

**THE IMPACT OF THE INTEGRATED MARKETING COMMUNICATION
PROCESS ON ORGANIZATIONAL PERFORMANCE: A MEDIATING ANALYSIS
OF SERVICE INNOVATION**

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Introdução

Innovation is essential for competitiveness and economic growth, especially in Knowledge-Intensive Business Services (KIBS), which act as both generators and facilitators of innovation. Integrated Marketing Communication (IMC) promotes coherence and synergy in organizational messaging, strengthening the brand and supporting innovation. Previous studies indicate that IMC positively impacts organizational performance; however, there are still gaps regarding the mediating role of service innovation performance.

Problema de Pesquisa e Objetivo

This study aims to evaluate the influence of Integrated Marketing Communication (IMC) on Organizational Performance (OP), investigating the mediating effect of Service Innovation Performance (SIP) in KIBS.

Fundamentação Teórica

Introduced in the 1990s, the concept of Integrated Marketing Communication (IMC) proposes a collaborative approach that aligns and integrates organizational communication efforts, focusing on customer needs and ensuring consistency across messages. IMC strengthens brand identity and contributes to improved organizational performance. In the context of KIBS, service innovation is essential, and integrated communication facilitates adaptation and the continuous development of innovative solutions.

Metodologia

Using a quantitative and descriptive approach, the study was conducted through a survey applied to 417 managers of KIBS companies in Santa Catarina, Brazil.

Análise dos Resultados

Data were analyzed using linear regression to assess the relationships between IMC, SIP, and OP, with emphasis on the mediating role of SIP. The results indicate that IMC has a positive impact on both OP and SIP, confirming that integrated communication activities contribute to improved organizational performance. Moreover, SIP demonstrated a significant mediating role in the IMC-OP relationship, suggesting that service innovation enhances the benefits of IMC.

Conclusão

This study investigated the impact of Integrated Marketing Communication (IMC) on Organizational Performance (OP) and Service Innovation Performance (SIP) in KIBS from Santa Catarina. The findings showed that IMC positively influences both OP and SIP, and that SIP mediates the relationship between IMC and OP. The integration of communication and innovation practices strengthens organizational culture, improves results, and contributes to the competitive advantage of KIBS in dynamic, customer-oriented environments.

Contribuição / Impacto

This study makes a theoretical contribution by integrating IMC, SIP, and OP in a model that highlights the mediating role of service innovation, expanding the understanding of communication in KIBS. From a managerial perspective, it reinforces that effective IMC practices aligned with innovation enhance agility and competitiveness. From a social perspective, it emphasizes the potential of IMC to drive innovation and sustainable development, aligning with the UN Sustainable Development Goals (SDGs) 8 and 9, with a positive impact on economic growth and inclusion.

Referências Bibliográficas

Key references in this study include foundational authors on IMC and its relationship with performance, such as Kliatchko & Schultz (2014), Porcu et al. (2017; 2019), Pisicchio & Toaldo (2021), Sharma et al. (2024), and Suay-Pérez et al. (2022). Also noteworthy are studies on innovation and KIBS, such as Bomm et al. (2022), Chamba-Rueda et al. (2023), and Grandinetti (2018), along with theoretical foundations on innovation from Tidd & Bessant (2018) and Den Hertog et al. (2010). The OP construct is based on Gomes & Wojahn (2017).