This review of literature segment is put together in four sections. In the first section the relevant and accessible literature on Communication Effectiveness and its measures is discussed; in the second section, we discuss the literature on Advertising Effectiveness measurements; in the next section in-depth view of Integrated Marketing Communication (IMC) and Integrated Communication Management is discussed; in the last section, accessible studies on Destination Branding and campaign analysis techniques for destination brands are briefly discussed.

2.1 COMMUNICATION EFFECTIVENESS

Foote (1970) attempted to quantify effect in interpersonal and mass media communication. To measure it, researcher explored from the angle of effectiveness. Here, researcher explained the size of angle which is dependent on message strength and perceived social – psychological distance. Researcher consulted 49 axiomatic statements and four broad criteria to design the theoretical framework of this model. This model related mathematically to the variables of communication process, amount of information and the sender-receiver’s places in social –psychological system. This considered both real and perceived variable and then explained the effectiveness of message. Paper concluded that if the message has an opposite impact to that is intended by the sender then the more the social-psychological distance, the greater will be angle of effect. Change in attitude through communication has a strong influence on social-psychological distance.

Alpert & Anderson (1973) tested the relationship between optimal heterophily/homophily and communication effectiveness. They focused on measures of source-receiver heterophily/homophily and their relationship with communication effectiveness of alternative message sources. Study tested hypothesis for selection of communication sources, their messages, perceived source-receiver heterophily measures and communication effectiveness measures for each source. The study was experimental in nature and explained a relational
analysis for the potential of exploring communication effectiveness. Researchers put forward the opinion that may be persuasion is required for both optimal heterophily & optimum magnitude and their directional differences among other determinant attributes of communication effectiveness.

Freimuth (1976) sought to provide some empirical information on effect of communication apprehension on listeners. It focused on the questions: to what extent communication apprehension of sender influences perceived communication effectiveness of listener. Respondents were 170 students of different communication courses. The data for analysis included eight independent variables to test: change in heart rate, the silence quotient, communication fear scale, proportion of abstract words, letters per minute, sex of the sender, the receiver, and the sexual composition of the dyad. Results suggested that physiological, psychological and verbal behavior indices may predict communication apprehension for comprehension of message, perception about source credibility and speech effectiveness. The relationship between communication effectiveness and communication apprehension appeared to be negative as communication apprehension increases, communication effectiveness decreases.

Severn, Belch & Belch (1990) examined the communication effectiveness of sexual stimuli in general and at different level for an advertising copy’s message. It analyzed message persuasion, recall, behavioral factors and cognitive measures. It compared cognitive responses to sexual and non-sexual advertising appeals. 140 students between the 18-34 years of age participated in this study. Experiments were conducted in eight sessions and participants were divided into four groups and were assigned 45 subjects randomly. Results supported that use of sexual appeal in advertising seemed to detract from the processing and retention of message arguments. The fact also emerged that participants will focus their attention more on the execution element of the ads using this type of appeal. This attitude may be favorable for advertisement and may turn to greater purchase intention.

Wu & Keysar (2007) conducted an experiment on a pair of participants who for the first time learnt novel names for novel objects. Information overlap was manipulated by making one participant to learn 24 objects name while other learned only 6 to 18 names. Forty pairs of undergraduate students participated in the experiment. Results supported that the more the information participant shared, the more they used their own knowledge. More knowledge overlap is better when the information is already shared and it does not make a difference when all the information is new. It is poor only when speaker is already aware of the
information and during communication practice pay less attention. Research demonstrated that information overlap reduces communication effectiveness only when there is real opportunity to be informative.

Neuman & Guggenheim (2011) compiled research on communication effects of last 50 years. Paper developed two arguments. The first, it revealed a structure moving from relatively simple models of persuasion and prospective attitude change to more sophisticated and layered models on the conditions and contexts of communication effects. The second, underlying structure was covered by the advance of cumulative scientific refinement. Researchers demonstrated empirically through citation analysis that the first argument is true but were unable to prove that the second is true. Although they found ample anecdotal evidence. In this study, authors took about 300 journals in politics, public opinion, social psychology, health communication, journalism, and related fields that typically cite articles and books on media effects.

Authors concluded that the research corpus in media effects documents is presenting very impressive range of effects from no effect at all to very large effects. Although, the challenge to the discipline was to systematically theorize and test the conditions that may facilitate or impede such effects and not simply to celebrate that the mean measure of effect size was larger than the effect sizes typically assessed by preceding generations of researchers.

Park, Lee & Lee (2013) investigated the effect of communication effectiveness on service quality leading to relationship quality in IT service relationships. Here communication effectiveness was represented as the achievement of an intended outcome of communication. The term communication effectiveness was decomposed into frequency, bi-directionality and quality of communication. Service quality was decomposed into functional & technical qualities and relationship quality into trust and relationship commitment. Where communication frequency referred to number of communication events per unit time; bi-directional communication represented the degree to which a two-way communication process occurred between IT experts and clients; and quality of communication was defined as the extent to which appropriate and useful information was provided through communication. Increase in communication frequency improved sharing of ideas between various departments. Bi-directional communication allowed information to be shared joint problem solving and decision-making. Communication quality is dependent upon how effectively the message has been delivered. Survey method was used for collecting data from 144 subjects. Detailed findings imply that, while communication is important element
influencing perceptions of service quality, quality of bi-directional communication is more critical than simple but frequent communication.

2.2 ADVERTISING EFFECTIVENESS

Lavidge & Steiner (1961) discussed seven steps of Advertising which must move people up a series of steps. These steps were about the consumers who were completely unaware of the existence of the product or service; those who were closer to purchasing, but still a long way from the cash register, are those who are merely aware of its existence; prospects who know what the product has to offer; still closer to purchasing are those who have favorable attitudes toward the product-those who like the product; those whose favorable attitudes have developed to the point of preference over all other possibilities are up still another step; even closer to purchasing are consumers who couple preference with a desire to buy and the conviction that the purchase would be wise; finally, is the step which translates this attitude into actual purchase. The steps outlined, beginning with ‘aware’, indicate three major functions of advertising; awareness and knowledge, relate to information or ideas; liking and preference, have to do with favorable attitudes or feelings toward the product; conviction and purchase, are to produce action the acquisition of the product. These three advertising functions are directly related to a classic psychological model which divides behavior into three components or dimensions: The cognitive component the intellectual, mental, or ‘rational’ states; the affective component the ‘emotional’ or ‘feeling’ states; the conative or motivational component the ‘striving’ states, relating to the tendency to treat objects as positive or negative goals.

Sheth (1974) examined three different aspects of effectiveness of advertising communication. First, how does a specific advertising communication get distorted in the consumer's mind, the dimensions of distortion and factors of cognitive distortion? Second, how does advertising influence the consumer choice process? Two mechanisms called persuasion and reinforcement are discussed. Third, how does advertising influence consumption behavior? The paper discussed a sequential linkage among the four mechanisms of advertising effectiveness and gave opinions on the pervasiveness of advertising through each mechanism. The advertising –related factors included the mechanism variables (color, size, illustration), the message variables (product benefits, rational and emotional motivational appeals), the channel variables (efficiency for symbolic representation, channel reach, and channel image), and the source variables (credibility, popularity and expertise of
the communicator). Most of these variables were found to produce differential cognitive distortions across advertising communications.

Researchers put forward the opinion that the hierarchy-of-effects models and the earlier advertising research have tended to overemphasize the art of advertising management by considering the area of cognitive distortion as part of advertising effectiveness. Theorizing about advertising effectiveness leads to the consideration of four distinct mechanisms by which advertising can influence consumer behavior, persuasion, reinforcement, reminder, and precipitation. Author concluded with a note that there are just too many other factors which also concomitantly and antecedently influence consumer's choice behavior and consumption behavior. Unless we identify, categorize and theorize about these other factors by broadening our horizons to match the complexity and vastness of consumer behavior, we will always either over claim or unclaim the role of advertising in influencing consumer behavior.

**Politz (1975)** tested the hypothesis that sales success or failure does not prove success or failure of advertising. Author opined that if we regard advertising as the cause of certain psychological effects, then these psychological effects have to be the objective of advertising measurement. Thus, predictive measurement of copy effect would have to include the potential consumer's actual change in appreciation and desirability created for the product by means of advertising.

Researchers found two weaknesses prevalent in copy evaluation. First, the findings from advertising experiments are post facto - that is they are arrived at after the campaign has been running. And second, the experiment cannot be controlled by the advertiser, and he, more or less, trusts to sheer luck that no competitors will institute simultaneous campaign, product, or strategy changes.

**Preston (1982)** presented a new model of the advertising communication process. The purpose was to extend and improve upon the long tradition of such models, best exemplified by the famous AIDA formulation. Association Model, a new advertising process model based upon traditional predecessors such as AIDA, was introduced. It includes distribution, vehicle exposure, advertisement exposure, advertisement awareness, and non-product awareness as its key elements. Awareness, perception, evaluation, and stimulation describe the consumer information processing. The research measures appropriate to each step were discussed and identified. The Association Model was compared with previous models, which lack various essential research steps. The model was further justified for its ability to incorporate pertinent
elements of both the traditional S-R psychology and the newer consumer information processing. The emphasis on the process of ‘association’ is also explained.

**Furse & Stewart (1982)** started by discussing with prevalent copy-testing procedures which were used almost universally by large advertisers to evaluate the effectiveness of their advertising. Researchers have opined that use of different procedures for testing the same advertisement may lead to very different conclusions due to different definitions of effectiveness, sampling methods, measures, and data collection environment. Researchers discussed the fundamental notion of psycho-metric scaling in which some property of a stimulus is reflected in, and can be measured by the response of individuals to that stimulus. Copy-testing procedures may be considered a special case of psychometric assessment. Copy-tests were specifically concerned with making inferences about the measured response characteristics of groups of individuals resulting from an experimentally controlled advertising exposure treatment. Authors also suggested standards for tests, manuals & reports.

However, the ideas advanced in this paper about positioning copy-testing as a type of psychometric research allowed comparing advertising research practice with established standards of testing in psychology. The acceptance of standards would help protect both vendors and buyers of copy-testing methods. For the vendor it would provide criteria for professional practice; for the buyer it would provide the appropriate agenda of questions to ask in selecting and evaluating alternative copy-testing procedures. For both, standards may provide a mechanism for the development of better advertising theory and practice.

**Gatignon (1984)** proposed model to elaborate how a particular copy affects consumers. The effects of the two copy measures concerning the re-positioning of the brand and the change in the consumers' uncertainty about their opinions were estimated separately. Their respective effects on the frequency response function (either on attitudes or on behavior) indicate which effect is most important. Consequently, the choice of a copy can be made on the basis of the more important of these two measures. The results showed how understanding of the influence of advertising is improved by being able to systematically relate several constructs together. The empirical analysis showed that the copy effects on these two variables are also different. In addition to this test, it is possible to relate these natural setting, multiple exposure results to the potential changes in perception under forced exposure. This improves understanding of the persuasion process because of the distinction between the repositioning and the uncertainty effect.
Author concluded with the advantages of the proposed model. It allows a manager to compare differences in responses across a range of exposures and the measures, including the intermediary constructs of uncertainty and repositioning, are interrelated. Information on why certain copies should perform better than others is given by the multiple measures on the communication variables. An integrated model is built where the communication constructs are related to the responses to multiple exposures.

**Batra & Stayman (1990)** examined three processes through which positive moods affect the attitudinal outcome of advertising messages. The first, a direct increase in attitudes through associative mechanisms, is the peripheral effect. In addition, positive moods indirectly affect attitudes through two cognitive processes: a bias against the generation of negative thoughts (such as those evoked by weak arguments), leading to a more favorable evaluation of message arguments, and a reduction in total cognitive elaboration, making processing more heuristic than systematic. This reduction in elaboration was expected to increase the attitudinal impact of the mood-induced peripheral effect and decrease the impact of the evaluation effect.

**Olney, Holbrook & Batra (1991)** developed and tested a hierarchical model of advertising effects on viewing time. The advertisements for this study represent a sample of commercials aired during prime-time broadcasts, and the effects were analyzed across the advertisements rather than across people. This study used a representative sample of television commercials to examine the advertising-related antecedents of viewing time. Specifically, the study proposed a behavioral measure of consumers' viewing responses to television commercials based on a simulation of zip-ping and zapping as indicants of attention to the advertisement.

In this paper, primary emphasis was placed on the attempt to explain a simulated behavioral measure of attention to television commercials—that of channel switching (zapping) and fast-forwarding through advertisements on prerecorded programs (zipping). In addition, the study demonstrated a chain of effects from the content of television advertisements, through emotional reactions and attitude toward the advertisement, to actual viewing behaviors.

**Domzal & Kernan (1994)** focused on the executional properties of ads which facilitate the global understanding of their campaign themes, that is, of their intended meanings. Based on a qualitative interpretation of 321 transnational print ads in four product categories, several creative features were identified which distinguish executions whose meaning has culture-free, rather than culture-bound understanding. The results offered guidelines for negotiating
that critical step between knowing what meaning a global campaign’s theme should convey and understanding how to construct the campaign’s ads so that they impart that meaning.

Ha (1995) examined media models’ conceptualization for the role of media selection in creating advertising effects and discussed their theoretical implications. Media models were classified into evaluation models, allocation models, and interaction models. This paper identify and examine the underlying conceptualization of published media models and their relationship to advertising effects; critique the conceptualizations of advertising effects in media models; and explore the potential contribution of media models in explaining advertising effects by synthesizing the recent theoretical development of advertising effects. Conceptualization on media models is investigated into these categories: Scope of media, audience duplication, types of schedules, media weights, cost-efficiency, vehicle exposure, reach, frequency and frequency distribution, effective frequency, effective reach, advertising effects.

Author suggested future roadmap for media models. New media models research should concentrate on integrating findings of current media and consumer behavior research. To be valid, a media model must include the interaction between the copy and media so that the advertising process is explained comprehensively. Advertising objectives in a model should be quantitative such as stating the target awareness level, reach and average frequency level, share-of-voice level etc. The factors that determine advertising response such as the attitude towards the ad, perceived popularity of the product, and the share of mind (SOM). If the campaign is a non-direct response campaign, advertising effects are cognitive and affective such as top-of-mind awareness, attitude change, image shift, brand equity, and resistance towards competitive ads. This paper proposed a scheme for media research models which includes marketing factors, media mix, vehicle exposure, cost effectiveness, determinants of advertising exposure, and advertising effects.

Beerli & Santana (1999) in this research paper accomplished the following objectives: To develop a fully integrated theoretical framework for measuring the advertising effectiveness of an advertising campaign or of a particular advertisement; and to develop a copy testing or methodological procedure to follow when designing instruments for measuring advertising effectiveness. Wells Emotional Quotient scale was used to measure means of a two-point Likert scale with twelve items, and a reduced version of Wells Reaction Profile measured the cognitive components by means of a seven-point semantic differential scale with thirteen items. The sample was stratified into quotas, according to sex, age and social class in
proportion to the profile of the newspaper reading population. For validity testing of the copy, two methods are used: convergent and concurrent. In this paper, techniques are used for both cognitive (unaided recall, aided recall, verbal recognition and visual recognition) and affective types (liking and attitude towards the advertisement).

Paper concluded that in order to be able to measure the success of a campaign it is necessary to establish a procedure, known as copy testing, which clearly lays out the methodology and the data collection instruments to be used. A necessary pre-design stage for any copy testing is the careful consideration of a whole set of factors. Similarly, in order for a copy testing to be considered a good measurement instrument it must be valid, reliable, sensitive and independent in its applications.

Karson & Korgaonkar (2001) investigated the applicability of Elaboration Likelihood Model (ELM) in new domain. Research paper discussed about the important differences between the internet and other media which includes the following: Flexibility, variability, accessibility, salience, usage, interactivity, complexity, stand alone. Researchers presented review of the literature discussing about the earlier developed models. As message involvement increases, processing moves from peripheral to central, resulting in the allocation of higher levels of processing effort and numerous other effects. Conversely, as involvement falls off and less attention is paid to a message, peripheral processing becomes more dominant. Peripheral processing places a greater reliance on peripheral and/or affective cues in forming both message and brand attitudes. Measures were done for involvement, argument strength, thought listing and peripheral cues. In all measures, seven point scales were used. Two possible explanations were found for difficulty in adapting the ELM for the Internet: the interactive nature of the Web, or because people look to the Web more as more of an information source akin to direct marketing while mass media more often focus on image.

Authors concluded that the ELM has, and will continue to add, great insight into our understanding of persuasion. However, as this research clearly showed, its blind adaptation to new and evolving media may indeed prove problematic.

Till & Baack (2005) examined the potential effectiveness of creative advertising in enhancing recall, brand attitude, and purchase intent. Basic methodology of this paper compared a set of randomly selected award-winning commercials (Communication Arts) with a random sample of control commercials. The commercials were embedded in television
programs and subjected for a naturalistic viewing experience. First two studies had aided and unaided brand and execution recall as dependent variables. Third Study had brand attitude and purchase intent which was the dependent variables of interest. Results indicated that creative commercials facilitate unaided recall but that creativity did not enhance aided recall, purchase intent, or brand and advertisement attitude. The basic advantage of creative advertising in enhancing unaided recall was found to persist over a one-week delay.

**Dillard, Shen & Vail (2007)** in their research, asked participants for attitude toward the advocated action (i.e., using dental floss or reducing alcohol intake) after reading a message to gather data on their cognitive and affective responses. The flossing and drinking data sets were based on independent samples of 202 and 204 participants, respectively. In the lab, participants were told that they would be evaluating some informational messages on a health topic. Subsequently, participants read the threat-to-health component of the message and provided data on their reactions to it. After completion of this procedure, participants were asked to read the recommendation component of the message and provided data on their cognitive and affective responses. Finally, participants filled out a questionnaire that contained outcome measures such as a manipulation check, attitude toward the behavior, and behavioral intention.

Results showed that evaluating messages in terms of Perceived Effectiveness (PE) is a valuable practice that should be part and parcel of formative research. Researchers also suggested that PE is not merely an epiphenomenon that follows only on the heels of attitude change. In so doing, it provides evidence of the validity of PE as a predictor of persuasion and as a tool for formative evaluation research. Second, the meta-analysis depended almost completely on measures of attitude as Actual Effectiveness (AE). This project introduced into the research literature seven instances in which AE was operationalized as behavioral intention.

**Dillard, Weber & Vail (2007)** empirically demonstrated the value of Perceived Effectiveness (PE) judgments in formative research and in circumstances in which actual effectiveness (AE) is difficult or impossible to measure. Researchers questions were about the causal relationship between PE and AE, the possibility of bias in these judgments, and the potential for developing methods to reduce or remove bias in effectiveness judgments. The studies reviewed in this meta-analysis represent research reporting the correlations between PE and attitudes.
The primary finding of the study can be summarized as follows: The PE–AE association was positive and substantial. In the course of pursuing an answer to the question of causality, it will be important to examine the possibility that existing communication theory is wrong about the direction of the causal flow. Perhaps, AE causes PE rather than the reverse. If AE/PE is the correct model, then PE loses its value to the planning stages of persuasion campaigns. This is another reason for further study of the PE–AE relationship. Multiple measures of effectiveness that go beyond impact and attribute may be necessary to capture the range of possibilities.

Wilson & Till (2008) investigated about the fact that people are spending more time in airports, but do they actually pay more attention to airport advertisements, and if they do, what executions and what locations in the terminal are the most effective in terms of recall and recognition? Researchers have explored the following research questions: How do passengers interact with and respond to airport advertising, What behavioral patterns do passengers consistently display while inside the concourse, What behavioral patterns and demographic variables of passengers are related to the recognition and recall of airport advertising, What characteristics of the ad are related to the recognition and recall of airport advertising?

Advertising effectiveness in this study is defined as the encoding of brand information in memory as measured by recognition and recall. The results from the ethnographic observations suggested that airport advertisements are noticed more frequently if the ad is located away from the security checkpoint and not in the gate waiting area. Results reinforced the importance of location and repetition. Advertisements located in the corridor and near retail outlets and that appear multiple times are more likely to be noticed by passengers. In addition, passengers who had either spent more time in the terminal area or had traveled more frequently had, on average, greater recognition of terminal advertising. Result supported that in airport advertising, the use of fewer words and a unique size for the advertisement (compared to others in the concourse) are important in generating a higher recall score for identification of the advertising brand. Use of an airport/destination-related theme also appears helpful. It is not enough to advocate advertising in airports; rather, it’s important to consider the location of where the ad is placed within the airport and what the potential recipient of the message is doing at that location.

Thomas (2007) observed that sales response is a poor indicator of advertising effectiveness because there is always so much ‘noise’ in the sales data (competitive activity, out-of-stocks,
weather, economic trends, promotional influences, pricing variation etc.). Researcher identified certain barriers to great advertising. These are: Self delusion, sales performance tells if the advertising is working, pervasive tendency of many advertising agencies to objectively test their creative work, big creative ego, lack of strategy, poor copy-testing.

**Binet & Field (2009)** suggested strategies which increase advertising effectiveness in terms of sales and profit performance. These are: focusing on hard objectives, focusing on price not volume, focusing on penetration not loyalty, influencing consumers on an emotional rather than rational appeal, creating talk value, having a high SOV(share of voice) relative to market share, including TV in the media mix, using a small number of channels in concert.

The analysis of this paper suggested that there are important areas where common practice is suboptimal which require attention of the practitioners. Such as strategic thinking needs to be more business –oriented, campaign should support firmer pricing, balance should be between rational and emotional messaging.

**Yim, Yoo, Till & Eastin (2010)** in their study used a head-mounted mini-camera to identify the extent to which in-store video advertising appeared in consumers’ field of view. Second, recall and recognition of in-store video advertising was evaluated and finally, the format of in-store video advertising was manipulated to identify factors that might enhance recognition. Comparing the impact on information gained (i.e. memory) of moving pictures versus still pictures shows that the viewers who watched a scene produced by moving picture better remembered physical properties of a scene than those who watched fixed-image versions of the same venue. It simply is expected that a higher amount of exposure of brands, stimulating a consumer’s memory (e.g. recognition), is more likely to enhance a consumer’s perceived brand familiarity.

**Zigmond & Stipp (2010)** demonstrated the measurement of television advertising effect by introducing a new metric—a measure of change in Google search queries—that can show how TV commercials or sponsorships can trigger internet searches by consumers. Google infinity looked at the data on the volume of search queries for a given term as a measure of the amount of interest in that subject and its connection to external events during specific time span. The data in this paper was the result of a business relationship between Google TV ads and NBC universal that led to the discussion of using search queries metrics to assess the impact of television advertising on search behavior and to gain new insights on how TV advertising affects consumers’ behavior online. Five case studies were taken for study. These
are: New product introduction during Beijing Olympics; Car Ad shown during Vancouver Olympics; Special primetime promotion for a movie opening; new product introduction during late night program; theme park ad during Vancouver Olympics.

Study found that even though Americans’ media behavior is constantly evolving, it seems that for the foreseeable future, most consumers will use both TV and the internet. The case studies have shown that TV advertisements can stimulate significant increases in website visits; that is, lead consumers to get more information about the product—a possible precursor to an actual sale. These analyses confirmed that many viewers today are ‘media multi-tasking’—that is, attending to both their TV and PC or laptop or smart phone at the same time—or that they have an internet-connected device close by and ready to use it.

Bamfo (2011) investigated the relationship that exists between advertising likeability and effectiveness through empirical means. Data of 500 respondents was collected using convenience sampling technique. Thematic analysis was employed to evaluate qualitative data, while descriptive statistics comprising frequencies and simple percentages. This paper concluded that advertisers should provide enough information in the advertisement as it serves as the springboard for positive behavior. Consumers look for information which helps them to make purchase decision. Advertisements which do not contain the right information will not be effective even if it is given initial attention by the consumer. Since product type influences likeability, there is need for effective targeting and media choice. Effective segmentation and targeting will result in products’ information getting to the right consumer group. In addition, the medium that the target market has access to must be given the priority and not just the medium that is less expensive and has a wider reach.

2.3 INTEGRATED MARKETING COMMUNICATION EFFECTIVENESS

Kitchen, Brignell, Li & Jones (2004) explored the phenomenon of Integrated Marketing Communication (IMC) from a theoretical perspective by considering the IMC developmental process, evaluating how and in what ways IMC has impacted upon marketing communications, providing a critical analysis of IMC, showing where IMC is now and providing a rationale for its subsequent development or demise.

The paper summarized that the real weakness of IMC is the very weakness of firms to invest resources in the marketing and communication process. If that investment is not made, then businesses will find themselves anchored at the dock of the stage of tactical coordination of marketing communications or at the stage of redefining the scope of marketing
communications. IMC will have made a contribution, but it is not one of a strategic nature. It is indeed tactical and, yet, communication has to move from tactical partner to strategic integrator. Only strategically oriented integrated brand communications can help businesses move forward in the highly competitive world of 21st century.

**Kerr, Schultz, Patti & Ilchul (2008)** looked at educators to determine whether those who teach IMC have reached a consensus on what IMC is; whether they embrace, reject or simply tolerate this new discipline area; and specially, how they are presenting IMC to the next generation of practitioners and scholars. By doing this, researchers hope to identify the gaps between IMC theory and classroom content. For this study, a subset of six countries were chosen on the basis of the location of recognized leading professors in IMC; the research quantum in those countries; the number of enrolled students in IMC programs; the attendance of faculty at IMC conferences; and the results of a special session paper on IMC education at AAA Asia-Pacific Conference in 2005.

The study found that IMC is taught under many different names, structures and educational levels and incorporates different course content across the world. Researchers report complete absence of the IMC module in all courses studied. The evidence from this study found that IMC taught internationally is not the real crux of the concept. It commonly appears to be a promotions strategy or advertising management or marketing communication course or curriculum under the guise of an IMC approach. For the most part, the syllabi evaluated are not drawn from the key constructs of IMC. A number of obstacles have been identified such as the need to include prerequisite marketing and communication material, the lack of authentic IMC texts and the shortage of approximately qualified faculty to teach the courses. All of these obstacles appear to be hindering the development of the IMC concept at the university level.

**Einwiller & Boenigk (2011)** made efforts to investigate relationship between various dimensions of integrated communication management and communication effectiveness. They included ‘soft’ psychological measures as well as ‘hard’ business performance measures. In this paper, central perspectives and dimensions of integrated (marketing) communications and communication management are unfolded to derive a comprehensive conceptual framework of ICM (integrated communication management). Hypotheses focused on the relationship between various dimensions of ICM and communication effectiveness. The hypotheses were tested on a sample of 642 mainly medium-sized enterprises in Switzerland.
Results suggest that the most pressing problem perceived by respondents from medium-sized enterprises is information overload followed by deficient evaluation, controlling and a deficient conceptual foundation. Then comes, insufficient or lacking financial resources, communication complex content, no person with overall responsibility, no rules for cooperation, no objectives, diverging interests among departments, lack of support from top management, under-qualified staff in communication respectively. The empirical results generated from medium-sized enterprises in Switzerland yield findings as to the role of systematic ICM for communication effectiveness as measured by both ‘soft’ (outcome) and ‘hard’ (outflow) factors, thereby helping to strengthen the role of communication management within the company and towards top management. Support from top management is central. The attention and appreciation top management give to communication correlate significantly with communication effectiveness. Companies that perform well economically have more generous communication budget than those that have faced struggle in past years. Leadership support and the importance top management assign to employee communications correlate strongly with employee satisfaction. This suggested that an owner or CEO with an affinity for communication is more likely to foster a favorable internal communication culture and climate.

Reinold & Tropp (2012) proposed an approach to measure the Integrating Marketing Communication (IMC) effectiveness of a company and its competitors with the four IMC pillars (customer-centric approaches, channels, content and measureable results) as a background. A list of existing tools about measuring marketing communication is accessed. The paper presented a model of evaluation of the communication as perceived by the perspective customer. Model has three steps: Survey, calculation of Metrics and Analysis. The survey was conducted among 4700 undergraduate students. Survey assessed the target group’s reception of the IMC, then personal involvement is measured for each brand touch point cluster and is conducted by using the Revised Personal Involvement Inventory (RPII) scale by McQuarrie and Munson, specifically designed to measure involvement toward advertising as well as personal emotional relevance of the advertising.

The model proposed in this paper answer the following questions: what is the degree of the effectiveness of the company’s IMC? What factors define it to what extent? How and by what means can the IMC effectiveness be increased? Researchers concluded that the higher a brand’s effectiveness of IMC, the higher the brand’s market shares. Therefore, using the model delivered reliable advice on how company performance can be improved by enhancing
the quality of IMC. The index prepared in this paper gave the clues as to which channels and what communication contents were well known in the respective markets. Paper highlighted two problems with the proposed findings. First, there is no definite definition of IMC and second, not all aspects of modern marketing communications can be taken into consideration by the model.

2.4 DESTINATION BRANDING AND ITS ADVERTISING CAMPAIGN ANALYSIS

Crampon (1966) described a tool that can be used to estimate: the magnitude of various tourist markets serving destination areas; the number of visitors that probably can be attracted to a given destination from specific markets; the impact of various socioeconomic characteristics on the ability of the markets to produce visitors; and the probable impact of advertising on increasing the number of visitors to a specific destination. The tool used in the analyses has been termed a ‘gravitation model’. This model is based on the concept that a specific and measurable relationship exists between the number of visitors arriving at a given destination from specific markets and a series of independent variables, the most important of which are the magnitude of the population of the market area and the distance between the destination and that market.

Blain, Levy & Ritchie (2005) firstly, attempted to review the conceptual and theoretical underpinnings of branding as conveyed by leading authors in the marketing field. Second, it sought to refine and enhance the definition of destination branding (acceptable to and understood by tourism destination managers) to more fully represent the complexities of the tourism product. Third, it tried to improve understanding of current destination branding practices among DMOs (Destination Management Organizations). Questionnaire used in survey was based on both literature review and interviews with practitioners. The sampling frame in this study consisted of members of the International Association of Convention and Visitor Bureaus (IACVB). The survey questionnaire was sent by fax to the senior executive in 409 DMOs (369 in the United States, 14 in Canada, and 26 in other countries). Because of problems with faxing internationally, 14 of the surveys were mailed to international DMOs. Results of the study were content analyzed, and seven broad themes concerning the rationale for destination branding emerged—image, recognition, differentiation, consistency, brand messages, emotional response, and expectations. In conclusion, researchers suggested a revised definition for destination branding which is: Destination branding is the set of
marketing activities that (1) support the creation of a name, symbol, logo, word mark or other graphic that readily identifies and differentiates a destination; that (2) consistently convey the expectation of a memorable travel experience that is uniquely associated with the destination; that (3) serve to consolidate and reinforce the emotional connection between the visitor and the destination; and that (4) reduce consumer search costs and perceived risk. Collectively, these activities serve to create a destination image that positively influences consumer destination choice.

In the recommendation and suggestions section of the paper, authors pointed that destination branding effectiveness was crucial to measure and can be determined through consumer research. If a DMO ‘oversold’ its destination based on the promotion of an unrealistic image, visitors may leave the destination tremendously unsatisfied, and a repositioning of the brand may be in order, particularly if destinations want to enhance repeat visitation and word-of-mouth referrals. Many DMOs do not measure visitor perceptions on a continual basis, if at all. Perhaps the lack of effort to measure consumer perspectives of the destination is a matter of not understanding what exactly to measure or how to measure it. Authors believed that destination branding activities should also be focused on maintaining and enhancing visitor loyalty to ensure long-term destination success.

Hudson & Ritchie (2009) presented a conceptual framework for understanding the brand-building process. This paper described the rebranding of Canada, a campaign that has focused on the tourist experience, creating marketing messages based on these experiences to appeal to the emotions of potential travelers. A case study methodology with a multi-method approach was used for this study. Primary data was collected through interviews with tourism officials and business owners. Secondary data was also collected related to the Brand Canada campaign, and content analysis was conducted on the promotional material that was designed to support the campaign.

Research paper quoted an important finding by the International Association of Convention and Visitor Bureaus which proposed multistage methods for building a destination brand. The model describes the destination brand experience in four stages which are about assessing the destination brands current situation; developing a brand identity; communicating the brand promise; and measuring effectiveness of the brand building process. Key measurements were unaided awareness of Canada as a travel destination (top-of-mind), unaided awareness of travel advertising for Canada, and unaided travel destination consideration awareness of Canada. Capture of intelligence was achieved through a multi-country tracking program that
monitored key performance indicators, including brand performance, and that examined Canada’s competitive positioning over time.

The case study showed that Brand Canada is certainly a departure from the country’s traditional marketing efforts and is reflective of the current trends to brand the experience rather than the physical attributes of a destination.

Li & Wang (2010) attempted to fill the gap by constructing a conceptual website evaluation model consisting of five dimensions of information, communication, transaction, relationship and technical merit. The proposed framework was tested to evaluate the effectiveness of each of the dimensions of 31 Chinese Provincial Tourism Administrations’ (PTAs) websites. This study included all 31 mainland Chinese PTAs’ websites. Each site was examined in detail in December 2008. The evaluators included the expert panel (three Chinese professors and two website practitioners) and 11 Chinese graduate students, and all of them were native speakers of Chinese.

In this study, for information dimension following variables were evaluated: Attraction information, activities information, maps and directions, destination background information, themed products, transportation information, events calendar, restaurant information, travel guides/brochure, travel agents, accommodation information, travel packages, entertainment information, local weather information, shopping information, travel tips, trip/vacation planner, linked to regional/city/area pages. Communication dimension includes: search function, interactive communication tools, online forum, comment box, online survey, frequently asked questions, email newsletter. Third, transaction dimension consisted variables like online reservation, secure transaction, attraction tickets, event tickets, shopping carts. Relational dimension included personalization, complaints handling, best deals, virtual tours, cross-selling opportunities, privacy policy, special offers, web seal certification, customer loyalty programs, incentive programs. Technical merit dimension was analyzed on the basis of these variables: search engine recognition, webpage design, link check, load time, navigation, visual appearance, site maps and multiple languages.

It was found that of the five dimensions, the technical merit dimension directly affects the performance of the other four dimensions, which work together to fulfill the marketing function of a website. The information dimension requires that DMOs’ websites provide tourists with up-to-date and accurate destination and tourism product information. The communication dimension enables a direct exchange of information between the DMOs and
consumers. The transaction dimension allows tourists to shop electronically through DMOs’ websites, which can generate revenue for DMOs. The relationship dimension functions as a tool of developing a long-term and win–win relationship between DMOs and consumers. Overall, the results of this study indicated that Chinese PTAs are not using their websites effectively. It appeared that most of the PTAs are aware of the basic information that needs to be included in their websites and incorporate information related to attraction, activities and destination background. However, the results also suggested that Chinese PTAs did not offer sufficient information on their websites. Also, great variation existed in the website effectiveness among different provinces.

Mundkur (2011) discussed many issues regarding to overall conditions in various sectors of brand India which are related to the overall growth and tourism in India. Some of the opinions expressed by him in the article are: ‘Incredible India’ is a myth and an insult to India’s 950 million poor; discrimination based on color, religion, and caste is still deeply entrenched; population growth is out of control; corruption is endemic from the highest levels of the legislature downwards; incompetent administration is epitomized by chaotic planning; India’s space program is a futile and hugely wasteful mistake; the influx of bullock carts is a greater cause of big city traffic congestion than the flood of new motor vehicles.

He opined that the image put before us is one of India as a land of milk and honey – exotic, mystical, magical and endowed with a rich cultural heritage – which all make it a particularly attractive tourist destination. But with all the rich fare that India has to offer, only 5.5 million foreign tourists visited it during 2009. Although this was more than double the number of tourists before the ‘Incredible India’ advertising campaign was launched in 2002, it was well behind other Asian destinations such as China (51 million), Malaysia (24 million), Thailand (14 million) and even tiny Singapore (10 million).

Li & Wang (2011) attempted to apply the ICTRT (information, communication, transaction, relationship and technical merit) model to assess the effectiveness of US official state tourism websites through content analysis by expert evaluators. The objectives of the research were to evaluate the effectiveness of websites of US State Tourism Offices (STOs); and to investigate variations in US STOs’ applications of website functional features. To understand the effectiveness of US STOs’ websites, this study included all fifty US official STOs’ websites. Each website was examined in detail in March 2010. Forty trained evaluators assessed website importance and performance using the evaluation instrument specifically designed for this study.
According to the ICTRT model, a DMO’s website is a technology platform for potential customers who need detailed product information, appealing promotional activities, effective communication, convenient transaction process and post-purchase services. Thus, a DMO’s website should be evaluated on the five dimensions of information, communication, transaction, relationship and technical merit. Of the five dimensions, the technical merit dimension directly affects the performance of the other four dimensions, which work together to fulfill the marketing function of a website.

Overall, it was found that STOs in the US used their websites in a limited fashion. Most STOs concentrated their efforts in exploiting the website for disseminating information. Applications at both the transaction and relationship dimensions were not being well deployed by US STOs. The results demonstrated that US State Tourism Offices (STOs) were not able to effectively adopt and manage information technology to support more sophisticated business operations. Most STOs focused mainly on basic website functions, such as information and communication. Applications supporting more advanced functions, such as transaction and relationship building were not being widely deployed. In addition, an inverse, curvilinear relationship was found between website complexity and website performance.

*Kerrigan, Shivanandan & Hede (2012)* explored the Incredible India Campaign, a Nation Branding practice which has been running in India. Researchers considered nation branding as a mechanism for communicating between a nation and the rest of the world. Researchers argued that national branding campaigns can tell us much about imagined identities of those ‘being branded’. In doing so, it is illustrated that the difficulty of representing a vast and diverse population within a fast developing economy as well as the benefits of placing the target of the campaign among ‘the other’ rather than orientalizing the citizen at the heart of the nation branding campaign.

The research participants were chosen by means of purposive sampling with participants all having a minimum of a bachelor’s level degree and familiarity with the Incredible India Campaign (IIC). The introduction of post–colonial understandings of issues, such as globalization and nation-ness to the study of nation branding, provides a theoretical contribution. Research concludes that marketers engaged in nation branding should rethink ideas of nation-ness and cultural purity while working on destination branding campaigns launched on a global platform. Hybridized realities produced as a result of globalization can present a more accurate depiction of the complex and multiple realities present in the world, which can be used to advantage as a unique selling point.