

European Journal of Marketing

Will agencies ever “get” (or understand) IMC?

Philip J. Kitchen

The Business School, University of Hull, Hull, UK

Don E. Schultz

Medhill School of Journalism, Northwestern University, Evanston, IL, USA

Ilchul Kim

School of Media Studies, Donggeui University, Pusan, South Korea

Dongsub Han

Hanyang University, Seoul, South Korea

Tao Li

COFCO Development Company, Beijing, China



The *European Journal of Marketing* provides a platform for new ideas in marketing – the thinking, theory and practice – and a forum for debating issues that arise. Authors are encouraged to contribute articles which emanate from Europe, or focus on Europe in the global context.

Each paper submitted to *EJM* is subject to a strict double blind review process.

JOINT EDITORS

Professor David J. Carson

School of Marketing, Entrepreneurship and Strategy, University of Ulster, Shore Road, Newtownabbey, Co. Antrim BT37 0QB, Northern Ireland

Professor Audrey Gilmore

School of Marketing, Entrepreneurship and Strategy, University of Ulster, Shore Road, Newtownabbey, Co. Antrim BT37 0QB, Northern Ireland

MANAGING EDITOR

Richard Whitfield

ISSN 0309-0566

© 2004 Emerald Group Publishing Limited



Certificate number176699.....

Awarded in recognition of Emerald's production department's adherence to quality systems and processes when preparing scholarly journals for print

European Journal of Marketing is indexed and abstracted in:

Academic Research
Autographics
Business & Industry
Business Source
Cabell's Directory of Publishing Opportunities in Management and Marketing
Collectanea Corporate
CPI Digest
Current Citations Express
Emerald Reviews (formerly Anbar)
EP Collection
Expanded Academic Index
Galileo
General Reference Center
Innovative
Leisure, Recreation and Tourism Abstracts
Management and Marketing Abstracts
Manning & Napier
MasterFILE
OCLC
Scandinavia
Telebase
World Bank Magazine

This journal is also available online at www.emeraldinsight.com/ejm.htm

Internet services available worldwide at www.emeraldinsight.com

Emerald Group Publishing Limited

60/62 Toller Lane, Bradford, West Yorkshire, England BD8 9BY

Tel +44 (0) 1274 777700

Fax +44 (0) 1274 785200

E-mail help@emeraldinsight.com



INVESTOR IN PEOPLE

Regional offices:

For North America

Emerald, 875 Massachusetts Avenue, 7th Floor, Cambridge, MA 02139, USA

Tel Toll free +1 888 622 0075; Fax +1 617 354 6875

E-mail america@emeraldinsight.com

For Japan

Emerald, 3-22-7 Oowada, Ichikawa-shi, Chiba, 272-0025, Japan

Tel +81 47 393 7322; Fax +81 47 393 7323

E-mail japan@emeraldinsight.com

For Asia Pacific

Emerald, 7-2, 7th Floor, Menara KLH, Bandar Puchong Jaya, 47100 Puchong, Selangor, Malaysia

Tel +60 3 8076 6009; Fax +60 3 8076 6007

E-mail asiapacific@emeraldinsight.com

Customer helpdesk:

Tel +44 (0) 1274 785278; Fax +44 (0) 1274 785204;

E-mail support@emeraldinsight.com

Web www.emeraldinsight.com/customercharter

Orders, subscription and missing claims enquiries:

Tel +44 (0) 1274 777700; Fax +44 (0) 1274 785200

Missing issue claims will be fulfilled if claimed within four months of date of despatch. Maximum of one claim per issue.

Reprints and permissions service:

John Eggleton

E-mail jeggleton@emeraldinsight.com

Web www.emeraldinsight.com/reprints

www.emeraldinsight.com/permissions

No part of this journal may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. No responsibility is accepted for the accuracy of information contained in the text, illustrations or advertisements. The opinions expressed in the articles are not necessarily those of the Editor or the publisher.

Emerald is a trading name of Emerald Group Publishing Limited

Printed by Printheus Group Ltd, Scirocco Close, Moulton Park, Northampton NN3 6HE



Will agencies ever “get” (or understand) IMC?

Will agencies
ever “get” IMC?

Philip J. Kitchen

The Business School, University of Hull, Hull, UK

Don E. Schultz

Medhull School of Journalism, Northwestern University, Evanston, IL, USA

Ilchul Kim

School of Media Studies, Dongeui University, Pusan, South Korea

Dongsub Han

Hanyang University, Seoul, South Korea

Tao Li

COFCO Development Company, Beijing, China

1417

Received November 2002
Revised September 2003

Keywords *Integrated marketing communications, Advertising, Public relations*

Abstract *The concept of integrated marketing communication (IMC) has now become an apparently integral part of the marketing and corporate communication strategies of many companies. Here, we seek to capture and evaluate perceptions of IMC derived from advertising and public relations executives who are developing integrated approaches and campaigns – as required and mandated by clients. Over and above this mandate, of course, they also have their own views as to what IMC is, and how it can best be operationalised. We commence the paper by reviewing the now extensive literature in this subject area, before tackling four research questions via an exploratory study within UK advertising and public relations agencies. The findings indicate that while IMC is here to stay – at least for the foreseeable future. Yet, there is still a significant developmental process that many businesses have to undertake. We conclude by suggesting that IMC development now needs to be researched in the domain of business practice. Certainly, more evidence needs to be provided concerning IMC and integrated marketing from within businesses.*

Introduction

A decade of development may be insufficient to analyse competing paradigms concerning “IMC”. For example, is it “new” versus “not new”, or is it a “theoretical concept” versus “management fad”? What authors do agree on is that for successful execution of marketing communications, various disciplines must be brought together with high efficiency and high resonance meaning to stakeholders, customers, and consumers. But, how is this to be done? Advertising and PR comprise two of the major functions involved in IMC. The objective of this paper is to understand how these two agency practitioners define, implement, evaluate and coordinate marketing communications in order to maximise the coordination and evaluation of IMC. The purpose of this paper is to evaluate these issues empirically using a sample of PR and advertising agency executives in the UK. However, there may be a problem in as much

We acknowledge and thank two anonymous reviewers and the editors for their comments on an earlier version of this paper.



as the evidence reveals that agencies may not be the appropriate sample for research, and thus the spotlight needs to turn toward businesses and their role in not just integrating communications, but also marketing itself.

Is IMC going the right way?

Two contradictory articles are found in the same issue of *Journal of Advertising Research*, 2000 (Vol. 40 No. 5). The first states that IMC is nothing new but only a management fad (Cornelissen and Lock, 2000), while the other paper refutes the first and argues that IMC is a new brand concept for the emerging digitalised environment (Schultz and Kitchen, 2000b). Yet the findings in this paper indicate that though this topic has been studied for well over a decade, it has not moved far from its starting point in 1993 in so far as perception, definition, and conceptualisation are concerned.

One question raised is this: If IMC is so good, why has it not been fully implemented? Pettigrew (2001a, b) explained that the focus of IMC in the first decade was how to make it work, rather than explain its theoretical or even full practical significance. Certainly, a major problem revolved around how agencies or marketers could measure the effects of an integrated campaign and this in itself delays the implementation process. Further studies, for example, in different countries around the world (Kitchen and Schultz, 1999) with various groups including client, advertising, public relations agencies (Caywood *et al.*, 1991; Schultz *et al.*, 1993; Kitchen and Schultz, 1998; Ilchul *et al.*, 2003) have been conducted. In each case, many preceding studies were reviewed. All were concerned with indicating how IMC could move forward from perception to full implementation. Yet, despite concerns, progress in this emergent field is not insignificant.

With academic studies moving slowly, practitioners in the field insist they have been implementing IMC widely and successfully. For example, most major advertising agencies have announced that they provide IMC services. Both experience and knowhow is boldly stated on their Web sites.

IMC lies in the "paradox of conceptualization" (Kwangwoon and Ilchul, 1982). That is, according to the general social science study methodology, a brand new theory or concept starts with a hypothesis which is tested by empirical studies and in turn, the tested hypothesis is then adapted to analyse implementation phenomena. This is what Kitchen and Schultz (1998) argued – that IMC enjoyed pre-paradigm status. Yet IMC is perfectly poised at the transition from an industrial to an information-driven society. Moreover, IMC implies dynamism in its nature. That is why it has taken over a decade to outline the conceptualisation process, and there is no end in sight. However, as long as IMC remains locked in the "paradox of conceptualisation" (i.e. concerning perceptions and/or definitions), it cannot progress forward.

The development of IMC and key elements

The most basic driving force behind IMC is changes in the market environment in which business is conducted. No-one from either the academic arena, clients or marketing service organisations doubts that the marketing communication industry – including the structure of advertising agencies, the relationship between advertising agencies and public relations agencies, and even the function of various promotional tools – has undergone dramatic change over the last few decades. In line with systems

thinking and contingency theory, the organisation must adapt in certain ways if it is to survive in its environment (Jackson, 2000). Therefore, if the macro environment changes in terms of political, economic, socio-cultural and technological situations, and if the industrial environment changes, inevitably marketing activities have to be adjusted accordingly. Rather than simplifying and synthesising marketplace systems and communication approaches, Schultz and Kitchen (2000a) suggested that the marketing and communication manager of the 21st century must recognise that there are multiple markets, multiple marketplaces, multiple customers, multiple channels, multiple media, and so on. Further to this analysis, Smith and Taylor (2002) raised the concern that marketing has moved from “customer acquisition” (winning new customers) through “customer retention” (keeping customers for life) towards “customer deselection” (dumping unprofitable customers while selectively seeking and keeping the more profitable ones). Alongside the focus on retention has come media proliferation, audience fragmentation, advance of information technology and the Internet, consumer empowerment, increased advertising clutter, shift in channel power, and desire for more accountability (Semenik, 2002), and these all underpin the driving forces leading toward integrated marketing communication.

Duncan and Everett (1993) stated that IMC is both a concept and a process: the IMC perspective can be interpreted as “meaningful integrative or holistic thinking” i.e. looking at marketing communications in a new way by which various marketing communications tools are strategically deployed in a complementary fashion after careful analysis of customer needs and review of the market situation.

Then, by focusing more on the strategic role of communication at both corporate level and marketing level, and relating equally to both corporate and brand mission, values and needs under both the global and national market settings, another definition of IMC for the 21st century was suggested by Schultz and Kitchen (2000a):

IMC is a strategic business process used to plan, develop, execute and evaluate coordinated measurable, persuasive brand communication programs over time with consumers, customers, prospects, and other targeted, relevant external and internal audiences.

This new definition forecasts the trend of the development of IMC in the future (see also Duncan, 2002). This new definition indicates that IMC has moved from (or has the potential to move from) a “marketing planning process” to a “strategic business process”, which is consistent with the highest level of the four-stage model (the model will be discussed later.) Based on these definitions, Shimp (2000) summarised five key facets of IMC that:

- (1) aims to affect behaviour;
- (2) starts with customers or prospects;
- (3) use any and all forms of contacts;
- (4) achieves synergy; and
- (5) builds relationships.

Therefore, communicators with an IMC approach will consider all forms of communication, all message delivery channels, customers and prospects, and all brand contact points while they plan and implement marketing and marketing communication strategies. As noted by Moriarty (1994), every contact point that a stakeholder has with an organisation is a communication opportunity. Not only do

marketers need to know how to use the different tools, more importantly they need to understand the strategies and rationale behind the ads and other types of promotions (Belch and Belch, 2001). Integrated marketing is simply one step further from integrated marketing communication or the highest stage of IMC, by focusing on conveying unified messages to customers via the correct blending of the marketing mix (Jenkinson and Sain, 2004). Since all of a firm's marketing activities, not just promotion, communicate with its customers (Belch and Belch, 2001), the use of each marketing mix element must be congruent with each other so that no inconsistent message will be sent to consumers, as inconsistency will dilute brand equity in the consumer's mind. Even further, different communications tools should be used at different stages of a product or service life-cycle, and Smith and Taylor (2002) argue that certain communication tools or blends thereof can be used to move customers through various stages of their buying process. Note, however, that it is not the life-cycle that drives communication, it is the customers, prospects and stakeholders.

The emergence of IMC

As with the debate concerning whether e-commerce represents the "new economy" or "bubble economy", for every piece of new thinking and innovative theory, there are different views and disparate voices. It is the same with the "one sight, one voice" marketing communication concept in the academic field (see Miller and Rose, 1994; Dozier and Lauren, 1990; Wightman, 1999; Moriarty, 1994; Spotts *et al.*, 1998; Hutton, 1995; Gould, 2000; Semenik, 2002). This ties in with the idea of an emergent idea being pre-paradigm in nature.

The practice of IMC in various countries

Despite the diversity of views and variety of opinions, the initiative has been accepted by mainstream marketing theorists and writers. For example, Kotler (2000), in his leading marketing management text, wrote two chapters with the heading of "Managing and coordinating integrated marketing communications". Both Smith and Taylor (2002) and Fill (2002) devoted several chapters of their books to discussing IMC. Pickton and Broderick's (2001) articulate and persuasive text was titled *Integrated Marketing Communications*, and the term "marketing communication" has been frequently replaced by "integrated marketing communications" as in Belch and Belch's book (2001). In the USA where IMC originated, twenty years ago 75 per cent of marketing budgets went into advertising: today, 50 per cent goes into trade promotions, 25 per cent to consumer promotions, and less than 25 per cent to advertising (Levinson, 2001). Thus, from a budgetary perspective alone, marketing communications are being forced below the line (i.e. away from advertising).

IMC or derivative theory has diffused, and the concept has been widely implemented by many advertising agencies and firms across many countries worldwide as well as in the USA (see Gould *et al.*, 1999; Gronstedt and Thorson, 1996; Kallmeyer and Abratt, 2001; Low, 2000; Lu, 2001; McArthur and Griffin, 1997; Prensky, 1996; Tortorici, 1991). Rose's (1996) research about the perception of IMC among 143 advertising and public relations professionals concluded that the majority of Latin American communication practitioners believed in the integrated marketing communication concept and viewed their roles as encompassing the broader areas

of communication. In the study undertaken by Kitchen and Schultz (1999) among agencies in the US, UK, Australia, New Zealand and India, conclusions indicated that:

... there [was] widespread use of IMC approaches across [the] [...] five countries, but IMC was only in the early stages of its development. To follow the product life cycle analogy, it varied from introduction, in the case of Australia and India, to growth, in the case of the United Kingdom and New Zealand, and possibly early maturity, in the case of the United States.

While the concept of IMC was being diffused to more and more countries, the adopters are not limited to the product and packaged goods industries. More service providers were trying the new concept in their own areas. Nowak *et al.* (1996) conducted research among retailers and service providers in selected Latin American countries who valued the IMC concept to examine the viability of IMC concept in retail and service marketing.

While IMC emerged and developed in the west, it has also been adapted and studied from the other side of the planet. Just after the first paper on IMC was published in the US, two leading advertising agencies – Dentsu in Japan and Oricom in South Korea – introduced the new concept through their respective house organs. IMC perceptual studies were conducted in India by Ogilvy & Mather, and in Korea by Ilchul (1998) – admittedly based on the research instruments developed by Schultz *et al.* (1993) (see also Chanwook, 2001). The findings from these studies proved that IMC development went along the same path, though with some minor differences.

Role of advertising and public relations agencies in implementing IMC

As major participants in planning, coordinating and implementing integrated marketing communications, advertising and public relations agencies play a critical part in the whole process, although the clients are regarded as the impetus of moving IMC forward (see Belch and Belch, 2001).

Eagle and Kitchen's study (2000) in New Zealand advertising agencies showed that all respondents reinforced the need for good working relationships between clients and their agencies. However, as Kitchen and Schultz (1998) discovered from their research among UK advertising agencies, public relations is that part of marketing communications which is less integrated than other marketing communications activities.

Development paths of IMC

Duncan and Caywood (1996) suggested that IMC would develop with seven major stages, including awareness, image, functional, coordinated consumer-based, stakeholder-based, and relationship management. Later, Schultz and Kitchen (2000a) developed four stages of IMC development (i.e. tactical coordination, outside-in, IT base, and management level) based on the five-country comparison study. However, in both studies the stages mentioned are neither sacrosanct nor sequential. Ilchul *et al.* (2003), for example, argued that the development of IMC must differ according to the socio-cultural circumstances and market environments, which differ according to market factors, media segmentation and information technology. These stage-type discussions do, however, allow a framework to review whether IMC is heading from theoretical concept to practitioner execution. IMC may be developing differently

according to different organisational infrastructures and within cultural constraints, including indigenous advertising and public relations industries.

Schultz and Kitchen (2000a) argued, based on the empirical findings from their research with advertising agencies which develop and implement marketing communication plans for their clients, that the majority of firms are anchored in either stage 1 or stage 2 scenarios. Some are moving into stage 3, but very few (a handful in today's world) have moved to stage 4 (see Figure 1).

Major questions here are:

- What are the primary barriers hindering IMC diffusion?
- What are the major problems preventing further development of IMC in practice?
- What can be done to accelerate the implementation of IMC from lower stages to higher stages?

Since IMC is to enable various messages from different communication channels coming together to create a coherent corporate and brand image, Moriarty (1994) considered cross-disciplinary managerial skills the biggest barrier to IMC, while Duncan and Everett (1993) reported that egos and turf battles were primary obstacles to integration. Eagle *et al.* (1999) identified four groups of potential barriers to IMC success in their study of the New Zealand advertising and marketing industry:

- (1) power, coordination and control issues;
- (2) client skills, centralisation/organisational and cultural issues;

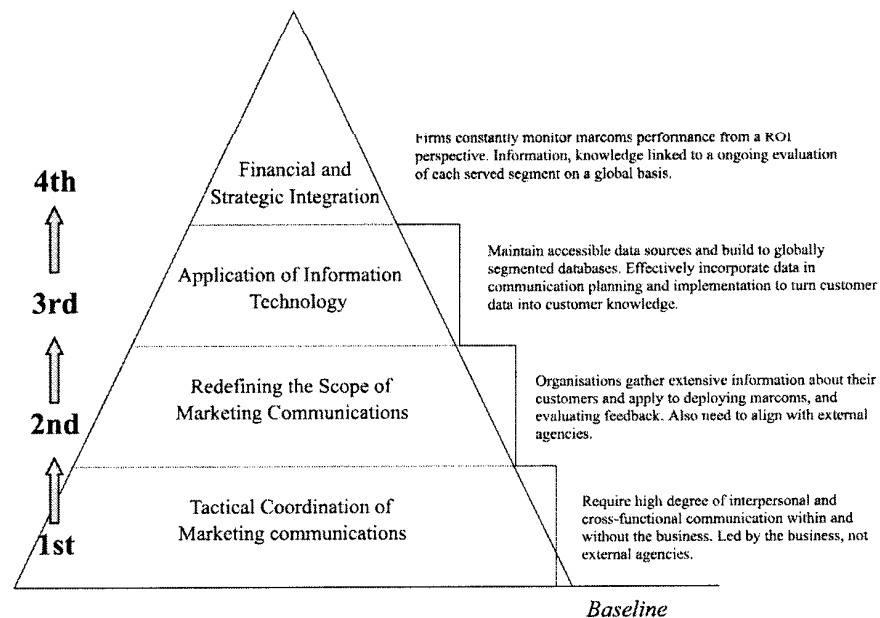


Figure 1.
Stages in IMC
development

Source: Schultz and Kitchen (2000a)

-
- (3) agency skills/talents, overall time/resources issues; and
 - (4) flexibility/modification issues.

Will agencies
ever “get” IMC?

Schultz (2000) saw structure – the way the firm is put together – as the most challenging problem of integration. He argued that the traditional command and control structures should be replaced by the quick-response model in new economy firms, and only when management starts to focus on outcomes rather than outputs do most of the integration problems go away. Schultz (2001) further noted that one of the problems with the current approach to marketing and marketing communications is probably the concept of a campaign, which is contrary to the customer-focused idea and the long-term relationship-building purpose of IMC, since campaigns are generally developed and executed for a limited time period to achieve some type of advantage during some timeframe. Although there are difficulties of ensuring the full integration of marketing communications and there are barriers to achieving final success of IMC, these difficulties and barriers will not be able to prevent people from trying, as the rewards of synergy and coherence are significant (Pickton and Broderick, 2001). Smith and Taylor (2002) further illustrated the merits of implementing IMC: IMC can create competitive advantage, and boost sales and profits, while saving time, money and stress. A unified message has more impact than a disjointed myriad of messages.

1423

Research method

In the preceding literature review, we examined the rise and development of the IMC concept that was born in the ever-changing marketing environment of the late 20th century. So, given a scenario where IMC is still undergoing development – both conceptually and in terms of practice – it was decided that a further exploratory study would be advantageous. Given that IMC has now become the dominant replacement term for “marketing communications” and “promotion”, a study with advertising agencies would seem to be necessary. Further, that public relations were increasingly being utilised for marketing purposes (i.e. via MPR) and that integrated approaches were considered valuable for corporate communications justified the same research instrument being applied to public relations agencies.

While this paper concerns perspectives generated from UK advertising and public agency management executives where the IPA (Institute of Advertising Practitioners) and PRCA (Public Relations Consultants Association) generously provided access to their membership and supported the study by an accompanying letter from their respective CEOs, the same study is also being conducted in the USA (by Schultz), Korea (by Ilchul and Han), and China (by Li). In the UK study, 120 named advertising agency executives were contacted and a response of 67 per cent was generated. Also, 80 named public relations executives were contacted, generating a response rate of 34 per cent. These responses are considered to be acceptable for a mail survey, but the usual caveats apply with a non-probability sampling technique:

- (1) the probability of each case being selected from a total population is unknown (Jankowicz, 2000);
- (2) purposive or judgement sampling allows personal judgement to be used to select cases that would best enable the research questions to be answered and meet the research objectives (Saunders *et al.*, 2000): thus, the logic of

distributing questionnaires to members of the IPA and PRCA was driven by the objectives of the study; and

- (3) though statistical inferences cannot be inferred about the characteristics of the sample, findings can nonetheless be generalised directly from the sample, but not beyond it, and certainly not on statistical grounds (Zikmund, 2000).

Thus, the objectives of this exploratory study were:

- (1) to explore perceptions of IMC and how it is implemented within and between advertising and PR agencies;
- (2) to examine how agencies coordinate and evaluate IMC;
- (3) to examine barriers to coordinated approaches; and
- (4) to examine barriers to evaluation.

Research findings

Demographic data

First, the survey was completed in the main by senior managers in both advertising and public relations agencies. Notable in Table I is the fact that many PR respondents consider themselves to be involved with advertising management. Table II shows UK agency revenues in 2000.

Levels of IMC implementation

This section indicates levels of implementation of integrated approaches to marketing communications by agencies on behalf of clients. Eighty-five per cent of respondents in UK advertising agencies and 89 per cent of PR agencies indicated that in 2001, they did offer IMC services to clients. Over 80 per cent of these respondents in both areas claimed that they had worked extensively on IMC campaigns for clients. Among other things, this finding would seem to dispel the notion that IMC was some type of managerial fad. If it is a fad, it is still perceived as of significant importance by these

Table I.
Main job responsibility
of UK respondents

Main job responsibility	Advertising agency (per cent)	PR agency (per cent)
Advertising management	70.6	88.4
Public relations management		
Creative	1.7	
Research	6.9	
Other	20.6	11.6

Table II.
UK agency revenue in
2000

Agency revenue in 2000	Advertising agency (per cent)	PR agency (per cent)
Less than £0.5 million	2.6	11.5
£0.5-1 million	11.8	26.9
£1-5 million	28.9	23.0
£5-10 million	22.4	15.4
Over £10 million	21.0	23.0

agencies and the client base they serve. Table III takes this further and shows that very few clients do not request or commission some type of integrated campaign. Thus, as seen in previous studies, the move toward integration – albeit sponsored and sustained by agencies of various kinds – is promulgated by clients requesting these types of services. Whether an integrated approach is controlled by one lead agency seems to depend on both the longevity of the relationship between client and agency and the corresponding degrees of trust.

Table IV outlines the services provided by advertising and public relations agencies to clients. These support the evidence from Table I that many PR agency executives are involved in advertising, among other functions. Given the pre-eminent focus on their own skill area (i.e. advertising and public relations) it seems evident that all agencies offer – or at least attempt to offer – expertise and services in all areas of the marketing communication mix. Please note that the “other” column in Table IV generated multiple responses. Virtually all agencies, where this response was selected, provided other services and functions that extend beyond the basic major communication activities listed above. For example, PR agencies included IMC programs, media planning and buying, event management, celebrity management, exhibitions, government affairs, design, recruitment, consultancy and telemarketing, while advertising agencies included design and print, customer relationship management, relationship marketing, point of sale design, design, client-based solutions, technology-based client solutions, brand consultancy and data marketing. Both groups claimed skills in creative overseas media, graphic design, and brand/corporate strategy and development. Despite this claim to overseas activities, only 63 per cent of advertising agencies and 51 per cent of PR agencies had access to overseas affiliates.

Clients request some type of “integrated campaign”	Advertising agency (per cent)	PR agency (per cent)
None	8.3	
Less than 50 per cent	61.6	65.4
Over 50 per cent	21.6	23.0
All	8.3	11.6

Table III.
UK clients requesting some type of “integrated campaign”

Services provided to clients	Advertising agencies	PR agencies	Total
Advertising	49 (64.4)	9 (34.6)	58 (56.8)
Public relations	17 (22.3)	23 (88.5)	40 (33.1)
Direct mail	37 (48.6)	7 (26.9)	44 (36.3)
Sales promotions	30 (39.4)	2 (7.7)	32 (31.3)
Internet	42 (55.3)	16 (61.5)	58 (56.8)
Other	21 (27.6)	31 (1.19)	52 (37.5)
Total	76 (74.5)	26 (25.4)	102 (100)

Note: Figures in parentheses are percentages

Table IV.
Services provided by UK agencies

An exploration of facets of IMC

Table V shows how agency executives responded to various statements concerned with what IMC was. Here, executives used a five-point scale, where 5 indicated strong agreement and 1 indicated weak agreement. The data provided here indicated strongest agreement with statement 1 concerning IMC as “coordination of communication disciplines”. For ad agencies, this was followed by agreement with the statement concerned with message uniformity and direct brand strategy. Some agency executives were starting to see IMC as a “strategic brand business process”. Comparing these findings with Figure 1 concerning IMC development stages would indicate that as far as agencies are concerned, IMC is simply about coordinating communication areas (i.e. the first stage of IMC development). However, despite the slight variation in mean ratings there is no statistical difference between any of the findings. This would seem to indicate the need for further research work using interviews rather than questionnaires as the *modus operandi*. It is worth noting that all agencies regard IMC as important overall. Table VI indicates the importance of various communication tools in developing an “integrated campaign”.

As might be anticipated, although each agency places a high importance on its own specialist service, they also emphasise the importance of utilising other promotional mix elements as needed. It is interesting that direct mail received a higher importance rating from both agency groups than the Internet. However, each element is rated in terms of importance, and the point was made by various respondents that the promotional mix depends entirely on the brief, objectives and instructions given by clients. Please note that both direct mail and sales promotion are of significant importance to both agency groups – a reflection of the global move to below-the-line activities.

Table VII attempts to rate the importance of various other factors in developing a successful IMC campaign. This reflects and supports earlier findings from the literature of a move towards outside-in or consumer-driven communication, followed by consistency in campaign strategy, then client understanding of IMC. At best these findings support stages 1 and 2 of IMC development shown in Figure 1.

Table VIII shows the ever-present “turf battles” over who controls the development of IMC campaigns for clients. It is a fair reflection of singular points of view. Each PR and ad agency may well be commissioned by clients to develop an IMC campaign and would ostensibly be “in control”. The real “controller” in each case is the client who commissions the campaign. At best, the controller is the party nominated for the purpose (i.e. who best understands the brand and the requirements for integration).

Table V.
Agreement with various
statement concerning
IMC

	Advertising agencies		PR agencies	
	Mean	SD	Mean	SD
1. Coordination of communications disciplines	4.1	1.5	4.1	1.5
2. A way to organise the business or firm	3.0	2.2	2.5	1.8
3. A way to develop and direct brand strategy	3.7	1.3	3.4	1.1
4. Deliver unified messages	3.8	1.5	3.6	1.6
5. Coordination of advertising and PR programs	3.0	1.8	3.4	2.2
6. Strategic brand business process	3.5	1.7	3.8	1.7

	Mean	SD	Will agencies ever "get" IMC?
<i>Advertising</i>			
Advertising agencies	6.48	0.76	
PR agencies	5.23	1.51	
<i>Public relations</i>			
Advertising agencies	5.82	1.28	1427
PR agencies	6.32	0.84	
<i>Sales promotions</i>			
Advertising agencies	5.48	1.26	
PR agencies	4.23	1.66	
<i>Direct mail</i>			
Advertising agencies	5.91	1.07	
PR agencies	4.90	1.61	
<i>Personal sales</i>			
Advertising agencies	4.64	1.85	
PR agencies	4.57	1.86	
<i>Internet</i>			
Advertising agencies	5.20	1.66	
PR agencies	4.67	1.80	

Note: A seven-point Likert scale was used, where 7 = extremely important

Table VI.
The importance of communication tools in developing an IMC campaign

	Mean	SD	
<i>Focusing the campaign on the customer</i>			
Advertising agencies	6.54	0.87	
PR agencies	5.77	1.00	
<i>Consistent campaign strategy</i>			
Advertising agencies	6.43	0.70	
PR agencies	6.23	1.00	
<i>Management of the various agencies</i>			
Advertising agencies	5.56	1.15	
PR agencies	5.73	1.20	
<i>The client's understanding of IMC</i>			
Advertising agencies	6.17	1.03	
PR agencies	5.88	1.10	

Note: 7 = strong agreement, 1 = weak agreement

Table VII.
Importance of factors in developing successful IMC campaigns

Who controls the development of the IMC campaign?	UK advertising agencies (per cent)	UK PR agencies (per cent)	
Client	24.7	27.0	
Advertising agency	46.6	16.2	
PR agency	5.5	35.1	
Other	23.3	21.6	

Table VIII.
Developmental control of IMC programs

Therefore, each campaign depends upon marketing needs and the specific project under consideration, and would probably be different for each client.

Table IX prioritises the effects that may occur as a result of close cooperation and coordination between advertising and PR agencies in the development and execution of an IMC campaign. These effects are perceived slightly differently among those who responded. The remarkable finding here is that in all cases communications effectiveness would seem to be negatively impaired by working with other agencies, while all other factors are positive. Again, while the move toward integration demands interaction and coordination with different agencies supplying different facets of a communication solution, such interaction may produce problems for the agencies concerned.

Table X develops the findings from Table IX in tackling the issue of coordinating the work of different agencies working on the same integrated campaign. This would

Table IX.
The effects of an IMC campaign

	Advertising agencies		PR agencies	
	Mean	SD	Mean	SD
Increased communications effectiveness	2.23	2.01	1.76	1.6
Cost savings	3.49	1.28	3.33	1.2
Improved decision making	3.22	1.14	3.04	1.3
Clearly defined roles, etc.	3.33	1.40	3.57	1.1
Client response to environmental change	2.33	2.16	3.52	1.3

Note: 5 = strong effects, 1 = weak effects

Table X.
Difficulty in coordinating the work of advertising and PR agencies

	Mean	SD
<i>Involvement of client's top management</i>		
Advertising agencies	2.88	1.79
PR agencies	2.84	1.81
<i>A drive to increase your existing budget</i>		
Advertising agencies	3.45	1.62
PR agencies	3.88	1.92
<i>Controlling other participating agencies</i>		
Advertising agencies	4.48	1.51
PR agencies	4.67	1.20
<i>Being controlled by the main agency</i>		
Advertising agencies	4.07	1.72
PR agencies	4.80	1.61
<i>Turf battles among the participating agencies</i>		
Advertising agencies	4.85	1.58
PR agencies	4.80	1.65
<i>Different organisational structures between participating agencies</i>		
Advertising agencies	4.05	1.48
PR agencies	4.00	1.70
<i>Different corporate cultures between participating agencies</i>		
Advertising agencies	4.59	1.33
PR agencies	4.04	1.60

Note: 5 = greatest difficulty, 1 = least difficulty

support the perspective that the greatest problem in developing and delivering integrated campaigns may well be the relationship between differing agencies attempting to work together. Plainly, one agency or the client has to accept or assume this responsibility for coordination from the start.

Table XI shows that the majority of ad and PR agencies are compensated by temporary or project fees, followed by retained commissions. A few agencies are compensated by actual campaign performance. Table XII shows that the services provided by the majority of agencies tend to be "full service".

Will agencies ever "get" IMC?

1429

Measuring effectiveness

The tables which follow indicate that attempts are being made to measure IMC campaign effectiveness rather than the effects of individual components of a campaign. Ad agencies claim to do this on a more coherent basis than PR agencies (see Table XIII). However, many respondents raised questions about IMC campaign measurement, and more qualitative research is needed to assess this issue in greater depth. The cost of such measurement is the responsibility of the client, though in many cases it is delegated to agencies on a fee basis, or as part of the retainer (see Table XIV). Far more PR agencies than ad agencies see the measurement function as being shared between all parties.

Table XV illustrates the very great need of agencies to develop some type of standardised measuring metric. While these have been proposed in the literature (see, for example, Schultz and Kitchen, 2000a, b), the agencies need to have a metric that works for them and is acceptable to clients. The current "best measuring methods" are

Type of compensation arrangements	Advertising agencies (per cent)	PR agencies (per cent)
Temporary or project	50.0	63.3
Commission (retainer)	21.4	16.6
Performance	14.3	6.66
Other	14.3	13.3

Table XI.
The type of compensation arrangements UK agencies have with IMC clients

Agencies' major relationship with clients	Advertising agencies (per cent)	PR agencies (per cent)
Project based	13.1	20.1
Partial service	13.1	24.1
Full service	68.9	51.7
Other	4.9	3.5

Table XII.
UK agencies' major relationships with clients

Do you measure the effectiveness of an IMC campaign?	Advertising agencies (per cent)	PR agencies (per cent)
Yes, always	48.3	26.9
Yes, sometimes	38.3	61.6
No, not at all	13.3	11.6

Table XIII.
UK agency measurement of IMC campaign effectiveness

related either to financial or behavioural effects, and these relate to the integration of communication with financial and behavioural objectives, suggesting at least an uneasy liaison between finance and marketing/communications (see Table XVI). UK ad agencies stated that measurement always "depends on objectives". Most ad agencies used brand awareness scores of one type or another; some used a mixture of all three main methods. Meanwhile, PR agencies stated that sales increase is best, but that there too many other influencing factors to truly measure, it depends again on the objectives set, and ROI comes second. Communication objectives must be clearly defined to show tangible success or failure. Again, this would depend on the role of specific communication programs. This range of issues relating to measurement stimulated numerous qualitative comments from both groups.

The development and expansion of marketing communication service agencies

Table XVII shows the dynamic nature of the communications service industries. Both advertising and PR agencies expect there to be more communication service agencies in the future. Advertising agencies see their services expanding to cover other marketing communications areas, while the PR agencies are not so ebullient. PR agencies are positive about their own role in the future, but this may be because PR extends well beyond the marketing PR role alongside other promotional mix areas. Despite reluctance and problems in working alongside other agencies, more work of this type is anticipated. The issues of control are reiterated in that advertising agencies will accept performance-based compensation if they can control integrated campaigns.

	Who is responsible for the measurement cost?	UK advertising agencies (per cent)	UK PR agencies (per cent)
Table XIV. Measurement cost responsibility	Client	61.0	52.0
	Agency	13.6	8.0
	Shared	18.6	36.0
	Other	6.8	4.0

	Do you have a standardised measuring metric?	UK advertising agencies (per cent)	UK PR agencies (per cent)
Table XV. Standardised measurement metric	Yes	7.4	22.7
	No	92.6	77.3

	Best measuring method	UK advertising agencies (per cent)	UK PR agencies (per cent)
Table XVI. Best measuring method	Return on investment	41.0	13.6
	Communication level	16.6	27.2
	Sales increase	28.2	18.2
	Other	14.1	40.1

	Mean	SD	Will agencies ever "get" IMC?	
<i>More marketing communications service agencies will develop</i>				
Advertising agencies	4.79	1.66	1431	
PR agencies	4.72	1.50		
<i>Advertising agencies will expand their services to other marketing communications areas</i>				
Advertising agencies	5.46	1.10		
PR agencies	5.23	1.52		
<i>PR agencies will expand their services to other marketing communications areas</i>				
Advertising agencies	3.69	1.37		
PR agencies	4.88	1.33		
<i>Clients will use one major advertising agency in the future</i>				
Advertising agencies	3.74	1.56		
PR agencies	3.73	1.21		
<i>Clients will use one major PR agency in the future</i>				
Advertising agencies	4.52	1.54		
PR agencies	4.31	1.17		
<i>Clients will use several marketing communications service agencies in the future</i>				
Advertising agencies	4.97	1.56		
PR agencies	4.81	1.35		
<i>Agencies will cooperate more in providing integrated services for their clients</i>				
Advertising agencies	5.60	1.14		
PR agencies	5.38	1.22		
<i>Agencies will accept performance-based compensation if they can lead the campaign</i>				
Advertising agencies	5.08	1.34		
PR agencies	4.62	1.42		

Note: 7 = strong agreement, 1 = weak agreement

Table XVII.
Development of
marketing
communication agency
services

Discussion in light of the exploratory objectives

Perceptions of IMC and implementation in advertising and PR agencies

IMC or integrated approaches to marketing communications are frequently sought by client organisations. Based on this factor alone it behoves agencies to take such an approach seriously. To this degree, we have seen that agencies are diversifying and expanding the promotional services they offer to clients, and these services are increasingly integrated. Clients seek solutions to communication problems, and the resolution of these problems are often client-driven and customer-focused. Thus, IMC appears to be more than a passing fad. Whether it amounts to moving toward the upper levels of Figure 1 (i.e. away from tactical juxtaposition and outside-in promotion) remains to be seen.

How agencies coordinate and evaluate IMC

There is a significant requirement placed on agencies of both types to work with other agencies in developing and implementing integrated solutions for clients. There are problems in this type of liaison as agencies would much prefer to work either solo or with trusted colleagues. Hence, the move to take all services in-house. We note that this move is much more pronounced for advertising agencies which are in the process of becoming communications agencies than it is for PR agencies who operate in a wider

dimension in communicating with diverse stakeholders. Table IV shows the strongest agreement that IMC is about “coordinating communication disciplines”, and least agreement with the idea of IMC being a “strategic business process”. In the UK, therefore, IMC would still appear to be at the earliest stages of its life-cycle. There is a major problem with evaluating or measuring integrated campaigns. As in the previous UK study (Kitchen and Schultz, 1998, 1999), evaluation remains the major stumbling to IMC advancement. Admittedly, ways have been found, but these invariably depend on behavioural or ROI outcomes, outcomes which depend on significant investment in database infrastructure and allocating resources against clearly defined customer segments. Of all the areas explored, this remains one area where significant research and time is needed to find measurement devices or metrics that will be acceptable to agencies and clients alike.

Barriers to coordinated approaches

The following barriers are evident:

- the measurement/evaluation issue (see previous discussion); and
- the structure and relationship between agencies servicing campaigns, which implies time and relationships of trust between client and agency, and within and between agencies.

A further barrier is the perception of agency executives in the sample that clients have not moved past stages 1 and 2 of IMC development (see Figure 1). If IMC is to be no more than tactical juxtaposition or outside-in, then this implies that few client organisations are willing to invest in database technological development or restructuring to allow ROI or ROCI measurements. If further development does not take place within client organisations, then IMC may well remain the stated norm in literature and practice, but development toward integrated marketing will probably be a form of rhetoric rather than a deeply held philosophy.

Managerial implications

As seen in this paper, agencies still do not utilise IMC fully. They continue with that which they are tasked to do, which means wallowing around in stages 1 and 2 of Figure 1. There is no evidence that agencies have taken up stage 3, and thus they never can move to stage 4. Given their responses to the questions asked in the present study, the prospects seem dim indeed in relation to future development. Since they are essentially project-driven and coordination continues to be difficult, and their primary interest is in getting clients to buy more of what they currently do, or can add on, it appears that agencies can never do the job of integration. They can assist in the process of integrating communications, or promotional mix elements, but the real task is how to integrate the marketing organisation (the clients). This is where the real value of IMC lies.

Marketing organisations cannot depend on agencies to do IMC for them, save in the straightforward manner of stages 1 and 2, no matter how integrated they claim to be. As Caywood *et al.* (1991) found in the original study, integration – if it is to happen at all – has to come from the marketing organization. Thus, all the agency-generated terminology such as “media-neutral”, “integrated services”, “multi-media platforms” and the like can be ignored. Marketing organisations must be integrated first, and then specific tasks can be handed over to agencies. The expectation that agencies can

integrate communications programs is wrong. The findings here demonstrate that both advertising and PR agencies are project-driven. Therefore, if marketing organisations are themselves integrated, they should easily be able to provide the services needed.

Will agencies
ever “get” IMC?

Conclusion

This study has revealed some interesting findings in relation to IMC, admittedly from a small sample base. While the findings cannot be extrapolated to a general population of advertising and public relations agencies, they are indicative of certain trends in this recently developed topic.

1433

- (1) As indicated in the review of literature, there is strong evidence that agency practitioners know what IMC is, how it can be operationalised on behalf of clients, and its relative strengths and weaknesses.
- (2) This knowledge appears to be anchored in stages 1 and 2 of IMC development as indicated in Figure 1. This implies some progress beyond simple juxtaposition toward adopting an outside-in perspective, where to some degree consumers and customers' needs become a driving force leading to appropriate communications.
- (3) The weakness of IMC still lies in the apparent inability of agencies to measure behavioural outcomes. Measurement, or evaluation, represents an additional cost to clients. Given that clients should have built up detailed behavioural databases of consumer segments over time, it would be most unreasonable to assume that agencies would be allowed access to these unless a strong relationship of trust built over time had been developed.
- (4) An interesting slant from the research findings has relevance not only for marketing communications *per se*, but also for marketing as a discipline. That is that if firms are now moving toward juxtaposition or alignment of promotional mix elements, this can be done without recourse to consumers, customers, or their needs. In other words, in so far as promotion as a synonym for marketing communications is concerned, most businesses still adopt an inside-out approach. Inside-out approaches resonate with product, production, and sales orientation, orientations which – as seen from the current marketing literature – were apparently fossilised in the sedimentary strata of business history. It is only in stage 2 of IMC evolution that the marketing concept begins to be of real relevance.

Overall, it would seem that integrated marketing communications have come a long way from their roots in the early 1990s. A concept, or idea, has become common parlance in the eyes of practitioners and the academic literature. While it will be interesting to compare and contrast these findings across the countries concerned, as far as the UK is concerned, integrated approaches to communications are vibrantly alive and well, admittedly driven by client needs, and are now moving into the second stage from the simplified first. As to whether further progress is made, we shall see.

References

- Belch, G.E. and Belch, M.A. (2001), “Advertising and Promotion”, 5th ed., McGraw-Hill/Irwin, New York, NY, pp. 10, 78-79.

- Caywood, C., Schultz, D. and Wang, P. (1991), "Integrated marketing communications, a survey of national consumer goods advertisers", unpublished paper, Medill School of Journalism, Northwestern University, Evanston, IL.
- Chanwook, P. (2001), "A study of the development of multi-item scales for IMC construct", *The Korea Journal of Advertising*, Vol. 12 No. 2.
- Cornelissen, J.P. and Lock, A.R. (2000), "Theoretical concept or management fashion? Examining the significance of IMC", *Journal of Advertising Research*, Vol. 40 No. 5, pp. 7-15.
- Dozier, D. and Lauren, M. (1990), "Antecedents and consequences of marketing imperialism on the public relations function", paper presented to the Annual Convention of the Association for Education in Journalism, Minneapolis, MN.
- Duncan, T. (2002), *IMC: Using Advertising and Promotion to Build Brands*, McGraw-Hill, New York, NY.
- Duncan, T. and Caywood, C. (1996), *The Concept, Process, and Evolution of Integrated Marketing Communication*, Laurence Erlbaum Associates, Hillsdale, NJ.
- Duncan, T. and Everett, S.E. (1993), "Client perceptions of integrated marketing communications", *Journal of Advertising Research*, Vol. 33 No. 3, p. 30.
- Eagle, L. and Kitchen, P.J. (2000), "IMC, brand communications, and corporate cultures client/advertising agency co-ordination and cohesion", *European Journal of Marketing*, Vol. 37 No. 1, pp. 667-86.
- Eagle, L., Hyde, K., Fourie, W., Padiseti, M. and Kitchen, P.J. (1999), "Perceptions of integrated marketing communications among marketers and advertising agency practitioners in New Zealand", *International Journal of Advertising*, Vol. 18 No. 1, pp. 89-119.
- Fill, C. (2002), "Marketing Communications: Contexts, Strategies and Applications", 3rd ed., Pearson Education, Harlow, pp. 457-81.
- Gould, S.J. (2000), "The state of IMC research and applications", *Journal of Advertising Research*, Vol. 40 No. 5, pp. 22-3.
- Gould, S.J., Lerman, D.B. and Grein, A.F. (1999), "Agency perceptions and practices on global IMC", *Journal of Advertising Research*, Vol. 39 No. 1, pp. 7-20.
- Gronstedt, A. and Thorson, E. (1996), "Five approaches to organize an integrated marketing communications agency", *Journal of Advertising Research*, Vol. 36 No. 2, pp. 48-58.
- Hutton, J. (1995), "Integrated marketing communications and the evolution of marketing thought", paper presented to the American Academy of Advertising Annual Conference.
- Ilchul, K. (1998), "Applicability study of IMC in Korea", unpublished thesis, Dongeui University, Seoul.
- Ilchul, K., Dongsu, H. and Schultz, D.S. (2003), "Understanding the diffusion of IMC", *Journal of Advertising Research*, submitted.
- Jackson, M.G. (2000), "Systems Approaches to Management", Kluwer Academic/Plenum Press, New York, NY, p. 110.
- Jankowicz, A.D. (2000), *Business Research Projects*, 3rd ed., Thomson Learning, London.
- Jenkinson, A. and Sain, B. (2004), "Integrated marketing: a new vision", in Kitchen, P.J. (Ed.), *Marketing Mind Prints*, Palgrave-Macmillan, Basingstoke, in press.
- Kallmeyer, J. and Abratt, R. (2001), "Perceptions of IMC and organizational change among agencies in South Africa", *International Journal of Advertising*, Vol. 20 No. 3.
- Kitchen, P.J. and Schultz, D.E. (1998), "IMC: a UK ad agency perspective", *Journal of Marketing Management*, Vol. 14 No. 2, pp. 465-85.

-
- Kitchen, P.J. and Schultz, D.E. (1999), “A multi-country comparison of the drive for IMC”, *Journal of Advertising Research*, Vol. 39 No. 1, pp. 21-38.
- Kotler, P. (2000), “Marketing Management”, 10th ed., Prentice-Hall International, London, p. 7, 19.
- Kwangwoon, K. and Ilchul, K. (1982), *Social Science Study Methodology*, Parkyoungsa, Seoul.
- Levinson, J.C. (2001), “Integrated marketing, executive excellence”, *Provo*, Vol. 18 No. 11, pp. 9-10.
- Low, G. (2000), “Correlates of integrated marketing communications”, *Journal of Advertising Research*, Vol. 40 No. 2.
- Lu, T.H. (2001), *Marketing in China* (in Chinese), Guangzhou Publishing House, Guangzhou, pp. 25-7.
- McArthur, D. and Griffin, T. (1997), “A marketing management view of integrated marketing communications”, *Journal of Advertising Research*, Vol. 37 No. 3.
- Miller, D. and Rose, P.B. (1994), “Integrated communications: a look at reality instead of the theory”, *Public Relations Quarterly*, Vol. 39 No. 1, p. 13.
- Moriarty, S.E. (1994), “PR and IMC: the benefits of integration”, *Public Relations Quarterly*, Vol. 39 No. 3, p. 38.
- Nowak, G.J., Cameron, G.T. and Delorme, D. (1996), “Beyond the world of packaged goods: assessing the relevance of integrated marketing communications for retail and consumer service marketing”, *Journal of Marketing Communications*, Vol. 2 No. 1, pp. 173-90.
- Pettigrew, L.S. (2001a), “If IMC is so good: why isn’t it being implemented?”, *Journal of Integrated Communications*, No. 35.
- Pettigrew, L.S. (2001b), “If IMC is so good: why isn’t it being implemented?”, *Journal of Integrated Communications*, No. 36.
- Pickton, D. and Broderick, A. (2001), *Integrated Marketing Communications*, Pearson Education, Harlow, p. 3.
- Prensky, D. (1996), *Integrated Marketing Communication: An Organizational Perspective*, Lawrence Erlbaum Associates, Hillsdale, NJ.
- Rose, P.B. (1996), “Practitioner opinions and interests regarding integrated marketing communications in selected Latin American countries”, *Journal of Marketing Communications*, Vol. 2 No. 1, pp. 125-39.
- Saunders, M., Lewis, P. and Thornhill, A. (2000), *Research Methods for Business Students*, Pearson Education/Prentice-Hall, Harlow.
- Schultz, D.E. (2000), “Structural flaws dash marcom plans”, *Marketing News*, Vol. 34 No. 18, p. 9.
- Schultz, D.E. (2001), “Campaign approach shouldn’t exist in IMC”, *Marketing News*, Vol. 35 No. 14, p. 8.
- Schultz, D.E. and Kitchen, P.J. (2000a), *Communicating Globally: An Integrated Marketing Approach*, Macmillan, Basingstoke, p. 3, 32, 62, 188.
- Schultz, D.E. and Kitchen, P.J. (2000b), “A response to ‘Theoretical concept or management fashion’”, *Journal of Advertising Research*, Vol. 40 No. 5, pp. 17-21.
- Schultz, D.E., Tannenbaum, S.I. and Lauterborn, R.F. (1993), *Integrated Marketing Communication: Put It Together and Make it Work*, NTC Business Books, Chicago, IL, p. 46.
- Semenik, R.J. (2002), *Promotion and Integrated Marketing Communications*, Thomson Learning, London, p. 29, 545.
- Shimp, T.A. (2000), *Advertising, Promotion, and other Supplemental Aspects of Integrated Marketing Communications*, 5th ed., Dryden Press, Hinsdale, IL, p. 19, 22, 29.

- Smith, P.R. and Taylor, J. (2002), *Marketing Communications: An Integrated Approach*, 3rd ed., Kogan Page, London, p. 4, 10, 17, 163.
- Spotts, H.E., Lambert, D.R. and Joyce, M.L. (1998), "Marketing déjà vu: the discovery of integrated marketing communications", *Journal of Marketing Education*, Vol. 20 No. 3, pp. 210-18.
- Tortorici, A. (1991), "Maximizing marketing communications through horizontal and vertical orchestration", *Public Relations Quarterly*, Vol. 37 No. 1.
- Wightman, B. (1999), "Integrated communications: organisation and education", *Public Relations Quarterly*, Vol. 44 No. 2, pp. 18-22.
- Zikmund, W.G. (2000), *Business Research Methods*, 6th ed., Dryden Press/Harcourt College Publishers, Orlando, FL, p. 105.