

Integrated Marketing Communication as a Strategic Tool for Strengthening Brand Value: The Case Study of Vodacom Mozambique

Amália Cutane Comiche¹; Nuno Goulart Brandão²; Neusa Da Silva Pereira³

¹Catholic University of Mozambique

²Catholic University of Portugal

³Catholic University of Mozambique

Publication Date: 2025/10/06

Abstract: In Mozambique's mobile telecommunications sector, marked by fierce competition and rapid technological change, strengthening brand value is a strategic factor for differentiation. This study analyzed, from the perspective of Vodacom Mozambique managers, how Integrated Marketing Communication (IMC) strategies contribute to strengthening brand value. The research used a qualitative approach, which included a systematic review of the literature, a case study of Vodacom Mozambique, semi-structured interviews with company managers and document analysis. Data processing was conducted through thematic content analysis, supported by NVivo software. The results show that IMC is perceived as a structuring tool, geared not only towards commercial promotion, but above all towards building relationships and consolidating identity. It was also found that social responsibility and community outreach practices strengthen legitimacy and trust among consumers. However, challenges remain in terms of communication consistency, adapting messages to different channels, and rapid changes in the sector. Finally, it is suggested that future research should deepen comparative analysis, exploring different operators or other emerging markets, to broaden the understanding of IMC and brand value in different contexts.

Keywords: *Integrated Marketing Communication, Brand Value, Marketing Strategy, Emerging Markets, Mobile Telecommunications.*

How to Cite: Amália Cutane Comiche; Nuno Goulart Brandão; Neusa Da Silva Pereira (2025) Integrated Marketing Communication as a Strategic Tool for Strengthening Brand Value: The Case Study of Vodacom Mozambique. *International Journal of Innovative Science and Research Technology*, 10(9), 2545-2552. <https://doi.org/10.38124/ijisrt/25sep1499>

I. INTRODUCTION

The telecommunications sector in Mozambique has experienced remarkable growth over the last two decades, driven mainly by the expansion of mobile telephony and the rapid spread of digital technologies, making it highly competitive. Operators have continuously invested in technological innovation, expanding national coverage, and diversifying their services, including mobile data solutions, digital payments, and value-added products, as can be seen in the reports released by the National Communications Institute of Mozambique (INCM, 2021).

The competitiveness of this sector therefore requires operators to adapt quickly to market changes while maintaining a consistent and continuous relationship with consumers. The saturation of communication channels and the fragmentation of digital platforms intensify the need to coordinate messages and communication actions to create coherent experiences that are aligned with organizational values and objectives. In this context, operators face the challenge of not simply limiting themselves to providing

products or services but seeking to develop structured and effective communication strategies capable of strengthening the brand's presence and consolidating its reputation among the different audiences with which they interact.

The available literature highlights the importance of Integrated Marketing Communication (IMC) as a strategic tool in building brand equity, as it allows organizations to ensure consistency and coherence in all their communication interactions (Dewhirst & Davis, 2013; Rico et al., 2023; Theodora, 2021).

In emerging markets such as Mozambique, the need for consistency and coherence is even more pressing, given the sociocultural diversity, regional disparities, and limitations of access to information. This scenario puts additional pressure on operators, who must manage multiple points of contact with the public, ensuring that each interaction contributes to brand perception and the building of lasting relationships with customers. Based on this premise, we seek to analyze, from the perspective of Vodacom Mozambique managers, how CIM strategies contribute to strengthening brand value.

The research is guided by the need to understand the communication practices implemented by the operator, exploring not only the benefits that result from them, but also the constraints that emerge in the process of managing and integrating different media. Therefore, the issue that guides this study translates into the question of how CIM strategies are perceived and implemented by Vodacom Mozambique managers to contribute to strengthening brand value in the competitive context of the mobile telephony sector in Mozambique.

Although most studies focus on the consumer perspective or concentrate more on developed markets (Hendi et al., 2022; McMullen, 2024; Oluwafemi & Adebisi, 2018; Praphatsarang & Ngamsutti, 2023; Rehman et al., 2022; Schultz & Kitchen, 1997), this study stands out by exploring the internal perspective of managers, providing an applied and strategic approach, adapted to the specificities of an emerging context and the particularities of the Mozambican telecommunications sector.

II. THEORETICAL BACKGROUND

➤ *CIM and its Strategic Principles*

Integrated Marketing Communication (IMC) has been recognized in recent decades as a fundamental approach to brand management in competitive and constantly changing contexts. Far from being limited to the isolated use of communication tools, IMC seeks to coherently and consistently articulate all of the organization's interactions with its different audiences (Anita et al., 2023; Šerić & Vernuccio, 2020). Keller (2016) and Jain et al. (2023) describe it as a continuous planning and management process, geared towards building unified messages that are strategically aligned with the brand's objectives.

In this regard, several authors emphasize that CIM should not be understood merely as a set of communication techniques. Do Nascimento Silva et al. (2020) and Blakeman (2023), for example, argue that its true value lies in strategic integration, which requires coordination between resources, internal processes, and organizational goals. Šerić and Vernuccio (2020) and Sitinjak and Ariyani (2024) add that this integration is based on three fundamental principles: coherence, consistency, and synergy. Coherence ensures that the messages conveyed do not generate contradictions; consistency ensures the maintenance of a communicational identity over time; and synergy allows different channels and tools to complement each other, amplifying the overall impact of communication.

In this sense, Keller (2016) reinforces that communicational consistency is one of the strategic principles of CIM, as it ensures the construction of notoriety and strengthens positive associations between consumers and brands. However, as Sitinjak and Ariyani (2024) argue consistency alone is not enough; it is equally necessary to ensure flexibility in communication to respond to audience dispersion and the demands for integration between digital and traditional platforms.

Laurie and Mortimer (2019) reinforce this perspective by arguing that the effectiveness of IMC does not depend solely on the sum of communication efforts, but on its ability

to function as a unified strategic process that reduces redundancies and ensures clarity in the value proposition presented to the consumer. In this sense, Payne et al. (2017) understand that integrated communication goes beyond the mere informative function and assumes itself as a means of *creating consistent brand experiences, capable of promoting engagement and generating relationships of trust*. Duralia (2018) reinforces this consumer-centered dimension, emphasizing that IMC should be understood as a management strategy oriented towards the audience's experience.

From this perspective, it is understood that each point of contact should be designed as part of an integrated narrative, in which messages not only inform but also construct meaning, create experiences, and reinforce the overall brand identity (Indriani Jusuf, 2024; Mandagie & Rana, 2023; Tirtorahardjo et al., 2023). However, as McMullen (2024) and Waiyawassana (2024) argue consistency alone is not enough; it is also necessary to ensure flexibility in communication to respond to the dispersion of audiences and the demands for integration between digital and traditional platforms. Therefore, Theodora (2021) highlights that communicational consistency reinforces brand awareness, strengthens positive associations, and stimulates consumer loyalty.

The literature thus shows that the success of CIM lies in its ability to integrate coherence, consistency, and synergy, creating sustainable value for both organizations and the consumers who interact with them. It can therefore be concluded that the strategic principles of CIM go beyond the operationalization of coordinated campaigns. It is a process that requires systemic vision, organizational alignment, and a clear consumer focus.

➤ *Brand Equity and its Relationship with CIM*

The concept of brand equity has occupied a central place in marketing studies, mainly due to its relevance in building sustainable competitive advantages. Aaker (1991) was one of the first to systematize this concept, identifying dimensions such as awareness, associations, perception of quality, and loyalty, which, when worked together, allow the brand's position in the market to be consolidated. Subsequently, Keller (1993) added a consumer-based perspective, highlighting that brand value results not only from tangible attributes, but also from the cognitive and emotional associations that individuals establish based on their experience with the brand.

Therefore, it is precisely at this point that CIM becomes relevant. Considering that brand value depends as much on message consistency as on consumer experience, CIM emerges as a strategic approach capable of articulating all elements of the brand in an integrated manner (Blakeman, 2023; Indriani Jusuf, 2024; Theodora, 2021). By ensuring consistent messages and reinforcing positive associations, CIM simultaneously contributes to brand awareness, loyalty, and perceived quality, aligning communication strategies with audience perceptions and experiences, thereby enhancing the overall value of the brand (Aaker, 1991, 1996).

In markets characterized by media fragmentation and a multiplicity of platforms, CIM plays a key role in reducing message dispersion, ensuring that each channel contributes in

a complementary way to strengthening brand identity (Jain et al., 2023; McMullen, 2024; Waiyawassana, 2024). The most recent literature has also emphasized that CIM, when applied strategically, expands the reach of brands and improves the perception of credibility among consumers (Ertz et al., 2025; Ozanian, 2025; Sitinjak & Ariyani, 2024). This credibility, in turn, translates into a greater predisposition to choose and recommend the brand, *expanding its symbolic and commercial capital* (Duralia, 2018; Shams et al., 2024).

Thus, brand value creation, supported by CIM, is not limited to immediate gains in awareness or sales, but translates into a continuous process of building meaningful relationships with consumers (Cheng & Jiang, 2022; Fiiwe et al., 2023; Tian & Song, 2024). Therefore, this approach should be understood as a long-term strategic investment, in which CIM contributes to strengthening brand identity and consolidating its role in the collective imagination of the audiences with which it interacts.

➤ *CIM Strategies in the Telecommunications Sector in Emerging Markets*

The telecommunications sector in emerging markets is undergoing rapid transformation, driven by the spread of digital technologies and the continuous expansion of connectivity. This evolution, while representing new opportunities for growth, also brings significant challenges, namely the need to deal with increasingly diverse and demanding consumers, as well as high levels of competition (Fiiwe et al., 2023; Mfon & Uford, 2023; Oluwafemi & Adebisi, 2018). In this scenario, CIM takes on relevance by providing a strategic basis that allows organizations not only to convey consistent messages, but also to build close relationships that respond to the sociocultural and technological specificities of these contexts (Oluwafemi & Adebisi, 2018; Wang et al., 2024).

Emerging markets have particularities that require flexible and adaptive communication approaches because sociocultural diversity, audience fragmentation, and unequal access to technologies force companies to develop strategies that reconcile traditional and digital channels, while ensuring consistency and accessibility (Imoukhome & Abdurraheem, 2024; Mfon & Uford, 2023).

In African countries, such as Mozambique, despite significant growth in the mobile telecommunications sector, this growth is accompanied by structural challenges, such as disparities in access to communication technologies between urban and rural areas, as well as high competitiveness among the main operators (Mfon & Uford, 2023; Oluwafemi & Adebisi, 2018). In this scenario, CIM emerges as a tool capable of creating consistent brand narratives that bring together consumers with different socioeconomic profiles and reinforce confidence in a service that is considered increasingly indispensable (Keller, 2016).

In this sector, such articulation is particularly relevant, since the relationship with the consumer is not limited to the provision of basic service, but extends to brand experiences lived in everyday life, in which each interaction becomes an opportunity to reinforce corporate identity (De Pourbaix, 2016; Massi et al., 2023). Nesterenko et al. (2023) point out that digitization opens new possibilities for personalizing

messages and segmenting audiences. This potential can only be fully realized if digital media are integrated in a coordinated manner with traditional channels, avoiding fragmentation (Chakraborty & Jain, 2022; Kotler et al., 2016). This balance between innovation and accessibility is crucial in contexts where technological penetration is growing unevenly.

Beyond the technological dimension, CIM plays a relational role of great importance, creating proximity and *generating emotional bonds, which is particularly significant in sectors such as mobile telecommunications, where customer loyalty is one of the main drivers of competitiveness and brand survival* (Ahmadi & Ataei, 2024; Tian & Song, 2024). Subsequently, (Chakraborty & Jain, 2022) emphasize that, in emerging markets, CIM should be understood as a long-term strategy capable of overcoming cultural, linguistic, and technological barriers.

Thus, it can be concluded that CIM in the telecommunications sector is more than a strategy for coordinating campaigns and narratives; it is a strategic process that articulates technological innovation, relational proximity, and communicational consistency, ensuring the relevance and competitiveness of brands in a constantly evolving environment.

➤ *Methodology*

The research adopted a qualitative approach, appropriate for the in-depth analysis of complex phenomena and the understanding of perceptions, interpretations, and experiences related to the implementation of CIM. According to Maxwell (2013), this approach allows for a detailed exploration of the processes, practices, and meanings associated with the research topic, being particularly relevant for studies that aim to understand complex and dynamic organizational contexts.

In the first phase, a systematic review of the literature was conducted to map and consolidate existing knowledge about CIM and its relationship with brand value construction. This step allowed us to identify trends, gaps, and theoretical perspectives, providing a solid conceptual basis for empirical analysis. Following Flick's (2009) recommendations, the systematic review was conducted rigorously, with the definition of inclusion and exclusion criteria, and the selection and analysis of recognized scientific databases such as Google Scholar and Scopus. A critical analysis of the most relevant studies was also carried out, ensuring that the theoretical framework was based on consolidated and up-to-date evidence.

Subsequently, in the empirical phase, a single case study was chosen as the methodological strategy, given the need to analyze CIM in its real context of application. According to Flick (2009), case studies are a robust tool for investigating complex phenomena, allowing for intensive exploration of an organization's processes and dynamics. Vodacom Mozambique was chosen for its relevance in the telecommunications sector and its consistent investment in communication strategies aimed at strengthening the brand.

Data collection combined semi-structured interviews with Vodacom marketing and communication managers and

analysis of reports provided by INCM and digital content available on Vodacom's social networks, allowing for an integrated exploration of practices, perceptions, and experiences.

Methodological triangulation reinforced the validity of the results (Gil, 2008), while thematic content analysis, supported by NVivo software, enabled the data to be organized, coded, and interpreted in a systematic and transparent manner (Flick, 2013). Therefore, the methodology adopted linked theory and practice, offering a rigorous analysis of IMC as a strategic tool for building brand value in emerging markets.

III. CASE STUDY: INTEGRATED MARKETING COMMUNICATION AS A STRATEGIC TOOL FOR THE BRAND VALUE OF VODACOM MOZAMBIQUE

➤ *Context of the Mobile Telecommunications Sector in Mozambique*

The mobile telecommunications sector in Mozambique is one of the most dynamic in the national economy, playing a central role in the modernization of the country and the promotion of digital inclusion. In recent decades, there has been rapid growth in mobile penetration, driven by increased demand for voice, data, and digital financial services, as well as the expansion of technological infrastructure (INCM, 2021). This development is in line with a global trend in which telecommunications services have become indispensable for daily life, business activity, and integration into regional and international networks.

Despite progress, the Mozambican market continues to face structural challenges, such as coverage limitations in rural areas, relatively high access costs, and the constant need for technological upgrades to keep pace with global developments in the sector. At the same time, the competitive environment has intensified with the presence of several operators, forcing companies to adopt differentiation strategies based not only on service offerings but also on building strong brands that are close to consumers.

In a scenario marked by cultural and socioeconomic diversity, it is crucial to develop communication strategies that combine institutional coherence with local sensitivity, reinforcing customer trust and loyalty. Thus, the telecommunications sector in Mozambique is particularly fertile ground for analyzing the impact of Integrated Marketing Communication (IMC), understood as a strategic tool for strengthening brand value in emerging markets.

➤ *Vodacom Mozambique: Institutional Framework*

Vodacom Mozambique is part of the multinational Vodacom group, which in turn is part of Vodafone, one of the largest global telecommunications operators. Established in Mozambique in 2003, the company quickly consolidated its position as one of the main players in the sector, offering voice, data, broadband internet, and digital financial solutions. Its presence has contributed to the diversification of the market offering and increased competitiveness by

introducing standards of technological innovation and new management practices (Vodacom Moçambique, 2025).

Since its entry into the country, Vodacom has consistently invested in infrastructure and network modernization, seeking to expand coverage and improve service quality. However, the company's positioning goes beyond the technological dimension. The operator has sought to establish itself as a brand close to consumers, investing in social responsibility actions, community initiatives, and communication strategies aimed at creating emotional bonds with its audiences (Vodacom Moçambique, 2025). This scenario makes Vodacom Mozambique a relevant case for understanding how IMC can be applied in emerging markets, not only as a promotional tool, but above all as a mechanism for building brand value.

➤ *Implementation of Integrated Marketing Communication (IMC) at Vodacom Mozambique*

The analysis of the Vodacom case allows us to explore not only formal communication strategies, but also the internal coordination and decision-making processes that underpin the implementation of IMC. Managers play a central role here, as they are responsible for coordinating the various communication initiatives, ensuring consistency across the various channels, and assessing the impact of actions on strengthening brand value.

The analysis showed that CIM at Vodacom Mozambique is a central strategic axis for the brand's positioning in the market. The company seeks to coordinate different communication tools and channels in a coherent and consistent manner, ensuring that its identity is conveyed uniformly and adapted to the cultural and social specificities of the Mozambican context.

The interviews revealed that managers attribute a structuring role to CIM in consolidating the brand, as it helps to standardize the message conveyed, as Manager A pointed out:

"All communication needs to be aligned, because if each channel conveys a different message, the strength of the brand is lost" (Interview, Manager A, 2025).

This statement highlights the concern with communication consistency, avoiding contradictions in the information transmitted across different channels. In addition, Manager B highlighted the challenges associated with adapting messages to different channels and adapting to changes in the sector, stating that:

"The biggest challenge is to ensure consistency in communication and adapt messages to different channels and media formats, while keeping up with rapid changes in the sector" (Interview, Manager B, 2025).

This statement highlights that communication integration requires not only consistency, but also flexibility and responsiveness to constant technological, behavioral, and

regulatory changes, aligning with Mfon & Uford (2023), on the dynamics of CIM in emerging markets.

Another point highlighted in the interviews refers to the role of corporate social responsibility (CSR) and community outreach initiatives in Vodacom Mozambique's CIM strategy. According to Manager B:

"When we support local initiatives or social projects, we are showing that the brand is not only selling but also contributing to the lives of communities" (Interview, Manager B, 2025).

Manager A reinforced this point by stating that:

"More than selling a product, we want to touch people's emotions. We want to show that we are 'on' to help, connect, and make life easier for Mozambicans, which is why we introduced the 'we are on' campaign. (Interview, Manager A, 2025).

This testimony shows that the company's CIM is not limited to promoting products or services but extends to creating social and emotional value among target audiences. The integration of CSR actions and community projects allows Vodacom to consolidate its legitimacy and trust among consumers, while strengthening its emotional and symbolic bond with local communities. This approach is in line with the literature that associates strategic communication practices with building lasting relationships and consumer loyalty (Fiiwe et al., 2023; Fournier, 1998; Laurie & Mortimer, 2019).

In addition, these initiatives contribute to positioning the brand as socially responsible, creating positive perceptions that translate into favorable associations, increased awareness, and greater consumer loyalty.

Documentary analysis reinforces these perceptions by revealing the systematic presence of consistent messages in advertising campaigns, social responsibility reports, and digital content. At the same time, there is a discursive adaptation aimed at specific segments, which demonstrates the search for a balance between institutional coherence and cultural sensitivity, as advocated by (Anabila, 2020; Chakraborty & Jain, 2022).

In summary, the implementation of CIM at Vodacom Mozambique is characterized by a dual concern: first, to ensure communicational consistency as a way of consolidating brand identity and, at the same time, to adapt to the demands of diverse audiences in a constantly changing market.

IV. ANALYSIS AND DISCUSSION OF RESULTS

This chapter aims to analyze and interpret the results obtained in the Vodacom Mozambique case study in light of the literature on CIM and brand value, based on the premise of understanding the communication practices implemented by the operator, exploring not only the benefits that result from them, but also the constraints that emerge in the process of managing and integrating different media.

The data collected from Vodacom Mozambique managers indicate that CIM plays a structuring role in positioning the organization in a highly competitive market, and consistency between channels and messages is considered fundamental to consolidating brand identity. Managers also highlighted the need to align all communication actions with the organization's strategic objectives, ensuring that the brand is perceived uniformly.

Analysis of campaigns and digital content confirms the presence of consistent messages, although adaptations targeting specific segments are observed, highlighting the simultaneous management of uniformity and diversity. These results corroborate the literature that associates communication consistency with the consolidation of brand identity and the effectiveness of CIM (Ozanian, 2025; Payne et al., 2017; Shams et al., 2024; Tian & Song, 2024).

CIM at Vodacom also integrates symbolic and affective dimensions, being used as a mechanism for building trust and social legitimacy. Managers emphasized that participation in social responsibility initiatives and community projects allows for strengthening emotional bonds with consumers. This statement is supported by Anabila (2020), who argues that, especially in emerging markets, strategic communication must go beyond commercial promotion, fostering lasting relationships and strengthening brand reputation. This theory is reinforced by the documentary analysis, which highlights the company's involvement in campaigns and actions targeting local communities.

Although CIM is valued as a fundamental strategic component, managers recognized that its implementation faces significant constraints. Among these are the difficulty in ensuring communicational consistency, the constant need to adjust messages to different channels and audiences, and the challenge of keeping up with the rapid pace of change that characterizes the telecommunications sector. These elements confirm that the implementation of CIM in emerging markets should be seen as a dynamic process, requiring flexibility, innovation, and continuous monitoring (Anabila, 2020; Chakraborty & Jain, 2022).

From a theoretical point of view, the results reinforce the literature on CIM, underlining the relevance of communicational consistency, but also broadening the discussion to the relational and community dimension. On a practical level, it is clear that organizations such as Vodacom Mozambique should invest in internal coordination, balancing message consistency with culturally sensitive adaptations, and systematically integrate social responsibility initiatives to consolidate brand legitimacy and value.

V. CONCLUSIONS

The analysis carried out provided insight, from the perspective of Vodacom Mozambique managers, into how CIM strategies are perceived and implemented in the telecommunications sector in Mozambique and how they contribute to strengthening brand value.

The results obtained illustrate that CIM is understood as a strategy, not only in terms of commercial promotion, but above all as a mechanism for building relationships and consolidating identity in a highly competitive market. Communication consistency and channel integration are central dimensions, but the research also showed that brand legitimacy is strengthened when communication strategies incorporate social responsibility and community outreach practices, generating trust and emotional engagement among consumers.

The research also showed that managers face challenges in ensuring message consistency, effectively adapting them to different communication channels, and continuously responding to rapid technological changes and audience diversity. These constraints point to an understanding of CIM as a dynamic process, constantly negotiating between institutional consistency and cultural flexibility.

From an academic point of view, this study contributes to broadening the debate on CIM in emerging markets, offering empirical evidence from a context that has been little explored in the literature: the telecommunications sector in Mozambique. On a practical level, the results offer relevant clues for managers seeking to align communication strategies with brand value objectives in highly challenging environments.

Despite the relevance of the findings, it is important to recognize the limitations of the research, namely the fact that it focuses on a single case study and a restricted sample of managers. Therefore, it is recommended that future research expand the number of organizations analyzed, integrate the consumer perspective, and comparatively explore other sectors of activity to enrich the understanding of the role of CIM in building brand value in different emerging contexts.

REFERENCES

- [1]. Aaker, D. A. (1991). Managing brand equity: capitalizing on the value of a brand name.
- [2]. Aaker, D. A. (1996). Building Strong Brands (The Free Press, Ed.). The Free Press.
- [3]. Ahmadi, A., & Ataei, A. (2024). Emotional attachment: a bridge between brand reputation and brand advocacy. *Asia-Pacific Journal of Business Administration*, 16(1), 1–20. <https://doi.org/10.1108/APJBA-11-2021-0579>
- [4]. Anabila, P. (2020). Integrated marketing communications, brand equity, and business performance in micro-finance institutions: An emerging market perspective. *Journal of Marketing Communications*, 26(3), 229–242. <https://doi.org/10.1080/13527266.2019.1574868>
- [5]. Anita, T. L., Zulkarnain, A., Wiyana, T., Leonandri, D. G., & Imanuel, Y. A. (2023). How Digital Marketing Through IMC influences Brand Retail and Brand Loyalty. 2023 8th International Conference on Business and Industrial Research, ICBIR 2023 - Proceedings, 312–316. <https://doi.org/10.1109/ICBIR57571.2023.10147395>
- [6]. Blakeman, R. (2023). Integrated Marketing Communication: creative strategy from idea to implementation.
- [7]. Chakraborty, A., & Jain, V. (2022). Leveraging Digital Marketing and Integrated Marketing Communications for Brand Building in Emerging Markets. In *Marketing Communications and Brand Development in Emerging Economies Volume I: Contemporary and Future Perspectives* (pp. 281–305). Springer.
- [8]. Cheng, Y., & Jiang, H. (2022). Customer–brand relationship in the era of artificial intelligence: understanding the role of chatbot marketing efforts. *Journal of Product and Brand Management*, 31(2), 252–264. <https://doi.org/10.1108/JPBM-05-2020-2907>
- [9]. De Pourbaix, P. (2016). Prosumer of the XXI century – new challenges to commerce and marketing. *Acta Sci. Pol., Oeconomia*, 15(1), 89–97. http://acta_oeconomia.sggw.pl
- [10]. Dewhirst, T., & Davis, B. (2013). Brand strategy and integrated marketing communication (IMC): A Case Study of Player's Cigarette Brand Marketing. *Journal of Advertising*, 34(4), 81–92. <https://doi.org/10.1080/00913367.2005.10639211>
- [11]. Do Nascimento Silva, L., Dos Santos Silva Barroso, E., Maria Oliveira Lima, G., Gabriela Soares de Lemos, J., & Pio da Silva, E. (2020). Gestão de Custos com Comunicação Integrada de Marketing nas Clínicas de Fisioterapia e Estética no Município de Piripiri-PI (Issue 3).
- [12]. Duralia, O. (2018). Integrated marketing communication and its impact on consumer behavior. *Studies in Business and Economics*, 13(2), 92–102.
- [13]. Ertz, M., Maravilla, J. M. B., & Cao, X. (2025). Prosumer: A new approach to conceptualization. *Journal of Innovation and Knowledge*, 10(1). <https://doi.org/10.1016/j.jik.2025.100653>
- [14]. Fiiwe, J. L., Egele, A. E., Ozo, J. U., & Obasiabara, B. O. (2023). Customer Relationship Management and Customers Repeat Purchase Behavior in Nigeria. *Scholars Journal of Economics, Business and Management*, 10(1), 19–28. <https://doi.org/10.36347/sjebm.2023.v10i01.002>
- [15]. Flick, U. (2009). *Desenho da Pesquisa Qualitativa*. Porto Alegre: Artmed.
- [16]. Flick, U. (2013). *Introdução à metodologia de pesquisa: Um guia para iniciantes*. Porto Alegre: Penso.

- [17]. Fournier, S. (1998). Consumers and their brands: Developing relationship theory in consumer research. *Journal of Consumer Research*, 24(4), 343–373. <https://doi.org/10.1086/209515>
- [18]. Gil, A. C. (2008). Métodos e técnicas de pesquisa social (6a ed.). Atlas.
- [19]. Hendi, D., Rini, E. S., & Silalahi, A. S. (2022). The Influence of Integrated Marketing Communication, Brand Ambassador on Purchase Decisions through Brand Awareness, and Brand Image as Intervening Variables at Tokopedia in Medan City. *International Journal of Research and Review*, 9(4), 217–229. <https://doi.org/10.52403/ijrr.20220427>
- [20]. Imouokhome, E. O., & Abdulaheem, M. (2024). Integrated Marketing Communication: A Sustainable Tool for Patronage in the Nigerian Telecommunication Industry. *Strategic Management Practices & Sustainable Development in a Global Economy*, Conference 334-348. <https://www.researchgate.net/publication/377233884>
- [21]. INCM. (2021). Relatório de regulação das comunicações. www.incm.gov.mz
- [22]. Indriani Jusuf, D. (2024). Integrated Marketing: A Powerful Strategy for Increasing Brand Awareness. <https://internationalpublisher.id/journal/index.php/Bejam>
- [23]. Jain, P., Saihjal, A., & Ludhiana, I. (2023). Integrated Marketing Communication: A Developing Theory. In *International Journal of Creative Research Thoughts* (Vol. 11, Issue 2). www.ijcrt.org
- [24]. Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. In *Journal of Marketing* (Vol. 57).
- [25]. Keller, K. L. (2016). Unlocking the Power of Integrated Marketing Communications: How Integrated Is Your IMC Program? *Journal of Advertising*, 45(3), 286–301. <https://doi.org/10.1080/00913367.2016.1204967>
- [26]. Kotler, P., Kartajaya, H., & Setiawan, I. (2016). *Marketing 4.0: Moving from Traditional to Digital*. John Wiley & Sons.
- [27]. Laurie, S., & Mortimer, K. (2019). How to achieve true integration: the impact of integrated marketing communication on the client/agency relationship. *Journal of Marketing Management*, 35(3–4), 231–252. <https://doi.org/10.1080/0267257X.2019.1576755>
- [28]. Massi, M., Piancatelli, C., & Vocino, A. (2023). Authentic omnichannel: Providing consumers with a seamless brand experience through authenticity. *Psychology and Marketing*, 40(7), 1280–1298. <https://doi.org/10.1002/mar.21815>
- [29]. Maxwell, J. A. (2013). *Qualitative Research Design: an interactive approach*. SAGE Publications, Inc., 3rd ed.
- [30]. McMullen, M. M. (2024). Integrated marketing communication in a modern world. www.cognella.com
- [31]. Mfon, A. A., & Uford, I. C. (2023). Controlled communications and consumer responses for GSM brands in the telecommunications industry in the south-south zone, Nigeria. <https://www.researchgate.net/publication/378178814>
- [32]. Nesterenko, V., Miskiewicz, R., & Abazov, R. (2023). Marketing communications in the era of digital transformation. *Virtual Economics*, 6(1), 57–70. [https://doi.org/10.34021/VE.2023.06.01\(4\)](https://doi.org/10.34021/VE.2023.06.01(4))
- [33]. Oluwafemi, O. J., & Adebisi, S. O. (2018). Customer loyalty and integrated marketing communications among subscribers of telecommunication firms in Lagos Metropolis, Nigeria. *Journal of Competitiveness*, 10(3), 101–118. <https://doi.org/10.7441/joc.2018.03.07>
- [34]. Ozanian, K. (2025). Developing a successful brand identity: Existing systems and approaches (AIP Publisher, Ed.; p. 080001). AIP Conference Proceedings. <https://doi.org/10.1063/5.0261481>
- [35]. Payne, E. M., Peltier, J. W., & Barger, V. A. (2017). Omni-channel marketing, integrated marketing communications, and consumer engagement: A research agenda. In *Journal of Research in Interactive Marketing* (Vol. 11, Issue 2).
- [36]. Praphatsarang, V., & Ngamsutti, S. (2023). Relationship between Integrated Marketing Communication Strategy and Cosmetics Business Performance in Thailand. Print) *RICE Journal of Creative Entrepreneurship and Management*, 4(3), 52–61. <https://doi.org/10.14456/rjcm.2023.16>
- [37]. Rehman, S. U., Gulzar, R., & Aslam, W. (2022). Developing the Integrated Marketing Communication (IMC) through Social Media (SM): The Modern Marketing Communication Approach. *SAGE Open*, 12(2). <https://doi.org/10.1177/21582440221099936>
- [38]. Rico, R., Ariyani, N., & Susanto, D. (2023). Implementation Strategy of Integrated Marketing Communication (IMC) to Improve Company Image: Case Study on PT. Anugerah Sawit Inti Harapan. *Pancasila International Journal of Applied Social Science*, 2(01), 42–54. <https://doi.org/10.59653/panasila.v2i01.453>
- [39]. Schultz, D. E., & Kitchen, P. J. (1997). Integrated Marketing Communications in U.S. Advertising Agencies: An Exploratory Study. *Journal of Advertising Research*.
- [40]. Serić, M., & Vernuccio, M. (2020). The impact of IMC consistency and interactivity on city reputation and consumer brand engagement: the moderating effects of gender. *Current Issues in Tourism*, 23(17), 2127–2145. <https://doi.org/10.1080/13683500.2019.1637403>
- [41]. Shams, R., Chatterjee, S., & Chaudhuri, R. (2024). Developing brand identity and sales strategy in the digital era: Moderating role of consumer belief in brand. *Journal of Business Research*, 179. <https://doi.org/10.1016/j.jbusres.2024.114689>
- [42]. Sitinjak, Y., & Ariyani, N. (2024). Building brand perception through message consistency: a qualitative study in the retail industry. *Journal Scientia*, 13(01), 270–276.
- [43]. Theodora, N. (2021). Relationship Between Integrated Marketing Communication and Brand Equity. *International Journal of Social Science and Business*, 5(2), 278–283. <https://ejournal.undiksha.ac.id/index.php/IJSSB/index>
- [44]. Tian, Y., & Song, X. (2024). Emotional Expression and Brand Identity in Library Logo Design Exploration and Practice in a Historical Context. In *Heranca - History, Heritage and Culture Journal* (Vol. 7, Issue 2, pp. 112–124). Ponteditoria. <https://doi.org/10.52152/heranca.v7i2.861>
- [45]. Vodacom Moçambique. (2025). Sobre nós. <https://www.vm.co.mz/>
- [46]. Waiyawassana, R. (2024). Integrated Marketing Communications as a modern complex communication technology. www.conferace.com
- [47]. Wang, Y., Cao, J., & Cai, X. (2024). The impact of environmental, social and governance performance on brand value: The role of the digitalisation level. *South African Journal of Business Management*, 55(1). <https://doi.org/10.4102/sajbm.v55i1.4448>

¹ Amália Cutane Comiche is a PhD candidate in Communication Sciences at the Catholic University of Mozambique (2022). She holds a master's degree in business management with a specialization in Marketing and a postgraduate degree in Business Management – MBA from the Higher Institute of Sciences and Technologies of Mozambique-ISCTEM, and a degree in Economics and Education from the Pedagogical University of Mozambique. She is a university lecturer and coordinator of Applied

Management courses at ISCTEM and is dedicated to research and scientific publication in the areas of Communication and Marketing, exploring topics such as integrated marketing communication strategies, branding and brand value enhancement. ORCID: <http://orcid.org/0009-0001-5010-0953>

²Nuno Goulart Brandão is PhD in Sociology of Communication, Culture and Education from ISCTE-IUL (2005), master's degree in communication, Culture and Information Technologies (2002) and bachelor's degree in public relations and advertising from INP (1991). A university lecturer since 1992, he is currently an Associate Professor at the Faculty of Human Sciences of the Portuguese Catholic University, where he has coordinated the Postgraduate and Advanced Training School since 2019, and a researcher at CECC – Research Centre for Communication and Culture - since 2016. His areas of research focus on strategic communication and television studies. He is a founding member of the Observatory of Internal Communication and Corporate Identity (OCI). At the same time, he worked for twenty years at RTP (1985-2004) in the areas of production, directing, marketing, public relations and programmed management, and was one of the coordinators of the restructuring process of the public radio and television operator in Portugal. ORCID: <http://orcid.org/0000-0002-2740-6161>

³ Neusa da Silva Pereira is PhD in Communication Sciences with a specialization in communication and marketing from the Catholic University of Mozambique (UCM) in partnership with the Portuguese Catholic University. Master's degree in marketing and business communication management and bachelor's degree in public relations and strategic communication from the Catholic University of Mozambique. She is Deputy Director of Education at the Faculty of Education and Communication at UCM, member of the Academic Council at UCM and external consultant to the National Council for Quality Assessment since 2022. She has been involved in research and teaching since 2012 in areas related to communication, scientific research methodologies, strategic management, marketing, social marketing, corporate governance and emerging technologies: <https://orcid.org/0000-0002-2123-8136>