



### Article Title

Analyzing the influence of firm-wide integrated marketing communication on market performance in the hospitality industry.

### Citation

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### Abstract

Over the last decade, scholars have recently emphasized the need for tourism marketers to orchestrate the wide range communication activities and forms via the adoption of Integrated Marketing Communication (IMC). However, prior research has almost neglected the role of IMC in hospitality management. This paper adopts a broad organizational approach conceiving IMC as a concept that involves the whole organizational entity and aims to analyze the effects of IMC on market performance, in terms of superior sales and financial results, greater brand advantage and customer-related outcomes for those businesses providing lodging services. To pursue this research purpose, a survey has been conducted among corporate-level senior managers of lodging businesses operating in Spain. The findings provided further and more compelling empirical proof of the positive influence of IMC on market performance, responding to the call for more rigorous empirical research to demonstrate the beneficial effects of firm-wide IMC on market performance.

### Conclusion

This study encourages the top management of hotels and other lodging businesses to recognize the need to effectively and efficiently manage communications and actions generated at all hierarchical positions and different departments, divisions and even the partners of hospitality-based businesses (for example, the public relations and advertising agencies).

As regards managerial implications, the empirical corroboration of the positive and strong relationship between IMC and market performance is expected to lead to the enhancement of its acceptance in boardrooms and practice by organizations.

Managers must work for the enhancement of the organizational responsiveness, speed of response and reciprocity of the organization-stakeholder relationship via an active listening of the internal and external stakeholders' voice. Another key issue managers of hospitality businesses need to acknowledge is the need to ensure that communication flows adequately to promote a healthy climate of collaboration within the organization (both horizontally and vertically) and between the organization and external partners or outsourced functions.

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