

**THE ROLE OF INTEGRATED MARKETING COMMUNICATION TOOLS ON
THE HOTELS' PERFORMANCE IN KINONDONI DISTRICT, DAR ES SALAAM
REGION IN TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTERS IN TOURISM PLANNING
AND MANAGEMENT, DEPARTMENT OF GEOGRAPHY, TOURISM AND
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2024

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled, “*The Role of Integrated Marketing Communication Tools on the Hotels Performance in Kinondoni District; Dar Es Salaam Region in Tanzania*” in partial fulfilment of the requirement of the award of Masters in Tourism Planning and Management of the Open University of Tanzania.

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Supervisor

.....
Date

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DEDICATION

I dedicate this work to my parents, my family, and all who participated in one way or another for the support they provided to me throughout my study journey, and may the Almighty Lord bless you all abundantly.

DECLARATION

I, **Neema H. Lauwo**, declare that the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people`s works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Masters in Tourism Planning and Management.

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Signature

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Date

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ABSTRACT

The study assessed the role of Integrated Marketing Communication Tools (IMCT) on the hotel performance in Kinondoni Municipal in Dar es Salaam, Tanzania. The study objectives were; to evaluate factors influencing the use of IMCT in the hotels, to determine the IMCT used in hotels, to determine the relationships between the IMCT and hotels performance, and to assess challenges experienced in the use of IMCT in the hotels. The target population was 468 and the selected hotels for this study were 8 hotels. Kinondoni Municipality was selected for this study because hotels are strategically located along the coastal areas where tourist prefers such an environment. This study adopted a cross-sectional research design and mixed research approach. The data were collected using interviews and questionnaire. The data were analyzed using SPSS version 22.0. The study sample size was 139 obtained through purposive and stratified sampling techniques. The sample included hotel managers, marketing managers, IT staff, reservation, staff and sales and marketing staff. The findings revealed that IMCT plays great role on increasing hotel revenue and facilitating the increase of hotel sales and revenue. The study also found that all the IMCT are used in hotel, but advertisement played the leading role in hotels in Dar es Salaam; however, they were limited by low budget for IMCT, employee's limited skill, and inadequate IT service. The study concluded that there is a direct and close relationship between IMCT and hotel performance as regression analysis indicates a statistically significant positive relationship. The study also recommends that Hotel owners should use IMCT to enhance their hotel's performance.

Keywords: Integrated Marketing Communication Tools, Hotel Performance, Hotel, Industry.

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LIST OF ABBREVIATIONS AND ACRONYMS

DAGMAR	Define Advertising Goals for Measured Advertising Results
FDI	Foreign Direct Investment
IMC	Integrated Marketing Communication
IMCM	Integrated Marketing Communications Mix
IMCT	Integrated Marketing Communication Tool
IT	Information Technology
MICE	Meetings, Incentives, Conferences and Exhibitions
NACTE	National Council for Technical Education
NGO	Non - Government Organization
PR	Public Relations
SMEs	Small to Medium Enterprises
TV	Television
UAE	United Arabs Emirates
URT	United Republic of Tanzania
VETA	Vocational Education and Training Authority

CHAPTER ONE

INTRODUCTION

1.1 Overview

Effective communication with customers in hotel industry is essential for establishing a strong brand awareness, enhancing good customer experience, and leads to growth of revenue in the highly competitive hospitality industry. Hotels, as service-oriented businesses, rely heavily on how they communicate their value propositions to potential guests through the use of Integrated Marketing Communication (IMC). This makes the role of Integrated Marketing Communication (IMC) tools crucial in shaping hotels' overall performance.

IMC involves the coordinated use of various marketing and communication channels to deliver a consistent and cohesive message. In the context of hotels, IMC tools such as advertising, public relations, social media, email marketing, and sales promotions are utilized to engage with guests at different stages of their journey, from initial awareness to post-stay feedback. The integration of these tools helps hotels build a strong brand presence, foster guest loyalty, and create meaningful experiences.

The hospitality industry, particularly hotels, faces the challenge of reaching diverse customer segments across multiple platforms. As technology is evolving, guests are increasingly interacting with hotels through different communication tools. The effective use of IMC tools allows hotels to maintain consistent messaging, ensuring that customers receive the same level of information and service, regardless of the channel.

1.2 Background to the Problem

The development of Integrated Marketing Communications (IMC) can be sketched from the 1980s in the United States when advertising agencies started to feel threatened by their clients' attempts to save money through direct media buying and patronage and creative boutique operations. This led to the inclinations of many advertisers to shift money from advertising to more immediate and effective aspects of marketing (Kehinde, 2019). Agencies and clients believed that to deliver messages to particular audiences it was necessary to use specific tools of Integrated Marketing Communications.

Developments of IMC came to a climax towards the early part of the 1990s when advertising agencies started the use of marketing-integrated strategies (Kehinde, 2019). According to Šeric & Gil-Saura (2014), Integrated Marketing Communication has been practiced in Italy and Croatia's hotel industry, and it displays a high level of customer satisfaction. On the other hand, Al-Qeeda (2021) described that in Abu-Dhabi city IMC has an impact on five-star hotel marketing performance. In Nigeria, the need for an organization to properly coordinate its marketing communications strategies to achieve a clear, consistent, and competitive message about itself and its product has become an issue of concern to every result-driven firm, and so strategic coordination of marketing communication tools and the media facilitate efficient results and help the company influence its perceived brand value in the eyes of its esteemed customers and other stakeholders (Kehinde, 2019).

In East Africa, IMC has been performed in Rwanda where Ndizera (2018) acknowledged the contribution of IMC strategies to the overall operational efficiency

of hospitality services in Rwandan hotel market industry as the marketing communication planning and evaluation for hoteliers assists in knowing where to put more efforts and which most effective marketing communication tools to use. In Kenya, the advertising of services through key media channels (TV Radio and newspapers wall branding, newsletters, leaflets) social media, and Billboards influenced the company's performance to a great extent Kihanya (2013).

These studies were conducted in some of the developed countries (Šeric & Gil-Saura (2014), Al-Qeeda (2021) where the advancements in technology and economy (in terms of marketing resources and fund availability) are very much advanced. so, the practice of Integrated Marketing Communication (IMC) is more advanced compared to Tanzania, so the researcher conducted a study in Kinondoni Municipal to find out the performance of IMCT in Kinondoni Municipal, Dar Es Salaam. Some of the aforementioned studies discussed IMC tools in specific and not as an integrated concept; for instance, some of the researchers used selected IMC tools like social media, advertisement and public relations, instead of using all the IMC tools, therefore, the researcher saw a need of addressing IMCT in holistic marketing communication approach to show how IMCT can contribute to the performance of hotel industry when it is applied in its holistic concept. Furthermore, some of these researchers made use of some selected hotels for example five stars and four-star hotels only, so researchers saw a need to get information from both five-star, four-star, three-star, and two-star hotels, this helped the researcher to know the practice of IMCT in these hotels and how IMCT influenced the performance on these hotels.

Despite the popularity of the method in developed countries, there is little information about the application of the IMCT technique in hotels of Kinondoni Municipal in Dar es Salaam.

1.3 Statement of the Problem

In Tanzania, the hospitality industry is among the sectors that contribute greatly to the growth of the economy which recorded a growth of 6.3% in the period 2013/2014 and ranks the fifth fastest-growing hotel industry in Africa (World Travel & Tourism Council - WTTC, 2020). Apart from its contribution to the economy, revenue collected from hotel rooms worth USD 206 million in 2017 dropped by 5.5% compared to data of 2016 which was USD 217.6 Million. (<https://www.tanzaniainvest.com/>). The marketing environment of the hotel industry is becoming more competitive due to many hotels which offering similar services; hence Integrated Marketing Communication (IMC) can assist in boosting revenue which would be used to facilitate improvement of the hotel performance and increase the government revenue. According to Olumiji (2014), companies have recognized the need to integrate various marketing communication efforts such as advertising, sales promotion, direct marketing, and personal selling to communicate effectively and present consistent messages to the target market.

Research have been conducted on the use of Integrated Marketing Communication in different sectors including insurance (Kathleen, 2013), beverage companies (Seukindo, 2017) and consumer behavior (Okyere, Agypong, & Nyarku, 2011). Nonetheless, research on the use of IMC tools in the field of hotels to improve performance in Kinondoni Dar es Salam has not been conducted. Though there is

increasing empirical evidence on the impact of IMC and company performance in developed markets, there is little empirical evidence in developing economies which includes research by Bezabih (2021), Ndizera (2018), and Dawed (2017). This study is designed to examine the role of IMC tools on hotel performance in Kinondoni Municipal in Dar es Salaam, Tanzania.

1.4 Objectives of the Study

1.4.1 General objective of the study

The main objective of this study is to assess the role of Integrated Marketing Communication Tools on the hotel's performance in Kinondoni Municipal in Dar es Salaam, Tanzania.

1.4.2 Specific objectives of the study

- i To evaluate factors that influence the use of Integrated Marketing Communication in the hotel.
- ii To determine the Integrated Marketing Communication Tools used in hotels in Kinondoni Municipal.
- iii To determine the relationships between the Integrated Marketing Communication Tools and hotel performance in Kinondoni Municipal.
- iv To assess challenges experienced in the use of Integrated Marketing Communication Tools in the hotels.

1.5 Research Questions

- i. What are the factors that influence the use of Integrated Marketing Communication in the hotel?

- ii. What are the Integrated Marketing Communication Tools used in hotels?
- iii. What are the relationships between the Integrated Marketing Communication Tools and hotel performance?
- iv. What are the challenges that you experience while using Integrated Marketing Communication Tools in the hotels?

1.6 Significance of the Study

This study may be useful to Government agencies and policymakers as it will help policymakers in the sector of trade and business to make more informed decisions about the usefulness of Integrated Marketing Communication Tools in the business environment, as a result, it will assist different stakeholders in maximizing profits on their business and lead to increase of revenue. The hotel industry will find this study useful through the use of IMC as it will be able to maximize returns on their investment and reduce the cost of marketing communication. This will be made possible through identifying effective Integrated Marketing Communication tools that will assist hotels to reach their target audience optimize their marketing budgets and improve the efficiency of their marketing efforts. This research will also be useful to the academic sector especially scholars in the field of hospitality and marketing who want to know the role that IMCT can play in improving hotel performance.

1.7 Organization of the Dissertation

This study is organized into five chapters. Chapter one incorporates the background to the problem, statement of the problem, objectives of the study, research questions

and significance of the study. Chapter two is made up of a Literature review which includes the definition of key terms, a theoretical and empirical review of the study, research gap, and conceptual framework. Chapter three consists of the description of the study area and research methodologies used to conduct the study. Chapter four consists of data presentation and discussion of the study findings while chapter five comprises of summary of findings, conclusion, recommendations of the study and areas for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter reviews different literature with bearing to the study. It presents a definition of concepts, a theoretical literature review and empirical literature review. It further presented the research gap, conceptual framework, and chapter summary.

2.2 Definition of Concepts

This section presents concepts used in this study. Definitions presented here include marketing communication, Integrated Marketing Communication, hotel and performance.

2.2.1 Marketing communication

Marketing communications is a management process through which an organization engages with various audiences (Chris & Barbara, 2006). According to Olujimi (2014), Marketing communication is the sharing of information, concepts and meaning about the product, services and the organization that sells them by the source and receiver. It is a targeted interaction with customers and prospects using one or more media. This study adopted the definition by Olujimi (2014) because it explains how information flows from the organization to the customers using different Media.

2.2.2 Integrated Marketing Communication

According to Kotler (2000) integrated marketing communication (IMC) refers to communication channels to deliver a clear, consistent message about the organization

and its products. Percy (2008) defined IMC as planning a systematic way to determine the most effective and consistent message for appropriate target audiences. This study adopts the definition by Percy (2008) as it touches both the organization and the customer and aims at achieving communication objectives.

2.2.3 Hotel

Verboncu & Zalman (2005) defined a hotel as a commercial establishment providing lodging for the public and offering meals and entertainment. According to Mackay (2005), a hotel is an enterprise owned by the proprietors that offers lodging to anyone able and willing to pay a fair price for the goods and services rendered. Because this definition considers both the customer and the hotel owner, the research adopted the definition provided by Mackay (2005).

2.2.4 Performance

Performance is defined as a state of competitiveness of the company, reaching a level of effectiveness and efficiency (productivity) that provides a sustainable market presence (Niculescu & Lavalette, 1999). Furthermore, Verboncu and Zalman (2005) defined performance as a particular result obtained in the management, economics, marketing, and hospitality sector that gives characteristics of competitiveness, efficiency and effectiveness of the organization and its procedural and structural components. Verboncu and Zalman (2005) definition was adopted to guide this study since it cuts across different institutions which in this sense, performance will be referred to.

2.3 Theoretical Literature Review

This part focused on a theoretical review where theories were presented including marketing mix theory and DAGMAR Model.

2.3.1 DAGMAR Model

The DAGMAR model was developed by Colley in 1961. DAGMAR stands for Define Advertising Goals for Measured Advertising Results model. The model suggested that communications that aim at creating sales must take a customer through four levels of understanding; Awareness, Comprehension, Conviction, and Action (Wijaya, 2013). When the DAGMAR Model is applied through the use of Integrated Marketing Communication Tools (advertising, sales promotion, direct marketing, personal selling, and public relations), it significantly enhances the performance of the hotel industry as follows; through awareness, hotels need to create awareness about their brand and offerings. The DAGMAR model helps define specific goals for brand recognition using IMC Tools, ensuring the right audience becomes aware of the hotel's presence. For example, a social media campaign might increase awareness of a new hotel service. The performance impact is that it measures brand awareness, which increases hotel bookings and online traffic.

Through comprehension when IMC Tools are applied it Contribute to hotel performance, once potential customers are aware of a hotel, they must understand what differentiates it. DAGMAR's comprehension stage ensures the message is clear about the hotel's unique selling points, such as amenities, location, or value propositions. For instance, well-crafted email marketing or detailed blogs can help clarify hotel services. Improved comprehension leads to a higher chance of

conversion as customers understand better what the hotel offers, which influences their decision-making process.

Through the Conviction element of DARGAR Model IMC Tools such as loyalty programs, influencer partnerships, and customer reviews, this strengthens the Conviction of customers which means to persuade potential customers to believe in the value of the hotel's offerings. The DAGMAR model sets communication goals that build trust and encourage customers to prefer the hotel. Convincing customers about the value and service quality of the hotel increases customer retention and boosts bookings.

The action element of the DAGMAR Model enlightens that when IMC Tools such as sales promotion offers, booking platforms, personalized discounts, and retargeting ads are used they contribute to the final stage which is prompting action, where potential customers move from interest to booking a stay. DAGMAR ensures that communication goals focus on converting leads into customers through actionable marketing, such as clear calls to action in ads or personalized promotional offers. The higher conversion rates from potential to actual customers, lead to an increase in revenue.

DAGMAR was created to encourage measurable objectives for each stage of communication. The customer must be aware of the existence of the hotel, have a comprehension of what the product is and what it will do for him, arrive at a mental suspicion or conviction to buy the product, and stir him to action (Mackay, 2005).

DAGMAR explains how a promotion element can be used by marketers to influence a consumer's perception and attitude toward a product or service. Several elements of marketing communication can be integrated with the model to measure how effective each strategy is at every stage of the model.

Criticism of the DAGMAR model is that customers don't need to pass through the stages linearly. It is practical only for big corporations with large marketing and advertising research budgets. This model has been applied by Irene (2015) in the research titled *The Influence of marketing communication practices on the Performance of Insurance Companies in Kenya*. Findings indicated that marketing communication practices influence the performance of insurance companies to a great extent where the major influence was noted to be caused by advertising. The DAGMAR model was used as one of the dominant models for this research. The purpose of using this model was because it stipulates how hotels set their objectives putting customers in mind and developing a marketing strategy that leads to hotels' performance.

2.3.2 Marketing Mix Theory

The Marketing Mix Theory, also known as the 4 Ps of marketing, was first introduced by (McCarthy, 1960). It is a framework used by marketers to develop effective marketing strategies. The components of the marketing mix are product, price, place, and promotion. Promotion is one of the components that are the centre of our study, where all the IMC tools originate from it. The hotel's marketing team uses IMC to create a consistent message across different channels and communicate the hotel's unique selling points such as exceptional service of the hotel price of the

service provided, luxurious amenities, or a convenient location, to potential customers.

Criticism of this theory is, that it focuses only on the four elements (product, price, place, promotion) and doesn't consider other factors such as people, process, and physical evidence, which are also critical for the success of a marketing strategy. It focuses on achieving immediate sales and profits, rather than building long-term relationships with customers. This theory has been applied by Kasiso (2017) in the study titled Effects of Marketing Strategies on Performance Sales Performance of small and Medium Enterprises in Kenya. The finding concluded that promotional strategies had a positive significant effect on the sales performance of small and medium enterprises in Kenya.

The purpose of using this model is it explain how the hotel marketing team uses IMC to communicate to its customers by creating awareness through developing consistent messages across different channels about the hotel's available products, it communicates the price of the available product, tells the customers about the location of the product and all the benefits that a customer will acquire, so this led to the creation of repeated customers.

2.4 Empirical Literature Review

An empirical literature review involves critically reviewing, synthesizing, and analysing the findings and conclusions of relevant empirical studies to identify patterns, trends, and gaps in the existing knowledge.

2.4.1 Main Integrated Marketing Communication Tools

Marketing firms/industries use various communication tools to promote their products and services to achieve their promotional objectives. In a study by Al-Qeeda (2019) entitled Impact of Integrated Marketing Communications (IMCs) on Hotels' Marketing Performance, the research findings reveal that managers need to adopt the holistic version of marketing communication and regularly analyze customer's opinions and feedback. Only five-star hotels were used to generate the findings and some of the IMC tools (social media marketing, advertisement, and public relations) were adopted for this study while other IMC tools were left out, so further studies are needed to generalize the results from this study. It is survey research while the population of the study consisted of (20) five-star hotels that operate in the UAE hospitality sector. A total of (300) questionnaires were distributed to the managers and guests. Research used a structured questionnaire to gather data and the selection of hotels was done randomly. Because only the five-star hotels were contacted in this study, this might have limited getting the best finding, furthermore only some IMC tools (social media marketing, advertisement and public relations) were used in this study while personal selling, direct marketing, and sales promotion were not used.

Ndizera (2018) analyzes the contribution of Integrated Marketing Communication Strategies to the overall operational efficiency of hospitality services in Rwanda. Simple random sampling technique was used for this study. The sample was made of four hotel managers from four hotels, and 80 hotel guests from these four hotels. The focus of this research was on four hotels including two big hotels (one four-star

Hotel and one five-star) and two smaller non-star hotels. Data were collected through primary and secondary sources and literature review and documentary research were used. According to the findings it revealed that hotel managers need to spot and seize opportunities by creating and sustaining productive relationships with potential customers. Furthermore, the hotel marketing team must make a proper plan and evaluate to know which most effective communication tools to use, because it was observed that word-of-mouth was more recommended. However, due to the rapid changes in technology hotels can not only rely on word of mouth but rather hotels should also employ various marketing communication tools to communicate with clients. This is because hotels need not only to focus on the local market to get customers but should also focus on the international market to get better performance. The methodology used in this research consisted of documentary research, interviews, and surveys.

2.4.2 Factors influencing the use of IMC tools on the hotel's performance

Integrated Marketing Communications (IMC) tools can impact a hotel's performance in various ways, and several authors and researchers have studied the factors that influence the use of IMC tools on the hotel's performance. Gursoy and McCleary (2004) did a study on the use of Integrated Marketing Communication (IMC) tools by hotels in the United States. The study aimed to investigate the extent to which hotels utilize IMC tools and to explore the factors that influence their usage. The study found that the usage of IMC tools varies based on the hotel's size, ownership, and location. For example, larger hotels were found to use more IMC tools than smaller hotels, and chain hotels were found to use more IMC tools than

independently owned hotels. Furthermore, the study revealed that hotels in the United States use a variety of IMC tools, with advertising being the most commonly used tool. Based on the findings show that most of these hotels that can effectively make use of IMCT have financial stability, this is because they have invested a lot and so they make proper use of IMCT to reach more customers and the end get more profit.

A study by Šeric& Gil-Saura (2014) about Insights on Integrated Marketing Communications implementation and impact in hotel companies for Italian and Croatian hotels explains that Managers need to adopt a holistic vision of marketing communications and regularly analyze consumers' opinions to understand if their campaign works. This study adopted a survey methodology to assess IMC, approaching managers and guests in high-quality hotels. From the manager's point of view, both Italian and Croatian hotels show a high level of IMC implementation and significant differences regarding some items. From the guest's point of view, significant differences are obtained between the two hotel groups. In addition, IMC is found to influence positively and significantly customer satisfaction. This research is limited to the Italian and Croatian hotel contexts.

2.4.3 Relationships between the IMC tools and hotels performance

According to Dawed (2017) in the Ethiopian Insurance Corporation, the study found that advertising and sales promotions practiced have a positive relationship with performance but failed to register significant contributions. On the other hand, direct marketing activities and personal selling influenced the company's performance positively as well as significantly. This study adopted descriptive and causal research

designs. The target population was 264 respondents and a stratified proportionate random sampling technique was used. Another study by Bezabih (2021) on the effects of Integrating Marketing Communication on the performance of hotels in Ethiopia, where the findings revealed that there is a high degree of association between the indicators of the effects of integrating marketing variables and the performance of the hotel industry. Correlations and regression among the variables were calculated using SPSS version 20. This study revealed that the correlation result reveals that there is a high degree of association among the indicators of the effects of integrating marketing variables and the performance of the hotel industry. It was confirmed that advertising, sales promotion, direct marketing, and personal selling are the major tools of Integrated Marketing Communication for the performance of the hotel industry. The research adopted descriptive research designs and a mixed research approach. The population used for the study were employees and managers in the hotel industry and the study population comprised a total of 105 employees from various functions.

2.4.4 Challenges in the use of IMC tools

A study by Knutson, Robert and Mubeen (2016) did a study in Latvia entitled Barriers to Integrated Marketing Communications, according to the investigation shows that there are insufficient marketer/managing director knowledge and a lack of competence in IMC issues as a whole and namely regarding the IMC program design and implementation; the lack of resources, including the financial and human resources; narrow specialization of marketing agencies, for example, separate advertising and web solution agencies, sometimes insufficient IMC service quality of

full service marketing agencies and lack of understanding of corporate representatives about the need for IMC, this was a survey study, quota sampling was used to develop the sample. Quantitative data obtained from the survey was analysed with the SPSS program, qualitative with the help of the logical constructive method.

Manaye (2004) study was about the Practice and challenges of Integrated Marketing Communications. The study suggested that all IMC activities should be carried out based on a comprehensive plan to improve structural defects. Several challenges were identified which include the lack of a marketing communication plan and delivery cycle, challenges to the practice of IMC, the existence of technical terminology, and the lack of technical training were identified. Research used mixed research methods and purposive sampling was used for in-depth interviews and questionnaire respondents. Based on the findings it shows that when an organization fails to make an IMCT strategic plan it leads to poor performance because failure to plan leads to poor results, but again this is determined with the presence of qualified man power who can come up with a good plan.

2.5 Research Gap

A comprehensive review of the existing literature showed that a gap existed in the literature for IMCT on hotel performance. Manaye (2004) did a study about the practice and challenges of Integrated Marketing Communication in Ethiopia Airlines. The study suggested that a comprehensive marketing plan for IMC should be made very clear and achievable because it will help the management achieve its objectives. According to Manaye (2004), challenges facing the implementation of IMCT are lack of a marketing communication plan and delivery cycle and the lack of technical

training. The study by Al-Qeeda (2019) on the impact of Integrated Marketing Communications on hotels' marketing performance revealed that managers need to adopt the holistic version of marketing communication and regularly analyse customers' opinions and share feedback. Research used only five-star hotels to generate the findings only some of the IMC tools (social media marketing, advertisement and public relations) were used while other IMC tools were not applied so further studies are needed to generalize the results from this study.

A study done by Ndizera (2018) found that hotel marketers need to have a proper marketing plan that will come up with the most effective tools to use; word-of-mouth was seen to be the leading tool of use. The study done by Šeric and Gil-Saura (2014) was limited to the Italian and Croatian hotel context and only four- and five-star hotels were involved in this study. Gap existed in this study, as the aforementioned studies were conducted in most of the developed countries where advancements in technology and economy (in terms of marketing resources and fund availability). so, the practice of Integrated Marketing Communication (IMC) is more advanced compared to Tanzania, so the researcher conducted a study in Kinondoni municipal to find out the performance of IMCT in Kinondoni Municipal, Dar Es Salaam. Some of the aforementioned studies discussed IMC tools in specific and not as an integrated concept; for instance, some of the researchers used selected IMC tools like social media, advertisement and public relations, instead of using all the IMC tools, therefore, there is an existing gap that IMCT needs to address to bring a holistic marketing communication approach. Despite several research done, there is no documented research on the role of Integrated Marketing Communication Tools on

the performance of hotels in Kinondoni District in Dar es Salaam Region, thus there is a need to bridge this gap.

2.6 Conceptual Framework

A conceptual framework is a schematic diagram that shows the variables incorporated in the study (Figure 2.1). It represents the diagrammatical relationship between independent dependent and moderating variables to be studied. This study is guided by the conceptual framework modified by Seukindo (2017). The IMC tools are the independent variables which include advertising, public Relation, direct marketing, sales promotion, and personal selling whereas hotel performance presents dependent variables while the policy and regulation and availability of marketing funds are the moderating variables.

The conceptual framework shows the linkage between IMC tools and hotel performance. The interpretation of this approach is that IMCT has a profound impact on the performance of the hotel industry that it is a successful strategy that provides information, creates awareness, changes attitude attitudes; enforces brand loyalty and builds company image (Potluri, 2008). However, this depends on other moderating variables which include policy and regulations and the availability of funds for marketing. This in turn led to the performance of the hotel industry.

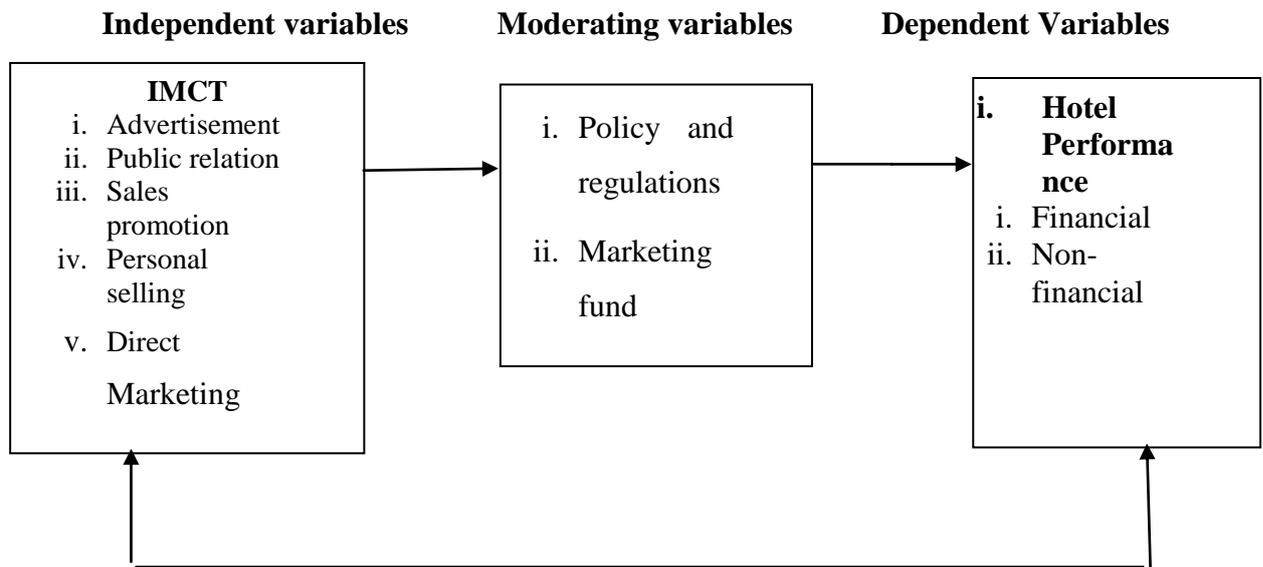


Figure 2.1: IMCT leading to hotel performance

Source: Modified from Seukindo, 2017

2.7 Chapter Summary

This chapter begins by defining the concepts that hold the research such as Marketing Communication, Integrated Marketing Communication, hotel, and performance. The DAGMAR model and Marketing mix theory were elaborated to further explain the concept between the core concept. Empirical literature was used to review An empirical literature review was used to critically review, synthesize, and analyse the findings and conclusions of relevant empirical studies, this chapter also includes the research gap and the conceptual framework.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter presents the Research approach and philosophy, study area, research design, target population, sampling frame and sample size, and sampling techniques. It further presents data collection methods, data analysis, interpretation and presentation, validity and reliability of the research instrument, and ethical considerations.

3.2 Research Approach and Philosophy

The study adopted a mixed research approach. This approach is suitable in this study since it combines qualitative and quantitative approaches. The study employed pragmatic philosophy; pragmatism is a research philosophy that emphasizes knowledge and focuses on finding solutions to real-world problems. It recognizes the value of both quantitative and qualitative approaches and promotes their integration to provide a comprehensive understanding of research phenomena. Pragmatism allows researchers to draw upon the strengths of both quantitative and qualitative methods, enabling them to capture a broader range of data and address research questions more comprehensively.

3.3 Study Area

Dar es Salaam city is located between Latitudes $6^{\circ}49'$ and $24.6''$ degrees to the South of the Equator and Longitudes 39° and $16.10.2'$ degrees to the east of Greenwich. The region has five districts which are Kinondoni, Temeke, Ilala, Kigamboni and Ubungo. This study was carried out in Kinondoni Municipal in Dar

3.4 Research Design

Research design is defined as “the detailed plan of how the study is to be conducted including various research methods as well as techniques that are utilised by a researcher (Saunders, Lewis, & Thornhill, 2009). This study adopted a cross-sectional research design as it often gathers data on the prevalence, distribution, or characteristics of certain variables or outcomes in a population. Additionally, the design can be used to compare different Integrated Marketing Communication Tools in the selected hotels. The cross-sectional research design was used to establish the relation between the independent variables which are the IMC Tools and the dependent variable that is the hotel performance. The study collected both qualitative and quantitative data to examine the problem under study.

3.5 Target Population

Babbie (2010) defines target population as a group of individuals or items that share one or more characteristics from which data can be gathered and analysed. The target population of this study was 39 hotels located in Kinondoni Municipal which ranges from two (2) to five (5) star hotels. The given target population has been adopted from the Ministry of Natural Resources and Tourism (2017). The target population of respondents in the hotel was 468.

3.6 Sampling Technique

Sampling Technique is the selection process of a sample from the target population representing the population (Kothari, 2010). The goal of sampling is to select a representative sample that can provide accurate and reliable information about the population being studied. According to Babbie (2010), sampling techniques can be

probability sampling or non-probability sampling. This study employed both probability sampling and non-probability sampling, whereby in the probability sampling each case being selected has an equal chance (Babbie, 2010). Therefore, in this technique stratified random sampling technique was employed in selecting the sample. Justification of using stratified random sampling technique is that respondents were selected without bias by ensuring that every respondent has an equal chance of being selected. This allows the researcher to select respondents who are knowledgeable and can meet the demand of this study. In non-probability sampling each case being selected from the population is not known (Saunders, Lewis, & Thornhill, 2009) in this sampling purposive sampling was employed. Justification as to why researcher used purposive sampling is that to select respondents that were best enable the researcher to answer research questions and meet the objectives of this study (Saunders, Lewis, & Thornhill, 2009).

3.6.1 Purposive sampling

Purposive sampling method involves the purposive or deliberate selection of particular units of the universe to constitute a sample that represents the universe (Kothari, 2010). The purposive sampling method was used to select respondents who are knowledgeable and can meet the demand of the research. Therefore, key informants were purposely selected whereby general managers for the selected hotels were interviewed to meet the objective of this research. While the sales and marketing staff, Information technology staff and reservation staff were provided with a questionnaire. These respondents were involved in the study due to their

relevant position, knowledge and skills about the role of IMC tools on hotel performance.

3.6.2 Stratified random sampling technique

The stratified random sampling technique was used to select the hotels. The study focused on four different star hotels. The selected hotel was divided into four strata are two, three, four and five-star hotels. These strata were purposively formed based on past experience and the personal judgment of the researcher (Kothari, 2010).

3.8 Data Collection Methods

This study collected primary and secondary data to answer the research objective. The primary data were collected from respondents of the selected hotels who are Sales and marketing staff, Information technology personnel and reservation personnel using a questionnaire, while hotel managers and marketing managers were interviewed. To collect primary data, the researcher used both structured interviews and questionnaire surveys. Secondary data included data collected from relevant literature in libraries such as journals, annual reports, books, case records, workshop proceedings and periodicals.

3.8.1 Questionnaires

The questionnaire was used in collecting primary data due to the reasons that it is free from bias, larger sample coverage and data reliability (Kothari, 2010). The questionnaire was divided into two sections. Section one consisted of demographic information of respondents while section two contained information related to this study (Appendix 1). It was self-administered to selected respondents aged 18 years and above. The questionnaire consisted of closed and open-ended questions. Open-

ended questions enabled the respondents to give adequate explanations to questions while close-ended questions helped to keep the questionnaire at a reasonable length and therefore encouraged response (Appendix 1). Moreover, five (5) five-point Likert scale was used to reflect the agreement of respondents on the statements posed to them in the questionnaire.

3.8.2 In-depth interviews

In-depth interview, method was used to collect information from key informants who are hotel general managers, who enabled the researcher to obtain in-depth detailed information. A structured interview was used to collect information from respondents.

3.7 Sampling Frame and Sample Size

The sample size is the representation of the entire population. Having a sample is important since collecting data from the whole population is impractical (Saunders, Lewis, & Thornhill, 2009). Mugenda and Mugenda (2004) recommend a sample size of between 10% and 30% if the population is 10,000 or less. The researcher decided to use 20% of 39 hotels which were 7.8 hotels rounded off to 8 consisting of 1, 1, 3 and 3 hotels as five-star, four, three and two stars as respectively. 139 respondents from the sample size involved hotel general managers, Sales and marketing staff, Information technology personnel and reservation personnel, who the researcher feels were valuable and knowledgeable to provide enough information about this study. The sample size of the hotel respondents was computed using the scientific method presented in (Kothari, 2010).

$$\frac{N \times z^2 \times p \times q}{(N-1)(e)^2 + z^2 p \times q}$$

$$(N-1)(e)^2 + z^2 p \times q$$

$$\frac{468 \times (1.96)^2 \times 0.5 \times 0.5}{467(0.07)^2 + (1.96)^2 \times 0.5 \times 0.5} = \frac{449.4676}{2.2883 + 0.9604}$$

$$\frac{449.4676}{3.2487} = 138.35 = \mathbf{139 \text{ Sample size}}$$

$$3.2487$$

Where:

n = Sample size, N = Total Population (set to 468), Z = Confidence Interval (set to 1.96), e = Error of margin (set to 0.07), p = Probability of selecting research units (set to 0.5) and q = Probability of unselected units (set to 0.5).

Table 3.1: Sample distribution

Category of respondents	Target population	Calculations (Ratio distribution)	Sample distribution
Managers	39	0.08 x 139	12
Sales and Marketing staff	195	0.41 x 139	58
Information technology staffs	39	0.08 x 139	12
Reservation staffs	194	0.41 x 139	57
Total	468		139

3.9 Data Analysis, Interpretation and Presentation

Data analysis is the process of inspecting, cleaning, transforming and modelling data highlighting useful information, suggesting conclusions and supporting decision making (Lewis, 2013). The study generated both qualitative and quantitative data.

The quantitative data in this research were analysed by descriptive statistics using Statistical Package for Social Sciences (SPSS) version 22.0. This applied to all objectives except the third objective which aims at determining the relationship between the Integrated Marketing Communication tools and hotel performance. For this objective, data were tested using regression analysis. The analysis of descriptive statistics, such as mean, frequencies, and percentages, was used for all objectives. Tables and figures were used to show and summarize the results. Qualitative data, on the other hand, entailed the use of a full explanation of the contents where themes were compiled and presented; content analysis was used in the processing of this data.

Table 3.2: Presentation of data analysis for each objective

S/N	Objective	Analysis	Presentation
1.	To evaluate factors that influence the use of Integrated Marketing Communication in the hotel	Statistical Package for Social Sciences (SPSS) version 22.0	Narratives
2.	To determine the Integrated Marketing Communication Tools used in hotels in Kinondoni Municipal.	Statistical Package for Social Sciences (SPSS) version 22.0	Narratives
3.	To determine the relationships between the Integrated Marketing Communication Tools and hotels' performance in Kinondoni Municipal	Regression analysis	Mean, frequencies, and percentages
4.	To assess challenges experienced in the use of Integrated Marketing Communication Tools in the hotels.	Statistical Package for Social Sciences (SPSS) version 22.0	Narratives

3.10 Validity and Reliability of the Research Instruments

Validity is concerned with whether the findings are really about what they appear to be about; it is the extent to which data collection method (s) accurately measure what they are intended to measure (Saunders, Lewis, & Thornhill, 2009). While reliability is the extent to which data collection technique (s) yields consistent findings (Saunders, Lewis, & Thornhill, 2009).

3.10.1 Validity of the research instrument

Validity is explained as the accuracy and meaningfulness of inferences that are based on the research results (Mugenda & Mugenda, 2004). Researcher ensured validity to increase the accuracy and usefulness of findings by controlling for or eliminating as many confounding variables as possible. The instruments designed for the collection of data are questionnaires and interviews. Content validity was also employed. According to Kothari (2010) content validity is a measure of the extent to which a measuring instrument/s provides adequate coverage of the topic under investigation and how well it provides adequate coverage of the topic under study. Hence research had good content validity as a representative sample incorporated into the instrument. As a result, one can say that this study has good content validity as its sample represents hotel employees who are closely involved in Integrated Marketing Communication and hotel performance.

3.10.2 Reliability of the research instrument

Reliability, according to Saunders, Lewis and Thornhill (2009) relates to the degree to which data gathering methods provide consistent findings or outcomes. To ensure

reliability, the researcher avoided bias while selecting respondents and ensured that the data-gathering procedure was appropriate for the topic at hand.

3.11 Ethical Considerations

Before the data collection exercise, the researcher seeks a research clearance permit from the Open University of Tanzania that guaranteed the researcher to collect data for the study. The letter was used by the researcher in the attachment with the solicitation letter to the hotel requesting the hotel to offer permission and the opportunity to collect data. Both the research clearance permit and solicitation letter enabled the researcher to conduct a study in the selected hotels in Dar es Salaam Region. Respondents were assured of the security and confidentiality of the information provided that was intended for this study only. Therefore, the information that the researcher received during the study was treated with confidentiality and purely for academic purposes. To ensure such confidentiality of information, the respondents were restricted to mention their names. However, during the interview section, respondents were identified by the letter 'M'.

3.12 Chapter Summary

Chapter three presents the research the study area and the research methodology. The study was conducted Kinondoni Municipal, in Dar es Salaam region. This study adopted a cross-sectional research design and mixed research approach, where both qualitative and quantitative data were gathered for this study. The target population was 468 and the selected hotels for this study were 8 out of 39 hotels. Furthermore, the chapter presented two sources of data collection consisting of both primary and

secondary sources to ensure that valid and detailed information to answer the research questions and objectives is obtained. The data collection techniques used include interviews and questionnaires, and a study of academic literature. The study sample of hotel respondents was 139 respondents, obtained through purposive sampling, the sample included Hotel managers, Marketing managers, IT staff, Reservation, staff, and Marketing staff. Furthermore, 8 hotels were sampled which include two-star to five-star hotels were obtained through stratified sampling techniques. Lastly, the chapter has covered data analysis, interpretation and presentation, validity and reliability of the research instruments, and ethical Issues.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Overview

This chapter presents the results of the study on the assessment of the role of Integrated Marketing Communication Tools on the hotel's performance in Kinondoni Municipality in Dar es Salaam Region. This chapter starts with the social demographic characteristics of the respondents which include: gender, age, education level and working experience of the respondents. It further presents the results based on four specific objectives namely to evaluate the roles of Integrated Marketing Communication Tools used in hotels, to determine the Integrated Marketing Communication Tools used in hotels, to assess the challenges experienced in the use of Integrated Marketing Communication Tools in the hotels and to determine the relationships between the Integrated Marketing Communication Tools and hotels performance. This chapter also covered the discussion of the findings.

4.2 Socio-Demographic Characteristics of the Respondents

This part presents background information on the respondents. The purpose of this background information was to find out the socio-demographic characteristics of the respondents and show their distribution in the study. The socio-demographic characteristics of the respondents covered in this study include gender, age, education qualifications, working positions, and working experiences of the respondents in a hotel in Kinondoni District.

4.2.1 Gender of the respondents

Gender is an important aspect as it provides the way through which males and females are being employed in the hotel sector. Findings presented in Figure 4.1 revealed that 60% of the respondents were females, while 40% of the respondents were males. Therefore, the study has accommodated both gender although the study has more female than male because women fit more in fulfilling hotel activities like front desk, cleaning and cooking than men.

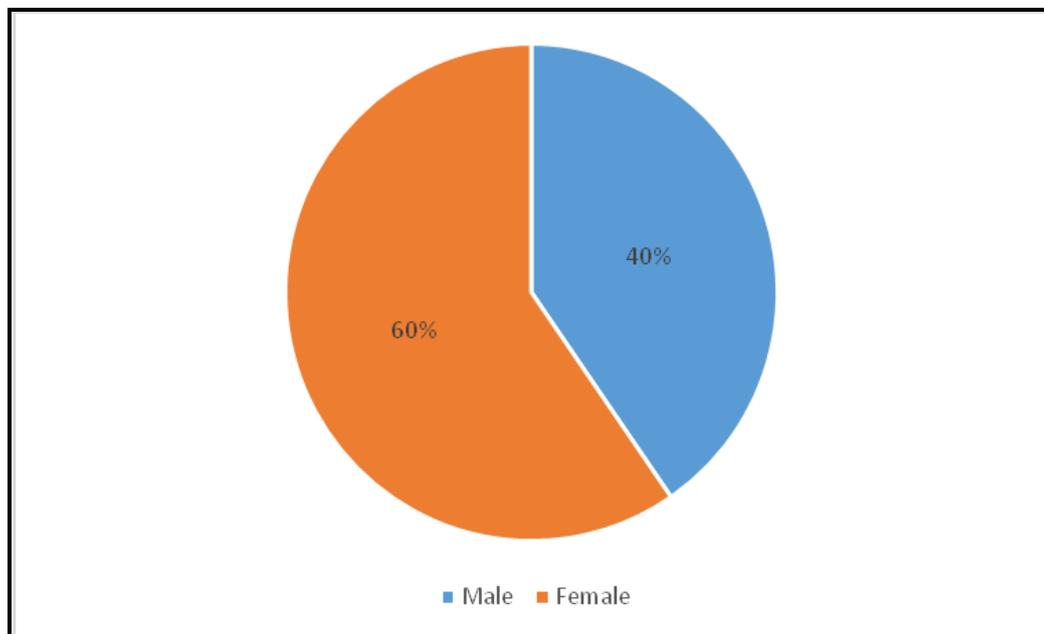


Figure 4.1: Gender of the respondents

Source: Field survey, 2023

4.2.2 Age of the respondents

Analysis of the age of the respondents showed that 39.5% of the respondents were aged between 29-39 years, followed by 36.8% of respondents in the age group of 18-

28 years. However, 13.2% of the respondents were aged 40-50; while 7.9% of the respondents were of the age 51-61. Minority 2.6% were aged 62 years and above. These results implied that the majority of the respondents are in the middle age group of 18 to 50 (Figure 4.2) which falls within the economically active and productive age group.

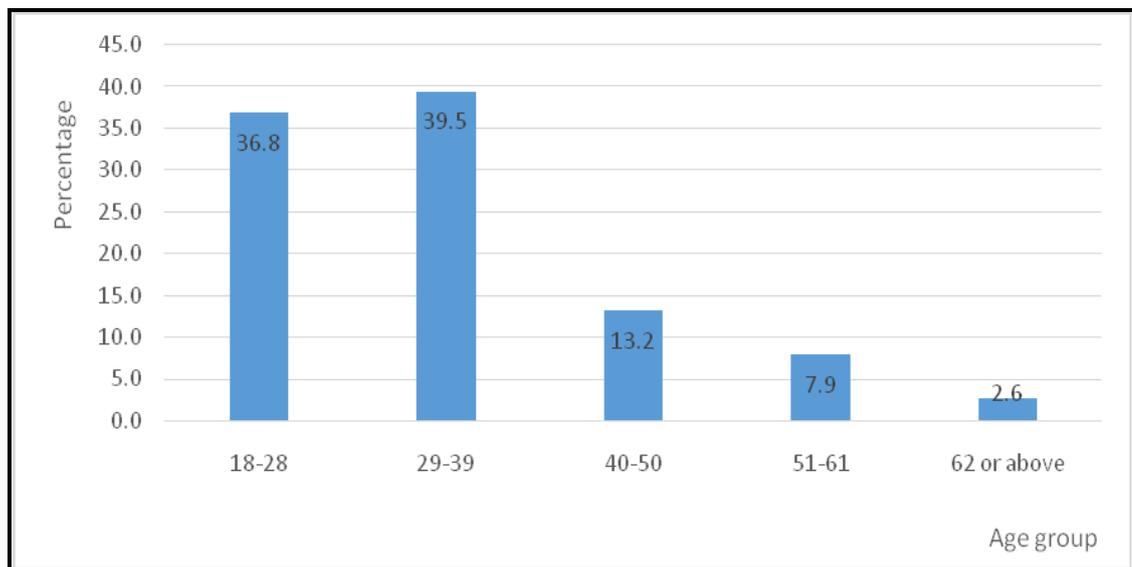


Figure 4.2: Age of the respondents

Source: Field survey, 2023

4.2.3 Educational level of respondents

Hotels employ people with different education levels who play a great role in hotel performance. Findings in Figure 4.3 revealed that the majority of the respondents, 55.3% were Certificate and Diploma holders. About 16.7% of the respondents were Bachelor's Degree holders while 10.5% had secondary education qualifications. Moreover, 8.8% of the respondents had other education qualifications like

Vocational Education and Training Authority (VETA) while 5.3% of the respondents had primary education qualifications. Minority, 3.5% of the respondents had a Master's Degree. These levels of education implied that hotels in Dar es Salaam employ individuals with appropriate education levels which enabled them to implement their duties at the hotel appropriately.

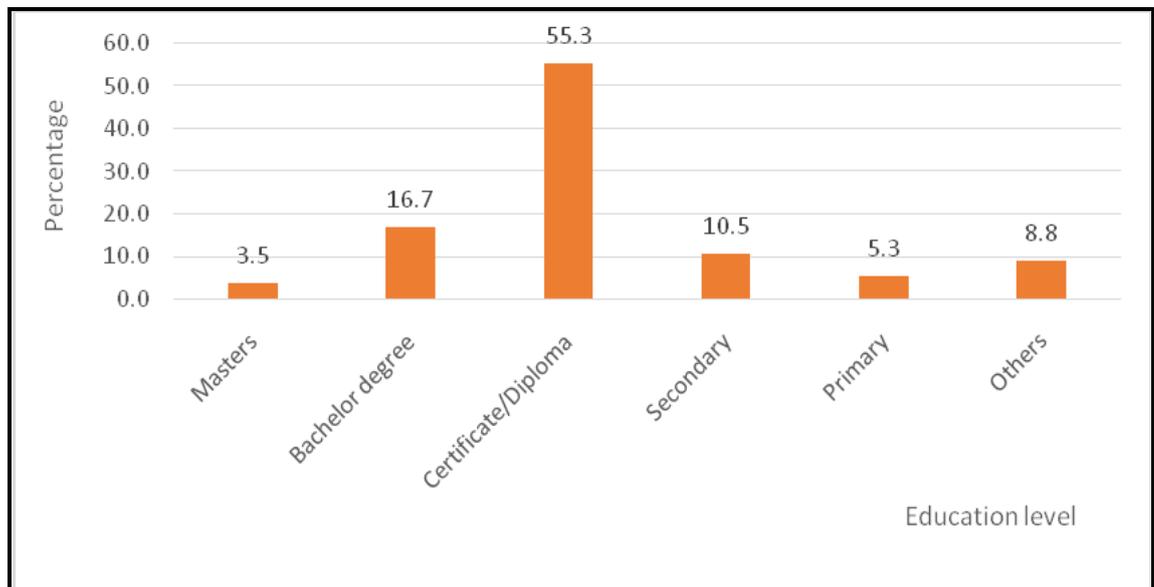


Figure 4.3: Education level of respondents

Source: Field survey, 2023

4.2.4 Working experience of the respondents

Working experience contributes greatly to the performance of a particular professional; this is the result of repetition of the various tasks which makes the employee master their profession. Figure 4.4 illustrates respondents working experiences in hotels at Kinondoni Municipal. Majority of employees 48.2% had a working experience of 1-5 years in hotels while 26.3% had an experience of 6-10

years working in hotels. About 14% of the respondents had a working experience of less than a year in hotels while 11.4% of respondents had an experience of 11 years and above working in hotels. Employees with good experience in a hotel contribute greatly to the performance of a hotel, as it has been (Knutson, Robert & Mubeen, 2016).

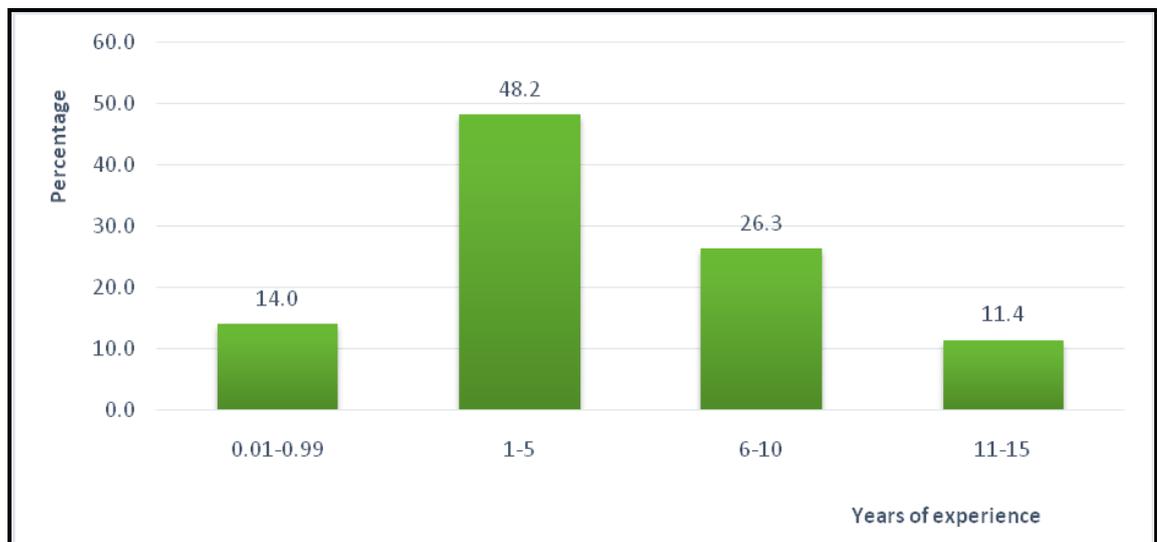


Figure 4.4: Working experience of respondents

Source: Field survey, 2023

4.3 To evaluate factors that influence the use of IMCT in the hotel

The specific objective of this study was to evaluate the factors that influence the use of Integrated Marketing Communication in the hotel in Kinondoni Municipal.

4.3.1 IMCT leads to the increase in revenue per available room in the Hotel

Table 4.1 indicates that it was evident that a large number of respondents revealed that IMCT leads to an increase in revenue per available room in the hotels as 43.9%

strongly agreed and 36.0% of the respondents agreed with the statement. Respondents point out that Integrated Marketing Communication Tools help increase revenue per room in hotels by creating a consistent and compelling message across multiple channels, effectively reaching potential customers and enhancing the overall customer experience. The findings align with Kotler, Bowen and James (2017) who point out that, an Integrated Marketing Communication Tool is the key to stimulating customers booking to book the hotel.

On the other hand, during the interview with the hotel manager “M1” points that:

“The trend of our hotel performance for the past three years was greatly affected by Covid 19 during 2019 to 2022 but the prediction on performance of our hotel for the next three years in terms of Sales turnover, Market share, and Profitability is going to be very great because our government has put much efforts in marketing our attractions through royal tour film which in turn facilitates our advertising by increasing brand visibility and awareness through running targeted ads on our social media platforms like Facebook and Instagram. ”

Also, another Hotel manager “M2” said this:

“IMCT facilitates a hotel to get new customers for the hotel products. So, if the number of hotel markets is good, the performance of the hotel also becomes good. The goodness of a number of customers leads to the increase of the hotel revenue as this is brought through hosting media events to generate positive

reviews and features as part of our public relations in building credibility and trust through positive media coverage and third-party endorsements which will enhance reputation, leading to increased bookings” (Marketing Manager, September 2023).

Furthermore, about 7.9% disagree and 5.3% strongly disagree with the statement that IMCT leads to an increase of revenue per available room in the hotel. The respondents point out that, challenges in implementation, management, and resource allocation plus the high cost of implementing IMC tools and complexity in coordination due to multiple communication channels are barriers to generating revenue for the hotel. The criticism of the statement is supported by Marrison (2010) who points out that, implementing costs of IMC tools limit most developing countries to apply them, and as a result the IMC tools had a minimal contribution to the hotel revenue. However, 7.0% of the respondents neither agreed nor disagreed with the statement that IMCT leads to the increase of revenue per available room in the hotel.

Table 4.1: IMCT leads to an increase of revenue per available room in the Hotel

Particular	Frequencies	Percentages
Strong disagree	6	5.3
Disagree	9	7.9
Neither agree or disagree	8	7.0
Agree	41	36.0
Strong agree	50	43.9
Total	114	100.0

Source: Field survey, 2023

4.3.2 IMCT Facilitate the increase of restaurants sales and revenue

Table 4.2 indicates that most of the respondents 46.5% agreed and around 34.2% of respondents strongly agreed that IMCT facilitates the increase of restaurant sales and revenue by creating a cohesive brand message by highlighting menu items, special offers and unique dining experience on social media platforms and offering happy hour discounts, drives short-term sales through special offers, discount and loyalty programs, which attracts new customers and encourages repeat visits. the findings match with Kimes (2021) who says that Integrated Marketing Communication Tools are a strategic communication tool for attracting customers to revisit restaurants. On the other hand, about 9.6% of respondents disagree and 3.5% of respondents strongly disagree with the statement that IMCT facilitates the increase of restaurant sales and revenue as they point out that lack of personal touch and face-to-face engagement reduces guest loyalty and satisfaction, ultimately affecting repeat business as the IMC tools have the characteristics of over reliance on technology. Also, the disparagement of the statement was identified by Vrema, Mona and Faizan (2022) who point out that, absenteeism of face-to-face services reduces the power of IMC tools to support sales in restaurants. However, 6.1% stayed neutral as to whether IMCT facilitates the increase of restaurant sales and revenue. This makes 80.7% of the respondents and support the statement that IMCT increases restaurant sales and revenue.

During the interview with Hotel Manager “M3” said:

“We have been using Integrated Marketing Communication Tools to support our restaurants business. This has facilitated the increase in

restaurant sales and revenue, if you compare the performance of our restaurants for the past three years it shows that there is an increase in sales, this is due to the efforts made on marketing through different platforms, exhibitions, and digital marketing by sending personalized email, newsletters with exclusive offers, birthday discounts, and updates on new menu items...’’ (Hotel Manager M3, September, 2023).

Table 4.2: IMCT increases restaurant sales and revenue

Particular	Frequencies	Percentages
Strong disagree	4	3.5
Disagree	11	9.6
Neither agree or disagree	7	6.1
Agree	53	46.5
Strongly agree	39	34.2
Total	114	100.0

Source: Field survey, 2023

4.3.3 IMCT improves the brand image of the hotel

The brand image represents the emotional aspects that identify the brand of a company or its products and has a powerful impact on consumer buying behaviour Arora (2009). Table 4.3 below presents the opinions of respondents on IMCT improving the brand image of the hotel.

Table 4.3: IMCT increases brand images

Particular	Frequencies	Percentages
Strongly disagree	19	16.7
Disagree	12	10.5
Neither agree nor disagree	17	14.9
Agree	35	30.7
Strong Agree	31	27.2
Total	114	100.0

Source: Field Survey, 2023

The table 4.3 above shows that, the majority of respondents starting from 57.9% and above classified as 30.7% of the respondents who agreed and 27.2% of the respondents strongly agreed with the statement about IMCT improving the brand image of the hotel. The respondents point out that Integrated Marketing Communication plays a crucial role in enhancing the brand image of the hotel by ensuring a consistent, cohesive and engaging message across multiple channels through running social media campaigns with hash-tags and contests, encouraging guests to share their experiences and photos, and reposting user generated content on the hotel's official pages. The findings are in line with Xiao, Sharma and Chiang (2023) who point out that, Integrated Marketing Communication Tools are a decisive instrument for branding.

On the other hand, during an interview with the hotel manager M4:

“Hotel brands are always competing with each other within their business category, and at some level, competing with all brands that want the attention of consumers. Because of this competition, it is

not enough to just be different. Brands need to portray and communicate a good brand image to their customers, making it easy for customers to understand that difference...’’ (Hotel Manager, October 2023).

Furthermore, 10.5% of respondents disagree and 16.7% of respondents strongly disagree with the statement that IMCT improves the brand image of the hotel. The respondents point out that, cultural and language differences are barriers to IMCT's improving the brand image of the hotel as miscommunication and cultural insensitivity in marketing messages can harm the brand name of the image of the hotel. The findings for disagreement match with Vrema, Mona and Faizan (2022) who point out that, any miscommunication in the use of the IMC tool negatively affects the brand image of the hotel. However, 14.9% neither agree nor disagree.

4.3.4 IMCT leads to hotel brand awareness

Brand awareness is “the ability of potential customers to recognize and to remember that a certain brand belongs to a certain category of products” (Aaker, 1991). Table 4.4 below presents the opinions of respondents on the IMCT that can lead to hotel brand awareness.

Table 4.4: IMCT leads to hotel brands and awareness

Particular	Frequencies	Percentages
Strongly disagree	14	12.3
Disagree	13	11.4
Neither agree nor disagree	16	14.0
Agree	39	34.2
Strongly agree	32	28.1

Total	114	100.0
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Source: Field survey, 2023

Table 4.4 shows that 34.2% of the respondents agreed and 28.1% of respondents strongly agreed with the statement that IMCT can lead to hotel brand awareness. The respondents point out that, building relationships with travel agents, corporate clients and events planners through the provision of personalized service and tailored packages to meet specific needs, especially via personal selling leads to hotel brand awareness. This finding is further supported by Melnikova *et al.*, (2023) who explained that IMC tools facilitate a positive image of any company or organization, this improves its competitiveness in the market, attracting customers and partners, increasing the volume of sales of goods or services and as a result the profit of the company or institution increases.

Additionally, during an interview with Marketing Manager 'M1' said that:

“In this technological era when customers gather information about the product or service through different channels, hotels find out necessary that they develop messages and images that can make customers spontaneously recall brands from their memory, even if they don't see them physically at the moment of searching and making decision.”

Moreover, 11.4% of the respondents disagree and 12.3% strongly disagree to the statement that IMCT can lead to hotel brand awareness. The respondents' points that, the hotel industry is highly competitive, with many hotels using similar IMC tools,

hence differentiating the hotel's image becomes difficult. The disparagement of this statement matches with Linda, Enz and Walsh (2020) who points that, hotels image is not build on IMC tools but is the outcome of the hotel services and performance. Yet, 14.0% of respondents neither agree nor disagree that IMCT can lead to hotel brand awareness. Hence 62.3% of the respondent supports the statement that IMCT leads to hotel brands and awareness.

4.3.5 IMCT leads to customer satisfaction

Table 4.5 below presents the finding on the statement that, IMCT can lead to customer satisfaction.

Table 4.5: IMCT leads to customer's satisfaction

Particular	Frequencies	Percentages
Strong disagree	8	7.0
Disagree	8	7.0
Neither agree nor disagree	8	7.0
Agree	43	37.7
Strongly agree	47	41.2
Total	114	100.0

Source: Field survey, 2023

The study findings from the table 4.5 above indicate that, 41.2% of the respondents strongly agreed and 37.7% agreed the statement that IMCT can lead to customer satisfaction. The respondents provide that, the integrated marketing communication tools significantly enhance customers satisfaction by delivering a consistent, personalized, and engaging brand experience across multiple touch-points. These

findings match with Kozak and Baloglu (2021) who argue that, integrated marketing communication tools plays a significant contribution in providing customers satisfaction.

On the other hand, through interview with Hotel Manager ‘M5’ said that;

“IMCT give information to customers which result into getting customer in the hotel, so through quality service provisions to customer it is where it leads to customer satisfaction; IMCT is way for a hotel to introduce itself to the customer...” (Hotel Manager, October, 2023).

Moreover, 7.0% of respondents disagree and 7.0% of respondents strongly disagree that IMCT can lead to customer satisfaction. The respondents provide that, constraints in customer relationship management due to complications to manage customer interactions and data to provide personalized experience and offers, decreasing satisfaction and loyalty. Also, the findings to this disagreement supported by Linda, Enz and Walsh (2020) who argue that, customer satisfaction is the outcome of hotel services and performance and not due to IMC tools. While, 7.0% of respondents neither agree nor disagree that IMCT can lead to customer satisfaction. Hence, 78.9% of the respondent supports the statement that, IMCT leads to customer’s satisfaction.

4.4 IMC Tools used in hotels in Kinondoni Municipal

Determining the IMCT used in hotels in Kinondoni Municipal was the second specific objective of this study. The objective was conceptualized by advertisement,

public relations, Sales promotion, Personal selling and direct marketing which form subheadings.

4.4.1 Advertisement

Advertisement components comprise of print media, broadcast network, Electronics media and display media. According to Potluri (2008) advertising is capable of increasing customers' awareness about its services that customers are aware of what service sector is doing as a result of the information they got from advertisements and this is also more valuable for the service sector to attract new customers as well to retain the existing customers. The data for advertisement in this objective was analysed and the results are summarized in the figure 4.5 below.

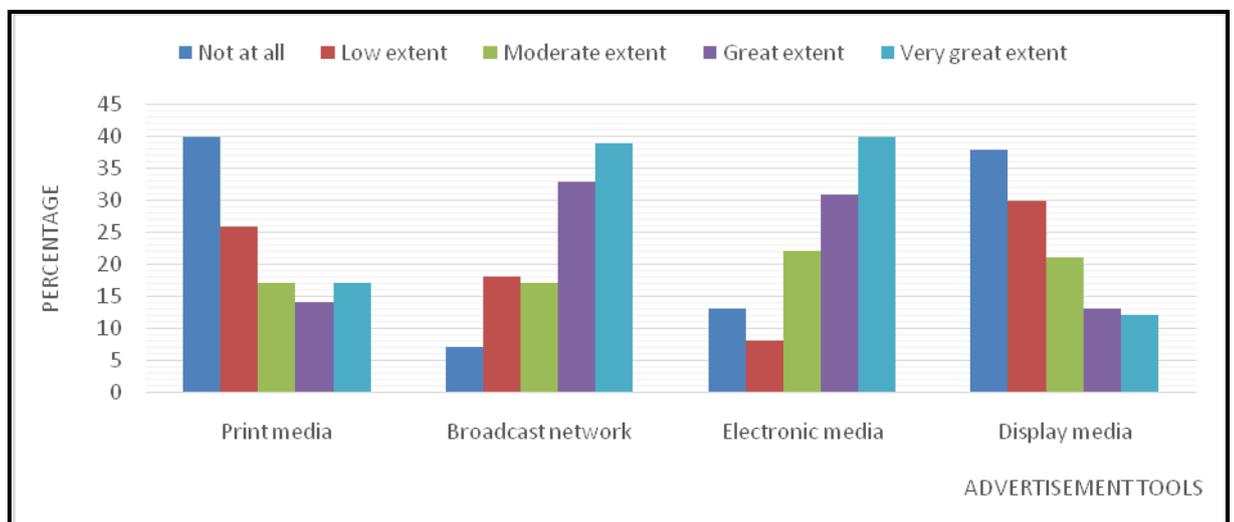


Figure 4.4: Advertisement Tools

Source: Field survey, 2023

4.4.1.1 Print media

The findings from figure 4.5 shows that print media tool had 40.0% of respondent's point that, the tool is not used at all and 25.0% of respondents point that, the tool is used at low extent. This implies that, 65.0% of respondents argue that, print media is not used as advertisement tool in Kinondoni Municipal. The finding is contradicting with the study of Davis and Johnson (2022) that the use of print media by hotels enables them to effectively target certain demographics that may not be readily reachable through digital platforms. During an interview with the hotel marketing manager which sought to know the intergraded marketing communication tools used in the hotels, the Hotel Manager 'M6' respondents said:

“Technology has now changed we are now in paperless world, so we rarely use print media to reach customers, as it is cost fully. We frequently use electronic marketing because we target the domestic and international customers” ... (Hotel manager, October, 2023)

On the other hand, about 16.0% of the respondents said that this tool is used at very great extent. And 14.0% of respondents the tool is used at great extent. However, 16.0% of respondents' points out that, the tool used at moderate extent. This implies that, the tool is rarely as 65.0% solid the result.

4.4.1.2 Broadcast network

It was observed that majority of the respondents 39.0% and 32. % respectively at very great extent and great extent argue that, broadcast network is used as advertisement tool in Kinondoni Municipal. The findings are in parallel with Kozak

& Baloglu (2021) who argue that; broadcasting network is one among strategic tool for advertisement which reaches many people. Again, 18.0% of respondents argue that the tool is used at low extent, while 7.0% argue that, the tool is not used at all. However, 16.0% points that, the tool is used at moderate extent. This implies that, the tool is used as 71.0% holds the result.

4.4.1.3 Electronics media

It was evident that 40.0% of respondents said the tool is used at very great extent. Similarly, 31.0% of respondents said that, the tool is used at great extent. The results from the findings depict that, 71.0% of respondents argues that, electronic media is highly used as the advertisement tool in Kinindoni Municipal. The findings are in parallel with Melnikova *et al.*, (2023) who points that, electronic media is very powerfull instrument for advertisement and branding. However, 7.0% points that, the tool is used at low extent, while 13.0% of respondents said the tool is not used at all. Conversely, 22.0% points that, the tool is used at moderate extent. During an interview with one of the Hotel Marketing Manager ‘M2’, said that:

“The use of electronic media has advance wide coverage of our product awareness. The hotel uses social media accounts and website, this makes a hotel to become popular, inside and outside the country...” (Marketing Manager, October, 2023).

4.4.1.4 Display Media

Display media tool shows that 37.0% of the respondent’s point that; the tool is not used at all and on the other hand, 30.0% of respondents point out that, the tool is

used at low extent. The findings are contradicting with Marrison (2010) who argue that, display media is essential tool for attracting hospitality business. However, 22.0% said that display media is used at moderate extent, 12.0% said that display media is used at great and 11.0% points the display media is used at very great extent. During an interview with one of Hotel Marketing Manager ‘M3’ said that:

“The hotel uses internet marketing, in order to get both local and international visitors, we use display media in form of image or banner made of text, or audio even video is displayed on a targeted web page”. (Marketing Manager, October, 2023).

Table 4.6: Advertisement

Particular	NA	LE	ME	GE	VG
Print media	40.0	25.0	16.0	14.0	16.0
Broadcast network	7.0	18.0	16.0	32.0	39.0
Electronics media	13.0	7.0	22.0	31.0	40.0
Display media	37.0	30.0	22.0	12.0	11.0

Source: Field data, 2023

4.6.3 Few marketing staffs

Additionally, the figure 4.6 above depict that, 42.1% of respondents agreed that few marketing staffs is a challenge of IMCT in Hotel and 32.5% of respondents who strongly agreed the statement and makes 74.6% of respondents who supports the statement that, few marketing staffs is the challenge for the use of IMC tools. Moreover, 7.9% of respondent neither agree nor disagree with the statement, and 14.0% disagreed and 3.5% strongly disagree the statement.

According to Tibaijuka (2021) the challenges that are facing hotels includes financial constraints, lack in capital and support, low level of education, marketing strategy, Lack of hotels business managerial skills, poor technology, lack of trained staff, poor services (accommodation, communication and security) and budgetary constraints.

4.4.2 Public relations

This comprises the following elements Sponsorships, News stories, Features, and Corporate advertisement as explained below. The data on public relations in this objective was analysed and summarized in Figure 4.5

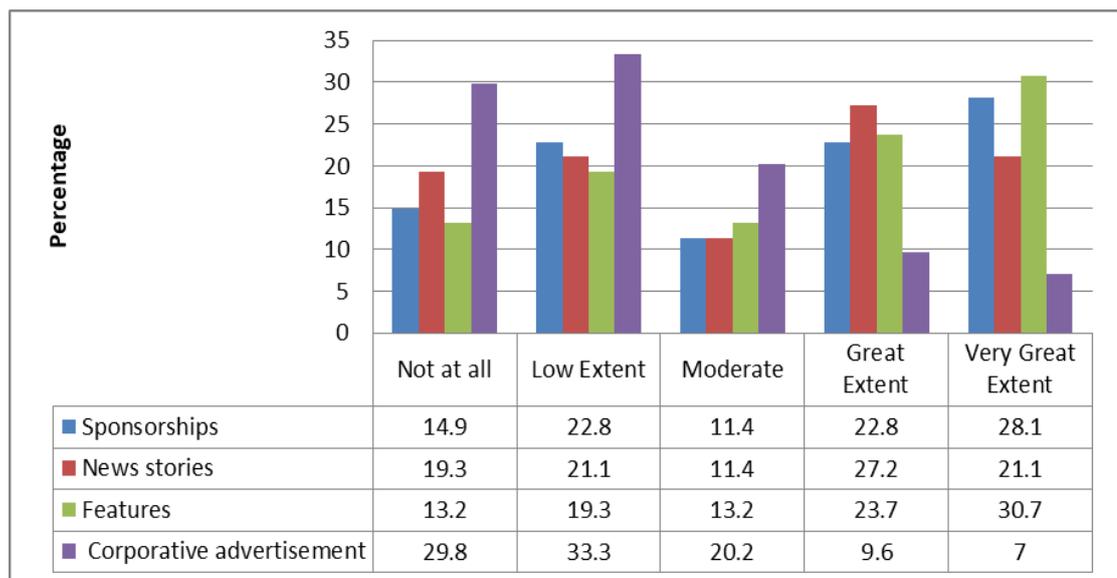


Figure 4.5: Public relations tools

Source: Field survey, 2023

4.4.2.1 Sponsorships

According to the finding from figure 4.5 above, it was evident that 28.1% and 22.8% of respondents respectively point that, the tool is used at very great extent and great

extent. This implies that, the sponsorship as the public relation tool is widely used in Kinondoni Municipal. The finding matches with Gruning (2019) who argue that sponsorship is an active tool for communication and strengthening public relations. likewise, Bezabih (2021) sponsoring or community or client-based events by the hotels has a profound impact in hotel business treatment of existing clients that is highly affecting the performance of the hotel industry.

On the other hand, 22.8% of respondents point that; the tool is used at low extent, while 14.9% of respondents point out that, the tool is not used at all. However, 11.4% of respondents point out that; the tool is used at a moderate extent.

4.4.2.2 Features

The findings show that, features had 30.7% of respondents who point that, the tool is used at very great extent and 23.7% of respondents who point that, the tool is used at great extent. Likewise, 19.3% point out that, the tool is used at low extent. This implies that, feature is widely used in Kinondoni Municipal and the findings are supported by Ivetic (2016) who argues that, due to petition in the industry brought up with technological advancement, the organizations have to communicate their products or services appropriately for their business using the appropriate methods by creating different features. There are distinctive features that public relation uses to make interactive media attractive to advertisers such as interactive communication which has been gaining popularity day by day, contextual ads, search engine results, web pages, social networks, blogs, and e-mails also belong to these modern means of interactive public relation. So, clients tend to get enough information in relation to hotel performance.

On the other hand, 13.2% of respondent's points that; the tool is not used at all while 19.3% of respondents point that the tool is used at low extent. However, 13.2% of respondent's points that the tool is used at moderate extent.

4.4.2.3 News Stories

According to the findings from table 4.7 above, 27.2% of respondents' point that, the tool is used at great extent and 21.1% who point that, the tool is used at very great extent, which implies that, the tool of new stories is used in Kinondoni Municipal. The findings are in parallel with Kehinde (2019) who claim that, public relations news is prepared and put in the media by the organization via its public relations department or corporate affairs department in form of news stories for attracting prospective clients and providing public awareness of the organization.

Moreover, 21.1% of respondent's points that the tool is used at low extent while 19.3% of respondent's points that, the tool not used at all. However, 11.4% of respondent's points that; the tool is used at moderate extent.

4.4.2.4 Corporative advertisement

From the findings in table 4.7 the majority of respondents account to 63.1% argues that the tool is not used in Kinondoni Municipal. This is shown by 33.3% of respondents who point out that, the tool is used at the low extent and 29.8% of respondents point that, the tool is not used at all. The findings contradict with Cameron (2017) who claims that, the public relation role is to look after the external relationships between the organization and all stakeholder groups, it also aimed at

creating a sustainable corporate brand and an overall company image within the marketplace.

However, 9.6% of respondent’s points that, the tool is used at great extent while 7.0% of the respondents said; the tool is used at great extent. Nevertheless, 20.2% of the respondents’ points that; the tool is used at moderate extent.

4.4.3 Sales promotion

This comprises of fairs and trade shows, point-of-purchase displays, and trade allowances as explained below; Data of sales promotion in this objective was analysed by and the results are summarized in the figure 4.6

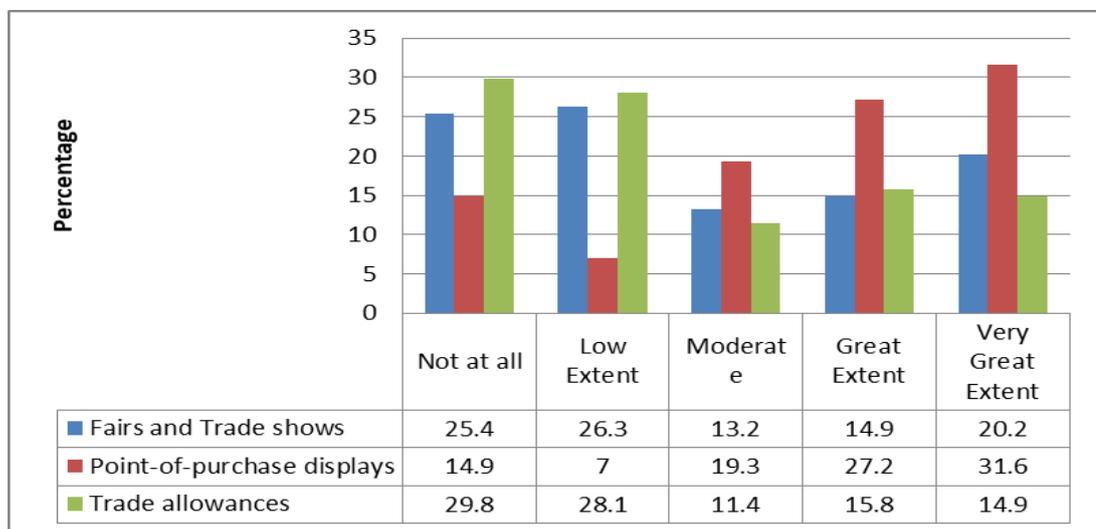


Figure 4.6: Sales Promotion tools

Source: Field survey, 2023

4.4.3.1 Point-of-purchase displays

From the finding in table 4.8 above, the majority of respondents about 58.8% points that, point of purchase display is used in Kinondoni Municipal as the sale promotion tool. This is shown by 31.6% of the respondents' point that, the tool is used at very great extent and 27.2% of respondent who point that, the tool is used at great extent. Findings are in parallel with Cameron (2017) who claim that, point of sale display is one among the active tool for promoting a business. However, 7.0% of respondent's points that; the tool is used at low extent, while 14.9% of respondents revealed that, the tool not used at all. However, 19.3% of respondent's points that; the tool is used at moderate extent.

4.4.3.2 Trade allowances

The findings from the table 4.8 above indicates that, majority of respondents accounting to 57.9% point that the trade allowance is not used in Kinondoni Municipal. This is shows by 29.8% of the respondents' point that trade allowance is not used at all and 28.1%who point that, trade allowance is used at low extent. The findings match with Kehinde (2019) who prerogatives that, trade allowance are very costful in promoting business.

However, 14.9% of respondents' points that, the trade allowance is used at very great extent and on the other hand, 15.8% points that, trade allowance is used at great extent. Yet, 11.4% points that; the tool is used at moderate extent.

4.4.3.3 Fairs and trade shows

The findings from the table 4.8 above presents that fair and trade shows had 26.3% of the respondents who pointed that, the fair and trade shows is used at low extent and 25.4% of respondents point that, the tool is not used at all which implies the tool is not widely spread in Kinondoni Municipal. The finding is in support with the study from Leszczyński and Zieliński (2011) that the problem with trade fairs is it needs bigger marketing budgets to achieve, so it is not a favourable solution to management. However, 20.2% of the respondents argue that, the tool is used at very great extent while 14.9% argue that, the tool is used at great extent. Furthermore, 13.2% indicated that, the tool is used at moderate.

4.4.4 Person selling

Personal selling is one among the components of IMCT, which includes sales presentations, sales meetings and incentive programs, as shown on table 4.9

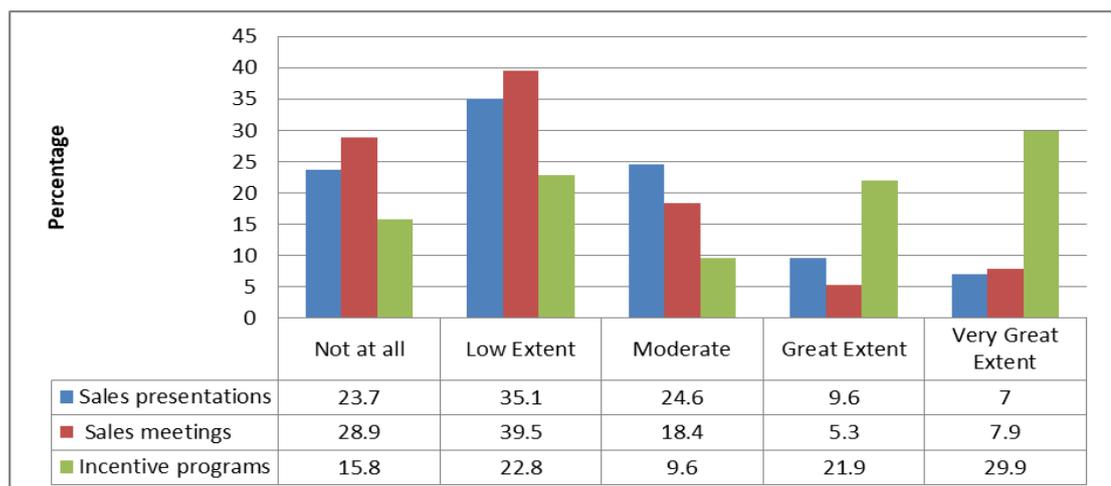


Figure 4.7: Personal selling tools

Source: Field survey, 2023

4.4.4.1 Incentive programs

It was evidenced from the table 4.9 above that, the majority of respondents accounting to 51.8% argue that incentive programs are widely used in Kinondoni Municipal, as it shown by 29.9% and 21.9% of the respondents, respectively use incentive programs is used at very great extent and great extent. Also, during an interview, the Hotel Marketing Manager ‘M4’ said that:

“Occasionally we use incentive programs to get more customers, we give *our* customer gifts, vouchers and other incentives to promote our service and attract more customers.” (*Marketing Managers, October, 2023*).

On other hand, Hotel Manager ‘M6’ respondent said: “*the use of Incentive to promoting our business, often is done through the use of tour operators, corporate customers, conference planners, business meetings, and other such persons capable of providing the hotel with a substantial income.*” (Hotel Manager, October 2023).

The findings are in parallel with Dozier (2020) who argues that incentive programs stimulate customers to make a repeat purchase.

Nevertheless, 22.8% of the respondents argue that incentive programs are used at low extent while 15.8% of respondents point out that, the incentive programs are not used at all. Yet, 9.6% points that; the tool is used a moderate extent.

4.4.4.2 Sales Presentations

From the findings in Table 4.9 above, about 35.1% of respondents point out that, the sales promotion tool is used at low extent while 23.7% point out that, the tool is not used at all. This implies that 58.8% of respondents argue that, the tool is not used in Kinondoni Municipal. During an interview with one of the Hotel Marketing Manager ‘M5’ said that:

“Our marketing team usually pays visits to our corporate customers, marketing our new product or seasonal offer, this is to make them aware and invite them to our hotel to enjoy the great service offered” (Hotel Marketing Manager, October, 2023).

The findings are in line with Potluri (2008) who points out that, sales presentation had little contribution in raising sales of the organization.

However, 7.0% of respondents point out that, the tool is used to very great extent while 9.6% argue that, the tool is used to a great extent. Yet, 24.6% of respondents point out that, they used sales presentation to moderate extent. Thus, the findings imply the tool is not widely spread in use.

4.4.4.3 Sales Meetings

The findings in Table 4.9 present that, majority of respondents accounting to 68.4% argue that, the tool is not used at Kinondoni Municipal as it presented by 39.5% of respondents’ who point out that, the tool is used at low extent and 28.9% who shows that the tool is not used at all. However, 7.9% of respondents point out that; the tool is used at very great extent while 5.3% of respondents point that, the tool used at

great extent. Yet, 18.4% of respondents held that the tool is used at moderate extent. Thus, the findings imply the tool is not widely spread in use.

4.4.5 Direct marketing

Direct marketing is one among the components of IMCT, which includes direct mail, telephone, internet and fax. The results are summarized in the Figure 4.8.

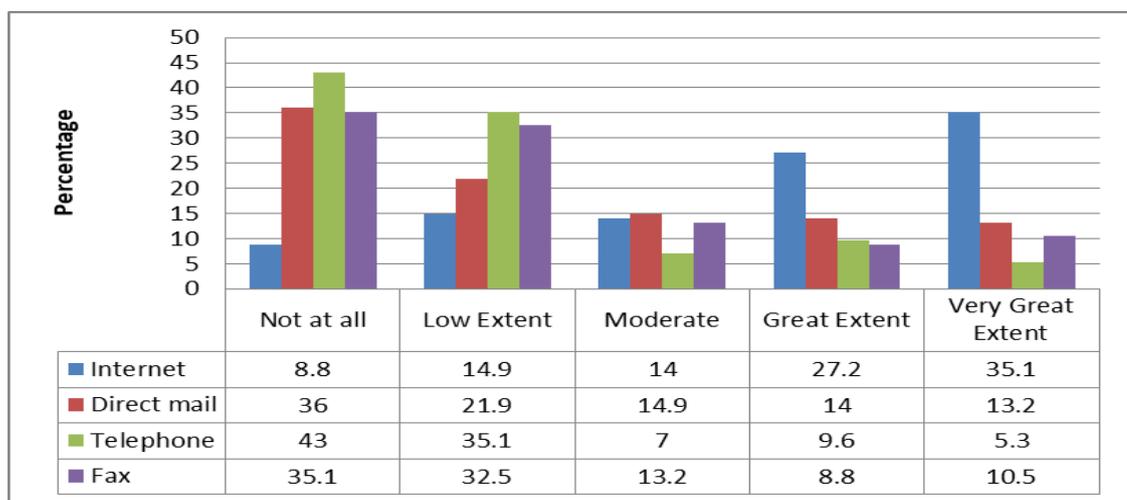


Figure 4.8: Direct marketing tools

Source: Field survey, 2023

4.4.5.1 Internet

From the table 4.10 above, the data indicate that majority of the respondents representing 62.3% of respondents argue that, the internet tool is widely used in Kinondoni Municipal as the direct marketing tool. This is evidenced by the 35.1% and 27.2% of respondents respectively use internet at very great extent or great extent. The findings are in line with Verma and Verma (2018) argue that, through the use of internet and social media help the hotel in terms of brand awareness to

customers. It also acts as a powerful tool to connect between users and it act as a long-term tool for hotel to reach their target market. In an interview made with Hotel Manager ‘M7’ said that:

“This is technological era and internet plays a vital role in facilitating marketing. Technology is widely changing; internet makes our product easily to be known with customers” (Hotel Managers, October, 2023).

Conversely, 14.9% of respondent’s points that, the tool is used at low extent while 8.8% of respondents point that, the tool does not used at all. Nevertheless, 14.0% point that the tool is used at moderate extent.

4.4.5.2 Direct mail

The findings from the table 4.10 above, demonstrate that, direct mail had 36.0% of respondents who point that, the tool is not used at all and 21.9% who point that, the tool is used at low extent. This implies that, majority of respondents accounting to 57.9% argue that, the tool is not used in Kinondoni Municipal. Also, during interview with Hotel Manager ‘M7’ responded that:

“We target business customer and tourists, and so we not often use direct mail to market our product, and so as hotel we usually strategize the best marketing tools like E-marketing that can reach our customer and at the end give us return...” (Hotel Managers, October, 2023).

Conversely, 13.2% of respondents argue that, the tool is used at very great extent while 14.0% points that, the tool is used at great extent. Nevertheless, 14.9% use at moderate extent. This implies that, direct mail is used at a minimal rate.

4.4.5.3 Telephone

It was observed from the table 4.10 above that, 43.0% and 35.1% respectively who point that, the tool is not used at all or used at low extent, which implies that the tool is not used in Kinondoni Municipal as 78.1% of the respondents hold the argument.

During interview with Marketing Manager ‘M6’, the respondents say;

“We occasionally use telephone to contact our customer, most especially our corporate customers, to tell them about our special offers, and new product in our hotel....” (Marketing Manager, October, 2023).

The findings align with Bezabih (2021) who points out that, the use of telephone is very much limited, especially in developing countries as the culture of reminder via telephone is not much applicable.

On the other hand, 5.3% of respondent’s points that, the tool is used at very great extent while 9.6% use the tool at great extent. Nevertheless, 7.0% points that, the tool is used at moderate extent. This implies that, telephone is not used widely.

4.4.5.4 Fax

The findings from the table 4.10 above, demonstrate that, about 35.1% of respondents argue that, hotels do not use the tool at all and 32.5% who point that, the tool is used at low extent. This implies that, Fax is not used in Kinondoni Municipal. On the other hand, 10.5% of the respondents' points that; the tool is used at very great extent while 8.8% of respondents point that, the tools used at great extent. Nevertheless, 13.2% points that, the tool is used at moderate extent. This implies that, fax is not used widely.

4.5 Relationships between the IMC Tools and Hotel Performance

Determining the relationships between the Integrated Marketing Communication Tools and hotel performance in Kinondoni Municipal was the third specific objective of this study. Simple linear regression analysis was conducted to determine the relationships between the Integrated Marketing Communication Tools and hotels performance in Kinondoni Municipal.

The results indicate a significant regression was found $F(1,459) = 18.13, p = 2.502e-05$. The R^2 was 0.03591, indicating that IMCT explained approximately 3.591% of the variance in hotel performance. The regression equation was:

$$\text{Hotel performance} = 2.24259 + 0.21607(\text{IMCT}).$$

This means that, for each one-point increase in IMCT, the predicted Hotel performance increased by approximately 0.21607 percentage points.

Table 4.7: The regression analysis results

<u>Coefficient</u>	<u>Standard Error</u>	<u>t-value</u>	<u>p-value</u>	<u>R- square</u>	
Intercept	2.24259	0.18359	12.215	<2e-16 ***	
Hotel performance	0.21607	0.05074	4.258	2.5e-05 ***	0.03591

Source: Field survey, 2023

According to Sadek (2016) there is a significant relationship between electronic marketing practices and hotel performance where by with through e-marketing services guest satisfaction occurs when a guest is satisfied with the service, which is the result of the fulfilment of his expectations.

Table 4. 8: Anova Relationship between IMCT and Hotel Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.671	5	.134	.676	.643 ^b
Residual	21.435	108	.198		
Total	22.105	113			

Source: Field survey, 2023

Additionally, the table 4.13 below of regression coefficient indicates that the regression coefficient value of hotel performance is 0.001 which implies that, there is positive impact of 0.01% change as the independent variable as applied to it. Furthermore, increase in advertisement, increases hotels performance by 48.5%. Public relations increase hotel 99.6%, Sales promotion increases hotel performance

by 35.9%, Personal selling increases hotel performance by 23.3% and direct marketing increases hotel performance by 83.2%.

4.6 Challenges experienced in the use of IMC Tools

Assessing the challenges experienced in the use of Integrated Marketing Communication Tools in the hotels and hotels performance in Kinondoni Municipal was the third specific objective of this study. Figure 4.9 summarises the results of the findings.

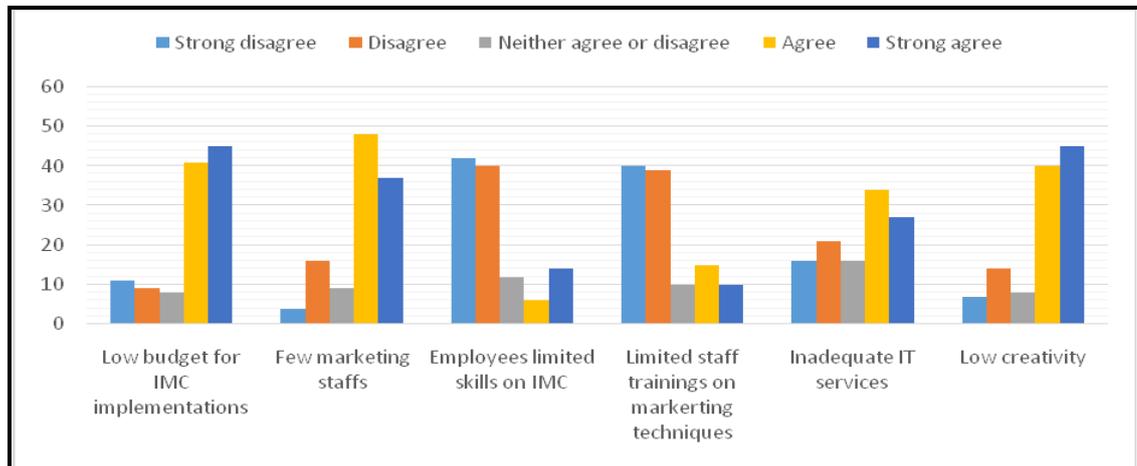


Figure 4.9: Challenges experienced in the use of IMCT

Source: Field survey, 2023

4.6.1 Low budget for IMCT implementations

The findings from figure 4.6 above reveals that had 39.5% of respondents strongly agreed that there is low budget for IMCT implementations and 36.0% of respondents agreed to the statement. During an interview with one of the Hotel Managers' M8' said that: *“marketing is one of the important departments that plays a big role in*

ensure that our customers get information, which lead to bookings in our hotel, but hotel is facing a challenge with enough budget allocation for marketing, we know this is a challenge but we are doing our best to make sure that we not stack in marketing...” (Marketing Manager, 2023)

The findings match with Ruler (2013) who argue that, low budget for implementing and enabling IMC tools is a critical barrier to most of low and middle income entrepreneurs.

On the other hand, 7% neither agree nor disagree about the statement and 7.9% disagree while 9.6% strongly disagree the statement that low budget is the challenge for the IMC tools implementations.

4.6.2 Low creativity

The findings from the figure 4.6 above reveal that majority of respondents accounting to 74.6% presents that, low creativity is the challenging issue for the use of IMC tools. This is evidenced by 39.5% of respondents who strongly agreed and 35.1% of the respondents who agreed and supports the statement. However, 7.0% of respondents neither agree nor disagree, while 12.3% of respondents disagree and 6.1% strongly disagreed the statement.

4.6.4 Limited staff trainings on marketing

Furthermore, from the figure 4.6 above depict that, limited staffs training on marketing technique had 35.1% of respondents who strongly disagreed and 34.2% who disagreed and makes a total of 69.3% of respondent criticize the statement. The

findings are in contracting with Tibajuka (2021) who point that one among the challenges that are facing hotels performance lack of trained staff.

On the other hand, 19% of respondents neither agree nor disagree the statement while 13% disagreed and 6% strongly disagree to the statement.

4.6.5 Inadequate IT services

Figure 4.6 shows that, inadequate IT services had 29.8% of respondents who agreed and 23.7% who strongly agreed and makes a total of 53.5% of respondents who supports the statement that, inadequate IT service is the challenge to the use of IMC tools. The findings also are in line with Ruler (2013) who argue that, limited access and inadequate IT services are barriers to functionality of IMC tools.

On the other hand, 14% of respondents neither agree nor disagree, while 18.4 % and 14.0% consecutively disagree and strongly disagree with the statement.

Table 4.10: Responses on Challenges encountered in the implementation of IMCT in Hotel

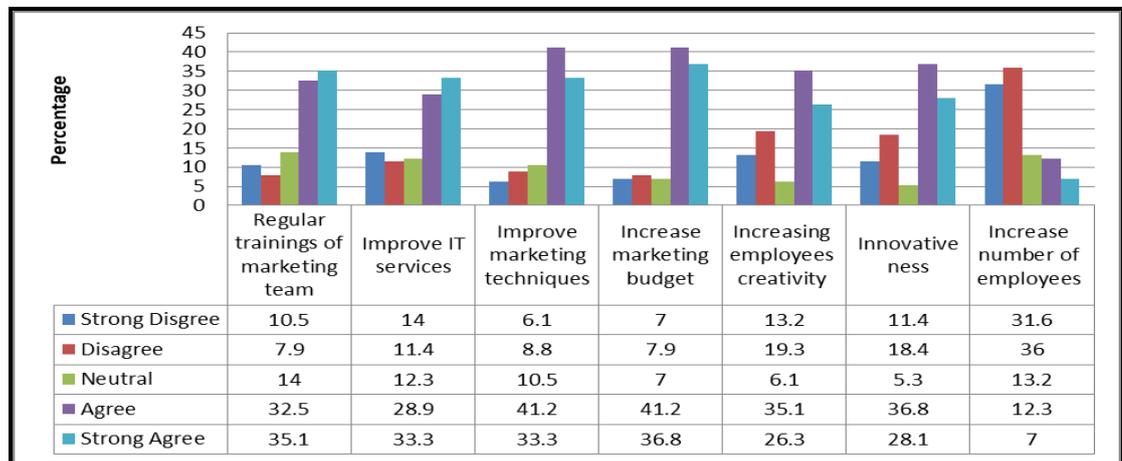
Particular	SD	D	N	A	SA
Low budget for IMC implementation	9.6	7.9	7.0	36.0	39.5
Low creativity	6.1	12.3	7.0	35.1	39.5
Few marketing staff	3.5	14.0	7.9	42.1	32.5
Employees limited skills on IMC	16	19	7	27	31
Limited staff trainings on marketing	6	13	19	34	29
Inadequate IT services	14.0	18.4	14.0	29.8	23.7

Source: Field Survey, 2023

4.7 Measures to address challenges experienced in the use of IMCT in Hotels

Mitigation to the challenges experienced in the use of Integrated Marketing Communication Tools in the hotels and hotels performance in Kinondoni Municipal was the question posed to the respondents to acquire their opinion on the improvement of using Integrated Marketing Communication Tools. The results for the findings are summarized in the table 4.12 below.

Table 4.11: Measures to address the Challenges of IMCT



Source: Field Survey, 2023

4.7.1 Regular training of marketing team

The findings from the table 4.14 above reveals that majority of respondents indicates that regular training of marketing team had 35.1% of respondents who strongly agreed and 32.5% who agreed and makes 67.6% of respondents who supports the statement that regular training of marketing team is the solution to barriers which hinders the use of IMC tools. During the interview with Hotel Manage, ‘M8’ a respondent says:

“Regular trainings to hotel marketing team equips the staffs especially those with low skills to improve their skills; this will increase the hotel performance...” (Hotel Manager, October, 2023).

On the other hand, 14.1% neither agree nor disagree, while 7.9% shows to disagree and 10.5% strongly disagree. Therefore, regular training of marketing team holds the solution.

4.7.2 Improve IT services

Likewise, the table 4.14 presents that, improve IT services had 33.3% of respondents who strongly agreed and 28.9% who agreed and makes 62.2% of respondent supports the statement that improving IT services is the solution to challenges limiting the use of IMC tools. On the other hand, 12.3% of the respondents were neither agree nor disagree while 11.4% disagree and 14% strongly disagree. Hence, improving IT services hold the solution.

4.7.3 Improve marketing techniques

From the table 4.14 above shows that, 41.2% of respondents agreed and 33.3% who strongly agreed and makes 74.5% of respondent who supports the statement that, improving marketing techniques is the measure to address the challenge in the use of IMC tools. On the other hand, 10.5% of respondents neither agree nor disagree, 8.8% disagree and 6.1% of respondents strongly disagree.

4.7.4 Increase marketing budget

From the findings in the table 4.14 above, 41.2% of respondents agreed and 36.8% strongly agreed that hotel had to increase marketing budget. Also, from interview with Hotel Manager ‘M8’, a respondent says:

“Most of hotel in Tanzania have limited financial budget that hinder hotels to employ many employees with qualities. But if hotels have enough budget, it can lead to food Sales turnover, Market share and Profitability” (Hotel Manager, October, 2023)

Other Hotel Marketing Manager ‘M8’ added that;

“Increased financial budget helps the hotel to employ high number of marketing staffs; because most of hotels employed few staffs due to financial budgets...” (Marketing Manager, October, 2023).

Furthermore 7.0% of respondent neither agree nor disagree, while 7.9% disagree and 7.0% strongly disagree.

4.7.5 Employee creativity

From the table 4.14 above depict that, majority of respondents about 61.4% of respondent supports the statement that, employee’s creativity is the measure towards the challenges of using IMC tools. Hence, there is a need to motivate employees to provide creativity. This is evidenced as 35.1% of respondents agreed and 26.3% strongly agreed the statement. On the other hand, 6.1% of respondents were neutral while 19.3% disagree and 13.2% strongly disagree the statement.

4.7.6 Innovativeness

From the table 4.14 above shows that, innovativeness had 36.8% of respondents who agreed and 28.1% who strongly agreed and makes 64.9% of respondent supports the statement that, innovativeness provides the solution towards challenges in the use of IMC tools. During interview with Marketing Managers, ‘M7’ the respondent says:

“If the employees increase their creativity and innovation in marketing, it will advance integrated marketing communication techniques that in turn leads to increase the hotel performance...”

(Marketing Managers, 2023)

Furthermore, 5.3% of respondents neither agreed nor disagree, 18.4% disagree and 11.4% strongly disagree to the statement.

4.7.7 Increase the number of employees

From the table 4.14 above depict that, increasing number of employees had 36.0% of respondents who disagreed and 31.6% who strongly disagreed and makes a total of 67.6% of respondents criticize the statement that increasing the number of employees is the solution to the use of IMC tools. On the other hand, 13.2% of respondents neither agree nor disagree, while 12.3% agreed and 7.0% strongly agree. Therefore, according to the findings increase number of employees is not the recommendable solution in mitigating the challenges experienced in the use of Integrated Marketing Communication Tools in the hotels and hotels performance in Kinondoni Municipal.

During interview with Hotel Managers ‘M8’ respondent says:

“I’m not sure if increased number of employees improves integrated marketing communication in hotel because some of hotels has high number of employees but still fails to manage all hotel activities. But well qualified staffs and regularly trained staff can help in improving our market share.” (Hotel Managers, October, 2023)

Anothe Marketing Manager ‘M8’ respondent added that;

“We normally employ the number of staffs relevant to our hotel duties and hotel financial ability. Because this is a business, we run to earn profit. We can employ many staffs if our hotel generates normal income...” (Marketing Manager, October, 2023)

4.8 Discussion of the findings

This section discusses and explains the statistical findings that have been presented in the results section. Also, discusses and explains the outcome of the four specific objectives separately.

4.8.1 Factors that influence the use of IMCT in the hotel in Kinondoni Municipal.

The study aimed to evaluate the factors that influence the use of Integrated Marketing Communication in the hotel. Integrated Marketing Communication as a communication channel to deliver a clear, consistent message about the organization and its products has a great influential role specifically in hotels in Kinondoni municipal in Dar es Salaam. The research findings revealed that IMCT has a role in increasing revenue in the hotel. According to Obonyo (2013) strategies adopted by supermarkets for competitive edge presents the image of the business as one of the

main elements of customer satisfaction and high stock turn over which translates to high profits.

Furthermore, it was found out that, IMCT facilitates increase of hotel's restaurants sales and revenue. This result is in line with the findings of Ndizera (2018) on Integrated Marketing Communication Strategies facilitates the organisation to increase sales and revenue. The study added that, an organisation like a hotel needs not only to focus on the local market to get customers but should also focus on international market to get better performance. Apart from that, IMCT improve the brand image of the hotel as indicated by Potluri (2008) that advertisements of the service sector mostly failed to build the brand image as advertising industry or service sector don't have proper idea in introducing the image building advertising or the advertisement which inflict brand loyalty. Furthermore, Davis and Johnson, (2022) observe that IMCT is not only for bringing together the promotional tools but is a brand strategic process for the company. IMCT lead to hotel brand awareness according to Kotler (2000) consumers is comfortable with logos, symbols and trademarks that are familiar with. So, to be familiar, brands need to portray essential ideas over time in order to transcend change and remain recognizable as effective brand identity positions a company for change and growth in the future. It supports an evolving marketing strategy. Potluri (2008) advertising is capable of increasing customers' awareness of its services.

This means customers are aware of what the service sector is offering due to the information they got from advertisements and this is also more valuable for the

service sector to attract new customers and retain the existing customers. Furthermore, IMCT can lead to customer satisfaction. Marketing communications is a process for building a dialogue between brands and their market in an attempt to cater to the needs and wants of the market (Kotler, Bowen, & James, 2017). Through this communication strategy, the customers find themselves in a position to satisfy their needs through using these brands (Kozak & Baloglu, 2021). Due to this higher level of satisfaction, the customers repeat their purchase patterns and become loyal customers (Gruning, 2019).

The study has found that a lot of Integrated Marketing Communication Tools are used to market hotels. Among the IMCT discussed include advertisement, public relations questions, sales promotion, person selling and direct marketing. Findings show that there are positive results when IMCT is used to market the hotels, the hotels through its marketing communications, aims to build awareness and to impress customers looking for the best range of products and services. several IMC tools are used to market hotel, although they all aim at market hotels, yet this tool varies in the rate of usage, as some IMC tools are more used than the other, according to the results though findings show that advertisement influence hotel performance to a very great extent, where it was found that electronics media and broadcast network are used at a great extent. These findings concur with the findings of Bezabih (2021) the result showed that advertising has the strongest effect on Hotel Performance as there is significant positive effect on hotel performance, and an increase in advertising enhanced hotel performance by different advertising platforms. But also, Gursoy and McCleary (2004) explains that the usage of IMC

tools varies based on the hotel's size, ownership, and location, so IMCT strategies used for five-star hotel might differ from the one used for two-star hotels. Furthermore, the study revealed that hotels use a variety of IMC tools, with advertising being the most commonly used tool.

Another marketing tool used was public relations, this included the use of features, sponsorships and news stories and corporate advertisement where both a tools except corporate advertisement are used at a very great extent. According to Fill (2005) stipulates that, there are three major roles public relations play within the communication practices programme of an organization. First is the traditional role of creating goodwill and stimulating interest between the organization and its various key stakeholders; second is to support the marketing of the organization's products and its task is to integrate with the other elements of the promotional mix; and third is to provide the means by which relationships can be developed.

Findings also show that sales promotions are also practiced by hotels and point of purchase displays influence hotel performance to a very great extent. According to Kasiso (2017) sales promotion is extremely versatile, different forms can be used with various groups to achieve different effects and mainly, sales promotions are triggered by increased promotional sensitivity, service proliferation, and increased competition, speeds up awareness process and therefore maximizes sales, sales promotion can be implemented quickly and has an immediate impact on sales and sales promotion involves some type of incentives and motivation that offer clients a reason to buy the company products.

The study found that personal selling practice in hotels in Kinondoni, influenced the performance. Incentive programs influenced the hotel performance to a very great extent while some of the marketing components of personal selling seem not much in use. Bezabih (2021) personal selling affect performance from moderate to great extent and personal selling activities considered for investigation, reliability or keeping promise to customers is considered to affect performance.

The study found that direct marketing influenced hotel performance in a varying degree, Internet is used to influence the hotel performance to a very great extent while some of the marketing components on direct marketing seem not much in use, for example fax seems to be used in a less extent while direct mail and Telephone is not at all used in hotel. These findings are in agreement with Dozier (2020) that direct marketing is aimed at creating and exploiting a direct relationship between producers/sellers and their customers/ buyers.

4.8.2 The relationships between the IMCT and hotels performance

There is a direct and close relationship between IMCT and hotel performance as regression analysis indicates a statistically significant positive relationship. As the applicability of communication tools rises, the hotel performance raises accordingly and the vice versa hold true.

Regression coefficient indicates that the regression coefficient value of hotel performance is 0.001 which implies that, there is positive impact of 0.01% change as the independent variable as applied to it. Furthermore, increase in advertisement,

increases hotels performance by 48.5%. Public relations increase hotel 99.6%, Sales promotion increases hotel performance by 35.9%, Personal selling increases hotel performance by 23.3% and direct marketing increases hotel performance by 83.2%. Bezabih (2021) the findings reveals that there is high degree of association among the indicators of effects of integrating marketing variables and performance of hotel industry as it was confirmed that advertising, sales promotion, direct marketing and personal selling are the major significant tools of Integrated Marketing Communication for performance of hotel.

4.8.3 Challenges experienced in the use of IMC Tools in the hotels

The findings revealed that, there are challenges that hotels staffs experience while using Integrated Marketing Communication Tools in the hotels; finding shows that low budget for IMCT challenge the implementation. Few marketing staff in hotels challenges the IMCT implementation. Limited staff trainings on marketing techniques challenge the implementation of IMC in hotels. Also, there was a challenge of inadequate IT services and low creativity. These findings match with the findings of Verma and Verma (2018) that there are number of challenges that limits IMCT implementation which includes insufficient marketer/managing director knowledge and lack of competence in IMC issues as a whole and namely regarding the IMC program design and implementation; the lack of resources, including the financial and human resources; narrow specialization of marketing agencies, for example, separate advertising and web solution agencies, sometimes insufficient IMC service quality of full service marketing agencies and lack of understanding of corporate representatives about the need for IMC. Also, Tibajuka (2021) described

the challenges that are facing hotels includes financial constraints, lack in capital and support, low level of education, marketing strategy, Lack of hotels business managerial skills, poor technology, lack of trained staff, poor services (accommodation, communication and security) and budgetary constraints.

4.8.4 Measures to address challenges experienced in the use of IMCT in the hotels

The findings show that, the following measures help to address the challenges experienced in the use of Integrated Marketing Communication Tools in the hotels. Increasing marketing budget to a great extent is the one among important measure to improve Integrated Marketing Communication in hotels. Not only that, improving marketing techniques is one among an important measure to be taken to improve Integrated Marketing Communication Tools in hotel which can lead to increase the hotel performance. Moreover, regular trainings of marketing team in hotels are an important measure to ensure that employees are competent on the marketing section, by such doing this may lead to increase the hotel performance. The finding link with Kathleen (2013) that nature of business, marketing development and required investment by business have great influence on IMCT. Also despite of good staff and skills, marketing budget is most important, due to lack of budget whole effort become useless (Xiao, Sharma, & Chiang, 2023).

4.9 Conclusion

Chapter four was concerned with data analysis, presentation and discussion of the findings according to the study results. Results from the finding on both four

objectives shows that Integrated Marketing Communication plays role on the hotels performance in Kinondoni Municipal in Dar es Salaam, Tanzania.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Overview

This chapter gives out the summary of the finding's conclusion and recommendation to the roles of Integrated Marketing Communication Tools on the hotel's performance in Kinondoni Municipal in Dar es Salaam, Tanzania.

5.2 Summary

The summary of the research findings are presented based on the objectives of the study. The main objective of the study was to assess the role of Integrated Marketing Communication Tools on the hotel's performance in Kinondoni Municipal in Dar es Salaam, Tanzania.

The study was guided by specific objectives which were to evaluate factors that influence the use of Integrated Marketing Communication in the hotel in Kinondoni Municipal, to determine the Integrated Marketing Communication Tools used in hotels in Kinondoni Municipal, to determine the relationships between the Integrated Marketing Communication Tools and hotels performance in Kinondoni Municipal and to assess challenges experienced in the use of Integrated Marketing Communication Tools in the hotels.

The study findings indicate that IMCT has an important role in insuring hotel performance as it was revealed that IMCT has a role in increasing revenue in the hotel and facilitating an increase in hotel sales and revenue. Apart from that, IMCT improves the brand image of the hotel, and also IMCT leads to hotel brand awareness.

Study shows the Integrated Marketing Communication Tools used in hotels in Kinondoni Municipal; the study has found out that a lot of tools are used. IMCT that were discussed include advertisement, public relations, sales promotion, person selling and direct marketing. Advertisement category include the use of print media advertisement, broadcast network advertisement, display media advertisement and electronics media advertisement, sales promotion involves the use of fairs and trade shows, point-of-purchase displays and trade allowances, while on person selling the use of sales presentations, sales meeting and incentive programs were practiced by hotels and on the direct marketing the following tools were used; direct mail, telephone, internet and fax.

Findings also reveals the positive relationships between the Integrated Marketing Communication Tools and hotels performance. This is because IMC tools used for marketing hotel industry which includes Advertisement, Public relation, and sales promotion, personal selling and direct marketing shows a positive relationship on the performance of hotel.

On the other hand, challenges experienced in the use of Integrated Marketing Communication Tools in hotel it was revealed that, low budget for IMC, few marketing staff in hotels, low creativity, limited staff trainings on marketing techniques, inadequate IT services and employee's limited skill on IMC challenge the implementation of IMC in hotels. But several measures were recommended to address challenges experienced in the use of Integrated Marketing Communication Tools in the hotels the following are the recommended measures; increase marketing budget for the hotel marketing department, improve marketing technique this is due to technological changes that occurs over time, increase number of employees on marketing department giving regular trainings of marketing team in order to improve their skills, improve IT services and employees to increasing their creativity and Innovativeness.

5.3 Conclusion

The purpose of this study was to evaluate factors that influence the use of Integrated Marketing Communication in the hotel performance in Kinondoni Municipal in Dar es Salaam, Tanzania. Integrated Marketing Communication has played a great role in influencing hotel performance, as the findings indicate that when the hotel makes use of IMCT (advertising, sales promotion, direct marketing, personal selling, and public relations) it leads to hotel performance. It was revealed that IMCT has an influential role in increasing revenue in the hotel and facilitating an increase in hotel sales and revenue. Apart from that, IMCT leads to an improved brand image of the hotel, and also IMCT leads to hotel brand awareness.

Furthermore, it was revealed that different IMCT are used in hotels in Kinondoni Municipal, including advertising, sales promotion, direct marketing, personal selling, and public relations, but among all the tools, advertisement was mostly used which involves the use of electronic media, broadcasting networks, print media and display media. It was observed that There is a direct and close relationship between IMCT and hotel performance as regression analysis indicates a statistically significant positive relationship. As the applicability of communication tools rises, the hotel performance rises accordingly and vice versa hold. There is a high degree of association among the indicators of the effects of integrating marketing variables and the performance of the hotel industry as it was confirmed that advertising, sales promotion, direct marketing, and personal selling are the major significant tools of Integrated Marketing Communication for the performance of hotel though they differ in intensity of its usage.

The study has found out that there are challenges experienced in the use of IMCT, such challenges include, low budget allocation for IMCT implementation, despite that there a few marketing staff in hotels which challenges the IMCT implementation, training of staff on marketing department has also seen to be a challenge hindering the smooth implementation of IMC in hotels.

The following were suggested to be the solutions to the challenges facing IMCT; increasing the marketing budget is one of the important measures to improve Integrated Marketing Communication Tools (IMCT) in the hotel this is because, with a good budget hotels can successfully market through IMCT consistently, but at the same time there must be well-trained staff who take role in marketing of hotel

industry, when hotels ensures the competency of the employees in the marketing section, definitely makes the hotel to be known over large coverage, also it will result on getting more customers and at the end leads to hotel performance. Improved marketing techniques are among the solutions for enhancing Integrated Marketing Communication Tools in hotels to increase hotel performance.

5.4 Recommendations

Based on the results, findings, and conclusions, the following are the recommendations for action toward the successful implementation of IMCT to have better performance in the hotel industry.

The use of Integrated marketing communication Tools (IMCT) has a great impact as it plays a bigger influential role in the performance of hotels. According to the findings, the researcher recommend that hotels should make use of the IMC Tools because they prove to have a good impact on the hotel performance, once the hotel invests in IMCT it plays a great role in the performance of hotels.

The hotels need to maximize the use of electronic media which involves social media platforms such as Twitter, LinkedIn, blogs, and Facebook to communicate and create awareness, inform, and get feedback from target customers. Technology is now very advanced customers can now get information at their fingure tips so the use of Integrated marketing communication is of profound impact to the performance of hotels.

Hotel managers and other stakeholders especially other hotel staff should cooperate in solving the challenges that limit them from enjoying the use of Integrated Marketing Communication Tools. For instance, increase the budget for the marketing section so that intensive marketing in a hotel can be implemented.

Hotel owners are recommended to give regular training to staff, when employees are well trained, they become more productive and so the performance become positive. so as technology is rapidly changing employers has to insure training is of vital important in ordet to have good workable marketing strategies for the hotel.

5.6 Area for further study

The role of Integrated Marketing Communication Tools on the hotels performance in Kinondoni District. However, the focus of this study was limited to Kinondoni District in Dar es Salaam. As a result, while the study's findings are not indicative of the entire industry, they can be viewed as a ladder step for giving other researcher some starting points when conducting research of a similar view. Additional research should be conducted in other areas of Tanzania for comparison purposes. The study will provide more evidence on how IMCT can assist in improving hotel performance.

Studies should be conducted on the influence of each individual Marketing Communication Tools on performance so as to measure each individul component in order to bring best results. Future researchers can also give light on the roles of Advertising Agencies plays on Integrated Marketing Communication to improve performance of hotels.

The study further recommends that studies needs to be done to investigate the role of Integrated Marketing Communication Tools in other industries.

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APPENDICES

Appendix 1: Questions for hotel staffs

Dear Respondents

My name is Neema Lauwo; I am student of MA in Tourism Planning and Management from the Open University of Tanzania. Currently, I am conducting a study on Assessment of the role of Integrated Marketing Communication Tools on the performance of hotels in Dar es Salaam Region as partial fulfilment of MA in Tourism Planning and Management. Your genuine response is highly valuable for the study and there are no identified risks from participation in the survey. The survey is anonymous. Participation is completely voluntarily. The information that you will provide in this questionnaire will be kept confidential and be used only for academic purposes. Please feel free to contact me for further information at any time through Mobile number +255 755 285 811 Email: neeml2003@gmail.com /neeml2003@yahoo.com.

SECTION A: GENERAL INFORMATION

1. Please indicate your gender

Male [] Female []

2. Please, indicate your age by ticking () whichever appropriate

18-28 [] 29 – 39 []

40– 50 [] 51 – 61 []

62 and Above []

3. What is your level of education?

Primary Secondary Diploma/certificate Bachelors' degree

Masters Others-specify.....

4. For how long have you been working with this hotel? TICK (√) in box given below

Less than 1 year 1-5 years 5-10 years 10-15 years

Over 15years

SECTION B: ROLE OF INTEGRATED MARKETING COMMUNICATION TOOLS ON THE PERFORMANCE OF HOTELS

5. With regard to the following issues related to Integrated Marketing Communication tool (IMCT) on the hotel performance to what extent do you agree to the following statements? Where (1) Strongly disagree; (2) Disagree; (3) Neither agrees nor disagrees; (4) Agree; (5) strongly agree.

	1	2	3	4	5
IMCT can lead to increase of revenue per available room in the hotel					
IMCT can facilitate increase restaurants sales and revenue					
IMCT can improve the brand image of the hotel					
IMCT can lead to hotel brand awareness					
IMCT can lead to customer satisfaction					

6. Who are the customers of this hotel?

Business travelers [] Family [] Tourist [] Meeting [] Others (Please mention) _____

7. With regard to the following IMC tools which one of these is more used in your hotel? Where 1 =Not at all, 2 = Low extent, 3 = Moderate extent =, 4 = great extent 5 = very great extent

	1	2	3	4	5
Advertisement					
Print media					
Broadcast network					
Electronics media					
Display media					
Public relations questions					
Sponsorships					
News stories					
Features					
Corporative advertisement					
Sales Promotion					
Fairs and Trade shows					
Point-of-purchase displays					
Trade allowances					
Person Selling					
Sales presentations					
Sales meetings					
Incentive programs					
Direct Marketing					
Direct mail					
Telephone					
Internet					
Fax					

8. What are the challenges encountered in the implementation of IMC in your hotel?

Where 1= strongly Disagree 2=, Disagree= 3, Neutral=4, Agree =5.

	1	2	3	4	5
Low budget for IMC implementation					
Few marketing staff					
Employees limited skills on IMC					
Limited staff trainings on marketing techniques					
Improve IT services					
Low creativity					

9. What improvement do you think are needed on Integrated Marketing

Communication in your hotel to increase the hotel performance? Where 1 = strongly disagree, 2 = Disagree, 3 = Neutral =, 4 = Agree 5 = strongly agree

	1	2	3	4
Increase marketing budget				
Improve marketing techniques				
Increase number of employees				
Regular trainings of marketing team				
Improve IT services				
Employees creativity				
Innovativeness				

Appendix 1: Interview questions for Hotel Managers

1. What is your role in this hotel?
2. How long have you been working in this hotel?
3. Length of the Period the Company has been in Operation

1-5 years	
6-11 years	
12-17 years	
18-23 years	
Others (please mention)	

4. What are the Integrated Marketing Communication Tools (IMCT) that are used in your hotel?
5. What made you decide to use Integrated Marketing Communication tools in your hotel?
6. Is there any performance resulted by the use of Integrated Marketing Communication Tools in your hotel? **YES / NO**
7. What is the trend of your hotel performance for the past three years in terms of Sales turnover, Market share, Profitability and Number of employees?

Where 1=greatly decreased, 2=decreased, 3= constant, 4=great, 5=very great

Performance	1	2	3	4	5
Sales turnover					
Market share					
Profitability					
Number of employees					

8. What do you predict on performance of your hotel for the next three years in terms of Sales turnover, Market share, Profitability and Number of employees?

Where 1 = not at all, 2 = low extent, 3 = moderate extent, 4 = great extent and 5 = very great extent.

Performance	1	2	3	4	5
Sales turnover					
Market share					
Profitability					
Number of employees					

9. What are the challenges that you encounter in the use of Integrated Marketing Communication tools in your hotels?

10. How do you overcome the challenges mentioned in 8 above?

Appendix 2: List of hotels located in Dar Es Salaam

LIST OF STAR HOTELS LOCATED IN KINONDONI MUNICIPAL			
NO	NAME OF HOTEL	HOTEL GRADING (STAR)	LOCATION
	Ledger Plaza – Bahari Beach Hotel	5	KINONDONI
	Sea Cliff Hotel	5	KINONDONI
	Colosseum Hotel and Fitness Club	4	KINONDONI
	White Sand Hotel	4	KINONDONI
	Double Tree by Hilton	4	KINONDONI
	Ramada Resort By Wyndham Dar es Salaam	4	KINONDONI
	Blackwood Boutique Hotel and Apartments	4	KINONDONI
	Belinda Ocean Resort	3	KINONDONI
	Best Western Coral Beach	3	KINONDONI
	Best Western Plus Peninsula	3	KINONDONI
	Eclipse Sea Breeze Resort	3	KINONDONI
	Golf Course Apartment	3	KINONDONI
	Hotel Travertine/ROYAL VILLAGE HOTEL	3	KINONDONI
	Kunduchi Beach Hotel and Resort	3	KINONDONI
	Landmark Mbezi Hotel	3	KINONDONI
	Makham Executive suites	3	KINONDONI
	Mediterraneo Hotel and Restaurant	3	KINONDONI

	Ramada Encore	3	KINONDONI
	Regency Park Hotel Ltd	3	KINONDONI
	Seashells Millenium Hotel	3	KINONDONI
	The Grand Villa Hotel	3	KINONDONI
	The Green of Oyster Bay	3	KINONDONI
	Lantana Hotel	3	KINONDONI
	Rombo Green view hotel	3	KINONDONI
	Beachcomber Hotel	2	KINONDONI
	Billy's Lodge	2	KINONDONI
	Conway Hotel Limited	2	KINONDONI
	Grand Hotels Ltd	2	KINONDONI
	Hotel DeMag	2	KINONDONI
	Jamirex Hotel	2	KINONDONI
	Kebby's hotel	2	KINONDONI
	M. Hotel	2	KINONDONI
	Mbezi Garden Hotel	2	KINONDONI
	Nemax Royal Hotel	2	KINONDONI
	Picolo Beach Hotel	2	KINONDONI
	MESUMA Hotel	2	KINONDONI
	Star City Hotel	2	KINONDONI
	Tamal Hotel	2	KINONDONI
	F & J Annex	2	KINONDONI

LIST OF STAR HOTELS LOCATED IN ILALA DISTRICT			
NO	NAME OF HOTEL	HOTEL GRADING (STAR)	LOCATION
	Kilimanjaro Hotel Kaminski/Hyatt regency hotel Dar es salaam	5	ILALA
	Dar es Salaam Serena Hotel	5	ILALA
	Johari Rotana Hotel	5	ILALA
	Indian Ocean Hotels Ltd (Golden Tulip)	4	ILALA
	Four points by Sheraton Dar es Salaam New Africa Hotel	4	ILALA
	Paradise City Hotel	4	ILALA
	Protea Hotel and Serviced Apartments	4	ILALA
	Southern Sun Dar es Salaam	4	ILALA
	Harbour View Apartments	4	ILALA
	Tanzanite Executive suites	4	ILALA
	Best Western Century Hotel	3	ILALA
	Golden Tulip Dar City Centre	3	ILALA
	Heritage Motel	3	ILALA
	Holiday Inn	3	ILALA
	Hotel Sapphire	3	ILALA
	Hotel Slipway	3	ILALA
	Palm Beach Hotel	3	ILALA
	Peacock Hotel	3	ILALA
	Protea Courtyard Hotel	3	ILALA
	Royal Mirage Hotel	3	ILALA
	Tiffany Diamond	3	ILALA
	Greenlight Hotel	3	ILALA

	Cate Hotel	2	ILALA
	Florida Executive Inn	2	ILALA
	Greenland hotel	2	ILALA
	Hong Kong hotel	2	ILALA
	Hotel Nikko Tower	2	ILALA
	Lamada Hotel Apartment	2	ILALA
	Rainbow Hotel	2	ILALA
	Rising Sun Hotel	2	ILALA
	Rungwe Pales Hotel	2	ILALA
	Spice Hotel	2	ILALA
	Swiss Garden Hotel	2	ILALA
	The amariah hotel	2	ILALA
	The Dreamers Executive	2	ILALA
	Tropical Hotel	2	ILALA
	Urban Rose Hotel and Apartment	2	ILALA
	Rungwe Palace Hotel	2	ILALA

LIST OF STAR HOTELS LOCATED IN KIGAMBONI DISTRICT

NO	NAME OF HOTEL	HOTEL GRADING (STAR)	LOCATION
	Aya Sophia Villa Garden Hotel	4	KIGAMBONI
	Villa Dahl Beach Resort	4	KIGAMBONI
	Amani Beach Hotel	3	KIGAMBONI
	South Beach Resort	3	KIGAMBONI
	Sunrise Beach resort	3	KIGAMBONI

LIST OF STAR HOTELS LOCATED IN UBUNGO DISTRICT			
NO	NAME OF HOTEL	HOTEL GRADING (STAR)	LOCATION
	City Style Hotel	3	UBUNGO
	Den France Hotel	2	UBUNGO
	Fine travellers Hotel	2	UBUNGO
	GM Elegance Hotel	2	UBUNGO
	King D Hotel	2	UBUNGO
	Landmark hotel	2	UBUNGO
	Mariotti Hotel	2	UBUNGO
	Shamool Hotel	2	UBUNGO
	Sinza Golden Park Hotel	2	UBUNGO
	The Atriums Dar es Salaam Hotel	2	UBUNGO
	City Style Hotel	2	UBUNGO
	Wista's Inn	2	UBUNGO

Attach the research clearance letter you got from the Open University of Tanzania and from the place you collected data.