Communication track

- The dilemma of implementation of
  Integrated marketing communication
Abstract

**Background:** Integrated marketing communication (IMC) became increasingly popular since 2005, the IMC is built of four parts. The first part is a concept and it also is the process. The second part explains that IMC needs special skill and knowledges. The third part described the IMC have three pillars which focus on audience, channel and the result. The last part refers to that IMC attempts to the increase of company communication. The concept of IMC can be called “Speak with One Voice”. The meaning of IMC includes advertising, promotion, public relations, direct marketing, CI, packaging, news media and all other communication activities within the scope of marketing activities, but also enables companies to communicate unified communicate information to consumers.

**Purpose:** The researchers of this thesis aim to explore the barriers when organizations implement integrated marketing communication.

**Methodology:** In this paper, authors used qualitative research under deductive approach. The primary data was gathered with six participants from different advertisement agencies. All the interviews were conducted with semi-structured interview.

**Conclusion:** Through the preview semi-structured interviews, there are two barriers has been agreed with all of these 6 participants who are from different advertising agencies. Authors defined these two barriers as the main barriers to implement integrated marketing communication by organizations: the management knowledge and Lack of horizontal communication. Authors also have some important finding about new barriers of implementation to integrated marketing communication. Three of our participants from different advertising agency with a lot of experience on IMC mentioned that the employees’ trust in leadership of managers is also one of the main barriers. Authors believe this might be another main barrier for organization on implementation of IMC and should attract enough attention by marketers.

**Key words:** Intergrated marketing communication, barriers, management knowledge and Lack of horizontal communication
Acknowledgement

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Secondly, we want to appreciate to our opponent groups. They helped us point out something we didn't notice in the paper and how to do the improvement.

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Tianli Li                 Kai Yang                 Xiaoyu Zhang

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1 Introduction

1.1 Background

According to Pickton and Broderick (2005), Integrated marketing communication (IMC) became increasingly popular since 2005. IMC covers one or more promotion activities. If the company’s marketing activities can control all the involved resources together and integrated into a whole, the company can achieve maximum efficiency (Pickton& Broderick, 2005). Based on Kliatchko (2005), the definition of IMC is built of four parts. The first part is about the nature of IMC it’s both process and concept. The second part explains that IMC needs special skill and knowledges. The third part described the IMC have three pillars which focus on audience, channel and the result. The last part refers to that IMC attempts to the increase of company communication. The concept of IMC can be called “Speak with One Voice”. The meaning of IMC includes advertising, promotion, public relations, direct marketing, packaging, news media and all other communication activities within the scope of marketing activities, but also enables companies to communicate unified communicate information to consumers. There is a typical example which integrates general advertising, direct response, sales promotion and public relations in order to achieve clarity, consistency and the biggest influence on communications. (Porcu, del Barrio-Garia& Kitchen, 2012). If a company reached IMC, it not only benefits itself, but also benefit the client. When a client has contact a company with successful IMC, they can understand the company better and have more confidence in choosing the company they want (Duncan& Caywood, 1996).

One aspect of the IMC implementation that most influences IMC management as a business process is the commitment of top management. The commitment of top management means that senior managers must ensure consistency between what they say and what they do to prevent middle managers from perceiving ambiguities that could undermine anticipated integration. In general, senior management lacks a commitment to integrated communication, which usually requires structural isolation of communication tools and communication managers (Smith, 1996). The attitude of senior management to change has a positive impact on the IMC: Top management must have the willingness to change corporate policies that impede IMC implementation.
(Phelps& Johnson,1996). From a management perspective, identifying the IMC may allow managers to handle resources more efficiently by encouraging practices related to decision models, organizational structures, and cross-sector dynamics. Going to know about the positive impact on the IMC and those that, in turn, hinder the execution factor, will help the senior managers to recognize the weaknesses and amend the goal of greater integration in the organizations they manage (Porcu et al., 2012).

1.2 Problem discussion

Marketers are in the consumer markets with highly competitive environment, they are trying to meet the demands and needs of their consumers while building long-term relationships with consumers (Kitchen & Burgmann, 2010). The emergence of integrated marketing communication seeks to manage and integrate the limited financial and human resources more efficiently (Black, 2004). On the other hand, IMC has sufficient effect on building stronger consumer loyalty for one brand (Kitchen & Burgmann, 2010). Most of managers believe that IMC is a process of integrating information consistently in order to help consumers understand the brand and build brand image (Beard, 1996). If the company ignores IMC, thus, it cannot "speak in one voice", which may lead to an incoherent brand image and negative impact on consumers’ perspective (Kitchen& Burgmann, 2010).

Although integrated marketing communication strategy shows efficiently and remarkable positive implications to organizations, it is still quite a challenge for company to conduct integrated marketing communication strategy successfully (Black, 2004; Reid, Luxton& Mavondo, 2005). When an organization is deciding to work with integrated marketing communication, it has to face many barriers which might disturb the enabled IMC functionality, some of them even unknowable (Reid et al., 2005). During the process of IMC, some barriers even lead to the IMC failures (Kitchen & Burgmann, 2010). Especially in the process of implementing the integrated marketing communication, the whole cross-functional departments and organizations must understand how IMC works and the barriers that IMC may encounter (Kitchen& Burgmann, 2010; Reid et al., 2005).

Since most of IMC's researches aim at advertising companies, that causes these types of preview studies are with considerable limitations (Kitchen& Burgmann, 2010).
These previous studies are uninformative for the general situation and common companies in markets (Mortimer& Laurie, 2017). According to the limited information and knowledge of IMC, only a few organizations could achieve the real integration (Mortimer& Laurie, 2017). If not, the integration will have some difficulties or even fail, which could weaken the relationship between the brand and the organization (Kitchen & Burgmann, 2010). On the other hand, with a lot of information of IMC implementation barriers, it makes managers confused about what are the main barriers they should focus on (Mortimer& Laurie, 2017).

1.3 Purpose

The researchers of this thesis aim to explore the barriers when organizations implement integrated marketing communication.

1.4 Research question

What are the main barriers to implement integrated marketing communication by organizations?

2 Theory

2.1 Integrated marketing communication

The concept of Integrated Marketing Communications (IMC), according to Schultz, Tannenbaum& Lauterborn (1993), is defined as a marketing communication process “that combine and evaluate strategic role of different communication discipline to get the clarity, consistency and greater impact” (Schultz et al., 1993, cited in Oancea, 2015). To put it simply, IMC is the philosophy and practice of coordinating a brand’s various marketing communications elements to influence or affect the behavior of the targeted consumers (Shimp, 2013).

The main characteristic of IMC is to combine a variety of communication activities together (Turner& Paul, 2017). In addition, the communicators will explain or manage the synergies between various modes of transmission and how the various modes overlap. Therefore, advertising, promotion, public relations, personal sales or similar processes as key elements are important to marketing manager. This explanation can be
applied to all delivery systems such as broadcasts and sponsorships (Turner & Paul, 2017). On the other hand, Linton and Morley (1995) stated that integrating marketing communications has many benefits, such as high quality consistent services, cost savings, and easier working relationships, etc.

Speaking of the implementation of the IMC, the organization must control some areas in order to consider the real integration and communication (Schultz et al., 1993). For an organization to consider truly integrated marketing communications, both internal and external standardization processes are required, and standardization can maintain the consistency of all messages (Schultz & Kitchen, 2000). In addition, stated by Gronstedt (2000), in terms of structure, in order to prevent departmental silos from hindering the creation and retention of consumers, the structure and hierarchy of the organization should be flat.

Moreover, to successfully implementation of integrated marketing communications within the company, it is crucial for the CEO or senior management must express direct support for the IMC (Pettegrew, 2001). Regardless of the internal structure of the organization, in order to achieve integrated marketing communication, it must be started from top management (Pettegrew, 2001). While actively supporting the IMC, managers also need to eliminate many barriers that impede the implementation of the IMC. They can organize good communication strategies but have a deep understanding of the functioning of the company. For example, to prevent departmental silos, financial issues, etc. (Schultz et al., 1993) On the other hand, technologically advanced technologies can create advantages for companies in complex market competitions, and the company's technology can help companies build strategic resource competitiveness. If the company can accumulate and learn technology, then the company's competitive advantage can continue (Torkkeli & Tuominen, 2002). Although it is the core competitiveness of the company, the technical department is also an important factor affecting the IMC (Watson, 2017).

Furthermore, from a cultural perspective, organizations should prevent a strong marketing culture. Although culture is important when implementing the IMC, organizations should be sensitive to the political, social, and economic environment because these factors have a great influence on the implementation of the IMC (Pettegrew, 2001). Descriptive research surveyed practitioners’ understanding of the IMC, in many parts of the world, organizational structures and challenges are in the
implementation of the IMC (Swain, 2004; Kitchen & Schultz, 1999; Petrison & Wang, 1996; Duncan & Everett, 1993). Although there are many benefits of IMC, a lot of barriers to integrated marketing communications (IMC). In the following sections, barriers of integrated marketing communication are discussed in detail.

2.2 Barriers of IMC

2.2.1 Management knowledge

According to Dmitrijeva and Batraga (2012), companies often encounter a series of barriers when they want to apply the integrated marketing communication. The main barrier emerges in the management level of the company due to the fact that the marketing manager does not have enough knowledge on how to apply IMC. Additionally, corporate representatives are also lacking the understanding the demand of IMC. The manager lack of IMC knowledge leads to different marketing communications goals for the organization. Also, this can lead to misunderstanding within the department, the company, even the consumers and client (Duncan & Everett, 1993).

2.2.2 Technology department

Recently, there are many companies depend on engineers and relevant technical staffs in professional field in order to running their companies. However, as stated by Watson (2017) engineers disagree with marketing practices, these aversions are come from the cultural influence and attitudinal barriers. Watson (2017) also indicated that it is a critical to influence engineers’ attitudes of IMC as a market strategy is to evaluate value of the marketing communication in their professional industries. A part of engineers stays with the “organizational dilemma” that means they do not want to change the conventional work to coordinate with the IMC task.

2.2.3 Financial

According to Cleland (1995), the budget is also one of the important barriers to the implementation of the IMC. In some companies, the budget setting is short-term rather than long-term, as costs rather than investments. The results may lead to insufficient budgets for integrated marketing communications (Pickton & Broderick, 2005). In the other hand, the fixed and inadequate budget will also strengthen the competition within
the company’s internal departments (Stuart & Kerr, 1999). The distribution of information and the competition among different departments will become barriers of effective communication. For example, the fixed budget will make employers in the organization ‘think for themselves’ rather than ‘speak in one voice’ for the company in government departments, this phenomenon of competition among employers must be a cause to decrease the synergy effect of IMC strategy (Stuart & Kerr, 1999).

2.2.4 Managers' background

The manager's own background and organizational culture determine the way manager think (Percy, 1997). Managers coming from different countries, or having different marketing communication skills, or working in different organization, will have different perceptions of the integrated communication structure (Dmitrijeva & Batraga, 2012). When the culture of marketers must interact with the culture of the communications agency, it becomes more complex in the case of integrated communications. According to Percy (1997), the manager's thinking and attitude will affect the thinking and planning of integrated marketing communication. Also known as, managers from different organizations may have different views on the content of effective communication when they cooperate together (Niemann, 2005).

2.2.5 Lack of horizontal communication

It is common for a company to lack of horizontal communication is the most common. Without adequate inter-departmental communication, organizations will encounter big difficulties in exchanging and sharing key information about the target audience (Pickton & Broderick, 2005). In the job descriptions, professional affiliations and departmental structures, these problems make employees fall into narrow roles, with little overlap, shallow understanding of colleagues’ functions and concerns. About employees in different departments, even in a competitive organizational department employees have a little chance to communicate and get knowledge form each other, this is due to the fact that they are distribution to different “silos of communication”. (Gayeski & Woodward, 1996; Schultz & Schultz, 2003).

2.2.6 Market culture

About market cultural aspects, in some regions, there are different policies and market positions in different countries, the IMC's decision-making needs to comply with
national policies, religious, cultural and ethical standards (Ogechukwu, Ndubueze& Uche, 2011). Many companies are aware of the relationship between religion and business because they find that people's religious beliefs influence consumers' consumption decisions (Koku& Jusoh, 2015).

Previous survey, conducted by Kitchen and Tao (2005) has showed that the IMC concept may take a long time to be widely accepted in local Chinese companies, comparing to companies in the West. The Chinese market is still a developing market and an unequal market for information, IMC as an advanced concept is not widely accepted by all industries across China. Some industries have just started to boom in China, leading company leaders to be less concerned with new marketing management concepts, and they are more inclined to focus on technology development (Kitchen& Tao 2005).

In Thailand, a similar situation like China has also exhibited. Both Thailand and China are developing countries, so there will be some commonalities or similarities in the commercial market (Chaihanchanchai& Anantachart, 2017). Due to lack of professional business management education, local organizations have very limited understanding of IMC knowledge (Chaihanchanchai& Anantachart, 2017).

In addition, it is more difficult to conduct IMC strategies in a rigid structural organization because each department works independently. Additionally, it is also difficult to mix them together to “speak in a voice”. On the other hand, Thailand is a country with a high degree of cultural background and complexity, with communication barriers between different levels (Chaihanchanchai& Anantachart, 2017).

3 Methodology

3.1 Research approach

Generally, scientific research comprises two theories, which are inductive theory and deductive theory, respectively. These two theories are opposite, but both illustrate the relationship between research and theory (Bryman& Bell, 2015).

Furthermore, qualitative and quantitative research methods are commonly used to conduct scientific research, these two types of research always seem to differ from each
other, but they have similar purpose and application (Bryman & Bell, 2015). In this case, deductive theory and qualitative research strategy are employed.

3.1.1 Deductive theory

According to Bryman and Bell (2015), the deductive approach is based on a certain amount of theoretical cognition and has partially deduced the unknown part of this cognition. The deductive theory is investigating the relationship between research and theory. This method emphasizes the use of theory as the basis. In deductive reasoning, we predict a theory, and if the theory is correct, we can observe what the result is (Gallaire, Minker & Nicolas, 1988).

Integrated marketing communication is an attractive and challenging topic to be studied with, especially when it comes to investigate the barriers to implement the integrated marketing communication strategy. Some hypotheses have been proposed concerning the integrated marketing communication theory. The whole process complies with the rule of deductive theory and this is also the reason why authors choose deductive approach.

3.1.2 Qualitative research strategy

Qualitative research refers to gaining insights by exploring problems, understanding events, analyzing human behaviors and opinions, and answering questions (Patton, 2015). Qualitative research is a great tool to understand the reasons and motivations in depth behind the behaviors, which provides insights on setting related issues (Bryman & Bell, 2015). Qualitative research is a study on a small group of carefully selected sample individuals. The study does not require statistical significance. However, the researcher's experience, sensitivity, and related technologies can effectively provide insights into the subject's behavior and motivation, also the impact they may have (Bryman, 2006). According to Bryman (2006), the qualitative approach gives a deep understanding on the participants, which matches the authors objective.

3.2 Research purpose

There are three different research purposes depending on the different nature of the research, such as quantitative, qualitative, deductive and inductive. These three research purposes are exploratory, explanatory and descriptive purposes. The descriptive purpose
talks about when existing research cannot support the theories, it needs expanding and portraying a new picture for the data. It is suitable for both qualitative and quantitative approach. The exploratory purpose is referring to finding out new things in an undeveloped area. It is suitable for inductive research with qualitative method. The last one is explanatory purpose, which is to investigate the relationship between two or more variables. It is suitable for quantitative method (Saunders, Lewis& Thornhill, 2009; Bryman& Bell, 2015).

This paper is focused on factors that stop organization accomplishing the integrated marketing and uses qualitative research approach. The descriptive purpose is most suitable for this paper since it does not target for developing a new theory nor for finding out new things in an undeveloped area.

3.2.1 Research design

According to Bryman and Bell (2015), there are five different research designs, which are experimental design, cross-sectional design, longitudinal design, case study design and comparative design.

In this study, the authors will use multiple-case study which belong to case study design. The case study design refers to analysis and study a single case. It allows users to have deeper understanding in one case. The case study is popular in business field. Multiple-case study is an extended version of the case study design, which allows researchers to compare many cases together. The comparison of each result helps researcher have deep understanding on the theory they use. Meanwhile, this method stimulates researchers to understand the uniqueness of each case (Bryman& Bell, 2015).

In this paper, the authors are going to interview six participants which represent six cases, and to analysis and compare them in the analysis chapter. This is exactly suitable for multiple-case design nature and this is the reason why authors choose this design.

3.3 Data source

In this paper, the authors will collect two types of data to support the accomplish of paper. The first type is primary data, which refer to information that has not yet been collected. The information usually requires investigators to collect it directly. This method takes a long time and the cost is larger, but accurate and in-depth. Compare to primary data, the secondary data is the primary data that used twice or more. They are
collected by others with different purposes (Bryman & Bell, 2015). The primary data are collected from the semi-structured interview and are used to analyze the theory. Bryman and Bell (2015) states that when collecting the primary data, the collector cannot fraud and make up new things. The reason why authors collect the primary data is that they cannot find what they want from the internet, so they have to collect primary data by themselves. The secondary data are those authors get from the internet. The data from internet are about integrated marketing communication, which are used to strengthen the theory foundation for this paper. Also, secondary data will be the books and other scientific articles. The goal is also to increase credibility for this paper.

3.4 Data collection method

Semi-structured interview refers to the requirement for a unified content of the basic content in the interview. The general form is that the interviewer randomly asks some more in-depth questions after the respondent answers the questions that are set in advance. Semi-structured interviewing is a form between unstructured interview and structured interview. It combines the advantages of the two other method and it effectively avoids the deficiencies of a single method. In general, this interview method has many advantages. The initiative in the interview process is mainly controlled by the interview-ers. At the same time, it has two-way communication and can obtain more abundant, complete, and in-depth information. Interviews can combine the structure and flexibility of the content (Bryman & Bell, 2015).

When conducting the semi-structured interview, researchers can ask deeper questions based on the answer that researchers need more knowledge on (Bryman & Bell, 2015). This is the main reason that the authors choose this method. The authors need ask deep questions to get better understanding with theories. Otherwise the authors cannot combine the theory and empirical data to analyze.

Furthermore, when conducting semi-structured interview, the new aspects of questions may emerge (Bryman & Bell, 2015). This will lead authors into a new area and this is what the authors really want.
3.4.1 Execution of Semi-structured interview

Before the interview, researchers need to find a quiet place to make sure the interview goes smoothly. In particular, for interviews to be recorded, the researchers need to close the doors and windows nearby. When researcher prepare a recording, they need to ask the respondents whether accept it, and if the respondent don't accept the researchers need to choose other ways to record the data (Bryman& Bell, 2015).

In this paper, the authors conducted six semi-structured interviews with six participants. Among these six participants, three of them were from Swedish advertisement company, two from Chinese advertisement company and one from Australia advertisement company. Each semi-structured interview took around thirty minutes. The three interviews which conducted with Swedish participants were in cafe and the rest of the interviews took with skype. All the interviews were communicated with English and recorded by iPhone 7. During the semi-structured interviews, there are six fixed questions and one general question which follow the theory and operationalization and the other questions are asked by authors when they feel that the questions need dig deeper..

3.5 Operationalization

Operationalization is a diagram which shows the connection between theories and questions. It helps readers have deeper understanding of the problem. It also helps researchers easily draw a conclusion (Bryman& Bell, 2015). In this paper, there are seven theories, the first theory talks about general information about integrated marketing communication. So, the authors set one general question to all participants. The other concepts are about the barriers and each question corresponds to a theory. There are in total seven basic questions for the participants. Following these questions makes authors clearer at analysis.
<table>
<thead>
<tr>
<th>Concept</th>
<th>Definition</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated marketing communication (IMC)</td>
<td>concept of marketing communication planning that combine and evaluate strategic role of different communication discipline to get the clarity, consistency and greater impact</td>
<td>General question: What do you think the top three main barriers when company conduct with the IMC strategy?</td>
</tr>
<tr>
<td>The barriers when company implemented Integrated marketing communication.</td>
<td>The barrier emerges due to marketing manager does not have enough knowledge of how to apply IMC.</td>
<td>Q1: Do you think your clients have sufficient cognizance of IMC?</td>
</tr>
<tr>
<td></td>
<td>The barrier emerges between technology department and other departments</td>
<td>Q2: How do you think the relationship between technology department and other departments in your client’s companies? Do they have a good communication or might have any communication gap?</td>
</tr>
<tr>
<td></td>
<td>The barrier emerges when budget of company is limited, it leads to employer think for themselves instead of speaking with one voice</td>
<td>Q3: Since the budget of one company is limited, do you know any of your clients’ company has internal competitions among different departments in order to get more budget for themselves? Do you think if that would be the barrier for working with IMC strategy?</td>
</tr>
<tr>
<td>Question</td>
<td>Answer</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Q4: Do managers background or organizational culture influence the implementation of IMC? Is it just as good for managers to implement IMC strategy?</td>
<td>The barrier emerges when managers background has different opinion on integrated marketing communication.</td>
<td></td>
</tr>
<tr>
<td>Q5: How do you think the communication among different departments inside one organization?</td>
<td>The barrier emerges when the communication gap appeared.</td>
<td></td>
</tr>
<tr>
<td>Q6: When you conduct with one case, does any different culture would influence your client’s decision? E.g. Government policy, different religion</td>
<td>The barrier emerges when culture influences appeared.</td>
<td></td>
</tr>
</tbody>
</table>

3.5.1 Pre-test.

Pre-test must be done before conducting the interview to participants. This test is in order to decrease the potential problems during the semi-structured interview. The Pre-test should conduct with an expert and a potential participant. The aim is to let the researchers know whether their questions are smooth and professional (Bryman & Bell, 2015).

The questions which authors need to explore has been shown to an expert who is the tutor of this paper. The tutor has a wealth of expertise in this research subject. There are a lot of discussions about the nature of the questions when authors conduct the Pre-test interview. The interview has been taken an hour.
3.6 Sampling

Sampling is a research method in which small group of samples are selected from all research respondents. Then uses the data from the small sample to estimate the ratios in total population. Based on the sampling method, it can be divided into two methods: probability sampling method and non-probability sampling method. Probability sampling method means randomly choosing samples from the total population. Non-population sampling method means that samples are not select randomly from the total population, for example selecting for specific research purpose (Bryman& Bell, 2015).

The non-probability sampling method is commonly used in qualitative research because it fits the purpose of qualitative research. When using non-probability sampling method, it allows researcher to choose sample based on their needs. There are three different types of non-probability sampling: convenience sampling, snowball sampling and quota sampling. Convenience sampling refers to the sample which are available for the researchers. The researcher can choose the participants freely. The snowball sampling talks about the researchers getting contact with small group first (relevant to research) and then this small group could help researchers to find more samples in the target population. Quota sampling talks about dividing the total population into different groups, like age, gender, and then researcher choose one of the relevant group as the research target based on subjective choice (Bryman& Bell, 2015).

In this paper, the authors choose convenience sampling as their sampling method. Compare to quota sampling and snowball sampling, convenience sampling allows authors to choose their participants freely which is suitable for the aim of this paper. According to the Eagle, Kitchen, Fourie& Padisetti (1999), the original definition of IMC was published in 1991 from American advertisement agency and Northwestern University. Furthermore, because of the increased internal rivalry of the advertising industry, it has increased the challenge of the spread of advertising and the message to the consumer (Adetunji, Nordin& Noor, 2014). From Clow (2010) point of view, the rise of the challenge will lead to the emergence of the IMC.

In general, the authors think the advertising agency have more knowledge in IMC compare to other industries. Also, advertisement agency has more experience of IMC, because when they help consumers with advertising, their cognitive and experience of
IMC will increase. So, the authors choose the people who work for the advertisement agency as the participants.

*Table 1 Participant background*

<table>
<thead>
<tr>
<th>Participant</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nationality</td>
<td>China</td>
<td>China</td>
<td>Sweden</td>
<td>Sweden</td>
<td>Sweden</td>
<td>China</td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
<td>Male</td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>How many working experience (years)</td>
<td>More than eight years</td>
<td>More than five years</td>
<td>More than twenty years</td>
<td>More than twenty-five years</td>
<td>More than thirty years</td>
<td>More than five years</td>
</tr>
<tr>
<td>The current job place</td>
<td>Melbourne, Australia</td>
<td>Shanghai China</td>
<td>Växjö, Sweden</td>
<td>Kalmar Sweden</td>
<td>Växjö, Sweden</td>
<td>Shanghai China</td>
</tr>
<tr>
<td>The nature of the current job organization.</td>
<td>International advertising agency</td>
<td>International advertising agency</td>
<td>Local advertising agency</td>
<td>Local advertising agency</td>
<td>Own studio</td>
<td>International advertising agency</td>
</tr>
</tbody>
</table>

3.7 Data analysis method

Compared to quantitative research, the question is deeper in qualitative research, especially in the semi-structured interview (Bryman & Bell, 2015). There are five analytical methods in qualitative study, which are pattern matching, linking data to propositions, time series analysis, cross-case synthesis, logic model and explanation building (Baxter & Jack 2008). In this paper, the authors choose cross-case synthesis as the data analysis method. Cross-case synthesis only serves multiple-case study. It also states that compared to single case study, investigating multiple cases can be more easy to persuade people. Yin (2014) states that this analysis method has two steps: the first step is to analyze all the cases separately and treat them as the individual case. The second step is to cross analyze each conclusion. When using cross-case synthesis, Yin (2014) suggests that it’s better to create a table about all the cases and categorize them. This will help researcher better identify the similarities and differences of cases (Yin, 2014).

In this research, this method fits the research question: what are the main barriers to implementing integrated marketing communication by organizations? The authors will
cross-compare six interviews and find similarities and differences of the cases. At last, the authors will make a table about all the cases.

3.8 Quality criteria

To evaluate a quantitative research, validity and reliability always become the quality criteria. However, they can also be used to assess qualitative research. Validity is a measure of whether a study is true and the degree of correctness. Validity is related to the ultimate purpose of a study. The effectiveness of a study needs to compare with the purpose. Therefore, the magnitude of its effectiveness is proportional to the degree of the purpose complete. Validity is relatively to the specific target, which is used to measure whether a study has deviated from the targeted direction and whether it is true, so there is only the degree of difference (Bryman& Bell, 2015).

Reliability talks about the degree of replicability in a research. It is difficult to measure a quantitative research because all participants have their own thoughts and experience. They are difficult to say exactly the same things in the interviews. Also, the reliability talks about whether the result of research is reliable (Bryman& Bell, 2015).

In general, there is another way to measure the quality criteria, which is trustworthiness. Trustworthiness can be divided into four parts, which are credibility, transferability, dependability and confirmability. These four aspects have similar definition with reliability and validity (Bryman& Bell, 2015).

3.9 Ethics

When conducting the academic research, ethical issue is always a problem that the writer must consider (Bryman& Bell, 2015).

According to Bryman and Bell (2015), there are four main roles for the researcher. The first is that researchers cannot hurt participants in the research. The second is that researchers cannot hide important information from respondents. The third is that researchers cannot penetrate respondent’s privacy. The last one is that researchers cannot lie to participants (Bryman& Bell, 2015).

Oliver (2010) states that hiding the name of participants is a good way to protect their privacy and dangers from outside, but not all of them need to hide their names, depending on the participant’s needs. Bryman and Bell (2015) also states that researchers can-
not break this rule because of the research needs. It is unacceptable. When the participants refuse to answer the questions, it can be seen as the question could invade the participant’s privacy. So the researchers cannot force participants to answer the questions when they refused.

Bryman and Bell (2015) even states about deception. It states that deception is unavoidable, and it should be reduced to a certain extent. Researchers must weigh the cost of acquisition and the dignity of the respondent. However, deception is wrong. In all researches, researchers should try to avoid this (Bryman& Bell, 2015).

During this research, the authors keep the ethical issues in their mind. The authors do not hide anything from the participants and the names of the participants are hidied in the paper, so that no one can penetrate their privacy. Also, the authors tell all relevant information to the participants and answer all the questions they need to know. In general, the authors try to avoid deception in all interviews and never bring negative influence on the participants.

4 Empirical

4.1 Interview A

Participant A is from Australia advertising organization. This is a young management staff, but he has hundreds of case studies. The organization is not just dealing Australia case, but also for other countries. We interviewed via Skype and recorded it with Iphone7.

Q1: Do you think your clients (management level) have sufficient cognizance of IMC?

According to the participant A, all of their clients have basic knowledge of IMC, such as making different departments of the company achieve strategic consistency. Most clients believe the strategy can be seen as the foundation and the core element of a company. However, the participant state that clients’ companies understand the concept of IMC in a superficial level, they do not have any resource or method regarding to implement IMC in their company, and they have not done any relevant research about the implementation of IMC. Additionally, it will have consistency deviation due to the manager have insufficient knowledge of IMC. Furthermore, the participant mention that
the cause of consistency deviation is not only because the managers lack IMC knowledge, but also they do not have enough experience in implementation of IMC.

**Q2: How do you think the relationship between technology department and other departments in your client’s companies? Do they have a good communication or might have any communication gap?**

The participant A state that client’s companies can implement the project excellently, but it does not mean all of them have a good communication between the different departments. In another words, they always received different voice in one project. Meanwhile, any department cannot survive on their own, all departments should support each other to achieve the main goal of their companies. Moreover, the participant mentioned that there is a communication gap between technology department and other departments. For example, the marketing department usually to provide a market plan, but sometimes the marketing department exaggerated the function of a product when introduce it to consumers. However the technology department will feel it is not in line with the value of the product itself. Thereby, this will lead to internal conflicts between technology department and marketing department in some companies. The cause of internal conflicts in different department, requires managers to make a better judgment and decision. Furthermore, the decision from managers will influence the different opinion in the project.

**Q3: Since the budget of one company is limited, do you know any of your clients’ company has internal competitions among different departments in order to get more budget for themselves? Do you think if that would be the barrier for working with IMC strategy?**

Participant A believe that are competition in terms of budget, but the impact is not huge. Because the budget has been improved before the implementation of the strategy, the funds for different departments have been determined. For budget insufficiency, the clients company also allows the financial department to keep some money for future support. And when there are minor problems during the implementation, manager will coordinate and assist the implementation, so this will not have any impact on the IMC.

**Q4. Do managers background or organizational culture influence the implementation of IMC? Is it just as good for managers to implement IMC strategy?**
Participant A stated that the cultural and organizational background of the managers will not affect the implementation of the IMC, but it affect more by the accumulation of knowledge and experience of the IMC. In some cases, the managers’ own culture and background will make the implementation of the IMC better. Participants believe that when managers have their specific background, they have different ways of looking at the problem. For example, when implementing the IMC, managers from China will conduct a research on all details during the implementation process. Managers from the United States will discuss with senior executives and their department to make everyone understand the overall direction. The participants stated that them did no have problems during implementation and all were successful. They will have different focus in order to achieve the same goal.

**Q5: How do you think the communication among different departments inside one organization?**

The participant A stated that this is inevitable and that the impact on the implementation of the IMC is huge, which will lead to the failure of the IMC. When there are problems in the department, for example, the supply chain department does not have good communication with the market department. This will cause the supply chain department do not obtain enough market information and cannot be able to make adequate preparations for the next season. It will also indirectly lead to misunderstanding of market information for supply chain departments and technical departments. As each department is connected, any problem requires collaboration between different departments to implement the IMC successfully.

**Q6: When you conduct with one case, does any different culture would influence your decision? Example, Government policy, different religion.**

Participant A stated that there is an barrier, and that this is an irresistible external factor that is likely to lead to a problem when implemented of IMC. For example, from the case of Sudan, it is necessary to consider local policies and Islamic rules. Participants showed that this is a question that managers should think before implementing the IMC, such as religious culture, and national culture. If these problems occur in the implementation of the IMC, it should to be adjusted to the IMC, although this will reduce the efficiency of the IMC, but it will not lead to failure.
Q7: What do you think the top three main barriers when company conduct with the IMC strategy?

According to participant A responses, the most difficult barriers that need to resolve as below:

1. Disagreement between departments; Participants stated because the department is the foundation of a company's operations, even if each department is working perfectly, it does not consist with the company's overall goal, which will cause the company to lose profit.

2. Lack of managers' knowledge of IMC; Managers need to instruct the department to solve some problems. Respondents believe that most managers cannot take responsible for all details and problems, they cannot take care of every part. So this requires the support of knowledge to achieve a prediction.

3. Employees' trust in leaders; Concerning the trust of employees is indispensable. If employees doubt the decision of the leaders, this will greatly reduce the efficiency of the IMC and this will become an critical issue that will hinder the implementation.

4.2 Interview B

Participant B is coming from China. He works for an international advertisement organization in Shanghai and he is a senior manager in this organization. The authors contacted the participant via Skype and recorded the interview with Iphine7.

Q1: Do you think your clients (management level) have sufficient cognizance of IMC?

Participant B stated that the lack of managerial knowledge has an impact on IMC implementation because the IMC system is top-down. When managers lack knowledge, they may cause problems in implementing the IMC. This will also make it difficult for each department to understand the command, and it is difficult to implement it successfully. Moreover, good knowledge of managers can improve the efficiency of the IMC.

Q2: How do you think the relationship between technology department and other departments in your client’s companies? Do they have a good communication or might have any communication gap?
In this part of the interview, participant B showed that there is no doubt that technology department is becoming increasingly important in nowadays company, as more than more marketing campaigns developed with the backup of the tech. Like the consumers data tracking. But there still exist some communication gap between the tech department and others department, the big problem here is, how to translate the technical language into a normal language for others employees to understand and find a good way to apply it in practical marketing activities.

Participant B also believe that the perspective of the technical department and other departments is completely different. For example, marketers are more concerned with whether the product will be accepted by the public and thus benefit to company. The technical department believes that it should not reduce the quality of products to attract more attention.

Q3: Since the budget of one company is limited, do you know any of your clients’ company has internal competitions among different departments in order to get more budget for themselves? Do you think if that would be the barrier for working with IMC strategy?

Participant B stated that this is a very serious barrier. In many companies, they do have internal competition between different departments. They may have their own budget to carry out different activities. For example, the technical department wants more funds for research and development. The market department needs more funds to expand the market. But all of those campaigns would be carried out under one voice to work with IMC strategy, otherwise they would not be allowed.

Q4. Do managers background or organizational culture influence the implementation of IMC? Is it just as good for managers to implement IMC strategy?

Participant B said: “That’s good if the manager have different backgrounds and from different cultural or organizational, he may get more ideas, but for the implementation of IMC, I don’t think there exist causal relationship”.

Q5: How do you think the communication among different departments inside one organization?

Participant B said: "As an agency, or third party with regard to our clients, we hold an principle that we do only report to one project manager from our client company to control the cost of communication. So for us, its hard to judge the cooperation ability
among their department. But from the complains of our client (their contact window), probably, not that easily, at least in the communication with their finance or legal department, that’s holly cumbersome“.

Q6: When you conduct with one case, does any different culture would influence your decision? Example, Government policy, different religion.

Participant B believe that all of them plays a influential role, many of great ideas were inspired by culture. On the other hand, different markets environment also will influence their decision. For example, there are too many competitors in Chinese market, so many companies more focus on the new design or keep a lower price of a product, however, they are not focusing on strategy tools such as IMC.

Q7: What do you think the top three main barriers when company conduct with the IMC strategy?

Participant B stated:

1. Budget, that explicitly influence the effectiveness of media integration.
2. Support from all level of employees. IMC strategy is not relevant to managers, it need the support of all level of employees. With the reason of cognizance or low ownership or other reasons, that’s hard to be fully implemented among the whole company.
3. Persistence. Rome is not built in a day, IMC also isn’t a one-off event, it’s a long time, consistent communication strategy. But for some our clients, they didn’t realize it and change their “one word” easily.

4.3 Interview C

Interviewer C is a manager of an advertisement company. This company is located in Vaxjo. According to what he said before the interview, he has worked in the same company more than twenty-five years till now. The whole interview is recorded by Iphone7. The location of the interview is at his company.

Q1: Do you think your clients (management level) have sufficient cognizance of IMC?

The participant C claims it is different from everyone. Nowadays everyone is catching up with new knowledge. He thinks his client are not paying attention on it. Also,
participant C claim some of his clients are using IMC, but they don’t know the real theory.

**Q2: How do you think the relationship between technology department and other departments in your client’s companies? Do they have a good communication or might have any communication gap?**

Participant C thinks technology department play an important role in some company. He thinks the problem occurs since the bad communication between two departments. As the experience he had when he worked in the advertisement company, sometimes when technology department think they can go to the next level, but the marketing department don’t want because the sales is not good. In technology department perception, the skills are mature and if technology department can move on the marketing department can also improving. That’s the communication gap between technology department and marketing department.

**Q3: Since the budget of one company is limited, do you know any of your clients’ company has internal competitions among different departments in order to get more budget for themselves? Do you think if that would be the barrier for working with IMC strategy?**

The answer for participant C is yes. He also makes the example between marketing department and technology department. The technology department always convince the company to invest more money on them, and they can help company save cost later, but they didn’t consider the company need keep extra money for them when they develop new skills, and because the limited budget, company have to save money somewhere. So, the other department will have competition with them. Participant C doesn’t think it’s positive or negative, because the situation is changing all the time.

**Q4. Do managers background or organizational culture influence the implementation of IMC? Is it just as good for managers to implement IMC strategy?**

Participant C think the background of manager will influence the implementation of IMC. When the manager of a company changes, it also means that the manager’s background has changed. When the manager's background changes, he may not be able to understand the company's IMC operating status, which will hinder the implementation of IMC.
**Q5:** How do you think the communication among different departments inside one organization?

Participants C think there must have communication between departments in his client’s company. He experienced a situation in his firm. He told us a story that he met a horrible situation in his previous company. At that time, two managers from different department has two distinct ideas on one case, and both think the other is wrong, they both don’t want stand back. At last the boss decide the final decision, and the one who failed on this discussion did not reveal the key information for company, finally the company failed with this case. The participants C says this can be seen as the lack of manager knowledge, but also the problem about the communication in one department is bad.

**Q6:** When you conduct with one case, does any different culture would influence your decision? Example, Government policy, different religion.

Participant C claims when their clients cooperate with them, they will avoid the culture aspect because they want to keep consistency on their core message. When their consumer travel to different places, the advertisement cannot make people fell totally different. But, yes, the decision will influenced by culture aspect,s every country have their own restricted area, all the international company should stop there, you cannot enter into the market.

**Q7:** What do you think the top three main barriers when company conduct with the IMC strategy?

1. The agencies is not share information. Because the people in advertisement company cannot meet all the relevant people in client’s company, so that the people in advertisement company cannot share and discuss the information with all of them.

2. Budget: Almost all the company have worried about the budget, it is not enough as always.

3. The problem with departments. Participant C state: sales department like quick money but marketing department want getting company stronger.
4.4 Interview D

Interviewer D is a manager of a local advertisement company which located in Karma. She has worked for more than 20 years in advertising agencies or similar advertising companies. The whole interview was taken at café in Växjö, the interview was recorded by Iphone7.

Q1: Do you think your clients (management level) have sufficient cognizance of IMC?

Participant D think not all the management level knows IMC. For instance, there is one client's company she had cooperated with, the boss in that company trying to use IMC, but failed. She thinks the reason the boss failed on IMC is he don't have enough knowledge on how to work with IMC. Participant D mentioned the details: the manager in client's company trying to obtain the advantage from IMC which is building a stable brand image, but he still launched many different types of practices. This behavior is not followed the step of 'speak in one voice'.

Q2: How do you think the relationship between technology department and other departments in your client’s companies? Do they have a good communication or might have any communication gap?

Participant D agree with phenomenon. She thinks technology department is the core department in most of the company. And there must have the communication gap. twenty years back, she is the leader of information officer in XXX company. The people in technology department, they always talk about ICP. They have list on the wall under BOD, much people listed on the BOD. None of us in other department know what it is and people in technology department don’t want to tell us about that. At one time they tell her on the party, it is the technology language. The people in technology department think they are clever than others and don’t like to communicate or share the information with other workers. They just have their own mind and don’t really like communicate with other departments.

The participant D also think there is the conflict happens when a company produced a new product. Once her clients told them when they want to launch a product into market, the communication with marketing department and technology department failed or disconnected. The technology department think the advantage of new product is the use, and the technology of the product is the best in the market, but the marketing
department think if they launch the product with the advantage in technology, it wouldn’t attract the . The conflict between these two-department become big. At last the marketing department follow their own thoughts and give up the idea from technology department. Of course, the launching is failed, so her client find participant D to remedy the product.

Also, the participant D think the reason might be very department have different language. The core problem must be communication gaps.

Q3: Since the budget of one company is limited, do you know any of your clients’ company has internal competitions among different departments in order to get more budget for themselves? Do you think if that would be the barrier for working with IMC strategy?

Participant D state she thinks it depends on the company whether they use IMC. If a company work with IMC, they will understand the distribution of money. It’s like a family, they have plans to travel somewhere or buy somethings. The people in family fully understand why the plans implemented and accepted the plans. If a company don’t work IMC, they have no idea why management level doing the distribution and it bring the negative influence on that, because there is no sufficient communication between each department. None of them understand the plans of others and they will get their own interest as a goal.

Q4. Do managers background or organizational culture influence the implementation of IMC? Is it just as good for managers to implement IMC strategy?

Participant D think yes, when her clients have American top-level manager, it was certain affect to them. Her clients said this boss always discuss the new move of the company with them. Compare to old Swedish boss he like to share the knowledge and information to the worker in the company. It makes them participants in the develop of the company.

Participant D think it is good when manager have better background. Because he will have bit generous and open minded, to his management style and the organization.

Q5: How do you think the communication among different departments inside one organization?
The participant D told us about her previous work experience. She used to work at a medium-sized company. Her boss got advice from a professor about how good IMC is, so her boss decided to implement the IMC in his company. This is not working smooth. On one occasion, his boss issued a directive about a free event, and he wanted to raise the attention of the company. Market department feel this is a good opportunity to show the company's culture. So, they think company need spend more than 20000 on it, because they decided to have a professional game design team to design, but the financial department felt that the money was not worth it, because there was no real income and no real impact on the company.

Q6: When you conduct with one case, does any different culture would influence your decision? Example, Government policy, different religion.

Participants D expressed it was very often. She suggests the examples. The first is when she makes create an advertisement for her clients, there is a paper only for the rules. It talks about 1. No pigs in the picture 2. Cannot only put Asians in the picture 3. The pictures cannot offend people. When she conducts the advertisement, she has to avoid the landmines.

Q7: What do you think the top three main barriers when company conduct with the IMC strategy?

1. Whether top manger speak one voice. Participant D think it is very important about the manager speak and knows IMC, because only they have deep understood on that, the employers can follow the lead

2. Strategy. The participant D think the strategy need fit the nature of IMC.

3. The conflict between technology department and another department. Participant D state that the technology always thinks they are smarter than other, so that they cannot understand another department. The technology department overconfidence on their own thinking.

4.5 Interview E

Interview E is a personal advertising studio in Vaxjo city where is located in the south of Sweden. Our participant E is the owner and sole long-term worker of this studio. Although he usually works by himself, he still hires short-term staffs for helping him
deal with some cases according to different conditions. Participant E has more than 30 years of experience in the advertising business. His clients spread all over the world, especially in Sweden. This interview is done by face-to-face way in a café and has been recorded.

Q1: Do you think your clients (management level) have sufficient cognizance of IMC?

After researchers have explained the concept of integrated marketing communication to the participant E. He realized it is a very common idea in his daily work process. However, he mentioned not all of his clients has clear cognition of IMC. The participant E as an advertising planner usually spread the idea of IMC to his clients, but his clients are not often brought up this subject by themselves. Since he has many different types of clients, some clients are just small firms or organizations. These clients only have a few employees inside the company. Oppositely, participant E also has cooperated with some established companies, such as Ikea. He thought Ikea group as a Swedish furniture giant is with a very well understanding of integrated marketing communication and ‘speak in voice’ is the main strategy for them. While there are different situations between small and big firms, the participant E thought it would be a more difficult barrier of IMC for smaller companies. Since these small firms are not always with managers who have enough knowledge about IMC.

Q2: How do you think the relationship between technology department and other departments in your client’s companies? Do they have a good communication or might have any communication gap?

Participants E thought actually there is no directly communication between the technology department and other departments in his clients’ companies. So, the relationship between technology department and others is quite weak. It cannot tell if there is a bad or good attitude for employees in technology department towards other departments since “they don’t talk too much”. He thought it is not necessary that technology department has good communication with all of other department, but he also thought it is very important that technology department should exchange information with marketing department. The participant E also gave an example from his clients- a big window company in Sweden. This window company has a very mighty production department as their core technical department, the production department inside this window company is very powerful and “control everything”.
participant E thought there is more communication between production department and marketing department than other departments. “You have to know what's consumers' really want, either you cannot sell anything!” as participant E said. However, except the marketing department, it does not make any inconvenience for lacking of communication to other departments. Also, to keep good communication and relationship with everyone even might cause new issue, such as cannot pay attention on their own duty.

**Q3: Since the budget of one company is limited, do you know any of your clients’ company has internal competitions among different departments in order to get more budget for themselves? Do you think if that would be the barrier for working with IMC strategy?**

Participant E thought the internal competition for the budget is existed in all the companies which at least have 200 employees, no matter the company is with or without the IMC strategy. The window company as the participant E has mentioned before, also has internal competition. Since this window company is a big scale corporation which has 8 different subsidiary companies under it. All of these 8 subsidiary companies use the same production chain from one parent company to produce window. However, they do not ‘speak in one voice’ because they all want to create better performance than others.

**Q4: Do managers background or organizational culture influence the implementation of IMC? Is it just as good for managers to implement IMC strategy?**

Participant E has few information about managers’ background, nonetheless, he thought the organizational culture would influence the implementation of integrated marketing communication. For instance, as the preview questions, there are totally different operation mode between normal companies and public sectors. The organizational cultures are also differentiated. It is hard to tell if it is good for managers to implement IMC since different organizational cultures are both advantages and disadvantages. That is not the main barrier for integrated marketing communication.

**Q5: How do you think the internal communication among these different departments inside one organization?**

Participant E expressed he usually go to his clients’ companies and need to join into the process of clients’ production. He felt there is not always have very good
communication among them. Such as in one case, his client is with a very professional financial department and “focused on their job too much”. He thought it is not a good thing that financial department is too focused on their own duty - balance of the payments. That lead to the financial department have very limited budget plan on advertising which is against with marketing department’s opinion. Sometimes the financial department only see the final figures and cut the important part that marketing department thought it is.

Participant E expressed he has some experience both on cooperating with public sector (such as city promotion) and non-profit organization. He thought these organizations or public sector has more clearly cognition of integrated marketing communication than common firms. Because these clients usually use advertising for propaganda. In order to achieve this goal, ‘speak in one voice’ is one of the most important thing for them.

Q6: When you conduct with one case, does any different culture would influence your client’s decision? E.g. Government policy, different religion

Participant E expressed he is mainly focus on the Sweden region but he still has some clients from Taiwan and Japan. These clients from Asian countries have different requirements on ‘speak in one voice’ concept compare with the clients from European. He thought clients’ decision might be influenced by different culture and area. Since the consumer in different area also with cultural difference. It is a challenge for company when they are not only need to keep ‘speak in one voice’ but also have to satisfy the consumers from different regions.

Q7: What do you think the top three main barriers when company conduct with the IMC strategy?

1. Participant E thought the biggest barrier is among the corporation which has many sub-companies. These companies have different target groups in consumer market, it is hard to ‘speak in one voice’ since there are different types of consumers. Still with the window company case. Since there are 8 subsidiary companies under one parent company, this window corporation ever tried to use one same name in order to integrate the whole corporation in step. However, it did not work well. “They had to race in their own way” said by participant E. Because these 8 subsidiary companies have different focus groups in consumer market, some of them are focused on these people who want cheaper windows but others are focused on high quality glass. It is not suitable for them
to integrated together, since this window corporation has already taken the market segmentation strategy. The IMC would be failed even there is just one segmentation in different way. Especially sometimes the manager is not stand firmly on IMC strategy and not enforced a strict system of IMC might because of a short-term profit losing. Then it will be failed with a high possibility.

2. The second one is the internal communication among different departments. It is the core concept of integrated marketing communication. These departments should always keep in touch to make sure they are always ‘speak in one voice’.

3. The third one is the government intervention, although it is not often happened. For example, an American brand with a very sexy brand image want to ‘speak in one voice’ in this symbol by television commercials cannot be allowed in Muslim countries.

4.6 Interview F

Participant F is working in an advertising company in China. He is a manager and this is an international company. This interview was done via Skype.

Q1: Do you think your clients (management level) have sufficient cognizance of IMC?

Participant F expressed the basic concept integrated marketing communication has been known almost all of their clients’ companies. However, the importance and the advantages of integrated marketing communication are not fully realized by them. Since to conduct with IMC strategy is not an easily process, if some clients do not realize the importance and necessity of it, they might be maintained an ambivalent attitude. Participant F revealed in some cases, he had to explain the importance of the strategy to his clients over and over in order to remind them not to deviate from their goals.

Q2: How do you think the relationship between technology department and other departments in your client’s companies? Do they have a good communication or might have any communication gap?

Participant F show the interviewers an example case with this question: he has a client which is an electric company. The company's technology department has innovated a new high-end home appliance that could address the gap in the consumer market, but the problem is that the appliance is too complicated to use for common consumers. This high-end home appliance has been met with opposition from the marketing department.
They think too complex operations of product will lead consumers flinch to the new product and it is inconformity with the company's product positioning- convenient and simple. So, the marketing department hopes to discuss this issue with the technology department in order to simplify the new product, but the results are not satisfactory. The technology department insisted the new product is a good opportunity for the company to break into the new market, however it might could a bad influence on ‘speak in one voice’.

Q3 Since the budget of one company is limited, do you know any of your clients’ company has internal competitions among different departments in order to get more budget for themselves? Do you think if that would be the barrier for working with IMC strategy?

Participant F stated that the budget is an aspect that affects the IMC, which will reduce the efficiency of the IMC. The tight budget will cause panic within the company and cause internal confusion. Strategic faults can also occur, causing implementation failures. Participants also stated that the budget is a big problem, but it is not inevitable.

Q4. Do managers background or organizational culture influence the implementation of IMC? Is it just as good for managers to implement IMC strategy?

According to the participant F, the background or organizational culture of the manager may be different from the IMC implementation. Participants stated that language is a huge problem and it is impossible to pass on their own goals to managers, which may cause ads to deviate from purpose. Or the solidification of thinking leads to the unity of thinking. This is a problem that hinders the IMC.

Q5: How do you think the communication among different departments inside one organization?

Participant F stated that this is a very serious barrier when implementing the IMC. In the implementation of the IMC, the communication between the departments is rigid and the power of the leader is invalidated. He said that when the two departments do not communicate, or there is a problem with the collaboration, they will not achieve the company's goals or results, which will result in the leadership management being unable to deploy the next strategy. This situation will cause the IMC to fail directly. It may also be a state of competition between departments that undermines the company's strategic balance. This is a problem between departments communication.
Q6 When you conduct with one case, does any different culture would influence your client’s decision? E.g. Government policy, different religion

Participant F think it is the barrier when company implemented IMC. According to his experience, when he cooperates with small Chinese company, they don’t have too much knowledge which lead to the working process become really slow. Also, participant F claimed because he works for a international advertisement company, he doesn’t have much work with small companies, so he don’t have much experience on this part.

Q7: What do you think the top three main barriers when company conduct with the IMC strategy?

1. Negative internal competition. Because in his experiences, the negative internal competition happens a lot which bring negative influence on company.

2. Trust. He thinks the trust between employees is important. If employees in a company are not trusting of each other, when they are working together, there will be a lot of estrangement and they may can’t understand each other. Trust is not only take place between leader and employee, the trust between employees is also very important

3. Management knowledge: The leaders need strong background so that they can lead company to strong position.

4.7 The summary of empirical data

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O means the participant agree this is the barrier when implemented IMC.

X means the participants disagree this is the barrier when implemented IMC.

Barrier1: The barrier emerges when manager do not have enough knowledge about how they should work with IMC.

Barrier2: The barrier emerges when technical department do not have good relationship with other departments.

Barrier3: The barrier emerges when the budget of a company is limited, the employees consider only themselves instead of working with IMC.

Barrier4: The barrier emerges when manager has distinct opinion on IMC since the background is different.

Barrier5: The barrier emerges when the communication gap appear between different departments.

Barrier6: The barrier emerges when the implementation is influenced by culture.

5 Analysis

5.1 Management knowledge

Based on the empirical data, as we can seen these six participants have similar opinion on the management knowledge. They generally all agreed that lacking of IMC knowledge among management level might cause the barrier on IMC implementation. The participant B and C’s responses reflect if managers lack of the knowledge on the importance of IMC, and how to conduct with IMC, they will not focus on the main point when they decide to work with integrated marketing communication. Especially according to participant B’s opinion, he thought lacking of IMC knowledge in management level is one of the most difficult barriers, which might lead IMC to be failed. Refering to the preview literatures, the IMC is highly depending on management level. This strategy strictly required the management level with complete knowledge and skills of integrated marketing communication. Otherwise the ‘speak in one voice’ plan cannot be conducted. The participant E also has similar perspective, however, he thinks it is the barrier only for small business. Since the big company has better human
resources that could guarantee their managers all have a high education and fully understanding of integrated marketing communication. Oppositely, there are more limitations for small firms.

The participant A and D have construct perspective with preview literatures, they think most of the companies under integrated marketing strategy have enough cognizance of the advantages and the purpose of IMC. However, they are not always having enough skills and knowledge about IMC implementation. Although the cognizance of IMC would be the motivation for managers when they are choosing the main strategy for the organizations, it is still hardly being successful if managers only have ambitions but not have enough professional skill. The participant F has oppositely perspective about what kind of knowledge that managers are lacking of IMC. He thinks every company have to have specific plan about IMC when they are deciding work with it. However, managers’ attitudes are hardly to show in the plan, that might cause big issue in the process of integrated marketing communication. It is hard to win the race if you don't know where the finishing line is. Even with the different opinions, all of the participants A, F and D still agree that lacking of IMC knowledge in management level is the main barrier of integrated marketing communication which are hardly handled by companies or organizations. As the conclusion, although participants have different positions on which kind of lack of IMC knowledge would cause a barrier on IMC implementation, they were largely in agreement that if one company want to implement the integrated marketing communication, they should with managers who have enough knowledge about IMC.

5.2 Technology department

According to empirical data, most of the participants believe that the communication problems in technical department is the barriers for the implementation of the IMC. Among participants B, C and D, they think that the technical department play a crucial role for a company. The technical department is becoming more and more important in the company, and the market activity needs the support of the technical department. The theoretical part Watson (2017) shows that many companies use professional technical personnel to run the company, indicating the importance of the technical department. It can be seen that if the technical department does not communicate well with other departments, it may cause some damage to the company.
According to the empirical investigation, when the IMC was implemented, it was found that the technical department had a big problem, and the technical language was difficult to understand and it was difficult to find it suitable for use in actual marketing activities. People in the technical department think they are smarter than others and do not like to communicate or share information with other staff. They only have their own ideas and do not like to communicate with other departments. In the theoretical part Watson (2017) stated, it is pointed out that the hindrance may come from the cultural background and attitude of the engineer. The attitude of the influencing engineer is the value of marketing communication from the engineer’s own industry and does not want to change routine work to coordinate with IMC. Further, this is a problem of the technical department. Without sharing information, it will become a barrier to the exchange of information between the technical department and other departments, and it will not achieve consistency in the company's future goals.

The arrogant attitude of the technical department thinks that they are smarter. This is an issue of attitude. It is very likely to cause conflicts in the department. Regarding the conflict between the technical department and other departments, for example, participant D stated that after the conflict occurred, the product failed to start. In this case, the investigators found that it is technical language that hinders the IMC in the technical department. It is difficult to understand the technical language, it is inconsistent with the perspective of other departments, not the cultural background and attitude of the engineer, or does not want to change the routine work. In general, according to the purpose of the text, the barriers are hard understanding of the language technology, or the different perspectives with other departments.

From another perspective, the participant E stated that there is no direct connection between the technical department and other departments of the client company. And two of them did not say that the technical department is the core department. In some companies, there may exist departments that are not technologically competitive, or most of the respondents do not have technical barriers. This further indicates that the technical department's problems are not the main barrier to the implementation of the IMC.
5.3 Managers' background

The opposite opinions are mainly from participant A, B and E. The background of a person is a very complex information, it is very hard to judge if it is an advantage or disadvantage for the integrated marketing communication. Again, even if the different background of a manager affects the firm on the IMC strategy, it will lead to a difficult problem to solve, and there is unnecessary to further study. The participant A even have strong positive perspective on different managers' background. He indicated that different background on management level provide different angle to conduct with integrated marketing communication could be a kind of opportunity. With his opinion, managers' executive abilities are not affected by different background, it just leads to different ways to implement IMC. However, the results are unchangeable and still be worked.

The agreements with preview literatures are mainly from participant C, D and F. Basic on different advertising agencies' experience, these participants are all have experience on work with clients with different managers' background. They mentioned in some situations, different managers' background would cause big barriers for integrated marketing communication. According to the theory part, the barrier is appeared when manager's background is very different with organization's background, since the interaction between them would be very incompatible and inadaptable. For example, the participant C indicated if there is changes to management while an organization is implementing IMC strategy, the new manager with different background cannot adapt the organization environment quickly might cause the interrupt of 'speak in one voice'. On the other situation, if the managers are with different culture background, the language problem also cause to communication problems. This will undoubtedly be a huge barrier to 'speak in one voice' since they even cannot 'speak in one language'. The different languages might lead to misunderstanding between management level and employee's level.

In conclusions, since there is a lot of argument about whether managers' background as a barrier for IMC. It cannot be saw as a main barrier to implement integrated marketing communication by organizations.
5.4 Lack of horizontal communication

Based on empirical data, all participants believe that communication between different departments is the main barrier in implementing IMC. And in theory Pickton and Broderick (2005) pointed out that horizontal communication is the most common phenomenon. This further shows this kind of impediment appears frequently and should be noticed during implementation.

The theory shows that if there is no good communication between the departments, the organization will encounter great difficulties in sharing the key information (Pickton & Broderick, 2005). This information was also confirmed by six participants. For example, as described by participant A, communication barriers between the marketing department and the supply chain department indirectly lead to inaccurate information in the supply chain and technical departments. This may lead to different information between the two parties leading to different understanding of the information, resulting in deviations from the next step, or with the occurrence of cracks. Participant C also stated that the failure of the department to communicate smoothly resulted in the failure of the company's case, but he also indicated that this may be a lack of managerial knowledge. The lack of knowledge was discussed in the previous section, which is also a main barrier. And participant F stated that the poor communication of the department will lead to the failure of power. This is a very serious issue, because the IMC is a top-down implementation strategy. If the senior executives fail to reach the IMC's strategic goals, this will directly lead to the failure of the IMC.

As mentioned in theory part, the cause of departments communication barrier also can be defined as “silos of communication” and “shallow understanding” which means different departments people only have a few opportunities to communicate with each other in order to get more information and knowledge (Gayeski & Woodward, 1996; Schultz & Schultz, 2003). Furthermore, as mentioned above, the participant A claimed if the departments have “silos of communication” phenomenon will lead to the failure of IMC among the supply chain, market and technology department. Participant B state that different departments communication is cumbersome. For example, due to the professional knowledge, when the finance or legal department want to communicate with other organizations will difficult. Also, participant C gave an example of “shallow understanding” lead to the company failed with this case. On the other hand, different
departments cannot understand the idea with each other due to the “silos of communication” and “shallow understanding” of different work functions. Participants D agree with this view and shown an example can be found in empirical part. Moreover, due to “shallow understanding” with different departments, the clients company of participant E make a wrong decision can be found in empirical part.

According to the empirical data, all participants stated that poor communication between the departments will cause problems in the implementation of the IMC. According to the general question, four participants believe that communication barriers in this sector are the main barrier to the implementation of the IMC. Just as participant A believes that the department is the foundation of the entire company, it also mentioned in the previous section that communication barriers in the department can cause the failure of leadership power, so this will be a main barrier in the implementation of the IMC.

5.5 Finical

As we can seen from the empirical data, participants B, C, E and F agreed that the limited budget will become the barrier when company implemented IMC. According to participant B, C and F, they claimed the tight budget will cause the competition inside the company, every department want to have more budget, it makes employee consider more about themselves instead to help the company to implement IMC. As Stuart and Kerr (1999) explains that the fixed budget would decrease the effectiveness of communication between department, the employee will become ‘selfish’ instead of team-working. Regarding to the issue of budget, as mentioned in the above analysis, the market department believes with more inputs, the financial sector believes that more savings are needed. According to empirical data, the budget will be a barrier to internal competition, and each department wants more budget. According to Stuart and Kerr (1999), this is the reason for the IMC synergistic effect, which reduces the effect of the IMC. According to theory and data, competition in the budget will hinder communication. So, the budget competition is the barrier to the implementation of the IMC within the company.

Although there are four participants agree, but there still two participants think it won’t be the barrier. According to the participant A, he claims the financial department
of the company will leave an extra budget for other departments to deal with the unexpected situation. The participants D also felt this would not be a problem. He felt that when the company implemented the IMC, it had already set up plans for various departments, and the department would abide by and understand the leadership's actions. In general, this barrier doesn't have all the identification, so it's classified as a normal barrier.

5.6 Market culture

Based on the empirical data, there are four participants think the culture will become a barrier when implemented IMC. Participant B and E claims the Chinese market has an imperfect understanding of integrated marketing communication. When conduct with small Chinese company, the participant figures out they only focused on the low price and new design of the new product but forget about the IMC. The participant E also claimed, when cooperate with the company which has low knowledge about IMC, the working process are slow. This is in align with the Kitchen and Tao (2005) point of view, the Chinese market is still a developing market. In these type of market people has less concerned about IMC concept which lead to slow development of the company (Kitchen & Tao 2005). Future more, in the process of implementing IMC, the advertiser necessary to find the easiest way to understand the IMC and introduce it to those who do not understand the IMC, which makes the whole job faster and makes the barrier become relatively smaller.

Furthermore, participant A and E gives another aspect of culture problem when implemented IMC. According to the empirical data, they expound that when they cooperate with companies in other countries, cultural issues will have an impact on the implementation of IMC. Every countries have their own culture; the companies must fit the culture when they prepare the advertisement in that region. Participant A have more understanding on the culture part, he thinks this barrier cannot directly cause to the failure of IMC, If the company can come up with countermeasures before, this will not be a big problem. Compare with statement from Koku and Jusoh (2015), he points out the IMC decision need obey the local culture, policy and religions. Many companies are deeply concerned about the relationship between religion and IMC, because this will influence the choice of the consumer. Combine the theory and empirical data, it shows the local place culture is a barrier when implemented IMC. This reason of this barrier
emerges when the advertisement company don’t have a clear picture about culture in the target market. To overcome this barrier, the company must fully understand the target market culture. Otherwise, the lack of understanding about target market culture will affect the implementation of the IMC and it also affects the loss of the consumer.

In general, it can be seen that this is not a main barrier. According to the empirical data, participants C and D believe that culture is not a barrier when IMC is implemented. Participant C and D have a same point on when they conduct with their client which from another place, the client will prepare a table for them. The table will show a list, this list is about all the major issues based on culture and religions. According to Jusoh (2015), the culture will become the barrier when company are not familiar with it. Which means if company have prepared it, the culture wouldn't be the barrier when implemented IMC.

5.7 Trust - New findings

According to empirical data, participants expressed different opinions on the understanding of the three main barriers. In addition to the main barriers already existing in the theoretical part, the participants also proposed, for example, strategy, persistence, trust, etc. Regarding the barriers that did not appear in the theoretical part, the most frequently mentioned was trust. This barrier, which has been mentioned many times, may require the organization to pay attention to it.

Based on empirical data, participant A believes that employees' trust in leadership is indispensable and may lead to participants B believe that the IMC needs the support of employees, and participant F believes that it is not only the trust of leaders. And there needs to be trust between employees, which is all about trust. These problems may reduce the efficiency of the IMC and may also cause the company to become a mess, which is also the company needs to pay attention. Although the barriers to trust did not appear in the theoretical part, but through empirical data, it can also be found that this is a barrier that needs attention.
6 Conclusion

Through the preview semi-structured interviews, there are two barriers has been agreed with all of these 6 participants who are from different advertising agencies. Authors analysis these two barriers as the main barriers to implement integrated marketing communication by organizations: the management knowledge and lack of horizontal communication. In order to implement the integrated marketing communication successfully in one organization, the managers should have enough knowledge about IMC implementation with a clear understanding of IMC's purpose, otherwise there would be a main barrier. On the other hand, managers have to solve the problem about lack of horizontal communication inside the organization. Since 'speak in one voice' is the soul of integrated marketing communication, the communication gap and misunderstanding would directly lead to strategy failure.

Authors also have some important finding about new barriers of implementation to integrated marketing communication. Three of our participants from different advertising agency with a lot of experience on IMC mentioned that the employees' trust in leadership of managers is also one of the main barriers. Authors believe this might be another main barrier for organization on implementation of IMC and should attract enough attention by marketers.

7 Research implications

7.1 Theoretical and practical contribution

Even though there is a lot of information on the Internet that describes the barriers to the implementation of portfolio marketing, but the years of these data are relatively old. This article explored what the biggest barriers companies might encounter when implementing IMC and invited six participants to answer the prepared questions based on their experience. The six participants included older manager who worked for more than 30 years at advertising agencies and also include new advertisers who worked in international advertising companies for more than five years. By associating their answers with theories, authors have came up with fresh conclusions, and through our analysis, we found that the trust can have an impact on the implementation of integrated
marketing communication. These two aspects should be regarded as the theoretical contribution of this paper.

About practical contribution, this paper could help companies have better implementation of IMC, especially the normal companies. The information on the Internet is mostly about the relationship between IMC and the advertising company, and the relationship between normal companies and IMC is rarely explained. For the markers, this paper could help them have deep understanding on IMC.

7.2 Limitation and future study

When we were looking for information about IMC, some of the preview resources and researches are not from recent years, it might lead to the data that authors have collected cannot fully restore the current market situation. According to our investigation, the limitation of our research part is that there is not enough time for more people to interview, and more interviewers can increase the accuracy of data and analysis. When authors were conducting the interviews, most of the participants disagree about the culture and management background will be the barrier when organization implemented IMC. This discussion may require deeper research in further study.
Reference


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