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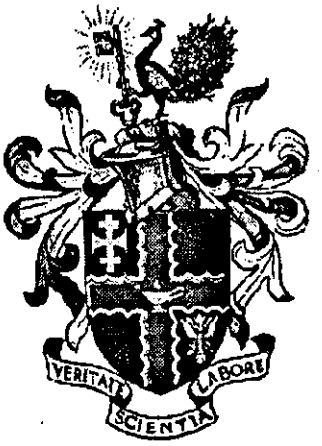
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Some Dimensions of Integration Between Packaging and Magazine Advertising

by

Miss Ying Leng Chiew

A Masters Thesis

Submitted in Fulfilment of the

Requirements of the Awards of

Masters of Philosophy of the
Loughborough University of Technology

7th December 1995

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Synopsis

Integrated marketing communications(IMC) has been recognised as an important concept in today's marketing. The benefits of an IMC concept has been acknowledged by marketers as an effective tool to achieve higher return in investments and a better management control within the organisation. However, there is still a lack of empirical data for operating IMC concepts in an organisation. This is due to the diversity of what IMC involves. The main purpose of this research is examine some dimensions of IMC, that is to examines the level of integration between packaging and magazine advertising.

The aims of this research fall into five parts. Firstly, to examine some of the integration between packaging and magazine advertising relating to verbal claims and visual stimuli. Secondly, to examine the potential difficulties in the level of co-ordination of responsibility assigned by an organisation internally (such as inter-departmental communications) in setting packaging and magazine advertising objectives. Thirdly, to examine the potential difficulties in the level of co-ordination of responsibility assigned by an organisation externally (such as communications with external agencies) in setting packaging and magazine advertising objectives. Fourthly, to identify the level of association between satisfaction with integration and its importance in contributing to profits and market shares by integrating packaging and magazine advertising. A postal questionnaire was designed to analyse the above mentioned areas. The final areas for this research is to analyse the strategies between brand leader and brand followers in integrating packaging and magazine advertising elements. This was accomplished by a content analysis on the marketing stimuli such as verbal and visual elements used in both packaging and magazine advertising.

At the aggregate level, the finding of this research indicates that there is evidence of integration between packaging and magazine advertising within the food products. It

also indicates the brand followers are appeared to follow the brand leader integration strategies. However, at the product level, it is more specific. i.e. more variation. Co-ordination of responsibility is mostly assigned to a single person in setting packaging and magazine advertising objectives. However, different levels of responsibility are often assigned to external firms by an organisation i.e. there is a great potential difficulty for the companies to co-ordinate responsibilities assigned to the external firms in setting objectives between packaging and magazine advertising. The results also indicate that satisfaction with integration is associated with the level of beliefs of profits and market shares contributed to that integration.

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CHAPTER 1

1) INTRODUCTION

According to Shimp (1986), the trend toward integrated marketing communication - the co-ordination of advertising, public relations, sales promotion, point-of-purchase communications, direct marketing and other elements of a brand's marketing - is one of the most important developments of the 1990s. Spencer Palvoukas, the chairman of Lintas (1990) remarked that 'The marketer who succeeds in the new environment will be the one who can co-ordinate the communications mix so tightly that an individual can look from [advertising] medium to medium, from programme event to programme event, and instantly see the brand is speaking in one voice'.

Schultz (1993) pointed out that 'integrated marketing communication is both a concept and a process which can be practised at various levels of sophistication.' However, the basic concept of IMC is fairly simple, it is a means of achieving synergy. In marketing, this means that when all the brands and corporate messages are strategically co-ordinated, the effect is greater than when advertising, sales promotion, marketing PR, packaging etc. are planned and executed independently. Duncan and Everett (1993) further claimed that integrated marketing communications is about integrating the various specialised communication functions that have previously operated with various degrees of autonomy within an organisation, such as advertising and sales promotions, advertising and public relations, advertising and direct marketing etc.

Prior to integrated marketing communications, companies often treated communication elements as virtually separate activities, whereas current marketing philosophy considers that integration may be regarded as a vital element for success.

The force driving toward integrated marketing communications is mainly due to advances in technology and fragmentation of the media.

(1) Advances in Technology - The growth of technologies such as electronic communication and advanced computing has opened up new opportunities in communications. This advance in technologies allows the consumers in today's market to have a vast number of ways to gather and obtain information about products, services, companies and organisations. The advent of scanners and computers, and the ability of computer to manipulate millions of pieces of data in only a few seconds, enable the capturing and storing of consumers' purchase data. This allows the marketers to analysis the market more deeply. Technologies enhance two-way communications between the consumer and the marketer. The feedback obtained from the consumers allows the marketer to store all the information from the consumers in computers and to form a database to facilitate future marketing planning. This has been recognised as the initial stage of IMC i.e. database integration (Raulas and Vepsalainen, 1994). The product message from the marketer can be easily conveyed to the consumers through all sorts of communication channels. A diagram of a two-way communications model is shown below.

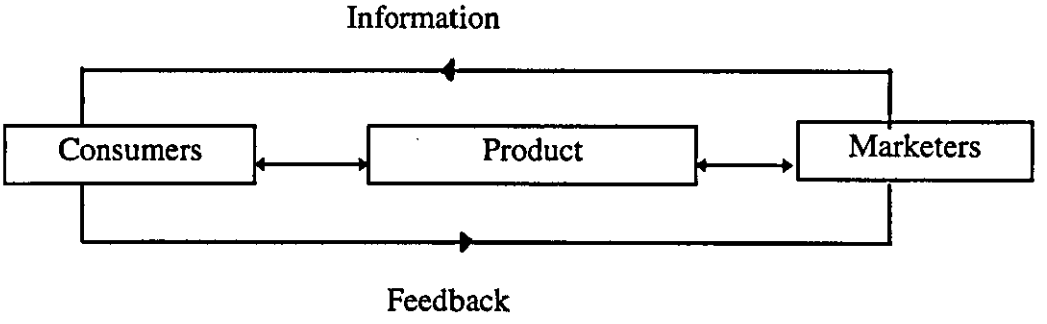


Figure 1.1: Two-way Communications Model

(2) Fragmentation of Media - The fragmentation of media has opened up many channels of information delivery to the consumers. As the media has become more numerous, there are more and more media to which consumers are exposed. In other words, the more media the consumer is exposed, the greater the likelihood of product confusion will be. One contributory theory is that consumers do not discriminate where and how the information are come from, and tend to 'lump' together all the information they can get on a particular product (Schultz, Tannenbaum and Lauterborn, 1993). In this case, it requires the marketer to create a clear, consistent and concise message about the product to all the channels that reach the consumer, i.e. IMC .Without this the consumer may become confused about the marketer's product and will not remain loyal to the product brand.

Since integrated marketing communications is regarded as an important concept in today's marketing, it was felt that it would be of value to investigate the extent of integration between specific marketing communication functions. Given the time constraints of this research and the fact that integrated marketing communications is a enormous area to explore (ranging from a somewhat narrow focus to one permeating the entire organisation and driving everything it does both internally and externally), the aim of this research intends to focus on some dimensions of integration between packaging and magazine advertising. It is hoped that at the end of this research, some useful issues will contribute to the subject on integrated marketing communications.

Packaging was selected because it has often been treated separately from marketing communication planning but it has now become recognised by many marketers as an important marketing communication function (Rod, 1990). The increase in the importance of packaging is because the retail environment has undergone drastic changes since the 80s, consumers shopping habits have been influenced by the changes in retail environments such as one -stop self service retail outlets. They tend

to do weekly shopping in one supermarket rather than visiting a few local stores for their groceries. This changing trend has increased the level of competition among marketers in order for them to sell their products. Packaging in this area plays an important role for the marketers who want to sell their products across this highly competitive environment. This is because, packaging is often regarded as the 'silent salesperson' at the point-of-purchase, A distinctive packaging with attractive graphics or slogan on pack or special packaging design (such as triangular or oval shape etc.) can be served as a powerful communication that can influence a purchaser's attention (Larson, 1989).

Magazine advertising was selected because it is one of the media that marketers use to advertise their products. Statistical data indicated that there has been significant increased in readership performance of magazine among UK consumers over the past ten years (refer to appendix 13). A piece of research carried out by the IPC group conducted in 1994 on readership recall also found that magazines can be more effective than television (Anonymous, 1994). Upon this, the advantages of magazine advertising may provide selectivity for marketers to send their product message to the particular targeted groups. For example, food manufacturers like to advertise their products in food magazines such as Family Circle, Healthy Eating etc.. This has allowed the marketers to target on women or housewives who are interested in cooking. The editorial content of magazine advertising also enables them to influence the consumers' moods and their receptivity of advertisements, such as when a woman reads Better Home and Gardens, her thoughts may direct towards her home and family. Whereas when she reads Newsweek, she may direct her thoughts on things outside the home such as entertainment, sports etc.

The importance of integrating packaging and magazine advertising may suggest that there is a close interrelationship between advertising and packaging components in marketing. This is because if the packaging components such as colours, pictures,

verbal claims are integrated with those featured in magazine advertising, it will easily arouse or draw consumers' attention at the point-of-purchase to retrieve aspects of the advertisement whenever they have contact with the product. This form of integration is extremely important in those product categories that possess little physical differentiation such as breakfast cereals. A close co-ordination of packaging and magazine advertisement may also helps to recall, remind and reinforce the brand values and attributes for a consumer at the point-of-purchase. It has been suggested that the proper use of integrating packaging with advertising will lead to an increase in sales, volume and market share (Tobolski, 1994).

Therefore, the main objectives of this research are

(1) to find out the degree of integration level between packaging and magazine advertising.

(2) to analyse the potential difficulties in the level of co-ordination of responsibilities assigned to integrate packaging and magazine advertising by an organisation internally such as inter-departmental communications.

(3) to analyse the potential difficulties in level of co-ordination of responsibilities assigned to integrated packaging and magazine advertising by an organisation externally such as communication with the external agencies.

(4) to investigate the strategies applied by the brand leaders and the brand followers in integrating packaging and magazine advertising.

(5) to determine the association level between satisfaction with integration and its importance in contributing to profit and market share gained by integrating packaging and magazine advertising.

This research paper is presented in five chapters. The first chapter consists of a brief introduction to the research. It is followed by chapter two which consists of a current literature review and the theoretical framework as well as the formulation of hypotheses. Chapter three consists of the methodology and the survey framework of the research. This is followed by chapter four which is the data interpretation and results. Finally, chapter five will be the discussion and the conclusion of the research.

CHAPTER 2

1) LITERATURE REVIEW

This section is based upon secondary research. The existing literature on integrated marketing communications is reviewed. Particular emphasis on the level of integration between packaging and advertising is explored.

Literature on integrated marketing communications is sometimes referred to different terms (e.g. Orchestration, New Advertising, Seamless Communications etc.). This research is distinctive from other researches in integrated marketing communications because it focuses on packaging and magazine advertising. There have been few studies in this area and the extent of integration between packaging and advertising has not been fully documented in academic literature. This chapter will review and highlight the current literature in some areas within integrated marketing communications. The outcome resulting from the review will be used to support the argument that there is a 'gap' within the literature which could be partially 'filled' by integrating packaging and advertising as in integrated marketing communications concepts. This will be discussed in the later sections.

1.1) AN OUTLINE OF THE LITERATURE REVIEW

This literature review will cover the following areas :

1. An overview of the definitions of IMC concepts.

2. An identification of the importance of IMC concept.

3. An identification of the benefits of applying IMC concepts in an organisation.

4. An identification of the importance of packaging and magazine advertising in marketing communications.

5. A summary of the findings and outcomes of the literature review.

Each of these will be systematically reviewed in the remainder of this chapter.

1.2) AN OVERVIEW OF THE DEFINITIONS OF IMC CONCEPTS

Arriving at a definition of IMC could be difficult because it is both a concept and a process, and the degree of integration within each dimension can vary greatly (Duncan and Everett, 1993). Fortunately, many market researchers have made contribution to in this particular area and they have been able to develop some definitions for integrated marketing communications. Below is an overview of these definitions.

The first definition for IMC was cited by the American Association of Advertising Agencies (Schultz 1993a).The group saw IMC from the inside-out approach, in which the planning is done on the basis of financial analysis with sales, marketing, and even profit goals set in isolation of the customers. They defined integrated marketing communications (1984) as a '*concept of marketing communications planning that recognises the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines - for example, general advertising, direct response, sales promotion, and public relations - and combines these disciplines to provide a clarity, consistency, and maximum communication impact.*'

In contrast, Schultz et al (1993) looked at IMC from the outside-in approach, that is, they started from the customer and prospect point of view. They tried to define what the customers and prospects wanted and needed. They then matched their products or services to those wants and needs, and tailored a suitable communication programme directly to the customers and prospects in order to satisfy them. This approach defined IMC as '*the process of developing and implementing various forms of persuasive communications programmes with customers and prospects over time.*

The goal of IMC is to influence or directly affect the behaviour of the selected communications audience. IMC considers all sources of brand or company contacts with a customer or prospect has with the product or service as potential delivery channels for further messages. Further, IMC makes use of all forms of communication which are relevant to the customer or prospect, and to which they might be receptive. In sum, the process starts with the customer and prospect and then works back to the determine and define the forms and methods through which persuasive communications programmes should be developed' (Schultz 1993).

Duncan and Everett (1993) have defined IMC as '*the strategic co-ordination of all messages and media used by an organisation to influence its perceived brand value.*' With this definition, Schultz (1993a) with similar conceptualisation of IMC further suggested that a marketer needs to co-ordinate different messages in various media in order to put forward a competitive offer. This co-ordination requires not only messages that are selected by marketers but also the particular message sources that customers use to obtain information. IMC also needs to control word-of -mouth communication which may include perception and prejudice in advertising of products. This is because according to Aaker et.al (1994) word of-mouth communication is an informational influence in which a potential consumer relies on the opinion of another to decide on the brand adoption. This word-of-mouth communication is believed to have great influence on advertising in stimulating or determining brand choice. Therefore, word-of-mouth communication is also considered to be one of the communication channels that need to be controlled under an IMC programme.

Raulas and Vepsalainen (1994) carried out an overview of the IMC literature and revealed that various authors using 'integration' to refer to : (1) Database integration, i.e. using an information system to analyse response data stored in databases, along with other consumer information from additional sources. They identify the key

prospects to segment a target audience, and tailor subsequent outbound promotion to key prospects and to trigger new sales. (2) Target group integration. i.e. combining channels that induce and enable direct customer response to direct marketing and advertising campaigns. For example, Readers Digest prize draws are advertised on television and sent by direct mail. (3) Media and message integration, i.e. managing the entire promotion mix portfolio and making efficient channel / message allocations. This type of integration is generally based on database integration on how to use support systems to obtain more accurate targeting criteria in order to revolve a plan of media used at different stages of a promotional campaign which helps efficient channel allocations (4) Promotion function integration, i.e. internal integration dealing with how to arrange company marketing functions / departments e.g. packaging department with advertising to enhance co-operation in promotional planning and execution. (5) External resources integration, i.e. how a company can co-ordinate and control those functions it contracts out to the third parties such as external advertising agencies and contracted suppliers.

With the five facets of integration, Raulas and Vepsalainen (1994) suggest that what is equally important in making an appropriate integration decision is how well this decision is co-ordinated throughout the whole persuasion process. Therefore, they conceptualised IMC as a 'total co-ordination.' They suggested that an effective integrated marketing communication process is a stepwise process in which the different types of media integration are linked to each other through marketing support systems and database management.

1.3)THE IMPORTANCE OF IMC

The importance of IMC is based on the ability of consumers to process incoming marketing information and how marketers develop their marketing communications strategies. This section will briefly review the consumer information processing model, the spreading activation model and the product hierarchy model. These models help to explain the need for an integration of messages. For example, if a piece of information about a product is integrated and consistently conveyed across all communication channels to reach the consumer, and if this piece of information is accepted as part of the product attributes associated with the product, and stored in the consumer memory, the chances of the product being recalled or retrieved whenever the consumer comes into contact with the product are higher than the other products with which the product information is not integrated. The hierarchy-of-effects model which explains how a marketer sets advertising objectives based on this consumer's product information processing will also be reviewed. The mechanism of these models will be elaborated below.

1.3.1) Information Processing Model

In the marketplace, there are numerous marketers trying to deliver their sales messages to the customers or prospects. Communication delivery systems have grown and the number of marketers has increased almost to saturation (Schultz, Tannenbaum and Lauterborn, 1993). From the thousands of marketing communication messages to which the consumers are exposed each day, they only choose a relatively small number to process. Since few consumers are in the market for a given product or service at any one time, many of today's marketing messages are being stored in the consumer's mind. It is important to understand how these

marketing communication messages are retrieved, processed and stored in the human mind. i.e. information processing.

There are a number of consumer behavioural books giving great detail on the information processing system (Engel, Blackwell and Kollat, 1978; Loudon and Bitta, 1979; Mowen, 1990; Schultz, Tannenbaum and Lauterborn, 1993). As the consumer or the prospect selects a piece of information, it will then pass to the first stage of the processing system called the sensory register (SR). At this stage, all the incoming information whether auditory or sensory is transformed into a pattern that can be recognised by the brain and it will then be screened for compatibility against the concepts and categories that have already been stored. Thus, incoming information will be integrated with the existing stored information to make sense of it.

The second stage of information processing is the short term memory store (STS). Information is held temporarily in the STS while reasoning or matching is taking place. If the information is rejected, it may never reach the long term memory i.e. it may be screened out (selective perception). Once the information has been tested against the concepts or categories that have been stored, a judgement can be made at this stage about accepting or rejecting the information.

The third stage of the processing is the long term store (LTS) or long term memory in the human mind. This is the repository of all information that a person has ever processed. The LTS holds information that is not currently being used. In this long term memory, all the concepts and categories that a person has developed over time are kept. Figure 2.1 shows a block diagram of this information processing model.

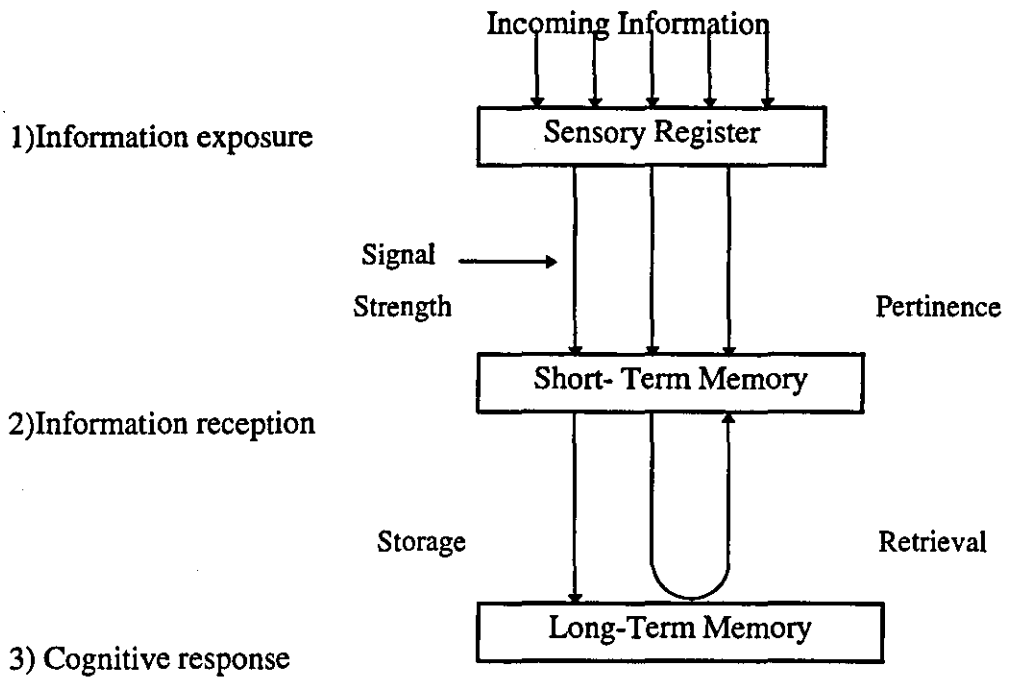


Figure 2.1: Information Processing Model.

Source: Schultz, Tannenbaum and Lauterborn, 'Integrated Marketing Communications' 1993.

1.3.2) Spreading Activation Model

Having mentioned how the incoming information is processed in human memory, it is important to understand how the memory concepts are being accessed or retrieved in order to test the new piece of incoming information.

According to Collins and Loftus (1975), a concept is a memory network which consists of memory that represents the stored semantic memory concepts e.g. knowledge of particular product. It was suggested by Collins and Quillian (1986) that there are links to bind all the memory elements together. In considering how the memory concept is being activated, a spreading activation theory of the memory may helps to elaborate this process. (Mowen, 1990; Howes, 1990). If elements A and B are linked on the similarity basis for example it may suggest that there is a linkage between a door key and a house, and therefore, if A is activated, the activation will extend to element B. Figure 2.2 gives an example on how this process is carried out. From the diagram below, when a person thinks of Coca-Cola, he or she may recall all those things associated with Coca-Cola such as the colour of the can, the advertisement appeals or the foods that go best with it. The spreading activation model points out the need for the marketers to provide consistent and integrated information about a product. This is because if a linkage is formed between the new information and the existing product concept in memory, it will aid in retrieval of the product information when required. This may also help the product to stand a better chance to be selected by a consumer because it is more likely to be considered for purchase in the evoked set.

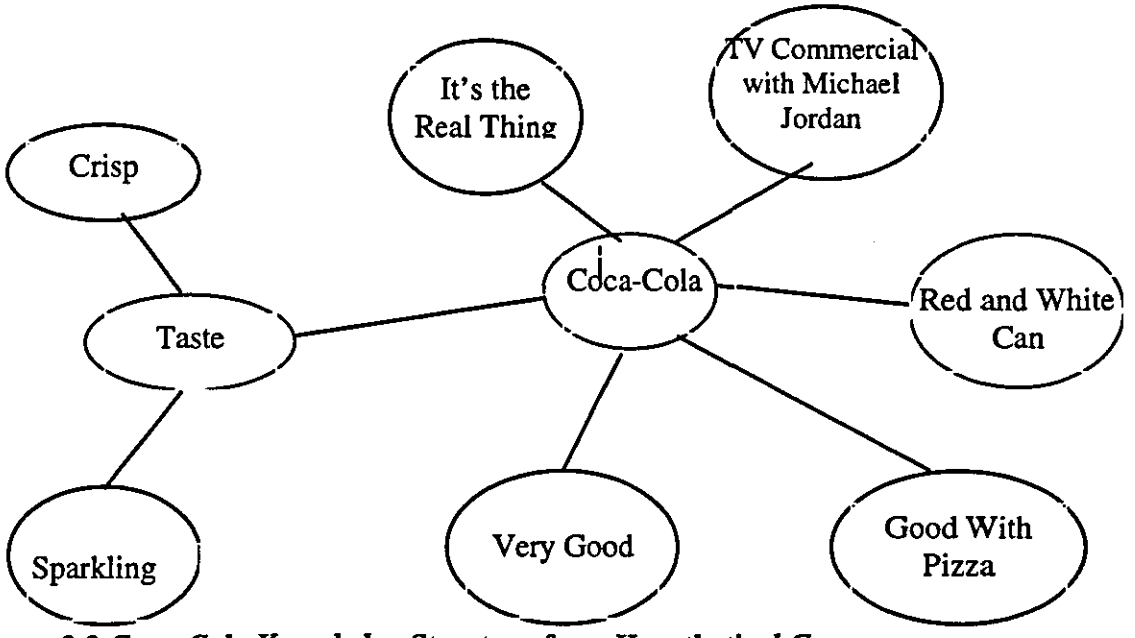


Figure 2.2 Coca-Cola Knowledge Structure for a Hypothetical Consumer

Source: Andrew A, Mitchell, 'Advertising, Exposure, Memory and Choice.'1986

1.3.3) Product Hierarchy Model

The product hierarchy model generally indicates how objects are categorised and structured. According to Rosch (1978), natural objects are organised in a hierarchical fashion. Figure 1.3 illustrates a structured cognitive mapping that an individual consumer might have stored in his or her memory.

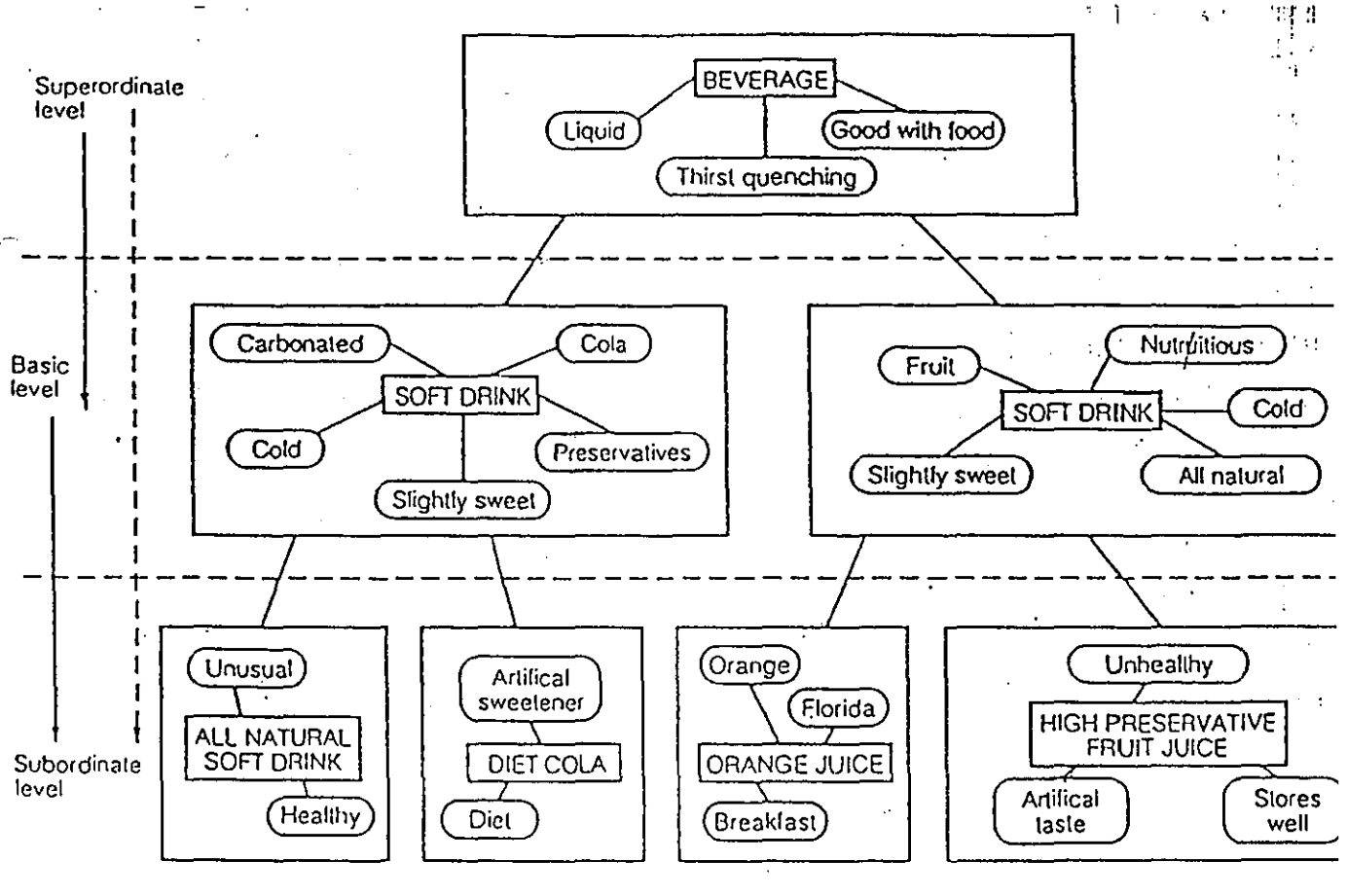


Figure 2.3: Beverage Hierarchy Illustration.

Source: Joan Myers-Levy and Alice M. Tybout, 'Schema Congruity as a Basis Product Evaluation.' 1989

Myers-Levy and Tybout (1989) acknowledged three levels of storage in their model above. These levels are illustrated in the three bands. Each band consists of a level of concept categorisation that consumers use. Thus when the term 'beverage' is used, this consumer would pull up the first superordinate level of information. Superordinate categories are distinguished from each other in key attributes but they tend to share a few features. The superordinate categories contain the first thing that a person thinks of when long term memory acts as a result of some sort of stimulation. This level contains relatively little or no different information.

In the hierarchical structure process, the consumer would then make connection and move to the next or basic level of information storage. The information stored at this level is considered basic because it is here the concept attributes provide the greatest level of discrimination between categories. These are the concepts that tend to be used most frequently to categorise both natural and social objects. As illustrated in the beverage category, consumers distinguish initially between soft drinks and fruit juices when considering something to quench thirst.

If the consumer tends to seek more connections or enhancements of the basic concept, he or she moves to the next or subordinate level in the hierarchy. Here we see that a small number of attributes discriminate objects sharing a large number of other features. It is likely that here, at the subordinate level, most people have stored and connected the brand names of alternative products.

The critical issues for most marketers are where and how the brand is located and stored in a customer's or prospect's mental hierarchy categorisation scheme (Schultz, Tannenbaum and Lauterborn, 1993). If only one brand is connected to the concept of diet cola, say Diet Pepsi, the consumer is likely to be brand loyal to that brand or

product. If diet cola is desired, he or she is likely to buy only Diet Pepsi and no other alternative brand

1.3.4) Hierarchy-of-Effects Model

Apart from understanding the ability of a consumer to process incoming information, it is worthwhile to understanding how marketers develop advertising plans in order to achieve IMC. Most of the advertising planning processes were based on the Hierarchy-of-effects model (Lavidge and Steiner, 1961). Although there is criticism of this hierarchical model, it will be argued that they still provide the best way to guide the organisation of an advertising plan (Preston and Thorson, 1984). This concept posited that consumers went through a step by step process on the way to purchase. Although a variety of hierarchy-of-effects model have been formulated, (Lavidge and Steiner, 1961; Shimp, 1986 ; Wells, Burnett, and Moriarty, 1989; Mowen, 1990) they all predict the idea that how advertising moves people from an initial stage of unawareness about a brand to a final stage of purchasing that brand. Shimp (1986) explains the steps leading from unawareness to a purchase in the model shown below.

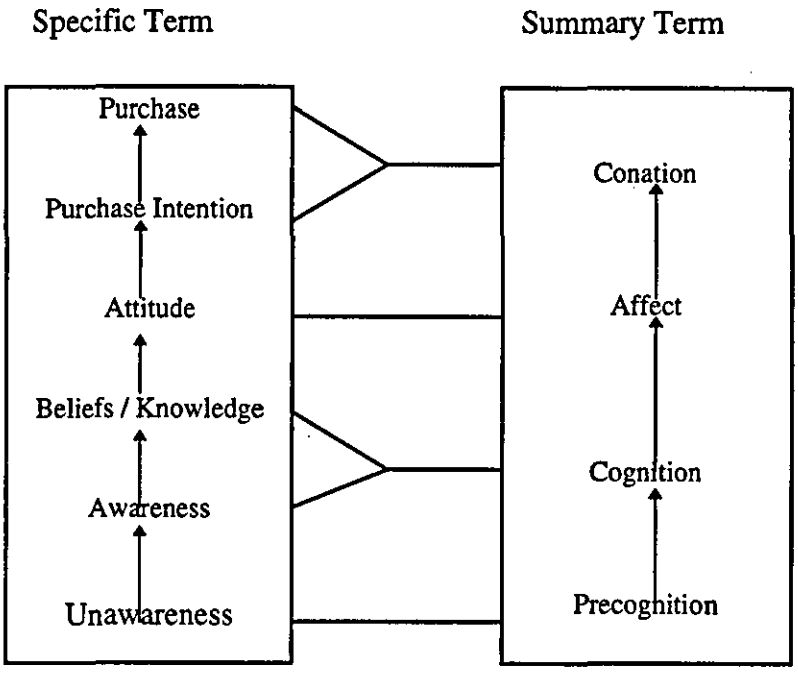


Figure 2.4: Hierarchy-of-Effects Model

Source: Terence A. Shimp, 'Promotion Management & Marketing Communications' 3rd. edition 1993

According to Lavidge and Steiner (1961) different advertisements or campaigns may be aimed primarily at different steps in the purchase process. A hierarchy-of-effects model is designed to elaborate the step by step role in advertising. When a new brand product is first introduced to the market, consumers are initially unaware of the product's existence and of its special features i.e. precognition. The initial advertising has to make people aware of the product brand. However, mere awareness would not be enough to get people to buy the product. Advertising had to persuade consumers or prospects that this product is somehow different and better than the competitive brands i.e. advertising has to feature the distinctive advantages of the product to ensure it stands out from alternative competitive products i.e. cognition. These distinctive advantages are designed to create favourable attitudes toward the product

(i.e. affection toward product) and are expected to impress the consumers and develop a purchase attention and eventually lead to a purchase i.e. conation.

Schultz (1993) postulated that :' In most cases, marketing and advertising planning is predetermined by the marketer. It focuses on what the marketer wants to say, when the marketer wants to say it, about things the marketer believes are important about his or her brand, and in the media forms the marketer wants to use. And today, with the advanced technologies, we can look at vast amounts of data about customers and prospects. We can measure what customers have done over time. We can identify the promotional effect to which they have responded and, perhaps more important, the ones to which they have not responded i.e. database management'. Burnett (1994) pointed out that companies may develop their database internally or externally or use a combination of internal and external means. Internal, or in-house, database is derived from customer receipts, credit card information or personal information cards completed by customers. Externally, the companies can obtain commercial database from firms whose sole purpose is to collect analyse categorise and market an enormous variety of detail about British consumers. Shimp (1986) stressed that maintaining a database of current customers is advantageous for several reasons. First, it provides a company with an opportunity to practice relationship marketing - that is working toward building long term relations with existing customers rather than focusing solely on cultivating new customers. Second, it enables a firm to build customer loyalty and encourage repeat purchasing by directing promotion to known customers of its products or services. Third, it enables a customers list to be maintained which serves as a possibility for cross promotions. Cross promotion encourages customers of one product to purchase other products marketed by the same company. This database management fits with in the integration theory developed by Raulas and Vepsalainen (1994) in which they claimed that IMC is a total co-ordination of the five facets of integration (database integration, target group integration, media integration, promotional integration and external resources integration.) and the database is recognised as the initial stage of an IMC programme.

1.4) AN IDENTIFICATION OF BENEFITS OF APPLYING IMC.

Schultz (1993) has mentioned that integrated marketing communications (IMC) follows the concepts of marketing : it starts with the consumer's needs and wants ; and works back to the brand. He said :'we look at him or her [consumers] as a source of income flow. If we serve the consumers better, the income flow will increase, If we serve them poorly, the income flow will become smaller'. It is this view of the customers and the consumers which really differentiates IMC programmes from traditional mass marketing advertising and marketing approaches.

Most marketing clients are constantly seeking the simplest way to maximise their return on investment. They need to deliver the same co-ordinated messages through many channels such as advertising, sales promotions etc.. 'Orchestration plays an important role in maximising the marketing money. Whether it is horizontal orchestration - the harmonious organisation of various marketing disciplines in support of a single strategy - or vertical orchestration - the linking through various communications elements - or both, the clients will be receiving added value services substantially in excess of their marketing investment' (Tortorici, 1991). Also, 'the synergy arising from IMC can help clients in two ways: Firstly, it helps in saving staff time spent or money co-ordinating marketing communications activities. Secondly, it provides a gain in effectiveness from the concentration of power that results from advertising, PR, promotion, direct marketing and salesmanship that all work together.' (Norvilli, 1989-1990).

1.4.1) Philosophy of IMC Improves Customer Satisfaction and Loyalty.

Integrated marketing is more effective when it is used to support strategic business objectives. It is not just a tool for improving the results of an advertising campaign or making better use of below-the-line budgets. Integrated marketing can be used to achieve strategic objectives to improve sales performance, build partnerships, achieve customer focus, manage change, improve local marketing performance, provide effective product support and communication quality. (Linton and Morley, 1995) It has been claimed that with better targeted information, and more personalised, better performing products, the consumer's cost of search, acquisition and service declines dramatically. Most important, with satisfied customers, marketing cost has been minimised. It is normally less expensive to sell to existing, satisfied customers than to be constantly needing to acquire and lose, or even worse simply rent customers from promotion to promotion (Schultz, 1993). An IMC programme emphasises productivity in reaching the designated target when communication channels and allocating resources to marketing are effectively planned. Higher margins are possible because information increases the value of products and services to consumers (Engel, Blackwell and Minnard, 1986).

A telephone survey conducted by Omitech Consultancy group in August 1993, found that nine out of ten of two hundred senior-level marketing and agency executives who responded to the survey said they are currently participating in an integrated marketing campaign. And they considered integrated marketing as being a significant factor of their company's success today and in the next five years (Fawcett, 1993).

Six years ago at Nestle, a position was created to co-ordinate advertising, packaging and all other marketing communications services used by the company in conjunction

with their strategy. Nestle is now putting pressure on its communication agencies to be 'totally' integrated centralised communication consultants.' (Wentz, 1988). According to Collins (1993), Nestle's top executives acknowledge that the power of traditional brand advertising is waning. But they have refused to join the stampede toward discounting of advertised brands as the only way to compete with the economy. Instead, they have decided to make their key success a programme for building credibility around what they do and who they are.

American Express moved into an integrated marketing approach in January 1992 in which the charge card company wanted to restructure its marketing department. The promotion campaign was co-ordinated with its promotion agency - Ogilvy and Mather and the campaign was run on TV, radio, and in the press as well as in it's American Express magazines which posted to its card holders. Russ Shaw, the director of advertising communication agreed that "integrated marketing communication is enormously important. With increased pressure on profit margins, marketing resources must be marshalled. You have to obtain synergy from your marketing spend in order to maximise return from that investment." (Cook, 1994).

1.4.2) Reinforcing / Strengthening Positioning

According to Trout and Ries (1986), 'positioning' refers to the perceived image of the brand belongs not to the product, but a property of consumers' mental perceptions and, in some instances, it could differ widely from a brand's physical characteristics. In general, a company must avoid four major positioning errors : (1) Under-positioning in which some companies discover that buyers have only a vague idea of the brand (buyers don't really know anything special about it). (2) Over-positioning in which buyers have too narrow a picture of the brand. Thus a consumer might think

that the Steuban company makes only fine glass in the range of 500 pounds and whereas in which fact it also makes affordable glass starting at around 25 pounds. (3) Confused positioning in which buyers have a confused image of the brand. This confusion might result from making too many claims or changing the brand positioning too frequently. (4) Doubtful positioning in which buyers may find it hard to believe the brand claims in view of the product's features, price or manufacturers (Kotler, 1985). In an experiment carried out by Ray and Webb (1979) on the findings of the effect of TV clusters (e.g. two different messages about the two different products manufactured by the same company and advertised at the same time) it was shown that increased clusters reduced attention, recall and registration of the message, but had little effect on attitude and purchase intention.

Smith and Lusch (1976) stress that both 'consumer position' and 'product position'(based on the physical attributes) are frequently used as a basis of competition in the market place. However, when the physical attributes are no different or no trivialised such as soft drinks, beer, position becomes an effective basis of competition. Positioning campaigns are often then undertaken to expose each brand's favourable subjective features by communicating through symbols, logos, messages etc.. Kotler (1985) stressed that if a firm intended to hold a 'high quality position' it must produce high quality products, charge a premium prices, distribute through high class dealers or exclusive channels, and advertise in high quality media. That is the only way to project a consistent and believable high quality image. Linton and Morley (1995) also pointed out that the importance of consistency of messages to the customers at all marketing communications channels which enable a company to retain and repeat a constant positioning which is crucial for long-term effectiveness. These suggestions on consistency in positioning stress the point on the importance of consistency of messages being sent to the consumers and it in turn rules out the effectiveness of using integration between the communications functions.

In Cairn I. Warner "Applying Integrated Marketing To Brand Positioning." (1993), three companies which applied integrated marketing concepts were shown as examples of how integration can build a brand. The first company was Smartfoods Inc. based in Marlboro, with a small budget (approximately 7,500 pounds), small distribution and a not particularly popular product category. Because Smartfoods could not afford the slotting fees for shelf space in supermarkets, they applied a method called Guerrilla marketing (a strategic aim to distract the competition from their mainstream activities, irritation and continual attacks) where they employed college students to dress in human popcorn bags to distribute product samples to the public and together with other print advertisement campaigns Smartfoods sales hit 150,000 pounds in five months. The second company was Veryfine Products Inc., a leading brand of self service juice sold through convenience stores, which was facing a halt in sales growth. They applied a repositioning strategy as a direct competitor to soft drinks via a campaign that was directly opposed to the best known cola of them all - Pepsi. The new campaign was accompanied by employing public relations to carry out a Guerrilla marketing campaign together with 'instant-win' sweepstakes conducted through major convenience chains with a grand price *'carbonation vacation'* to Florida. The test programme resulted in 70 percent increase in brand awareness 33 percent rise in brand preference and a 20 percent jump in sales. The third company was Timberland Co. whose reputation was for quality in its line of boots . Timberland strategically employed the advertisement tag line 'Boots, shoes, clothing, wind, water, earth and sky.' established that position early and together with the use of PR to tactically strengthen Timberland's association with the outdoors. Timberland expanded its corporate citizenship activities by collaborating in an education programme and lobbying effort with the wilderness society, a leading national conservation organisation. These collective efforts resulted in increasing Timberland sales by 111 percent.

1.4.3) Protection of Heritage of Brands

Public relations has become one of the most vital roles in an IMC programme. Marketing public relations can be co-ordinated with advertising, direct mail, collateral support material, and even trade shows for optimum results in the introduction of new products and services (Strenski, 1991). Public relations can play a strategic role in achieving marketing objectives. The most important of these objectives is to raise awareness. Additionally, public relations is expected to inform and / or influence behaviour, develop effective communications, gain understanding, build trust and create a climate for customer acceptance. These activities can best be done by working with marketing and advertising functions in the organisation (Miller and Rose, 1994). Thus "it would seem that those individuals and agencies who are best prepared to work within an IMC atmosphere are the most likely to survive and prosper." (Duncan and Everett, 1993) "By being involved early and regularly with all client marketing functions, public relations can help assure totally integrated strategically focused and cost effective marketing communications." (Tortorici, 1991) "The leadership role of public relations may occur in the grass roots and community programme in-corporate communications, to precondition a market for new categories and new claims, with a hard to reach and / or small but important target audience in crisis situation and in other context." (Norvilli, 1989-1990).And also, the integration of public relations activities with the total communication programme not only saves time and money but also improves the firm's or organisation's ability to protect the integrity of the products or services.(Narka, 1991)

1.5) AN IMPLICATION OF THE IMPORTANCE OF PACKAGING AND MAGAZINE ADVERTISING.

1.5.1) The Importance of Packaging

From the section on the benefit of applying the IMC concept into an organisation, a few examples on integrating advertising with PR and direct marketing were shown in the last section. Whilst, many studies have explored the effective use of integrating advertising and in-store promotion (Charlton and Ehrenberg, 1976; Eskin and Baron, 1977; Woodside and Waddle, 1975), there are few empirical studies on integrating packaging and magazine advertising.

Packaging is a vitally important tool in the marketing mix, but it is too often disregarded by senior executives and marketing people (Rod, 1990). Frequently, they pass on responsibility for the packaging decision such as packaging design (shape, size typography used etc.) and choice of supplier to purchasing people, and concentrate their energies on advertising and promotion (Rod, 1990). Although once relegated behind media advertising and promotion, packaging has recently become an increasingly focal point in marketing (Winter, 1990). Robert Minkus, President of Minkus & Associates in Lefton (1994), said : "We are constantly being told that packaging has to communicate the entire brand strategy, whereas not too long ago, packaging was thought of as something that kept the product from falling off the shelf."

Packaging is a product of twin forces that rules most marketing decisions : time and money. Consumers do not have the time to shop in a leisurely fashion anymore, so marketers have to find new ways to attract them or create an impact on them . As for

money, packaged goods companies increasingly realised that their money might be better spent on a message that is delivered where the consumer makes a purchase than to fund a 30 seconds TV commercial which invariably costs more than package redesign (Lefton, 1994). Packaging is the single most important factor in purchasing decisions made at the point-of-purchase. Unwilling to linger in the store because of lack of time, consumers are giving the marketer only a second to 'tell their story' at retail level. Vulnerable to impulse decision, the consumer is also confronted by a barrage of different brands. Packaging both helps a product to stand out from competition and helps in the competition for retail shelf space (Rosenfeld, 1987). Bond (1992) states that "Advertising leaves an impression but packaging touches the consumer, actually physically makes contact, he/she caresses it."

In those increasingly numerous situations in which consumer goods are sold with a minimum of manpower service or self service such as supermarkets, the package may substitute for the sales person. It provides information about the product attributes such as price, quality, quantity in instruction for use warranty and so forth. In addition, the package may convey some emotional meaning. It can aid in the creation of product imagery. (Engel, Martin and Kinnear, 1991). Wright et al (1982) states that a complex set of relationships associated with emotions can develop between the pack and the beholder. In many cases, the package may actually affect the sensory response to the product. For instance, the same soft drink in different bottles may taste different or beer sold in cans may taste different from beer sold in bottles. Sheldon E. Rysner, senior vice president at Murie White Drummond & Lienhart, said in Miller (1991)"Companies are starting to ask how they can differentiate themselves. They will continue to leverage brand image but with exciting, dynamic images.". In Woodside and Motes (1984), they carried out an experiment on field tests of package advertising effect on brand choice behaviour and they found that if the promoted message was attached to the package, it can automatically increase the number of buyers for that particular brand.

Stephen Barker, manager of market development of the Continental Can Company in Larson (1992) has pointed out that packaging is actually the biggest of all advertising media. The message on the package usually reaches far more people than any type of conventional advertising the product can afford. An effective package can be the most efficient mass medium that marketing management can employ. It is worth much more attention and money than those devoted to it by most companies (Twedt, 1968). Herb Meyers, managing partner at Gertman And Meyers, New York, in Lefton (1994) postulated that 'packaging and advertising have to support each other, so people put more work into getting their brand message across the shelf.' Tobolski (1994) remarked that packaging is the big weapon in the marcom arsenal. Tim May, Chairman of Design House Consultants in Bond (1992) stated that "it also deserves better treatment when advertising joints the mix.". He also claimed " Advertising and packaging have a symbiotic relationship. It's where strategy meets practicality."

1.5.2) The Importance of Magazine Advertising

Many studies have pointed out the advantages of using magazine advertising (Mcpheters, 1991; Aaker, Batra and Myers, 1994). Advertisers are now more skilful in making the magazine reader notice the brand name or logo in the advertisement. This in turn, should increase the brand awareness which is a necessary precursor to other communication effect (Rossiter and Percy, 1987). There has been a statistically significant increase in readership performance of magazine ads over the past decade (Rossiter, 1988).

In a joint research project carried out by Magazine Publishers of America and J. Walter Thompson Inc (1980) in investigate the communication values of print and television found that the combination of print and television produces greater

communication of brand attitudes than print alone or TV alone. The research further suggested that magazine can increase the competitive image score of a brand and if magazines and TV were used together can increase them even more. However, Weinstein et.al (1980) study found that magazine advertising can generate more brain-wave activity in the beta range than TV advertising. And this increase in beta activity is considered as an indicative of increased attention, therefore, the magazine advertising are found to be more closely attended than the TV advertising. The study also pointed out that since there is more brain activity generated by magazine advertising, it suggeted more brand recall can be achieved.

Berman (1993) stated that magazine advertising can act as a support and supplement to their companies sales teams. By creating increased awareness, interest and preference, magazine advertising helps clients' sales people make more, bigger and faster sales. He further remarked that magazine advertising can does a terrific job by opening doors and minds and paving the ways for clients sales people. It can help them to establish contact with key decision makers by introducing those decision makers to advertisers' companies, reputation, products and those products' benefits and features.

1.6) A SUMMARY OF THE FINDINGS AND OUTCOMES OF LITERATURE REVIEW.

The review of the literature has attempted to summarise relevant works in the area of study, both the development and research. Several issues have emerged as a result of this literature review, namely :

1) There is a lot of literature emphasising the importance and benefits of applying integrated marketing communications. Examples on how companies may benefit from applying IMC concepts into their marketing planning strategies were also mentioned. Increasing the use of combining elements such as PR and direct marketing in IMC concepts was recognised as an important role in IMC. The importance of packaging in IMC is not fully documented in academic literature.

2) Much literature has discussed in-corporating IMC concepts into an organisation. However, there are few articles on how these concepts are applied within the organisation both internally and externally.

3) Literature supports the view that packaging and magazine advertising are important marketing communication tools and the effect of co-ordinating both advertising and packaging has been mentioned. However, there are few articles to suggest how packaging and advertising can be integrated except the article written by Woodside and Motes (1984).

3) THEORETICAL FRAMEWORK

The importance and the benefits of IMC have been mentioned in the earlier sections and a large amount of literature dedicated to the importance and the effectiveness of packaging and magazine advertising. However, there is a general lack of empirical studies in examining integration between packaging and magazine advertising. The current research will investigate this particular area.

A hypothetical structure has been drawn to relate the importance of integration of marketing stimuli between packaging and magazine advertising for the purpose of this research. It was hypothesised that integrating packaging and magazine advertising components such as colours, pictures and verbal claims would increase consumer attention, improve product positioning, strengthen / change consumer beliefs and increase consumer perceptions which potentially lead to increased in profits and market shares of a product. The hypothetical structure of integrating packaging and magazine advertising was illustrated as follows :

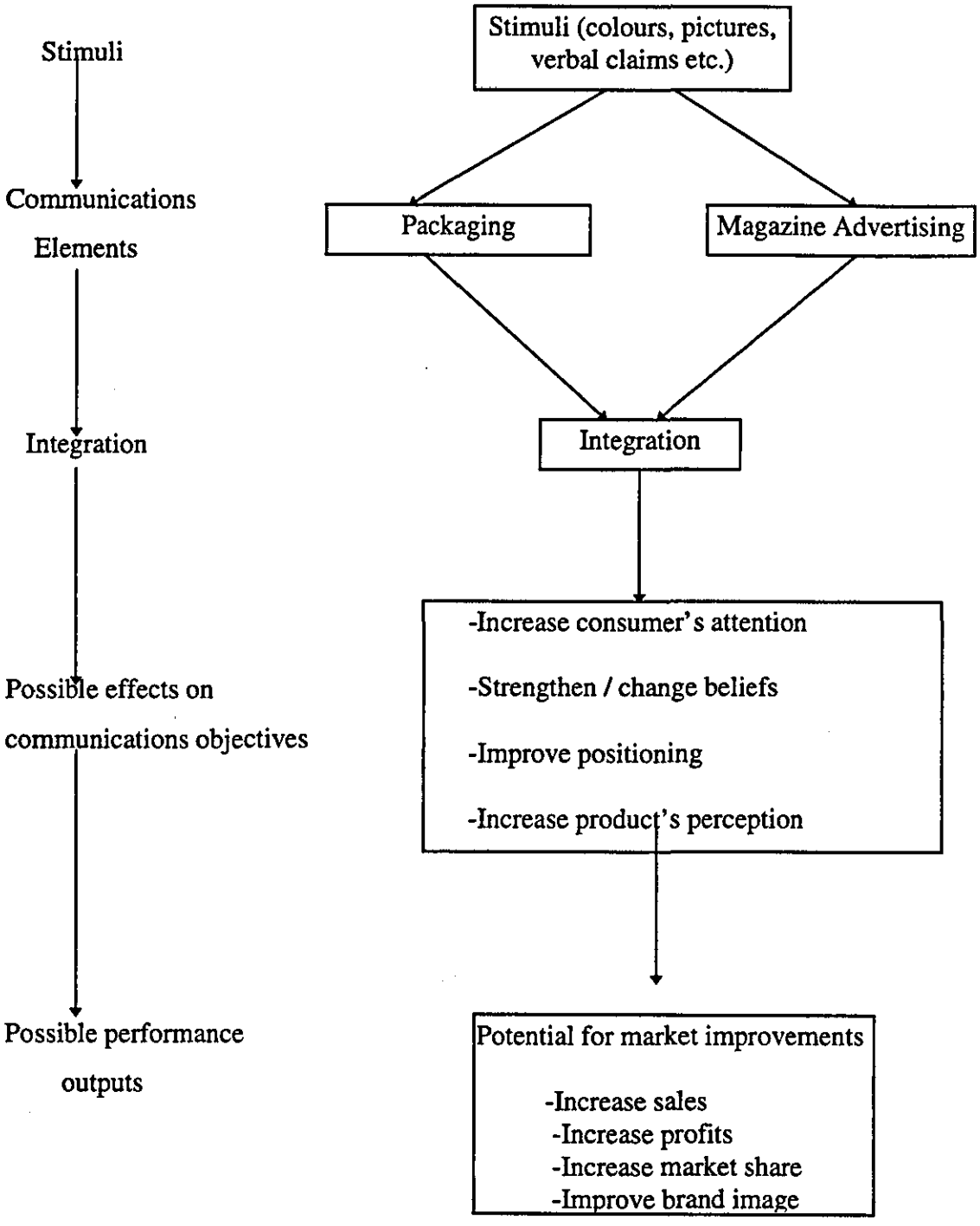


Figure 2.5: Hypothetical Structure of Integrating Packaging and Magazine Advertising

The hypothetical structure constructed for this research may be used and designed to achieve intended communication results.

2.1) Effects of Marketing Stimuli

According to Ambarban (1978), the core of the communication programme is the message and it is composed of two parts - the visual and the verbal. These are the two means communicators use to symbolise what they have to say. The ultimate effectiveness of any advertisement depends on how well the elements are created and arranged. Upon this, the effectiveness of advertising also based on the consumer's elaboration likelihood processing model. In many marketing promotion management textbooks (Rossiter and Percy, 1987; Petty and Cacioppo, 1986; Shimp, 1990; Burnett, 1994), elaboration likelihood processing model (ELM) involves two processing routes : the central or elaborated route and the peripheral or non-elaborated route. Central processing involves active manipulation of information. A person engaged in elaborated processing pays close attention to a message and thinks about it, a consumer will develop thought in support of, or counter to, the information received. Here, the quality or strength of the message claims determine the brand attitudes and brand beliefs. If the information is largely agreed upon, and the message claims is valued, favourable attitudes will be developed toward the brand. If the message is considered weak or conflicts with the existing knowledge, negative attitudes may develop. In contrast, non-elaborated or peripheral processing involves passive manipulation of information. Consumers are merely passive recipients and devote little attention to the message and do not bother to think about it. Here, brand attitudes are determined by peripheral (noncontent) cues such as a celebrity endorser or an attractive source. According to Petty and Cacioppo (1986), significant peripheral route persuasion occurs in today's marketplace, however, attitudes developed under central route persuasion are stronger, more resistant to

counter persuasion, and more indicative of future purchase behaviour. Therefore, it is important for an advertiser to understand the dynamics of attitude formation and change under the different routes of persuasion.

Many studies have outlined the importance and effectiveness of verbal and visual advertising. Britt (1978) pointed out that words tended to dominate and the visual elements were seen as a supporting element, particularly in print advertising. However, in recent marketing, advertising has made more effective use of the visual elements as an important contributor to the content of the message. Virtually all forms of marketing communication rely on a combination of verbal and non-verbal elements to convey the intended message. Recent studies on the effects of pictorial material in print advertisements have generally examined the impact of pictures added to verbal material in comparison with verbal material alone. Because of the prominence of marketing communications containing both verbal and visual materials, the determination of the most effective integration of visual and verbal cues warrants more attention (Houston, Childer and Heckler, 1987). In addition, Houston et al (1987) concluded that verbal material semantically different from pictorial content provides an opportunity to convey additional information about a product. Kisielius (1982) also found that verbal information accompanied by a pictorial representation of the verbal content was recalled more readily than the verbal information alone. In a study by Edell and Stealin (1983) framed pictures were compared with unframed pictures, and exclusively verbal content, in terms of subjects' recall of brand relevant items and aspects of the message they saw (e.g. layout, tone). The framed pictures had messages that included verbal material equivalent in content to the picture. The unframed pictures had messages that consisted only of the picture. The verbal messages only consisted of verbal descriptions. Superior recall occurred for the framed pictures over both unframed pictures and verbal only messages. These suggests that an effective advertising must involved the used of both verbal and visual.

2.2) Possible Effects on Communication Objectives

Many studies suggest that the use of verbal and visual elements in both packaging and magazine advertising have an effect on consumer's beliefs, consumer's perception, consumer's attention as well as strengthening / improving product's positioning (as mentioned in section 2.24). Burner (1968) states that a consumer's perception of a particular product depends upon personal factors and the physical attributes of the product. The physical attributes refer to the nature of the intrinsic product, but also how it is marketed including its package design, and how it is advertised. The choice of model, the use of various colours in packaging, the position of the advertisement on a page, among other things, affect the consumer's perception. Horowitz and Kaye (1975) pointed out that the purchasing decision is influenced by the perceived image of the product, as determined by the consumer's present state of mind, and by the advertiser's manipulation of the product attributes to create the desired image, an image that will suit the intended consumer.

Rossiter and Percy (1987) presented a theory that both the visual and verbal components of advertisements are processed for product information. In addition, the visual portion of the ad is hypothesised to directly affect the consumer's attitude toward the brand. This advertisement attitude effect is above any effect the ad has via consumer's brand beliefs. In a study reported by Mitchell and Olson (1981) each subject saw four advertisements, each for a different brand of a facial tissue. The advertisements contained only one element (a picture or verbal claim) and the brand name. Subjects viewed the advertisements between two to eight times. The verbal claim was "Brand I Facial Tissue are Soft." The picture was a "Fluffy Kitten." and "Spectacular sunset over an ocean," and "a presumably neutral picture of an abstract painting." In this instance the ad containing the drawing and the kitten was found to yield more favourable beliefs that the brand was very soft and came in more attractive colours than was the verbal message without a picture. Moreover, the

overall brand attitude for the facial tissue advertised using the kitten picture was found to be more positive. Mitchell and Olson concluded that the more favourable attitude was caused by the difference in beliefs brought about by the pictorial information as compared to the verbal information. Additionally, in Mitchell's (1986) study on the effect of verbal and visual components of advertisements on brand attitudes and attitudes toward the advertisement further stressed that the use of both verbal and visual elements may affect brand attitudes in at least two ways. First, an individual may form inferences about the advertised brand based on the verbal and visual information presented. These inferences may result in the formation or change in beliefs about the advertised brand. Second, if the verbal and visual elements are positively or negatively evaluated, it may have an effect on the brand attitudes that operate through attitudes toward the advertisements. Edell and Stealin (1983) stated that the evaluative thoughts are of considerable interest because they mediate the effect of the stimulus on the attitude toward the brand, the attitude toward the act of purchasing the brand, and the purchase intention. However, Ambarban (1978) pointed out that communicators who appeal to people's logical nature depend more on the verbal than on the visual. In contrast, an appeal to emotion is more likely to utilise the visual.

When the package works in tandem with advertising, it can attract attention, present a familiar brand image, and communicate critical information. Many purchase decisions are made on the basis of how the product looks on the shelf. This has intensified the competition for consumer attention in a supermarket i.e. the bigger the supermarket or hypermarket has become, the more competition there is among marketers' products. Evidence has shown that both verbal and visual claims in packaging and magazine advertising have an impact on capturing consumer's attention. Therefore, this research intended to use these two elements to test the dimensions of integration between packaging and magazine advertising.

3) HYPOTHESES FORMULATION

3.1) Verbal Communication

Verbal communication can be an effective device to communicate with the consumers providing the benefits or the information about the product attributes is precisely labelled. A claim is usually defined as a selling point by stating what the product can do or has done. In order to communicate effectively, any benefit claimed must be tailored to the target audience. For example, if the target audience has a negative brand attitude, the manager must find benefits that will alter this attitude to bring about a more positive response. Conversely, if the target audience has a strong positive brand attitude, the manager must find ways to maintain or strengthen this attitude. A strong brand attitude is almost sure to stimulate cognitive responses during processing (Loudon and Bitta, 1979). These cognitive responses will be negative, moderate, favourable and so forth, depending on the target audience's initial attitude. For low involvement brand decisions, the consumer does not have to make an active cognitive response during processing, i.e. almost zero information approach. If claims were used to target this sort of brand attitude, it is needed to be precisely focused on the product benefits. For high involvement brand decisions, the consumer usually recalls what has been learned about the brand and what is stored in their mind. Therefore, a claim has to provide benefits that sympathetically anticipate these reactions and either counter them or build on them accordingly.

Many researchers have used different labels and definitions to refer to claims. Puto and Wells (1984) stated that "an informational message provides consumers with factual (i.e. presumably verifiable) relevant brand data in a clear and logical manner such that they have greater confidence in their ability to assess the merits of buying the brand after having seen the advertisement. A transformational ad associated the

experience of using / consuming the advertised brand with a unique set of psychological characteristics which were not typically associated with the brand experience." Ford, Smith and Swasy (1990) stated that " An objective claim describes some feature of the product that is measured in a standard way. A subjective claim describes some feature of the product that is not measured in a standard way" Many studies also found that objective / factual claims are perceived as more credible than subjective / impersonal claims (Holbrook, 1978; Edell and Stealin, 1983; Darley and Smith, 1993).

As stated by Kotler (1985), it is important for a company to understand the product positioning strategy in the market, the correct type of claims, the amount of claims used and the consistency of the claims being sent to the consumers in order to avoid the creation of unnecessary positioning problems. Therefore, the intention of this research is to investigate how these two types of claims are being used as an integrating element in both packaging and magazine advertising. The claims used in packaging and magazine advertising under this research have been classified into two forms : **general claims** and **specific claims**. The use of 'general' and 'specific' rather than 'subjective' and 'objective' in this research is because it is thought to be more easily understood for analysing food products. For instance, reporting that a product is high in calcium and that calcium intake leads to reduced incidence of osteoporosis is classified as a specific claim, while saying that 'beef builds strength' and 'best coffee beans used' would be classified as a general claim. Because benefit claims are such important tools in conveying marketers messages to the consumers, it is worth testing to what extent marketers use the same claims in their packaging and magazine advertising as dimensions of integration. Both general and specific claims are used to test the main hypothesis i.e. the major claims used in both packaging and magazine advertising. Thus, if the different claims are used for packaging from those used in advertising, then those claims can be described as independent.

H1 : The major claims used in packaging are independent of the major magazine advertising claims

H1.1 : The general claims used in packaging are independent of the general claims used in magazine advertising.

H1.2 : The specific claims used in packaging are independent of the specific claims used in magazine advertising.

3.2) Visual Communication

Visual strategy is another communicating element that is used by the marketers in their packaging and magazine advertising to attract a customer's attention. It can support a realistic message, establish mood and also build up brand loyalty and brand identification at the point-of-purchase. For product categories that possess little product differentiation, or price differentiation, the use of visual can help a brand stand out in a crowd. Visual communication is thought to be better at gaining attention, although the verbal element can be strong, if it is bold, and does not compete with the visual. Pictures are thought to communicate faster than words. A picture seen instantaneously but verbal communication is deciphered word by word, sentence by sentence, line by line. According to Edell and Stealin (1983) pictures in general are more attention getting, pleasant, and easier to process than is verbal text. Viewers attend more to pictures and tend to spend less effort on verbal text. Visual strategy is a very important factor in conveying an advertising message. It enables the advertiser to present his picture almost as vividly as the product, which helps to grab the attention of the reader. Visual strategy may be able to arouse pleasant feelings and can be used to help to produce emotional responses toward the product (Rossiter and Percy, 1987). Because so many attitudes and ideas are commonly associated with

colours and pictures, these may provide the advertiser with an additional language to reach the consumers.

Colour is an important tool for shaping customers' feelings and responses. Different combinations of colours are capable of evoking different reactions (Hornik, 1980). Colours often convey psychological meanings to the consumer, with different brand messages i.e. meaning influenced by context in which stimuli are presented.(San Francisco, 1986). For example, the colour red may be regarded as passionate, angry and dangerous; whereas in meat, it often means freshness. Colour is widely used in advertising to influence emotional behaviour. Sandage, Fryburger, and Rotzoll (1979) suggested that colour may serve as a function such as attracting attention, assisting in the interpretation of product attributes, giving life to an otherwise bleak-looking advertisement, and emphasising or highlighting a distinctive trademark or symbol. But Hattwick, Needham and Olsen (1950) also pointed out that colour is a potentially powerful attention-getter when it is used correctly, but it also has the possibility of becoming a strong distracting force if it is wrongly adapted.

Pictures are easier to understand and have more impact than words, and they generally offer opportunity for the communication of the excitement, moods and imagination (Edell and Stealin, 1983). A picture is used to lead the eyes to the written copy in the magazine ads and in commercials whereas language is often used merely to reinforce a photograph or filmed sequence (Gullian, 1985). Pictures also convey psychological meanings to the consumer. A picture can produce an element of authenticity and credibility that strengthens the entire message with a sense of immediacy in picture illustration and the reader can become personally involved (Nylen, 1986). Pictures can also seem as realistic and as vivid as the product, which can arouse and capture consumer attention at the point of purchase. For example, a picture that resembles the product such as a picture of a dessert, can evoke an emotional feeling in the consumer toward the product. If applying these stimuli to

theory, it would suggest that a lack of integration between colours and pictorial visual might induce confusion positioning in the consumers. Therefore integration between the two is considered necessary and will be tested by the hypotheses formulated below.

H2 : The three main colours used in packaging are independent of the three main colours used in magazine advertising.

H3 : The most dominant pictorials used in packaging are independent of the most dominant pictorials used in magazine advertising.

3.3) Competitive Strategy Among Brand Leaders and Brand Followers

Together with hypotheses 1, 2 and 3, this research also looks into the strategies employed by brand leaders and the brand followers by incorporating these packaging elements into their advertising. Successful brand like IBM, Coca-Cola, Sony and Marks and Spencer are successful brands because they have confidence created by strong images and 'personality' which are embedded in the consumer's mind. This will result in superior profit and market performance (Doyle, 1987). However, this success will attracts competitors and they might copy any successful brand or product in the market. Levitt (1986) wrote an article entitled 'Innovative Imitation' in which he argued that product imitation might be as profitable a strategy as product innovation in which the follower can achieve high profits because they do not bear any of the innovation expense on which the leaders to spend large amounts of money for innovation of their products. Therefore it is not surprising to see some brand followers imitating the brand leaders strategy in order to enhance their market share. Kotler (1985) has identified three strategies that brand followers which might adopt

in following the brand leader. They are (1) Following closely : where the follower emulates the leader in as many market segmentation and marketing mix areas as possible. (2) Following at a distance : where the follower maintains some differentiation but follow the leader in terms of major market and product innovations, general price levels and distributions. (3) Following selectively : where the follower follows the leader quite closely in some ways but sometimes moves in its own way.

An example showed that Kellogg, the leading breakfast cereal company has introduced high fibre and stresses that the fibre consumption in their All Bran brand is associated with reduction of the probability of certain forms of cancer (i.e. health claim). This All Bran campaign has been credited with boosting sales of Kellogg's five bran cereals, apparently at the expense of rivals General Foods and General Mills (Colford, 1985c). As a result of this, Quaker Oats developed a campaign stressing the benefits of low cholesterol, and other firms in the particular market also started to jump on the health claims bandwagons. (Snyder, 1984). This demonstrates how brand followers may follow brand leaders. This research will investigate the integration strategies of packaging and magazine advertising for both brand leaders and brand followers. These hypotheses are as follows:

H4 : The degree of integration between packaging and advertising claims used by the brand followers are different from the brand leader.

H4.1 : The degree of integration between general packaging and advertising claims used by the brand followers are different from the brand leader.

H4.2 : The degree of integration between specific packaging and advertising claims used by the brand followers are different from the brand leader.

H5 : The degree of integration between the three main colours used by the brand leader are different from the brand leader.

H6 : The degree of integration in the most dominant pictorials between packaging and advertising used by the brand followers are different from the brand leader.

3.4) Operational Co-ordination

Applying IMC concepts into an organisation is rather sophisticated because it requires the harmonisation of all the specialised communications functions within an organisation and the external sources of an organisation to work hand in hand and shoulder to shoulder (Schultz, 1993). Co-ordination has been regarded as the 'first principle' of the organisation, which meant it is the very essence of the manager's job to integrate all the tasks of different departments and to achieve unity of effort within an internal structure (Dugdale, 1968). Shipley (1994) suggested that effective marketing rests partially and importantly on the task performed by other functions such as production, development, finance and logistics. There is thus a strong necessity for close multi-functional co-ordination in the adaptation to meet environmental shifts. In a marketing oriented company, this would be administered by market-led top management and the marketing department would have equal internal status to the other functions. This would help to stimulate harmony and co-operation with marketing among the other functions. The ultimate goal for the 1990s is to develop an organisation that focuses externally on opportunities and internally on co-operation. That is people work and learn together as a team rather than individually or as specialised competing units (Ames and Heide, 1992). However, studies have pointed out that internally there is a resistance to change by the top personnel who are afraid of losing their power or the inter-departments which

disagree on the equal responsibilities of each individual department (Schultz, 1993 ; Shipley 1992).

An integrated marketing agency can take a number of forms, although the idea situation is one where a single agency handles all marketing activities through a single point of contact (Linton and Morley, 1995). With integrated marketing, the agency is responsible for the co-ordination and administration of all specialist suppliers. The client may benefit from a consistent standard of service and simplified administration. By applying the same principles to marketing staff, the company should be possible to divert specialist staff to functions that are more important to the company's long term success- for example, relationship marketing (Linton and Morley, 1995). Russell and Lane(1993), pointed out that over the last few years, many large agencies have adopted some form of integrated communications - developing internal systems capable of meshing the different communication disciplines into a cohesive campaign. According to Greyser, Professor of marketing at the Harvard Business School, many large clients are unwilling to hand over the control of their marketing to agencies and risk infringing on the responsibilities of their own marketing manager (Kalish, 1990). Fawcett (1993) discovered that both marketing and advertising agencies executives claimed the biggest obstacle to implementing integrated marketing communications was that there simply are not enough people with the broad perspectives and skills to make it work. And also, Fawcett (1993) cited a survey committed by Omnitech Consultancy Group which found that two thirds of the agency respondents said they have the ability to handle various elements an integrated campaign requires, but less than half the marketers and only 39% of the large companies agreed. These findings pointed out the barriers to achieving integration between organisations and agencies. In comparison, Duncan and Everett (1993) studied the IMC concept based on an American market in which they mailed a questionnaire to a sample of 500 respondents. In this questionnaire, they asked the respondents about their perceptions of IMC and to indicate to what extent responsibilities for five major communications functions (advertising, product

publicity, packaging, sales promotion and direct response) were assigned to the same external communications agency and which were assigned to the same internal job position. This study indicated that IMC is perceived as a valuable concept and that a substantial number of clients are assigning, both internally and externally, multiple responsibility for communication to a single agency and a single position.

The findings on IMC concepts by Duncan and Everett (1993) have inspired research into the co-ordination of levels of responsibility assigned to integrating packaging and magazine advertising within an organisation both internally (such as inter-departmental communication) and externally (such as communications within an organisation to its agencies or suppliers). Different levels of responsibility assigned to packaging and advertising indicate that co-ordination may be more difficult and so influence the level of integration between the two functions. The hypotheses are formulated as below.

H7 : The level of co-ordination of responsibility assigned to by the decision making units for setting packaging objectives is different from those assigned for setting magazine advertising objectives.

H8 : The level of co-ordination of responsibility assigned to external communication firms for setting packaging objectives is different from those assigned for setting magazine advertising objectives.

3.5) Satisfaction Vs Importance of Integration

According to Linton and Morley (1995), an integrated approach with the advertising agency and below-the-line consultancy working together, enable companies to benefit by (1) strengthening the core branding of a service-led company, (2) effectively penetrating the target market, (3) improving the sales channel support and performance, and (4) building stronger customer relationships. However, there are virtually no empirical studies about the level of satisfaction of marketers' achievements through an IMC programme by linking important performance indicators such as market share and profits gained by an organisation. This research explores this particular area and the hypotheses is formulated as below.

H9 : The degree of satisfaction with integration is associated with its importance in contributing to profits and market share gained by integrating packaging and magazine advertising.

The methodology for testing these hypotheses will be discussed in the next chapter.

CHAPTER 3

1) INTRODUCTION

From the last chapter, this research has identified five main areas to explore. First, to analyse the degree of integration between packaging and magazine advertising. Second, to examine the integration strategies employed by both brand leaders and brand followers. Third, to examine the level of potential difficulties of co-ordination of responsibilities assigned for the setting of packaging and magazine advertising objectives within an organisation internally. Fourth, to examine the level of potential difficulties of co-ordination of responsibility assigned for the setting og packaging and magazine advertising objectives within organisation externally. Fifth, to identify the association level between satisfaction with integration its importance in contributing to profits and market shares gained by integrating packaging and magazine advertising.

This chapter will highlight the methodology of this research. It comprises of: (1) introduction, (2) the selection of test instruments, (3) the sampling framework, (4) the relationships between the test instruments and the hypotheses, (5) pilot testing and finally,(6) the procedure on data collection.

The above mentioned areas will be elaborated systematically.

2) SELECTION OF TEST INSTRUMENTS

Two surveying methods were selected for testing the hypotheses for the research. These two methods were: (1) *content analysis* and (2) a *postal questionnaire*. The reasons for selecting these two methods will be discussed below.

2.1) Content Analysis

The research hypotheses mainly deals with finding the extent of integration between packaging and magazine advertising. Therefore, it was necessary to collect magazine advertisements and product packages in order to test the selected criteria between the two communication functions. In terms of selecting a suitable method of analysis for the hypotheses testing, given the time constraint of the research programme, a qualitative survey by using a content analysis was selected for the research.

According to Budd, Thorpe and Denohew (1967), content analysis is a systematic technique for analysing message content and message handling - it is a tool for observing and analysing the overt communication behaviour of selected communicators. Kassarjian (1994) further stated that content analysis has been a reputable and widely applied tool for marketing research studies, including advertising. The reasons for deciding on a qualitative content analysis instead of a quantitative content analysis were because, as Bereleson (1952) suggested that a quantitative approach should only be used when (1) a high degree of precision is required (2) when there is a chance that impressionistic analysis could be subjected to bias or (3) when it is intended that content data will be statistically related to numerical data (such as motorist attitudes about their own driving patterns). Otherwise, Bereleson advises that content analysis should be done as roughly and impressionistically as the circumstances of the study will allow.

Based on this given time constraint, the content analysis of this research only use a theoretical perspective as the basis for collecting data, without intending to make generalisation to a large proportion i.e. merely attempting to describe or explain data collected for the test of hypotheses. The used of content analysis for this research was to determine the strategies between brand leaders and brand followers in integrating packaging and magazine advertising. This technique allowed a comparison of integration strategies between packaging and magazine advertising elements among brand leaders and brand followers to be achieved.

The application of content analysis in this research survey was to analyse the packaging elements comprising of both verbal (general and specific claims) and visual (colours and pictorials) and make a rough comparison with those advertised in the magazine advertisements (content analysis was used to testify hypotheses H4 to H6, see appendix 5). The analysis was basically done from the meaning of the packaging and magazine advertising elements criteria on the surface, i.e. denotative elements (literal meaning of signs) rather than to discover the hidden meaning i.e. connotative elements. Thus, the colours or the pictures or the verbal claims that appears on the package at the surface value were examined and test whether they were similar to those appearing in the magazine advertisements. It is not the intention to analyse the hidden meaning of whether these colours or pictures or claims used in both packaging and magazine advertising may induce any emotional feelings beyond the surface to the consumer. For instance, the colour or the picture used on the packages or on the advertisements may project a premium quality of the product to the consumer which may encourage purchases. This will not be analysed for the purposes of this particular research purposes.

2.2) Postal Questionnaire

The type of questionnaire selected for this research survey was a postal questionnaire. The reasons for selecting this type of questionnaire were due to: (1) its ability to reach respondents who live at widely dispersed addresses, (2) low cost of data collection and (3) low cost of data processing as well as minimising the bias (Oppenheim, 1992). On top of this, if a postal questionnaire is properly designed, a lot of useful information can be obtained from it.

The postal questionnaire in this survey was used to identify the level of integration between packaging and magazine advertising within an organisation in connection with their manufactured products for the last year. Alongside that, the questionnaire also provide an opportunity to examine the level of potential difficulties in co-ordination of responsibility assigned to packaging and magazine advertising within an organisation both internally and externally (postal questionnaire is used to testify hypotheses H1-H3 and H7-H9, see appendix 5). By using properly designed questions in a questionnaire, we are able to extract important information from the food marketers on their practices for integrating packaging and magazine advertising both internally and externally which will be useful for this research.

The questions prepared for the purpose of this research are mostly closed end questions. This has reduced the time taken for a marketer to answer them. Respondents need only to tick or circle the appropriate answer to each question. This type of question also reduces the time taken for the data processing. A proper coding for each closed end question will help to ease the data processing.

3) SAMPLING FRAMEWORK

The sampling framework of this research was separated into two sets according to the test instruments used. These two sets of sampling framework were elaborated with the aid of a flow diagram as shown below.

3.1) Content Analysis

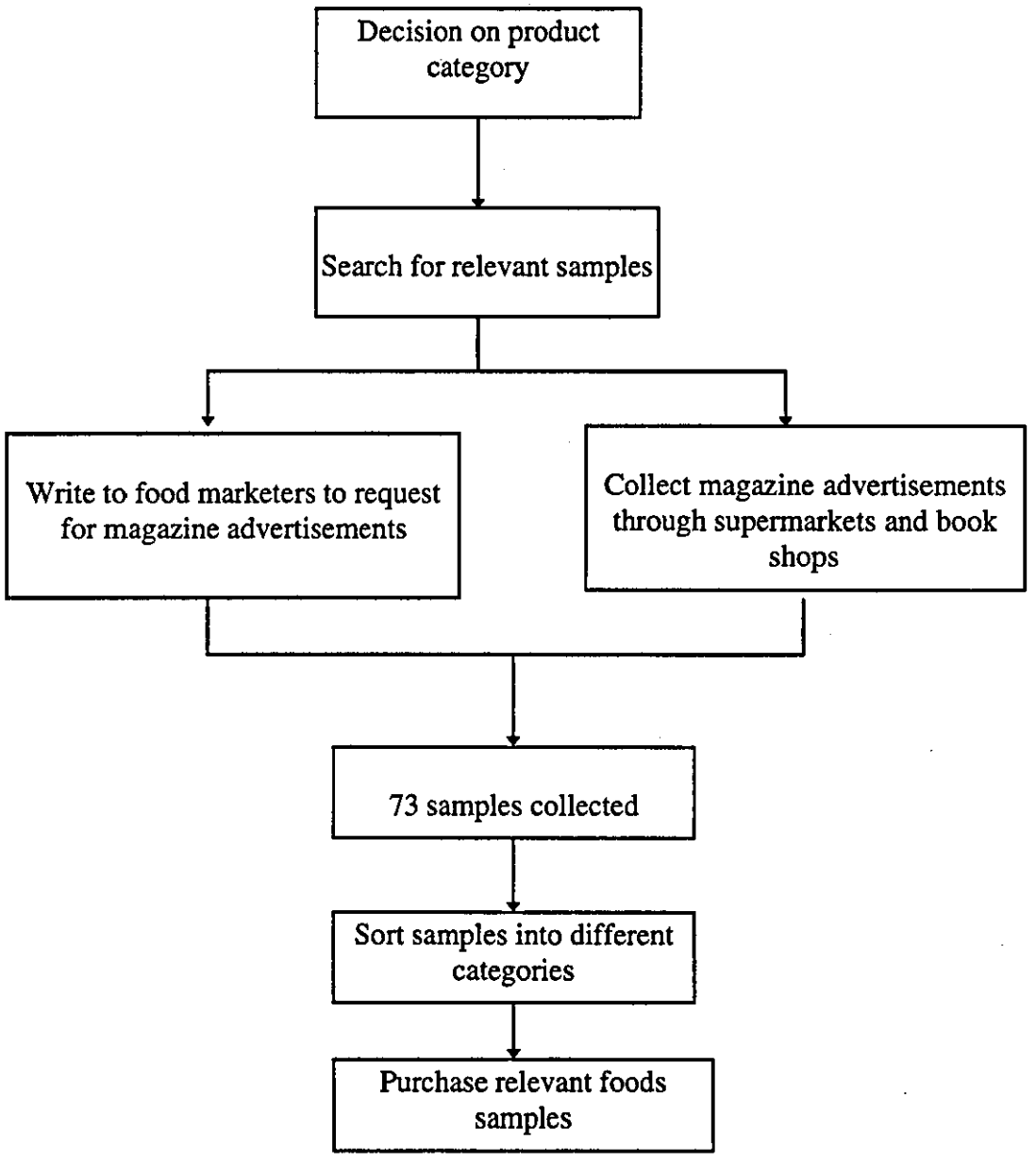


Figure 3.1: Sampling Framework for Content Analysis

3.1.1) Decision of Product Category

The food product category was decided to be the sample for this research purposes. The reasons of selecting this category was due to:

(1) *Food Vs non-food category* - Non-food categories were considered too wide to explore as compared to the food product category. Because of the enormous scope of the non-food category, selection of representative product groups based on a restricted sample size would be difficult. For example, a random selection of a few non-food categories might not be able to represent the whole range of the non-food category. Time constraint of this research also restricted an in depth analysis of all the non-food products. Therefore, in order to produce some constructive research, this research has concentrated on the food products category.

(2) Accessibility of product - The accessibility of sample is another important factor on the selection of sample to test the hypotheses. Food products are thought to be more easily accessible than non-food products. This is because food products are available everywhere such as supermarkets, local stores etc.. On the other hand, the accessibility of some non-food products may be more difficult For example, some non-food products will be exclusively distributed in specialist outlets.

(3) Food products are of universal importance to everyone.- Everyone has to eat whereas some non food group would cater only for special interest groups.

(4) Cost - Cost is another factor on the decision of food category as for the sample of research. The cost of buying food products for analysis are far more cheaper than for many non-food products.

3.1.2) The Sampling Process

Once the decision on product category has been decided, the sampling framework for content analysis was carried out in two ways.

First, to make regular visits to the supermarkets such as Sainsbury, Tesco, Asda and Safeway and to a few local news agents around the university campus and book stores such as WHSmith etc. to purchase the weekly and monthly issue magazines. The main reason for visiting these four supermarkets was because they are considered as the biggest and have national distribution retail outlets in Britain. A wide range of current issue of magazine will also be able to find at the 'magazines and newspaper' section of these retail outlets. Visiting to the local news agents and local book stores were to purchase some other magazines which were not able to get in the retail outlets. This sampling for magazine advertisements was to ensure the samples sampled were of different ranges. For example, supermarket's magazine would only be available within those retail outlets and no other, whereas national magazines may be available at local stores or book stores. The second method of magazine advertisements collection was by writing to a few major food marketers such as Kellogg's, Tetley, Nestle, Northern Foods, Birds Eye Walls etc. requesting for their product magazine advertisements which were advertised in the magazine collection period. The purpose of writing to these companies was because they are the major food marketers in this country and a wide range of food products were

manufactured by them. It was hope that by doing this, the sample size was be able to increase and also able to capture additional advertisements.

A wide range of magazines was selected for this research. All magazine issues selected were from April 1994 to April 1995 issues and were representatives of the three major categories: (1) Women and Family magazines such as Cosmopolitan, Vogue, Essential Bella and Family Circle. (2) Retail own magazines such as Tesco and Sainsbury's magazine. (3) Food magazines such Vegetarian and Better Cooking. (refer to appendix 6 for the range of magazines collected). A total of 73 food magazines advertisements were sampled for this study. Among these 73 food magazines advertisements, 50% of which were obtained through the retail own magazine and about 40% were obtained through food magazines and only 10% were obtained through woman magazines. The percentage distribution of the selection of magazine advertisements was because the product category selected for this research purpose was based of food products. It was found that most of the food products were advertised in both retail own and food magazines and this explained the large amount of advertisements obtained through these two categories of magazines. The little percentage of magazine advertisements were obtained through women magazine because most of the advertisements found in this magazine category were of non-food products advertisements and very little food advertisements were found under the magazines collection period.

In the selection of relevant food magazine advertisements for analysis, only one advertisement per food product was selected. That is, when duplicate advertisements within the same magazine were identified, the second advertisement was not counted (an identical advertisement might appear in January and February issue). For example, an advertisement on Kellogg's All Bran was found and obtained as a sample for analysis in May 1994 issue. The next Kellogg's All Bran appeared on the

June 1994 issue will not be selected. This is to ensure that the samples selected across all the food categories were unique.

3.1.3) Sorting of Samples

The collection of food magazine advertisements was based on a year basis. With the 73 food advertisements collected, they were further classified into 9 different food categories according to their product characteristics. They were (1) Breakfast cereals, (2) Margarine & spreads, (3) Ready meals, (4) Biscuits, (5) Coffee, (6) Tea, (7) Cooking Sauces, (8) Yoghurts and (9) Petfoods. By classifying these samples into different categories helped to identifying the brand leaders and the brand followers that allow a comparison between the two to be carried out. The classification of brand leaders and brand followers was based on the market share of marketers for each product categories (the sources was obtained from the Mintel Report). Ideally, for an effective comparison to be carried out, the sample must consists at least of one brand leader,(brand leader, in this research, refers to those marketers who has major influence in the market constituting the top 2 or 3 brands by share (refer to appendix 14)) and several brand followers products. But, due to the time constraint of this research and the duration of the products being advertised, it was not possible to collect the above mentioned samples for each product category.

3.1.4) Purchase Products

Food products were purchased according to food advertisements collected in order to conduct a content analysis between the packaging and advertisements of each product.

3.2) Postal Questionnaire

The product categories for the questionnaire analysis were based upon the categories selected for the content analysis i.e. food products. A simplified flow diagram on the sampling process was drawn and is shown in figure 3.2.

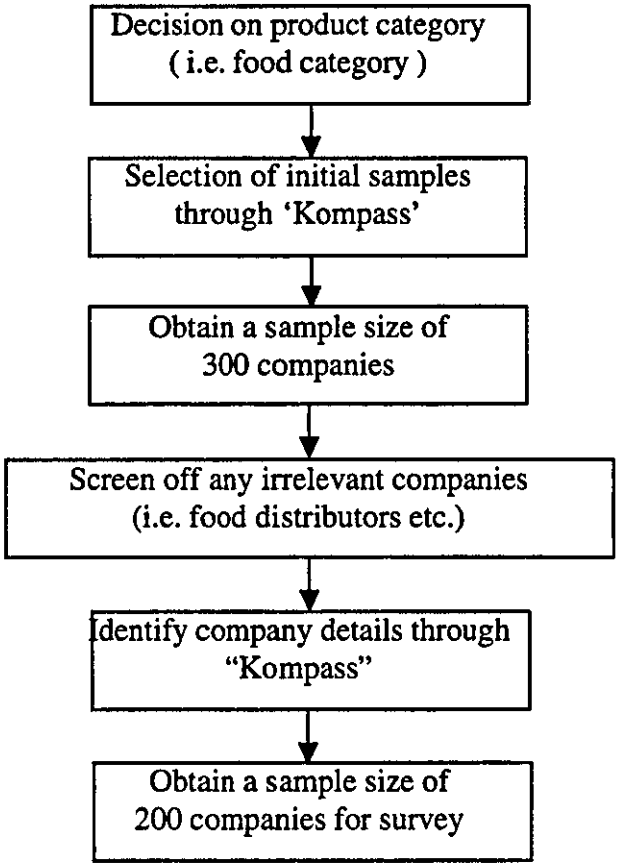
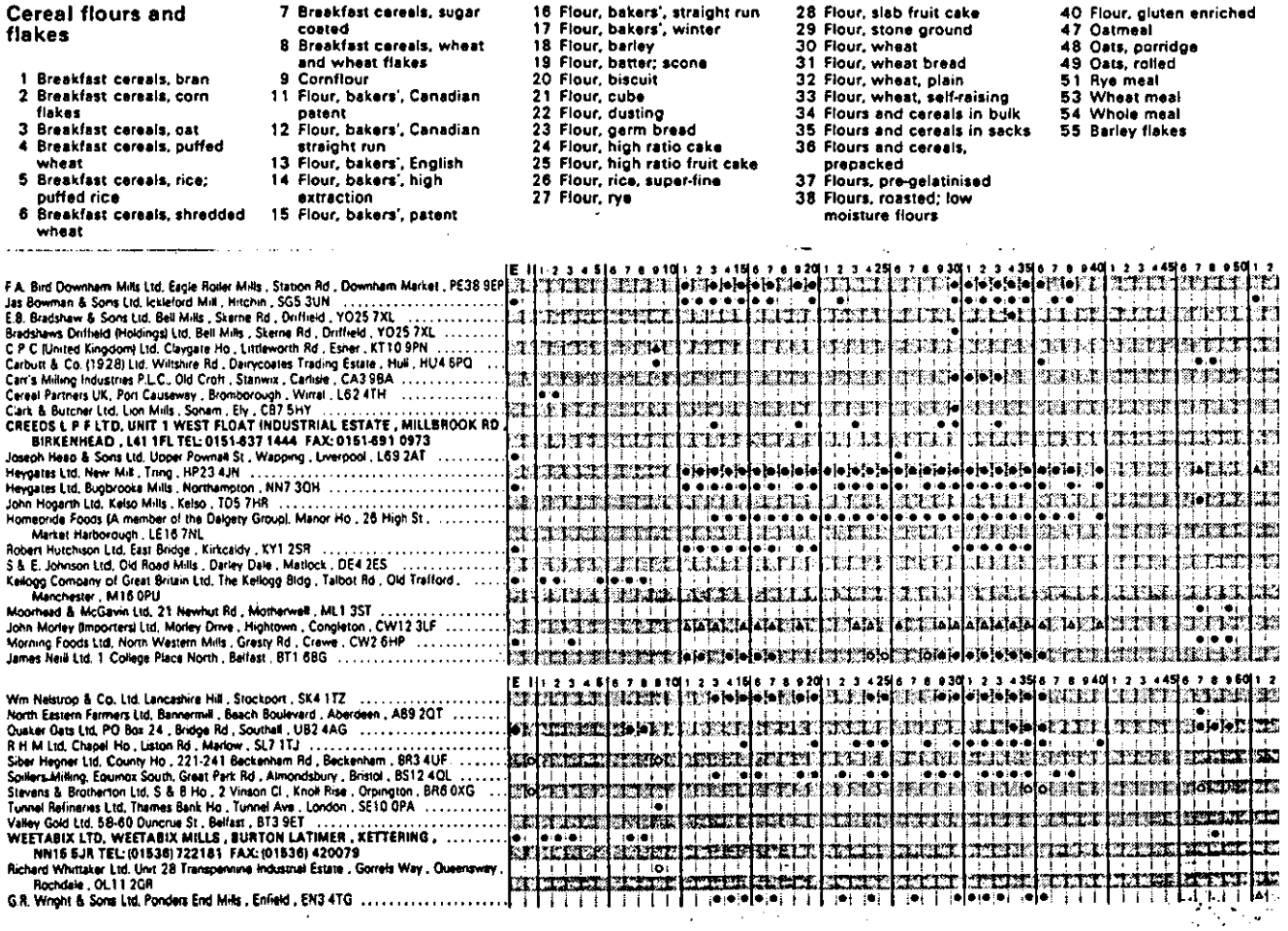


Figure 3.2:. Sampling Framework for Postal Questionnaire

3.2.1) Selection of Initial Samples

Under the food categories selected from the content analysis, a search for the company' telephone numbers and addresses was required in order to make contact and send the questionnaire to them. The process was carried out through examining "Kompass", which providing the relevant details of each company. Below is an example extracted from "Kompass" under the category of breakfast cereals. Under this breakfast cereals category, a list of companies with addresses and the different types of cereal products such as corn flakes, oat bran etc. were shown. A total of 300 food companies were identified and these were subject to a screening process to eliminate any irrelevant companies.



Cereal flours and flakes

1 Breakfast cereals, bran
2 Breakfast cereals, corn flakes
3 Breakfast cereals, oat
4 Breakfast cereals, puffed wheat
5 Breakfast cereals, rice; puffed rice
6 Breakfast cereals, shredded wheat
7 Breakfast cereals, sugar coated
8 Breakfast cereals, wheat and wheat flakes
9 Cornflour
11 Flour, bakers', Canadian patent
12 Flour, bakers', Canadian straight run
13 Flour, bakers', English
14 Flour, bakers', high extraction
15 Flour, bakers', patent
16 Flour, bakers', straight run
17 Flour, bakers', winter
18 Flour, barley
19 Flour, batter; scone
20 Flour, biscuit
21 Flour, cube
22 Flour, dusting
23 Flour, germ bread
24 Flour, high ratio cake
25 Flour, high ratio fruit cake
26 Flour, rice, super-fine
27 Flour, rye
28 Flour, slab fruit cake
29 Flour, stone ground
30 Flour, wheat
31 Flour, wheat bread
32 Flour, wheat, plain
33 Flour, wheat, self-raising
34 Flours and cereals in bulk
35 Flours and cereals in sacks
36 Flours and cereals, prepacked
37 Flours, pre-gelatinised
38 Flours, roasted; low moisture flours
40 Flour, gluten enriched
47 Oatmeal
48 Oats, porridge
49 Oats, rolled
51 Rye meal
53 Wheat meal
54 Whole meal
55 Barley flakes

F.A. Bird Downham Mills Ltd, Eagle Roller Mills, Station Rd, Downham Market, PE38 9EP
Jas Bowman & Sons Ltd, Ickleford Mill, Hitchin, SG5 3UN
E.B. Bradshaw & Sons Ltd, Bell Mills, Skerne Rd, Driffield, YO25 7XL
Bradshaws Driffield (Holdings) Ltd, Bell Mills, Skerne Rd, Driffield, YO25 7XL
C P C (United Kingdom) Ltd, Claygate Ho, Littleworth Rd, Esher, KT10 9PN
Carbutt & Co (1928) Ltd, Wiltshire Rd, Dairycoates Trading Estate, Hull, HU4 6PQ
Carr's Milling Industries P.L.C., Old Croft, Stanwix, Carlisle, CA3 9BA
Cereal Partners UK, Port Causeway, Bromborough, Wirral, L62 4TH
Clark & Butcher Ltd, Lion Mills, Soham, Ely, CB7 5HY
► CREEDS L P F LTD, UNIT 1 WEST FLOAT INDUSTRIAL ESTATE, MILLBROOK RD, BIRKENHEAD, L41 1FL TEL: 0151-637 1444 FAX: 0151-691 0973
Joseph Heap & Sons Ltd, Upper Pownall St, Wapping, Liverpool, L69 2AT
Heygates Ltd, New Mill, Tring, HP23 4JN
Heygates Ltd, Bugbrooke Mills, Northampton, NN7 3QH
John Hogarth Ltd, Kelso Mills, Kelso, TD5 7HR
Homepride Foods (A member of the Dalgety Group), Manor Ho, 26 High St, Market Harborough, LE16 7NL
Robert Hutchison Ltd, East Bridge, Kirkcaldy, KY1 2SR
S & E. Johnson Ltd, Old Road Mills, Darley Dale, Matlock, DE4 2ES
Kellogg Company of Great Britain Ltd, The Kellogg Bldg, Talbot Rd, Old Trafford, Manchester, M16 0PU
Moorhead & McGavin Ltd, 21 Newhut Rd, Motherwell, ML1 3ST
John Morley (Importers) Ltd, Morley Drive, Hightown, Congleton, CW12 3LF
Morning Foods Ltd, North Western Mills, Gresty Rd, Crewe, CW2 6HP
James Neill Ltd, 1 College Place North, Belfast, BT1 6BG

Wm Nelstrop & Co. Ltd, Lancashire Hill, Stockport, SK4 1TZ
North Eastern Farmers Ltd, Bannermill, Beach Boulevard, Aberdeen, AB9 2QT
Quaker Oats Ltd, PO Box 24, Bridge Rd, Southall, UB2 4AG
R H M Ltd, Chapel Ho, Liston Rd, Marlow, SL7 1TJ
Siber Hegner Ltd, County Ho, 221-241 Beckenham Rd, Beckenham, BR3 4UF
Spillers Milling, Equinox South, Great Park Rd, Almondsbury, Bristol, BS12 4QL
Stevens & Brotherton Ltd, S & B Ho, 2 Vinson Cl, Knoll Rise, Orpington, BR6 0XG
Tunnel Refineries Ltd, Thames Bank Ho, Tunnel Ave, London, SE10 0PA
Valley Gold Ltd, 58-60 Duncrue St, Belfast, BT3 9ET
► WEETABIX LTD, WEETABIX MILLS, BURTON LATIMER, KETTERING, NN15 5JR TEL: (01536) 722181 FAX: (01536) 420079
Richard Whittaker Ltd, Unit 28 Transpennine Industrial Estate, Gorrels Way, Queensway, Rochdale, OL11 2GR
G.R. Wright & Sons Ltd, Ponders End Mills, Enfield, EN3 4TG

Figure 3.3 An Example Extracted from "Kompass"

3.2.2) Identify Relevant Companies

A screening process to sort out the required companies for the survey was carried out after an initial samples search. The purpose of this sorting out process was to filter out those food marketers who were not participating in retail trading, for example, exporters or food suppliers. For instance, under the breakfast cereals category mentioned earlier, some of the companies were merely food suppliers who only manufactured or provided processed raw material to the food processors for further processing and retailing. These companies were not used in the research survey because it was felt that the use of advertising would be more restricted and the focus of this research is on finished food products. The screening process also helped to eliminate any identical companies based on the structure of the research designed. In the questionnaire, respondent was asked to answer the questions on integration of packaging and magazine advertising based on the 'total amount' of their products manufactured. Therefore, although a company might manufactured many different range of food products, only once was selected as a relevant sample for the research. For example, Northern Foods which may participate in many food products manufacturing and Northern Foods can only be selected once. In other words, If Northern Foods was to appeared in any other food categories will be discarded. This is to ensure unity of the sample. The shortlisted companies for each category were then subjected to a second search using 'Kompass : Company Product and Information' which consists of all the company details such as address, telephone, product brand names etc. to look for the companies telephones in order to make contact with them.

3.2.3) Contact Respondents

Through the screening process, about 200 companies were selected. A call was made to find out the person who would be in charge or responsible for answering the questionnaire regarding the research topic. After finding out the person in charge, a second call was made to contact that person personally, that is, to have a brief talk to them on the research topic and to obtain their consent to forward the questionnaire. It was hoped that the response rate of the questionnaire would be improved.

4)THE RELATIONSHIPS BETWEEN THE TEST INSTRUMENTS AND THE HYPOTHESES

The following section attempts to establish the relationships between the hypotheses formed in theoretical framework in chapter 1 and the test instruments identified in the last section of this chapter. The relationships are outlined below.

4.1) Content Analysis

The main purpose of a content analysis in this research was to provide a qualitative analysis of data by comparing the packaging and magazine advertisements. It provides a comparison of integration of the verbal and visual strategy between the brand leaders and the brand followers to be carried out. The content analysis was used to test hypotheses H4-H6 of the research (refer to appendix 5). Two independent analysts were used to content analysed the selected packaging and magazine advertisements for this research. That is, two analysts were working independently during the analysis and the results were compared, computed and used for the testing of hypotheses. This is to ensure the reliability of the results.

Elements of colours, pictures and claims (both general and specific) were compared between the selected packs and magazine advertisements by the use of content analysis. For instance, a specific claim such as 'fortified with iron and calcium' presented on one of the breakfast cereals brand package, will be compared against the specific claim for that brand in the magazine advertisement. If the words "fortified with iron and calcium", appeared in both packaging and magazine advertisement, it can be concluded that there is integration between the messages in the packaging and magazine advertisements. Content analysis was used to compare the verbal communication between the packaging and magazine advertisements. Firstly, the major copy of advertisement against the major copy of the package. Secondly, the sub copy of the advertisement against the sub copy of the package. Thirdly, the major

copy of the advertisement against the sub copy of the package. Fourthly, the major copy of the package against the sub copy of the advertisement. The major copy is referred to as major headline (with the large type) and subheadline (with smaller type but large than the body copy) of an advertisement or on the packaging. The sub copy is referred to the additional or subsidiary information supplied (i.e. body copy) for each advertisements or on the packaging. These distinctions were identified by the type of claim(s) presented in the major copy as well as the sub copy of both the packaging and the magazine advertisement (see appendix 1). For example, if similar claims (either general or specific) appeared to be presented in both the major copy of packaging and magazine advertisement, there is evidence of integration between the two. If there is a specific claim presented in the major copy of packaging and there is a general claim presented in the major copy of the magazine advertisement, it suggests that there is a lack of message integration between the two. If there is a general claim presented in the major copy of the packaging and there is also similar general claim presented in the sub copy of the magazine advertisement then it can be concluded that there is message integration.(see appendix 1 for example)

The content analysis of the visual strategy was examined under both colours and pictures by selecting the three most dominant colours and the most dominant pictorials or visual in both the packaging and magazine advertisements (a second analyst was used to verify the three most dominant colours and the most dominant pictorials selected). It was considered that collectively the three most dominant colours would likely dominate the image from a distance for a consumer. The analysis is done by comparing the three most dominant colours, (usually the three colours that occupied the most spaces in both packaging and magazine advertisement) with a professional colour guide used by philatelists. The colour guide consists of a total of 176 colours, and it was divided into 11 groups (16 colours in a group) according to the different in hues. (see appendix 3 for colours coding). Each group offers a variation of 16 shade or tints from which the colours of packaging and magazine advertisements were examined. Colours selected were deemed similar

between packaging and magazine advertising if they were considered within one of the group, indicative of integration of colours for that particular brand of product. This allows for some colour variation possible due to executional reasons e.g. ink variation rather than for strategic reasons (what is tested). An example showed that the three colours selected on one product packaging such as Kellogg's Special K were white, reddish-orange and orange-vermillion, and the three colours selected on the corresponding advertisement were white, chrome-yellow and orange-vermillion. In this case, the colour white and orange-vermillion were the same and the colour reddish-orange and chrome-yellow were classified under the same group of colours hue by the colour guide. Therefore, it can be concluded that there was integration. (see appendix 1 for example)

The content analysis of the pictures presented in both packaging and magazine advertisement was done by comparing the most dominant pictorials (person, symbol, or product shown that occupied the most space) which appeared in both packaging and magazine advertisements. Product packaging that featured at the corner of an advertisement is not considered under this circumstances. If similar pictures predominated the space in both packaging and corresponding advertising, it suggests there is pictorial integration for that particular brand of product. For example, in Kellogg's Special K breakfast cereal, the word 'Special K'and a picture of malty flakes were found on the packaging and that and the same word 'Special K' and picture of malty flakes also appeared on the advertisements. This shows there is integration between the two communication functions. (see appendix 1 for example)

The classification results obtained will then be analysed across all the samples and it can be used to compared of integration strategies employed by both brand leaders and brand followers.

4.2) Postal Questionnaire

The questionnaire used for this particular research was divided into three main parts. (see appendix 2) The first part deals with the integration of packaging and magazine advertising of the respondents manufactured products over the last year. The second part examines the level of management co-ordination within an organisation in term of responsibilities shared between packaging and magazine advertising. And also for those organisations who employed external sources, it deals with the co-ordination of their responsibility of packaging and magazine advertising. The third part of this questionnaire deals with the respondent's feelings toward integration such as the satisfaction with integration and its importance in contributing to profits and market shares gained by organisation The relationship of these different parts of questions in the questionnaire with the hypotheses will be discussed below.

4.2.1) Product Integration

The first four questions in the questionnaire deal with the level of integration between packaging and magazine advertising for the respondent organisations over the period April 1994 to April 1995. These four questions examine the verbal and the visual strategies that each organisation uses in their packaging and magazine advertising, and it is use to test hypotheses H1-H3 (refer to appendix 5).

For verbal communication, two questions were set for this purpose. One of the questions was targeted on the general claim used and the other on the specific claim. Questions were asked, such as "For the last calendar year of how many of your company product(s) use general claims in both packaging and magazine advertising

?" And, "For the last calendar year of how many of your company products(s) use specific claims in both packaging and magazine advertising ?" The response options were anchored from (1) for almost none of the products, through to (5) almost all the products, ranging in increments of 25% (see Q4 on appendix 2). Respondents were asked to answer questions by ticking the appropriate box /boxes provided in the questionnaire. For the visual strategy, two questions were set (one on colours and the other on pictures). the question asked respectively were "For the last calendar year, how many of your company product(s) use the same three colours in both packaging and magazine advertising? And, "For the last calendar year, how many of your company product(s) use the same pictures in both packaging and magazine advertising?" The response options were similar to those for examine of verbal communication.

It was considered that the answers from these four questions provided sufficient information on which to make a judgement about the degree of integration in terms of message strategies at the connotative level between packaging and magazine advertising within an organisation.

4.2.2) Management Integration

There were two parts to the questions set under this title. The first part examines the level of potential difficulties of co-ordination of responsibility assigned to internal departmental personnel in term of managing packaging and magazine advertising. The second part examines the level of potential difficulties of co-ordination of responsibility allocated to agencies used by the sponsor in term of managing packaging and magazine advertising. Co-ordination of responsibility examines

whether the same level of responsibility is assigned to packaging as for advertising for each identified decision making unit whether internal or external.

Two questions were set under this part of the questionnaire regarding the co-ordination of relative responsibility allocated to packaging and magazine advertising. The hypotheses H7 (refer to appendix 5) is presented in page 2 of the questionnaire and questions 5-6 which are related to hypotheses 7. For Questions 5 & 6 the respondents were asked to determine responsibilities across (1) Brand / Product Managers (2) Directors of Marketing (3) Marketing Communication or Advertising Managers (4) Directors of Sales and (5) Others. For each group, the respondents were asked to rate the amount of responsibility allocate to each individual on a five point scale of no responsibility, limited responsibility, some responsibility, considerable responsibility and total responsibility. The results obtained from the respondents by answering these questions for advertising were then compared to those for packaging. Analysis then conducted and used to test the hypothesis 7 on the issue of finding the level of potential difficulties of co-ordination between both communication functions (It is considered that co-ordination is a dimension of integration.)

Two questions were also set regarding to the co-ordination of responsibility assigned on setting packaging and magazine advertising by an organisation externally. The Questions 7-8 on page 3 on the questionnaire are relate to hypothesis 8 (refer to appendix 5). For Questions 7-8 , respondents were asked to determine responsibilities across (1) advertising agency (2) direct response firm (3) PR firm (4) packaging firm and (5) others. For each group, the respondents were asked to rate the amount of responsibility allocate to each individual on a five point scale of responsibility which is the same as the answer option set to determine responsibility assigned to an organisation internally. The results obtained from the respondents by answering these questions for advertising were then compared to those for packaging.

Analysis then conducted and used to test hypothesis 8 on the issue of finding the level of potenial difficulties of co-ordination between both communication functions

4.3) Satisfaction and Importance with Integration

This was the final part of the questionnaire and the main purpose of this part was to find out the importance and the satisfaction level that an organisation feels towards their integration of packaging and magazine advertising. The questions set under this heading is use to test hypothesis H9 for this research (refer to appendix 5). Questions asked were, "To what extent are you satisfied with the level of integration of packaging and magazine advertising in your company?" The respondents are asked to answer the question by circling the appropriate answer on a five point rating scale ranging from (1) not at all satisfied to (5) totally satisfied. The respondents were also given the chances to specify their reasons for a particular answer. Respondents were also asked to answer the questions, "How important do you think the integration of packaging and magazine advertising is to your company in affecting profit and market share?" The respondents needed to answer this question by circling the appropriate answer on a five point rating scale ranging from not important at all, not very important, somewhat important, very important and extremely important. The result will be used to test hypothesis 9 which relate to the finding of the association level between satisfaction with integration and its importance in contributing to profits and market share gained by integrating packaging and magazine advertising.

5) PILOT STUDY

Having selected the instruments for the collection of the data, it was decided that a small pilot study should be conducted. The aim of the pilot study was first to try to assess the adequacy of the instruments and to expose any hidden difficulties and deficiencies in the research design. It was also used to find out how long the tests would take. Finally, it was to gather preliminary data so that methods of analysis could be explored.

The pilot study of this research survey was carried out in two ways. First, the formulated questionnaire was sent out to three research students and three academics in the business school of the university. The purpose of this pilot survey on the questionnaire on the academic staff was to access the suitability of the wording and the response options for each question and the general layout and sequence of questions being asked in the questionnaire. Second, the formulated questionnaire was sent out to a three selected food manufacturers for a trial run and to find out their opinions of it.

The result of the pilot testing was successful and constructive. A number of useful points for improvement of the questionnaire were suggested:

1) The suggestions from the academic staff about the cover page of the questionnaire was that the information about the company such as the name, the designation of the personnel, the name of the respondent. should be placed at the right hand side of the top of the cover page. The university logo used for the questionnaire should placed next to the company details. This was suggested to create a balanced effect on the layout of the page.

2) Improved wording of the questions was also suggested by the academic staff. The word "generic claim" was replaced by "general claim". This is because the word "generic" was claimed to be very technical for the respondents to whom this questionnaire would be sent might not understand the meaning of it. The word "general" was suggested as more easily understood and more approachable for the respondents. It was acknowledged that an example would still need to be provided to ensure understanding.

3) The words originally used as some of the response options (e.g. for all the products and for none of the products in question) were considered to be very strong and forceful. Respondents may resist answering if the words are very extreme., so the word "almost" was suggested to place into the answer categories to soften the answer. The wording use in the scaling for measuring satisfaction (question 10) was suggested to be inappropriate. It was argued that the level of satisfaction is difficult to be measure with words such as limited satisfaction, considerable satisfaction etc. will not be appropriate. Amendment was made by providing a straight line from which to gauge the level of satisfaction with integration, anchored by 'not at all satisfied and 'completely satisfied'. The middle point of this line indicated a no strong feeling either way. The respondents were asked to circle the appropriate answer from the response options adjacent to the straight line.

4) Space allocation for response options 'others, please specify' was too limited. The spacing of this category was widened to provide more room for each respondent to complete their answer.

After the questionnaire had been pilot tested on the academic staff, the questionnaire was sent out to three food manufacturers for a second pilot. Out of these three food manufacturers selected, one was a brand leader and the other two were brand

followers (one from the marketing department and one from the packaging department). The result from this pilot testing was satisfactory because the respondents appeared to answer the questions with no difficulties. The only problem arising from this pilot was that one respondent indicated that he was not the best person to contact, to answer the questions and he suggested to re-direct questionnaire to the PR or marketing department.

The results of the pilot study initially exposed some significant problems in the wording and layout, which were eventually resolved. As a result of this pilot, it was hoped that the data collection from the main sample would be carried out smoothly and with as much validity as possible.

6) DATA COLLECTION

6.1) Content analysis

The procedure of data collection for content analysis was prepared and a diagram was drawn as shown below.

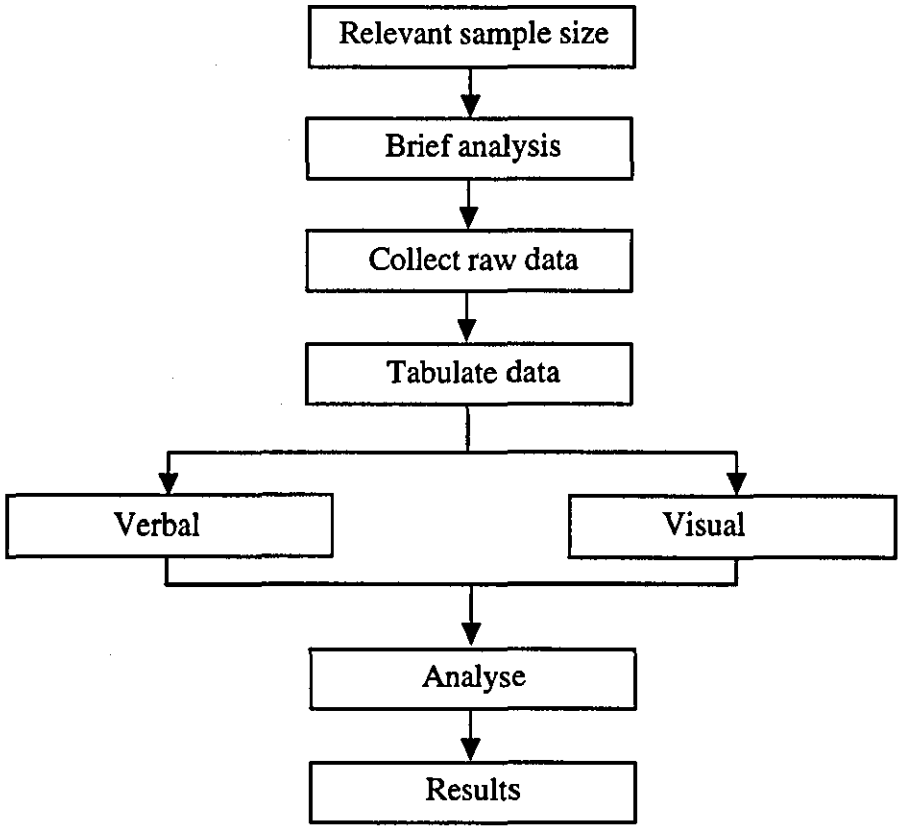


Figure 3.4: Procedure of Data Collection for Content Analysis

As mentioned in the earlier section, 73 samples of food products and magazine advertisements were collected. The content analysis across all these samples was conducted by a second analyst who was briefed and trained for the task. The use of the second analyst was to check on the reliability of the results. The reliability between the judges was calculated based on Cohen's Kappa index (1960) which is the most widely used in content analysis literature (refer to appendix 12 for the calculation). The reliability index calculated for the research was 0.98 which indicates a highly

reliable result was obtained between the two judges (in accordance to Cohen, an index value for Kappa of +1.0 indicates perfect agreement between judges in all cases and a value of 0.0 indicates no agreement other than expected by chance).

After the samples were content analysed, raw data was generated. Two sets of tables were drawn up to accommodate and transform this raw data it into an easier, more identifiable form for further data analysis. One set of tables was designed for analysing the verbal data, i.e. both general and specific claims. The other set of tables mainly deal with the visual i.e. the colours and pictures. The raw data generated for each sample under different categories were consolidated into a table. This eased the process of qualitative analysis across all the samples collected and so the cross analysis of brand leaders and the brand followers was easily carried out (see appendix 4 for tables).

6.2) Postal Questionnaire

For data collection of the postal questionnaire, a list of 200 food companies was prepared. A call was made to contact the person who was in charge or responsible for answering the questionnaire. This was to obtain their consent to forward the questionnaire to them and by doing so, it was hoped to improve the response rate of the questionnaire. It also helped in building up some forms of a relationship with the company in the event that co-operation was required on any further questions regarding the subject. Furthermore, it reduced the cost of the postal questionnaire. A flow diagram on the procedures of data collection for postal questionnaire is shown in figure 3.5 below.

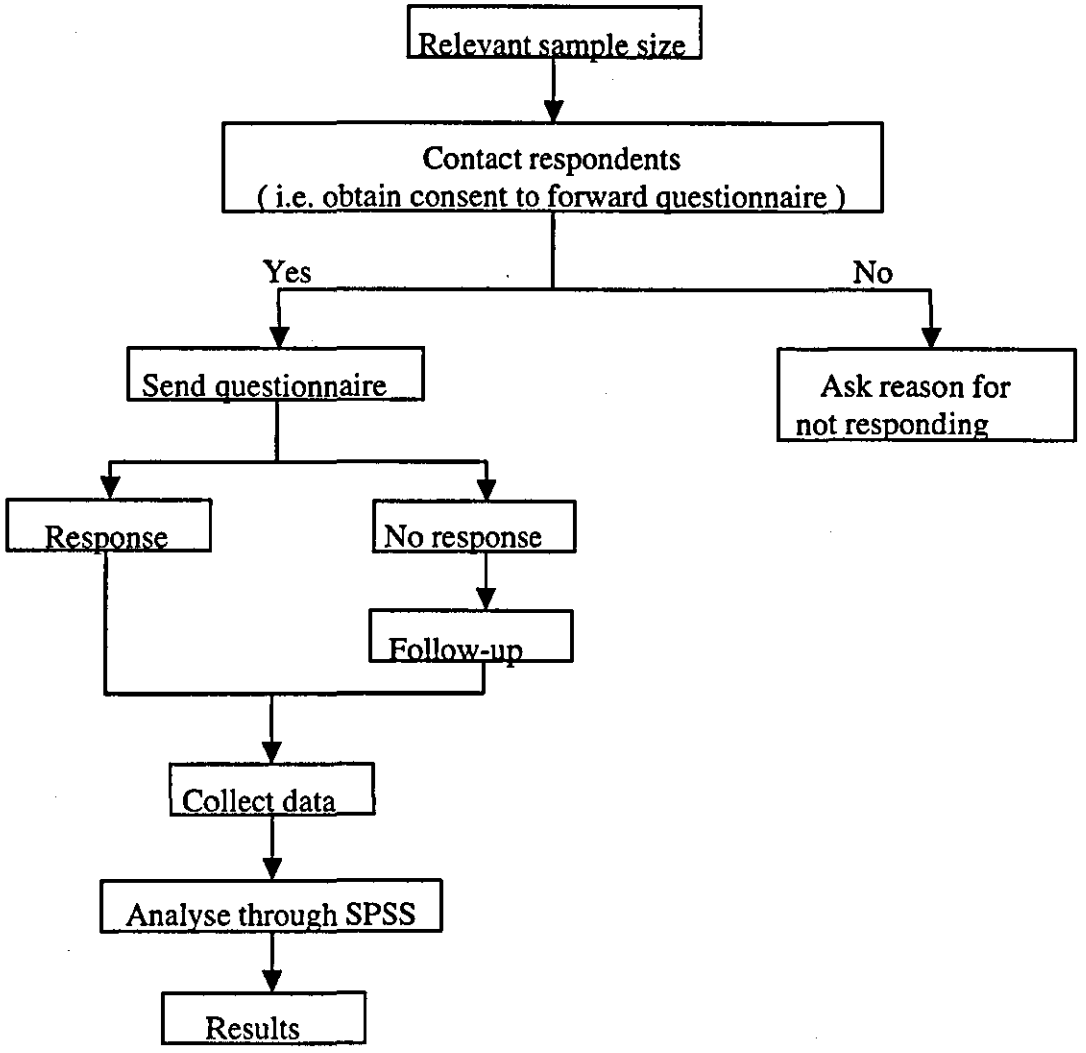


Figure 3.5: Procedure of Data Collection for Postal Questionnaire

For the 200 food companies that contacted, about 83 of them responded by filling in the questionnaire which is about a 41.5% response rate which was considered sufficient for survey research (Oppenheim, 1992). With those companies who did not respond to the questionnaire, the reasons given were due to:

(1) confidentiality of the advertising data

(2) the feeling that it was impractical on account they do not use magazine advertising or do little advertising.

(3) unable to spare any manpower to answer the questionnaires on account of time constraints.

Out of these 200 companies contacted, some of them were subsidiaries or joint companies or merged with others. Therefore, the advertising and packaging decision were either made by the mother company or their joint partner. This has reduced the actual number of the companies selected for the sample in the postal questionnaire and it also contributed to a lower level of responses obtained for this research survey..

In order to show appreciation to those companies willing to answer the questionnaire, a small gift was sent together with the questionnaire as an incentive for them (Oppenheim, 1992). This was a pen inserted with the university logo and this was believed to be a way to motivate the company to respond to the questionnaire.

The data from the responses was coded and keyed into the computer and the data was analysed by using the computer statistical software SPSS for windows. The data interpretation and results are discussed in the next chapter.

CHAPTER 4

1) INTRODUCTION

The results of the content analysis and postal questionnaire used in this research will be discussed in the remaining sections of this chapter. The order of presentation of the results is as follows :

1.1) Content Analysis

- A calculation of percentage differences on the level of integration between brand leaders and brand followers brands for testing hypotheses H4-H6 (refer to appendix 5).

- A comparison of means (one-way Anova) on the level of strategies between brand leaders and brand followers in integrating packaging and magazine advertising for significance testing of hypotheses H4-H6 (refer to appendix 5).

1.2) Postal Questionnaire

- A Chi-square test on the level of integration between packaging and magazine advertising for testing hypotheses H1-H3 (refer to appendix 5).

- A comparison of means (t-test) to determine the potential difficulties in the level of co-ordination of responsibility assigned to an organisation internally for testing hypothesis H7 (refer to appendix 5).

- A comparison of means (t-test) to determine the potential difficulties in the level of co-ordination of responsibility assigned to an organisation externally for testing hypothesis H8 (refer to appendix 5).

- A Chi-square test on the level of association between satisfaction and its importance in contributing to profits and market shares gained by integrating packaging and magazine advertising for testing hypothesis H9 (refer to appendix 5)

(2) CONTENT ANALYSIS

For the purpose of content analysis, 73 samples of magazine advertisements and packs of food products were collected. Across all these samples, 9 different food categories were classified according to their product characteristics. They are (1) Breakfast Cereals, (2) Margarine & Spreads, (3) Ready meals, (4) Biscuits, (5)Coffee, (6) Tea, (7) Yoghurts, (8) Petfoods, (9) Cooking Sauces. With all these categories, a percentage of each different category between the brand leaders and the brand followers products was calculated. Subsequently, a significance testing of the brand leaders and the brand followers integration strategies (integration of both verbal and visual strategy between packaging and magazine advertising) was also carried out. The use of statistical testing was to test hypotheses H4-H6 of the research (refer to appendix 5 for hypotheses setting). This will be discussed in the remaining sections of this chapter.

2.1) A Calculation of Percentage Difference Between the Brand Leaders and the Brand Followers Products

Across the 9 food categories, a simple percentage calculation was carried out between the brand leaders and the brand followers products. The purpose of this is to analyse the degree of differences between brand leaders and brand followers integration strategies in integrating packaging and magazine advertising. The reason for using a percentage calculation was to enable a clearer and better overview on the integration strategies between packaging and magazine advertising among the brand leaders and the brand followers across each different food category. For example, the breakfast cereals manufacturers may like to emphasis the visual integration such as colours and pictorials in their packaging and magazine advertising and the petfoods manufacturers may like to use more verbal than visual messages. The purpose of

presenting a percentage calculation was to displays the differences in integration of different food categories among brand leaders and brand followers. In the tables of percentage calculation, more than one brand leaders' product in one food category was examined. Brand leaders, in this research was referred to those food marketers who have major influence in the market which constituting the top two or three brands (by market shares, refer to appendix 14). The tables presented below show the percentage differences across each food category.

2.1.1) General Claims

The results shown below are related to the finding of the strategy used between brand leaders and brand followers in integrating general claims in both packaging and magazine advertising i.e. hypothesis H4.1.

FOOD CATEGORIES	BRAND LEADERS			BRAND FOLLOWERS			Variation
	Frequencies	No of Products	%	Frequencies	No of Products	%	
Breakfast Cereals	3	5	60.0	7	9	77.8	-17.8
Margarine & Spread	2	3	66.7	5	10	50.0	16.7
Ready Meals	1	3	33.3	2	6	33.3	0.0
Biscuits	1	3	33.3	2	5	40.0	-6.7
Coffee	3	4	75.0	2	4	50.0	25.0
Tea	0	1	0	3	6	50.0	-50.0
Yoghurts	0	1	0	3	4	75.0	-75.0
Petfoods	1	2	50.0	1	3	33.3	16.7
Cooking Sauces	1	2	50.0	4	4	100.0	-50.0
TOTAL	12	24	50.0	29	50	56.9	-6.9

Figure 4.1: Percentage Differences of General Claims Used by Food Marketers

Results :

From the figure above, the results show that percentage differences of some categories possess little variation among the brand leaders and the brand followers in integrating general claims in both of the packaging and magazine advertising. They are : breakfast cereals, margarine & spreads, ready, biscuits, and petfoods. This implies that the strategies between brand leaders and brand followers in integrating general claims in both packaging and magazine advertising for these mentioned categories somewhat similar. The food categories that possess great percentage differences (more than 25 percent different between the brand leaders and the brand followers) were tea, yoghurt and cooking sauces categories. Under the tea and yoghurt categories, almost none of the brand leaders were integrating general claims in packaging and magazine advertising and about 50 and 70 percent of the tea and yoghurt brand followers products were integrating general claims in packaging and magazine advertising respectively. This results indicate that the strategies between brand leaders and brand followers in integrating specific claims for both packaging and magazine advertising are varied. It may suggests that the brand followers are not likely to follow the brand leaders strategies in integrating specific claims for both packaging and magazine advertising. For the cooking sauces category, 50 percent of the brand leaders and all the brand followers products were found to integrate general claims in packaging and magazine advertising. For the coffee category, 75 percent of the brand leaders products and 50 percent of the brand followers products were found to have an integration. An overall percentage across all the brand leaders and the brand followers products were also calculated and it showed that 50 percent of the brand leaders products and 56.9 percent of the brand followers products were integrated. These results indicated that there were only marginal differences (6.9 percent) in both brand leaders and brand followers integration strategies. However, at individual product levels, the results are more varied.

2.1.2) Specific claims

The results shown below are related to the finding of the strategy used between brand leaders and brand followers in integrating specific claims in both packaging and magazine advertising i.e. hypothesis H4.2.

FOOD CATEGORIES	BRAND LEADERS			BRAND FOLLOWERS			Variation
	Frequencies	No of Products	%	Frequencies	No of Products	%	
Breakfast Cereals	3	5	60.0	5	9	55.6	4.4
Margarine & Spread	2	3	66.7	7	10	70.0	-3.3
Ready Meals	1	3	33.3	2	6	33.3	0.0
Biscuits	0	3	0	3	5	60.0	-60.0
Coffee	2	4	50.0	0	4	0	50.0
Tea	1	1	100.0	2	6	33.3	66.7
Yoghurts	1	1	100.0	2	4	50.0	50.0
Petfoods	1	2	50.0	1	3	33.3	16.7
Cooking Sauces	1	2	50.0	1	4	25.0	25.0
TOTAL	12	24	50.0	23	51	45.1	4.9

Figure 4.2: Percentage Differences of Specific Claims Used by Food Marketers.

Results :

From the figure above, the results again show small percentage differences in some of the food categories such as breakfast cereals, margarine & spreads, ready meals and petfoods. This implies that the strategies between brand leaders and brand followers in integrating specific claims for both packaging and magazine advertising are somewhat similar. The product categories that gave great percentage differences are biscuits, coffee, tea, and yoghurt. For the biscuits category, none of the brand leaders display integration of specific claims but 60 percent of the brand followers do integrate specific claims in both packaging and magazine advertising. For the coffee

category, 50 percent of the brand leaders integrate specific claims but none of the brand followers products were found to integrate. For the tea and yoghurt categories, all the brand leaders products found to integrate specific claims in packaging and magazine advertising but only 33 and 50 percent of the tea and yoghurt brand followers are found to integrate specific claims respectively. For the cooking sauces category, almost half of the brand leaders products are found to have an integration and only 25 percent of the brand followers products are found to have an integration. These results indicate that the strategies between brand leaders and brand followers in integrating packaging and magazine advertising are varied. A total percentage calculation across all the categories found that 50 percent of the brand leaders and 45.1 percent of the brand followers are found to integrate specific claims in packaging and magazine advertising. The marginal differences between the brand leaders and the brand followers are 4.9 percent. However, at the products levels, the results are more varied.

2.1.3) The Three Most Dominant Colours

The results shown below are related to the finding of the strategy used between brand leaders and brand followers in integrating the three most dominant colours in both packaging and magazine advertising i.e. hypothesis H5.

FOOD CATEGORIES	BRAND LEADERS			BRAND FOLLOWERS			Variation
	Frequencies	No of Products	%	Frequencies	No of Products	%	
Breakfast Cereals	2	5	40.0	3	9	33.3	6.7
Margarine & Spread	0	3	0	3	10	30.0	-30.0
Ready Meals	0	3	0	3	6	50.0	-50.0
Biscuits	2	3	66.7	3	5	60.0	6.7
Coffee	3	4	75.0	0	4	0	75.0
Tea	0	1	0	3	6	50.0	-50.0
Yoghurts	1	1	100.0	3	4	75.0	25.0
Petfoods	0	2	0	0	3	0	0.0
Cooking Sauces	1	2	50.0	1	4	25.0	25.0
TOTAL	9	24	37.5	19	51	37.5	0.0

Figure 4.3: Percentage Differences of the Three Main Colours Used by Food Marketers.

Results :

In testing integration of the three most dominant colours between packaging and magazine advertising, the figure above shows only slight or no percentage differences between the brand leaders and the brand followers in the breakfast cereals, biscuits, yoghurt and petfoods categories. This results indicate that the brand leaders and the brand followers are applying somewhat similar strategy in integrating the three most dominant colours in both packaging and magazine advertising. For the brand leaders in margarine & spreads, ready meals and tea categories, none of their products are found to have colours integration whereas with the brand followers 30 percent of the

margarine & spreads, 50 percent of the ready meals and 50 percent of the tea products are found to integrate the three main colours in packaging and magazine advertising respectively. For the coffee category, 75 percent of the brand leaders products were found to have integration but none of the brand followers products did. For the cooking sauces category, half of the brand leaders products are found to have colour integration but only 25 percent of the brand followers products are found to have colour integration. These results indicate that the strategy between the brand leaders and the brand followers in integrating the three dominants colours in packaging and magazine advertising are varied. A total percentage calculation across all the food categories found that there was no difference in the integration of the three main colours in packaging and magazine advertising between the brand leaders and the brand followers (both are 37.5 percent) However, when analysed by product category, differences are exposed.

2.1.4) The Most Dominant Pictorials

The results shown below are related to the finding of the strategy used between brand leaders and brand followers in integrating the most dominant pictorials in both packaging and magazine advertising i.e. hypothesis H6.

FOOD CATEGORIES	BRAND LEADERS			BRAND FOLLOWERS			Variation
	Frequencies	No of Products	%	Frequencies	No of Products	%	
Breakfast Cereals	2	5	40.0	4	9	44.4	-4.4
Margarine & Spread	0	3	0	0	10	0	0.0
Ready Meals	3	3	100.0	5	6	83.3	16.7
Biscuits	0	3	0	2	5	40.0	-40.0
Coffee	0	4	0	1	4	25.0	-25.0
Tea	0	1	0	2	6	33.3	-33.3
Yoghurts	1	1	100.0	1	4	25.0	75.0
Petfoods	0	2	0	0	3	0	0.0
Cooking Sauces	1	2	50.0	1	4	25.0	25.0
TOTAL	7	24	29.2	16	51	31.4	2.2

Figure 4.4: Percentage Differences of the Most Dominant Pictorials Used by Food Marketers.

Results :

From the figure above, only slight percentage differences are found in the categories of breakfast cereals, ready meals and cooking sauces (less than 25 percent). There are no percentage differences found in the categories of margarine and spreads and petfoods. Theses results indicate that the strategy between brand leaders and brand followers in integrating pictorials used for both packaging and magazine advertising are somewhat similar. For the categories of biscuits, coffee and tea, none of the brand leaders products are found to have pictorial integration but for the brand followers 40

percent of the biscuits products, 25 percent of the coffee products and 33.3 percent of the tea products are found to have pictorial integration in packaging and magazine advertising respectively. For the cooking sauces category, almost half of the brand leaders products but only 25 percent of the brand followers products are found to have pictorial integration. A total percentage calculation across all the food categories found 29.2 percent of the brand leaders and 31.4 percent of the brand followers integrate pictorials in both packaging and magazine advertising. This result indicate that there is only a 2.2% percentage difference of between the brand leaders and the brand followers strategy in integrating pictorials in both packaging and magazine advertising. However, when analysed by products levels, differences are exposed.

2.2) Significance Testing of the Level of Integration Between Packaging and Magazine Advertising by the Brand Leaders and the Brand Followers

A second analysis was used to test the significance of the data generated by the use of content analysis of the 73 samples. The method used was a hypothesis test about the difference between the two population means (i.e. One-way Anova test). A One-way Anova test was selected because it uses one variable to classify cases into different independent groups (Hanke and Reitsch, 1991). In an Anova test, sample evidence is gathered from each of the populations under study, and these data are used to compute a sample statistic. An Anova test consists of three steps. First, it produces a valid estimate of the unknown common variance of the populations regardless of whether the populations have equal means. This is known as the *within method* of the variance estimation. Second, the method produces a valid estimation of the variance of the populations only if the null hypothesis of equal population means is true. This is known as the *between method.* The final step of the Anova test involves the calculation of a ratio with the *between method* estimate in the numerator and the *within method* estimate in the denominator. If the null hypothesis that the populations have the same means is true, this ratio consists of two separate estimates of the same population variance and is thus drawn from the F distribution. However, if the population means are not equal, the estimate in the numerator will be inflated, resulting in a very large ratio. It will be obvious upon consulting the F distribution that such a large ratio is not likely to have been drawn and the null hypothesis will be rejected.

In short, when interpreting the hypothesis testing for the results, an F value calculated smaller than the F critical value obtained from the statistical table of statistical text at 95% confidence level, indicates the null hypothesis should be accepted. In other words, the two population means are considered the same. If the F computed value is

greater than the F critical value, the null hypothesis that the two are the same is rejected. The 4 tables below illustrate the results of this testing the hypotheses in research across the integration strategies between brand leaders and the brand followers. This statistical method is used to test hypotheses H4-H6.

	F ratio	Degrees of freedom	Critical F ratio at 95% confidence level	Null hypothesis
General claims	0.65	22	3.94	accepted
Specific claims	1.30	22	3.94	accepted
The three most dominant colours	0.76	22	3.94	accepted
The most dominant pictorials	3.38	22	3.94	accepted

Figure 4.5: Significance F-test for Integrating the Four Marketing Stimuli

Results :

The table above show the F ratio of the four marketing stimuli which is used to test the hypotheses H4-H6 (refer to appendix 7 for details). The computed F ratio for the general claims, specific claims, the most dominant colours and the most dominant pictorials is 0.64, 1.30, 0.76 and 3.38 respectively. The degrees of freedom (the number of data elements that are free to vary) are 22. From the statistical text table, the critical F ratio at 95% confidence level is 3.94. By comparing the two F ratios, the computed F ratio for all the four marketing stimuli are smaller then the critical F ratio. This results indicate that the null hypothesis should be accepted. It suggests the brand leaders and the brand followers are applying generally similar levels of integration in using general claims, specific claims, the three most dominant colours and the most dominant pictorials between packaging and magazine advertising.

2.3) Summary

The overall results for the examination of the integration strategies used by the brand leaders and the brand followers showed that brand followers are following similar strategies to the brand leaders. However, because of the small sample sizes used in this research, the results obtained are regarded as tentative and exploratory rather than representative results.

The problem with this analysis is that it examines the data at an aggregate level. When this data is desegregated into specific products, the results are less straight forward. The percentage differences shown for different food categories indicate that different food marketers may display varying levels of integration across the four marketing stimuli (i.e. general and specific claims, the three main colours and the most dominant pictorials) which have been drawn out as the variables for the research testing. The results of percentage calculation have shown that breakfast cereals, margarine & spreads and ready meals categories tend to be the most integrated of the four marketing stimuli between both the brand leaders and the brand followers (a large percentage of integration was found and percentage differences across all these three categories were very small, usually less than 10 percent). For other categories, such as coffee, tea, yoghurt, cooking sauces and biscuits categories, the integration of the four marketing stimuli varied greatly between the brand leaders and the brand followers. Petfoods categories was an exceptional category which rarely showed integration of the four marketing stimuli (except for some integration of verbal claim) between the brand leaders and the brand followers. These variation of integration strategies between brand leaders and brand followers products at different categories may be due the management decision in setting advertising objectives in both packaging and magazine advertising for their products. That is, some companies may like to emphases on more visual integration rather than verbal

integration in order to advertise their products whereas others may not have the same opinions or agreements on this sort of integration strategies.

(3) POSTAL QUESTIONNAIRE

For analysing the data obtained through the postal questionnaire, the data was subjected to four types of statistical testing. These were :

(1) A chi-square statistical testing on the first four questions of the questionnaire relating to the four integration levels between packaging and magazine advertising. This was to test hypotheses H1-H3 of this research (refer to appendix 5).

(2) A comparison of the two population means in order to find out the level of the co-ordination of responsibility assigned to the internal departmental personnel of the organisation (refer to questions 5 and 6 in appendix 2). This was to test hypothesis H7 of the research (refer to appendix 5).

(3) A comparison of the two population means in order to find out the level of the co-ordination of responsibility assigned to the external firms of the organisation (refer to questions 8 and 9 in appendix 2). This was to test hypothesis H8 of this research (refer to appendix 5).

(4) A chi-square statistical testing on the findings of whether the level satisfaction with integration is associated with the level of importance in integrating packaging and magazine advertising (refer to questions 10 and 11 in appendix 2). This was to test hypothesis H9 of this research (refer to appendix 5).

These four types of statistical analyses will be elaborated systematically in the later sections.

3.1) The Level of Integration Between Packaging and Magazine Advertising.

For the analysis of the integration level between packaging and magazine advertising of the food marketers, a chi square with a 2x2 contingency table was used to testify the hypotheses H1-H3 (refer to appendix 5 for hypotheses setting). A 2x2 contingency table test was used to determine whether the categorical variables are related to each other (Hanke and Reitsch, 1991). The data necessary for the contingency table test consisted of sample measurements on the two categorical variables of packaging and magazine advertising. These data were arrayed in tabular form, which enabled the analyst to see a display of the collection of data. This type of table is sometimes referred to as a cross-classification table (crosstabs for short). In order to test the null and the alternative hypotheses, a statistical test is needed to determine whether to reject or accept the null hypothesis. This is done by comparing the computed chi-square Pearson value with the chi-square critical value obtained from the statistical table from text with a number of degrees of freedom and the confidence level (conventionally 0.01 or 0.05). If the computed chi-square is smaller than the chi-square critical value, the null hypothesis that the two variables are independent is accepted. In contrast, if the computed chi-square value is greater than the chi-square critical value, the null hypothesis that the two variables are independent is rejected, i.e. the two variables are associated or dependent of each other.

For the statistical analysis of a chi square 2x2 contingency table, the minimum expected frequency of the sample in each cell is required to be greater than or equal to five. Otherwise, the analysis is not considered effective (Everitt, 1977). Based on this requirement and the small sample size of this research, the data collected was recoded into two broad categories : ' less than average' and 'more than average' categories. The 'less than average' categories referred to those responses obtained

from the organisation in which less than 50 percent of the manufactured products were using the packaging and magazine advertising elements such as general claims etc.. The 'more than average' referred to those responses obtained from the organisation for which more than 50 percent of their manufactured products were using packaging and magazine advertising elements. The research data was computed and the results are display as below (refer to appendix 8 for details).

	Pearson Value X^2	Degrees of freedom	Critical X^2 value at 95% confidence level	Null hypothesis
General claims	16.92	1	3.84	rejected
Specific claims	27.86	1	3.84	rejected
The three most dominant colours	21.16	1	3.84	rejected
The most dominant pictorials	79.07	1	3.84	rejected

Figure 4.6 : Significance Chi-square Test for Integrating the Four Marketing Stimuli

Results :

The result for the testing of integration level of general claims used in both packaging and magazine advertising shows that the computed chi-square Pearson value is 16.92 with a degree of freedom of 1. From statistical table, the critical chi-square value at 95% confidence level is 3.84. By comparing the two chi-square values, the computed Pearson value is greater than the critical value. This result indicates the null hypothesis that the two variable are independent should be rejected. In other words,

the general claims used in both packaging and magazine advertising are dependent on each other. i.e. integration of general claims between packaging and magazine advertising.

The result on the significance testing on the integration level of specific claims used in both packaging and magazine advertising shows that the computed chi-square Pearson value is 27.85 and the degree of freedom is 1. At 95% confidence level, the chi-square value is 3.84. By comparing the two chi-square values, the Pearson is much greater than the critical value. This result indicates the null hypothesis should be rejected. it suggests the level of integration of specific claims used in packaging and magazine advertising are dependent on each other.

The result of the significance testing on the integration level of the three most dominant colours used between packaging and magazine advertising shows that the computed chi-square Pearson value is 21.15 and the degree of freedom is 1. The critical value from the statistical table at 95% confidence level is 3.84. By comparing the two chi-square values, the computed Pearson is greater than the critical value. This result indicates the null hypothesis should be rejected and it suggests the integration level in using the three most dominant colours between packaging and magazine advertising are dependent on each other.

The result of the significance testing on the most dominant pictorials used in both packaging and magazine advertising shows that the computed chi-square Pearson value is 79.07 and the degree of freedom is 1. The critical value at 95% confidence level is 3.84. By comparing the two chi-square values, the computed Pearson value is much greater than the critical value. This result indicates the null hypothesis should be rejected. It suggests that the integration level of the most dominant pictorials used in both packaging and magazine advertising are dependent on each other.

3.2) Summary

The overall results have showed that the four marketing stimuli used in packaging are associated with the corresponding four stimuli used in magazine advertising. The result indicates that there is integration of general claims, specific claims, the three main dominant colours and the most dominant pictorials between packaging and magazine advertising. This findings provide evidence that there is integration between packaging and magazine advertising among the UK's food industrial The results also indicate that there is more visual integration such as colours and pictorials than verbal integration such as general and specifis claims.

3.3) The Potential Difficulties in the Level of Co-ordination of Responsibility Assigned to the Internal Departmental Personnel.

Next, research was conducted to examine the degree of responsibility assigned to particular personnel in an organisation between packaging and magazine advertising i.e. hypothesis H7. This was used to test for the potential difficulties in co-ordination between the two functions in which co-ordination is considered as a proxy dimension of integration. It is assumed that the greater the difference in responsibilities between packaging and magazine advertising objectives setting, the greater the difficulty in co-ordination. Thus the test offers an indication of possible integration problems. A matched paired T-test comparing the two population means was chosen for this purpose. The reason for selecting this statistical method was because a matched pairs t-test allowed each item of data in one sample to determine whether it is a match with a corresponding item in the other sample (Hanke and Reitsch, 1991). In this research, the matched paired T-test was used to determine whether there is a matched in the co-ordination of responsibilities assigned to the particular personnel of an organisation in setting packaging and magazine advertising objectives. This statistical method was carried out by comparing the two populations means and a t-test value was generated by the difference in means. The significance testing for the hypotheses was achieved by a calculation of the t-test values. If the t-test value computed was smaller then the t-critical value, the null hypothesis that the two population means were the same was accepted. In contrast, if the t-test value is greater than the t critical value, the null hypothesis was rejected. Alongside with the significant testing of the hypotheses, a histogram of each particular variable and the percentage of frequencies of the data were also presented in the results (refer to appendix 9 for histograms and percentages frequencies). The use of the histogram shows the data distribution of the amount of responsibility that an organisation assigned to various individuals and the percentage frequencies provide a clearer idea of the distribution. The results are presented as follow.

	t value	Degrees of freedom	Critical t value at 95% confidence level	Null hypothesis
Brand/ product managers	1.99	60	2.00	accepted
Directors of marketing	0.44	69	2.00	accepted
Communications and advertising managers	2.07	48	2.01	rejected
Directors of sales	5.04	61	2.00	rejected
Others	0.77	35	2.03	accepted

Figure 4.7 : Significance T-test on the Co-ordination of Responsibility Assigned to Internal Departmental Personnel by Organisation

Results :

The following results is to test hypothesis H7. The result of the significance testing on the level of co-ordination of responsibility assigned to the Brand / Product Managers shows that the computed t-test value is 1.99 and the degrees of freedom are 60. From the statistical table, the t critical value found at 95% confidence level is 2.00. By comparing the two t-test values, the computed t value is slightly smaller than the t critical value. This indicates that the null hypothesis that the two populations are the same should be accepted. That is, the levels of responsibility for setting objectives between packaging and magazine advertising by the Brand / Product Manager are the same. However, due to the small differences in the two values, the result suggests there is a type I error found in this result (accept or reject the hypothesis based on the confidence level selected). Therefore, testing at 90% confidence was carried out. The critical value at 90% confidence level is 1.67. By comparing the two t-test values, The computed t value is greater than the t critical

value. This result indicates that the levels of responsibility for setting objectives between packaging and magazine advertising assigned to the Brand / Product Managers are different (under type I error).

The result of the significance testing on the co-ordinated responsibility assigned to the director of Marketing in setting both packaging and magazine advertising shows that the computed t-test value is 0.44 with 69 degrees of freedom. From the statistical table at 95% confidence level, the t critical value is 2.00. By comparing the two t-test values, the computed t value is smaller than the t critical value. This indicates the null hypothesis that the two population means are the same should be accepted. The result suggests that similar level of responsibility are assigned to the Directors of Marketing in setting both packaging and magazine advertising objectives.

The result of the significance testing of the co-ordination of responsibility assigned to the Communications and Advertising Managers in setting packaging and magazine advertising show that the computed t-test value is 2.07 and the degrees of freedom are 48. From the statistical table at 95% confidence level, the t critical value is 2.01. By comparing the two t values, the result shows that the computed t value is slightly greater than the t critical value. Therefore, it indicates the null hypothesis should be statistically rejected (type I error due to the small differences between the two values and the confidence level chosen). That is, the result may suggests the levels of co-ordination of responsibility assigned to the Communications and Advertising Managers are varied. A significance testing at 99% confidence level was carried out to test this result. The critical value at 99% confidence level is 2.67. By comparing the two t-test values, it is found that the computed t value is smaller than the t critical value. This indicates the null hypothesis should be accepted. In other word, the result of the hypothesis testing may suggests similar levels of responsibility assigned to the Communications and Advertising Managers between packaging and advertising objectives setting (due to type I error).

The result of the significance testing of the co-ordination of responsibility assigned to the Directors of sales in setting packaging and magazine advertising objectives shows that the computed t-test value is 5.04 and the degrees of freedom are 61. From the statistical table at 95% confidence level, the t critical value is 2.00. By comparing the two t-test values, the computed t value is greater than the t critical value. This indicates that the null hypothesis should be rejected. It suggests that the amount of responsibility assigned to the Directors of Sales in setting packaging and advertising objectives are significantly varied with apparently less emphasis allocated to packaging objectives.

The result of the significance testing of the co-ordination of responsibility assigned to the other personnel in setting packaging and magazine advertising objectives shows that the computed t-test value is 0.77 and the degrees of freedom are 35. From the statistical table at 95% confidence level, the t critical value is 2.03. The result shows the computed t value is smaller than the t critical value and this means that similar levels of responsibility are assigned to the other personnel in an organisation in setting packaging and magazine advertising objectives.

3.4) Summary

The overall results have shown that there were significant levels of co-ordination of responsibilities assigned to the Brand Manager, Director of Marketing and other personnel of an organisation in setting objectives between packaging and magazine advertising and the data from the histograms support this (refer to appendix 9). On the other hand, the results showed that there was less co-ordination of responsibilities assigned to the Marketing Communications and Advertising manager and the Director of Sales between the setting of the above objectives. The distribution of the responsibilities assigned by an organisation to these two personnel in setting objectives for packaging and magazine advertising vary significantly. This findings suggest that there are some difficulties for companies to co-ordinate responsibilities assigned to these two personnel in setting objectives between packaging and magazine advertising..

The findings also point out that the most popular job title for setting of magazine advertising and packaging objectives is the Director of Marketing followed by Director of Sales and Brand / Product Manager. The personnel least likely to conduct these functions are Marketing Communications and Advertising managers.

3.5) The Potential Difficulties in the Level of Co-ordination of Responsibility Assigned to External Firms of An Organisation

The hypothesis (H8) under this heading was to determine the potential difficulties in the of level of co-ordination of an organisation in assigning the amount of responsibility to the external firms they employed. The hypotheses testing was similar to testing for the potential difficulties in the of level of co-ordination of responsibility assigned to the internal departments. That is, using a matched paired T-test to determine the amount of responsibility assigned to each of the external firms which an organisation employs. Histograms and percentage frequencies of each variable are also provided and they are displayed in appendix 10. The results on the findings of the potential difficulties in the of level of co-ordination of responsibility assigned to the external firms by organisation are displayed as follow.

	t value	degrees of freedom	critical t value at 95% confidence level	Null hypothesis
Advertising Agencies firms	3.90	73	2.00	rejected
Direct Response firms	1.54	46	2.01	accepted
PR firms	0.72	67	2.00	accepted
Packaging firms	6.48	57	2.01	rejected
Others	3.00	11	2.20	rejected

Figure 4.8 : Significance T-test for the Co-ordination of Responsibility Assigned to the External Firms by Organisation

Results :

The following results are to test hypothesis H8. The result of significance testing on the in the level of co-ordination of responsibility assigned to the external agencies show that the computed t-test value is 3.90 and the degrees of freedom are 73. From the statistical table at 95% confidence level, the t critical value is 2.00. By comparing the two t-test values, the computed t-test value is greater than the t critical value. Therefore, the result indicated the null hypothesis should be rejected. That is, the amount of responsibility assigned to external advertising agencies by an organisation in setting packaging objectives is significantly different to that assigned to the setting of magazine advertising objectives.

The result of significance testing on the level of co-ordination of responsibility assigned to the direct response firms shows that the computed t-test value is 1.54 and the degrees of freedom are 46. From statistical table, the t critical value at 95% confidence level is 2.01. By comparing the two t-test values, the computed t-value is found to be smaller than the t critical value. This result indicates the null hypothesis should be accepted. It suggests the amount of responsibility assigned to the direct response firms by an organisation in setting packaging is similar to that assigned to the setting of magazine advertising.

The result of the significance testing on the level of co-ordination of responsibility assigned to the PR firms shows that the computed t-test value is 0.72 and the degrees of freedom are 67. From statistical table at 95% confidence level, the t critical value is 2.00. By comparing the two t-test values, the computed t value is smaller than the t critical value. The result indicates the null hypothesis should be accepted. It suggests the amount of responsibility assigned to external PR firms in setting packaging is similar to that assigned to the setting of magazine advertising objectives.

The result of the significance testing on the level of co-ordination of responsibility assigned to the external packaging firms shows that the computed t-test value is 6.48 and the degrees of freedom are 57. From the statistical table at 95% confidence level, the t critical value is 2.01. By comparing the two t-test values, the computed t value is greater than the t critical value. The result indicates null hypothesis should be rejected. It suggests the amount of responsibility assigned to the external packaging firms in setting packaging is significantly different to that assigned to the setting of magazine advertising objectives.

The result of the significance testing on the level of co-ordination of responsibility assigned to the other external firms shows that the computed t-test value is 3.00 and the degrees of freedom are 11. From the statistical table at 95% confidence level, the t critical value is 2.20. By comparing the two t-test values, the computed t value was greater than the t critical value. The result indicates the null hypothesis should be rejected. It suggests the amount of responsibility assigned to the other external firm in setting packaging is significantly different to that assigned to the setting of magazine advertising objectives.

3.6) Summary

The results show that there were significant levels of co-ordinated responsibilities assigned to the external direct response firm and the PR firm. Although there were significant responsibilities assigned to direct response firms, the histogram and the percentage frequencies (refer to appendix 10) show a vast amount of 'no responsibilities' associated to this type of co-ordination, so care is required in reading too much from the significance testing.

The results also show that the levels of responsibilities assigned to the external advertising agency and the packaging firm were significantly different. Histograms have been used to display the variation in distribution of the amount of responsibilities assigned to these two types of external firm (refer to appendix 10). As might be expected more responsibility is allocated to setting advertising objectives by advertising agencies and more to packaging objectives by packaging firms.

The overall results imply that there is posseses some potential difficulties in co-ordinating responsibility assigned to the external firms by organisations. Many companies would like to assigned different amount of responsibility to different specialist firms for example more responsibility on packaging objectives setting are allocated to packaging firms.This may also suggests that co-ordination between packaging and magazine advertising objective setting may be more difficult to achieve among external firms.

3.7) Measuring the Association Between Satisfaction with Integration and its Importance in contributing to Profits and Market Shares Gained by Integrating Packaging and Magazine Advertising

For this analysis of integration, a chi-square test with a 3x3 contingency table was used to test hypothesis H9 which is to determine the level of association between satisfaction with integration and the importance of integration measured by profits and market share contributed by an organisation in integrating packaging and magazine advertising. As mentioned in the section 3.1, a chi-square contingency table was used to determine whether the two categorical variables (satisfaction with integration and importance with integration) are related to each other. A 3x3 instead of a 2x2 contingency table was selected because a neutral category was inserted for the analysis. The use of a neutral category was based on the nature of the questions asked in the questionnaire. In the questionnaire, a question on the satisfaction level toward integration was asked and a neutral answer 'no feeling either way' was provided in the response option. Under these circumstances, a 3x3 contingency table with a neutral category was found to be more appropriate than a 2x2 contingency table.

As mentioned, the requirement for the minimum expected frequency of sample in each cell may not have to be equal to or greater than five. According to Lewontin and Felsenstein (1965) study on the distribution of the chi square for the case of an rxc contingency table in which either r or c had two categories, and the other classification had at least five categories, the results of the chi square test for significance is remarkably accurate, provided that all the expected numbers are equal to or greater than 1. Cochran (1954) also pointed out that the usual 'rule' for contingency tables is too stringent and suggested that if relatively few expectations are less than five (say 1 cells in five), a minimum expectation of unity is allowable. These findings support the use of a 3x3 contingency table for this particular hypotheses testing. This is because the sample size for this particular research is

rather small and it is expected to have some minimum expected frequencies of less than 5.

The level of satisfaction association with importance of integration is measured in two ways. Firstly, it tests whether the level of satisfaction is associated with the profit gained by an organisation. Secondly, it tests whether the level of satisfaction is associated with the market share gained by an organisation. The results of these tests are elaborated below (refer to appendix 11 for details).

	Pearson value X^2	Degrees of freedom	Critical X^2 value at 95 % confidence level	Null hypothesis
Satisfaction vs profits gained	22.47	4	9.49	rejected
Satisfaction vs market shares	21.00	4	9.49	rejected

Figure 4.9 : Significance Chi-square Test on the Level of Satisfaction and Importance Associate With Integration of Packaging and Magazine Advertising.

Results :

The result for the significance testing on the association of integration level between satisfaction and profits gained by organisation (hypothesis H9) shows that the computed Pearson value is 22.47 and the degree of freedom is 4. From the statistical table at 95% confidence level, the critical chi-square value is 9.49. By comparing the two chi-square values, the computed Pearson value is much greater than the critical value. This result indicates the null hypothesis should be rejected and it suggests the

level of satisfaction with integration is associated with the amount of profits gained by organisation.

The result on the significance testing on the association of integration level between satisfaction and market shares gained by organisation shows that the computed Pearson value is 21.00 and the degrees of freedom is 4. From statistical table at 95% confidence level, the critical value is 9.49. By comparing the two chi-square values, the computed Pearson value is much greater than the critical value. This result indicates null hypothesis should be rejected. It suggests that the level of satisfaction with integration is associated with the belief that integration of packaging and magazine advertising affects market shares.

3.8) Summary

The results show that there is an association between the level of satisfaction with integration and the belief that integration affects the level of profits and market shares gained by the organisation. In other words, it may be concluded that the higher the belief that profits or market shares are influenced by integration between packaging and magazine advertising, the higher the satisfaction with integration will be.

CHAPTER 5

1) CONCLUSIONS AND IMPLICATIONS

The major purposes of this research were to: (1) analyse the level of integration between packaging and magazine advertising on verbal and visual dimensions. (2) examine the potential difficulties of some dimensions of co-ordination of responsibility allocated to decision makers both internally and externally. (3) identify any differences of strategies between the brand leaders and the brand followers in integrating packaging and magazine advertising. (4) analyse the association level of satisfaction with integration and its importance measured by profits and market share gained by an organisation in integrating packaging and magazine advertising. The results were computed and will be discussed and concluded as follows:

1.1) Level of Integration Between Packaging and Magazine Advertising.

In analysing the integration level of packaging and magazine advertising, both verbal and visual strategies were examined. The results showed in aggregate term that the general claims used in packaging were dependent of the general claims used in magazine advertising. The specific claims used in packaging were also dependent of the specific claims used in magazine advertising. These findings indicate the food marketers are integrating verbal claims in both packaging and magazine advertising. In examining the visual strategy, results showed that the three main colours used in packaging were dependent of the three main colours used in magazine advertising.

The most dominant pictorials used in packaging were dependent of the most dominant pictorials used in magazine advertising. These findings at the aggregate level suggest that the food marketers appear to be integrating visual strategies in both packaging and magazine advertising.

The overall results suggest that there is an integration between packaging and magazine advertising. The findings suggest that UK's food marketers are aware of the importance of integration between the two communication functions and practice it at certain levels in their marketing planning. The awareness of the importance of this form of integration could reflect a growing interest in IMC among UK's food industries in recent years. Marketers appear to recognise the importance of the consistency of messages being conveyed to the consumers and they believe in delivering consistent messages about a product to their consumers which may help to strengthen the product positioning in consumer's mind. This is important in a highly over communicated society (Ries and Trout, 1986). The most effective and efficient way of achieving consistency is suggested by synergically co-ordinating the messages in all forms of communication channels such as in-store promotion, packaging, PR etc. i.e. IMC (Schultz, 1993). Packaging has been recognised as one of the most importance and effective communications tool to reinforce marketer's messages at the point-of-purchase. It helps to recall, remind and reinforce consumer's of the product attributes. If verbal messages and visuals on packs are working in tandem with advertising (in which the messages are totally integrated), the product will stand a better chance to reinforce brand values whenever they come into contact with the product. If product attributes are likely to be retrieved by the consumer (e.g. usage experiences) they will stand a better chance of being considered for purchase. Findings of this study appeared that marketers acknowledge integration of packaging and magazine advertising which may achieve higher ROI and this has been supported by works conducted by Woodside and Motes (1984) and Tobolski (1994).

The results suggest there is more integration of specific claims in the food packaging and magazine advertising than for general claims used. The possible explanations for the increasing use of specific claims compared to general claims in food products may be indicative of the level of health consciousness among the consumers over the past few years (Snyder, 1984). The explanation is that many consumers are now more health aware in selecting a more healthier product for themselves or for the family. A higher degree of specific claims in information displays are more likely to be found in food products than for other products. In addition, a substantial amount of competitive claims such as '10p off' and '25g extra in pack were also found to be used in both packaging and magazine advertising. These sort of specific claims will usually attract consumers who are seeking for economic returns. This perhaps helps to explain the increasing level of integration of some specific claims in packaging and magazine advertising of foods products.

Many studies have suggested that colours and pictures usually work in tandem with each other (Britt, 1978; Houston, Childer and Heckler, 1987; Kisielius, 1982; Edell and Stealin, 1983). However, the results showed that there is more integration of pictures between both packaging and magazine advertising than colours in food products. The possible reasons for more integration of pictures than colours could be due to the use of polychromatic activity. The used of pictures of food product especially photography shot of food product as a main feature in the packaging or the magazine advertisement may believe to create a more authentic, realism feeling of the product to the consumers. This may suggests to influence consumer's affinity toward the product at the point-of-purchase and leads to a purchase. Another possible reason for less use of integration of colours than pictures in this research may be because of colours vary during printing. It could be difficult for the marketers to determine whether the three main colours used in packaging were **the same** as those used in magazine advertising. Therefore, this problem in control of colour retention during printing would tend to underscore the true intention of integration as a strategy.

Results also found that there was more visual integration used compared to verbal integration. This could also due to polychronic activity i.e. Consumers have less time to read and process verbal information and they relying more on visual materials which delivers a quicker meaning.

1.2) The Strategies Between Brand Leaders and Brand Followers in Integrating Packaging and Magazine Advertising

The research further investigates whether the level of integration between packaging and magazine advertising among the brand leaders and the brand followers are different. At the aggregate level, the results indicated that most of the brand leaders and the brand followers show some degree of integration between packaging and magazine advertising. Many brand leaders and the brand followers are applying similar levels of integration between packaging and magazine advertising. The overall differences found between the brand leaders and the brand followers in integrating both verbal and visual into packaging and magazine advertising were very low with variances (less than 10 percent). However, when examined specifically, different types of food appeared to adopt different levels of integration in term of verbal and visual strategies between packaging and magazine advertising. For example, the breakfast cereals and margarine & spreads categories emphasis more verbal integration than visual integration in both packaging and magazine advertising. The ready meals category tend to have more visual than verbal integration in packaging and magazine advertising. The reason for these differences in integration strategies may due to the nature of the products and the market that the products are targeting to. The elaboration likelihood model may offer some clues in explaining these differences in integration strategies applied by marketers, but further

research on the effects each particular food category with the consumer's purchasing behaviour are recommended

Breakfast cereals and margarine may projected as healthy-eating products to the consumers with high fibre, low calories, or less fat image that associate with them. Health conscious consumers will probably tend to use a central processing route (active manipulation of information) to process the health message carried by the product, i.e. they tend to pay more attention to the types of verbal claims when selecting a suitable product for themselves, if sufficient motivation is derived from the stimuli. Food marketers may experience with the use of more verbal claims to convey the healthy message to their consumers than with the use of visuals for this sort of product category. For ready meals category, which are usually regarded as convenience foods to the consumer because they are ready to be consumed at purchase or little preparation required after purchased. It is less likelihood for consumers to use a central processing route for these products because this products are usually purchase based on the consumer's mood at the point-of-purchase. Food marketers may therefore, use more peripheral elements such as visuals to capture or arouse consumers attention rather than the use of more verbal claims in the products. For the other food product categories selected for this research such as coffee, tea, biscuits and yoghurts, because of the diversity in usage. For example, biscuits such as digestives, oatmeal's biscuits and crackers may be considered as healthy or used in a slimming or dieting programmes, and shortcakes, rich cream filling crackers may be considered as indulgent, unhealthy and fattening food. Therefore, this may account for mixed findings between verbal and visual strategies used by the food marketers products in these mentioned categories (tea, coffee, biscuits and yoghurts).

To reiterate, the differences in the integration strategies between brand leaders and brand followers in aggregate terms do not appear great. Contrastingly, at the product specific levels, findings across each food category have shown a variation in both brand leaders and brand followers as they adopt different strategies in integrating

packaging and magazine advertising. For example, the breakfast cereals category was found to be the most integrated categories. The brand followers in this category were found to be closely following the integration strategies of the brand leaders.(the percentage differences between brand leaders and the brand followers were very small in all the verbal and visual integration). In contrast, for the biscuits, coffee, tea yoghurt petfoods and cooking sauces categories, the brand followers did not always follow the brand leaders in integrating the verbal and visual strategies. The brand followers were found to be more integrated for using general and specific claims in packaging and magazine advertising than the brand leaders. However, few differences were discovered for brand leaders and brand followers in integrating visual strategies. One explanation for the difference in brand leaders and brand followers integration strategies may be due the differences in responsibilities allocated between decision making units in the setting of packaging and magazine advertising objectives. This responsibilities of setting decisions may be vary across product categories, although this has not be formally tested However, it is hard to draw a conclusion on this particular area because of incomplete information provided. Also ,the small sample of this study has restricted scope for a fuller picture of the market. It is recommended to study on a bigger sample for further research in this particular area.

1.3) The Potential Difficulties in the Level of Co-ordination of Responsibility Assigned to Internal Departmental Personnel in Setting Packaging and Magazine Advertising Objectives.

To examine an indication of the level of co-ordinated responsibility assigned to an organisation internally, five decision-making units were tested. They were: (1) Brand / Product Manager (B/P Manager), (2) Director of Marketing, (3) Marketing Communications or Advertising Manager,(4) Director of Sales, (5) Other personnel in an organisation. The results showed that the B/P Manager and Director of

Marketing appeared to be the most co-ordinated in the handling of both packaging and magazine advertising objectives setting (based on the amount of responsibilities assigned to each position in an organisation). Contrastingly, the Marketing Communications and Advertising Manager would seem to be the one who has least co-ordination of responsibility in setting packaging and magazine advertising objectives. The results also showed that the Marketing Communications and Advertising Manager position were less likely to exist in the UK's food industries. Only 48 responses out of the total of 83 responses said their have employed Marketing Communications and Advertising Managers with some responsibility for the setting of packaging and magazine advertising objectives. This findings may reflect the fact that in a number of companies the Marketing Communications and Advertising Manager is the title given to the person who has primary responsibility for marketing publicity.

Results also showed that many companies had a Director of Sales in the setting of packaging and magazine advertising objectives, but the levels of responsibility assigned to the setting of both objectives were unequal i.e. suggesting perhaps difficulties in the co-ordination of responsibility. In general, there were more responsibilities appeared to be assigned to Director of Sale in setting packaging objectives than magazine objectives. This finding may indicate that some companies would prefer to assign specialist functions to specialise personnel.

Co-ordinated responsibilities appear to be assigned to the B/P Manager and Director of Marketing. This finding may indicate a substantial number of companies are moving away from assignments managed by one function. The use of B/P Manager and Director of Marketing because these two positions are often well established in many firms and are believed to be more market orientated than other personnel within an organisation, knowing the difference between the above and below-the-line advertising well enough to set appropriate decisions for advertising products. Most

companies like to assign responsibility to these two positions in planning strategy, objectives setting and gathering relevant brand information. Therefore, results indicate a substantial amount of responsibility assigned to these two personnel within an organisation.

The findings also indicate there are substantial co-ordinated responsibilities assigned to other personnel in an organisation. However, this co-ordination of responsibilities assigned to other personnel are usually present in those smaller organisations in which the managing director or the chairman may be responsible for the setting of packaging and magazine advertising objectives. Because of the smaller size of these companies, the available manpower is limited and therefore there is more likely to be co-ordination of responsibilities assigned to a single person. This may suggests fewer potential difficulties in achieving co-ordination between packaging and magazine advertising but would required further examination between small and larger organisations.

The overall result of this study showed that most of the UK's companies like to assign responsibility to a single person such as B / P Manager in setting objectives for both packaging and magazine advertising. Potentially, this should reduced potential difficulties for a company to achieve co-ordination between internal functions i.e. toward a more integrative marketing approach between packaging and advertising objectives. However, some companies prefer to assign specific functions to specialists such as assigning more responsibility to Director of Sales in setting magazine advertising objectives, in which potential difficulties for a company to co-ordinate may be greater. Co-ordination may be facilitated if companies appoint a single person responsible for co-ordinating all these opinions from each individual department to a single output of setting the packaging and magazine advertising objectives (Schultz, 1993 and Linton and Morley, 1995). The advantages of assigning co-ordinated responsibility in setting packaging and magazine advertising objectives

to a single person is that it could enable more control over the consistency of product messages being conveyed to the consumers. In other words, the more power allocated to a single person to hold responsibility for objectives setting, the lesser the contradiction of ideas for the product messages will be. In such situation, responsibility falls on the shoulders of a single decision maker with implications for the recruitment and training and motivation of others to be committed to the philosophy of IMC.

1.4) The Potential Difficulties in the Level of Co-ordination of Responsibilities Assigned to the External Firms in Setting Packaging and Magazine Advertising Objectives.

The next objective of this research is to find out the responsibilities assigned external agencies of an organisation in the setting the packaging and magazine advertising. The findings suggest that most of the companies in UK's food industries employ external agencies in conjunction with the internal departments within an organisation for the purpose in the setting of objectives between packaging and magazine advertising..

The results indicate that there is more likely to be co-ordination of responsibilities given to direct response and PR firms. However, a vast amount of 'no responsibilities' were assigned to the direct response firms (refer to histogram on responsibility distribution in appendix 10), which indicated that there was relatively few companies who claimed to have used a direct response firm. This may in turn suggest that direct response firm is less likely to have an advantage in taking the role of setting packaging and magazine advertising. On the hands, the result from the responded data showed a substantial amount of companies claim to used an external

PR firms for the setting of packaging and magazine objectives This finding supports the viewpoint that a PR person is conceptually the most logical one to manage integrated marketing communications activities for companies (Dilenschneider, 1991; Miller, 1991).

The results also showed that there are a large amount of companies who use external advertising agencies in the setting of their packaging and magazine advertising objectives (approximately 88 percent of the total responded data). Results also indicate substantial responsibilities assigned to these external advertising agencies in setting the packaging and magazine advertising objectives. This finding support the notion that advertising agencies may have an distinct advantage in taking the leadership in the setting of packaging and magazine objectives compared to other external firms. It also suggests that most companies were likely to use marketing orientated firms for their specialised knowledge in setting objectives for packaging and magazine advertising. Most companies also like to employ an advertising agency as a central co-ordinator for all the objectives setting by other specialists in order to achieve an integrated network. However, results also showed that different levels of co-ordination of responsibilities were assigned to the external advertising agencies in setting packaging and magazine advertising objectives This might suggest that most companies were not putting as much as emphasis in magazine advertising as they do for TV or other commercial advertising. Most companies have claimed that they use TV advertising more often than magazine advertising.

Many firms also hired external packaging firms in setting objectives for packaging and magazine advertising. However, the co-ordination of responsibilities appear to be more difficult for packaging firms (more packaging objectives and less magazine advertising objectives are found to be allocated to packaging firms). This finding indicate most companies are only allocated certain specialised responsibilities to

specialist firms and therefore, unequal responsibilities are found to be given for packaging firms in setting objectives between packaging and magazine advertising.

The result also show that little responsibility is assigned to other external firms apart from those examined specifically (i.e. advertising agency, direct response firms, PR firms and packaging firms). This finding indicates that it is unlikely that other specialist firms would be hired in the setting the of objectives for either packaging and magazine advertising or both.

The overall results have shown that most of the companies like to assign specific functions to specialists in setting the packaging and magazine advertising objectives. For example, companies like to allocate more packaging and less magazine advertising objectives setting to the packaging firms. In contrast, more magazine advertising than packaging objectives are set by PR firms. This fragmentation of responsibility allocated to different external firms in setting packaging and magazine advertising objectives implies that there is potentially great difficulty for UK's companies to achieve co-ordination. This might in turn suggests that less integration is possible when using external firms by UK's companies in the setting their communication elements. Studies have suggested that companies should appoint a single advertising agency to be responsible for co-ordinating all the specialists opinions and produce a single output and feedback to the client in order to work toward an integrated marketing communications (Schultz, 1993; Linton and Morley, 1995).The fragmentation of responsibility allocated to the external firms of this study may suggest that companies are doubting the capability of an external agency in handling all the responsibilities in objectives setting. This supports the viewpoint of Fawcett (1993) in his study.

1.5) The Association Level Between Satisfaction with Integration and Its Importance Measured by Profits and Market Shares in Integrating Packaging and Magazine Advertising.

Apart from examining the level of integration between packaging and magazine advertising, the objective of this research was extended to determine any association between the level of satisfaction with integration and its importance measured by profits and market shares gained in integrating packaging and magazine advertising within an organisation. If there is an association between the level of satisfaction with integration and the level of profits and market shares gained by integration, it would suggests that companies are practising integration of packaging and magazine advertising, and they are satisfied with this form of integration and believed it may be linked to an increase of profits and market shares of the company.

The findings of this research indicate the level of satisfaction obtained from integration is closely associated with the belief that profits and the market shares gained by integrating packaging and magazine advertising in an organisation. They perceived increase in the amount of profits and market shares leads to an increased level of satisfaction with the integration strategy. Most companies did believe that the integration of packaging and magazine advertising will lead to an increase in profits and market shares. However, companies often claims that there are obstacles which may obstruct the level of integration. These obstacles are mainly due to the tight budgets allocation, constraints imposed by registration adherence to the advertising standards and trading standards authorities. These obstacles restricted them in achieving arguably fuller integration. In conclusion, the findings suggest that the integration of packaging and magazine advertising is similar to various types of integration which have been practised by the organisation such as advertising and PR, advertising with direct response etc. which may bring benefits to an organisation in term of increasing profits and market shares.

2) LIMITATIONS OF STUDY

There were several limitations restrict the scope of study and implications which outlined as follows.

2.1) The Time Limitations

The time limitation is one of the constraint of this research. Time constraints limited the study in term of:

(a) The field work - in which the collection of magazine advertisements for content analysis were limited. It also limited the data collection for the questionnaires. Therefore the sample size of this research was considerably small, yielding only tentative results rather than a more representative sample, which is suggested for future research.

(b) Denotative Vs connotative - The content analysis of the marketing stimuli such as verbal and visual elements that are used in packaging and magazine advertisements, were analysed at their surface meaning only (i.e. denotative) rather than a more in depth analysis to discover the hidden meanings (i.e. connotative) behind the messages such symbolic interpretations by which consumers may reveal a richer insight into consumer's purchasing behaviour and the impact that this type of integration may have on consumers.

(c) Selection of product categories - The product categories selected for this research were solely based on food products. A more comprehensive survey on investigating

non-food products may be suggested. Because of the time limitation of this research, it was not possible to carry out an investigation on the non-food side.

2.2) Sample Size Limitations

(a) Computation of results - Due to the small sample size used by this research, computation of results was difficult. In the case of examination of brand leaders and the brand followers integration strategies on packaging and magazine advertising, it required a larger sample size to produce reliable results.

(b) Analysis of the co-ordination of responsibilities between brand leaders and brand followers- One research objectives was to compare the potential amount of co-ordination of responsibility assigned to both brand leaders and brand followers firms (internally and externally). Due to the small sample size of this research, effective comparison between the wo was not considered viable.

(c) Coding of data - The coding for data was also affected by the small sample size. For example, because of the small sample size, the coding of data for the Chi-square 2x2 contingency table used to test hypotheses H1-H3 was consolidate into two broad categories, the 'less than average' and the 'more than average' categories rather than five categories i.e. 'almost none of the products', '25% of the total products', '50% of all the products', '75% of all the products' and 'almost all of the products' suggested in the questionnaire. This is because an effective 2x2 chi-square contingency table required cell sizes greater or equal to 5. The problem with consolidating the data may lead to the lose of some detail in the analysis.

2.3) Other Limitations

(a) Comparison of colours - It is difficult to content analyse the colours on both packaging and magazine advertisement. Colour variation on both packaging and magazine advertisements may be due to executional reasons such as ink variation, which may cause difficulty in drawing conclusions about colours integration. The colours key selected as the tool for the comparison of colours for both package and advertisement also allows for some degrees of variation. Based on this colours variations due to executional reasons, interpreting results on the *exact* comparison of colours might lead to an understatement of intended integration.

(b) Consumer integration Vs organisational integration - The type of magazine advertisements collected for this research were those whose target audience was the consumer or the end user. There was no magazine advertisements collected which aimed at the organisational levels. Therefore, this research was restricted solely on the analysis of the integration of consumer magazine advertisements and packaging and no organisational integration.

3) RECOMMENDATION FOR FURTHER STUDIES

The recommendation for further studies on the research should focus on :

(a) Enlarge the sample size to strengthen the research. A larger sample size would aid in the analysis for producing more reliable findings. Enlargement of sample sizes of the brand leaders and the brand followers would enable more robust crosstabulations analysis of the integration strategies between the two. An analysis with non-food categories is also suggested for further research so that a better understanding of integration level between packaging and magazine advertising can be achieved.

(b) Examine an in depth study on the level of integration between packaging and magazine advertising by analysing of the hidden meanings behind advertising and packaging claims which may affect the consumers feeling toward the products. This would create a better understanding of the effect of advertising on consumer's behaviour, e.g. semiotic analysis, in which the hidden meaning of signs of an advertisement can be examined on consumer behaviour.

(c) It is also worthwhile to extend the research analysis to an integration of packaging and magazine advertising targeted at the organisational level, e.g. incorporate magazine advertisements which are advertised for the retail trade. This may hopefully contribute to a greater potential for building a more complete model on IMC

(d) Apart from identifying the level of integration between packaging and magazine advertising, it is worthwhile determining what other dimensions of integration are carried out. This could be useful to the industries since it is still lack of empirical

data to support a general model of IMC in achieving greater efficiencies in marketing communications.

(e)The actual planning and executional activities in order to obtain a more complete understanding of the degree of integration that is actually taking place, both internally and externally is also another aspect worth looking into for future research. For example a set of more complicated measurements of integration and more specific operational questions can be drawn out and to measure the extent of communications integration.

(f) Examining differences between surveying decision-makers for their beliefs behind making decisions in IMC would help here. The level of co-ordination of responsibility assigned to both brand leaders and brand followers has not been conducted for this study. Further research on this particular area is needed in order to account for any differences.

(g) It is worthwhile to determine the co-ordination of responsibility of other communication elements assigned to each functional department and how these individual departments were organised in order to perform an effective IMC programme within an organisation.

(h) Upon this, it is also worthwhile to examines the potential difficulties in the level of co-ordination of responsibility between small and larger organisation in order to have a better understanding on the strategies on allocation of responsibility between the two.

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Appendix 1 : Example of Content Analysis

Name of product : *Kellogg's Special K*

	Integration	Type of claim
(A) Claims		
1) major copy (ad) Vs major copy (pack) (ad) So good, it should be bad (pack) Crispy malty flakes	*No*	–
2) sub copy (ad) Vs sub copy (pack) (ad) malted flakes of wheat and rice richer in vitamin and iron low fat (pack) especially rich in vitamin and iron	*Yes*	*Specific*
3) major copy (ad) Vs sub copy (pack) (ad) so good, it should be bad (pack) especially rich in vitamin and iron	*No*	–
4) major copy (pack) Vs sub copy (ad) (ad) malted flakes of wheat and rice richer in vitamin and iron low fat (pack) crispy malty flakes	*Yes*	*General*
(B) The Three Main Colours		
(ad) (1) white (2) reddish orange (3) orange vermillion (pack) (1) white (2) chrome yellow (3) orange vermillion	Yes	
(C) Main Visual Focus Pictorials		
(ad) (1) Special K (2) Flakes (pack) (1) Special K (2) Flakes	Yes	

Appendix 2 : Questionnaire

NAME:

DESIGNATION:

NAME OF COMPANY:

Integration of Packaging and Magazine Advertising.

The following questionnaire forms an integral part of an independent market research study concerning the integration of packaging and magazine advertising by food manufacturers.

Your feedback is very important for the research and your co-operation would be greatly appreciated.

Please answer all the questions for the business unit of which you are responsible.

(A) Product Integration

Please answer the questions by ticking the appropriate box/boxes.

(a) Claims

1) During the last calendar year, for approximately how many of your company products use **general claims** (through such words as 'best', 'quality', 'general' etc.) on its packaging and in its magazine advertising ?

	Packaging	*Magazine advertising*
i) for almost none of the products	☐	☐
ii) for about 25% of the products	☐	☐
iii) for about 50% of the products	☐	☐
v) for about 75% of the products	☐	☐
vi) for almost all the products	☐	☐

2) During the last calendar year, for approximately how many of your company products use **specific claims** (such as 'fortified with vitamin E', 'calcium enrichment' etc.)on its packaging and in its magazine advertising ?

	Packaging	*Magazine advertising*
i) for almost none of the products	☐	☐
ii) for about 25% of the products	☐	☐
iii) for about 50% of the products	☐	☐
v) for about 75% of the products	☐	☐
vi) for almost all the products	☐	☐

(b) Visual strategy

3) As part of your visual strategy for the last calendar year, for approximately how many of your company products use **the same** three dominant colours on its packaging and in its magazine advertising ?

	Packaging	*Magazine advertising*
i) for almost none of the products	☐	☐
ii) for about 25% of the products	☐	☐
iii) for about 50% of the products	☐	☐
v) for about 75% of the products	☐	☐
vi) for almost all the products	☐	☐

4) As part of your visual strategy for the last calendar year, for approximately how many of your company products use **the same** pictures on its packaging and in its magazine advertising ?

	Packaging	*Magazine advertising*
i) for almost none of the products	☐	☐
ii) for about 25% of the products	☐	☐
iii) for about 50% of the products	☐	☐
v) for about 75% of the products	☐	☐
vi) for almost all the products	☐	☐

(B) Management Integration

For the following questions, please circle your response on a scale of 1 to 5 as applicable, based on your experience over the last calendar year.

Packaging objectives

5) To what extent do the personnel (as listed below) in your company hold responsibility for the setting of **communication objectives for packaging** (e.g. such as how the product is designed to attract the customer in store with colours, graphics, etc.)?

	no responsibility	*limited responsibility*	*some responsibility*	*considerable responsibility*	*total responsibility*
i) Brand / product manager	1	2	3	4	5
ii) Director of marketing	1	2	3	4	5
iii) Marketing communications or advertising manager	1	2	3	4	5
iv) Director of sales	1	2	3	4	5
v) Other (please specify and score):					
Position :.....	1	2	3	4	5

Advertising objectives

6) To what extent do the personnel (as listed below) in your company hold responsibility for the setting of **magazine advertising objectives** (such as how the colours, graphics and claims are used to develop awareness, interest, preferences or convictions to purchase etc.) ?

	no responsibility	*limited responsibility*	*some responsibility*	*considerable responsibility*	*total responsibility*
i) Brand product manager	1	2	3	4	5
ii) Director of marketing	1	2	3	4	5
iii) Marketing communications or advertising manager	1	2	3	4	5
iv) Director of sales	1	2	3	4	5
v) Other (please specify and score):					
Position :.....	1	2	3	4	5

7) Do you use an external communication agency e.g. advertising agency, PR firm etc. for your advertising planning ? (Tick one option)

Yes [please move to Q8] ☐

No [please move to Q10] ☐

8) What level of responsibility is held by your external communication firm(s) in the setting of **communication objectives for packaging** ?

	no responsibility	*limited responsibility*	*some responsibility*	*considerable responsibility*	*total responsibility*
i) Advertising agency	1	2	3	4	5
ii) Direct response firm	1	2	3	4	5
iii) PR firm	1	2	3	4	5
iv) Packaging firm	1	2	3	4	5
v) Other (please specify and score) :	1	2	3	4	5

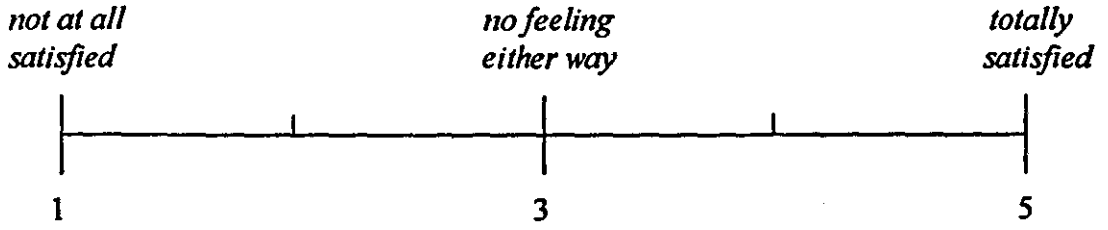
9) What level of responsibility is held by your external communication firm(s) for the setting of **magazine advertising objectives** ?

	no responsibility	*limited responsibility*	*some responsibility*	*considerable responsibility*	*total responsibility*
i) Advertising agency	1	2	3	4	5
ii) Direct response firm	1	2	3	4	5
iii) PR firm	1	2	3	4	5
iv) Packaging firm	1	2	3	4	5
v) Other (please specify and score) :	1	2	3	4	5

(C) Satisfaction with integration

Please answer the following questions based on your experience over the last 5 years.

10) To what extent are you satisfied with the level of integration of packaging and magazine advertising in your company ? (please tick the appropriate answer along the line)



Please specify the reasons for your answer :

.....

.....

.....

11) How important do you think the integration of packaging and magazine advertising is to your company in affecting profit and market share ?

	not important at all	*not very important*	*somewhat important*	*very important*	*extremely important*
i) Profit	1	2	3	4	5
ii) Market share	1	2	3	4	5

12) What are the constraints / limitations in your company to achieving full integration of packaging and magazine advertising ?

.....

.....

.....

.....

13) Are there any further comments about any particular aspect of your company which may influence the level of integration ?

.....

.....

.....

END OF QUESTIONNAIRE

THANK YOU FOR YOUR TIME AND CO-OPERATION

Please complete and return the questionnaire in the enclosed S.A.E. (Miss. Elaine, Y.L. Chiew, Business School, Loughborough University of Technology, Loughborough, Leics. LE11 3TU) Thank you.

Appendix 3 : Colours Coding



Colours Coding

Appendix 4 : Tables for Content Analysis

	General	Specific	Colours	Pictures
Kellogg's All Bran		✓		
Kellogg's Rice Krispies	✓		✓	✓
Kellogg's Common Sense	✓			✓
Kellogg's Bran Flakes		✓		
Kellogg's Special K	✓	✓	✓	
Quaker Feast of Flakes			✓	
Quaker Puffed Wheat	✓	✓	✓	✓
Weetabix		✓		
Alpen	✓		✓	
Nestle Cinnoman Toast	✓			✓
Nestle Cherrios	✓			
Crispy Muesli	✓	✓		✓
Mornflakes	✓	✓		✓
Mornflakes Oat Bran	✓	✓		

Table 1 Breakfast Cereals Category

	General	Specific	Colours	Pictures
Baker's Bistro		✓		✓
Healthy Option				✓
Far Fetched Meals	✓			✓
Findus Lean Crusine	✓	✓		✓
Mushroom Risotto				
Sun Valley				✓
Pizzalo			✓	✓
Galbani		✓	✓	✓
McClain Snack Rolla	✓		✓	✓

Table 2 : Ready Meals Category

	General	Specific	Colours	Pictures
Flora	✓	✓		
Krona	✓			
Olivo		✓		
Philadephia				
Willow Butter			✓	
I Can't Believe it is Not Butter		✓		
Danish Lupark	✓	✓	✓	
Olivite				
Clover		✓		
Pura Light Touch	✓	✓		
St. Ivel Gold		✓		
Primula Light	✓	✓		
Vitalite Sunflower Spread	✓	✓	✓	

Table 3 : Magarine & Spreads Category

	General	Specific	Colours	Pictures
Jacob Cracker			✓	
Ryvita				
Hi-Lo Cracker		✓	✓	✓
Rakusums Crackers			✓	
Trim Rich Tea	✓	✓		
Real Chocolate Cookies	✓	✓	✓	✓
McVities Coconutties	✓			
Teddy				

Table 4 : Biscuits category

	General	Specific	Colours	Pictures
Nescafe Gold Blend Decaff.	✓	✓	✓	
Nescafe Instant Coffee	✓		✓	
Nestle Espresso	✓	✓		
Nestle Gold Blend			✓	
Taylor of Harrogate	✓			✓
Douwe Egberts				
Kenco	✓			
Lavozza Espresso				

Table 5 : Coffee Category

	General	Specific	Colours	Pictures
PG Tips		✓		
London Herb and Spicy	✓	✓	✓	✓
Twining Breakfast Tea	✓			
Twining Iced Tea		✓	✓	
Twining Fruit Tea	✓			
Lift Lemon Tea				
Typhoo Tea			✓	✓

Table 6 : Tea Category

	General	Specific	Colours	Pictures
Knorr Stir & Serve		✓	✓	✓
Knorr Stock	✓			
Colman	✓	✓	✓	✓
Baxter White Wine Sauce	✓			
Mailie	✓			
Oxo Creamy White Sauce	✓			

Table 7 : Cooking Sauces Category

	General	Specific	Colours	Pictures
Ski Yoghurt		✓	✓	✓
Munch Bunch Pot Shots	✓	✓		
Frufo	✓		✓	
Jell O	✓	✓	✓	
Gio Yoghurt				

Table 8 : Yoghurt Category

	General	Specific	Colours	Pictures
Pedigree	✓	✓		
Febo				
Butcher	✓	✓		
Spiller				
Whiskas				

Table 9 : Petfoods Category

	General	Specific	Colours	Pictures
Kellogg's All Bran		✓		
Kellogg's Rice Krispies	✓		✓	✓
Kellogg's Common Sense	✓			✓
Kellogg's Bran Flakes		✓		
Kellogg's Special K	✓	✓	✓	
Quaker Feast of Flakes			✓	
Quaker Puffed Wheat	✓	✓	✓	✓
Weetabix		✓		
Alpen	✓		✓	
Nestle Cinnoman Toast	✓			✓
Nestle Cherrios	✓			
Crispy Muesli	✓	✓		✓
Mornflakes	✓	✓		✓
Mornflakes Oat Bran	✓	✓		

Table 1 Breakfast Cereals Category

	General	Specific	Colours	Pictures
Baker's Bistro		✓		✓
Healthy Option				✓
Far Fetched Meals	✓			✓
Findus Lean Crusine	✓	✓		✓
Mushroom Risotto				
Sun Valley				✓
Pizzalo			✓	✓
Galbani		✓	✓	✓
McClain Snack Rolla	✓		✓	✓

Table 2 : Ready Meals Category

	General	Specific	Colours	Pictures
Flora	✓	✓		
Krona	✓			
Olivo		✓		
Philadephia				
Willow Butter			✓	
I Can't Believe it is Not Butter		✓		
Danish Lupark	✓	✓	✓	
Olivite				
Clover	✓	✓		
Pura Light Touch	✓	✓		
St. Ivel Gold		✓		
Primula Light	✓	✓		
Vitalite Sunflower Spread	✓	✓	✓	

Table 3 : Magarine & Spreads Category

	General	Specific	Colours	Pictures
Jacob Cracker			✓	
Ryvita			✓	
Hi-Lo Cracker		✓	✓	✓
Rakusums Crackers			✓	
Trim Rich Tea	✓	✓		
Real Chocolate Cookies	✓	✓	✓	✓
McVities Coconutties	✓			
Teddy				

Table 4 : Biscuits category

	General	Specific	Colours	Pictures
Nescafe Gold Blend Decaff.	✓	✓	✓	
Nescafe Instant Coffee	✓		✓	
Nestle Espresso	✓	✓		
Nestle Gold Blend			✓	
Taylor of Harrogate	✓			✓
Douwe Egberts				
Kenco	✓			
Lavozza Espresso				

Table 5 : Coffee Category

	General	Specific	Colours	Pictures
PG Tips		✓		
London Herb and Spicy	✓	✓	✓	✓
Twining Breakfast Tea	✓			
Twining Iced Tea		✓		
Twining Fruit Tea	✓		✓	
Lift Lemon Tea				
Typhoo Tea			✓	✓

Table 6 : Tea Category

	General	Specific	Colours	Pictures
Knorr Stir & Serve		✓	✓	✓
Knorr Stock	✓			
Colman	✓	✓	✓	✓
Baxter White Wine Sauce	✓			
Mailie	✓			
Oxo Creamy White Sauce	✓			

Table 7 : Cooking Sauces Category

	General	Specific	Colours	Pictures
Ski Yoghurt		✓	✓	✓
Munch Bunch Pot Shots	✓	✓		
Frufo	✓		✓	
Jell O	✓	✓	✓	
Gio Yoghurt				

Table 8 : Yoghurt Category

	General	Specific	Colours	Pictures
Pedigree	✓	✓		
Febo				
Butcher	✓	✓		
Spiller				
Whiskas				

Table 9 : Petfoods Category

Appendix 5 : Hypotheses Setting

HYPOTHESES

H1 : The major claims used in packaging are independent of the major magazine advertising claims.

H1.1 : The general claims used in packaging are independent of the general claims used in magazine advertising.

H1.2 : The specific claims used in packaging are independent of the specific claims used in magazine advertising.

H2 : The three main colours used in packaging are independent of the three main colours used in magazine advertising.

H3 : The most dominant pictorials used in packaging are independent to the most dominant pictorials used in magazine advertising.

H4 : The degree of integration between packaging and magazine advertising claims used by the brand leaders are different from the brand followers.

H4.1 : The degree of integration between general packaging and magazine advertising claims used by the brand leaders are different from the brand followers.

H4.2 : The degree of integration between specific packaging and magazine advertising claims used by the brand leaders are different from the brand followers.

H5 : The degree of integration between the three main colours in packaging and magazine advertising used by the brand leaders are different from the brand followers.

H6 : The degree of integration between the most dominant pictorials in packaging and magazine advertising used by the brand leaders are different from the brand followers.

H7 : The level of co-ordination of responsibility assigned to the decision making units for setting packaging objectives is different from those assigned for setting magazine advertising objectives.

H8 : The level of co-ordination of responsibility assigned to external communication firms for setting packaging objectives is different from those assigned for setting magazine advertising objectives.

H9 : The degree of satisfaction with integration is associated with its importance in contributing to profits and market shares gained by an organisation.

Appendix 6 : Types of Magazines Used

List of Magazines

Asda's Magazine

Bella

Better Cooking

Cosmopolitian

Country Living

Ella

Essential

Family Circle

Good Housekeeping

Hello'

My Weekly

Option

Prima

Sainsbury's Magazine

Take A Break

Tesco's Magazine

Vogue

Woman's Weekly

Appendix 7 : Significance F Test for Content Analysis

Variable V7 brand follower using colour
By Variable V3 brand leader using colour

Analysis of Variance

Source	D.F.	Sum of Squares	Mean Squares	F Ratio	F Prob.
Between Groups	1	.1778	.1778	.7586	.3932
Within Groups	22	5.1556	.2343		
Total	23	5.3333			

F-test for the integration of the three main colours between brand leaders and brand followers

Variable V8 brand follower using picture
By Variable V4 brand leader using picture

Analysis of Variance

Source	D.F.	Sum of Squares	Mean Squares	F Ratio	F Prob.
Between Groups	1	.7111	.7111	3.3846	.0793
Within Groups	22	4.6222	.2101		
Total	23	5.3333			

F-test for the integration of the most visual pictorials between brand leaders and brand followers

Variable V5 brand follower general claim
By Variable V1 brand leader general claim

Analysis of Variance

Source	D.F.	Sum of Squares	Mean Squares	F Ratio	F Prob.
Between Groups	1	.1667	.1667	.6471	.4298
Within Groups	22	5.6667	.2576		
Total	23	5.8333			

F-test for the integration general claims between brand leaders and brand followers

Variable V6 brand follower specific claim
By Variable V2 brand leader specific claim

Analysis of Variance

Source	D.F.	Sum of Squares	Mean Squares	F Ratio	F Prob.
Between Groups	1	.2984	.2984	1.3037	.2658
Within Groups	22	5.0350	.2289		
Total	23	5.3333			

F-test for the integration of specific claims between brand leaders and brand followers

Appendix 8 : Significance Chi Square Test for Integrating Packaging and Magazine Advertising

V2 packaging general claim by V3 advertising general claim

		V3		
	Count	< average 1	> average 2	Row Total
V2				
< average	1	38	17	55 66.3
> average	2	6	22	28 33.7
	Column Total	44 53.0	39 47.0	83 100.0

Chi-Square	Value	DF	Significance
Pearson	16.92124	1	.00004
Continuity Correction	15.06190	1	.00010
Likelihood Ratio	17.64373	1	.00003
Mantel-Haenszel test for linear association	16.71737	1	.00004

Minimum Expected Frequency - 13.157

Chi-square test for integrating general claims

V4 packaging specific claim by V5 advertising specific claim

		V5		
	Count	< average 1	> average 2	Row Total
V4				
< average	1	56	7	63 75.9
> average	2	6	14	20 24.1
	Column Total	62 74.7	21 25.3	83 100.0

Chi-Square	Value	DF	Significance
Pearson	27.85508	1	.00000
Continuity Correction	24.82635	1	.00000
Likelihood Ratio	25.50552	1	.00000
Mantel-Haenszel test for linear association	27.51947	1	.00000

Minimum Expected Frequency - 5.060

Chi-square test for integrating specific claims

V6 packaging colour by V7 advertising colour

Count	V7 < average	V7 > average	Row Total
V6 1 < average	19	3	22 / 26.5
V6 2 > average	18	43	61 / 73.5
Column Total	37 / 44.6	46 / 55.4	83 / 100.0

Chi-Square	Value	DF	Significanc
Pearson	21.15510	1	.00000
Continuity Correction	18.91641	1	.00001
Likelihood Ratio	22.54908	1	.00000
Mantel-Haenszel test for linear association	20.90022	1	.00000

Minimum Expected Frequency - 9.807

Chi-square test for integrating the three main colours

V8 packaging pictorial by V9 advertising pictorial

Count	V9 < average	V9 > average	Row Total
V8 1 < average	44		44 / 53.0
V8 2 > average	1	38	39 / 47.0
Column Total	45 / 54.2	38 / 45.8	83 / 100.0

Chi-Square	Value	DF	Significan
Pearson	79.07464	1	.00000
Continuity Correction	75.19800	1	.00000
Likelihood Ratio	105.17011	1	.00000
Mantel-Haenszel test for linear association	78.12194	1	.00000

Minimum Expected Frequency - 17.855

Chi-square test for integrating the most visual focus pictorials

Appendix 9 : Significance T-test for the Co-ordination of Responsibilities Assigned to the Internal Departmental Personnel

Variable		Number of pairs	Corr	2-tail Sig	Mean	SD	SE of Mean
V1	packaging objective set by brand m	61	.927	.000	3.6557	1.124	.144
V6	ad objective set by brand manager				3.5410	1.205	.154

Paired Differences Mean	SD	SE of Mean	t-value	df	2-tail Sig
.1148	.451	.058	1.99	60	.051
95% CI (-.001, .230)					

T-test on the co-ordination of responsibilities assigned to brand managers

Variable		Number of pairs	Corr	2-tail Sig	Mean	SD	SE of Mean
V2	packaging objective set by directo	70	.853	.000	3.8714	.883	.106
V7	ad objective set by director of ma				3.8429	1.030	.123

Paired Differences Mean	SD	SE of Mean	t-value	df	2-tail Sig
.0286	.538	.064	.44	69	.658
95% CI (-.100, .157)					

T-test for the co-ordination of responsibilities assigned to directors of marketing

Variable		Number of pairs	Corr	2-tail Sig	Mean	SD	SE of Mean
V3	packaging objective set by ad mana	49	.926	.000	3.2449	1.283	.183
V8	ad objective set by ad manager				3.4082	1.457	.208

Paired Differences Mean	SD	SE of Mean	t-value	df	2-tail Sig
-.1633	.553	.079	-2.07	48	.044
95% CI (-.322, -.004)					

T-test for the co-ordination of responsibilities assigned to the communication and advertising managers

Variable	Number of pairs	Corr	2-tail Sig	Mean	SD	SE of Mean
V4 packaging objective set by directo				2.7742	.982	.125
	62	.861	.000			
V9 ad objective set by director of sa				2.4032	1.137	.144

Paired Differences			t-value	df	2-tail Sig
Mean	SD	SE of Mean			
.3710	.579	.074	5.04	61	.000
95% CI (.224, .518)					

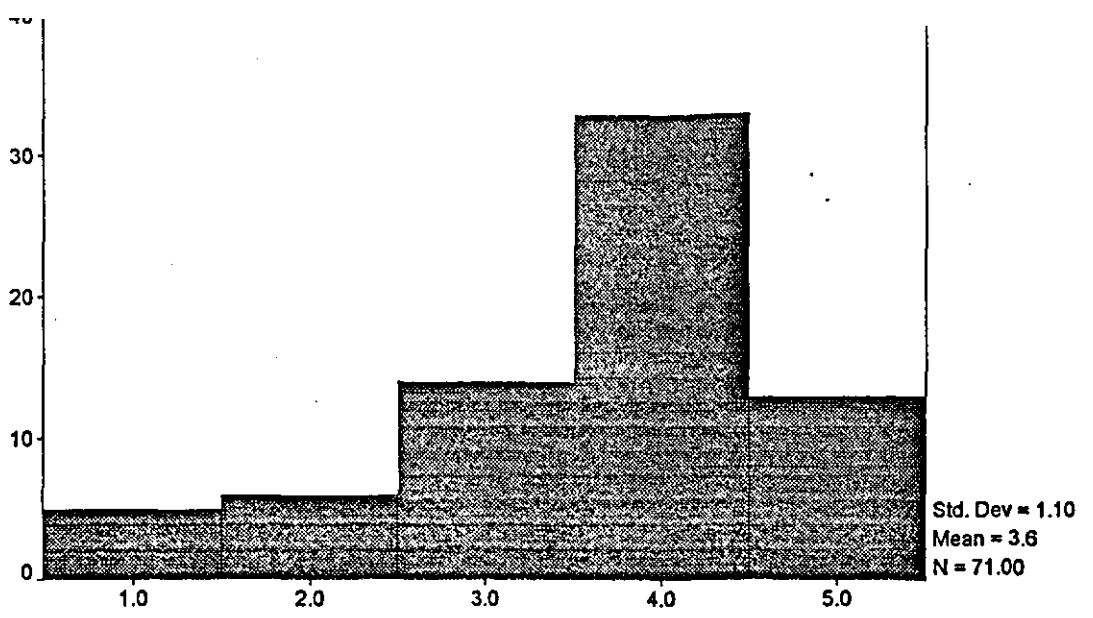
T-test for the co-ordination of responsibilities assigned to director of sales

Variable	Number of pairs	Corr	2-tail Sig	Mean	SD	SE of Mean
V10 ad objective set by others				3.9167	1.079	.180
	36	.806	.000			
V5 packaging objective set by others				4.0000	.756	.126

Paired Differences			t-value	df	2-tail Sig
Mean	SD	SE of Mean			
-.0833	.649	.108	-.77	35	.446
95% CI (-.303, .136)					

T-test for the co-ordination of responsibilities assigned to others

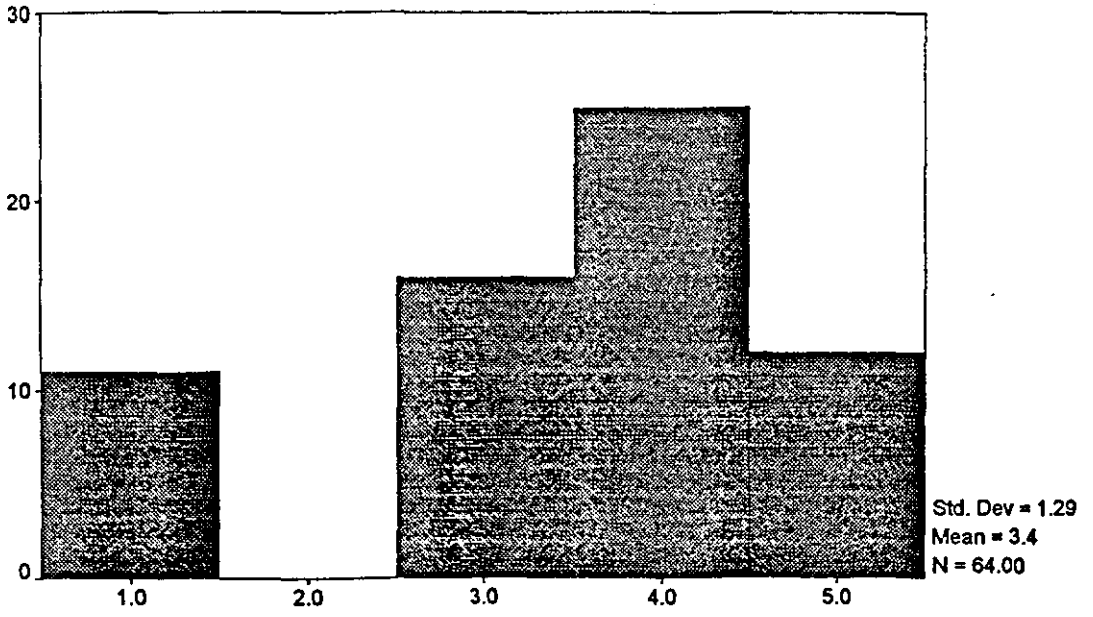
Histograms and Frequencies Distribution



packaging objective set by brand manager

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	5	6.0	7.0	7.0
ltd resp	2	6	7.2	8.5	15.5
some resp	3	14	16.9	19.7	35.2
consi resp	4	33	39.8	46.5	81.7
total resp	5	13	15.7	18.3	100.0
	.	12	14.5	Missing	
	Total	83	100.0	100.0	

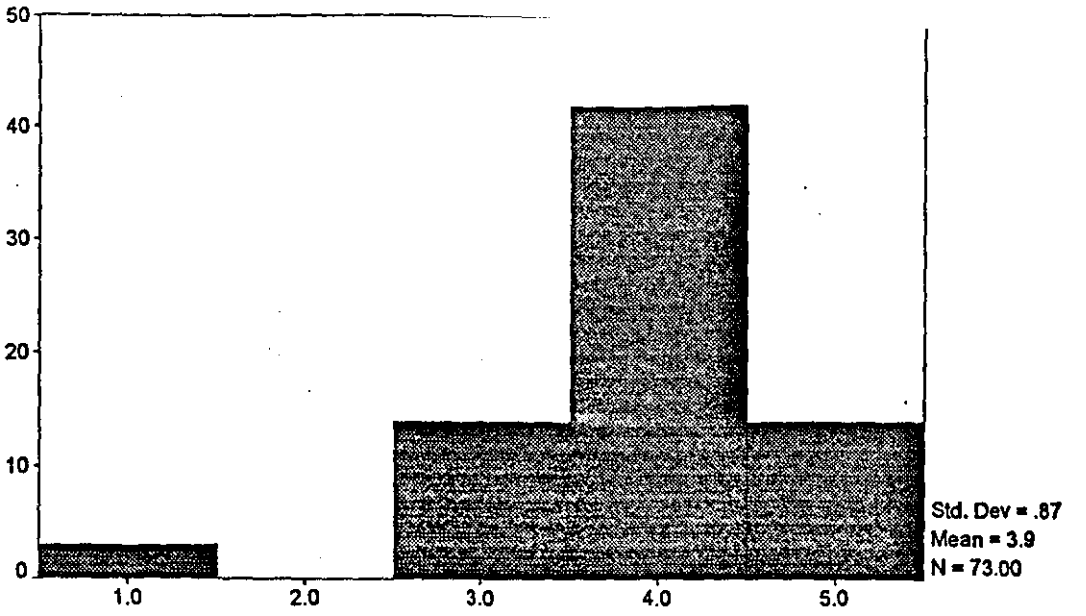
Valid cases 71 Missing cases 12



ad objective set by brand manager

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	11	13.3	17.2	17.2
some resp	3	16	19.3	25.0	42.2
consi resp	4	25	30.1	39.1	81.3
total resp	5	12	14.5	18.8	100.0
	.	19	22.9	Missing	
	Total	83	100.0	100.0	

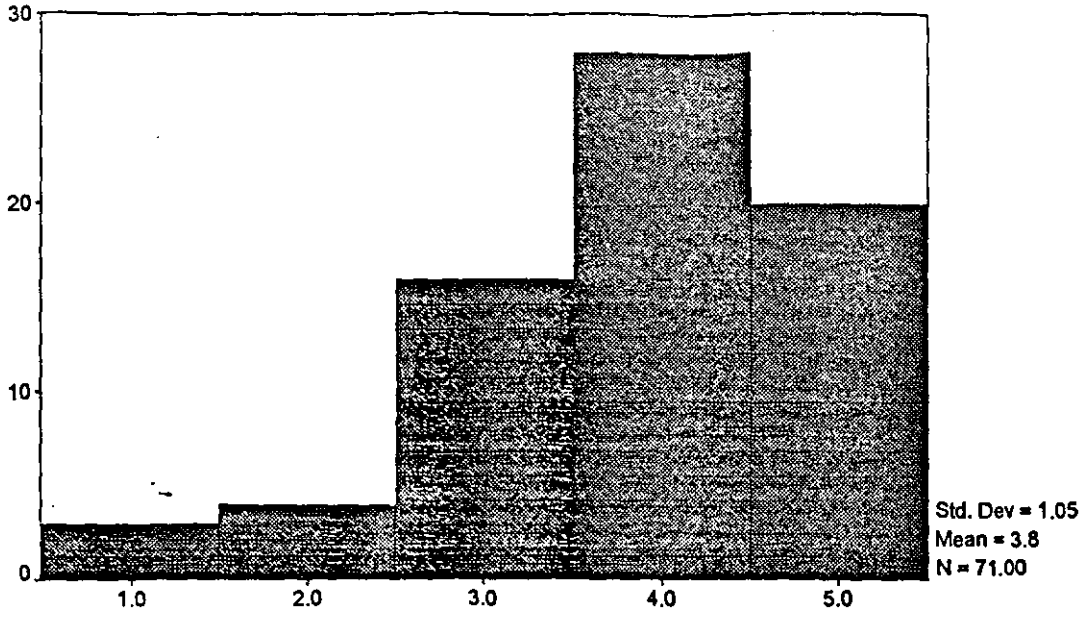
Valid cases 64 Missing cases 19



packaging objective set by director of marketing

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	3	3.6	4.1	4.1
some resp	3	14	16.9	19.2	23.3
consi resp	4	42	50.6	57.5	80.8
total resp	5	14	16.9	19.2	100.0
	.	10	12.0	Missing	
	Total	83	100.0	100.0	

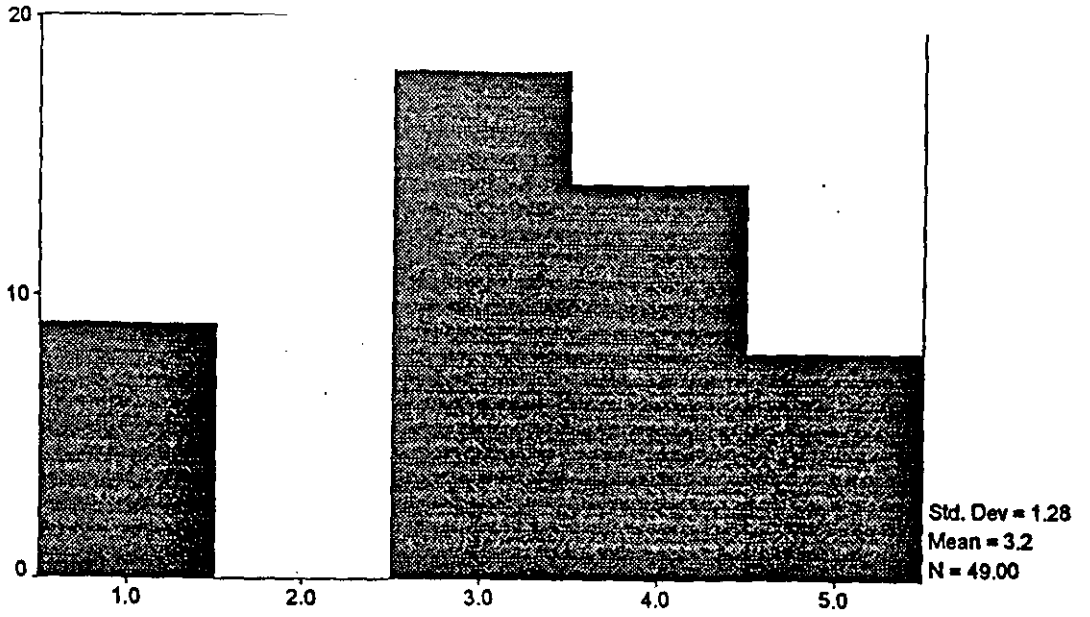
Valid cases 73 Missing cases 10



ad objective set by director of marketing

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	3	3.6	4.2	4.2
ltd resp	2	4	4.8	5.6	9.9
some resp	3	16	19.3	22.5	32.4
consi resp	4	28	33.7	39.4	71.8
total resp	5	20	24.1	28.2	100.0
	.	12	14.5	Missing	
	Total	83	100.0	100.0	

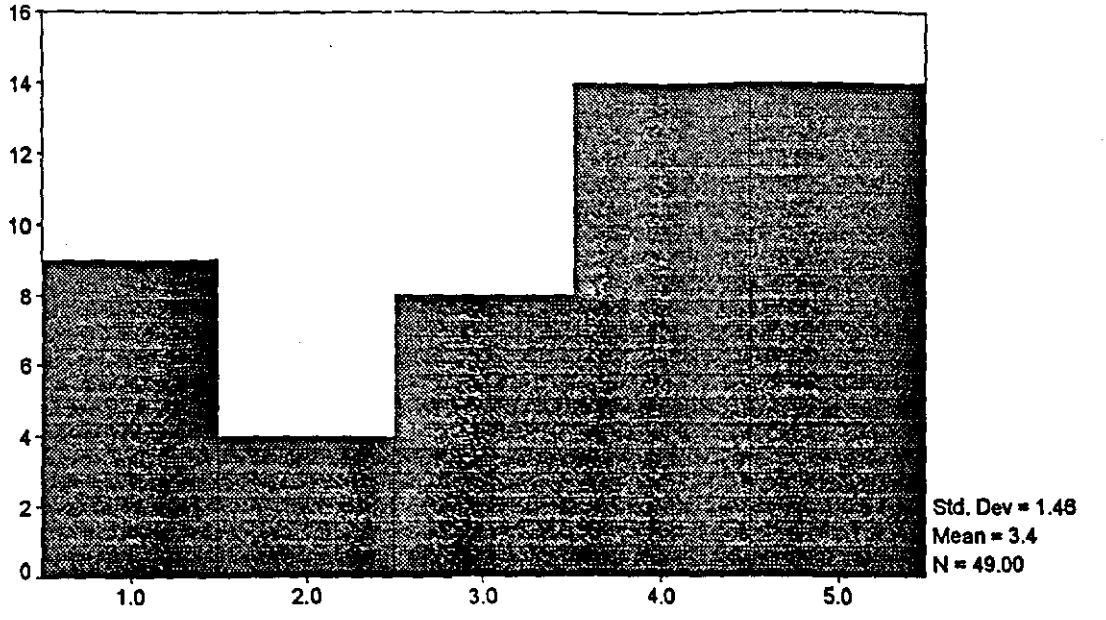
Valid cases 71 Missing cases 12



packaging objective set by ad manager

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	9	10.8	18.4	18.4
some resp	3	18	21.7	36.7	55.1
consi resp	4	14	16.9	28.6	83.7
total resp	5	8	9.6	16.3	100.0
	.	34	41.0	Missing	
	Total	83	100.0	100.0	

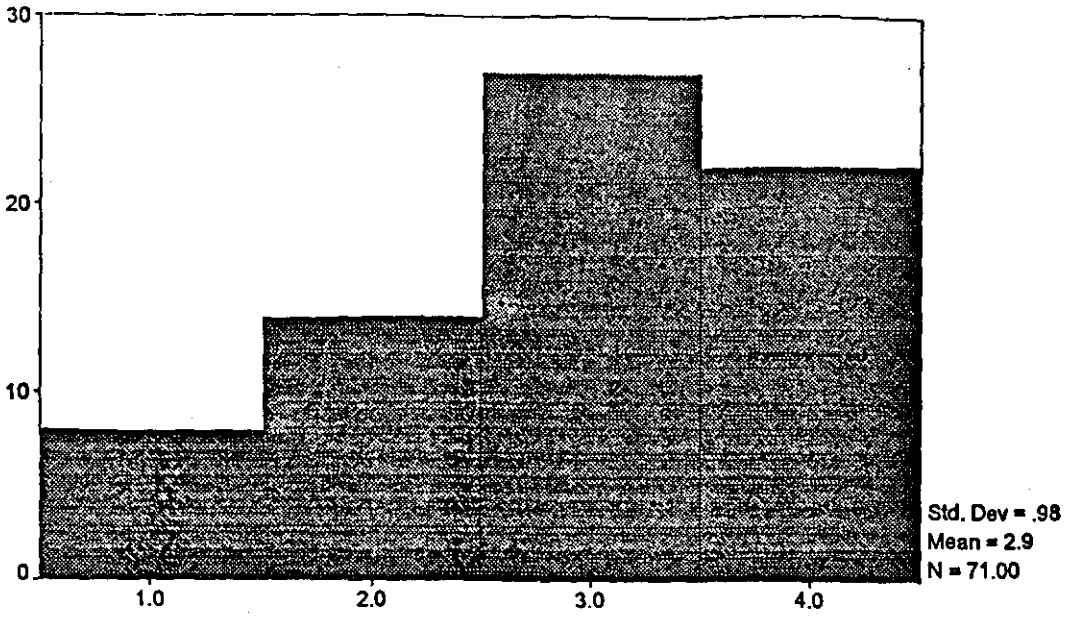
Valid cases 49 Missing cases 34



ad objective set by ad manager

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	9	10.8	18.4	18.4
ltd resp	2	4	4.8	8.2	26.5
some resp	3	8	9.6	16.3	42.9
consi resp	4	14	16.9	28.6	71.4
total resp	5	14	16.9	28.6	100.0
	.	34	41.0	Missing	
	Total	83	100.0	100.0	

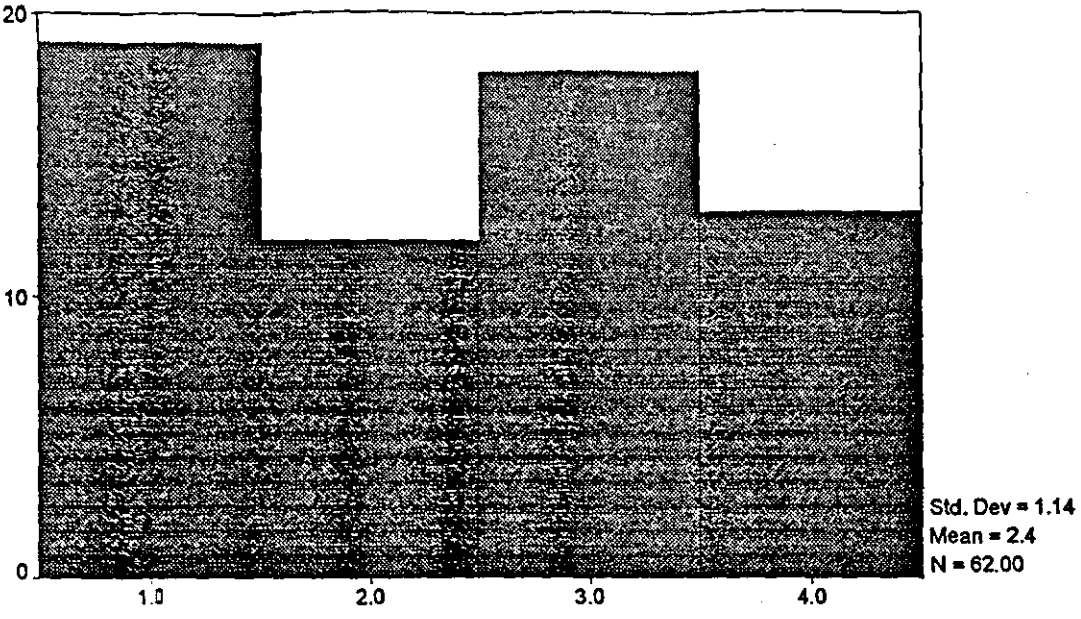
Valid cases 49 Missing cases 34



packaging objective set by director of sale

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	8	9.6	11.3	11.3
ltd resp	2	14	16.9	19.7	31.0
some resp	3	27	32.5	38.0	69.0
consi resp	4	22	26.5	31.0	100.0
	.	12	14.5	Missing	
	Total	83	100.0	100.0	

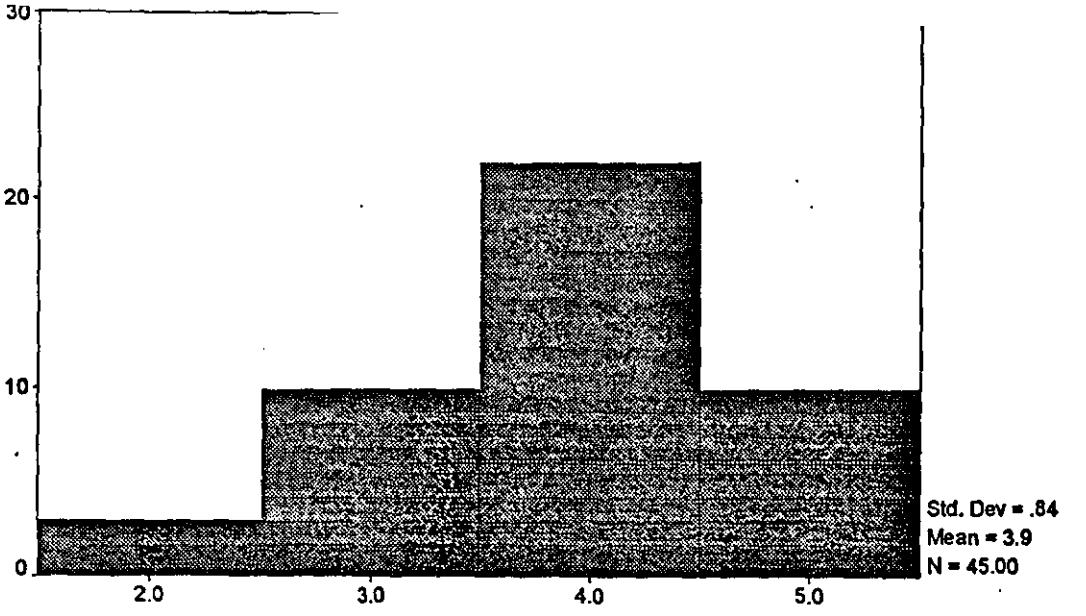
Valid cases 71 Missing cases 12



ad objective set by director of sale

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	19	22.9	30.6	30.6
ltd resp	2	12	14.5	19.4	50.0
some resp	3	18	21.7	29.0	79.0
consi resp	4	13	15.7	21.0	100.0
	.	21	25.3	Missing	
	Total	83	100.0	100.0	

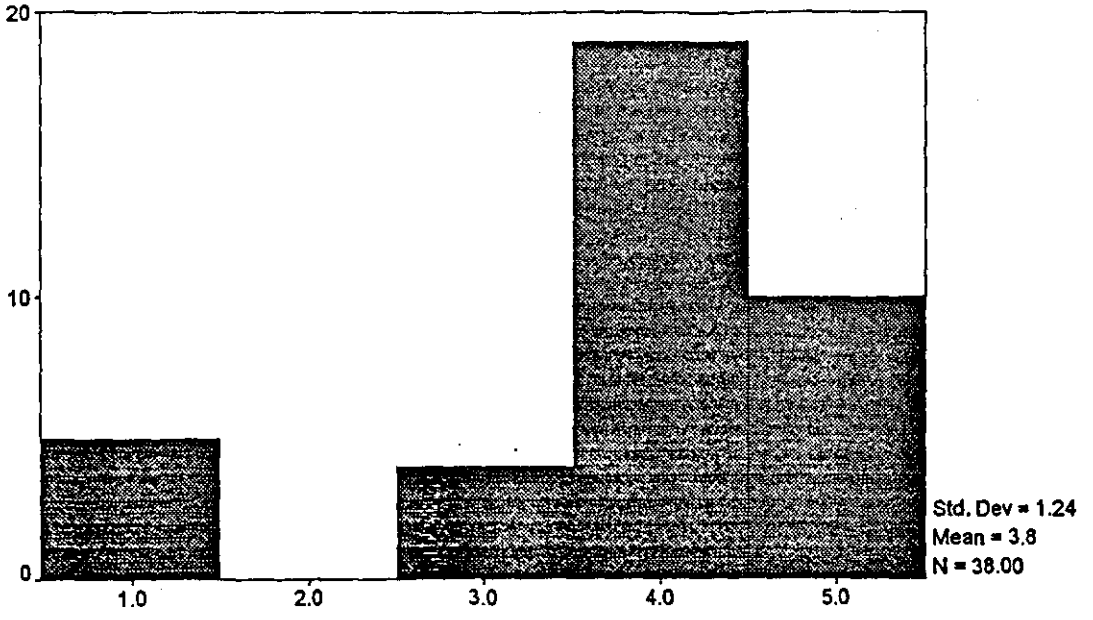
Valid cases 62 Missing cases 21



packaging objective set by others

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ltd resp	2	3	3.6	6.7	6.7
some resp	3	10	12.0	22.2	28.9
consi resp	4	22	26.5	48.9	77.8
total resp	5	10	12.0	22.2	100.0
	.	38	45.8	Missing	
	Total	83	100.0	100.0	

Valid cases 45 Missing cases 38



ad objective set by others

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	2	5	6.0	13.2	13.2
some resp	3	4	4.8	10.5	23.7
consi resp	4	19	22.9	50.0	73.7
total resp	5	10	12.0	26.3	100.0
	.	45	54.2	Missing	
	Total	83	100.0	100.0	

Valid cases 38 Missing cases 45

Appendix 10 : Significance T-test for the Co-ordination of Responsibilities Assigned to the External Firms

Variable		Number of pairs	Corr	2-tail Sig	Mean	SD	SE of Mean
V11	packaging objective set by ad age	74	.763	.000	2.9189	1.120	.130
V16	ad objective set by ad agency				3.2568	1.034	.120

Paired Differences			t-value	df	2-tail Sig
Mean	SD	SE of Mean			
-.3378	.745	.087	-3.90	73	.000
95% CI (-.511, -.165)					

T-test for the co-ordination of responsibilities assigned to advertising agencies

Variable		Number of pairs	Corr	2-tail Sig	Mean	SD	SE of Mean
V13	packaging objective set by PR	68	.248	.041	1.8235	1.078	.131
V18	ad objective set by PR				1.9412	1.131	.137

Paired Differences			t-value	df	2-tail Sig
Mean	SD	SE of Mean			
-.1176	1.355	.164	-.72	67	.477
95% CI (-.446, .210)					

T-test for the co-ordination of responsibilities assigned to PR firms

Variable		Number of pairs	Corr	2-tail Sig	Mean	SD	SE of Mea
V12	packaging objective set by direct	47	.543	.000	3.1915	8.533	1.245
V17	ad objective set by direct respon				1.3617	.735	.107

Paired Differences			t-value	df	2-tail Sig
Mean	SD	SE of Mean			
1.3298	8.157	1.190	1.54	46	.131
95% CI (-.566, 4.225)					

T-test for the co-ordination of responsibilities assigned to direct response firms

Variable		Number of pairs	Corr	2-tail Sig	Mean	SD	SE of Mean
V14	packaging objective set by packag	58	.109	.414	2.3966	1.310	.172
V19	ad objective set by packaging				1.2241	.594	.078

Paired Differences			t-value	df	2-tail Sig
Mean	SD	SE of Mean			
1.1724	1.378	.181	6.48	57	.000
95% CI (.810, 1.535)					

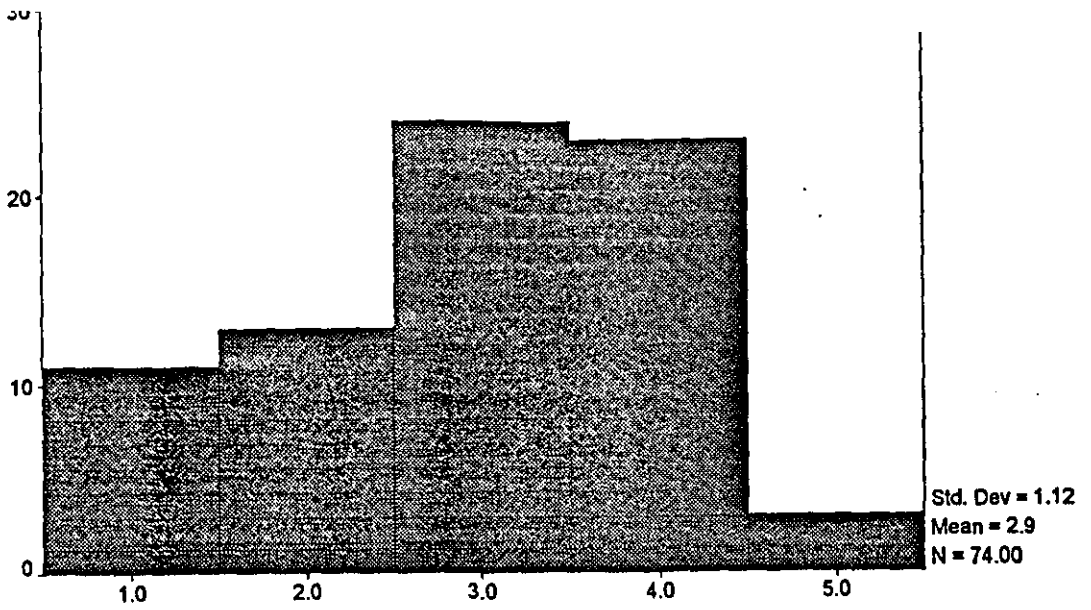
T-test for the co-ordination of responsibilities assigned to packaging firms

Variable		Number of pairs	Corr	2-tail Sig	Mean	SD	SE of Mean
V15	packaging objective set by others	12	.	.	1.7500	.866	.250
V20	ad objective set by others				1.0000	.000	.000

Paired Differences			t-value	df	2-tail Sig
Mean	SD	SE of Mean			
.7500	.866	.250	3.00	11	.012
95% CI (.200, 1.300)					

T-test for the co-ordination of responsibilities assigned to others

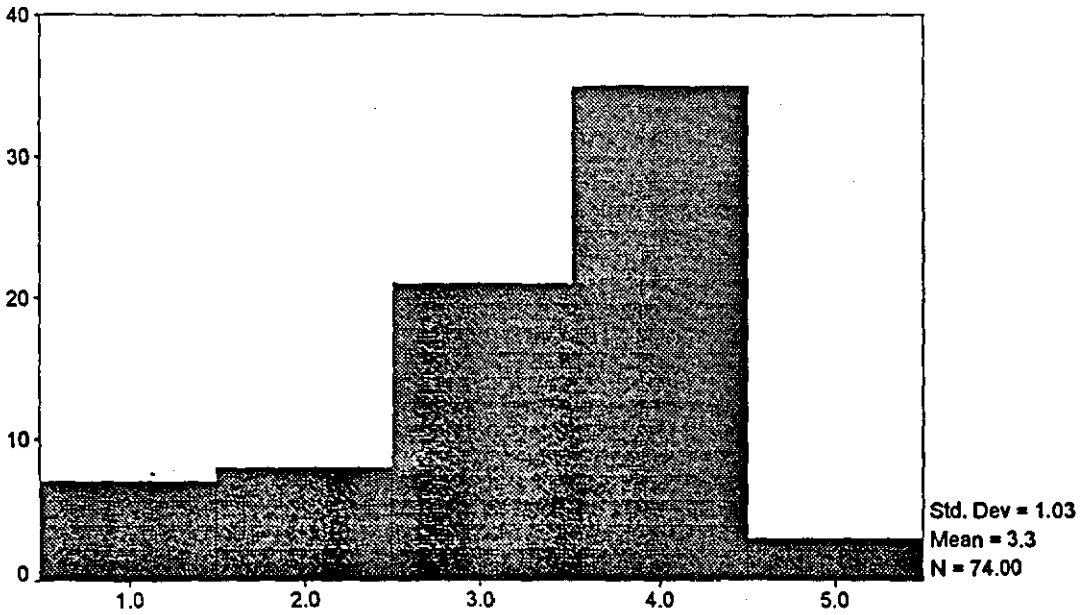
Histograms and Frequencies Distribution



packaging objective set by ad agency

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	11	13.3	14.9	14.9
ltd resp	2	13	15.7	17.6	32.4
some resp	3	24	28.9	32.4	64.9
consi resp	4	23	27.7	31.1	95.9
total resp	5	3	3.6	4.1	100.0
	.	9	10.8	Missing	
	Total	83	100.0	100.0	

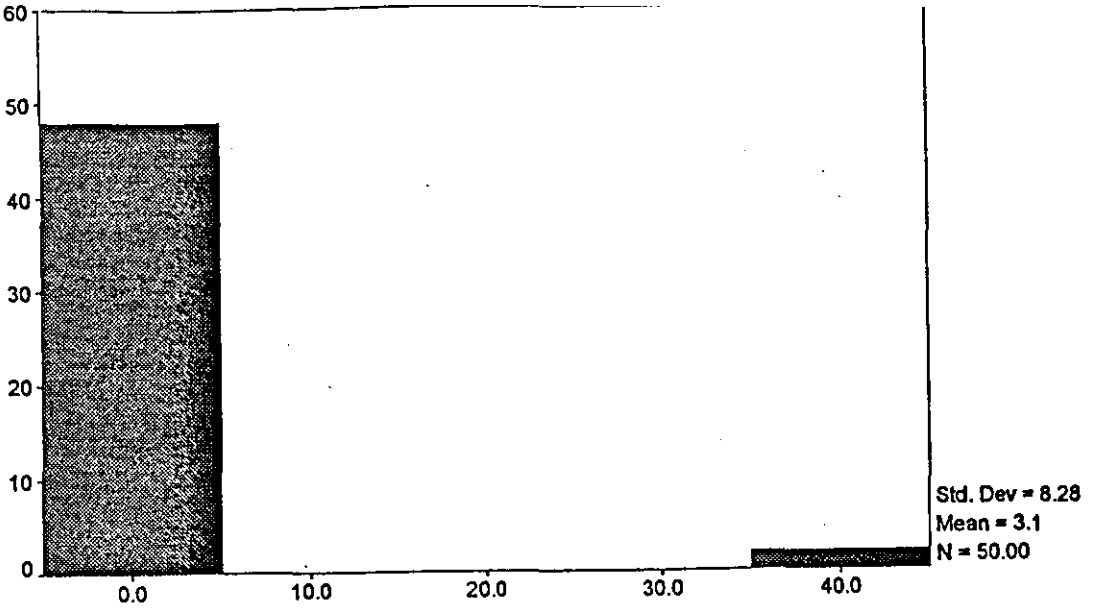
Valid cases 74 Missing cases 9



ad objective set by ad agency

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	7	8.4	9.5	9.5
ltd resp	2	8	9.6	10.8	20.3
some resp	3	21	25.3	28.4	48.6
consi resp	4	35	42.2	47.3	95.9
total resp	5	3	3.6	4.1	100.0
	.	9	10.8	Missing	
	Total	83	100.0	100.0	

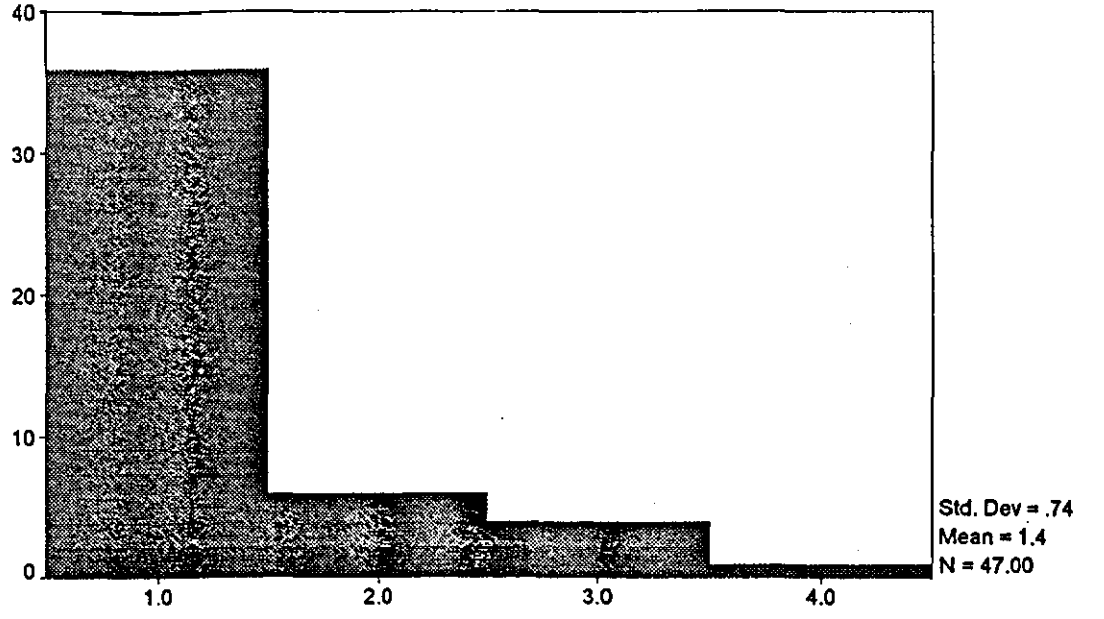
Valid cases 74 Missing cases 9



packaging objective set by direct response

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	39	47.0	78.0	78.0
ltd resp	2	3	3.6	6.0	84.0
some resp	3	2	2.4	4.0	88.0
consi resp	4	4	4.8	8.0	96.0
	43	2	2.4	4.0	100.0
	.	33	39.8	Missing	
	Total	83	100.0	100.0	

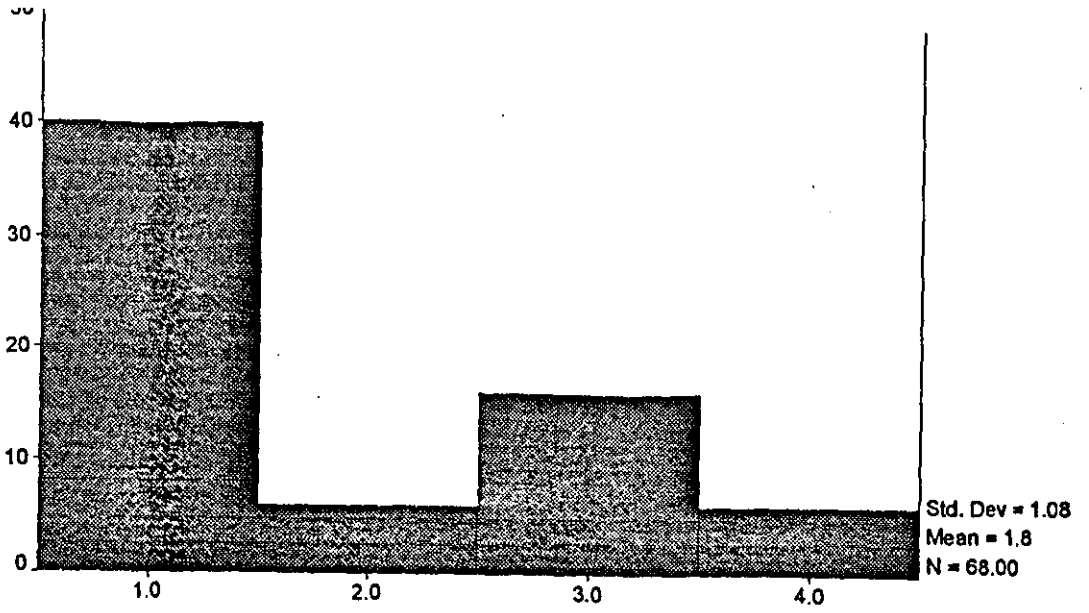
Valid cases 50 Missing cases 33



ad objective set by direct response

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	36	43.4	76.6	76.6
ltd resp	2	6	7.2	12.8	89.4
some resp	3	4	4.8	8.5	97.9
consi resp	4	1	1.2	2.1	100.0
	.	36	43.4	Missing	
	Total	83	100.0	100.0	

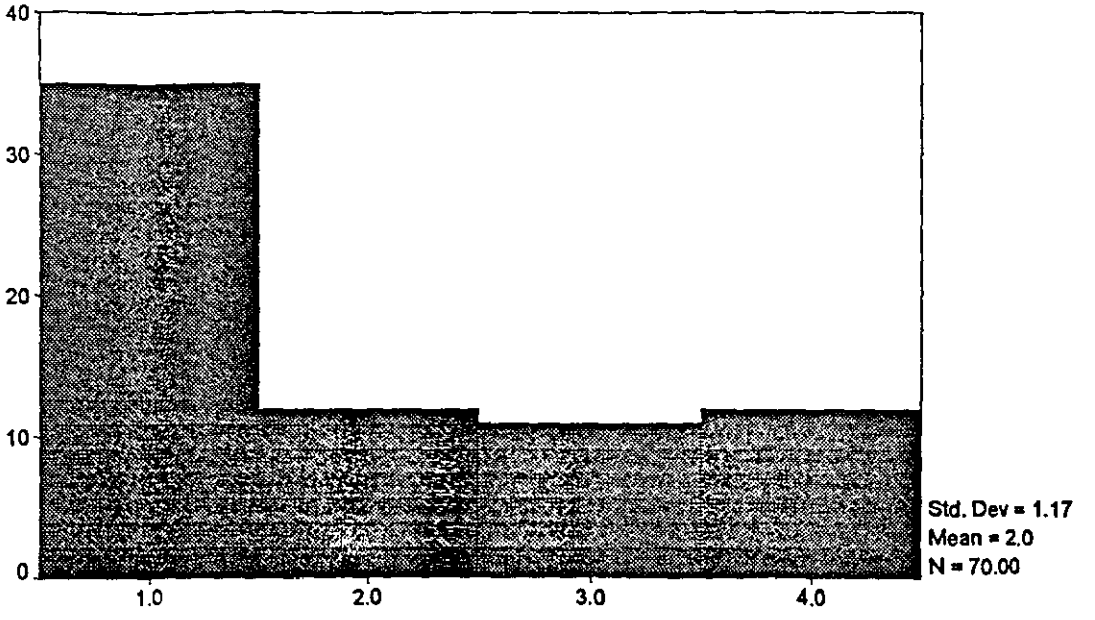
Valid cases 47 Missing cases 36



packaging objective set by PR

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	40	48.2	58.8	58.8
ltd resp	2	6	7.2	8.8	67.6
some resp	3	16	19.3	23.5	91.2
consi resp	4	6	7.2	8.8	100.0
	.	15	18.1	Missing	
	Total	83	100.0	100.0	

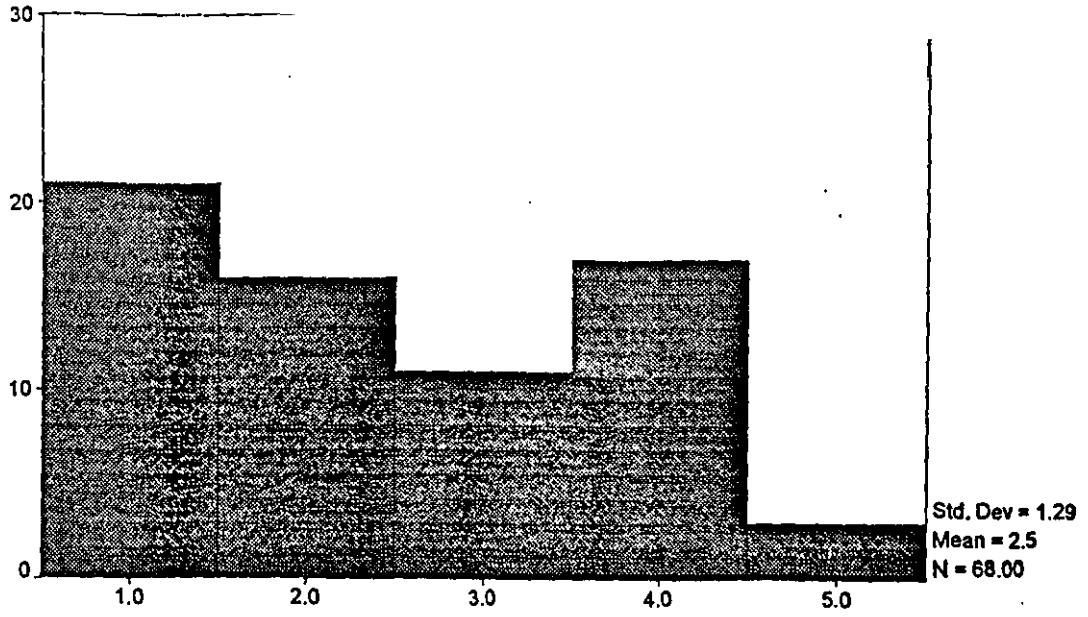
Valid cases 68 Missing cases 15



ad objective set by PR

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	35	42.2	50.0	50.0
ltd resp	2	12	14.5	17.1	67.1
some resp	3	11	13.3	15.7	82.9
consi resp	4	12	14.5	17.1	100.0
	.	13	15.7	Missing	
	Total	83	100.0	100.0	

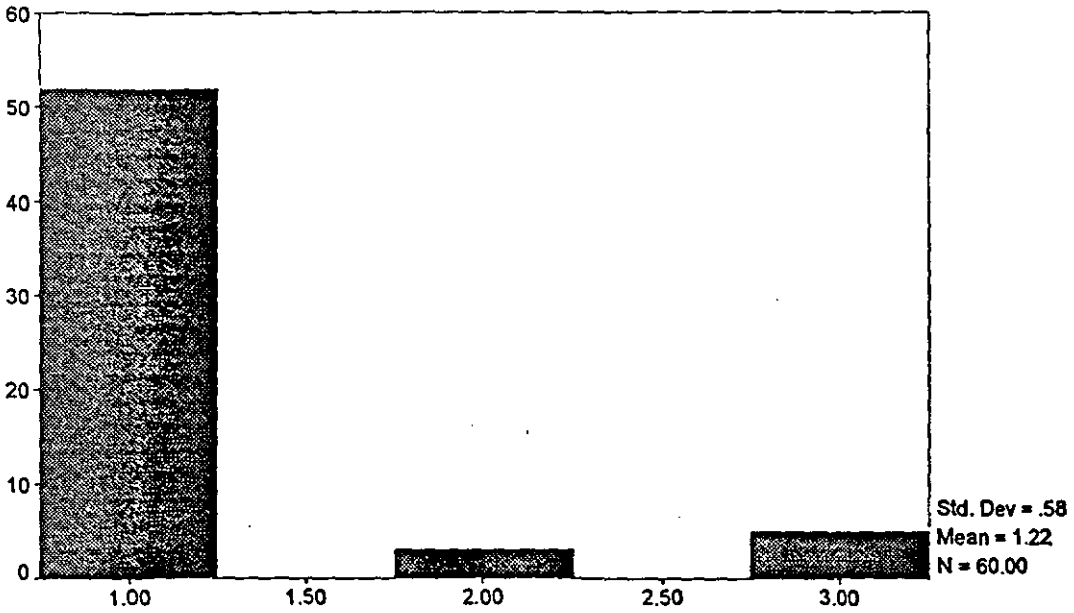
Valid cases 70 Missing cases 13



packaging objective set by packaging

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	21	25.3	30.9	30.9
ltd resp	2	16	19.3	23.5	54.4
some resp	3	11	13.3	16.2	70.6
consi resp	4	17	20.5	25.0	95.6
total resp	5	3	3.6	4.4	100.0
	.	15	18.1	Missing	
	Total	83	100.0	100.0	

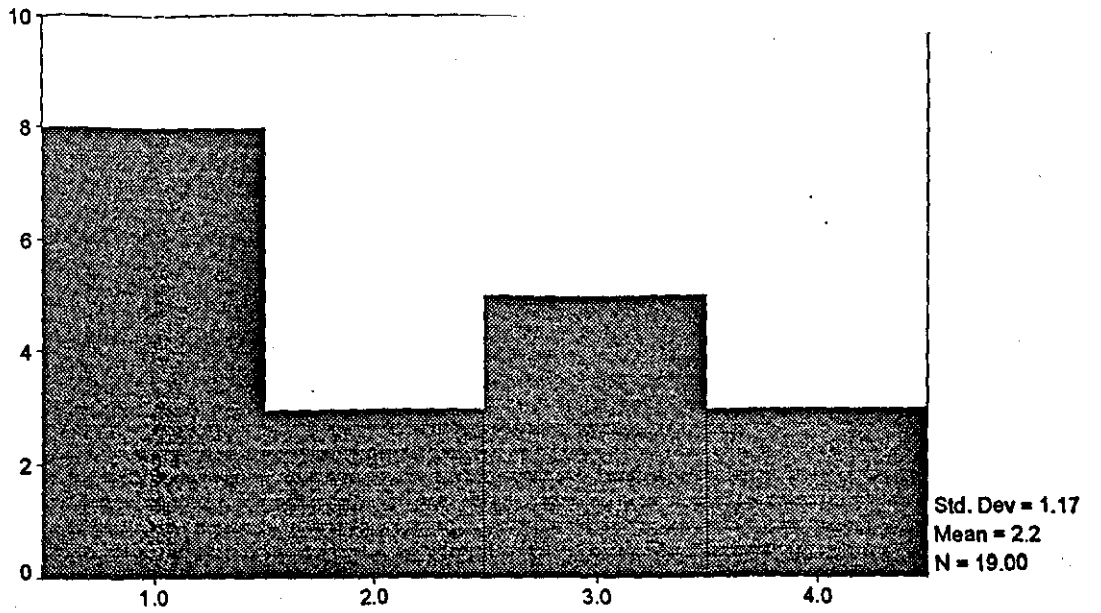
Valid cases 68 Missing cases 15



ad objective set by packaging

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	52	62.7	86.7	86.7
ltd resp	2	3	3.6	5.0	91.7
some resp	3	5	6.0	8.3	100.0
	.	23	27.7	Missing	
	Total	83	100.0	100.0	

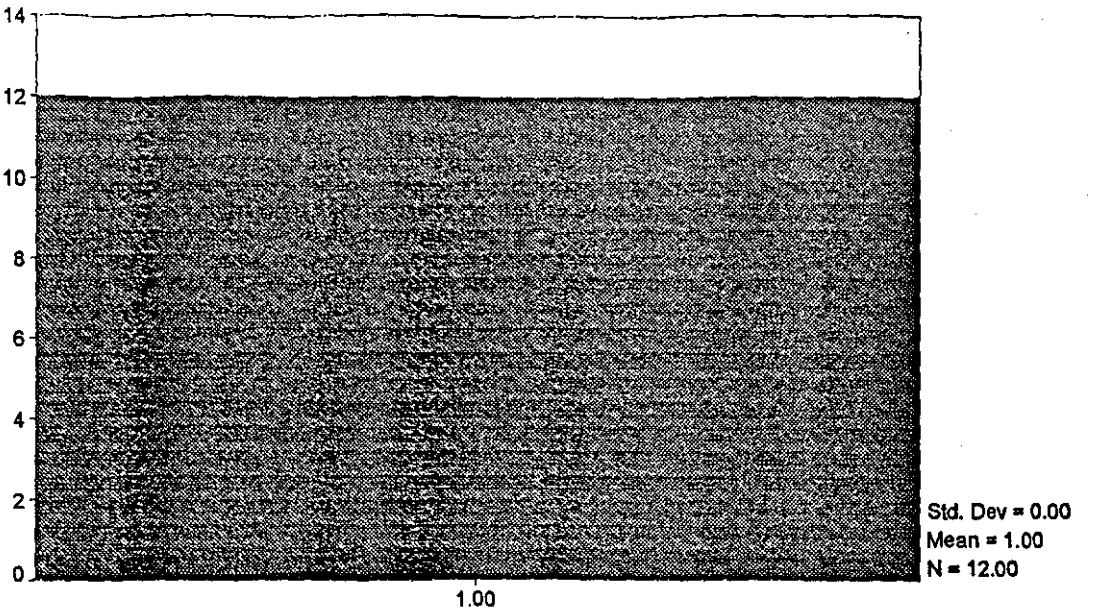
Valid cases 60 Missing cases 23



packaging objective set by others

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	8	9.6	42.1	42.1
ltd resp	2	3	3.6	15.8	57.9
some resp	3	5	6.0	26.3	84.2
consi resp	4	3	3.6	15.8	100.0
	.	64	77.1	Missing	
	Total	83	100.0	100.0	

Valid cases 19 Missing cases 64



ad objective set by others

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
no resp	1	12	14.5	100.0	100.0
	.	71	85.5	Missing	
	Total	83	100.0	100.0	

Valid cases 12 Missing cases 71

Appendix 11 : Significance Chi Square Test for the Association Level between Satisfaction and Importance with Integration

V21 satisfaction with integration by V22 importance associate with profit

Count	V22 < average	V22 neutral	V22 > average	Row Total
V21	1	2	3	
1 < average	3	6	3	12 14.8
2 neutral	18	7	3	28 34.6
3 > average	10	7	24	41 50.6
Column Total	31 38.3	20 24.7	30 37.0	81 100.0

Chi-Square	Value	DF	Significanc
Pearson	22.46994	4	.00016
Likelihood Ratio	22.75159	4	.00014
Mantel-Haenszel test for linear association	6.34529	1	.01177

Minimum Expected Frequency - 2.963
Cells with Expected Frequency < 5 - 3 OF 9 (33.3%)

Chi-square test for the level of satisfaction with profits

V21 satisfaction with integration
by V23 importance associate with market share

Count	V23 < average	V23 neutral	V23 > average	Row Total
V21	1	2	3	
1 < average	3	6	3	12 14.8
2 neutral	13	9	6	28 34.6
3 > average	3	11	27	41 50.6
Column Total	19 23.5	26 32.1	36 44.4	81 100.0

Chi-Square	Value	DF	Significanc
Pearson	21.00354	4	.00032
Likelihood Ratio	21.56844	4	.00024
Mantel-Haenszel test for linear association	11.71210	1	.00062

Minimum Expected Frequency - 2.815

Chi-square test for the level of satisfaction with market shares

Appendix 12 : Calculation for Interjudge Reliability Index

Cohen's Kappa interjudge Reliability Index

$$K= (F_o-F_c) / (N- F_c)$$

Where

F_o = the number of judgments on which the judges agree

F_c = the number of judgments on which agreement is expected by chance

N = the total number of judgments made by each judge

Therefore,

$$K= (F_o-F_c) / (N- F_c)$$

$$=(298-2) / (301-2)$$

$$= 296 / 299$$

$$=0.98$$

Appendix 13 : Statistical Data on Magazines Readerships

Total Press Advertising, By Medium at 1970-1992

	Consumer Magazines	Business and Professional Magazines	Others	Newspaper	
				National	Regional
1970	260	270	229	551	730
1980	304	339	300	663	905
1985	307	458	454	603	905
1986	338	489	526	816	1,188
1987	351	559	571	973	1,366
1988	389	621	639	1,003	1,401
1989	396	688	679	890	1,286
1990	360	591	678	794	1,158
1991	310	501	652	794	1,153
1992	295	470	649	789	1,120

Source : Advertising Association / Mintel

Annual Sales and Receipts of UK Consumer Magazines 1987-1993

	Sales Revenue		Advertising Revenue	
	msp	index	m	index
1987	350	100	308	100
1988	387	111	370	120
1989	464	133	426	138
1990	528	151	433	141
1991	536	153	407	132
1992	499	143	374	121
1993	520	149	355	115

Source : Business Monitor / Mintel

Total Revenue of Consumer Magazine By Type, 1989-1994

	Cover Sales		Advertising	
	m	% of total	m	% of total
1989	742	58	536	42
1990	793	59	541	41
1991	836	62	506	38
1992	933	67	466	33
1993	1,074	69	475	31
1994	1,150	70	494	36

Source : Advertising Association / Mintel

Appendix 14 : Manufacturers' Brand Shares on Food Categories

Breakfast Cereals

Manufacturers' shares in the total UK Breakfast Cereals market 1991-1993

	1991		1993	
	000 tonnes	%	000 tonnes	%
Kellogg (Corn flakes, Special K, All Bran, Common Sense, Rice Krispies)	172	44.6	178	43.3
Weetabix (Weetabix, Alpen)	57.2	14.8	58.1	14.1
Cereal Partner (Nestle Cinnomon Toast, Nestle Cherriors)	23.1	6.0	30.7	7.4
Quaker (Feast of Flakes, Puffed wheat, Oat porridge)	24.9	6.4	25.1	6.1
Other Brands	23.5	6.1	28.3	6.9
Own Label	85.2	22.	92.1	22.3

Ready Meals

Market Shares of Major Ready Meals Manufacturers 1991-1992

	1991		1992	
	m	%	m	%
Bird's Eye (Baker's Bistro, Healthy Option, Far Fetched Meals)	65.0	64	82.0	64
Batchelors (Vesta, Microchef)	15.5	15	14.0	11
Heiz (Lunchbowl, Findus Lean Crusine)	2.0	5	1.5	1
Sharwods	1.4	7	-	-
Other brands	3.0	3	8.1	6
Own Label	11.0	11	12.0	9

Tea

Market Shares of Major Tea Manufacturers 1988-1992

	1988		1990		1992	
	m	%	m	%	m	%
Brooke Bond Foods	168	29	168	28	167	27
Lyons Tetley	133	23	150	25	161	26
Premier Brands	75	13	78	13	74	12
Co-op	52	9	48	8	43	7
Own Label	87	15	84	14	93	15
Other brands	65	11	72	12	81	13

Coffee

Manufacturers' Brands Shares of Instant and Ground Coffee Market, 1988-1992

	1988		1990		1992	
	m	%	m	%	m	%
Nestle	287	52	281	54	281	54
KGF	125	23	113	22	120	23
Brooke Bond Foods	35	6	31	6	28	5
Lyons Tetley	10	18	10	18	10	18
Sara Lee	6	1	6	11	6	12
Paulig	-	-	3	5	3	5
Lavazza	2	3	2	3	2	3
Other brands	4	7	2	4	2	4
Own Label	23	40	21	39	20	38

Yoghurt

Manufacturers Shares of the Yoghurt Market, 1990-1992

	1990		1992	
	m	%	m	%
Muller	18.7	5	82.0	18
Express Foods / Eden Vale	93.5	25	68.3	15
St Ivel	52.3	14	59.2	13
Bailey / Sudmilch	15.0	4	9.1	2
Nestle / Chambourcy	11.2	3	4.6	1
Other brands	44.9	12	50.1	1
Own Label	138.3	37	182.2	40

Cooking Sauces

Manufacturers' Brand Shares of the Cooking Sauces Market 1990-1992

	1990		1992	
	m	%	m	%
Colman's	17	34	19	35
Crosse a & Blackwell	15	30	16	29
Schwartz	6	13	7	13
Knorr	5	9	5	9
Other brands	2	3	2	4
Own Label	5	11	6	11

Pet foods

Manufacturers' Brand Shares in Petfood 1987-1991

	1987		1989		1991	
	000 tonnes	%	000 tonnes	%	000 tonnes	%
Pedigree	300	60	340	62	323	61
Spiller	75	15	90	16	96	18
Quaker	32	6	40	7	37	7
Own Label	97	19	38	7	48	9
Other brands	504	100	551	7	27	5

Biscuits

Manufacturers' Share in the UK Biscuits Market, 1988-1990

	1988		1990	
	m	%	m	%
McVities (Homewheat, Digestive,Penguin, Rich-tea, Hob-nobs)	282	29	339	28
Jacob Bakery (Club, Cream Cracker, Peak Freans, Huntley)	127	13	145	12
Fox (Classic, Elkes Chobbles)	50	5	61	5
Burtons (Wagon, Wheel)	50	5	50	5
Premier Brands (Cadbury, Allison)	10	1	12	1
Other brands	97	10	113	11
Own label	347	32	452	37

Margarine and spreads

Brand Shares in Magarineand Low Fat Spread by Volume, 1989-1991

	1989		1991	
	000 tonnes	%	000 tonnes	%
Flora	66.7	24	65.0	25
Stock SB	30.6	71	26.0	10
Summer Country	19.5	7	20.8	8
Krona	19.5	7	15.6	6
Blue Band	16.7	6	13.0	5
Delight	10.2	12	11.7	13
Stork Hard	8.3	3	7.8	3
Echo	8.3	3	5.2	2
Anchor	4.3	5	3.6	4
Own label	83.4	30	83.2	32
Other brands	19.5	7	18.2	7