitor outdoor advertisements spatial distributions and used for licencing additional outdoor advertising in specific areas.

This study has its application and value in the environmental and economic management of urban cities in the country and also contributes to enhancing Ghana's effort towards achieving SDG 3 (Good health and wellbeing) & 11 (Sustainable cities and communities). It illustrates the contribution of outdoor advertisements to visual pollution due to its inadequate regulatory nature, the cluttering observed on the urban

roads and provides a monitoring and managerial tool for city authorities. It raises awareness of the negative effects of uncontrolled OAs and proposes an application of GIS for the management of outdoor advertisements in urban settings. It also contributes to research on the visual perception of urban landscapes and spatial considerations for measuring OA contribution to visual pollution. The following recommendations have been advanced from this research:

- i. City authorities should make use of technology and technical know-how to create a robust database of outdoor advertisements within their jurisdictions. This will help to monitor the situation and propose meaningful ways to reduce the number of outdoor advertisements on the major roads.
- ii. In granting outdoor advertising permits, visual pollution factors should be considered. There should be a ceiling on the number of outdoor advertisements within a particular vicinity or every other length of road.
- iii. All stakeholders should be encouraged to use paperless advertising as a significant way of reducing visual pollution, therefore enhancing the health of the city. They should be encouraged to use more of the audio and other visual modes of advertising.
- iv. A ban on certain types of outdoor advertisements, like posters, in certain areas of the cities, should be considered. Defaulters should be prosecuted.
- v. Marketers and advertisers should be encouraged to engage in environmentally friendly activities.
- vi. More research into the subject is needed. There is a need to talk to the key stakeholders to have a holistic view of the issue.

This research calls for quick action by city authorities before the situation gets worse. The developed maps could serve as a guide to city officials, especially the municipal assemblies' managers, in decision-making. The existing numbers of OA within a stretch of road can be considered before granting new licences. The current database of 2020, could be updated at a regular interval or anytime it is needed.

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9

Radio Advertising and Bank Customers' Purchase Intention: Evidence from an Emerging Economy

George Kwabena Asamoah and Lawrence Yaw Kusi

9.1 Introduction

The banking sector of the Ghanaian economy has become extensively more competitive than ever, partly because of the favorable banking climate prevailing in Ghana (Adjei-Frimpong et al., 2016). This competition behooves on banking firms to be more focused in their marketing strategies. One way to get ahead of one's rivals is the strategic application of value-based marketing communication strategy. Typical of such communication mix is advertising. Okoe et al. (2013) asserted that focus of marketing has shifted to managing relationships with customers (Esfahani et al., 2012) through the utilization of advertising (Efstathiou, 2020; Tariq et al., 2013). Advertising has long-lasting impact

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in influencing consumers' choice (Katke, 2007) because of its power to inform, reminding, differentiating, and persuading customers to buy advertised brands as well as encouraging repeat purchases (Bashiru & Bunyaminu, 2013; Fill, 2005).

Academic researchers and advertising agencies recognize six evaluative dimensions of advertising (Mandan et al., 2013) which include relevant news (Anderson & Renault, 2006; Lazarus, 1982), brand reinforcement (Schlinger, 1979), entertainment (Chang, 2006; Schlinger, 1979), empathy (Stafford, 1996; Stern, 1990), familiarity (Macinnis & Park, 1991; Tellis, 2004), confusion (Belch & Belch, 2001; Schlinger, 1979). These evaluative dimensions influence the state of customers' satisfaction in that, the more favorable these are, the more customers become satisfied with such ads (Wirtz et al., 2007) which subsequently translate into intentions to buy (Olsen, 2002).

Customers are overtly bombarded with media advertisements (Esfahani et al., 2014). Companies spend huge investment on advertising (Busen et al., 2016) and therefore marketers are obliged to investigate and recognize the factors affecting consumer behavior in the buying process (Mohammadian & Ghanbar, 2014). Furthermore, consumers have an increasing number of options when it comes to the goods and services they can purchase (Adjoa et al., 2012). Adjoa et al. (2012) went on to say that most consumers struggle to comprehend the complexities of financial service goods, so they choose to rely on brand names. Can advertising provide solutions to this gap in the lives of customers? The banking industry in Ghana is highly competitive, with 35% of bank branches located in Greater Accra, despite the fact that this area accounts for less than a quarter of the country's population (Buchs & Mathisen, 2005). The deep penetration of mobile money has further deepened competition in the Ghanaian banking industry (Adjei-Frimpong et al., 2016). With such a competitive climate in Accra, banks would have to support their drive for larger market share through advertising.

Also, confusion still persists among organizations pertaining to the metric evaluations of adverts and its impact on consumer buying behavior especially due to its large financial commitments (Fatima & Lodhi, 2015; Flosi et al., 2013). Do these adverts really influence customer purchase intention and subsequent purchase behavior? More

so, in light of shifting trends toward a more digital channels within advertising, does traditional media still hold its reigns? (Abhishek et al., 2012; Busen et al., 2016; Flosi et al., 2013). Scholarly debates have identified a paucity of literature addressing the impact of commercial broadcast on purchase intentions (del Puente & de Huipulco, 2010). Studies on radio advertising are focused on stimulation of sales for retailers and not on purchase intentions (Mulhern, 1997; Volle, 2001). Additionally, lack of format variety in radio advertising leads to low listenership which undermines competitiveness of radio advertising (Halcoussis & Lowenberg, 2003). Lack of visuals in radio advertising makes unappealing to listening compared to television advertising (del Puente & de Huipulco, 2010). Owusu and Nyarku (2015) however found that radio advert failed to influence the purchasing decision of tertiary students for purchase telecom products. Subject to these gaps in research, the study is being done to assess the impact of advertising on customers' purchase intentions at Société Generale's Head Office in Accra, Ghana.

9.2 Literature Review and Hypotheses Development

9.2.1 Purchase Intention and Cognitive Response Theory

It has been recognized that, purchase intention predicts subsequent purchase (Tirtiroglu & Elbeck, 2008), which justifies studies into what can be done to influence customers' purchase intention. Ajzen (as cited in Wong et al., 2018) defined purchase intention as the possibility that a person performs a specific behavior. Customer purchasing intention refers to how a customer adjusts his or her buying behavior for a brand after seeing an advertisement (Shahid et al., 2016). Thus, purchase intention encompasses an individual's cognizant plan to take the necessary steps to purchase a brand. Harshini (2015) also opined that purchase intention is an important basis for evaluating consumer behavior. It was further opined that when purchase intention is high, the higher will be a consumer's preparedness to buy a product (Hume & Mills, 2013).

Purchase intention also incorporates both favorable (word-of-mouth communications, purchase intentions, price sensitivity) and unfavorable (negative word-of-mouth, complaining behavior) dimensions of behavioral intentions (Zeithaml et al., 1996).

The cognitive response theory predicts interesting effects in research. According to the theory, distraction may increase persuasion by inhibiting the negative thoughts that otherwise might influence a counter-attitudinal message, and that disruption could reduce persuasion by hindering the favorable thoughts that would accompany an attitudinally compatible message (Petty et al., 1976; Petty, 1977). Cognitive response theory asserts advertising influences strongly the cognitive value customers attach to brands, hence inducing rational purchasing decision (Moore & Thorson, 1996). According to Nelson (1974), cognitive viewpoints are used to investigate the objective, informational component of advertisement, which is intended to influence the mind and elicit a logical answer. Advertising promotes the selling of unique selling proposition, which in turn engulfs customers in their bid to making purchasing decision, given the fact that such decisions are anchored on information provided on the brands through advertisement Nichifor (2014). For instance, information on product quality, makes it easy for product evaluation among consumers (Bharadwaj et al., 1993).

9.2.2 Advertising

According to Bovee and Arens (1995), advertisement is the non-personal transmission of information, typically paid for and normally persuasion in nature, by established sponsors through various media about products (goods and services) or ideas. Specifically, the respondents' attitudes and opinions would be surveyed along radio advertising strategy of Societe Generale. Radio advertising deals with the broadcasting of radio waves to the air from a transmitter to an antenna and thus to a receiving device. Airtime is purchased from a station or network in exchange for airing the commercials.

Regardless of the fact that radio is limited to sound, advocates of radio ads sometimes tout this as a benefit. Radio is a growing medium that can

be found both on the air and online (Fatima & Lodhi, 2015). Radio is highly used together with online advertising by firms (Murmman, 2013). Radio commercials is an important and useful medium in marketing and advertising in large cities and metropolitans (del Puente & de Huipulco, 2010). Niinistö reiterated that reach and coverage are enhanced in radio commercials. Hanafzadeh and Behboudi (2008) also opined that frequency and reach were more pronounced in radio and television commercials than other media. Three main components of advertising strategy were identified for consideration in this study. These included advertising dimensions, state of customer satisfaction with advertising and advertising roles.

9.3 Conceptual Framework

Adverts induce brand-related effects (Eisend, 2016) which deals with customers reactions that are related to the sender and/or the persuasive purpose of the adverts (Dahlen & Rosengren, 2016) and social effects (Dahlen & Rosengren, 2016) which deals with consumer reactions such as social connectedness, self-esteem, and empathy that need not be related to the sender or the persuasive purpose of the adverts (Eisend, 2016). Again, it was discovered that radio adverts positively affect the shopping behavior of customers for advertised brands (del Puente & de Huipulco, 2010). Naughton (as cited in Murmann, 2013) asserted that when customers are exposed to radio advertising for a brand, listeners were 52% more likely to include that brand-name in their internet browsing. Hee and Yen (2018) also discovered that broadcast advertising (radio and television) predicted positive variance in customers' purchase intention. Ugonna et al. (2017) also found that radio commercials had a significant influence on consumers' purchase intent (Fig. 9.1).

9.3.1 Advertising Dimensions

Related news, brand reinforcement, entertainment, empathy, familiarity, and uncertainty are six main dimensions of advertisement (Schlinger,

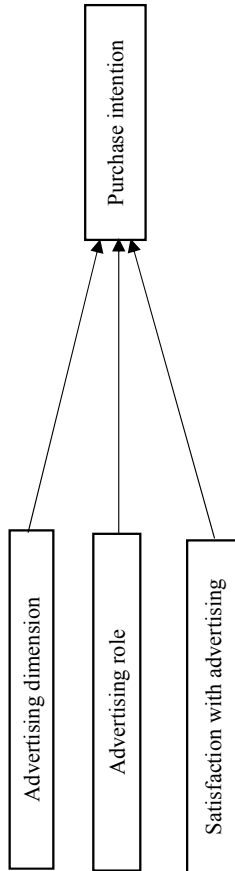


Fig. 9.1 Conceptual framework

1979). Later studies confirmed and established the reliability of these six dimensions of advertising (Lipstein & Neelankavil, 1982; Stout & Rust, 1993; Strasheim et al., 2007). Academic researchers and advertising companies currently embrace and apply these six evaluative aspects of advertising (Strasheim et al., 2007). In advertisement, relevant news refers valuable information about a product or service (Schlinger, 1979). The central role of advertising is to provide useful knowledge about a product or service until consumers decide whether or not to purchase and consume it (Holbrook & O'Shaughnessy, 1984). (Anderson & Renault, 2006). Holbrook and O'Shaughnessy's model of emotional process serves as the theoretical basis for this relationship (1984). Customers are happy, according to this model, when crucial news or facts prompts them to make a cognitive decision. As a result, relevant news in marketing cognitive judgment is a strong predictor of satisfaction (Lazarus, 1982).

Brand reinforcement is the method of bringing customers who have tried a specific brand to become repeat buyers as well as gaining new customers. It also refers to the strength of current customers' favorable views of a business (Keller, 1999; Schlinger, 1979). According to Stout and Rust (1993), there is a clear connection between brand reinforcement and customer satisfaction. Advertising entertainment reveals that advertising is amusing, fun, and pleasurable to watch (Schlinger, 1979). The aim of entertainment in advertising is to catch the attention of customers, thus enhancing the advertising's effectiveness (Sterntal & Craig, 1973). Chang (2006) discovered that enjoyable ads can dramatically improve customer loyalty, thus increasing advertising effectiveness. Empathy is the ability to feel inside or in the emotions of another person (Langfeld, 1967). Advertising that is successful is empathetic (Mandan et al., 2013). Empathy in advertising refers to the degree to which audiences become personally involved in the activities, thoughts, and actions portrayed in commercials (Schlinger, 1979). The happiness associated with a situation in advertising is the product of a viewer's empathy (Murry & Dacin, 1996).

Advertisers often employ repetitive advertisement techniques in order to increase customer familiarity with advertising (Tellis, 2004). The more often a brand is used (due to repetition), the more recognizable it

becomes. The correlation between familiarity and consumer satisfaction is suggested by the theoretical context of repetition in ads. Customers' familiarity with a picture is strongly linked to their satisfaction, according to Zajonc et al. (1974). The degree to which listeners find an advertising complicated to comprehend is referred to as confusion (Schlinger, 1979). Advertising is a marketing communication tool a communicator uses to convey their message (Belch & Belch, 2001). As a consequence, one of the most critical evaluative parameters in advertising is how clean the contact is. Confusion in ads allows consumers to expend more effort in order to understand the advertisement, resulting in low satisfaction (Ellsworth, 2003). In a related vein, uncertainty contributes to negative satisfaction, according to consumer behavior literature (Horowitz & Reidbord, 1992).

H1: Advertising Dimension is a Positive Significant Predictor of Customers' Purchase Intention

9.3.2 Advertising Roles

Advertising plays an important role in forming buyers' buying intentions and subsequent purchase behavior (Pool & Najafabadi, 2015). Whilst advertisement functions are distinct and distinct, the interactive interplay among them collectively influences consumer purchase decisions (Domfeh et al., 2018). Advertised goods are more likely to be remembered by customers than unendorsed and unadvertised brands (Corstjens, & Lal, 2000). Customers are convinced to purchase advertised goods using techniques such as appealing to the audience's social status, promising satisfaction, limiting availability, creating positive relations, building emotional appeal, and so on (Yang & Wang, 2008). Customers' recall (Zipporah & Mberia, 2014) and identification capabilities for branded brands (Kumar, 2010) are also improved by advertising. It also serves to alert and strengthen a customer's interest in a commodity, institution, or concept (Nwaizugbo, 2004). Customers are often influenced to purchase endorsed brands by the knowledge promoted by

advertisement (Pool & Najafabadi, 2015). Furthermore, it was realized that advertising draws the interest of consumers (Ohanian, 1991). Advertising, according to Khatri (2006), provides information that assists consumers in evaluating the advertised item(s).

Advertiser credibility improves brand quality and image, which is passed on to consumers who form close bonds with the chosen celebrity (Agrawal & Kamakura, 1995; Khatri, 2006). Similarly, it was found that advertised brands signal of good quality and thus it influences more as compared to the unadvertised brand (Kaur & Garg, 2016). By changing customers' views, advertising brings value to brands (Ezeoha, 2007). Effective advertising makes the brand prestigious and superior to that of competitors. Anyacho (2007) submitted that businesses advertise to create awareness in order to support the brand. Furthermore, advertisement improves the supported brand's brand equity and strategic position in the marketplace (Babu & Latha, 2014). Advertising promotes product and organization, stimulates primary and secondary demand for products, counter competitor's advertising, helps to make the work of salespersons more effective, it is used to increase the uses of a product (Nwaizugbo, 2004). Kusi et al. (2018) found that advertising role was a positive significant predictor of purchased intention for brands that were advertised through celebrity advertising.

H2: Advertising Role is a Positive Significant Predictor of Customers' Purchase Intention

9.3.3 Satisfaction with Advertising

Customer satisfaction is one of the most important results of marketing and practice and occupies a significant position both in theory and observation (Saleem et al., 2015). Satisfaction is the consumer's assessment of a product or service in terms of the extent to which that product or service has met his/her needs or expectations (Anderson, 1996; Ilieska, 2013). Customer satisfaction with advertising under this context seeks to measure the extent to which customer are delighted about some key components of advertising strategy of Societe Generale

Ghana Limited, taking the expectations of customers about such components of advertising strategy into consideration. It is therefore expected that the more customers become satisfied with advertising strategy of Societe Generale, the more they would form positive purchasing intention for the advertised brand. Domfeh et al. (2018) found that there was a statistically significant positive and moderate correlation between customer satisfaction with adverts and purchase intention.

H3: Satisfaction with Advertising Strategy is a Positive Significant Predictor of Customers' Purchase Intention

9.3.4 Advertising and Purchase Intention Link

However, there may be a disconnect between reported intent to purchase and actual purchasing actions (Niessen & Hamm, 2008). There are major differences between purchase intention and purchase behavior, according to some empirical studies (Mullett & Karson, 1985; Pickering & Isherwood, 1974). Real purchasing data is gathered and compared with data on expressed purchase intention to identify these differences (Tirtiroglu & Elbeck, 2008). Differences in intention-to-purchase behavior are due to internal and external forces that influence customer decision-making (Nyarko et al., 2015). Since advertising contributes to attitudinal shift, this variation may be positively influenced for consumers to "live the talk" (Brown et al., 2003). (Bowman, 2002; Nyarko et al., 2015; Till & Shimp, 1998). MacKenzie and Lutz (1989) long established that advertisement holds an important influence toward the attitude consumer in relation to an advert and purchase intention. Based on the trends identified previously, the study envisages that advertising roles, customers' state of satisfaction with advertising strategy and advertising dimensions jointly predicts positive variance in customers' purchase intention for advertised banking products. Same analogy underlines the relationship between the individual constructs (advertising roles, customers' state of satisfaction with advertising strategy and advertising dimensions) and purchase intentions. Further, it is expected that interplay of these three aspects of advertising strategy

of Societe Generale could collectively influences buying decisions of customers, hence positive purchase intention for advertised banking products.

H4: Advertising Dimension, Advertising Role and Customers' Satisfaction with Advertising Jointly Predict a Significant Positive Variance in Customers' Purchase Intention for Advertised Brands

9.4 Methodology

The study was conducted to assess the effect of advertising on purchase intentions of customers of a major bank in Ghana. This bank invests huge sums of money yearly on radio, television, and print advertisements. The study employed explanatory survey design because the study sought to measure the extent and nature of cause-and-effect relationships. Explanatory studies are characterized by research hypotheses that specify the nature and direction of the relationships between or among variables being studied (Spirtes et al., 2000). The study adopted that quantitative approach to the study. Usually, this approach begins with data collection based on a hypothesis or theory and it is followed with an application of descriptive or inferential statistics (Teddlie & Tashakkori, 2003). Thus, this approach is deductive in nature, in the sense that inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population. The study population consists of all account holders at the headquarters of the bank. The HQ branch has approximately 246,760 customers. The study systematically selected 399 customers to participate in this study.

Primary data collection was carried out through the administration of structured questionnaires via a customer intercept approach. The study employed a 5-point Likert scale which essentially asked the respondents to respond to the statements regarding the extent to which they are influenced by advertising roles to buy advertised brand. The roles were identified from empirical studies. The scale was rated as

follows: *1-Strongly disagree, 2-Disagree, 3-Neither agree nor disagree, 4-Agree, and 5-Strongly agree*. Key statements such as “Advertising reminds me of advertised brands,” “Advertising influence my buying decisions for banking products,” etc., were provided.

The respondents were asked to rate the extent to which they were satisfied with advertising strategy of the case bank on a 5-point Likert scale rated as follows: *1-Not at all satisfied; 2-Slightly satisfied; 3-satisfied; 4-Moderately satisfied 5-Very satisfied*. Questions such as “to what extent are you satisfied with advertising media, source credibility, coverage?” etc. were asked. The respondents were asked on a 5-point Likert scale as to how likely they were to exhibit favorable purchase intention for advertised banking brands rated as follows: *1-extremely unlikely, 2-unlikely, 3-Neutral, 4-Likely, and 5-Extremely likely*. For instance, the respondents were asked “how likely are you to buy advertised products?”, how likely are you to choose advertised brands over unadvertised brands?”. The questionnaires were cleansed, coded, and entered into Statistical Package for Social Sciences (SPSS version 22.0). With the data file ready, the data file was then imported into R environment for the data processing and analysis. A scale is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value (Bless & Higson-Smith, 2000). The findings relating to reliability results are in Table 9.1.

All the constructs were reliable given their respective internal consistency scores ((CA > 0.7) Pallant, 2005). Data analysis techniques such as multiple regression (Helwig, 2017; Pituch & Stevens, 2015; Montgomery et al., 2012) and Pearson-product moment correlation (Gogtay & Thatte, 2017; Sari et al., 2017) were used to the analysis of the individual-specific research objectives.

Table 9.1 Reliability results

Construct	Cronbach's alpha	No. of items
Advertising dimension	0.915	6
Advertising role	0.948	14
Satisfaction with advertising	0.961	12
Purchase intention	0.901	7

9.5 Results and Discussion

9.5.1 Demographic Information of Participants

The sex component of the respondents surveyed in this study was measured as depicted in Regarding the sex distribution of the respondent, it was discovered that majority of the respondents (238) 59.6% were male whilst (161) 40.4% were females. 245 (61.4%) were savings account holders whilst 154 (38.6%) were current account holders. It was further found that majority of the respondents (89.7%) were exposed to adverts of Societe Generale whilst only 10.3% said otherwise.

9.5.2 Correlation Analysis

Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity, and homoscedasticity (Table 9.2).

There was strong positive correlation between advertising role and purchase intention ($r = 0.815$), with higher levels of purchase intentions being associated with advertising role. There was a strong positive correlation between satisfaction with advertising strategy and purchase intentions ($r = 0.708$), with higher levels of purchase intentions being associated with satisfaction with advertising strategy. Again, a strong positive correlation between advertising dimension and purchase intention ($r = 0.707$), higher levels of purchase intentions being associated with advertising dimension.

The implication of these findings is that the more Societe Generale' advertising efficiently perform the advertising roles, the more it would

Table 9.2 Correlation matrix: Purchase intention, advertising dimension and satisfaction with advertising

Code name	Actual indicator	Purchase intentions
Advrole	Advertising role	0.815
Advstatis	Satisfaction with advertising	0.708
Advdim	Advertising dimension	0.707

influence customers to buy such advertised brand and the less the efficiency of advertising strategy's role, the more customers would form unfavorable buying intention for the advertised brands. The same notion is expressed by the strong positive relationships between satisfaction with advertising and advertising dimension on one hand and customers' purchase intentions for such advertised brands. Thus, the more customers are satisfied with advertising strategy in terms of advertising media coverage, frequency of advertising, provision of information relating to product risks, advertising language used, and so forth, the more customers would express the willingness to purchase the advertised brands. The contrary also holds. Furthermore, is now established that the more customers are familiar with advertising campaign, customers are entertained by advertising, advertising campaign contains relevant news and other dimensions of advertising, the more customers would form favorable buying attitude to purchase the advertised brands and vice versa. These findings however support some empirical claims (Bowman, 2002; Wong et al., 2018; Hume & Mills, 2013; Ugonna et al., 2017; Nyarko et al., 2015; Till & Shimp, 1998).

9.5.3 Effect of Advertising Dimension on Customers' Purchase Intentions

The predictors (advertising dimensions) accounted for 50.67% positive variance in customers' intentions to buy banking products (R-squared = 0.5067; $p < 0.05$: $p = 2.2 \times 10^{-16}$) (Table 9.3). This model was statistically significant. It also means that 49.33 positive variance in customers' purchase intention is attributed to other factors not captured in this model. The implication is that marketers can influence customers' purchase intentions favorably for advertised brands if the advertising strategy contains relevant news, reinforces preferences for advertised brands, entertains customers, put interest of customer at hand, and is

Table 9.3 Model summary results

Multiple R-squared: 0.5067
 p -value: $< 2.2 \times 10^{-16}$

easy to be familiarized with. Thus, the more advertising strategy exhibits these key dimensions, the more customers' intention to purchase such brands would be influenced favorably. The predictive capacity of this model is enormous and therefore management of Societe Genrale must continuously employ its existing advertising strategy. Marketers, business practitioners, advertising agencies, and advertising agents must also caption their advertising strategy along these key dimensions and this would eventually aid their advertising strategies to perform the ultimate goal of influencing purchase intentions of target audience for advertised brands. These findings also support some empirical studies that collectively held that advertising dimension increases the probability of customer buying such advertised brands (Ellsworth, 2003; Owusu & Nyarku, 2015; Lazarus, 1982; Rust, 1993) (Table 9.4).

Regarding the contributions of the predictors to the positive change in customers' purchase intentions, it was found that brand reinforcing dimension (Advdim2) made the strongest statistically significant unique positive contribution to predicting the 50.67% increment in purchase intentions, in that a unit increase in this predictor accounts for 1.4722 increase in customers' purchase intentions for advertised brands (Beta = 1.4722; $p = 0.000222$; $p < 0.05$). Similarly, it was found that ease of familiarity to advertisement (Advdim5) also increased customers' purchase intention with a unite rise in it causing 1.2582 increment in customers' purchase intention. Furthermore, it is clear that entertain dimension of advertising strategy (Advdim3) also contributes positively and significantly to forming customers' purchase intention for advertised

Table 9.4 Coefficients

	Estimate	Std. Error	t value	Pr(> t)
(Intercept)	7.9138	0.9141	8.657	***
Advdim1	0.3995	0.3102	1.288	0.19
Advdim2	1.4722	0.3950	3.727	***
Advdim3	0.9829	0.2822	3.483	***
Advdim4	0.6766	0.3860	1.753	0.08
Advdim5	1.2582	0.3161	3.981	***

Significance Level: "****" 0.001; "***" 0.01; "**" 0.05

brands (Beta = 0.9829; $p = 0.000552$; $P < 0.05$). It was also discovered that although relevant news (Advdim1) and interest of customers in advertising strategy (Advdim4) made some positive contributions to predicting the positive increment in customers' purchase intentions but their contributions were not statistically significant (Advdim1: Beta = 0.3995; $p = 0.198640$; $p > 0.05$; Advdim4: Beta = 0.6766; $p = 0.080432$; $p > 0.05$). The regression model can therefore be written as follows:

$$\begin{aligned} \text{Purchase Intentions} = & 7.9138 + 1.4722(\text{Advdim2}) \\ & + 0.9829(\text{Advdim3}) + 1.2582(\text{Advdim5}) \end{aligned}$$

This implies that the key dimension of the advertising strategy of Societe Generale that actually predict a positive change in customers' purchase intention for advertised banking products include brand reinforcing dimension, (thus a unit increase in brand reinforcing dimension would cause 1.4722 increase in customers' purchase intention), ease of familiarity with advertising (thus a unit increase in ease of familiarity with advertising dimension would cause 0.9829 increase in customers' purchase intention) and entertainment dimension of advertising (thus a unit increase in entertainment dimension would cause 1.2582 increase in customers' purchase intention). These dimensions must feature in advertising strategies since they are the predictors that made scientifically proven positive impact on customers' purchase intention for advertised banking products.

9.5.4 Effect of Advertising Role on Customers' Purchase Intentions

A close observation of the findings shows that the predictors (advertising roles) accounted for 75.12% positive variance in customers' purchase intention (R-squared = 0.7512) (Table 9.5). This positive variance in purchase intention was statistically significant ($p = 2.2 \times 10^{-16}$; $p < 0.05$). It is thus proven that the overwhelmingly 75.12% increment in purchase intention for advertised brands was not based on chance

Table 9.5 Model summary results

Multiple R-squared: 0.7512

 p -value: $< 2.2 \times 10^{-16}$

buy by the scientific interaction among the predictors in the model actually caused such a positive variance in the dependent variable. The implication is that customers form a positive attitude for advertised brands which ultimately influence their purchasing decisions to buy such advertised brands because of the key roles performed by the advertising strategy of Societe Generale. It is thus established that 24.88% change in purchase intention is attributed to changes in other factors not captured in this model. This discovery that advertising role increases purchase intentions for advertised brands is fully supported by some previous empirical studies (Babu & Latha, 2014; Domfeh et al., 2018; Kaur & Garg, 2016; Kusi et al., 2018; Nyarko et al., 2015; Pool & Najafabadi, 2015; Shahid et al., 2016) (Table 9.6).

The findings relating to the individual indicators of the construct (advertising role) to predicting the positive change in customers' purchase intention. It was found that advertising roles of influencing customers buying decision (Advrole2: Beta = 0.8235; $p = 0.000117$; p

Table 9.6 Coefficients

	Estimate	Std. Error	t value	$Pr(> t)$
(Intercept)	4.6972	0.8434	5.570	***
Advrole1	0.3480	0.2056	1.693	0.09
Advrole2	0.8235	0.2115	3.893	***
Advrole3	-0.2748	0.2532	-1.085	0.27
Advrole4	1.8093	0.2485	7.281	***
Advrole5	0.9842	0.2253	4.369	***
Advrole6	1.1191	0.2256	4.961	***
Advrole7	-0.8218	0.2471	-3.326	***
Advrole9	0.4127	0.2007	2.056	*
Advrole10	-0.2476	0.2738	-0.904	0.36
Advrole11	1.1990	0.2815	4.259	***
Advrole12	-0.4785	0.2653	-1.803	0.072
Advrole13	-0.2145	0.2535	-0.846	0.39
Advrole14	1.0536	0.2497	4.220	***

Significance Level: "****" 0.001; "***" 0.01; "**" 0.05

< 0.05), informing customers about advertised brands (Advrole4: Beta = 1.8093; $p = 1.88 \times 10^{-12}$; $p < 0.05$), creating awareness about advertised brands (Advrole5: Beta = 0.9842; $p = 1.61 \times 10^{-05}$ $p < 0.05$), educating customers about use or application of advertised brands (Advrole6: Beta = 1.1191; $p = 1.06 \times 10^{06}$; $p < 0.05$), aiding customers to evaluate brand performance (Advrole9: Beta = 0.4127; $p = 0.040416$; $p <$), branding the professional outlook of Societe Generale (Advrole11: Beta = 1.1990; $p = 2.58 \times 10^{-05}$ $p < 0.05$) and catching customers' attention (Advrole14: Beta = 1.0536; $p = 3.05 \times 10^{-5}$; $p < 0.05$) all made statistically significant positive contributions to predicting the 75.12% variance in customers' purchase intention for advertised banking products by Societe Generale. These findings support some previous empirical studies when it was held that adverts inform customers (Pool & Najafabadi, 2015), influence customers to buy advertised (Pool & Najafabadi, 2015), creates awareness of advertised brands (Anyacho, 2007; Babu & Latha, 2014), aid customers in evaluating brand performance (Khatri, 2006), brans the professional outlook of Societe Generale (Babu & Latha, 2014; Nwaizugbo, 2004), catches the attention of customers (Ohanian, 1991), and educates customers (Yazdanparast et al., 2016).

On the contrary, it was found that advertising role aiding customers to recall advertised brands (Beta = -0.8218; $p = 0.000966$; $p < 0.05$) made negative but statistically significant negative contribution to predicting the 75.12% change in purchase intention among customers of Societe Generale. This contradicts the claims by Zipporah and Mberia (2014). It was also found that although variables such as enhancing building of preference for advertised brands (Advrole1: Beta = 0.3480; $p = 0.091299$; $p > 0.05$), reminding customers to buy advertising brands (Advrole3: -0.2748; $p = 0.278443$; $p > 0.05$), creating prestige for advertised brands (Advrole10: Beta = -0.2476; $p = 0.366399$; $p > 0.05$), causing customers to buy advertised brands (Advrole12: Beta = -0.4785; $p = 0.072111$; $p > 0.05$) and persuading customers to patronize advertised brands (Advrole13: Beta = -0.2145; $p = 0.397953$; $p > 0.05$) made some contributions to predicting the positive variance in customers' purchase intention, their contributions were not statistically significant.

The regression model equation can be written as follows:

$$\begin{aligned} \text{Purchase Intention} = & 4.6972 + 0.8235(\text{Advrole2}) + 1.8093(\text{Advrole4}) \\ & + 0.9842(\text{Advrole5}) + 1.1191(\text{Advrole6}) \\ & - 0.8218(\text{Advrole7}) + 0.4127(\text{Advrole9}) \\ & + 1.1990(\text{Advrole11}) + 1.0536(\text{Advrole14}) \end{aligned}$$

It is therefore evidentially clear that advertising roles influence customers' attitude favorably for advertised brand because of key roles such as influencing customers' decision purchasing decisions, informing customers about advertised brands, creating awareness about advertised brands, educating customers about application of advertised brands, aiding customers to evaluate brand performance, branding the professional outlook of Societe Generale and catching customers' attention. Marketers and advertisers must therefore ensure that their advertising strategies are captured along these strategic roles of advertising and this will ultimately help them to achieve their desired outcome. These findings also support the empirical claims of Kusi et al. (2018) when it was discovered that advertising roles were significant predictors of purchase intentions for brands that were advertised than those that were not advertised.

9.5.5 Effect of Customers' Satisfaction with Advertising on Customers' Purchase Intentions

It model shows that satisfaction with advertising strategy accounted for 57.46% positive variance in customers purchase intentions for advertised banking products (R-squared = 0.5746) (Table 9.7). This model was statistically significant ($p = 2.2 \times 10^{-16}$ $p < 0.05$). The insight provided

Table 9.7 Model summary results

Multiple R-squared: 0.5746
 p -value: $< 2.2 \times 10^{-16}$

by this finding shows that the more customers are satisfied with advertising strategy, the more they will form a positive buying attitude for the advertised brands which would eventually lead to actual customer purchasing behavior. The findings of Domfeh and et al. (2018) and Goh et al. (2016) support the claim that customer satisfaction with advertising predicted positive variance in customers' purchase intention (Table 9.8).

The study further showed that frequency of satisfaction with advertising campaign (Advstatis3: Beta = 1.0251; $p = 0.00197$; $p < 0.05$), satisfaction with advertising content (Advstatis4: Beta = -1.4688 ; $p = 9.89 \times 10^{-05}$ $p < 0.05$) and satisfaction with advertising language (Advstatis9: Beta = 0.8457; $p = 0.00850$) were significant predictors of customers' purchase intentions. It was however found that although the remaining factors made some contributions to predicting the positive variance in customers' purchase intention (Advstatis12: satisfaction with disclosure of brand or product risk information: Beta = 0.1995; $p = 0.52932$; $p > 0.05$; Advstatis11: satisfaction with disclosure of advertising purpose: Beta = 0.6298; $p > 0.05$; Advstatis10: Beta = -0.3628 ; $p = 0.34727$; $p > 0.05$; Advstatis8: satisfaction with advertising-brand performance congruence: Beta = -0.2419 ; $p = -0.48595$; $p > 0.05$; Advstatis7: Beta = 0.4255; $p = 0.22179$; $p > 0.05$; Advstatis5: satisfaction with advertising source credibility = 0.4770; $p = 0.10756$; $p > 0.05$:

Table 9.8 Coefficients

	Estimate	Std. Error	t value	Pr(> t)
(Intercept)	9.6586	0.8784	10.996	***
Advrole1	0.2773	0.3172	0.874	0.382
Advrole2	0.5281	0.3681	1.435	0.15
Advrole3	1.0251	0.3289	3.117	**
Advrole4	-1.4688	0.3733	-3.934	***
Advrole5	0.4770	0.2957	1.613	0.10
Advrole6	1.9991	0.3015	6.629	***
Advrole7	0.4255	0.3477	1.224	0.22
Advrole8	-0.2419	0.3468	-0.697	0.485
Advrole9	0.8457	0.3197	2.645	**
Advrole10	-0.3628	0.3856	-0.941	0.347
Advrole11	0.6298	0.4128	1.526	0.127
Advrole12	0.1995	0.3168	0.630	0.529

Significance Level: "****" 0.001; "***" 0.01; "**" 0.05

Advsatis2: satisfaction with advertising media coverage: Beta = 0.5281; $p = 0.15220$; $p > 0.05$ and Advsatis1: satisfaction with advertising media: Beta = 0.2773; $p = 0.3825$; $p > 0.05$), their contributions were however not statistically significant. The regression model equation can be written as follows:

$$\text{Purchase intention} = 9.6586 + 1.0251(\text{Advsatis2}) - 1.4688(\text{Advsatis4}) \\ + 1.9991(\text{Advsatis6}) + 0.8457(\text{Advsatis8})$$

9.5.6 Holistic Approach: Composite Constructs and Purchase Intentions

The findings regarding the regression analysis show that the independent variables accounted for 69.27% positive variance in customers' intention to buy advertised banking products (R-squared = 0.6927) (Table 9.9). This model is statistically significant ($p = 2.2 \times 10^{-16}$; $p < 0.05$). The marketing insight provided by this finding is that the predictors (advertising dimension, advertising roles and satisfaction with advertising strategy) cause customers to form an attitude to purchase advertised brands and about 69.27% of this positive attitudinal change among the respondents is caused by the predictors (Table 9.10).

Table 9.9 Model summary results

Multiple R-squared: 0.6927
 p -value: $< 2.2 \times 10^{-16}$

Table 9.10 Coefficients

	Estimate	Std. Error	t value	$Pr(> t)$
(Intercept)	3.02605	0.74666	4.053	***
Advrole1	0.20811	0.05786	3.597	***
Advrole2	0.28399	0.02543	11.169	***
Advrole3	0.09451	0.02421	3.904	***

Significance Level: "****" 0.001; "***" 0.01; "**" 0.05

Regarding the contributions of the individual constructs to predicting the 69.27% positive change in purchase intentions, it was found that advertising made a statistically significant positive contribution (Beta = 0.28399; $p = 2 \times 10^{-16}$; $p < 0.05$). Similarly, it was also found that both advertising dimension (Beta = 0.20811; $p = 0.000363$; $p < 0.05$) and satisfaction with advertising strategy (Beta = 0.09451; $p = 0.000111$; $p < 0.05$) made a statistically significant positive contribution to predicting the positive variance in customers' purchase intention. The implication of this finding is that these individual components of advertising strategy collectively influence customers' purchase. The regression model equation can be written as follows:

$$\text{Purchase intention} = \mathbf{3.02605} + \mathbf{0.20811}(\text{Advdim}) \\ + \mathbf{0.28399}(\text{Advrole}) + \mathbf{0.09451}(\text{Advstatis})$$

The overall implication is that a unit increase in advertising dimension (Advdim) will cause 0.20811 increase in customers' purchase intention. Similarly, a unit increase in advertising role (Advrole) will cause 0.28399 increase in customers' purchase intention. In the same fashion, it is expected that a unit increase in customers' satisfaction with advertising (Advstatis) will cause 0.09451 increase in customers' purchase intention for advertised brands. It is also clear that advertising role is the strongest predictor of customers' purchase intention, followed by advertising dimension and then satisfaction with advertising strategy. On the whole, it has been established that although the individual predictors contribute positively to customers' attitude in terms of purchase intention, these predictors also collectively contribute to customers' purchase intention favorably.

9.6 Implications

The results of the empirically tested hypotheses prove that the three aspects of advertising (advertising roles, advertising dimensions and customers' state of satisfaction with radio advertising) collectively predicts positive significant variance in customers' purchase intention

for advertised banking brands under Ghanaian context. Individually, it is proven that the three aspects of radio advertising strategy contribute significantly to predicting customers favorable purchasing attitude for advertised banking products. A close observation of the findings also showed that advertising role was the highest significant predictor of purchase intention (R-squared = 75.12%), followed by satisfaction with advertising (R-squared = 57.49%) and then advertising dimension (R-squared = 50.67%). Regarding the degree of variance that is attributable to the individual contributions of the constructs to predicting the positive variance in customers' purchase intention, it was found that advertising role topped (Beta = 0.28399), followed by advertising dimension (Beta = 0.20811) and then satisfaction with advertising strategy (0.09451).

Going by these findings, one can conclude therefore that these findings contribute to and as well confirms that notion underpinning the Cognitive Response Theory, that, advertising has the capacity to influence customers to form positive purchase intentions for advertised brands by altering customers' attitude for brands through invoking cognitive responses pioneered along product message, source orientation and advertisement execution which eventually cause customers to make rational purchase decision.

Banking firms in Ghana, in general and XYZ Bank in particular, must utilize advertising as a major promotional tool for their products and this would positively impact of customers' purchasing intentions for such advertised brands. Such advertising strategies must be fashioned along the three major aspects of advertising strategy considered in the various models in this study. Such adverts must be fashioned along the major roles of advertising (influencing, informing, creating awareness about advertised brands, educating customers, aiding customers in evaluating brand performance, branding the professional outlook of XYZ Bank, catching customers' attention), dimensions of advertising (reinforcing brand preferences, enhancing familiarity with advertised brands, promoting customers interest-empathy) and advertising components measured for advertising satisfaction (frequency of advertising campaign, advertising content, advertising language) in order to positively enhance customers' purchase intention.

Advertising firms, practitioners, and advertising agents must devise advertising strategies in such a way to capture the key advertising dimensions and roles and this will make such adverts more-result oriented in terms of attracting customers to buy the advertised brands. It is therefore worthy to know that all parties to the advertising.

9.7 Limitations and Suggestions for Further Studies

The study was limited to only customers at the Head Office of XYZ Bank in Accra without the inclusion of other customers for the various branches of the bank. This limits the generalization of the findings to all customers of the bank. Again, since the study took holistic approach to data analysis, it became impossible to identify the key contributions of the individual predictors to the dependent variable (purchase intention).

Further studies must be conducted to assess whether state of customer satisfaction with services of XYZ Bank Limited mediates the predictive relationship between radio commercials and customers' purchase intentions or not. Again, management of XYZ Bank Limited must assess how radio adverts affect key marketing performance indicators in the banking industry. A SEM approach to this study would be more commendable.

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10

Technology and the Changing Communications Environment

Meenakshi Gujral and Ambika P. Dash

10.1 Introduction

Technology has changed the world, and has affected consumers lives and business. The proliferation of always-on-devices has connected the world and changed the way business operate. By integration of technology, with multiple channels of communication, has speed up communication between people. Businesses and consumers available 24 hours a day, seven days a week and increased connectivity with changing environment, has truly placed the power in the hands of consumers. Technology provides convenience to use more than one method of communication. Many forms of multi-channel communication have evolved with use of technology—e-mail, social media, chat messengers, video conferencing,

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video calls, blogs, images, symbols and emoticons, etc. in addition to traditional ways of communication.

Companies who do not respond promptly to changing environment, are likely to become uncompetitive (Giesen et al., 2010). Businesses may choose to harness disruptive technologies, target new customer segments, alter spending patterns, adjust value proposition, alter pricing model, revenue model or extricate competitors. Technological integration invites business model innovation viz-a-viz altering communications environment of companies (Gujral, 2016). Use of technologies such as online platforms, cell phones, data kiosks, etc. are enabling businesses to cut out role of middlemen, such as in case of ITC e-Choupal in India; creating new currencies, such as M-Pesa's cell phone minutes in South Africa; and tapping into new value. The use of advance technology, particularly green technology, is changing the way business communicate with other businesses and consumers. Technologies are also pushing businesses to go 'green' in their approaches to match sustainable development goals. This chapter focuses on the following aspects between South Africa and India, with particular focus on two business sectors: Banking and Cloud Computing. The chapter discusses the importance of technology and its impact on communication, technology and innovation with a focus on green technologies and technological integration leading to sustainable development. It further explains the impact of green technology on Banking sector in emerging countries and cloud computing and its impact on communication across industries.

10.2 Emerging Countries—South Africa and India—An Overview

South Africa and India are two countries which are very similar yet very different. The conditions and history of the two countries are similar but economic conditions, markets are different. Both South Africa and India are developing countries, though facing poverty challenges, also have focus to certain extent on green technologies.

India was closed economy till 90s. It focussed more on developing her local industries and thereby entry barrier of foreign industries was

high. However, post early 90s India opened its economy (Nagaraj, 2000). Since then, post-liberalization Indian economy has been on high growth part with Year on Year growth around 7% (Malhotra, 2014). India's diverse economy encompasses traditional village farming, modern agriculture, handicrafts, a wide range of modern industries, and a multitude of services. Majority of workforce is focussed on agriculture, owing to historical footprints. Post early 90s, India has moved across the world with its services. They are the major growth driver. India's largely educated English-speaking population, has been the major fuel for establishing information technology services and outsourcing services. Despite world financial crisis in 2007–2008, Indian economy continued to grow consistently owing to strong domestic demand. Post 2011, with less spending by government resulted in low growth. In late 2012, the Indian Government announced additional reforms and deficit reduction measures to reverse India's slowdown, including allowing higher levels of foreign participation in direct investment in the economy. With growing middle class, it's resulting in expanded spending and improved consumption, thereby increased growth.

Despite overall increased growth, India faces challenges of gender inequality, poverty, corruption, violence, inefficient systems, ineffective enforcement of intellectual property rights, delayed justices, inadequate infrastructure, limited non-agricultural employment opportunities, lack of quality basic and higher education.

On other hand, South Africa is emerging market with abundant supply of natural resources. South Africa is backed by strong financial, legal, communications, energy, and transport sectors. Electricity, through major electricity provider 'Eskom' in South Africa has been under crisis. Lack of new power plants, aging infrastructure and increasing demand has resulted in 'load-shedding' to residents and businesses in major cities. The fall out resulted in reduced industrial production, thereby having direct impact on GDP. The South Africa presents a unique scenario when looking at the bottom of the economic pyramid. South Africa is one of the largest segregations in terms of rich versus poor, which is coupled with major social and sustainable challenges. Around 13 million South Africans are considered to be in the bottom of the economic pyramid (Kerran, 2010).

Challenges such as high unemployment rate of nearly 25% of the work forces, devaluating currency, inflation, corruption, unskilled labour and reach to rural areas have impact on growth of South Africa.

10.2.1 Similarities and Differences in Two Emerging Countries—South Africa and India

Table 10.1 summarizes the similarities and differences in two emerging countries, South Africa and India, on various parameters.

The above parameters show that the two countries India and South Africa are very similar but at the same time very apart. Both countries

Table 10.1 Similarities and differences between South Africa and India

	South Africa	India
Demographics	Population of about 54 m	2nd most populous country in world with population >1.3 bn
	High Literacy Rate	Relatively low literacy rate
	CO ₂ emission per capita much higher	CO ₂ emission per capita lower
Sustainable	Government focus and alignment towards Green Economy	Multiple initiatives being taken to ensure Green economy by government
Technology	Multiple technology initiatives such as Solar lanterns, etc. across sectors	Multiple technology initiatives such as refrigerators, water purifiers, etc. across sector
BOP focus	Corporate beginning to realize the importance of right business model at BOP. Companies trying multiple models at BOP	Corporates matured to certain extend on reach to BOP. Multiple business models over period has proven success in BOP segment
Infrastructure	Basic Infrastructure we developed such as road, sanitation, water, etc.	Infrastructure still in developing stage. Still requires developments and uplift of basic facilities
Challenges	Multiple challenges such as inequalities, reach to Bottom of Pyramid, emission per capita	Multiple challenges such as inequalities, literacy rate, poverty

are conscious towards green economy, technology and sustainability and understand that it is necessary for conclusive growth.

THINK BOX

Mobile marketing is now a very popular and effective form of advertising especially when targeting Generation Y (Bhave et al., 2013). This generation is very techno- savvy and grew up in a very technological environment. They are good at multi-tasking and take interest in innovative ways that assist in doing things quicker and simultaneously (Johnson Controls, 2010). There is also a challenge of keeping up or being able to ahead of technological enhancement that can be used in advertising. SMS/MMS marketing, e-mail marketing, online websites advertisements and Bluetooth marketing are all being overrun by more instantaneous methods of In-app advertisements and QR code scanners (Narang, 2012). According to BusinessTech, 2014 was the first year that more smartphones were sold than the 'normal' feature phones in South Africa. MTN had an increase of 32, 6% to 7, 3 million and Vodacom also with 7, 3 million smartphone users; this means about 20 million South Africans use smartphones out of the 49 million in South African's population. In general people are said to spend more time on their smartphones than watching television or using their laptops (BusinessTech, 2014). The more relevant approach as evident to this is that marketers create interactions and communication with consumers through the opportunities afforded to them by such technological platforms.

Do you think—

1. Can this be advantage for marketers to target generation Y consumers effectively?
2. Can technology like QR code scanners change the way business communicate with their customers?

10.3 Green Technology

Green technology means that is environmentally friendly, developed and used in such a way so that it does not disturb our environment and ecosystem, and thereby helps in conserving our natural resources. 'Green

technology' as a term, is often used interchangeably with 'Environmental technology' or 'Clean technology'. Most developed and developing countries are increasingly turning to green technology to secure the environment from negative impacts, reduce pollution and improve cleanliness. Overall, green technology aims at contributing environmental sustainability. Green technology can be defined as an umbrella term that refers to use of technology that makes products/services and processes more environmentally friendly and sustainable. According to a report from Nordic Innovation, (Bisgaard et al., 2012), businesses can be green by producing green products or provide services that green other businesses or consumers (green products or services); or they can be green by greening their own processes or the processes in other parts of their value chain (greening of processes). Over the last decade, the idea of integration of green technologies has progressively gained popularity among businesses, especially with cumulative efforts of companies to reduce carbon footprint (Gujral, 2016).

10.4 Sustainable Development

Sustainability of any company can be measured as an impact to three pillars of sustainable development; namely, social, economic and environmental influence. The concept of green economy involves the use of natural resources, energy and new technologies with more environmentally friendly and cleaner production methods to promote economic growth and new job creation (Bobonea & Joia, 2012). Sustainable development is a 'contested concept, with theories shaped by people's and organizations' different worldviews, which in turn influence how issues are formulated and actions proposed. It is usually presented as the intersection between environment, society and economy, which are conceived of as separate although connected entities' (Giddings et al., 2002).

10.4.1 Sustainable Development, Technology and Innovation

Sustainable development strongly links environmental and socio-economic issues (Hopwood et al., 2005). Prahalad and Hart (2008), mentions the need for sustainable technologies (including green technologies) in sustainably accessing and serving the BOP.

Technology and innovation is considered as most important regarding sustainability of business model (Boons & Ludeke-Freund, 2013). Particularly, integration of green technology for sustainable development has drawn much attention of practitioners in recent years. Companies are increasingly focussing on innovation of green technologies (Bisgaard et al., 2012), to meet sustainable development goals and to reduce environmental risks for future generations. Technologies with more environmentally friendly and cleaner production methods promote economic growth and thereby leading to green economy (Bobonea & Joia, 2012).

10.5 Methodology

The present chapter explores two sectors, based on qualitative study on business model innovation and green technologies (Gujral, 2016). It represents comparison between South Africa and India, across two business sectors, namely Banking and Cloud Computing. These case studies have been developed from in-depth face-to-face interviews with executives of selected large companies, focus group discussions, secondary desk research from publicly available documents and literature review. A multiple-case approach is adopted, to provide greater confidence and credibility of the research findings from the overall study. (Yin, 2014). Also, multiple-case study method is found to be useful when exploring relatively less known phenomena, as it helps to investigate common themes, patterns and differences among different case studies for possible generalization across similar contexts and categories (Yin, 1994).

The data was categorized and themes were derived using CAQDA software NVivo 11. The identification of categories, patterns and themes

were guided by the purpose of research and research questions. (Saunders et al., 2009). Thus, the two cases are based on basic components of business, integration of technology and sustainability aspects, in order to generate propositions and conceptualize theoretical framework.

The banking sector case highlights the various green technological initiatives undertaken by banks including mobile banking, positive impact banking, mobile ATMs, micro-credit, with special focus on bottom of pyramid consumers. The case on cloud computing explores its application across industries as technology, to deliver services over the internet or a network as tool of communication, in order to develop green and sustainable business.

The research withholds the names and affiliations of company executives interviewed for development of case.

10.6 Part 1—Banking Sector

Banking always have been leading way in adopting technology for communication and ensuring cost effective ways to deliver best services to end customers. Many innovations such as paperless way of banking through the use of finger biometrics, etc. help in sustainable, green and efficient banking. With cost effectiveness of solutions, simplicity, accessibility help them target bottom of the pyramid (BOP). An executive from banking sector added—

Innovations are there as a life of any organisation. We have to continue innovating ourselves, we have to keep ourselves relevant. Over time the basic we have changed. At one time let's say if you were a banker rules have changed. A banker was only about taking deposits and giving advances. Now that narrow definition doesn't work anymore. Bankers do many things now, they are into insurance, mutual funds, financial advisory. Earlier there was only the concept of security now they are guarantees being given by the Government. They are special funds for giving people guarantees. A lot of environmental changes there. Therefore, the banks have to do it. As a result of there are moments were you are the first mover and some moments you are the follower. Anything that comes to the market and is excepted becomes market practice. In

banking it is followed very quickly because they know its readily available. So as a result of a lot of that is what is called 1st mover advantage. The advantage will remain with you as long as you did it first. At some point and time someone might re-work what you have done and come up with something better.

Banking Industry, with increased competition, always must be innovative to be successful and sustained business model. To survive Banking industry must continually evolve.

It is important to take into consideration the Bottom of the Pyramid market as it has been underserved in the past, hence a gap exists for companies to fill (Martinez & Carbonell, 2007). Consumers at the Bottom of the Pyramid are considered as earning a small amount of money; however, they are dedicated towards improving their financial situation (Martinez & Carbonell, 2007). Companies are increasingly opting towards filling the gap and gaining profits from it, and Bottom of the Pyramid consumers lives would simultaneously be improved (Martinez & Carbonell, 2007). The business model may innovation through technology (Chesbrough, 2007). Aspects of the Green Economy will also be discussed in the framework. The adoption of green products is taking place around the world in different businesses (Zaharia et al., 2011). Firms which incorporate the green approach in the business may attain a positive image (Zaharia et al., 2011). The green approach encourages people to preserve the environment for the future (Babonea & Joia, 2012).

Across India and South Africa, the importance of green technological initiatives for goals of sustainable banking, various attempts have been made by public and private sector banks. Banks have taken on the green initiatives in a big way. Banks have gone beyond paperless banking to solar energy sources for ATM's and various other initiatives resulting in green banking. The above initiatives leading to changes in both internal and external means of communication by banks to its customers.

Green Banking refers to practices and guidelines that make banks sustainable in economic, environment and social dimensions.

Some of them are in line with BOP sector. One of the respondents mentioned:

Fortunately, the BOP sector has been positive less of the prohibitions and more of the convenience. We have about 8800 agents in the field these are at the end, go into the village with a micro ATM which has biometric technology in it this is not an ATM as we see it. Isn't it with an ATM we load money in it and you put your card pass word and all that money comes out but with this there is no money in it and the customer will put their biometric information into the device and it gives them options. If it, they want to deposit the account is credited. If they want to withdraw the account is debited. The agent has the money on them and even though this is done online the agent will physically give the customer the money or he's dependencies the cash. The system updates like an ATM. There are now cash deposit machines. Somebody gets paid in cash, he is very simple maybe a fruit vendor he is getting his money in cash even though he has a bank account. So he gets his money and deposits it into the cash machine. He puts his cash there. We used to think ATMs were only used by highly literate people but recently they are being used by such people.

Through multiple means of various technological techniques, use of IT and making process efficient, with minimal impact on the environment. Use of technology is assisting banks to be innovative while being green.

10.6.1 Banking Sector Green Focus in India

As per Indian Banks Association (IBA, 2014) 'Green Bank is like a normal bank, which considers all the social and environmental / ecological factors with an aim to protect the environment and conserve natural resources'. The focus is to execute banking activities while taking care of ecology, environment, and natural resources including biodiversity. Banking through multiple initiatives such as technical improvements, customer habits change, operations improvements makes bank green. Banking sector is not environment polluting industry, however they play major role in being green by being catalyst in customer behaviour change. Such product promotion and activities due to influence of the

bank is showing a positive correlation between environmental performance and financial performance. Several guidelines have been set up for the categorization, assessment and management of environmental and social risk in project financing as below (Table 10.2).

Despite Green Banking initiatives, India is still in nascent stage. Only one Indian Organization Infrastructure Development Finance Company (IDFC) Ltd, has signed Equators Principles for determining, assessing and managing the environmental risks in the projects undertaken (Equator Principles Association, 2014).

Government plays an important role in promoting Green Banking in India:

1. **Green jobs**—Green jobs of creating employment opportunities in non-conventional energy sector. Job is mainly concerned with agricultural, research, manufacturing and development, administrative.
2. **Green Funds**—Investment vehicle to invest in companies that are socially conscious in their business dealings or directly involved in reducing ecological footprint. It caters for companies engaged in environmental friendly businesses, such as alternative energy, sustainable living, water and waste management, green transport.
3. **Green Buildings**—Creating structures and building systems which are environmental responsible and resource-efficient in construction, maintenance, operation, renovation and deconstruction.
4. **IT Infrastructure**—Utilizing IT to optimize and streamline processes have an overall impact on making the process green. One of the respondents mentioned how IT streamlined their processes and help to reach larger masses.

A senior manager further elaborated as—

This is where the challenge of your innovation come in. Look at the BOP, if you find that there is a number of people who are not widely trained who cannot consistently sign in the same manner even though they have learned and they can sign. Tomorrow you go to the banker your check has bounced because the signatures don't match. Now you see with transition someone had left an impression whatever. Now with technology we have

Table 10.2 Bank guidelines

Bank Track	<p>Bank Track is the international network of civil society groups which is tracking the investments and operations of private sector commercial banks and their impact on people and the planet. Members and partners of Bank Track are civil society organizations which have proven track record in campaigning and monitoring on private sector banks. Their main aim is to promote changes in the operations of the bank so that while conducting their business they should consider the ecological well being of the society and be accountable for the activities of their shareholders</p>
US Green Building Council (USGBC)	<p>USGBC is changing the way communities and buildings are built, designed and operated. They believe in better buildings that enhance the communities and complement the environment. Their vision is to provide people with healthier, better and brighter places to work, live and play. It is a win-win situation for both environment and economic opportunity. The functions that USGBC perform are</p> <ul style="list-style-type: none"> • LEED—Leadership in Energy and Environmental Designs most are widely recognized and used a program on Green Building around the world. It is a certification program for homes, buildings and communities that guides the construction, designing, operations and maintenance • Green build International Conference & Expo- Every year USGBC is organizing world's largest conference and expo dedicated to Green Building, which is attended by tens of thousands of professionals all over the world • Advocacy—USGBC provides community leaders and policy makers with the strategies; tools and resources that they need to inspire action towards a sustainable built environment • Credentials—They provide a designation to professionals that is 'LEED Green Associate credential' and 'LEED AP credential' which helps them to demonstrate their knowledge in sustainable, construction, design operations and maintenance of communities and buildings • Education—They provide Green Building education to professionals from all the sectors of the building industry

Indian Green Building Council

It is formed in the year 2001 with a vision to build a sustainable environment and to facilitate India to be one of the global leaders in Green Buildings by 2025. The activities of Council enabled a market transformation in Green Building materials, technologies and concepts. LEED-India (Leadership in Energy and Environmental Design) Green building ratings are nationally and internationally accepted benchmark for the operation, construction and design of high performance Green Buildings. It provides architects, consultants, owners, project managers and facility managers the tools they need for designing, operation and construction of the Green Buildings

CERES

It is a nonprofit organization based in the US. It comprises a powerful network of companies, investors and public interest groups who expand and accelerate the adoption of sustainable business practices and to provide solutions to build a healthy economy. Their purpose is to promote investment policies that are socially, environmentally and financially sound. There are ten CERES principles against which companies can measure their performance on social and environmental issues—

- Protection of the biosphere
- Sustainable use of natural resources
- Reduction and disposal of waste
- Wise use of energy
- Health and Safety Risk reduction
- Marketing safe products and services
- Damage compensation
- Disclosure
- Environmental directors and managers
- Assessment and audit

(continued)

Table 10.2 (continued)

Center for Environmental Research and Education	CERE is a Mumbai based not for profit organization that works to promote environmental sustainability through the action oriented education, advocacy and awareness. They are pioneers in the field of carbon management system and corporate sustainability. They comprise of highly experienced and skilled professionals in all the fields ranging from climate change science to ecological literacy and have completed many development and education projects and national level researches in both rural and urban areas
Center for Environmental Education	CEE in India was established in 1984 as a Centre of Excellence supported by Ministry of Environment and Forests and also it is affiliated with the Nehru Foundation for Development. It is a national institution having its headquarters at Ahmadabad. The organization works to increase the awareness about sustainable development among the society and to ensure the due recognition is given to the role of education in the promotion of sustainable development

moved forward. It has become easier to authenticate. Today it has become more convenient because we have biometrics. Your finger prints can be captured and they can be matched at the bank.

When you are actually using it you are helping the bank. When an illiterate person can't put a signature can put in finger in there. There is the digital signature. The next step is the digital signature is exchanging files in digital manner for some time we have been working with the digital signatures. The person handling the file has to have a copy of the digital signature. What is my recovery period? What is my hold? You would have to give them a pay slip for them to actually see what's happening and there's always the argument that who did this, who did? To solve this problem, we had to overhaul the entire process. By a pension every 3 months. By a pension this month, then the next month, so in the pension account we are only depositing the pension.

Technology is not only assisting to have help bank have differentiated offerings but also helping to reach to larger consumer base at BOP. Combination of refined processes and technology helps increase banks market base and to reach BOP in organized manner.

10.6.2 Banking Sector Green Focus in South Africa

South Africa banks doesn't have direct environment impact such as mining industries, which are major. However, like India banks do have indirect effect and can help to greater extend through their customers. Strong South African environmental laws can hold financial institutes responsible for environmental transgressions of their clients.

Under National Environmental Management Act (NEMA), the National Water Act, and the NEMA: Waste Act—lenders could be held liable for environmental damage. Banking Association of South Africa (BASA), banks have approached Minister of Environmental Affairs for exemption from environmental liability. The submission does include code of environmental conduct containing an obligation of financial institutions to ensure compliance at the start of the bank/client relationship. Voluntary Code for Responsible Investing in South Africa (CRISA, or Regulation 28), launched in July 2011 to promote responsible

investment, and encourage institutional investors to formally integrate environmental, social and governance issues into their investment decisions. Environmental background checks already happen within South African Banks to ensure environmental compliance through due diligence processes to manage these risks. Environmental sustainability is an important risk management issue (Table 10.3).

10.7 Green Technological Initiatives taken by Indian Banks

Various banks in India have taken steps for green banking. Sharma, Chaudhary and Purohit (2016), highlights important green technological initiatives undertaken by banks in India. They are visible both in public and private sector. Some of these initiatives taken by Indian banks are.

10.7.1 Public Banks

State Bank of India (SBI): (1) The bank has tied up with Suzlon Energy Ltd. for generation of wind power. They are using for selected branches by utilizing energy from green technology, i.e. windmills in Gujrat, Tamil Nadu and Maharashtra. (2) SBI launched Green Channel Counter (GCC) facility at their branches in 2010. Focus was to change traditional way of paper-based banking. (3) Carbon Disclosure Project which undertook various environmentally and socially sustainable initiatives through its branches spread across the length and breadth of the country. (4) Export Import Bank of India (EXIM) along with SBI entered an agreement to provide long-term loans to Astonfield Renewable Resources and Grupo T-Solar Global SA for building solar plant in India.

Punjab National Bank (PNB): (1) Bank is focussing on green initiatives by initiating more than 290 tree plantation drives. (2) Improving the energy efficiency within the bank by conducting Energy Audits as an energy conversation initiative. (3) Bank has signed 'Green Pledge' with Ministry of New and Renewable energy under which they had set up

Table 10.3 Environmental sustainability with South African Banks

Bank	Turnover	CSI spend	Total CO ₂ emissions	Average CO ₂ emissions/employee	Total electricity consumption	Average energy use kWh/m ²
Absa	R45.83-billion (2011)	R96.4-million	359,038t	9.6t/employee	407.1 GWh	Unknown
Capitec	R7.36-billion (2012)	R1.2-million	27,676t (based on unverified data and assumptions)	3.85t/employee (based on unverified data and assumptions)	26.7-million kW (2012 estimated)	Unknown
First Rand	R41.33-billion (2012)	R66-million (R5.57-million environment & conversation efforts only)	280,665t (SA only, 2011)	9.15t/employee	251,724 kWh	209 kWh/m ² /y (full building envelope)
Nedbank	R33.45-billion (2011)	R61.2-million on environmental initiatives+ R89-million socio-economic development)	217 957,13t	7.74t/employee	164,384,875 kWh	5841 kWh/full time employee
Standard Bank	R59-billion (2011)	R114-million	180,403t (63% of SA operations. Verified) 44,005t (Outside SA. Not verified)	6.2t/employee (63% of SA operations)	152,561,816 kWh (SA) 19,960,128 (Africa)	Unknown

Source Leadership (2014, March 4)

the butterfly park at Guruvayur temple which houses medicinal plants. (4) Ensuring green building and working on initiatives such as energy-efficient lights, immediate repair of water leakage, computer shut off, sensors for lights, fans, etc. to continue its effort for green buildings. (5) Modifying their business process such as approvals from Pollution Control Board has been obtained before disbursement of term loans and for the project loans, compliance with environment and social safeguards including rehabilitation and resettlement of project-affected people is to be ensured as pre-disbursement condition. (6) The bank was awarded with a second prize for 'Best Wind Energy Power Financer' by wind power India 2011.

Bank of Baroda: They had also taken various green banking initiatives such as (1) Bank prefers environmentally friendly green projects such as windmills, biomass and solar power projects which help in earning the carbon credits. It provides better interest rates. (2) It forces its industrial projects to obtain 'No Objection Certificate' from the Pollution Control Board. (3) Multiple technologies to help reduce the carbon footprint. Initiatives such as compliance with e-business guidelines, use of internet banking, mobile banking to promote paperless banking. Installation of ATM's in most of uncovered areas to reduce the petrol or diesel consumption in travelling and helps in maintaining a clean environment. (4) Desktop virtualization, backup consolidation and server virtualization improve data centre operational efficiency.

Canara Bank: (1) Canara Bank has adopted environmental friendly measures such as mobile banking, internet banking, telebanking, solar-powered biometric operations, etc. (2) The bank has gone strong on technology such as implementing e-governance for HRM function and several other administration areas to reduce the paperwork. (3) Giving preference to projects with better lending rates which can help earn carbon credits like biomass, solar energy projects, windmills, etc.

10.7.2 Private Sector Banks

ICICI Bank Ltd: Bank has gone for 'Go Green' initiative, which focuses on initiatives such as Green products/offerings, Green engagement and green communication with customers.

- Green Products and Services: The bank is offering green products and services like
 - i. Instabanking:—Anywhere and anytime internet banking, mobile banking, IVR banking, etc. This reduces the carbon footprint of the customers as they do not require the physical statement or travel to the bank branches.
 - ii. 'Vehicle Finance':—They are offering 50% waiver on processing fee of auto loans on the car models which uses alternate sources of energy
 - iii. Home Finance—Reduced processing fee for the customers who are purchasing homes in LEED certified buildings.
- Green Engagements: Conducted an environmental awareness programme for employees and customers.
- Green Communications: Bank insists their customers for online bill payment, online funds transfer and subscription to e-statements which promote 'paperless' and 'commute free' modes of banking transactions.

HDFC Bank Ltd: HDFC bank is doing its part by reducing their carbon footprints in waste management, paper use and energy efficiencies. (1) Bank focusses on various HR practices to promote prevention of any wasteful use of natural resources and emission of greenhouse gasses. (2) Utilizing internet banking and use to technology to reduce use of paper. (3) Internal Bank energy efficiency by focussing on energy conservation initiatives such as the use of CFL, optimized air conditioning, etc. (4) Procuring green products in accordance with Central Pollution Control Board and efficient energy products.

Axis Bank Ltd: AXIS bank implementing several initiatives in green banking (1) In august 2011, bank focussed on recycling by collecting

all dry waste generated from their offices and recycling through companies to notepads, notebooks and envelopes. (2) Focussed and obtaining certified 'Green Building' (3) Implementing Solar-powered ATMs.

Kotak Mahindra Bank: Reduce paper consumption through use of technologies, and implementing rainwater harvesting in their offices.

THINK BOX

The banks had gone strong on technology and changing the way they communicate with their customers. In your view point, what measures can be adopted to sustain this change?

10.7.3 Green Technological Initiatives taken by South African Banks

Bank X: Leading South African Bank applies the concept of Business Model Innovation for a Green Economy for the Bottom of the Pyramid in the following way:

'Simplicity is the ultimate sophistication'—this is how Bank X describes itself, and its biggest innovation would that of the firm's simplicity. As one of its key pillars, Bank X holds great importance towards simplifying its products and processes to make an overall better experience for the consumer and the firm itself.

Bank X's innovativeness comes from three pillars (Lawson et al., 2006):

1. **Use of technology:** By using fingerprint biometrics, photo identification and card access in their branches, they have been able to implement a system of paperless banking. This has in turn lead to a significant reduction in costs for the bank, therefore being able to share this reduction with its consumers. Fingerprint biometrics and photo identification has led to a simple and effective process for consumers where there is no longer a need to fill in an endless amount of forms. It also reduces human handling error, i.e. no lost

or misplaced forms. This means that opening a bank account with Bank X is simple and quick. These technologies also increase security measures which helps to reduce fraud. Bank X aims to promote a paperless and cashless environment for its consumers. Consumers' money is also extremely accessible as there is a multitude of available touch points where their money can be accessed such as ATMs, branches, mobile banking, internet banking as well probably the most convenient touch point, your local Pick 'n Pay, PEP or Checkers.

2. **Simplified and focused product range:** Bank X only offers one product, and yet this product is by no means lacking in a certain aspect. With one account, consumers are able to save with one of the best interest rates in the country, transact with the lowest transaction costs as well as apply for credit all with the same account. You often find that regular banks have a dozen product offerings where consumers have to spend a considerable amount of time finding the most suitable account. With Bank X, they have combined all the offerings into one complete and comprehensive account. This once again emphasizes the drive for Simplicity for the consumer.
3. **Low-cost:** This is perhaps the biggest point of innovation and being set apart from the rest of the banks of South Africa. Due to the innovations mentioned above, Bank X has seen the elimination of back offices in branches and no unnecessary paperwork or admin fees which has led to the most affordable banking solution this country has seen. This low-cost model has seen them be able to market to lower-income consumers as well as the consumers who have never banked before. Bank X offers a small monthly admin fee with small transactions fees. It makes banking affordable.

Bank X's business model has been innovatively designed and adapted to suit the market. By applying Business Model Innovation, they have redesigned banking in South Africa with a completely revolutionary way of banking. Their paperless, one-account system has simplified banking for consumers and has led to considerably lower costs for both the firm and its consumers. According to Kerran (2010), over 13 million in South Africa are unbanked, in other words, do not have access to formal financial services. This equates to approximately R54 billion every year. The

majority of the unbanked can be considered to Bottom of the Pyramid, in other words the lower-income earning or lower LSM citizens (LSMs 1–4) (Kerran, 2010). Most financial institutions in the current state are not geared to market and profit from the BOP. This is where the competitive advantage of Bank X lies.

Bank X, with its simple and cost effective processes, was able to develop an account that was affordable to the masses, with a minimal opening balance, and significantly reduced administration fees compared to the other banks of South Africa. This enabled the BOP consumers to be able to afford to bank, as fees would not eat away from their hard-earned money. Bank X also made it easy and quick to open up an account with them as stated on their website, their account is the most affordable way of banking in South Africa.

In order to fully market their product to BOP, Bank X had to take 3 factors into consideration, namely:

1. New products and services: Bank X brought a revolutionary new way of banking that consumers had not seen: one simple account to serve all needs that is paperless and has very low bank charges. To serve the BOP, a product needs to have low costs but high utilization volumes. This new product is affordable to BOP because of its low admin costs, zero transaction fees and a minimal opening balance.
2. New business processes: Serving Bottom of the Pyramid requires a new infrastructure of business processes that allows for easy accessibility, real-time transactions and other services. These new processes need to be able to support the implementation of the innovative products to the BOP market. In terms of Bank X, its use of finger biometrics, photographic identification and paperless way of banking all contribute in marketing their all-in-one account to this market.
3. New distribution and service channels: This factor takes into consideration customer accessibility, reachability and cost effectiveness. Two channels that Bank X has made use of to serve BOP are mobile phones and retailers. By making use of mobile banking and being able to access cash using tellers at retailers, Bank X has enabled BOP consumers (especially those who live in rural areas) to have access

to their money easily and quickly. This allows for a fully ubiquitous network for the distribution of banking products and services.

10.8 Strategies for Green Banking

With the influx on IT system and movement towards next age, banks are absorbing new-age technology. There is more involvement of Green Technology, and providing Green products are helping in improved customer interactions. Banking operations are being carried from alternate channels such as internet, ATMs and away from banking retail channels. Thus, reduce banking retail means reduced stress on environment factors.

Jha and Bhome (2013) suggest some of the following steps for green banking:

- (1) **Online Banking**—Online banking is something which is adapted by mostly all banks. Online banking helps reduce energy resource print through a reduced number of Retail Brick and Mortar stores. It also helps in reduction of paper resources, less energy spend. Thus helping in making banking green.
- (2) **Promoting Green Loans**—Attractive low loan interest rates for green products such as solar equipment, energy savings project. Thus promoting green business.
- (3) **Reducing Carbon footprints**—Banks going green internally by use of energy saving techniques such as CFLs, efficient energy systems, optimized cooling systems, etc. Thus, the banks directly help in reducing carbon foot print by being more energy efficient.
- (4) **Solar and Wind Energy**—Promoting projects using environment-friendly technologies and internally utilizing these technologies in banks.
- (5) **Engage with key stakeholders**—Create awareness of environmental issues and their impact on the economy, the environment and the society.
- (6) **Green Credit Cards**—Using a green credit card, banks will donate funds to an environment-friendly non-profit organization from every amount spend on credit card.
- (7) **Carbon Credit**—Banks getting involved in carbon credit business.
- (8) **Use of ATMs**—ATMs help environment by promoting online banking. Various facilities of

online banking are available via ATMs thus reducing the need of Brick and Mortar Retail banks. Thus reducing paper, energy foot print.

THINK BOX

By using technologies like fingerprint biometrics, photo identification and card access. How a bank can bring innovation in their communication with customers as well as employees?

Communication channels means how the organization reaches and communicates consumers as well as how the product (Value Proposition) is delivered. Bank is able to directly reach its consumers as well as supply them with their actual bank cards through its branches. Through all the available touch points, consumers are able to directly speak to bank and access their accounts. Accessibility is a key success factor for bank and they want their consumers to have complete access to their accounts, hence why bank has a comprehensive list of available touch points. These touch points include email, helplines, ATMs, internet banking, branches and more notably, retailers and mobile banking which appeals to the BOP market. Can technology truly improve communication channels and increase accessibility of customers?

10.9 Cloud Computing

The cloud computing is the use of computer hardware and software resources to deliver services over the Internet or a network is already there as we all know, and developing at fast speed.

Traditionally customers used to buy the heavy and expensive IT Equipment and take months to configure and provide them to business for utilizing them. Since the increase in the internet and agility in the business demands to delivery IT and IT-related services much faster and scalable. At the same time the business would like to reduce the capital investments and commitments. With change in the investment model, business has more available funds to focus on business and its objectives.

10.9.1 Disruption of IT in Business

Recently there is a huge disruptive innovation happening across the world. Disruptive innovation, a term of art coined by Clayton Christensen, describes a process by which a product or service takes root initially in simple applications at the bottom of a market and then relentlessly moves up market, eventually displacing established competitors.

One of the main reasons and enables for the disruption is using Information technology to deliver the goods and services. For e.g., Uber by using mobile application to enable the taxi service, shook the world with the disruption of service.

10.9.2 Below Poverty Line Market Consumers and Being Green

Large corporations usually introduce separate line of products and services for the below poverty line market consumers. They will not introduce their premium range products at all. By making huge differences to the premium products and services or introducing a new product, large corporations plan to capture the market.

It has been observed that the large corporations will not take a risk of introducing the mainstream products and services to the below poverty line market consumers as it impacts the profitability.

Today to introduce the new product and/or service line to the even including for the large corporations is a huge task. Because of the business disruptions in their own industry, it is inevitable to introduce their products and services to the market with a greater speed and agility.

Thus, large-scale companies are adapting cloud services to take it up for small/medium scale companies to provide them the same experience as premium products, while being green. Companies need not buy servers, buildings and floor space to build datacentres, no electricity, cooling costs, no purchase of software licenses, etc. when they adopt cloud technology. Thus, cloud technology help reduce upfront investment, thereby reducing cost. This enables companies to deliver the

products to various consumers including those on BOP segment without being expensive and at the same time being green.

In case of any introduction of product/service to Below Poverty Line for big organizations, the large corporations need not hesitate on IT investments as they become more operational expenditure when compared to traditional capital expenditure. Due to the very nature of change in the investment model, based on the growth of the business line related to BPL the large corporations can increase the IT investments in cloud. A senior manager from IT consultancy firm stressed—

We are in Solar products business. In order to provide our orders, we continually need to maintain inventory, orders, supply chain. We also have customers and vendors. Customers are necessarily required to keep track of, possible orders coming. We use Microsoft CRM system to manage those. Also, many of our sales agents are in field. Thus, we needed a system where there is less capital investment and is available on internet for field services. Similarly, on supply chain side, we needed system to interact with our vendors to initiate supply of raw materials based on demand. We used Microsoft Online cloud platform to assist and be ready in short period.

10.9.3 Cloud Computing Direct/Indirect Impact on Green and BOP Segment

Cloud computing assists thereby benefiting in following ways:

1. **Small Investment:** Incorporation of Cloud Computing by corporates, and releasing it as service to small/medium enterprises help reduce the upfront investment required by small/medium companies. Reduce overall cost does impact the price to end consume.
2. **Green and Sustainable:** Hardware deployed by companies result in electricity usage, cooling requirements, e-waste production, etc. With cloud computing the hardware is consolidated for various companies at one location. This helps in optimized electricity usage, optimized cooling and reuse of e-waste. The overall chain is made green with adaptation of cloud computing.

3. Management: The operation challenges and expenses come on top of every infrastructure deployed in company. Cloud computing takes away these expenses and consolidates in optimized way. Thus, the management of the infrastructure is much easy, without impacting end consumer.
4. Time to Market: Cloud computing helps reduce effort and time required to set up computing infrastructure, necessary for optimized organization performance and product development. Cloud computing assists in faster Go to Market.
5. Enhancing Knowledge: Cloud computing makes it easy for organizations to help share their knowledge with other interested organizations. Thus, companies don't have to build from scratch and can develop on existing knowledge base. Usage to help develop more efficient/green technologies, utilizing the consumer knowledge base of BOP, etc. can help increase the reach and develop models to BOP consumer. Example microfinancing with use of cloud-based solutions and handheld POS to BOP segments is one of the available solutions utilized by Banks in India without investing much on Retail Branches. An executive further elaborated—

Our company is start-up company. We have huge cost pressure and cash flow. If we don't make money in month serious money pressure build up. In that situation how can we afford premium software products. The software is necessity if we need to compete with big companies, and provide high quality services. With help of cloud we are able to do achieve. We don't have to invest in huge license cost, we can add and remove users as they arrive. It has given us platform to leverage, optimize our services, be agile and maintain high quality keeping our costs down. It further helped us to move faster to market and reduce carbon foot print of our company with reduced energy profile.

10.9.4 Cloud Computing Examples

10.9.4.1 Internal—CellC Cloud Adaption

How adaption of Cloud computing helped for internal customers.

Challenge: According to Cell C CEO, Lars P. Reichelt, ‘the objective was to promote an easier way of communicating through the intranet, while increasing productivity. The capabilities of Google Sites were investigated to see if it could provide us with the tools to build and sustain a new corporate intranet which was previously on Microsoft © SharePoint. After a successful Google Sites evaluation, we decided to deploy across all employees with the assistance of a local Google Enterprise partner, Grove Group. The trial allowed Cell C to achieve their goal of building and sustaining the new corporate site’.

Solution: Reichelt continues, ‘the switch to cloud computing where software and IT services are delivered through a browser is a shift from the traditional on premise collaboration products used by Cell C. The decision to move to Google Sites comes after a successful managed trial that allowed Cell C to build a new, multifunctional corporate intranet. Cell C uses Google Sites to enhance internal collaboration and modernize working practices’.

The google apps are cloud-based solutions which assisted in reducing operational expenses and sustainable (Globalapps, 2011).

10.9.4.2 Small Business—FNB Business and for small business Instant Accounting

First National Bank, a division of FirstRand Group for small and medium organizations, the bank provided integrated cloud solution for an instant Accounting software.

It is huge value addition to small customers, the integrated instant accounting solution.

Instant Accounting is a unique, online accounting solution which uses your FNB electronic bank statement to generate financial statements and reports, including income statements, balance sheets, cash flow statements, generate invoices and more.

The Instant Accounting is cloud-based solution available to various business units without spending heavy on accounting software (FNB, 2016).

10.9.4.3 Townships in SA—Government and large corporations' initiatives

Initiating some of township development using public cloud solution. For the South African government, the focus is on G2G (government-to-government), G2BC (Government to Business & Citizen) and G2C (government-to-citizen) activities. Improved service delivery is facilitated by building e-Government awareness, being a model user in e-Government centres of excellence, working towards one government information and communication channel (one portal, one call centre, etc.) (GCR, 2015).

THINK BOX

While banks have made their inroads into space with services like Geo payments, technological apps like Snapscan or money transfer services such as Mpesa. Do you think they are as agile as technology-based companies? Will banks be able to compete in this space by adopting cloud computing?

10.10 Conclusion

Technology is identified as key success driver for innovation and leads considerable change in communication. Implementation of green technologies lead to considerable implications on operations of businesses.

This creates operational pressures, which further limits implementation of innovation. Therefore, need-based product and service offerings are required to market by firms, especially to consumers. It helps in development of core competencies by involving stakeholders. Sustainability of green technologies, needs companies for financial support from government agencies, along with policies fostering conducive sustainable practices brings positive changes in business model and channels of communication.

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11

Conclusion and Way Forward for Marketing Communications in Emerging Economies

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11.1 Introduction

In the information age coupled with the shifting power from organizations and brands to customers understanding the interwoven nexus between customer value creation and profitability is integral for firm survival and growth. Effective marketing communication is the link between organizations and customers. It enables organizations to adopt

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a more customer-centric focus and culture. In this book, you have been introduced to marketing communications from an emerging world perspective. Arguments established in the introduction have been justified in this final collection of research papers. In summary, the contextual dynamism of marketing communications has been established and a case made for scholars, policymakers and practitioners to express interest in the emerging market environment. As they grow in power and wealth, brands and other corporations must take advantage of these markets as the world, due to technology, continues to transition from individual nations into a pseudo communal island.

11.2 Lessons for Emerging Market Practice

This book has highlighted the importance of marketing communication for firms operating and willing to operate within the emerging markets. Firms are advised to adopt and develop marketing communications that are customer-centred and geared towards creating customer value. Though customers essentially drive the marketing orientation focus and the firm's communication strategy, marketing communication must go beyond the target audience and enhance the probability of firm survival and sustainability. Marketing communications must therefore have a strategic relationship between organizational goals and objectives. Organizations and firms operating in emerging market context must develop a strong culture based on the merger between organizational goals and customer needs. This will essentially help firms deliver communications that is relevant to the brand's well-being and optimum service delivery.

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Practitioners of marketing communications within the EE markets are also advised to use communications experts who can manage cross-functional teams to delve into the issues to develop the right messages that will benefit the organization, firm or brand in the long run. The communication experts must internally act as the bridge between top management and the organization to inform strategy and direction.

This book also implies that effective marketing communications mean an integrated approach of interrelated concepts such as PR and advertising. Thus, the success of communications is hinged on them. Techniques such as CSR initiatives and radio advertising have been demonstrated as effective tools to disseminate good marketing communications actions. The context within which communication activities are done is another key platform for building a strong marketing communication strategy. Dynamism is one of the key aspects of consumer behaviour which makes its prediction near impossible. However, cues from the cultural index allow firms to anticipate consumer reactions to brand action and inactions. Thus, an understanding of culture will enable firms to navigate their operating context's opportunities and challenges, using the most suitable medium and message to reach prospective customers.

11.3 Lessons for Academia

The book proposes myriad research directions to enable the academic debate concerning marketing communications to transcend its current limitations, as seen throughout the chapters. Firstly, authors are advised to understand the role of culture in the marketing communications conversation since literature has established its susceptibility to cultural values, its reforms and directions. Also, it is suggested that researchers understand the influence of culture (both native and adopted) and its values on marketing communications using some of the models espoused in Chapter 3 of this book.

Furthermore, due to the contextual imbalance in representation across the academic field, researchers within the EE markets are advised to tell their stories. This will improve the development of new knowledge and

push for more theoretical grounding in the academic understanding of marketing communications.

The arguments of the integrated approach to marketing communications have also led to some interlinking disciplines being uncomfortable about the dominance of marketing within the communication strategy. Is marketing communications dependent on marketing or PR dependent on marketing communications? These complexities need some semblance of understanding to inform the conversations surrounding the marketing communications debate, and researchers are encouraged to make their voices heard.

The growth of technology is also changing the semantics associated with marketing communications. As the rate of technology adoption increases across both developed and developing contexts meaning that the gap that once established regions is slowly being closed. Brands are making use of technology to impact relationships and behaviour by finding novel means to make use of technology. Sadly, academic discourse has kept a snail's pace in the conversation and presents room, through research, to understand the impact of technology in marketing communications. Furthermore, marketing communications are still being questioned about its role as a strategic tool or a tactical tool. The context might help deliver insights into its role, and research from different contexts might offer requisite knowledge about its roles.

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