Business-to-Business Marketing: A Revised Model of Marketing and Communications Effects

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Integrated Marketing and Communications implications in Business-to-Business Marketing for a revised model of Marketing and Communications Effects

A dissertation submitted in partial fulfilment for the Degree of Master of Arts (MA) in Marketing from the Dublin Business School

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Declaration

I the undersigned, Marie Faugère, certify that this dissertation has never been submitted for any other degree.

In addition I officially state that this dissertation is the result of my own work. All other sources have been quoted or acknowledged properly.

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Abstract

Traditionally researchers and academics have differentiated industrial and consumer marketing. The dichotomy between these two fields of marketing has been investigated in literature for years. However, facing the growing number of papers challenging this theory and highlighting the parallels that can be drawn between them, the researcher has decided to investigate this phenomenon.

Thus, she focused her research on the possible implementation of a consumer marketing process, Integrated Marketing and Communications, in Business-to-Business marketing nowadays.

This dissertation examines this phenomenon by considering literature and arguments from both sides, and then, analysing the practices of marketers acting within the French machinery and equipment manufacturing and retailing industries, and academics’ views on these.

Marketing literature on the industrial and consumer marketing dichotomy, as well as Business-to-Business marketing literature, appeared as outdated and weak in terms of foundings even more in the light of Business-to-Business marketing practitioners’ actual practices.

This dissertation shows that the Business-to-Business / Business-to-Consumer marketing dichotomy may well has been unfounded because differences in the practice of marketing in these two markets are not significant.

Thus, Business-to-Business marketing theory should be revised, and so do its models. The researcher provided there a revised version of Gilliland and Johnston (1997) model of Business-to-Business marketing and communications effects according to her findings, and considering the principles of IMC.
1.0. Introduction Chapter

1.1. Definition of the problem

Since the appearance of the consumerism concept specific marketing and communications tools, tactics, and practices have emerged and marketing professionals have differentiated them from the practices of marketing in Business-to-Business (B2B) markets using the difference of target as a justification.

This dissertation exposes the author’s research work whose purpose was to investigate B2B marketing origins and to update it according to the new marketing and communications surrounding background and especially the development of Integrated Marketing and Communications (IMC) as a new way of thinking for marketing practitioners.

There is a gap between the number of researches undertaken in consumer and B2B marketing. Indeed, it seems that B2B marketing has not been seriously investigated since the 1980’s, period at which the theory of dichotomy has emerged. The Industrial Marketing and Purchasing Group (IMP Group) that gathers researchers’ works that gave its origins to this theory (e.g. Hakansson, Ostberg and Ford) presents the same ideas since its first development in the late 1970’s\(^1\) whereas new consumer marketing theories have emerged and old ones have been updated. The appearance of the Consumer Culture Theory (CCT) is one example of this phenomenon as well as the development of concepts such as Consumer Buyer Behaviour (CBB) and IMC.

Some authors, alike Cova and Salle (2007), challenged the founding theories on B2B marketing while others criticized the lack of researches existing on B2B marketing (e.g. Gilliland and Johnston, 1997). This has led to think that there is a lack of knowledge in this marketing field, especially regarding the concrete practice of marketing. Business-to-Consumer (B2C) marketing has changed it would be naïve to think B2B marketing has not. Thus, it appears as a necessity to investigate this field of marketing.

\(^1\) See section 2.2. The B2B and consumer marketing dichotomy.
1.2. The researcher’s interests and intentions

Conducting a research on B2B marketing was, first, a consequence of the researcher’s experiences in B2B markets and these experiences might also justify her credibility in conducting such a study. Indeed, she has worked as a Marketing and Communication Assistant in a French SME\(^2\) designing and manufacturing power transmission and workholding solutions for international manufacturers of machine tools and systems, but also in a company designing and selling Personal Protective Equipments (PPE) for industrial companies and armies. The researcher also has experience working as a Sales Assistant in the paper packaging industry.

Throughout these different work experiences, the researcher has identified a clear lack of strategies in these industries and the necessity to educate and train B2B actors to grow sensibility and awareness of marketing questioning. Though, according to her, a better understanding of B2B actors’ practice of marketing should be developed.

Therefore, the researcher has decided to investigate this topic in the purpose of this dissertation in order to obtain a Master of Arts (MA) in Marketing at the Dublin Business School and increase her knowledge of this field of marketing and as well as enhancing her employability in this sector.

1.3. Research question and objectives

The main goal of the research presented there was, then, to update the knowledge of B2B marketing practices nowadays. Indeed, the author intended to modernize an essential model of this marketing field: the model of marketing and communications effects in B2B marketing developed by Gilliland and Johnston (1997).

To address this goal the researcher worked her research through the following research question: \textit{How French machinery and equipment manufacturing and retailing industries are applying the principles of IMC, a B2C marketing strategy, in a B2B context?}
marketing perspective and what are the consequences in terms of marketing and communications effects model?

The research objectives coupled to this research question that have defined which information the researcher was seeking for through the data collection process and what she was aiming through this dissertation are:

**Research objective n°1:**
Bringing an update to B2B marketing practices and theory according to the new knowledge of the B2B markets (fill the literature gap) and the changes experienced by marketing.

**Research objective n°2:**
Identify the particular issues that can be encountered in the practice of B2B marketing.

**Research objective n°3:**
Understand how marketers elaborate, integrate their strategy in B2B marketing.

**Research objective n°4:**
Link B2B marketing, to the theoretical background of IMC; and show how this integrated way of thinking marketing and communications can be used in B2B marketing.

**Research objective n°5:**
Evaluate the practice of IMC in B2B markets by identifying the issues associated with managing and implementing IMC in this context.

**Research objective n°6:**

The following sub-sections will present how the researcher has developed her dissertation and research work to answer this research question and meet her research objectives.

### 1.4. Approach to the dissertation

As the researcher intended to increase her understanding of a particular phenomenon with this dissertation, the research conducted is an exploratory study.
A dissertation proposal has been submitted at the end of August and presented the research project. Its objective was to demonstrate the feasibility of the project. According to her supervisor’s feedback on this proposal, the researcher has developed a clear project plan and the dissertation process.

Consequently, the author has undertaken a work of literature compilation, and then gathered data on real practices undertaken by marketers that have been confronted to the existing theories. This work has enabled her to revise Gilliland and Johnston’s model and answer to her other research objectives.

1.5. The organisation of the dissertation

The organisation of the dissertation will follow the author’s approach to the dissertation described above.

First, the chapter two will examine the academic literature available on this topic. Thus, the theory of dichotomy between B2B and consumer marketing will be outlined in two sub-sections, presenting its founding principles and a revised approach to the theory according to marketing’s newest evolutions. A second section, will introduce the model of marketing and communications effects developed by Gilliland and Johnston that acts as reference in B2B marketing. Following this the author will examine works available on the IMC concept and their implications in industrial marketing.

The third chapter will present the research methodology that has been applied in the dissertation. Following Saunders et Al. (2007) Research “Onion” Model, the researcher will present her research question and objectives, and the research philosophy, approach, strategy, and so on to finally present the data collection process applied, as well as the limitations and ethical issues encountered.

Then, a fourth chapter will present the findings of the data collection process, followed by a fifth chapter presenting the author’s recommendations and conclusions depending on the findings of her primary and secondary researches.

To conclude, the researcher will deliver a self-reflection work on the learning developed and her own performance during this dissertation process.
1.6. The scope and limitations of the research

In this dissertation, the researcher chose to study the B2B marketing phenomenon. However, B2B markets include various businesses acting at a niche level with their own operating scheme, and thus different marketing practices.

As the author’s longest work experience was in the French machines and equipments manufacturing and retailing industries, she decided to focus on this market in her study of B2B marketing practices. This focused choice was also based on the growing place occupied by this market in France since the appearance of B2B marketing. Indeed, in France, between 1949 and 2011 the machinery and equipment manufacturing industries have steadily grown from €0.4 billion to €76.4 billion of value-added\(^3\). This shows the importance of these industries and the various changes they should have experienced. Therefore it appeared to be pertinent and interesting to focus on these industries when studying the changes that have operated in B2B marketing practices over the years.

While focusing on this sector, the researcher decided to use one academic model (i.e. “A model of business-to-business marketing and communications effects” – Gilliland and Johnston, 1997) as her dissertation’s central trail. Indeed, the research main objective is to update this model according to current B2B marketing practices in the sector described above, and considering the theory of IMC. Thus, the researcher will update this model regarding the stimuli rather than regarding the effects of these stimuli. Indeed, she assumed that effects of the stimuli remain unchanged.

Consequently this dissertation is an update of this model from B2B marketers’ side but not from the buying centre point of view. It does not consider the stimuli consequences on buyers. This could be the main limitation of this dissertation project. Besides, this study is focused on one particular sector of the whole B2B market. Thus, it does not reflect the situation in every B2B market.

\(^3\) [http://www.insee.fr/fr/themes/tableau.asp?reg_id=0&ref_id=NATTEF08110](http://www.insee.fr/fr/themes/tableau.asp?reg_id=0&ref_id=NATTEF08110)
1.7. The major contributions of the study

As evoked previously through this study, the researcher intends to revise the outdated academics’ view of B2B marketing and its concrete practice in a sector. Thus, this study could be used as a start to revise the B2B marketing theory from the strategy definition, to the actions and effects.

This study should enable the author to provide a better understanding of the B2B marketing phenomenon in the context of the French machinery and equipment manufacturing and retailing industries, compared to what is currently available in the academic literature. Thus, it might be used as a guide to increase marketers’ awareness of current B2B practices.

Moreover, this dissertation may well be a tool to make a link between the reality (i.e. marketers practice in B2B markets) and the literature.

Indeed, B2B literature focuses on the B2B/consumer marketing dichotomy without really investigating B2B marketing. It gives only few help to B2B marketers who would like to refer to it as consumer marketers are able to refer to a wide variety of models and concepts that guide them in their approach to marketing.

Hence, this research project aims to provide guiding lines for nowadays B2B marketers, with clear conclusions on the managerial implications of the research conducted. That is to say that interviews’ conclusions and academics’ views on the researcher findings have been used to develop clear insights on how to implement B2B marketing today and improve its efficiency.

Without directly challenging the academic literature, indeed the researcher used it, this study offers a revised approach to B2B marketing.
2.0. Literature Review Chapter

2.1. Introduction to literature review

This dissertation topic is B2B marketing nowadays, however the author analysis of literature is not only about B2B marketing literature. Indeed, in marketing historical literature industrial and consumer marketing have been differentiated leading to the emergence of the B2B/B2C dichotomy theory. However, it seems that these two fields have common goals (i.e. sell products and services, increase brand awareness and sales revenue…) and means (i.e. media and tools). Yet, industrial and consumer marketing practitioners manage their means differently and with different tactics.

Thus, the author decided to study B2B marketing and the case of a particular consumer marketing strategy (i.e. IMC). So, this chapter aimed to review the literature situation on industrial marketing and IMC to enable the researcher to test the possible use of IMC in B2B marketing and its consequences on a B2B marketing and communications effects model in-co-ordination with her primary data collection.

To analyse the literature available on her research topic the researcher has developed a forensic critique approach. That is to say she has paid attention to the details in the literature: the soundness and quality of argumentation. Indeed, she has built her analyse of the literature by analysing the arguments and how they are presented by authors.

This approach has enabled the researcher to present the main theories and concepts to integrate in her research and identify their strengths and weaknesses.

2.2. The B2B and consumer marketing dichotomy

Traditionally literature differentiates marketing practices whether acting on B2B or consumer markets. Academics explained clearly their position on this point since the late 1970’s (e.g. the IMP Group). However, forty years later some researchers inquired
this dichotomous view wondering if consumer and industrial marketing do not have more in common than in the past.

The objective of this sub-section is to review literature on this topic enabling the researcher to assess the usefulness and relevance of this dichotomy theory nowadays and to provide a fresh view on it. In this process the author will, first, present academics historical arguments supporting the industrial and consumer marketing dichotomy theory. Then, arguments that encourage the development of a revised approach of this theory will be presented.

2.2.1. Two fields of marketing

Kotler et Al. (2004) as well as Fill and Fill (2005) define clearly the B2B market and the consumer market distinguishing them according to their actors and the nature of the product and services exchanged.

Indeed, they define the B2B market as the market wherein organisations buy and sell products and services to other organisations that will use them to produce other products and services. While in contrast the consumer market gathers individuals buying products and services for their personal consumption.

According to the differences in the nature of these two markets, marketing researchers have encouraged the development of a specific marketing approach for each of these markets (Wind, 2006).

In fact, the nature of the buyer and seller relationship differs. In B2B markets this relationship is based on “collaborative exchanges” whereas “transactional exchanges” are the norm in consumer markets (See Figure 1, Day, 2000). This difference is the consequence of a more complex buying process in industrial markets, since the purchase is not undertaken for personal use, involves different actors (i.e. buying centre or Decision Making Unit (DMU) members) and is often leading to the development of a custom-made solution (Hakansson, 1982).

Gilliland and Johnston (1997) also enhance the importance of the buying centre in their model. They emphasize that B2B Marketing and communications actions are targeting a wide range of actors within the buying centre but even around it: prescribers,
purchasers, decision-makers, end-users, suppliers, etc. leading to a big influence game for a common decision to meet technical requirements that constitute the need while consumer buying process imply less different actors and influence attempts. At least, it is what academics advocated in the 1980’s. The following subsection will show how this has been challenged by the CCT.

**Figure 1 – Day’s relationship spectrum**

Still the main works at the origin of this dichotomy have been gathered by Hakansson (1982) in a book that lead all others research in this field and was the result of researchers’ collaboration within the IMP Group. The B2B/B2C marketing theory of dichotomy rests upon four characteristics of B2B markets:

- **Time perspective**: B2B markets are based on the notion of long-term relationships that might be linked to the notion of “collaborative exchanges” presented earlier.

- **Role of the customer/consumer**: This role in the buying process is very different; the purchase is a group purchase with a Buy Task Involvement (BTI) very different. The customer because of this high BTI is considered to be more active than in the B2C buying process.

- **Market structure**: B2B markets are often niche markets with a small range of both buyer and seller. The concentration of the market also encourages the development of strong relationships between buyer and seller.

- And **unit of analysis**: which as a consequence of the previous characteristics the interaction between customer and supplier instead of one of these two actors.

Initial works on the B2B/consumer marketing dichotomy involved a deductive approach, indeed, from the general theory, researchers have drawn hypothesis, tested them and concluded from their premises that B2B marketing worked differently because
of its specific characteristics, described above, giving birth to the B2B/B2C marketing dichotomy. Nevertheless, this theory has been criticised for its weakness caused by its lack of empirical supports (Fern and Brown, 1984; Coviello and Brodie, 2001).

This theory leads B2B marketing literature for years and is still presented as accurate nowadays, quoted by a number of researchers (e.g. Kotler et Al., 2004; Fill and Fill, 2005) and also marketing associations worldwide (e.g. American Marketing Association). However, Cova and Salle (2007), and others academics challenge this theory\(^4\), criticise the IMP Group works. Indeed, they enhance that for forty years now these researchers are using the same arguments to differentiate industrial and consumer marketing without investigating consumer marketing progress. Arguments advanced by the IMP Group are outdated compared to contemporary practices (Coviello and Brodie, 2001). Thus, it sounds essential to reconsider this position, since the development of the CBB concept has enhanced the importance of the customer and social interactions in the consumer buying process for example and contemporary researches emphasize the relational marketing concept.

The IMP Group position should have been re-tested, with one question: Are industrial markets characteristics still accurate to explain such a dichotomy?

To conclude the researcher would like to highlight the fact that at the time of its development this view was very innovative and promoted the expansion of industrial marketing as a real discipline. Nevertheless, academics lack of questioning through the time has weakened its relevance and credibility.

In the following sub-section the author will present a different point of views, the one of researchers that challenges the founding characteristics of this theory.

\(^4\) See section 2.2.2. A revised approach to the B2B and B2C marketing dichotomy.
2.2.2. A revised approach to the B2B and B2C marketing dichotomy

Coviello and Brodie (2001) enhance the need to challenge this theory according to marketing environment changes, and their consequences in terms of marketing conceptual framework.

Indeed, they question the yardstick on which this theory was developed. They make the hypothesis that the conceptual framework on which this dichotomy theory was established may not be accurate nowadays since relational marketing has a growing importance in the discipline.

The two researchers have tested their hypothesis on a sample of 279 marketers. However, their findings neither corroborate nor counter their hypothesis. Indeed, “both the transactional and relational paradigms are relevant in contemporary marketing”⁵ that is to say that a wide range of marketers still develop a transactional approach, and that relational marketing is not yet the norm. So, they conclude that challenging this theory on the base of the conceptual framework toward which it was developed is not justified.

But, their empirical study also reveals that even if there are some differences between these two markets and in their marketers’ approaches, the number of similarities occurring is a lot higher than what IMP Group works let think, especially regarding the tools and tactics that are used. So, the small number of B2B marketing specifics may not be enough to justify that this field is fundamentally different from consumer marketing (Fern and Brown, 1984; Coviello and Brodie, 2001).

Wind (2006) a specialist in B2B buying process research corroborate this conclusion. In fact, he highlights that on the base of slight differences researchers and academics have voluntary raised their significance to promote a new marketing perspective (i.e. industrial marketing).

Even if the methodology applied by Coviello and Brodie (2001) may well have included some limits (e.g. the representativeness of their sample, the possible exposure of respondents to researchers’ views before the survey was undertaken, and the lack of statistical meaning of their results) their work of literature reviewing was as exhaustive

⁵ Coviello and Brodie (2001).
as possible and they successfully linked their findings to other researchers results to rise their reliability.

Meanwhile Cova and Salle (2007) for them challenged the B2B/B2C dichotomy theory regarding the growing number of similarities between these two markets as emphasize by the appearance of the CCT\(^6\).

The CCT mainly advocates that consumers increasingly have a role of partner toward brands. Indeed, brands tend to search to establish community links with their customers. Companies empower their customers and give them an increasingly important role in the buying process. Thus, the traditional statement which says consumers are passive is no longer valid. This theory even goes further by claiming consumer role of “prosumer”\(^7\). Moreover, the emerging tribes, the growing power of subcultures and of social networks that increase the number of groups influence attempts change the consumer decision-making process. (Arnould and Thompson, 2005)

Thus, this theory and its implications weaken the characteristics on which the IMP Group has founded the dichotomy (i.e. Time perspective, Role of the customer/consumer, Market structure and Unit of analysis).

Wind (2006) also supports this view. According to him, customers’ empowerment and the multiplication of social influence attempts between individuals tend to transpose the B2B buying centre concept to households in consumer markets.

Cova and Salle (2007) work supporting the CCT has anyhow some limits. Indeed, the two authors began their paper saying that the dichotomy will be challenged on the basis of the Sun Microsystems case and finally their argumentation is mainly built up on their analyse of the CCT. In addition, they developed a very critical approach to some other researchers’ works (e.g. Ford et Al., 1998, 2002, 2003). And instead of criticising

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\(^6\) “A family of theoretical perspectives that address the dynamic relationships between consumer actions, the marketplace, and cultural meanings trough such major concept as ‘communities’, ‘experience’, ‘re-enchantment’, ‘subcultures’, and many others which emphasize the productive aspect of consumption.” Cova and Salle (2007).

\(^7\) The notion of “prosumer” is a combination of producer and consumer establishing the growing role of consumer in product development and consumption experiences (Cova and Salle, 2007).
their argumentation, they criticise the way they present their arguments. The researcher, there, wonders if this is a relevant approach to literature reviewing.

Coviello and Brodie (2001), Wind (2006) or Cova and Salle (2007) researches conclusion could be that the dichotomy theory cannot be refuted but should be consider with less credit and that marketers should less compartmentalise marketing according to a market specific structure. Indeed, environment evolutions and the appearance of new conceptual frameworks (e.g. the CCT, the notion of consumer empowerment, the IMC strategy…) as well as empirical researches lead to think that more consumer marketing principles could be applied to B2B marketing and the other way round than what the B2B/B2C marketing dichotomy advocates.

2.3. A B2B marketing and communications effects model

According to the B2B/B2C marketing dichotomy, presented in the previous section, there are differences between industrial and consumer markets that influence marketers approach for each of them.

Indeed, the IMP Group has emphasized the originality of the B2B buying process. From this statement, and facing the lack of models explaining how B2B marketing and communications actions are processed, Gilliland and Johnston (1997) investigated this topic.

They focused their research on the effects both cognitive and behavioural of marketing and communications actions on the buying centre, or DMU, and published one of the most important model of the B-to-B literature (see Figure 2).

The central element of their model is the Buy Task Involvement (BTI)\(^8\) of the DMU. It is fundamental as it affects both information processing and consequent behaviours.

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\(^8\) The BTI is “a feeling of personal relevance that buying center members experience toward the buying center’s purchase of a specific product in a specific buying situation.” Gilliland and Johnston (1997).
Figure 2 – The Business-to-Business marketing and communications effects model

Source: © David I. Gilliland and Wesley J. Johnston (1997)
Information processing through the central or peripheral route\(^9\) will, in fact, depend on the BTI level. Petty and Cacioppo (1983) Elaboration Likelihood Model says that individuals more involved in the purchasing process are processing information via the central route and those less involved via the peripheral route.

Information processing generates different responses to the ad stimuli: cognitive responses (high BTI) and, or emotional responses (low BTI) that engenders positive or negative feelings. And yet, positive feelings encourage the formation of a positive attitude about the ad, and by extension will generate positive cognitions about the brand. In other words Gilliland and Johnston (1997) work enhances that cognitive and affective reaction to an ad influence the formation of brand evaluations. Thus, brand evaluations affect consequent behaviours\(^10\) as BTI does.

This model is fundamental in B2B marketing and communications as it was the first model to address B2B marketing and communications effects and enhanced the importance of emotional responses in a rational buying process.

Nevertheless, the author wants to draw the reader’s attention on some limitations of this model. Indeed, it was founded on the available literature on B2B marketing whereas the two authors pointed the absence of publications and the neglected aspect of literature on this topic. Thus, they have applied a lot of concepts developed in consumer marketing. According to the dichotomy theory this questions the relevance of their model.

Besides, other than analysing the literature they do not explain the methodology they applied to build up their model and they did not test the hypothesis developed. So, this model has been applied without establishment of its reliability.

Moreover, when considering ad stimuli Gilliland and Johnston only analysed the effect of some marketing communications tools and media (e.g. Broadcast and Print media,  

\(^9\) That is to say the level of elaboration with which stimuli are processed by individuals.  
\(^10\) Buying centre members’ consequent behaviours to an ad stimuli have been identified as information search, influence attempts, resistance to influence, and intent to purchase by Gilliland and Johnston (1997). They will influence the DMU decision to purchase or not.  

Author - Marie Faugère
Selling materials and Publicity). Yet, nowadays stimuli are more extended, and are increasingly common with consumer marketing communications supports (e.g. Internet).

In spite of these criticisms Gilliland and Johnston’s model stays a reference in B2B marketing and authors still acknowledge it in their work (Fill and Fill, 2005 and Chlebisova et Al., 2011 for instance). Indeed, they emphasize that no other model recognised the importance of emotional appeals in generating positive attitude and evaluation toward a stimuli, brand and product or service advertised, for buying centre members with a lower level of BTI.

As this model usefulness has been acknowledged by other academics but still has some limitations that show its need to be update and investigate more widely in the contemporary marketing context.

2.4. Integrated Marketing and Communications in Business-to-Business marketing

As evoked previously B2B marketing literature seems outdated especially concerning the increasing crossings between industrial and consumer marketing approaches and adopting differentiating approaches may well look irrelevant. Thus, the author as many other researchers posits that IMC, a consumer marketing strategy, may also apply to B2B marketing.

Thus, this section aims to make an overview of this strategy and how it could be implemented in B2B marketing. First, the author will present IMC theoretical background, and then its implementation in B2B markets.

2.4.1. Integrated Marketing and Communications theoretical background

Schultz and Kitchen (1997) conducted a quantitative research within American advertising agencies to get a better understanding of the IMC concept and how it was changing marketing and communications. They submitted a definition to these advertising practitioners and investigated their practices.

Schultz (1993) definition of IMC has been used as a basement of their exploratory study: “IMC is a concept of marketing communications planning that recognizes the added
value of a comprehensive plan that evaluates the strategic roles of a variety of communications disciplines (for example, general advertising, direct response, sales promotion, and public relations) ... and combines these disciplines to provide clarity, consistency, and maximum communications impact”. This definition was also used by several organisms making authority in the discipline such as the American Association of Advertising Agencies.

According to respondents\textsuperscript{11} answers to their study some elements were missing in this definition:

- Measurability;
- Execution\textsuperscript{12};
- IMC is a consumer perspective strategy.

Moreover, their research shows that IMC strategies should be lead by the clients\textsuperscript{13} and not by their advertising agencies. This lets think that the sample they study was inappropriate. Indeed, they should have submitted their questionnaire to marketing and communications practitioners in firms and not in advertising agencies.

However, their work still provides trails to improve IMC theoretical perception and add other dimensions to the IMC concept: the notion of measurability, processing and consumer-oriented strategy.

In 2008, Kliatchko undertook a work of literature review on the IMC concept. In fact, he noticed that researches on IMC still investigated the same thing for more than twenty years: its theoretical development. Thus, he decided to investigate all the researches that have been made to offer an overview of this concept and provide clear theoretical founding to practitioners.

From his overview of literature he revised a model he built up on IMC (i.e. the three pillars of IMC) into the four pillars of IMC (see Figure 3).

\begin{itemize}
  \item Their sample was composed of Advertising agencies practitioners chosen from a list proposed by the American Association of Advertising Agencies.
  \item That is to say how to implement IMC.
  \item That is to say advertising agencies’ clients, so, clients mean firms that implement marketing and communications.
\end{itemize}
The four pillars of IMC are:

- **Stakeholders**, that is to say the relevant publics (i.e. both internal and external audiences) that IMC targets.

- **Content**, that refers to the messages of marketing and communications within the IMC planning, but according to the contemporary context IMC recognised the concept of user-generated content. Thus, Kliatchko (2008) argues that both controlled and uncontrolled content have to be considered in an IMC approach.

- **Channels**, that is to say channels conveying IMC content. IMC media planning assumes that multiplying randomly communications channels is not relevant. In fact, this approach advocates that communications channels should be selected with a careful attention to enable channels efficiency.

- **Results**, this fourth pillar was missing in Kliatchko’s last modelling of IMC (2005). It highlights the fact that this process is driven by results efficiency. The author introduces the notion of Return-On-Customer-Investments (ROCI) which refers to “the predicted incremental sales achieved by investing in specific customers”.

Then, Kliatchko (2008) established correspondences between these four pillars and Schultz and Schultz (1998) four levels of IMC:

- 1<sup>st</sup> Tactical coordination: IMC enables a tactical coordination of the different marketing and communications actions to create consistency and synergy.

- 2<sup>nd</sup> Redefining the scope of marketing communications: marketing and communications tools, medium may well have unsuspected forms, practitioners should investigate every form of channels.
3rd Application of information technology (IT): IT provides a greater access to information on stakeholders. Yet, a better knowledge of stakeholders enables a greater effectiveness in terms of targeting. IT also improved IMC ability to analyse results.

4th Financial and strategic integration: This is the ultimate level of an IMC approach implementation, only organisations that fully integrate the previous elements can reach this level.

Kliatchko (2008) conclusions putted into perspective with Schultz and Schultz (1998) acknowledgements provide a better understanding of IMC process theoretical framework. However, his argumentation is only based on existing literature analysis. His work is a new view on previous researches but is not based on new elements; this challenges its relevance in a contemporary analysis of IMC.

Kliatchko (2008) model has been acknowledge by following researches and Fill (2009) integrates it in his textbook dedicated to IMC and offers a completed definition of IMC according to its researches. He refers to IMC as a “term used to explain the processes concerned with consistent development and coordinated delivery of company’s messages with its target audiences”. He advocates that it is an integration of the different marketing and communications tools with the marketing mix and company’s strategy for more consistency that aims to reach more effectively a target audience and engage this one. His work also emphasizes the fact that IMC is both a strategic and tactical approach to marketing communications.

According to him, the essential element to understand when speaking about IMC is the notion of consistency.

So, consistency and coordination are two paramount elements to fulfil an IMC strategy.

From these acknowledgements the author built her own definition of IMC that has been used in the development of this research project.

IMC is a holistic marketing-communications process that includes both online and offline marketing-communications channels to promote a company, its products and/or services with consistency and enables its originator to measure its results and evaluate
the success of the IMC campaigns. When developing an integrated approach of marketing and communications an organisation aims to communicate with relevance to its targeted audience to enable its greater engagement and develop a long-term relationship.

2.4.2. Integrated Marketing and Communications in B2B marketing

Even if since its first development IMC has been identified as a consumer marketing approach, researchers have sometimes consider its possible implications in B2B marketing. Now, the author will present these assessments and also enhance characteristics of the IMC process that can make possible its use in the B2B context.

As IMC is a consumer-centric model, Kliatchko (2008) enhances the importance of customers, but more generally stakeholders, knowledge. B2B markets are well-equipped in terms of databases and able to analyse their customers’ behaviour. Indeed, in B2B markets, wherein relationships are highly encouraged on a long-term basis (Day, 2000), marketers are in possession of very qualitative databases (Schultz and Kitchen, 1997). This means that IMC targeting would be facilitate for B2B marketers. Moreover, as they often are small-size markets the different audiences to target, even external, are easily identifiable.

However, Schultz (1996) previous researches spotted B2B marketers’ lack of ability to use properly their internal databases. Thus, there could be an issue in implementing IMC in B2B marketing linked to marketers’ lack of know-how in terms of databases operating.

Both Kliatchko (2008) and Schultz and Schultz (1998) emphasize the growing place of user-generated content in marketing and communications, and the integration of this phenomenon in the IMC process. As in consumer markets, B2B markets are having platforms where customers generate content, such as professional web portals, or professional social networks (e.g. LinkedIn, or Viadeo). Thus, B2B markets have also to

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14 The use of new information technologies provides more measurability in the IMC process of reaching a targeted audience (Kliatchko, 2008).
coordinate, or at least consider this new type of content in their marketing and communications strategy.

Besides, Minett (2002) advocates IMC use in the context of B2B marketing as it will provide a measurable approach to these marketers. Indeed, results are one of Kliatchko’s (2008) four pillars of IMC. Yet, results measurement is a major issue in B2B marketing. B2B decision-makers are hard to convince of the necessity to invest and adopt marketing and communications approaches in a long-term perspective. So, IMC would be purposeful in this context. By evaluating clearly their actions B2B marketers would be able to spot actions that are more effective regarding their goals. This would allow them to manage better their marketing strategy and budget in terms of returns on investment (Kliatchko, 2008).

2.5. Conclusion

B2B marketing researches have mainly been conducted on the dichotomy theory with consumer marketing. However, only few researchers have been undertaken on the practice of this discipline.

For ten years now academics are challenging this dichotomy that has lead the discipline for more than forty years (Coviello and Brodie 2001; Wind 2006; and Cova and Salle 2007). Besides, these contemporary researches show the weaknesses of previous researchers in terms of argumentation relevance, but also their low reliability linked to the few numbers of empirical studies conducted.

Argumentations that question B2B/consumer marketing dichotomy point that these two fields should be considered as operating in parallel and providing trails of innovation from one to the other. That is why the author chose to investigate the IMC concept possible implementation in B2B marketing.

So, the state of art looks outdated. Indeed, academics disagree on considering B2B marketing as a different field of marketing, and models are not updated, or cannot be applied to all B2B markets. But somehow literature gives insights and points areas to further investigate. That is why the author focuses her research project on investigating Gilliland and Johnston model of B2B marketing and communications effects on the basis of B2B marketing contemporary knowledge and in integrating the IMC approach.
3.0. Research Methods and Methodology Chapter

3.1. Introduction to the research methodology chapter

In the first two chapters of this dissertation the author intended to present the research topic and the academic literature available while assessing previous authors’ works. Now, the research methodology that has been applied in the process of this dissertation will be exposed to the reader.

This research methodology chapter has been built on Saunders et Al. (2007) research “onion” model (See Figure 4). Thus, it presents the research philosophy, approach, strategy, method choice, and the inherent time horizon, data collection procedures and techniques applied. In this chapter the author also assessed the research methods applied and gave a rationale for the research choices made.

Figure 4 - The Research “Onion” Model

![Figure 4 - The Research “Onion” Model](image)

Source: © Mark Saunders, Philip Lewis and Adrian Thornhill (2007)

First of all, it is important to remind the research question and objectives around which this dissertation has been developed. This is an important stage in the research process. Indeed, the clearer the research question and objectives are the easier it will be
for the researcher to draw clear conclusions from the data findings (Saunders et Al., 2007).

This dissertation aimed to answer to the following research question: **How French machinery and equipment manufacturing and retailing industries are applying the principles of IMC, a B2C marketing strategy, in a B2B marketing perspective and what are the consequences in terms of marketing and communications effects model?**

The Table 1 below recalls the research objectives on which the researcher has worked on through the data collection process to answer her research question.

**Table 1 – Research objectives**

<table>
<thead>
<tr>
<th>Research objective n°1</th>
<th>Bring an update to B2B marketing practices and theory according to the new knowledge of the B2B markets (fill the literature gap) and the changes experienced by marketing.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research objective n°2</td>
<td>Identify the particular issues that can be encountered in the practice of B2B marketing.</td>
</tr>
<tr>
<td>Research objective n°3</td>
<td>Understand how marketers elaborate, integrate their strategy in B2B marketing.</td>
</tr>
<tr>
<td>Research objective n°4</td>
<td>Link B2B marketing, to the theoretical background of IMC; and show how this integrated way of thinking marketing and communications can be used in B2B marketing.</td>
</tr>
<tr>
<td>Research objective n°5</td>
<td>Evaluate the practice of IMC in B2B markets by identifying the issues associated with managing and implementing IMC in this context.</td>
</tr>
</tbody>
</table>

According to Saunders et Al. (2007) suggestion the researcher has tried to define objectives that were able to pass the SMART test (See Table 2) to increase the feasibility of her research and facilitate the conclusions.
Table 2 – The SMART Test

<table>
<thead>
<tr>
<th>Specific</th>
<th>What precisely to you hope to achieve from undertaking the research?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurable</td>
<td>What measures will you use to determine whether you have achieved your objectives?</td>
</tr>
<tr>
<td>Achievable</td>
<td>Are the targets you have set for yourself achievable given all the possible constraints?</td>
</tr>
<tr>
<td>Realistic</td>
<td>Given all the other demands upon your time, will you have the time and energy to complete the research on time?</td>
</tr>
<tr>
<td>Timely</td>
<td>Will you have time to accomplish all your objectives in the time frame you have set?</td>
</tr>
</tbody>
</table>

Source: © Mark Saunders, Philip Lewis and Adrian Thornhill 2007.

Now, the author will present the research methodology applied to answer the research question and objectives, in the research process of this dissertation.

3.2. Research philosophy

The research philosophy choice defines the way research is conducted, that is to say it balances how theories (i.e. literature review) and observations (i.e. data collected) have been used and confronted in the dissertation process.

Saunders et Al. (2007) identified three ways of thinking to research philosophy: epistemology, ontology, and axiology. However, for this research project the author focuses on epistemology to choose her research philosophy. Indeed, epistemology defines “what constitutes acceptable knowledge in a field of study”\(^\text{15}\). Three research philosophies are running from the epistemological approach:

- Positivism,
- Interpretivism,
- Realism.

The author has decided to adopt mixed philosophies: interpretivism and realism.

\(^{15}\) Saunders et Al. (2007).
The interpretivist philosophy advocates that the social world is far too complex to be understood through the natural sciences philosophy (i.e. positivism) and an objective observation. It requires the researcher to investigate on people point of view and compared these subjective statements with literature. However, interpretivism excludes any possibility of generalisability.

Besides, the realist philosophy essence is that “what the senses show us as reality is the truth”\textsuperscript{16}. In other words the development of knowledge and there the research is based on a scientific approach. This philosophy is half way between positivism and interpretivism. Indeed, even if it values scientific approaches; it also advocates that subjective interpretations enable a better understanding of the world phenomenon.

In fact, during the dissertation proposal process while reviewing the literature for the first time the researcher noticed that the literature has been unable to deliver a universal approach of her research topic. There was no clear framework to use to conduct such a research, and the previous researches have mainly been conducted implementing an interpretivist philosophy.

Moreover, B2B markets are very specific, thus B2B marketers approach is highly subjective and depends of their situation. B2B markets’ marketing practices cannot be standardized. So, a philosophy that enables a better understanding of this phenomenon was necessary. However adopting such a philosophy was asking the question of generalisability. This question has been dealt with again in the Data Collection section\textsuperscript{17}.

### 3.3. Research approach

The research approach choice is very important in the process of a research project (Saunders \textit{et Al.}, 2007; Easterby-Smith \textit{et Al.}, 2002). Indeed, it helps the researcher in decisions made regarding the research design and provides a framework for the research design.

\textsuperscript{16} Saunders \textit{et Al.} (2007).
\textsuperscript{17} See section 3.7. Data Collection.
There are three ways to approach research\textsuperscript{18}. First, deduction, this is about testing a theory. The researcher picks a theory and test hypothesis on this theory to answer its research question. Second, induction, this approach leads to the formulation of a theory by analysing the context and practices. And finally a research can be a combination of these two approaches.

The nature of the topic, the literature available on this topic and the research philosophy might influence the research approach choice. Saunders \textit{et Al.} (2007) said that a topic with abundant literature offers a greater theoretical framework leading to deductive approach. However, a subject with little literature available might be better to approach inductively in order to formulate a theory. Moreover, deduction approach tends to be use with positivism whereas inductive approach is closer to the philosophy of interpretivism.

Thus, as a mixed between interpretivism and realism has been adopted by the author as her philosophy and, the literature available on B2B marketing and its use of IMC does not constitute a clear theoretical framework to enable an effective use of deduction approach, induction has been selected as the proper approach for this research.

The inductive approach has seemed to be the more adapted regarding the research topic however it is important to highlight that it has disadvantages. Saunders \textit{et Al.} (2007) warned researchers on the following:

\begin{itemize}
\item Research conducted with an inductive approach will not be reproducible because of the importance of the researcher in the process.
\item Inductive researches are longer to implement, it requires time to collect enough qualitative data to build a theory.
\item The risk is high when conducting this type of research. Indeed, useful data patterns and theory may not emerge from the research.
\end{itemize}

That is why the author has developed the data collection around the available insights of literature even if there are only few. Indeed, in the qualitative data collection, the author has tried to test some elements of the theory\textsuperscript{19}. This has enabled the researcher

\textsuperscript{18} See Appendix n°4 - Major differences between deductive and inductive approaches to research.

\textsuperscript{19} See section 3.7.2. Primary Qualitative Data Collection.

\textit{Author - Marie Faugère}
to create so far as she could a structure for her research. Thus, the approach adopted was closer to a combining research approach.

### 3.4. Research strategy

The purpose of this dissertation is an exploratory study. Indeed, the author wanted to clarify her understanding of the B2B marketing and how IMC might be applied in this context. According to this the author has chosen a specific strategy.

There are different types of research strategy: experiment, survey, case study, action research, grounded theory, ethnography, and archival research. The research strategy selection depends on the approach adopted\(^\text{20}\), but also on factors such as the research question and objectives, or the researcher’s means\(^\text{21}\).

The author chose case study as her research strategy. Robson (2002) defines this strategy as “a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence”.

This strategy was selected because the researcher was seeking to investigate a particular contemporary phenomenon, B2B marketing use of IMC, in a particular context, French machinery and equipment manufacturing and retailing industries. Moreover, this strategy is particularly well-adapted to generate answers to “how?” questions\(^\text{22}\) and in the purpose of exploratory studies.

Saunders et Al. (2007) emphasize one of this strategy specificity: “The data collection techniques employed may be various and are likely to be used in

\(^{20}\) Some research strategies belong more to one approach than the other, that is to say deduction or induction.

\(^{21}\) That is to say the amount of time and resources at the researcher disposal.

\(^{22}\) There, the researcher question is “How French machinery and equipment manufacturing and retailing industries are applying the principles of IMC, a B-to-C marketing strategy, in a B-to-B marketing perspective and what are the consequences in terms of marketing and communications effects model?”. 

*Author* - Marie Faugère
“Triangulation refers to the use of different data collection techniques within one study in order to ensure that the data are telling you what you think they are telling you.” Saunders et Al. (2007).

Author - Marie Faugère
Figure 5 – Research choice

Within multiple methods a researcher should choose between multi-methods (i.e. multi-method quantitative studies, or multi-method qualitative studies) and mixed methods (i.e. mixed-method research or mixed-model research).

According to the strategy picked the author chose a research method that enables triangulation of the data: Mixed-method research. This method enables researchers to use both quantitative and qualitative data collection techniques in parallel or sequentially.

And yet, the author has used mixed-method research sequentially. Qualitative data collection took place in a first time, and then the findings of this first data collection have been tested in a second time by implementing quantitative data collection with a questionnaire. The quantitative approach would be a way to triangulate data collected by the individual semi-structured interviews.

As often with mixed method research one data collection technique was predominating, in this case qualitative techniques.

3.6. Time horizon

The research time-horizons corresponds to how the researcher wants to place its work in the time. Does the researcher want to take a picture of a phenomenon at one

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24 An updated model of B2B marketing and communications effects.
25 See section 3.7. Data Collection.
moment (i.e. cross-sectional studies) or does the researcher want to analyse a phenomenon in the time (i.e. longitudinal studies)?

Indeed, there are two types of time-horizons in research:

- Cross-sectional studies: Saunders et Al. (2007) have defined cross-sectional study as “the study of a particular phenomenon (or phenomena) at a particular time”\(^{26}\).

- Longitudinal studies focus on a phenomenon evolution over time.

Saunders et Al. (2007) recognise that the majority of academic researches are cross-sectional studies because they are undertaken in a constrained time. Moreover, they emphasize that this type of studies might be used efficiently for qualitative researches conducted over a short period of time.

The research presented in this dissertation had to be achieved by January 2013, its submission date. Thus, choosing a longitudinal perspective would not have been realistic. Moreover, the researcher wanted, there, to get an understanding of a particular topic ‘now’. So, the research time-horizon of this dissertation is cross-sectional.

To complete this chapter on research time-horizons the reader can refer to the Gantt chart developed by the researcher in Appendix n°1.

### 3.7. Data collection

In this Section the author advocates the data collection that has been applied in the process of the research. Thus, she will present the secondary and primary data collection process implemented.

#### 3.7.1. Secondary data collection

Secondary data are data that have been collected previously (Saunders et Al., 2007), with a different purpose of the research project one, but that are linked to the

\(^{26}\) Saunders et Al. (2007).
research topic and might be useful to the researcher to answer partially or fully to its research questions.

The secondary data collection should be undertaken before the primary data collection. Indeed, the data available maybe sufficient to answer the research questions and objectives.

There are different types of secondary data (see Figure 6). However, the secondary data corresponds mostly to the academic data that will be analysed in the literature review of the dissertation.

**Figure 6 – The Different Types of Secondary Data**

![Secondary Data Diagram](image)

*Source: © Mark Saunders, Philip Lewis and Adrian Thornhill (2007)*

To conduct her research the author has used multiple-source secondary data. Multiple-source secondary data are data created by combining different types of secondary data: documentary, survey secondary data, etc (Saunders *et Al.*, 2007). Indeed, this was purposeful because this research was based on a specific field of marketing: B2B marketing. So, data have been sourced according to their relevance with the research project and ability to provide insights, or direct answers to the research questions and/or objectives.
Moreover, using secondary data is a good way to triangulate the findings of primary data collection and analyse. And as highlighted previously, it is important to implement triangulation with the other data collected in case study research strategy.

The secondary data have been collected through the database of the Dublin Business School library (i.e. Ebscohost) that gathers secondary data from several databases such as Emerald. Materials have been researched by topic and keywords\textsuperscript{27}, or directly with the title of the article or book. Indeed, the author has used several textbooks on B2B marketing or IMC for her research and searched directly for pertinent materials referenced in them. Secondary data have also been sourced through organisations that may well provide reliable secondary data on the research subject such as the Global Market Information Database, the French National Institute for Statistics, the American Association of Advertising Agencies, the American Marketing Association, but also local trading organisations (e.g. Gimélec, Artema, etc.).

The researcher had to be careful during the secondary data collection process in order to ensure the data and their sources’ reliability and validity. All secondary data cannot be used, and access to the data can be hard to negotiate.

Academic secondary data collected are presented in the literature review\textsuperscript{28} and data issued form organisations in the chapter presenting the findings\textsuperscript{29}. However, the literature review done points that there is a gap in literature regarding this dissertation subject. Thus, the research could not be based only on secondary data and the researcher had to implement primary data collection to complete the findings of secondary data collection.

\textsuperscript{27} Example of keywords used in the secondary data collection: industrial marketing, business-to-business marketing, marketing and communications planning, Integrated Marketing and Communications, Buying centre, Decision Making Unit, etc.

\textsuperscript{28} See 2.0. Literature Review Chapter.

\textsuperscript{29} See 4.0. Data Analysis/Findings Chapter.
3.7.2. Primary qualitative data collection

> Introduction

The researcher aimed to answer the following research question:

*How French machinery and equipment manufacturing and retailing industries are applying the principles of IMC, a B2C marketing strategy, in a B2B marketing perspective and what are the consequences in terms of marketing and communications effects model?*

Thus, her research project had to analyse and understand B2B marketers’ contemporary practices. The main research objectives associated were to identify and understand marketers’ practices, difficulties, and to evaluate the practice of IMC to review a B2B marketing and communications effects model in the context of the French machinery and equipment manufacturing and retailing industries.

This qualitative data collection aimed to answer this research question and objectives.

With this research project the author chose to investigate B2B markets. Yet, B2B markets are a sensible area where it is hard to generalize data; the qualitative approach has been valorised as it was a more pertinent approach to understand the specificities of this sector. Thus, the data collected were qualitative data. That is to say those are non-numerical and cannot be quantified. These data are very purposeful because the researcher aimed to conduct an exploratory study and understood a phenomenon.

There are two possibilities when collecting qualitative data: first, formalised and structured interviews; second, informal and unstructured interviews. Another distinction exists about qualitative data collection whether the researcher interviews a group of respondents or respondents individually.

The author, first, intended to conduct focus group interviews and then individual interviews. However, regarding her difficulties to gather respondents in a same place, at one time, as they all had very busy agenda, the researcher focused on individual interviews.

> Role of the individual interviews in fulfilling the research objectives

First, the author will justify her choice to conduct semi-structured interviews, and then explain their role in term of research objectives fulfilment.
In order to encourage respondents to answer freely while avoiding bias, as respondents that are not focus enough to provide a clear answer enabling the researcher to answer her research question and objectives, semi-structured interviews have been realised.

Saunders *et Al.* (2007) refer to semi-structured interviews as interviews where the researcher has defined themes and questions to be covered regarding its objectives. This, however, does not mean that the order in which each theme is dealt with is fixed. In addition other themes that the researcher did not anticipated as being purposeful may come across conversations and provide helpful insights.

The author also justifies her choice to realise interviews regarding:
- First, her research philosophy (i.e. interpretivism has a strong place in this research project);
- Then, the type of respondents targeted, respondents will be managers, and as emphasize by Saunders *et Al.* (2007) managers are less reluctant to answer interviews than questionnaires, above all when the topic of the research is relevant for them;
- And the fact that it enables more control over respondents’ identity. A questionnaire can be answered by anyone whereas with an interview the researcher will actually meet, or at least speak with the respondents.

The role of these semi-structured interviews was to collect information about contemporary practices of B2B marketing and inquire the utilisation of the IMC concept with B2B markets.

*The issues to be developed in the semi-structured interviews*

In order to understand better the French machinery and equipment manufacturing and retailing industries marketers practices the author inquired different issues in her interviews:
- The marketing and communications actions implemented;
- The strategy within which these actions are implemented;

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30 See Appendix n°5 - Interviewer guide for semi-structured interviews.
The difficulties encountered in their implementation and the measurement of results;

Marketers understanding of the IMC concept and their potential development of an IMC strategy;

And marketers background, in order to see if there would be differences in interviewees’ answers according to their background (i.e. formation and experiences).

By discussing the elements described above, the researcher intended to address her research objectives, and answer her research question.

> The target type of respondents to make up the interviews

Respondents targeted were individuals dealing with the marketing and communications functions within the studied industries, that is to say the French machinery and equipment manufacturing and retailing ones. Thus, the respondents may well not be experts in marketing and communications, but still, they are in charge of these missions.

> The location to conduct the interviews

Interviews were conducted in different venues, in face-to-face or via a medium. Indeed, certain interviews have been conducted by phone instead of in face-to-face depending on:

- **Respondents’ timetable**: Some respondents with a busy schedule thought it was easier in terms of organisation and quicker to do the interview by phone. Moreover, some of them are often away for business trips and would never have been available for a face-to-face meeting.

- **The researcher’s mobility**: Some of the interviewees work far from the researcher location. For example, several participants are located in Paris or its region, it is at more than 700 km from the researcher location, and the cost to do the interview would have been too big.

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31 See section 4.2. Primary qualitative data analysis.
The researcher also justifies her decision to conduct telephone interviews in some cases as it has enabled her to conduct more interviews. Indeed, interviews conducted by phone are less time-consuming than face-to-face interviews.

However, this method also has different disadvantages that the researcher had to consider. It is more difficult to obtain participants trust when conducting interviews by phone, thus, it is more complex to engage in a discussion providing reliable data for the research. As emphasized by Saunders et Al. (2007) this method is not ideal for non-standardised interviewing but might be appropriate in some circumstances, like those explained above.

Interviews that have been conducted in face-to-face occur in interviewee’s workplace.

> **Interviewees’ recruitment**

Interviewees have been recruited by the researcher on the basis of her networks, or according to public databases, such as the “Chambre de Commerce et de l’Industrie” (CCI). The researcher has used the industries that made the case for her study as a criterion to select respondents.

Then, potential participants have been contacted to seek for their consent to take part to this research\(^{32}\).

> **The interview dry run**

The researcher has also conducted a pilot interview. She has interviewed a marketer in a “real” interviewing situation, and used her feedback to change interviews framework and try to change her attitude and improve her interviewing skills.

This was very helpful to see how interviews could be conducted without losing one. Indeed, this interview has not been used for the data findings as the marketer interviewed could not fit in the sample, the respondents was not an actor of the French machinery and equipment manufacturing and retailing industries.\(^{33}\)

Moreover a careful preparation of the primary qualitative data collection has helped to lessen bias. The researcher has prepared her themes and guiding questions before each

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\(^{32}\) See sub-section 3.9.1. Ethical issues related to access.

\(^{33}\) See Appendix n°6 - Synthesis of the pilot interview.
interview. Themes and guiding questions were flexible according to respondents’ exact function, post (e.g. marketer in a company, marketer in a professional organisation, supplier of marketing and communication solutions, etc.). Some interviews have been conducted in order to obtain a better understanding of a part of the subject but could not provide insights to answer other research objectives.

> Conducting the interviews

Nine Semi-structured interviews that have lasted in average 43 minutes have been conducted in different venues, in face-to-face or via a medium. Interviews have all been conducted following the same scheme/framework even if they had various contents: first, opening comments, then, the discussion following the themes prepared or tackling them according to the conversation flow, and finally closing comments.

The opening comments aimed to gain participants consent, confidence, and set the scene clearly to avoid deflection from the subject during the discussion. Thus, the interviewer gave information on the time and duration of the interview; asked for participants’ consent to be recorded with an audio-recording device; insure them on their anonymity and the confidential purpose of the interview; re-presented the research topic and explain how the data collected would be used. For telephone interviews the researcher spent more time on the opening comments to encourage participants trust and develop their willingness to engage in an exploratory discussion.

The discussion was semi-structured as the interviewer had themes and guiding questions. Indeed, she stroke up the conversation on the first theme and then managed the interview in order to cover all the themes using the guiding questions as tools to change of theme or probe one. Thus, the guiding questions prepared before the interviews were open questions to encourage participants to describe their situation and reveal their attitudes regarding the topic. Some probing questions have also been prepared for each theme to help the interviewer to bounce back and forth quickly to participants’ answers and explore important elements in the conversation.

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34 See section 4.2. Primary qualitative data analysis.
35 See Appendix n°5 - Interviewer guide for semi-structured interviews.
The purpose of the closing comments was first to thank participants for their time and help in the data collection and then to agree on a future phone meeting to conduct a second interview\textsuperscript{36} or emails exchange to probe the first interview.

It is important to consider bias to the research and the solutions implemented to reduce their influence on the data collection process.

The researcher has played a big role in semi-structured interviews. Indeed, she has personally conducted each interview; this can have induced bias. Saunders \textit{et Al.} (2007) refer to those as the interviewer bias, that is to say bias induced by how the interviewer acts during the interview: tone of voice, comments, non-verbal communication for face-to-face interviews ... To this can be added bias relative to how the researcher interprets interview responses.

Moreover, interviewees can agree for an interview but finally be reluctant to answer enough deeply when broaching a sensitive subject during the interview.

To avoid and reduce the inducement of these bias the researcher tried to increase the rigor of the qualitative research by repeating interviews twice when possible or asking further question by email when it was not possible. This has increased the researcher understanding of respondents’ position, and thus the reliability of the qualitative data collection.

When approaching potential respondents the researcher has tried to explain her research project and objectives clearly to increase the number of participants that really were willing to answer to her interview and discuss on the research topic\textsuperscript{37}.

To conclude this sub-section the author wanted to emphasize the issue of qualitative researches generalisability. The findings of the qualitative research are based

\textsuperscript{36} The researcher wanted to conduct interview twice to increase the primary qualitative data collection reliability. However, she decided to do these second interviews by phone as it would be easier to get respondents consent this way because they were busy and already made efforts to grant time to the researcher for the first interview.

\textsuperscript{37} See sub-section 3.9.1. Ethical issues related to access, where the researcher explains her approach to obtain participants consent.
on a small sample\textsuperscript{38}. Thus, the researcher had to establish when possible the link between her findings and existing theories. However, this would not have been enough to enable the triangulation of the data. That is why a small quantitative research has been conducted to test the findings of the primary qualitative data collection.

### 3.7.3. Primary quantitative data collection

\textit{> The information needed}

Quantitative data have been defined as “numerical data or data that have been quantified” (Saunders et al., 2007). In this sub-section the author will explain how she has chosen to apply a questionnaire to collect quantitative data in order to test the findings of her primary qualitative data collection in the context of her mixed-method research.

The quantitative data collection aimed to collect B2B marketing experts and academics opinion on the conclusions drafted from the primary qualitative data collection. Thanks to the information collected the author intended to adjust her conclusions and revised with more accuracy Gilliland and Johnston’s model of B2B marketing and communications effects, which was her main research objective.

\textit{> The survey administration method}

The researcher decided to administrate a questionnaire to conduct a primary quantitative data collection. A questionnaire consists of a set of questions in a predetermined order to which respondents are answering (Saunders et al., 2007). This set of questions is exactly the same for all respondents whereas with the technique applied previously (i.e. semi-structured interviews for primary qualitative data collection) participants didn’t answer the same questions\textsuperscript{39}.

\textsuperscript{38} See section 3.8. Population and Sample.

\textsuperscript{39} Each interview was unique and even if the interviewer had a guide to conduct interviews with themes and questions, their order was not fixed and the discussion content was depending on participants’ answers and of the discussion flow.
There are different types of questionnaires depending on the way they are administered:

- **Self-administered questionnaires** that include Internet-mediated questionnaires, postal questionnaires, and delivery and collection questionnaires.
- **Interviewer-administered questionnaires** correspond to telephone questionnaire, and structured interviews.

The researcher decided to implement self-administered questionnaires, as it will allow her to save time on her research schedule and according to her will to reach a particular target of respondents (i.e. B2B experts). These have been administered electronically. There are several advantages related to this technique:

- The researcher has few influence on respondents answers;
- It enables reaching a larger audience, Internet enables the researcher to reach respondents that are geographically wide spread;
- The financial resources needed are low. Indeed, on Internet free software are available and enable researcher to design and analyse questionnaires with no or really low costs.
- In addition, biases linked to the presence of an interviewer are non-existent.

> **Designing the questionnaire**

The researcher had to be careful in the designing process of her questionnaire. Indeed, a good questionnaire is a questionnaire to which participants are willing to answer but also which is providing useful insights to the researcher to draw her conclusions.

Indeed, Saunders et Al. (2007) highlight that the questionnaire design can include bias in the data collection technique as it affects the response rate, and the reliability of the data collected.

To increase the response rate, the researcher paid careful attention to the questionnaire lay out and duration to encourage respondents to complete and return her questionnaire. That is to say, she tried to design a questionnaire with clear questions (i.e. 40 Respondents received the questionnaire by email.)
simple wording) and instructions to guide respondents as it has been self-administered, and to shorten the length of the questionnaire\(^{41}\), not to have respondents defecting while filling the questionnaire.

Another bias can be constituted by the questions wording and influence the response rate, but also the reliability of responses. Researchers should check questions wording within the context they were written for in order to ensure misreading will be minimise (Saunders et Al., 2007).

As a consequence the author decided to use vocabulary extracted from academic articles related to the research topic and having the same significance with what she meant. However, this bias should be considered carefully from a linguistic perspective. Indeed, the researcher is French and working in English, but the questionnaire have been submitted to French and English respondents, and respondents with other nationality. Thus, misreading, meaning bias linked to the language used has to be considered for the reliability of the study.

> Decide on the questions structure

The researcher was seeking for opinion\(^{42}\) with this questionnaire, thus she used questions structure enabling her to collect such information.

Thus, the author developed:

- Multiple choice questions: wherein she submitted a list of propositions to respondents;
- Open-questions: to encourage respondents to suggest different propositions;
- Rating scales/ranking questions: wherein she submitted statements issues from her primary qualitative data collection analysis to know respondents position on these.

\(^{41}\) Saunders et Al. (2007) advocates the right length, for a self-administered questionnaire, is between four and eight A4 pages.

\(^{42}\) Saunders et Al. (2007) advocate that opinion variables enable researchers to know how respondents feel about a subject, or what they think. And yet, the researcher wanted to test her findings, that is to say was seeking for respondents opinion on her findings.
Globally, the researcher chose to resort to closed questions or questions including a code in their answer choice (e.g. questions to which respondents answer thanks to a Likert-type rating scale) to facilitate data analysis.

> **Arrange the questionnaire form and layout**

The researcher created an online form that respondents were able to complete online. This form has been created thanks to a free tool: Google Drive that registered respondents’ answers and sent an Excel format document presenting all answers to the researcher.

The online form sent to respondents was divided into four parts:

- **Part one ‘B2B marketing practices’**: Confronting results of qualitative data findings on B2B marketing practices to respondents’ opinion;
- **Part two ‘Integrated Marketing and Communications in B2B marketing’**: Submitting statements issued from both literature review and qualitative data collection to respondents’ view;
- **Part three ‘For a revised model of marketing and communications effects’**: Aiming to investigate academics position on Gilliland and Johnston’s model;
- **Part four ‘General information’**: Aiming to identify respondents (e.g. their age rank; their sensitivity to ICT…).

Each of these parts contained a set of questions addressing the issues, objectives described above.

> **Administrating the questionnaire**

One bias with data collection using questionnaire is that the researcher has few control over respondents’ identity.

The researcher decided to email the questionnaire directly to the targeted respondents. Thus, the likelihood that they answered by themselves to the questionnaire was bigger than if questionnaires have been mailed to respondents.

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43 See Appendix n°8 – Questionnaire: Your views on B2B marketing practices.
However, this implies that when doing the questionnaire sampling the researcher had to find exact e-mail addresses and that requested more time than just posting the questionnaire on social networks for example.

The questionnaire, sent by email to thirty B2B marketing professionals, was accompanied by a covering email presenting the purpose of the research and thanking respondents for their help in the data collection process\textsuperscript{44}.

In addition to this covering email, respondents could find a small introduction at the beginning of the questionnaire re-emphasizing the importance of their participation, and closing comments at its end thanking them once again for their help.

### 3.7.4. Data analysis

Data analysis is the process by which the researcher analyses data collected in both primary and secondary data collection. Whether the data are of qualitative or quantitative nature the methods and approaches to analysis may vary.

Data analysis is aiming to clarify the different natures of data collected, their meanings, and also establish relationships between them (Saunders \textit{et Al.}, 2007).

Though, this work of analysis has to be done with a careful attention, because it will enable the researcher to draw his/her conclusions and the research reliability depends partly of this process.

Now, the author will present how the data collected have been analysed.

\textit{> Secondary data analysis}

The secondary data collected analysis has been integrated to the Literature Review chapter. The researcher has explained her approach to the literature reviewing process in the introduction section of this chapter\textsuperscript{45}.

\textsuperscript{44} See Appendix n°7 - Covering email sent to respondents.

\textsuperscript{45} See section 2.1.Introduction to literature review.
Primary qualitative data analysis

There, the author refers to the data collected during semi-structured interviews. The raw data corresponds to interviews’ transcript.

Qualitative data analysis has been undertaken by the researcher manually. She has established a guide to analyse interviews. This guide aimed to help her understand the data collected and linked the data from different interviews or categories within an interview. This method of analyse also enabled the researcher to quantitatise the data. Indeed, she was able to analyse the frequency of occurrence of some categories or information. The Table 3 below presents her guide to analyse semi-structured interviews.

Table 3 – Guide to analyse semi-structure interviews

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; stage – Transcribing audio-recordings</td>
<td>The author transcribed each interview according to their audio-recording&lt;sup&gt;46&lt;/sup&gt;. Since this was a very time-consuming work, the author decided to cross her notes from each interview with the recordings not to type twice the same information. Thus, she was able to sort out data that was not pertinent. However, this selection work brought a small loss of reliability, because it was based on the researcher judgement, so highly subjective.</td>
</tr>
<tr>
<td>2&lt;sup&gt;nd&lt;/sup&gt; stage – Classification of interviews transcripts in a chart</td>
<td>The researcher classified each interview transcript according to the themes and guiding questions she has defined when preparing the semi-structured interviews guide. Then, for each theme she has summarised the main idea.</td>
</tr>
<tr>
<td>3&lt;sup&gt;rd&lt;/sup&gt; stage – Cross-sectional analysis</td>
<td>The classification chart of each interview were analysed together. Views that were similar have been gathered in order to able measurement of their frequency to occur. A synthesis has been written for each group of views.</td>
</tr>
<tr>
<td>4&lt;sup&gt;th&lt;/sup&gt; stage – Conclusions drafting</td>
<td>The author drafted conclusions presenting the different views that have emerged from the interviews.</td>
</tr>
</tbody>
</table>

In addition to this analysis work that has been mainly conducted in French<sup>47</sup>, the author provided a synthesis of each interview outcomes in English.

<sup>46</sup>To the exception of the interview 1.2. that have not been audio-recorded.
Since the researcher established a guide to analyse the qualitative data collected, it is possible to say that she adopted a quite formalised approach to qualitative analysis. That was part of her wish to increase rigor in the research to improve its reliability.

The author applied an inductive approach in her data analysis process. Indeed, she was seeking to build up a theory from the data collected. However, she decided to implement a specific procedure to enable her to clearly identify the emerging patterns.

> Primary quantitative data analysis

It is important to highlight that the primary qualitative data analysis have been realised before the quantitative data analysis since the second one was a way to test the results of the first one.

The researcher conducted a questionnaire internet-mediated. As it was not a big quantitative survey since she only had to analyse 6 questionnaires, the author decided to

From the Excel format document provided by this system the researcher described the data collected using statistics. Indeed, she has used percentage and statistics to measure the frequency of answers occurrence. Then, she has tried to measure the consistency of the answers of each respondent.

The quantitative data collection aimed to test the qualitative data findings, thus the author has analysed respondents answers in comparison to her findings and then completed her conclusions and revised them.

Data analyses of both qualitative and quantitative data collection are presented in the chapter 4.0.

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47 Syntheses resulting from the cross-sectional analysis have been written in English and the author drafted her conclusions at the 4th stage directly in English too.
3.8. Population and sample

Sampling techniques enable researchers to reduce the amount of data needed. Indeed, they consist to select a range of representative population (i.e. a representative subgroup of the population) within which researchers collect data (Saunders et Al., 2007). This is useful for researches that have time and/or budget constraints.

However, it is important to emphasize that as data are not collected within all the possible population the research will have some limits, because its author will generalise the data founded in the recommendations process. And thus, the research may well exclude other possibilities that may not appear in the sample.

The following sub-sections presenting the population and samples used for both qualitative and quantitative data collection have been built on the sampling design process seen in the research methodology module to which attented the researcher.

3.8.1. Qualitative data collection sampling

> Define the population

The researcher aimed to study B2B marketing within the French machinery and equipment manufacturing and retailing industries case. Thus, the whole population on which she based her sample was the French market.

> Determine the sampling frame

Then, the researcher has determined the frame that would be applied to select the sample. In other words, she has determined the characteristics that the sample should meet.

The qualitative data collection aimed to interview Marketing and Communications Managers and Officers acting within the French machinery and equipment manufacturing and retailing industries. Thus, the sample emanating from the population of the French market had to meet the following criteria:

- Individuals constituting the sample should operate as Marketing and Communications Managers and/or Officers, or related functions;
They should work within the French machinery and equipment manufacturing and retailing industries;

- So, act on B2B markets only.

> Select the sampling technique

The researcher chose to apply a non-probability sampling technique. Indeed, non-probability samples are advised for case study strategy, the one selected by the researcher.

Nevertheless, it is important to notice that, with this type of samples, the probability of having the total population represented in the sample is not known, and thus that statistical deductions cannot be made. In fact, as samples have been selected according to the researcher subjective judgement, the reliability of the data collected may pose a challenge.

Since this research is also an exploratory study, basing the data collection on non-probability samples is acceptable. Though, if the researcher would like, then, to broaden her research she should so use probability sampling techniques to enable a greater generalisability of her research outcomes.

There, the researcher decided to use self-selection sampling. This technique was very simple to develop and convenient according to this research limitations.

> Determine the sample size

The researcher fixed the size of her sample at ten cases, considering that this would provide her with different cases and views on the topic. Indeed, the likelihood to have a total harmony or discord within ten interviews was low.

> Execute the sampling process

The researcher advertised a need to find participants within the population described above, and individuals/cases who answered have, thus, constituted the sample.

However, the researcher was seeking for cases meeting some criteria (i.e. the sampling frame). This has quite raised the representativeness of her samples. Moreover, since respondents agreed to take part to the research voluntary, their answers may well be of greater quality.
The researcher has contacted twenty-one B2B marketing practitioners of the French machinery and equipment manufacturing and retailing industries. She voluntarily chose them in companies with varying size, activity (retailing or manufacturing), type of products and services offered and area of origin.

Ten of them agreed to be interviewed however one interview has been cancelled. Thus, the sample was constituted of nine cases. The Figure 7 below illustrates this sampling process.

**Figure 7 – Qualitative data collection sample**

Marketers interviewed came from companies with very different sizes:
- Microenterprise: less than 10 employees.
- Small and Medium size Enterprise (SME), in French “PME”: less than 250 employees.
- “ETI” (in French) for companies with less than 5,000 employees.
- Large size enterprise: more than 5,000 employees.

For example, some of the respondents are manufacturing machines or equipments for the food-processing industry and other for the oil industry.
3.8.2. Quantitative data collection sampling

> Define the population

With her primary quantitative data collection the researcher aimed to gather opinions from B2B marketing experts. Thus, the whole population on which she has based her sample was composed of marketing experts.

> Determine the sampling frame

This corresponds to the frame, criteria, applied by the researcher to select the sample within the population described above.

The quantitative data collection consisted in a questionnaire filled by B2B marketing experts, or marketing experts with an interest in both IMC and B2B marketing. Thus, the sample had to meet the following characteristics:

- Individuals should be members of a B2B marketing associations and/or a B2B marketing lecturer conducting researches in B2B marketing or a marketing lecturer conducting researches on both IMC and B2B marketing;
- They should teach in French “Grandes Ecoles” or in British universities research centres;
- They should speak English as the questionnaire administered by the researcher has been designed in English.

> Select the sampling technique

As for the qualitative data collection sample, the researcher chose to apply a non-probability sampling technique, indeed she implemented self-selection sampling\textsuperscript{50}.

\textsuperscript{50} Readers can refer to the paragraph dedicated to the selection of the sampling technique in the previous sub-section to obtain further explanation on this technique. See sub-section 3.8.1. Qualitative data collection sampling.
> **Determine the sample size**

The researcher aimed to have a sample of at least fifteen respondents for the questionnaire administered in the process of her quantitative data collection. However, she was not able to recruit this number of respondents considering that the questionnaire have been administered at the end of the year, close to holidays.

> **Execute the sampling process**

The researcher submitted her questionnaire to thirty B2B academic experts lecturing in this field and having conducted researches on the subject, or on IMC. These experts were recruited in B2B marketing special interest groups or in French “Grandes Ecoles” and British universities research centres.

Six individuals answered to the questionnaire submitted, so the sample was of 6 cases. The Figure 8 illustrates this sample.

That may sound very small for a quantitative sample; however, the researcher did not only conduct this quantitative data collection to draw her conclusions. In fact, it was a second stage after her qualitative data collection to test her findings and raised their reliability.

**Figure 8 – Quantitative data collection sample**

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51 The questionnaire has been sent to members of the Academy of Marketing, the Academy of Marketing Science, the European Marketing Association, the American Marketing Association, etc.
3.9. Ethical issues

Saunders et Al. (2007) define research ethics as “the appropriateness of the researcher’s behaviour in relation to the rights of those who become the subject of a research project, or who are affected by it” (e.g. participants to a researcher project, the researcher, the researcher’s supervisor, etc.) This approach to research ethics can be completed by Bloomberg et Al. (2005) general definition of ethics which refers to the notions of moral principles, norms and standards relating to behaviours with others.

There are two main philosophies regarding ethics in business research.

- The deontological view advocates that the research ends cannot justify the use of unethical means in the research process.
- The teleological view otherwise emphasises that the research ends justify the use of means that might not be considered as ethical by everybody.

The researcher did not apply a particular code of ethics for decisions related to her research ethics. However, she adopted a position close to deontology by thinking and using research means (e.g. techniques, procedures, methods …) ethically, being honest and show integrity in the research process.

The reader will find below the different ethical issues that have been encountered and how they have been overcome.

3.9.1. Ethical issues related to access

Ethical issues first occurred when the researcher was seeking access to participants in the primary data collection. Indeed, an element appeared as very important at this stage: participants consent. Obtain participants consent is not an easy thing and many more when seeking for informed consent52.

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52 Informed consent is gained when participants freely agree to take part to the research while knowing clearly its nature, purpose and their role in the research process (Saunders et Al., 2007).
Participants’ agreement to take part to a research should not be pressurised by researcher’s attempts to get their consent. Moreover, a research should have clearly been explained to potential respondents as well as the type of data the researcher is seeking for and how they will be used.

In this research, the author adopted an approach in four steps to obtain participants consent:

- **Contacting potential respondents by phone** to explain the research topic, purpose, seek for their consent, while informing them on the data collection technique that will be used (i.e. semi-structured interviews recorded with an audio-recording device).
- **Follow-up email**: An email was, then, sent to expand the first explanation given, and seek more formally for consent\(^53\).
- **Agreement on a meeting**
- **Confirmation of the meeting**: When participants agreed, the researcher sent an email confirming the meeting date and time, how data will be used and seek for participants consent to have a recorded meeting once more, while enclosing a guide with the different themes that will be inquired during the interview\(^54\).

\(^{53}\) See Appendix n°9 - Follow-up email.

\(^{54}\) See Appendix n°10 - Meeting confirmation email.

See Appendix n°11 - Interviewee guide for semi-structured interviews.
At this final stage some participants retracted their consent. The researcher had to respect their position.

Saunders et Al. (2007) also highlight that researchers’ reassurance about anonymity and confidentiality help to increase potential participants understanding of the consent nature they are seeking for, and thus arise informed consent.

Indeed, confidentiality and anonymity are important for many participants. However, if the researcher decides to commit to respect them this is for the whole process of the dissertation. That is to say the researcher has to respect these principles in the data processing, analysis and reporting too.

The author decided to guarantee confidentiality and anonymity to all participants, even if some of them said they did not care if their name, or the name of the company they work for was used, to be fair the researcher did not use any name.

### 3.9.2. Ethical issues while collecting data

Another number of ethical issues occur during the data collection process. They often are linked to commitments taken by the researcher when dealing with the question of gaining access.

The author committed to maintain anonymity and confidentiality for participants. But once a respondent ask the researcher who were the other participants, and which companies they work for. There, she faced to a real ethical issue. She decided to tell this respondent that if she was giving him this information that would damage her commitment to assure other participants anonymity. That was a sensitive situation because, then, the respondent started to be less likely to speak. However, it was a necessary reaction regarding an ethical choice.

Recording interviews reinforced issues related to this. Indeed, even with great care names are often given intentionally or not during interviews. Therefore the researcher decided to blind them in interviews transcripts and gave number to each interview to protect participants’ identity. (Oliver, 2003)

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55 This has been achieved by highlighting names in black in reports (e.g. Siam-ringspann).
This situation led the researcher to the question of participants’ rights. Indeed, even if they consent to take part to the research, participants still have rights (Saunders et Al., 2007). Thus, the researcher had to respect this respondent right to ask this question.

Participants may also express their rights by not answering to some questions (e.g. sensitive questions, or questions relating to confidential information). That mostly occurs if they are not confident. That is why the researcher spent time on opening comments at the beginning of every interview to encourage participants’ confidence.

At this stage it was also important to think about the researcher objectivity issue. As the researcher conducted interviews by herself this had to be considered. The objectivity of the interviewer has to be maintained not to affect participants’ answers and comments. In addition, the interviewer should not select information subjectively.

That was a sensitive point; interviews were carefully prepared in an attempt to increase objectivity. Besides, the interviewer focused her participation to interviews on rewording and guiding questions to let interviewees speak freely. This was also a way to lower her power position. Indeed, Saunders et Al. (2007) warn interviewers on the “power” that interview-based techniques give them.

Ethical issues while collecting data imply as well the question of meetings duration and time. Whether interviews were conducted in face-to-face or by phone, the interviewer and interviewees fixed appointments, and their time and duration had to be respected. Any interviewer’s attempts to prolong an interview would have been unethical except if interviewees agreed unequivocally on this point.

### 3.9.3. Ethical issues relating to data analysis and reporting

Once more, objectivity is here in question.

In fact objectivity is a big issue about the way data are presented and were analysed. The researcher had to avoid subjectivity in her approach to data analysis, as it would have had consequences on the research conclusions; and thus would have damaged its reliability.

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56 Saunders et Al. (2007) define objectivity as the “Avoidance of (conscious) bias and subjective selection during the conduct and reporting of research”.
This is a particularly sensitive matter. Indeed, the main data gathered by the researcher were qualitative data. And the analysis of these data is subject to the researcher interpretation. In other words, qualitative data analysis is somewhat subjective.

To limit interpretation effects, the researcher has analysed the qualitative data gathered according to a rational process that enabled her to quantitise to a certain extent these data\(^{57}\) and increase objectivity in the analysis process.

Ethical issues are a matter of importance when writing a dissertation. Confidentiality, anonymity, objectivity, integrity, and honesty are the main issues that occurred at the different research stages.

### 3.10. Limitations to the Research

The main limitations that apply to this research project were linked to the time perspective, financial means, access to appropriate information, and researcher choices. The author will give a detailed examination of these limitations and an overview of how she “handled” them in the following sub-sections.

#### 3.10.1. Time perspective

This dissertation presenting the research work that has been done by the author had to be submitted in January 2013. Thus, there was a clear limitation in the time that the author could grant to the research.

The researcher was officially allowed to start the dissertation writing when she received her dissertation proposal result on week 42 that left her twelve weeks to implement the data collection and analyse its output and complete the other dissertation chapters.

Moreover as the researcher decided to emphasise qualitative data regarding her philosophy and then test the results of her first data collection thanks to the submission of a questionnaire, she had to be careful in her time management.

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57 See sub-section 3.7.4. Data Analysis.
The samples had to be built-up quickly, and the qualitative data collection had to be implemented and analysed soon after to enable the quantitative data collection and analysis.

This was a real difficulty for the researcher to deal with as she is relatively bad at time management. This point will be expanded in the chapter 6 devoted to the researcher self-reflection on her performance for this research project58.

### 3.10.2. Financial means

In addition to time limitation the researcher had to consider her limited financial means to conduct her research. While she was writing her dissertation she was not working, so she had not any income. Thus, she had to manage carefully her budget for the research.

Indeed, as qualitative data collection has been done through semi-structured interviews, first planned to be mainly conducted in face-to-face, the researcher had to plan travelling costs when moving to meet respondents located far from her own localisation59. In order to limit these interviews costs, 70% of them were finally done by phone.

### 3.10.3. Access to information

Another limitation to consider was the access to information for both secondary and primary data, and qualitative like quantitative data. In fact, the research was focused on a specific market: the French machinery and equipment manufacturing and retailing industries to which access is complicated.

In the secondary data collection process the researcher has been confronted to the fact that professional organisations (e.g. trade unions) were not willing to give her access to reports on their activities whereas she was not a membership of these unions, or they

58 See section 6.2. Learnings and performances developed.
59 See Appendix n°2 - Research project costs evaluation.
were exchanging them for money. And yet, the researcher was not willing to pay for information according to her low financial means\(^{60}\).

Then, in the primary data collection process the researcher had to recruit participants for the research. This step took her a lot of time (e.g. she spent six weeks to organise the primary qualitative data collection) as she had to select “suitable” participants\(^{61}\), contact them, explain her research and often chase them up to get an answer, that is to say to know if they were agreeing or not to take part in her research.

In the prospection process to recruit respondents, the researcher mainly called on her network as it is the standard in such markets to work by relationships. Thus, the author has prospected twenty-one potential respondents. She had several phone conversations and email exchanges with all of them. Finally, ten agreed to take part to her research. The other eleven could not because of their timetable, or simply did not want to participate, whereas some others did not answer at all even after several reminders.

Moreover, while conducting semi-structured interviews, and especially by phone, it is sometimes hard to get access to strategic, sensitive information. Indeed, Saunders \(et \ Al.\) (2007) emphasise personal contact importance when conducting qualitative interviews. Personal contact might increase participants’ confidence toward the researcher and so their willingness to answer to sensitive questions. And, as evoked previously, the majority of the interviews were conducted by phone so the researcher had to work on building participants confidence. This has been achieved thanks to the researcher careful preparation before interviews, but confidence have also been established through all contacts with respondents previous the interviews.

The question of information access is complex as it relates to the participants recruitment, interview proceedings, but also access to secondary information.

\(^{60}\) See sub-section 3.10.2. Financial means.

\(^{61}\) By “suitable” participants the author means respondents that were acting in the targeted industries and able to answer her questions, that is to say they were dealing with marketing and communications in their job and could provide her useful insights for the primary qualitative data collection and respondents with a big academic and practical knowledge on B2B marketing for the primary quantitative data collection (i.e. B2B marketing lecturers).
3.10.4. Researcher choices

Other limitations are then relative to choices that have been made by the researcher.

There, the main limitation was linked to the author decision to focus on this topic from marketers’ point of view. Indeed, this research aimed to revised Gilliland and Johnston’s model of Marketing and Communications effects. However, this model grants more importance to the effects of marketing and communications on buying centres in B2B markets than to the actions generating these effects. As the researcher was questioning how contemporary marketing practices were changing the way to obtain these effects, she deliberately ignored a part of this central model in her research project. That limits her research because the model was not analysed in its entirety.

Furthermore, there is an issue regarding the reliability of this study. Indeed, the researcher focused on the French machinery and equipment manufacturing and retailing industries, if the research had been apply to a different B2B markets the research conclusions could have been different. Thus, the reader will have to keep in mind that conclusions and recommendations drawn by the author can only be applied on the markets studied there.
4.0. Data Analysis/Findings Chapter

4.1. Secondary data analysis

The secondary data found have been analysed and are presented in the Literature Review chapter\(^{62}\).

However, it is important to underline that access to secondary data, others than academic articles, was very difficult to negotiate. Indeed, the INSEE provides access to useful data, in terms of statistics regarding the industries that have constituted this research case study. Nevertheless, it does not provide information on industries’ practices. Otherwise organisations such as the EMAC\(^{63}\) or the American Marketing Association may well have provided useful data, but their access is limited to members.

4.2. Primary qualitative data analysis

The aim of the primary qualitative data collection was to investigate B2B marketers’ practices to increase the understanding of their practices within nowadays context.

Thus, nine semi-structured interviews have been realised with individuals assuming marketing and communications functions within the French machinery and equipment manufacturing and retailing industries.

The Table 4 below presents the details of each interview: place, duration, company’s size type and interviewees’ job title. Thus, this table gives useful information regarding interviewees’ profile.

During interviews the following topics have been dealt with: interviewees’ background, interviewees’ marketing and communications practices (i.e. their strategy,
actions, targets, measurement tools, difficulties, etc.), and then IMC within the B2B context.

Table 4 – Interview details

<table>
<thead>
<tr>
<th>Date</th>
<th>Place</th>
<th>Duration</th>
<th>Respondent Identity</th>
<th>Company type</th>
<th>Company Size</th>
<th>French Classification by activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>08/11/12</td>
<td>head office</td>
<td>58'30&quot;</td>
<td>F General Manager</td>
<td>Plc (SA)</td>
<td>SME (&quot;PME&quot;): 15-20 employees</td>
<td>&quot;2815Z&quot; Power transmission and workholding solutions manufacturing</td>
</tr>
<tr>
<td>08/11/12</td>
<td>Phone Meeting</td>
<td>35'51&quot;</td>
<td>F Communication Officer</td>
<td>Trade Union</td>
<td>It gathers 106 industrial companies</td>
<td>Trade Union embodying the French Mechatronic industry</td>
</tr>
<tr>
<td>12/11/12</td>
<td>Phone Meeting</td>
<td>43'06&quot;</td>
<td>F Marketing and</td>
<td>Plc (SA)</td>
<td>&quot;EIT&quot;: 1,150 employees</td>
<td>&quot;2451Z&quot; Cast iron foundry &quot;2815Z&quot; Power transmission and workholding solutions manufacturing &quot;2506Z&quot; Industrial mechanics</td>
</tr>
<tr>
<td>13/11/12</td>
<td>head office</td>
<td>35'56&quot;</td>
<td>M Marketing and</td>
<td>Ltd (SARL)</td>
<td>SME (&quot;PME&quot;): 70 employees</td>
<td>&quot;3320Z&quot; Designing and implementation of equipments and automation systems for the industry</td>
</tr>
<tr>
<td>14/11/12</td>
<td>Phone Meeting</td>
<td>56'31&quot;</td>
<td>M General Manager</td>
<td>Ltd (SARL)</td>
<td>Microenterprise: 8 employees</td>
<td>&quot;4669Z&quot; Wholesale trade of supplies and industrial equipments</td>
</tr>
<tr>
<td>20/11/12</td>
<td>Phone Meeting</td>
<td>41'54&quot;</td>
<td>M General Manager</td>
<td>Plc (SAS)</td>
<td>SME (&quot;PME&quot;): 19-49 employees</td>
<td>&quot;8230Z&quot; Trade shows organisation</td>
</tr>
<tr>
<td>21/11/12</td>
<td>Phone Meeting</td>
<td>28'23&quot;</td>
<td>M Strategy and Marketing</td>
<td>Plc (SAS)</td>
<td>Large Size Enterprise: 6,600 employees (in France)</td>
<td>&quot;2212Z&quot; Power distribution equipments and power-driven solutions manufacturing</td>
</tr>
<tr>
<td>22/11/12</td>
<td>Phone Meeting</td>
<td>34'52&quot;</td>
<td>F Strategic Manager</td>
<td>Plc (SA)</td>
<td>Large Size Enterprise: 22,304 employees (worldwide)</td>
<td>&quot;2450Z&quot; Pipes, cases, and corresponding steel accessories manufacturing</td>
</tr>
</tbody>
</table>

Interviews’ transcripts have been analysed individually, and then together in French. Finally, the author put into perspective their outcomes in the following synthesis.

Participants to semi-structured interviews do not have all followed education in marketing and/or communications. Indeed, almost 46% of them have an engineering degree or a diploma in management. Thus, they are not all equally sensitive to marketing and communications. This is an important point to notice as it may well have influenced participants’ know-how and skills in marketing and communications, and thus, interviews’ content.

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A synthesis of each interview outcomes have been written in English, see Appendix n°12 – Interviews synthesis.
Concerning their strategy of marketing and communications, the author noticed that the type and level of elaboration of their strategy vary giving company’s size. Participants that are working in companies with more than 1,000 employees tend to adopt a more rational process in their strategy establishment. They consider, first, the strategic line of their group, which is often included in a five years strategic plan, and then, develop a marketing strategy on one year which defines the communication line for each market and audience and accordingly actions to implement. They combine pull, push, and profile strategies.  

Whereas, marketers working in smaller companies strategy elaboration process is more random. Conscient that with the ICT mediated tools appearance customers are directly searching for the information, marketers moved from push strategies to a combination between pull and push. Some of them (i.e. approximately 44%) also develop profile strategies but at a lower level.  

Globally, participants emphasized that they establish a marketing and communications line each year with specific markets/audiences to target, but that actions implemented depend of opportunities they might have.  

Marketing and communication objectives are drawn out from n-1 objectives and results, company strategic plan, and in coordination with the sales strategy. Marketing and communications actions toward products or services have cognitive and conative objectives. Indeed, marketers interviewed stressed that their main objectives are to inform the targeted audiences on their offer, and to appeal to new customers or detect new purchase intentions within their actual customer base.  

While they implement corporate marketing and communications actions with conative and cognitive objectives. Indeed, these actions aim to increase their company reputation, and inform of their corporate responsibility to develop long-term relationships with their stakeholders.

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65 See Appendix n°13 – Pull, Push and Profile strategies.  
66 That is to say: the objectives and results of the previous year, ‘n’ being the current year.
Actions implemented according to these goals target different publics:

- Buying centre members: purchasers, end users, R&D department, decision-makers, maintenance department, etc.;
- Channel members: suppliers, retailers, licensees, R&D consultants …;
- Journalists, trade unions, and institutional actors or local communities;
- And internal publics (such as employees).

This diversity reflects the various strategies adopted. The author also wants to highlight that participants emphasized their knowledge of these target audiences during interviews. They have identified them and know how to reach them. This is one of the consequences of the small size of the markets within which they are acting.

To target these different audiences B2B marketers interviewed resort to different tools and media (See Table 5).

**Table 5 – Tools and Media used by the interviewed marketers**

<table>
<thead>
<tr>
<th>Media Specific</th>
<th>Corporate website</th>
<th>Corporate website extranet</th>
<th>Online store</th>
<th>Professional web portals</th>
<th>Profesional social networks (e.g. Viadeo, LinkedIn)</th>
<th>Traditional social networks (e.g. Facebook, Twitter, Youtube)</th>
<th>Resource library</th>
<th>Applications for mobile devices (e.g. smartphones)</th>
<th>Technical and trade journals ad inserts</th>
<th>Technical and trade journals press releases</th>
<th>Technical articles in technical and trade journals</th>
<th>Newspaper ads (e.g. L’Express, Le Figaro)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ICT (Digital media)</strong></td>
<td>100%</td>
<td>37.5%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>50%</td>
<td>25%</td>
<td>12.5%</td>
<td>50%</td>
<td>37.5%</td>
<td>62.5%</td>
<td>12.5%</td>
</tr>
<tr>
<td><strong>Print (Press)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The researcher used Gilliland and Johnston (1997) classification between media and non specific media tools to classify those used by the interviewed marketers.

The fourth column points out the percentage of companies, within the sample interviewed, that uses the media and tools affected.
Giving thoughts to their marketing and communications strategy and the implementation of their actions, participants have evoked several difficulties. The most frequent are their difficulty to measure results, and thus to prove the efficiency of the actions implemented; B2B decision-makers’ lack of confidence in marketing and communications; the low level of investments in their department; sometimes their lack of skills to develop the actions planned; and the lack of tools adapted to their needs.

All the interviewees have underlined that the digital media revolution, have increased their level of difficulties. Indeed, they told the researcher that medium that were very
effective in the past, such as press supports and trade shows have been challenged and put back by the appearance of Internet.

The author identified two profiles regarding respondents approach to IMC. Indeed, some of them, even if they did not knew this process before, are implementing an approach that is really close and agree to say they are implementing some of the IMC principles. On the other hand, others marketers interviewed said they do not thing their approach to marketing and communications planning corresponds to IMC.

The first claimed that such an approach is necessary to be effective and increase efficiency. They said that objectives could not be reached without consistency and coordination between actions. But their approach is not only limited to coordination, indeed, they are trying to develop interactions and engage their audiences. Nevertheless, they never considered their approach as a strategy. If they really commit in this process and learn how to implement it, they might increase their efficiency and benefit of greater synergy effects.

Besides, practitioners who said they do not consider they implement IMC principles still recognized that coordination is a successful component of marketing and communications planning. However, they might not have considered such an approach because they were not aware of it.

Interviews that have been conducted show that a review work was necessary because of practices evolutions. Marketers’ practices have changed and thus, B2B marketing models and theory should be updated.

Interviews outcomes provided insights and trails to revised Gilliland and Johnston (1997) model. To conclude the researcher would like to point that IMC principles seem already to be applied by some practitioners. Though, B2B marketers are not enough aware of consumer marketing theory progress. In fact, by raising their awareness on marketing theory they could implement marketing and communications with greater efficiency.
4.3. Primary quantitative data analysis

In the questionnaire implemented by the researcher, she confronted her primary qualitative data findings to academics view. Her objective was to test findings from semi-structured interviews to increase their reliability.

4.3.1. B2B marketing practices

First, the researcher confronted the tools and media that interviewees claimed to use: ICT, Print, selling materials, direct marketing, and Public Relations (PR).

Globally respondents agreed (i.e. 67% of them) with the tools proposed by the researcher according to her findings. For respondents that disagreed, the tools they proposed as an answer to the following question were, in fact, hinted in those offered by the researcher. Indeed, “Applications for mobile devices (e.g. tablets and smartphones...)” can be included in ICT mediated tools, while “Training and elearning tools for end users” were included by the researcher in PR.

Thus, the media and tools identified by the researcher according to primary qualitative data findings were quite exhaustive.

Within these tools and media, respondents have identified selling materials and PR as the most effective. Then, come direct marketing, and print. ICT’s effectiveness is more controversial in their ranking.

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68 See sub-section 3.8.2. Quantitative data collection sampling.

69 See Appendix n°14 – Questionnaire results.

Author - Marie Faugère
During interviews marketing practitioners revealed that they are mostly using ICT and selling materials in their marketing and communications actions. They evoked some reason for that: ability to reach a targeted audience, to explain technical details, to measure results, etc. The author compiled these factors and add some to them, and ask for academics opinion. Participants identified the “Low cost of these tools”, their “Ability to reach a targeted audience” and their “Ability to reach cognitive objectives” as the three first factors explaining ICT and selling materials big use.

Respondents also highlighted that other factors could explain this phenomenon such as:

- The “no choice” effect, if all their competitors are on the web for example, they will have to do the same to compete.
- Then ICT mediated tools have a good ability to spread information from peer-to-peer, and thus, to reach targets that marketers may not have identified before.

B2B marketing practitioners emphasized that one of their main issue is their difficulty to measure results successfully. Thus, the author posits that the problem might be that these tools are not able to generate measurable results. But academics opinion is different\(^{70}\). So, it might be B2B marketers’ lack of ability to draw parallels between the actions implemented and their results that explain their difficulty to measure results.

\(^{70}\) Within the respondents 67% tend to disagree with the author following statement: “The main issue with the tools and media used in B2B marketing is their lack of efficiency to show results that are measurable.”
Then, the researcher wanted to test the relevance of the difficulties that practitioners claimed to encounter. Difficulties that have been ranked first for their relevance in B2B marketing according to academics are:

- The “Lack of tools adapted to B2B markets characteristics (e.g. traditional social networks are not adapted to provide effective results in B2B marketing)”;
- “B2B decision-makers’ lack of confidence in marketing and communications”;
- The “Low level of investments in marketing and communications department (i.e. low budget)”.

And yet, decision-makers lack of confidence in marketing and communications and a low level of investments in these departments might be linked. Indeed, if decision-makers believed more in these levers they would grant them higher budget.

4.3.2. IMC in B2B marketing

The researcher submitted statements testing her literature review and her primary qualitative data collection outcomes regarding the implementation of IMC in B2B marketing to respondents. Her objectives was to seek for their opinions on these statements and thus to see if her hypothesis were plausible.

In literature, Kliatchko (2008) states that one of the IMC four pillars is “Results” and he presents the notion of ROCI. There, he emphasizes that IMC process enables a greater return on investments for firms. However, respondents’ answers do not corroborate this statement, indeed, respondents provided contradictory answers.

One of the functions of the IMC process is to engage audiences by generating emotional responses. Yet, emotional responses generate attitudes toward a brand/company and Gilliland and Johnston (1997) emphasize that emotional responses
have a role to play in the B2B purchasing process too. Respondents globally agree to say that the IMC process would enable B2B marketers to generate emotional responses with the targeted audiences, so it could be very useful to implement IMC in this context.

"Adopting an IMC strategy in B2B marketing would enable marketers to create more emotional responses about the brand/company."

Kliatchko (2008) highlights that IMC targets all stakeholders, and that the ability to identify the key stakeholders was paramount to implement an IMC approach. In the primary qualitative data collection interviewees advocate that B2B markets are often niche markets and that their actors are easily recognizable. Respondents’ answers corroborate this literature statement and interviewees answers which leads the researcher to posit that IMC would be suitable in the B2B marketing context and could be implemented efficiently.

"As B2B markets are really targeted, indeed they often are niche markets; IMC would be very effective to engage stakeholders."

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*Author - Marie Faugère*
Then, the researcher wanted to cross data collected during interviews with the IMC theory. Interviewees highlight their difficulty to develop marketing and communications plans on a long-term basis as decision-makers want direct result from the actions implemented. Thus, the author proposed that IMC would not be suitable in such situation. But respondents’ answers are shared and they equally tend to disagree and tend to agree with this position.

Besides, the researcher noticed that B2B marketing practitioners claim not to consider their approach to marketing and communications as integrated. However, their behaviours tend to show the opposite. Indeed, they globally have a coordinated approach to marketing and communications. Academics agree or tend to agree with this statement at 83%. Thus, the author has emitted the hypothesis that if B2B marketing practitioners were sensibilized to IMC and its process they may well implement it fully and with more efficiency than the spontaneous coordination they practice nowadays.

4.3.3. For a revised model of marketing and communications effects

The researcher, then, submitted some of the hypothesis she emitted from her primary qualitative data findings to the questionnaire respondents.

In their model Gilliland and Johnston (1997) only analyse marketing and communications effects on the buying centre. However, B2B marketing and communications actions do not only target buying centre members. In their model toward marketing and communications effects in B2B marketing the two researchers did not consider stakeholders. Academics agreed with the researcher on this point. B2B marketers do not only target buying centre members, they also target external audiences (e.g. suppliers, retailers, journalists, trade union, consultants).
Gilliland and Johnston (1997) stated that emotional responses generate attitudes toward the stimuli (i.e. $A_{Ad}$) but not toward the brand/company (i.e. $A_{Brand}$) directly. The author proposed that attitudes toward both the stimuli and the brand can be aroused by emotional responses. Most of the academics (i.e. 67%) tend to agree or agree with the researcher but the others reject this hypothesis. This should be submitted to a bigger sample to enable the researcher to test it with more accuracy.

According to the literature review on the marketing and communications effects model, the author stated that the likelihood for influence attempting and/or influence resistance would be bigger for individuals with a higher level of emotional responses. However, respondents tend to disagree with this statement (i.e. 67%). Thus, this could not be included in the author revised model.

Results from the quantitative data collection tend to support findings from the qualitative data collection. This increases the reliability of the research but only partly because of the small size of the quantitative data collection sample.
5.0. Conclusions & Recommendations Chapter

In this chapter the author has articulated findings from both qualitative and quantitative data collected, and will present her conclusions on the research question and address the research objectives.

The different sections of this chapter are covering the six research objectives defined by the researcher at the beginning of her research process.\(^{71}\)

5.1. Research objective n°1

The first objective of the researcher was to update B2B marketing practices and theory according to nowadays marketing environment.

B2B marketers had to change their practices because of changes experienced by the discipline and its environment (Coviello and Brodie, 2001; Wind, 2006; and Cova and Salle, 2007).

From the point of view of practitioners the main change that has been experienced is ICT development which has revolutionised marketing practices and theory.

Usual tools and media have been neglected for new tools, often by emulation of first-movers’ behaviours without really knowing if these tools could be useful, or how to implement them efficiently. Thus, budget have been re-allocated but practitioners interviewed, as academics who took part to the research, emphasised that results tend to be reserved.

In fact, practitioners have neglected operations in press supports and fair participation because these medium lost of their efficiency. However, this was, first, a consequence of first-movers’ behaviours. So, this situation is a vicious circle.

This is the “no-choice” effect pointed by both respondents to the questionnaire and marketers interviewed.

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\(^{71}\) See section 1.3. Research question and objectives.
### Table 6 - Marketing and Communications tools

<table>
<thead>
<tr>
<th><strong>Media Specific</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT (Digital media)</td>
</tr>
<tr>
<td>- Corporate website</td>
</tr>
<tr>
<td>- Corporate website extranet</td>
</tr>
<tr>
<td>- Selling website</td>
</tr>
<tr>
<td>- Professional web portals</td>
</tr>
<tr>
<td>- Social networks &gt;&gt; professional (e.g. Viadeo, LinkedIn – community management)</td>
</tr>
<tr>
<td>- Social networks &gt;&gt; traditional (e.g. Facebook, Twitter, Youtube)</td>
</tr>
<tr>
<td>- Resource library</td>
</tr>
<tr>
<td>- Applications for mobile devices</td>
</tr>
<tr>
<td>Print (Press)</td>
</tr>
<tr>
<td>- Technical and Trade journal ad inserts</td>
</tr>
<tr>
<td>- Technical and Trade journal press releases</td>
</tr>
<tr>
<td>- Technical articles in technical and trade journals</td>
</tr>
<tr>
<td>- Newspaper ads</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Non Specific Media</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Selling Materials</td>
</tr>
<tr>
<td>- Corporate brochures</td>
</tr>
<tr>
<td>- Product brochures</td>
</tr>
<tr>
<td>- Technical specification sheets</td>
</tr>
<tr>
<td>- Dealer co-op advertising kits</td>
</tr>
<tr>
<td>- Selling aids</td>
</tr>
<tr>
<td>- Corporate and product video productions</td>
</tr>
<tr>
<td>- Training for end users</td>
</tr>
<tr>
<td>Direct Marketing</td>
</tr>
<tr>
<td>- CRM</td>
</tr>
<tr>
<td>- Mailing campaigns</td>
</tr>
<tr>
<td>- E-mailing campaigns (e.g. product promotion campaigns)</td>
</tr>
<tr>
<td>- Telemarketing campaigns</td>
</tr>
<tr>
<td>- Trade show participation (meeting trade shows)</td>
</tr>
<tr>
<td>- Fair participation</td>
</tr>
<tr>
<td>Public Relations</td>
</tr>
<tr>
<td>- Press releases (&gt; journalists, unions...)</td>
</tr>
<tr>
<td>- Press conferences and other events Sponsorship</td>
</tr>
<tr>
<td>- Schools partnership</td>
</tr>
<tr>
<td>- Company newsletters</td>
</tr>
<tr>
<td>- Company magazines</td>
</tr>
<tr>
<td>- Lobbying</td>
</tr>
<tr>
<td>- Stakeholder Relationship Management</td>
</tr>
<tr>
<td>- Supplier Relationship Management</td>
</tr>
<tr>
<td>- Partner Relationship Management</td>
</tr>
</tbody>
</table>
In their research to develop a marketing and communications effects model, Gilliland and Johnston (1997) have drawn a list of marketing and communications tools which form the ‘ad stimuli’ in their model. This list has been revised by the author (See Table 6): ICT mediated tools and Direct Marketing have been freshly added, while publicity have been expanded in Public Relations, and Broadcast media have been removed.

ICT mediated tools and Selling materials have been distinguished as the most used. This could be explained by their low costs and ability to both target effectively an audience and reach cognitive objectives. Indeed, these medium are great to support technical information.

5.2. Research objectives n°2

The second objective of the researcher through this dissertation process was to identify the particular issues that can be encountered in the practice of B2B marketing. There, she aimed to understand better what B2B marketers’ constraints are and so the structure within which B2B marketing takes place.

Practitioners interviewed put forward their main obstacle, as their difficulty to measure results, during interviews.

Though, academics have nuanced their position. So, the author presents the following issues as the most accurate ones according to the data collected:

- First, a lack of means:

  Interviewees emphasized their lack of means in terms of budget and skills. They often have to outsource the development of some actions such as mailing and emailing campaigns which could be develop internally with a CRM tool. But that is expensive and without long-term investment such an acquisition is impossible. And yet, decision-makers are seeking for results on short-term. Especially in nowadays circumstances. Indeed, marketing and

72 See Appendix n°15 - Gilliland and Johnston marketing and communications tools.
communications departments budget are often the first neglected in hard times.

- **Second, a problem of confidence:**

  B2B decision-makers invest in marketing and communications because it is what they have always done, however they do not really believe in these levers.

  The lack of means plus this confidence deficit are a loop. As decision-makers do not invest in marketing and communications, marketers’ lack of means to develop efficient plan and cannot present successful results that would enhance decision-makers confidence.

- **Third, a lack of adapted tools:**

  Even if these two fields of marketing have been differentiated, B2B marketers are still using the same tools and media that consumer marketing practitioners whereas they should have been able to implement specific tactics and tools. Academics have been focused on differentiating B2B and consumer marketing instead of having developed specific model for each of these disciplines (Wind, 2006; and Gilliland and Johnston, 1997).

  A solution to these difficulties could be to implement marketing and communications planning in a more coordinated way, with greater consideration for company and sales strategy to link marketing and communications results with company and sales results.

### 5.3. Research objective n°3

The researcher’s third objective was to enhance her understanding of the elaboration process of marketing and communications strategies in B2B markets.

This was an important element in this research process. Indeed, even if the researcher may have proved that IMC is feasible in B2B markets, if B2B marketing practitioners do not consider marketing theories, concepts and models in their strategy elaboration process, they all are useless.
The primary data collection enabled the author to analyse two profiles within B2B marketing strategy elaboration:

- **Large-size companies:**
  B2B marketers working in large-size companies emphasized during interviews that they have a more elaborated way to formulate their marketing and communications strategy which involves strategic marketing. Their marketing and communications strategy is a coordinated sum of different strategies (i.e. push, pull and profile strategies; Fill, 2009) according to their targets and aims. Furthermore, contrary to the other practitioners interviewed they did not refer to results measurement as a difficulty that might be link to the greater level of elaboration of their marketing and communications strategy.

- **Small size companies:**
  Other practitioners interviewed tend to recognize that they elaborate their marketing and communications strategy on the basis of previous practices and according to opportunities. As a consequence their objectives are less clear and results measurement more complex. They are developing push and pull strategies now but waited for pull strategies to be the norm to start thinking their marketing and communications strategy this way.

Thus, the researcher posits that when implementing a coordinated marketing and communications strategy with company’s other functions, results analysis may well be facilitated and marketing and communications planning efficiency improved.

However, the findings from the primary qualitative data collection show that marketing theory is rarely applied and used by B2B marketing practitioners in the elaboration of their marketing strategy. This may well be a consequence of the fact that only few B2B marketers have followed education in marketing, and have been sensibilise to the specific issues related to implement marketing within B2B markets.
5.4. Research objective n°4

The fourth research objective of the author was to link the theoretical background of IMC with B2B marketing theory and practice to see how IMC could be implemented in B2B markets.

Thus, she has compared literature on IMC with B2B marketing literature and the data she has collected during her primary data collection.

IMC process aims to conduct and coordinate audience-focused marketing and communications actions (Kliatchko, 2008). Yet, practitioners interviewed claimed their marketing and communications operations are targeted.

In fact, budgets available in B2B marketing are lower than in consumer marketing, hence, marketers have to rationalise their use which leads them to develop focused actions to improve their efficiency, and to coordinate their actions in terms of media planning to create synergy effects. Such an approach is really close to the IMC one.

Consequently, the researcher supposes that if B2B/B2C marketing dichotomy has been weaker, and that B2B marketers have considered consumer marketing strategies, such as IMC, earlier they would have been able to implement them and would have benefit of results improvement and greater ROI.

With the appearance of digital media, customers became content-creator, this is the interactive paradigm in content creation (Kliatchko, 2008). Marketing and communications targets became both content receiver and creator, a new form of content appeared: user-generated content (See Figure 10).

And yet, user-generated content challenges the consistency of companies’ marketing and communications actions. IMC process implies to use all the possible sources of communications that are adapted to a situation (Fill, 2009). So, it is necessary to find ways to manage all these sources. Community management, for instance, is a useful tool to control, or at least guide content creation by customers.
B2B marketers interviewed emphasized that they noticed such a change in their environment too. Both B2B end-users and prescribers are pulling communications to them and creating content by themselves. Thus, adopting an approach that considers all these phenomena as a part of companies’ marketing and communications mix is essential.

IMC process enables coordination between the corporate (i.e. organisation strategy) and operational (i.e. actions within the strategy) level. Kliatchko (2008) enhanced that IMC implementation at the corporate level “instils in everyone within the firm a ‘culture of marketing’”. The development of a marketing culture within the firm places customers, prospects, and more generally speaking the different stakeholders, as a vital concern for internal publics. Thus, marketing and communications becomes everyone’s business within the communicating firm.

Since marketers interviewed complained of a lack of marketing sensibility within their firms, if IMC can develop other employees and decision-makers’ commitment in marketing and communications this would increase B2B marketers’ ability to implement effective tactics and actions.

So, IMC process implementation in B2B marketing is possible, indeed, B2B marketers are already following this trail; and necessary, regarding the context within which B2B marketing and communications take place.
5.5. Research objective n°5

The fifth research objective of this project was to evaluate the practice of IMC in B2B markets by identifying the issues associated with managing and implementing IMC in this context.

Even if the previous sub-section highlighted the usefulness of adopting IMC in B2B markets, the implementation of this process still pose problems.

First, IMC implementation is a long-term process which needs to be considered carefully and required long-term investments. Actions coordination, audiences’ engagement, etc. cannot generate results straightaway. IMC induces marketing and communications planning overtime (Schultz and Kitchen, 1997).

And yet, B2B decision-makers are reluctant to invest in marketing and communications even at short-term, thus, convincing them to invest in IMC could be a real challenge.

Then, as Kliatchko (2008) and other academics before underlined it, this process starts with the customer. The customer has to be the centre of all company’s concerns. And so far, some of the marketers interviewed recognised that their approach to marketing does not begin with customers.

Indeed, B2B firms seem to have two different approaches. Some of the marketers interviewed indicated that they analyse the market, and its needs, and then offer a product/service if they find a target for it. Thus, their marketing strategy starts with customers.

Although, others claimed that they develop a product/service, and then, try to sell it to their markets. Such an approach does not start from customers’ perspective. So, implementing an IMC strategy in these firms would be complicated as it would not follow the product development process.

The point is that companies that are having a product elaboration process starting from customers are already those that implement an approach to marketing and communications planning which is close to IMC. So, issues related to the implementation of IMC in these companies will not be as strong as those for companies which are not, or less, customer oriented.
Another element to consider is B2B marketers’ awareness of marketing and communications theory and new processes such as IMC.

B2B marketing literature focuses mainly on the B2B/consumer marketing dichotomy, and thus, does not enhance the strategies and approaches that could be developed by marketers.

The B2B marketers interviewed all recognized that they never heard of the IMC strategy before. So, even if this research shows that IMC implementation in B2B marketing could be effective and interesting, B2B marketers may well not be enough aware of it to develop this process.

Therefore, consciousness rising will be necessary before that any implementation of IMC could be considered. This could be done by an increase in the number of academics working on this phenomenon in B2B marketing, but also, through sensibilisation via specific marketing associations, such as the Business Marketing Association.

5.6. Research objective n°6

Finally, the main objective of the researcher with this dissertation was to revise Gilliland and Johnston’s (1997) model of B2B marketing and communications effects in integrating the IMC process and the changes experienced in B2B marketing practices, in France, in the context of the machinery and equipment manufacturing and retailing industries.

The marketing and communications tools integrated by Gilliland and Johnston (1997) as the ad stimuli in their model are not accurate anymore (Coviello and Brodie, 2001; Wind, 2006; and Cova and Salle, 2007). Indeed, the current marketing communications mix is wider and includes more specific media and non specific media. 

73 See Table 5, section 5.1. Research objective n°1.
The change that had the most consequences in terms of new tools and actions is the appearance of ICT mediated tools. Indeed, these tools enable a better management of stakeholders’ relationship, and provide greater opportunities to engage with the targeted audiences.

Findings from data collection and literature review (Kliatchko, 2008) showed that a distinction should have been made between the model’s different targets. Indeed, members of buying centre are not the only target of marketing and communications actions. Prescribers can be outside buying centre: suppliers, journalists, R&D consulting companies...

So considered, it is important to notice that these various publics are sensitive to different techniques and media. Adopting an IMC approach would, then, enable B2B marketers to plan marketing and communications with consistency and effectively in reaching each public with an appropriate information support.

In addition, the author put forward the following hypothesis: IMC process induces push, pull, and profile strategies (Fill, 2009), according to the public targeted one strategy could be selected to maximize marketing and communications effects. Nowadays, marketing environment and literature tend to suggest that pull strategies are more suitable to target buying centre member with a high BTI, while push and profile strategies are more suitable to target individuals with a lower BTI. Indeed, push and profile strategies are more likely to be processed via the peripheral route processing and to generate emotional responses.

However, this hypothesis has not been tested yet, so this could be used as a trail to expand this research.

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74 See Appendix n°13 – Pull, Push and Profile strategies.
Figure 11 – A revised model of Business-to-Business marketing and communications effects

Source: Adapted from David I. Gilliland and Wesley J. Johnston (1997)
5.7. Conclusion

The starting point of this research was the researcher’s interest and questioning on how the principles of IMC could apply to B2B marketing and the consequences that this would have on Gilliland and Johnston’s B2B marketing and communications effects model. Thus, she investigated B2B marketing practices and theory and linked it to IMC theory.

The findings of her research reveal that B2B marketing practices have evolved, and that B2B marketers are currently confronted to several difficulties and that B2B marketing literature and models do not address the difficulties and changes that occur. In addition, the practices of the B2B marketers interviewed enabled the researcher to notice that an approach close to IMC was already present for some of them.

Besides, a review of IMC theory literature pointed that such a process has a place in B2B marketing too, as it could enable B2B marketers to face some of their difficulties (e.g. the question of results measurement) and could bring more efficiency in B2B marketing and communications.

However, there still are some issues regarding the implementation of IMC in B2B marketing, and there is a necessity in general to raise B2B marketers sensitivity to marketing theory to increase their understandings in terms of what is possible and how to develop efficient B2B marketing strategies.

To conclude, the author would like to emphasise that this research has been conducted on a specific B2B market the French machinery and equipment manufacturing and retailing industries.

And thus, the findings and conclusions, that have been drawn there, are only addressing the question within this market. So, to enable a greater reliability and generalise these findings to every B2B market, this research should be expanded to other B2B markets and conducted within a bigger sample.
6.0. Self-reflection on Own Learning and Performance

Chapter

In this self-reflective chapter on learning and performance, I (the author) will start my reflection by restating literature on learning theory and styles, as it will not be appropriate to start my reflection on the learnings and performances developed through this dissertation process without reminding the theoretical context around these two notions.

Then, the learnings that have been acquired will be presented, and finally, a plan to extend these learnings will be developed.

6.1. Learning theory and styles

Defining learning is complex several views are opposed. Cameron (2008) differentiates learning one thing from acquiring knowledge on it, two notions that were traditionally one. According to her, learning is a continuous process that is different than an accumulation of knowledge. Learning never ends, it is a cycle.

Kolb et Al. (1984) developed a model on learning theory, the learning cycle, this model enhances that learning is an active process that come through experience, reflection, conceptualisation, and putting into practice. This loop process goes on and on since each new experience enters in the loop. Learning is not achieved if individuals do not complete the process and challenge the skills and knowledge developed endlessly.

Globally academics agree on this model efficiency to explain the learning phenomenon. However, they tend to emphasise that different learning styles exist.

Some have an approach that is closer to neurolinguistics and/or psycholinguisting views (Andreas and Faulkner, 1996 for instance) dividing learning styles according to individuals’ dominant sense that is the perceptual approach to learning styles:

- Auditory learner;
- Kinesthetic learner;
- And visual learner.
Whereas others academics tend to adopt a view that is coordinated with Kolb et Al (1984) learning theory. Indeed, Honey and Mumford (1986) advocate that individuals learning styles can be classified in terms of stages in Kolb Learning cycle that is the cognitive approach to learning style. To each step of the learning process is associated a learning style:

- Reflectors;
- Theorists;
- Pragmatists;
- And activists.

The Figure 12 below presents an adapted version of the Kolb learning cycle with Honey and Mumford (1986) learning styles developments.

**Figure 12 – The learning theory and styles**

![Figure 12: The learning theory and styles](image)

*Source: Adapted from Kolb et Al. (1984); and Honey and Mumford (1986)*
6.2. Learnings and performances developed

Learnings and performances can be improved when individuals have identified their learning styles and have a greater knowledge of the learning process. Indeed, being conscious of the learning process enables greater learning, or at least enables individuals to go further in the learning process. In addition, learning can be improved by the knowledge of the weaknesses and strengths associated with each learning styles.

That is why it was very important to understand well the learning process and the different learning styles to increase my self-reflection on the learnings and performances developed during the dissertation process.

> Learning styles and related difficulties

According to theory and my reflection on my own learning style, and diverse questionnaires I have filled before to undertake this dissertation process in my undergraduate education, I achieved to identify my main learning styles, both perceptual and cognitive. However, they may appear as antagonistic. Indeed, I tend to be a kinesthetic learner in terms of perceptual learning styles while being a reflector according to the learning theory.

A kinesthetic learner is someone who learns better through demonstration, by experimenting directly, physical activity and tactile elements are important for such a person.

A Reflector is someone that prefers to think to all the possibilities before to take any decision. Reflectors are good at observation, cautious and thoughtful. They may have issue with time management as it takes time to them to undertake actions. (Honey and Mumford, 1986; and Cameron, 2008)

My learning style (i.e. reflector) and my learning preference (i.e. kinesthetic) may appear as opposed. Indeed, a kinesthetic learner tends to like experimenting and developing actions to learn, while a reflector will be more in the reflection and has often to put its thoughts into actions hurriedly as a consequence of preparing actions for too long.
Knowing that prior to start the dissertation process, I have tried to implement an actions plan\textsuperscript{75} that will take into consideration my learning style not to suffer from it.

As a consequence, I tried to spend less time on planning the dissertation and more on conducting the data collection and effective writing of this dissertation. Indeed, from previous experiences I knew that, as a perfectionist who likes to plan everything in details and consider all the possibilities, I have often issues with time management when having a deadline to meet.

However, I still spent a long time to plan and after having conducting my primary qualitative data collection I realised how few time I had left for the quantitative data collection and all the other actions to implement.

At this stage I thank my supervisor, for having reminded me about all the work that has already been done, and that it would be senseless not to push a little harder to achieve this long work process. This made me “clicking” and I understood that I had to stop thinking and planning everything because I will not have time to put my thoughts into actions otherwise.

So, to finally achieve this dissertation was a real relief and rewarding feeling.

Though, I would really like to be able to change that process, which is mind, in order to improve my ability to manage time and be able to meet deadlines without finishing breathless\textsuperscript{76}.

\textbf{> Learnings and performances developed}

Now, that I have stated clearly my learning styles, and the difficulties that have been encountered accordingly, I would like to enhance the learnings that have been developed during this dissertation process.

First, it is important to notice that this dissertation process did not only start in September 2012 when the Dublin Business School (DBS) has revealed to students their supervisor name. Indeed, I started thinking of a subject as soon as I entered in the DBS MA Marketing programme last January.

\textsuperscript{75} See Appendix n°1 - The dissertation Gantt chart.

\textsuperscript{76} See section 6.3. A plan to sustain and extent the acquired learnings.
Besides, the different modules that we (i.e. the MA Marketing programme students) have attended and the assignments submitted for these modules prepared us to this dissertation work.

Indeed, as international students, I am French, we were used to different learning methods. In France, education is a process wherein students are attending classes, and put into practice very quickly. The French educating system leaves only few places to theory and conceptualisation while this is a very important element at the DBS.

Thus, we quickly discovered that every assignment was associated with a practical application but also a work on theory, to enable students to understand better concepts seen during modules. And, that was a paramount step before this dissertation process started “for real”\(^\text{77}\). Indeed, these works and the dissertation proposal submitted in August could have been associated to the three, first, stages in Kolb’s learning cycle theory\(^\text{78}\).

In fact, when we started this dissertation process, we entered in the ‘Active Experimentation’ phase of the learning cycle, implementing skills developed during the previous eight months of classes at the Dublin Business School.

Thus, I assume that, since I started to follow this MA Marketing programme in January 2012, I have acquired learnings in terms of methodology, theoretical reflection, conceptualisation, and ability to synthesise.

Then, in the course of this dissertation process, I have been able to develop my learnings and skills on qualitative data collection techniques. Indeed, during my undergraduate education I followed a module on qualitative data collection techniques wherein we practiced observations and interviews, but for the purpose of courseworks only and with participants who were classmates.

Whereas, with this dissertation I was able to conduct interviews with participants that I did not know before, and that had not to help me, but were only willing to. I had to

\(^{77}\) There, I mean when, after the dissertation proposal, we received the name of our supervisor, the DBS dissertation handbook, etc.

\(^{78}\) See Figure 12 above.

Author - Marie Faugère
manage interviews by myself and efficiently, otherwise they would not have been workable for the purpose of this dissertation. This was a real challenge.

Furthermore, this dissertation process has enabled me to develop my knowledge on the research topic but not only. Indeed, I acquired learnings on B2B marketing practices and theory, through the literature reviewing work conducted there, but also through the data collection undertaken. Though, I was also able to enhance my knowledge of B2C marketing theory, and more precisely of the IMC concept.

Even if my first interest in this dissertation was to increase my knowledge of B2B marketing and my employability in this sector, as I also studied the link that may exist with consumer marketing and more precisely the IMC concept, I enhanced my knowledge of consumer marketing too. This work has mainly sensibilise me to the IMC process: the importance to integrate the marketing and communications mix different elements, the necessity for consistency, and the benefits that can be gained from considering all the possible communications sources and tools in terms of results and ROI too, in both consumer and industrial marketing.

To conclude this section on the learnings and performances developed in this dissertation process, I would like to emphasise that it was:

- First, a real experience in terms of personal life. Indeed, I could have followed a classic Master programme in France without challenging myself other than in writing a dissertation. Whereas, I chose to conclude my education by following a MA programme in another country with a different language, education system, lifestyle, etc. Thus, I improved my linguistic skills by following a course taught in English, and I discovered another culture, country, etc. So, this was above all a lifetime experience.

- Second, the conclusion to my education. This dissertation was increasingly important because it was the final point to five years of education. It enhances my skills, and I think it really prepared me to my professional life, as it was the biggest challenge I ever had to overcome at this time.
6.3. A plan to sustain and extent the acquired learnings

Kolb’s learning cycle suggests that learning is a process, and that learnings and skills should be continuously challenged and reasserted. Cameron (2008) emphasise this in her textbook addressed to students, advocating that individuals should manage their learnings by “identifying learning needs, setting targets and monitoring progress”.

Thus, I think I have one major challenge to defy: my weaknesses in terms of time management. Because it is, and will be, incapacitating for both my personal and professional life not to achieve to improve my abilities in this area.

Then, I would like to continue to read more articles and theoretical papers on marketing because this has really enabled me to understand better the concepts I had learnt before, and how to implement them. This is a real objective in order to improve my professional skills.

Moreover, I will keep an interest in B2B marketing since I think, even more after this dissertation, that marketing implementation in B2B markets deserves particular interest.

In order to sustain and extent the learnings that have been developed during this dissertation process, I developed a simple plan adapted from Cameron (2008) to manage my learnings.

Table 7 – A plan to manage learnings

<table>
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<tr>
<th>What do I want to learn?</th>
<th>What will I do to achieve this?</th>
<th>What resources and support will I need?</th>
<th>What will be my success criteria?</th>
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<td>How to be more efficient in terms of time management.</td>
<td>Write down a list of things to do every day, and try to do all those things by the end of the day. Even if they have not been conducted at the perfection.</td>
<td>Notebook. Time.</td>
<td>To have actually done all the things written on the day list, and analyse how I manage to achieve these. If the list has not been completed at the end of the day, I should analyse why and start again.</td>
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</table>
Enhance my summarisation and conceptualisation capabilities.

Write an executive summary of this dissertation and send it to participants who asked for my findings.

Dissertation. Time. Feedback from participants on my research project.

To have actually been able to send an executive summary to participants by February.

Enhance my learnings on marketing concepts and theory.

Read books or articles on B2B marketing and marketing theory in general.


To have actually been able to continue to read stuff on my education topic even after having finished this Master year. To read again this dissertation and see what I would change in it.

6.4. Conclusion

This MA Marketing programme has added value to me as a researcher, a marketing practitioner, but also personally.

Indeed, I learned a lot in terms of research methodology, and how to conduct such a research. Then, I have acquired a lot of new learnings on theory and marketing concepts through, first, the modules followed at the DBS, and second, this dissertation work. In addition, following this programme has challenged me as an individual, because I learnt to live in a different country, with a different culture and habits, and met a lot of different persons, and had lots of new experiences; this really pushed me to be more open-minded.

To conclude I would like to say that this was a very interesting and rewarding challenge.
List of Abbreviations

B2B: Business-to-Business
B2C: Business-to-Consumer
BTI: Buy Task Involvement
CBB: Consumer Buyer Behaviour
CCI: “Chambre de Commerce et de l’Industrie” – Chamber of Commerce and Industry
CCT: Consumer Culture Theory
CRM: Customer Relationship Management
DBS: Dublin Business School
EMAC: European Marketing Academy
ICT: Information and Communications Technology
IMC: Integrated Marketing and Communications
IMP Group: Industrial Marketing and Purchasing Group
INSEE: French National Institute for Statistics
IT: Information Technology
MA: Master of Arts
PPE: Personal Protective Equipments
PR: Public Relations
R&D: Research and Development
ROCI: Return-On-Customer-Investments
ROI: Return-On-Investments
SME: Small and Medium Enterprises
Bibliography

Academic Articles


Books


Other References


American Marketing Association - http://www.marketingpower.com

Artema - http://www.artema-france.org

Business Marketing Association - http://www.marketing.org/

EMAC – European Marketing Academy - http://www.emac-online.org


Appendices

Appendix n°1 - The Dissertation Gantt Chart
Appendix n°2 - Research Project Costs Evaluation
Appendix n°3 - Logbook
Appendix n°4 - Major differences between deductive and inductive approaches to research
Appendix n°5 - Interviewer guide for semi-structured interviews
Appendix n°6 – Synthesis of the pilot interview
Appendix n°7 - Covering email sent to respondents
Appendix n°8 - Questionnaire: Your views on Business-to-Business Marketing practices
Appendix n°9 - Follow-up email
Appendix n°10 - Meeting Confirmation email
Appendix n°11 - Interviewee guide for semi-structured interviews
Appendix n°12 – Interviews synthesis
Appendix n°13 – Pull, Push and Profile strategies
Appendix n°14 – Questionnaire results
Appendix n°15 – Gilliland and Johnston marketing and communications tools
Appendix n°1 - The Dissertation Gantt chart

This is the Gantt chart developed by the researcher for the Dissertation proposal and revised according to her research methodology decisions. However, as explained in the dissertation the author did not manage to meet the set deadlines. For example, she only started to conduct her primary research in November whereas she had first planned to start it in September, thus she was late on her entire programme.

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<tr>
<td>Make amendments</td>
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<tr>
<td>Print and bind</td>
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<tr>
<td>Dissertation Submission</td>
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</tbody>
</table>

Author - Marie Faugère
Appendix n°2 - Research Project Costs Evaluation

Articles purchasing costs: € 8

**Travelling costs** (i.e. costs relative to face-to-face interviews): € 103.50
- Train expenditures: € 83.50
- Bus and Public transport expenditures: € 20

**Printing and binding costs**: € 55.50
- Printing: € 18.75 *2
- Binding: € 9 * 2

**Sending cost**79: € 88

**Total Research Project Cost: € 255**

79 The dissertation has been sent by postal service as the researcher is not located in Ireland anymore.
## Appendix n°3 – Logbook

<table>
<thead>
<tr>
<th>Month</th>
<th>Weeks</th>
<th>Actions</th>
</tr>
</thead>
</table>
| June  | 1     | Topic Selection: B-to-B Marketing.  
First researches in the DBS library database.  
General readings on the subject. |
|       | 2     | General readings on the subject. |
|       | 3     | Proposed dissertation topic redaction and presentation.  
The Watson Box has been filled. |
|       | 4     | Second researches in the DBS library database.  
Readings for the literature review. |
| July  | 5     | Readings for the literature review.  
The Watson Box has been completed. |
|       | 6     | Readings for the literature review.  
Definition of IMC and B2B marketing has been written thanks to the readings. |
|       | 7     | Submission of the Interim Dissertation Proposal. |
|       | 8     | Readings on research methodology. |
| August| 9     | Presentation of the Interim Dissertation Proposal.  
Readings on research methodology. |
|       | 10    | Readings for the literature review. Proper reviews for the first relevant articles have been written (summary, contradictions with others articles, and criticisms). |
|       | 11    |  |
|       | 12    | Readings on research methodology.  
| September | 36   | Complementary readings on research methodology / Updating of the Research Methodology chapter. |
|         | 37    | Phone meeting with my supervisor (Gary Bernie).  
Meeting Report 1. |
|         | 38    | Complementary Readings on research methodology / Updating of the Research Methodology chapter.  
Definition of the sample for primary qualitative data collection.  
Research of marketers to interview for the primary data collection. |
<table>
<thead>
<tr>
<th>Month</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>October</td>
<td>The researcher’s professional and personal networks have been stimulated to find marketers to interview.</td>
</tr>
<tr>
<td>40</td>
<td>Secondary Data Collection on trade union websites and marketing associations. Are they offering suitable information? Is information accessible? Complementary readings on research methodology.</td>
</tr>
<tr>
<td>41</td>
<td>Complementary readings on literature review and research of additional academic articles and concepts to add to the Literature Review chapter.</td>
</tr>
<tr>
<td>42</td>
<td>Progress Report 1 has been sent. Complementary readings on research methodology / Updating of the Research Methodology chapter. Complementary readings on Literature Review. Persons to interview in the primary data collection process have been contacted. Meeting Report 2.</td>
</tr>
<tr>
<td>43</td>
<td>Persons to interview in the primary data collection process have been contacted. Complementary readings on research methodology / Updating of the Research Methodology chapter.</td>
</tr>
<tr>
<td>November</td>
<td>Persons to interview in the primary data collection process have been contacted. An interview guide has been prepared to help the researcher to conduct semi-structured interviews. Complementary readings on research methodology / Updating of the Research Methodology chapter.</td>
</tr>
<tr>
<td>44</td>
<td>Persons to interview in the primary data collection process have been contacted. A Pilot Interview has been realised and analysed to update the interviewer guide and improve the researcher’s attitude according to the pilot interviewee feedback. Interviews 1 and 1.2 have been conducted and transcribed.</td>
</tr>
<tr>
<td>45</td>
<td>Persons to interview in the primary data collection process have been contacted. Interviews 2, 3, 4 and 5 have been conducted and partially transcribed.</td>
</tr>
<tr>
<td>46</td>
<td>Interviews 6, 7 and 8 have been conducted and transcribed partially.</td>
</tr>
<tr>
<td>47</td>
<td>Interviews 6, 7 and 8 transcripts have been finished. Interviews 10 has been conducted and transcribed. Complementary readings on literature review / updating of the Literature Review chapter. The Introduction chapter have been completed and proof-read.</td>
</tr>
</tbody>
</table>
Qualitative data collected have been partially analysed to enable the researcher to design her questionnaire for the quantitative data collection.

The researcher designed a test questionnaire, to test the software found.

The researcher prepared the sample for the quantitative data collection and collected email addresses of potential respondents.

The researcher designed the final questionnaire and proof-read it with a native English speaking person and revised it accordingly.

The Research Methodology chapter has been updated.

The Introduction and Research Methodology chapters have been submitted to the supervisor.

The quantitative data collection has been launched. The questionnaire has been sent to all the potential respondents identified previously.

After 5 days, the researcher sent a gentle reminder to potential respondents to increase the response rate to her questionnaire.

The Literature Review chapter draft has been finished and submitted to the supervisor.

Qualitative data analysis has been completed and quantitative data analysis has been conducted.

The data analysis/findings chapter has been draft and submitted to the supervisor.

The Introduction and Research Methodology chapters’ revised draft have been submitted to the supervisor.

The Conclusions and Recommendations chapter has been draft and submitted to the supervisor.

Chapter 6 on own learning and performance have been completed.

The researcher completed the missing elements (e.g. acknowledgements, abstracts, appendices, etc.).

The complete dissertation has been proof-read once more.

The dissertation has been printed and bound in two copies.

Submission:

Two hard copies and one copy on a CD-rom have been mailed to DBS, and an electronic copy has been emailed to the supervisor.
Appendix n°4 - Major differences between deductive and inductive approaches to research

The Major differences between deductive and inductive approach:

<table>
<thead>
<tr>
<th>Deduction emphasises</th>
<th>Induction emphasises</th>
</tr>
</thead>
<tbody>
<tr>
<td>scientific principles</td>
<td>gaining an understanding of the meanings humans attach to events</td>
</tr>
<tr>
<td>moving from theory to data</td>
<td>a close understanding of the research context</td>
</tr>
<tr>
<td>the need to explain causal relationships between variables</td>
<td>the collection of qualitative data</td>
</tr>
<tr>
<td>the collection of quantitative data</td>
<td>a more flexible structure to permit changes of research emphasis as the research progresses</td>
</tr>
<tr>
<td>the application of controls to ensure validity of data</td>
<td>a realisation that the researcher is part of the research process</td>
</tr>
<tr>
<td>the operationalisation of concepts to ensure clarity of definition</td>
<td>less concern with the need to generalise</td>
</tr>
<tr>
<td>a highly structured approach</td>
<td></td>
</tr>
<tr>
<td>researcher independence of what is being researched</td>
<td></td>
</tr>
<tr>
<td>the necessity to select samples of sufficient size in order to generalise conclusions</td>
<td></td>
</tr>
</tbody>
</table>

Source: © Mark Saunders, Philip Lewis and Adrian Thornhill 2007.
Appendix n°5 - Interviewer guide for semi-structured interviews

Interviewer guide for semi-structured interviews (Source guide in French) / Guide pour les entretiens semi-structurés (pour le chercheur)

>>> Entrée en matière

Durée et Forme de l’entretien :
30 à 40 minutes –
Discussion ouverte, avec quelques questions –
Consentement pour l’enregistrement audio de l’entretien –
Rappel de l’anonymat et de la confidentialité du contenu de l’entretien (seul le chercheur aura accès aux transcriptions intégrales et connaît le nom des répondants).

Présentation de la recherche :
L’échange que nous avons servira à fournir des pistes de réponses à mes objectifs de recherche grâce à la confrontation de son contenu avec la théorie.

>>> La discussion

Le répondant et son cadre de travail :
Au sein d’une équipe de combien de personnes travaillez-vous?
Comment s’organise votre collaboration au sein de celle-ci, quelle est la place du marketing et de la communication dans cette entreprise?
Quelle part le marketing et la communication représentent-ils dans votre travail?
Expériences du répondant (expériences précédentes et formation).

Le marketing et la communication dans l’organisation :
Vos opérations marketing et communications
Quelles sont les opérations de marketing et communication que vous réalisez (salons professionnels, publipostage, Relations publiques, etc.)?
Avec quels outils ?
Quels sont les médias utilisés (Internet, la presse professionnel, etc.)?
Avec quels objectifs (prise de contact prospect, augmentation de la clientèle, engagement de la clientèle déjà acquise, hausse des quantités commandées par clients,…)?

Votre stratégie marketing et communications
Est-ce que les actions entreprises le sont dans le cadre d’une stratégie précise?
Si oui, comment celle-ci est élaborée (actions à n-1, historique, selon les opportunités)?
Si non, y a-t-il quand même une raison aux actions entreprises?
Mesure de vos résultats et difficultés rencontrées

Comment mesurez-vous les résultats de vos actions de marketing et communication ?
A l’aide de quels outils (logiciel de CRM, tableau Excel) ?
Êtes-vous satisfaits des résultats de vos campagnes ?
Quelles sont les difficultés rencontrées dans la mise en œuvre de la stratégie marketing, de vos actions de communication (budgétaires, liées à un déficit en termes de compétences) ?

L’intégration de la stratégie de marketing et communication – Stratégie de marketing communications intégrée :

Définition de l’IMC :
Une stratégie qui vise une coordination maximale des différents éléments du mix communication (Marketing Direct, Relations Publiques, Publicité, Personal Selling (human contact in marketing), Promotion des ventes, POP Communications (Packaging+Merchandising), et Bouche à Oreilles). L’intégration de tous ces éléments au sein du mix marketing et communication permet à l’organisation de parler d’une même voix en utilisant des outils, des médias, pour diffuser un message cohérent à une cible.

Comment qualifieriez-vous l’intégration de la stratégie de marketing et communication de votre entreprise à sa stratégie globale ?
Votre stratégie de marketing et communication est-elle cohérente avec les autres stratégies de votre entreprise (par exemple avec sa stratégie commerciale) ?
Diriez-vous que vous appliquez les principes de l’IMC ?
Si oui, comment ? Avec certaines difficultés ?
Si non, quelle serait votre stratégie d’IMC ?

>>> Conclusion de l’entretien
Remerciement pour le temps et l’aide précieuse fournie

Sollicitation éventuellement pour un second entretien téléphonique ou des échanges par emails :
J’espère que cet entretien a été agréable pour vous. Je tiens à vous remercier pour votre temps et votre aide car cela va vraiment me permettre d’avancer dans mon travail, et c’est agréable de rencontrer quelqu’un prêt à accueillir des étudiants pour échanger avec eux, sur leurs missions.
D’ailleurs puis-je vous recontacter par téléphone ou email si j’ai besoin d’information complémentaires ou d’approfondir un ou deux éléments abordés au cours de l’entretien ?

Explication complémentaire sur ma recherche :
Offre de plus d’explications sur la recherche – Proposition de suivi de mes conclusions.

100

Author - Marie Faugère
Interviewer guide for semi-structured interviews (Target guide in English)

>> Opening comments

Time, duration and framework of the interview:
30 to 40 minutes –
Open discussion, with specific themes and guiding questions –
Get the interviewee consent to use an audio-recording device –
Reminder of the anonymity and confidential nature of the interview content (i.e. no name will be used).

Introduction to the research project:
My dissertation is about the study of marketing and communication strategies in B2B (i.e. the dissertation title is “Business-to-Business Marketing: A revised Model of Marketing and Communications Effects”). My main objective is to update both practical and theoretical knowledge available and more particularly through an updating of Gilliland and Johnston model.
The discussion we are having will give me trails of answers to my research objectives thanks to its content confrontation with the available theory.

>>> The discussion

The interviewee and its work background:
How many co-workers do you have?
How is organised your work in your company? Which place marketing and communications take in your work (Is that your only assignment?)?
The interviewee experience: education and past work experiences?

Marketing and Communications in the interviewee company:
The interviewee marketing and communications actions
What are your marketing and communication actions? (e.g. tradeshows, emailing, PR, etc.)
Which tools are you using? (e.g. a CRM software to send an emailing)
What are the media used? (e.g. Internet, professional/specialised press, …)
What are the objectives associated with your actions? (e.g. to recruit new customers, increase customer loyalty, engage customers, increase the quantity ordered per customer)

The interviewee marketing and communications strategy
Do your actions obey to a specific strategy?
If “yes”, how is established this strategy? (e.g. actions at n-1, past strategy, according to opportunities, sales analysis, markets forecasts, etc.)
If “no”, why? Is there still a rationale to your marketing and communications actions? What is this rationale?
Results analysis and difficulties encountered
How do you evaluate, measure the results of your marketing and communications campaigns?
Which tools are you using in this purpose?
Are you satisfied of your campaigns results?
What are the difficulties encountered in the implementation of your marketing and communications strategy? (e.g. financial, linked to a lack of knowledge, marketing know-how, …)

The concept of IMC:
Definition of this concept:
IMC is a term that refers to the coordination of the mix communication (i.e. Direct Marketing, Public Relations, Advertising, Personal Selling, Sales Promotion, Point of Purchase Communications, and Word-of-Mouth). The integration of these elements enables the organisation that implements the IMC strategy to speak of one voice. Thanks to its use of tools, media, and actions that are coordinated the company is able to broadcast a consistent message to one target.

How would you qualify the integration of your marketing and communication strategy to the global strategy of your firm? Is your marketing and communications strategy consistent with your other strategies? (e.g. with your sales strategy)
Would you say that you are applying the IMC principles?
If “yes”, how does this work, could work in your organisation? What difficulties are you encountering regarding the implementation of this strategy?
If “no”, why? What would be your IMC strategy?

>>> Closing comments

Acknowledgement for the interview time and valuable help
Request for a second interview by phone, or email exchanges
Eventually, complementary explanation on the research project:
Would you like more information on my research, to follow up its results?
Appendix n°6 – Synthesis of the pilot interview

A pilot interview has been realised on November 7th with a B2B marketer of an advertising sales house. The interviewer knew the interviewee previously and solicited her to conduct her pilot interview, as this one could not fit in the sample, but could be a good opportunity to test the interviewer’s skills and guide to conduct her semi-structured interviews.

First, let’s have a look at elements noticed by the researcher herself during the interview.

The interviewer asked if the interviewee would agree to be recorded. The interviewee agreed, so the researcher switched on her recording device which worked very well during the entire interview. The interviewee did not seem disturb by the fact of being recorded.

The interviewer noticed something very quickly while the interview was progressing: interviews should be done in a neutral place.

Indeed, for this pilot interview the researcher went to the interviewee workplace and they naturally started the interview in the interviewee’s office. However, the interviewer was not feeling comfortable in this environment which was at the advantage of the interviewee in term of power. Whereas it should have been the interviewer that was in a “powerful” position as she was the one guiding, conducting the interview.

A better solution could be to realise face-to-face interviews in a meeting room. So, the researcher has managed to realise the following face-to-face interviews in meeting rooms when possible.

Now, the interviewee feedback will be presented. Indeed, she knew this was a pilot interview and at the end of the interview she naturally make comments about how the felt during the discussion, what she noticed, etc.

The respondent suggested that the researcher should give more examples to help respondents to understand what she was expecting as an answer.

She also advocated that the researcher should ask how respondents organised their work. For example by asking: “Which percentage marketing and communications represent in term of time in their work?”. Indeed, she suggested that some respondents
might not have only marketing and communications tasks, and that this could affect their answer. Moreover, she suggested that by asking such a question the researcher would be able to measure respondents’ involvement regarding marketing and communications.

She recommended that the researcher should thank more respondents and even flatter them to encourage them to agree on a second meeting, or even to encourage them to offer themselves to the interviewer to recontact them freely.

Finally, the interviewee emphasized that she appreciated that the interviewer was taking notes during the interview. According to her, this was showing the researcher interest in respondents’ answers and was an important element that encouraged her to speak more freely.

Thanks to this pilot interviewee’s feedback, the researcher reviewed her guide to conduct her semi-structured interviews, by adding examples, and also questions that should be asked, but also trying to reproduce behaviours that have been appreciated by the respondent during this pilot interview, such as note taking, rephrasing, eye-contact, etc.
Appendix n°7 - Covering email sent to respondents

Business-to-Business Marketing: A Revised Model of Marketing and Communications Effects

Your views on Business-to-Business Marketing practices

18th December 2012,

Dear Mr [Redacted],

I am seeking for you opinion as a part of a research project to update Gilliland and Johnston’s model of Business-to-Business Marketing and Communications Effects. Your responses to this questionnaire are important to enable me to increase my understandings of issues relating to this topic and draft a revised model of Marketing and Communications Effects in the context of Business-to-Business markets.

The questionnaire should take you about five minutes to complete. Please answer to all the questions and feel free to add further comments. Please note that you are not required to include your name and that I will respect confidentiality in the processing of this data. The findings from your questionnaire and others will be used to help me draw my conclusions for my dissertation as part of my Master of Arts (MA) Marketing degree course at the Dublin Business School.

I hope you will enjoy completing this questionnaire. Please follow this link to answer by 28th December 2012:
https://docs.google.com/spreadsheet/viewform?rm=full&formkey=dDBBdFJaNjd3a0FBWjk3ckkQ21ySHc6MQ#gid=0

Please feel free to contact me via email at mariefaugere@live.fr or via phone +33 (0)6 58 96 12 14 if you have any queries.

Thank you for your help.

Marie Faugère

Dublin Business School, 13/14 Aungier Street, Dublin 2, Ireland
Appendix n°8 - Questionnaire: Your views on Business-to-Business Marketing practices

Business-to-Business Marketing: A Revised Model of Marketing and Communications Effects 2012

This survey is being carried out to collect your opinion on Business-to-Business (B2B) Marketing experts on the findings of my primary qualitative data collection with B2B marketing practitioners (acting in the French machinery and equipment manufacturing and retailing industries) in the context of my dissertation for my degree course in Marketing.

Please answer freely to the following questions. All the information provided will be treated in the strictest confidentiality and no information about respondents will be given to my school or even appear in my dissertation.

This questionnaire should take you about five minutes to complete. Please answer to all questions in the space provided. Feel free to send me an email if you want to make comments (mariefaugere@live.fr), or to add them in the provided space at the end of the questionnaire.

Your answers are essential in my research process and will enable me to draw reliable conclusions on my research topic.

I hope you will enjoy completing this questionnaire, thank you for your help and your time.

Marie Faugère

*obligatoire

Part one - B2B marketing practices

Marketing practitioners indicated that they are using the following marketing and communications tools and media:
- Information and Communications Technology (ICT): Corporate websites, social networks, professional web portals, etc.);
- Print: Ad inserts, press releases or technical articles in trade journals;
- Selling materials: brochures, selling aids, etc.;
- Direct marketing: CRM, mailing and emailing, trade shows and fairs;
- Public Relations: press relationships, events, sponsoring ...

Would you add any tools, or media that are used in B2B marketing according to your experience?

Please tick the appropriate box.

☐ Yes
☐ No
If “Yes”, which tools and media would you add to this list?
If “No”, please answer directly to question 3.

Please rank these tools and media according to their effectiveness in B2B marketing.  
1 being the higher rank and 5 the lower.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Print</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selling Materials</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Direct Marketing</td>
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<td></td>
<td></td>
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<tr>
<td>Public Relations</td>
<td></td>
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</tbody>
</table>

ICT mediated tools and selling materials are the most popular tools within the interviewed B2B marketing practitioners. Please tick in the following list the factors explaining this phenomenon in your opinion.

- Ability to reach a targeted audience
- Ability to explain technical details
- Ability to measure results
- Low cost of these tools
- Ability to reach cognitive objectives
- Ability to reach affective objectives

If you consider that other factors explain the phenomenon described in the previous question, please describe them.

Author - Marie Faugère
For the following statement, please tick the box that matches your view most closely.

<table>
<thead>
<tr>
<th>Disagree</th>
<th>Tend to disagree</th>
<th>Tend to agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;The main issue with the tools and media used in B2B marketing is their lack of efficiency to show results that are measurable.&quot;</td>
<td>○</td>
<td>●</td>
<td>○</td>
</tr>
</tbody>
</table>

The following elements have been expressed as the main difficulties encountered by B2B marketing practitioners in their job. Please rank them according to their relevance; in your opinion.

1 being the higher rank and 5 the lower.

<table>
<thead>
<tr>
<th>Difficulty to measure results</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>B2B decision-makers' lack of confidence in marketing and communications</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Low level of investments in marketing and communications department (i.e. low budget)</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Lack of skills to implement effective marketing and communications strategies</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Lack of tools adapted to B2B markets characteristics (e.g. traditional social networks are not adapted to provide effective results in B2B marketing)</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>
Part two - Integrated Marketing and Communications in B2B marketing

In this questionnaire we will refer to Integrated Marketing and Communications (IMC) as the approach defined below.

IMC is a holistic marketing-communications approach that includes both online and offline marketing-communications channels to promote a company, its products and/or services with consistency and enables advertisers to measure the results and evaluate the success of the IMC campaigns. When developing an integrated approach of marketing and communications an organisation aims to communicate with relevance to its targeted audience to enable its greater engagement.

For the following statements please tick the box that matches your view most closely.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Disagree</th>
<th>Tend to disagree</th>
<th>Tend to agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Adopting an IMC strategy in B2B marketing would enable marketers to have a higher ROI.&quot;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&quot;Adopting an IMC strategy in B2B marketing would enable marketers to create more emotional response about the brand/company.&quot;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&quot;As B2B markets are really targeted, indeed they often are niche markets; IMC would be very effective to engage marketing and communications.&quot;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&quot;Developing a real IMC strategy in B2B marketing is impossible because B2B decision-makers are not sensitive enough to marketing long-term perspectives and expect too many short-term results. &quot;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>'B2B marketing practitioners are developing an approach that is consistent however they do not consider this as a strategy, such as the IMC strategy.&quot;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Part three - For a revised model of marketing and communications effects

For the following statements please tick the box that matches your view most closely.

<table>
<thead>
<tr>
<th>Disagree</th>
<th>Tend to disagree</th>
<th>Tend to agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

“B2B marketing and communications actions target different audiences, not only Buying Centre (i.e. Decision Making Unit: end user, purchaser, and decision-maker, etc.) members, within the customer company but also prescribers that are external to the company (e.g. journalists, retailers, suppliers, R&D consultants).”

<table>
<thead>
<tr>
<th>Disagree</th>
<th>Tend to disagree</th>
<th>Tend to agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

“Emotional responses produced by the peripheral route processing may well improve or damage individuals’ attitudes toward the brand/company and the stimuli.”

<table>
<thead>
<tr>
<th>Disagree</th>
<th>Tend to disagree</th>
<th>Tend to agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

“For individuals with a higher level of emotional responses the likelihood to attempt to influence other individuals within the buying centre and to resist influencing attempts will be bigger.”

<table>
<thead>
<tr>
<th>Disagree</th>
<th>Tend to disagree</th>
<th>Tend to agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>
Part four - General Information

Is B2B marketing your main field of research? *
Please tick the appropriate box.

☐ Yes
☐ No

If "No", please indicate your main field of research.
If "Yes", please answer directly to the following question.

Were you aware of the IMC strategy before answering this questionnaire? *
Please tick the appropriate box.

☐ Yes
☐ No

How old are you? *
Please tick the appropriate box.

☐ Less than 30 years
☐ 30 to less than 40 years
☐ 40 to less than 50 years
☐ 50 to less than 60 years
☐ 60 years or over
Thank you for the time you took to answer this questionnaire. Do not hesitate to contact me directly via email (mariefaugere@live.fr) or phone (+33 (0)6 58 96 12 14).

Feel free to make comments in this box.

Please write down your email adress, if you want me to send you my findings.

Submit

Powered by Google Docs

Report Abuse - Terms of Service - Additional Terms
Bonjour [Nom],

Je fais suite à notre conversation téléphonique de ce jour où je vous ai présentée rapidement la recherche primaire que je réalise pour mon mémoire de fin d'études. En effet, je suis en dernière année de Master Marketing à l'ISEG Lyon et à la Dublin Business School.

L'objet de mon mémoire est de mieux comprendre les stratégies de Marketing et Communication en B-to-B, en appréhendant de manière plus concrète les stratégies développées par les entreprises afin d'actualiser les connaissances pratiques et théoriques disponibles dans la littérature académique. Ainsi, je m'intéresse aux pratiques Marketing en France dans le secteur de la fabrication et la commercialisation de machines et équipements industriels.

Je vous sollicite, donc, pour un entretien d'une durée variable de 30 à 40 minutes dont l'objectif est de révéler les pratiques réelles des marketeurs en B-to-B et les problèmes auxquels ils sont confrontés. Pour cela notre entretien porterait sur la façon dont votre entreprise élabore sa stratégie marketing, les outils qu'elle utilise, etc.

Comme évoqué par téléphone, je serai sur le site de l'Agroparc le 13 Novembre prochain, si vous êtes disponible et d'accord pour participer à ma recherche nous pourrions nous rencontrer ce jour là.

Merci d'avance pour votre retour.

Cordialement,

Marie Faugère
06 58 96 12 14
Dear [Name],

Following our phone conversation during which I quickly introduced to you the primary research I am conducting for my dissertation, I would like to give you more information. I am a student in Master of Arts in Marketing at the ISEG Lyon and at the Dublin Business School.

My dissertation aim is to increase nowadays understanding of Business-to-Business marketing and communications strategies with a more practical view. Indeed, I would like to analyse marketers “real” practices in order to update the practical and theoretical knowledge available in the literature. Thus, I am interested in marketers’ practices in France, in the machinery and equipment manufacturing and retailing industries.

That is why I contacted you. Indeed, I would like to interview you to have a better understanding of your practices and the issues you encounter in the implementation of your marketing and communications strategy. Thus, in our meeting, which will last between 30 and 40 minutes, I would like to speak about your marketing and communications strategy, your actions, the tools you are using, etc.

Would you agree and be available in November to discuss on these topics?

Thanks in advance for your answer.

Best regards,

Marie Faugère
06 58 96 12 14
Bonjour [Nom],

Je fais suite à notre conversation téléphonique de ce jour pour confirmer notre rendez-vous pour un entretien téléphonique lundi 12 novembre à 14h.

Par ailleurs vous trouverez ci-joint un guide avec les principaux thèmes qui seront abordés lors de l'entretien et quelques questions pour guider celui-ci. N'hésitez pas à me contacter si vous avez besoin d'informations complémentaires.

J’en profite également pour vous demander si vous êtes toujours d’accord pour que j’enregistre notre entretien à l’aide d’un dispositif audio ?

Je vous remercie par avance pour le temps que vous m'accordez.

Cordialement,

Marie Faugère

06 58 96 12 14
Meeting Confirmation email (Translated in English)

Dear [Name].

Following our phone conversation of this afternoon, I would like to confirm our appointment for a phone interview on Monday 12th November at 2 pm.

Otherwise, you will find enclosed a guide with the different themes and some questions that will be addressed during our interview. Do not hesitate to contact me to have further information.

I take the opportunity to ask you once again, if you are still willing to have a recorded interview?

Thank you in advance for your time.

Best regards,

Marie Faugère

06 58 96 12 14
Appendix n°11 - Interviewee guide for semi-structured interviews

<table>
<thead>
<tr>
<th>Interviewee guide for semi-structured interviews (Source guide in French) / Guide pour les entretiens semi-structurés (pour le répondant)</th>
</tr>
</thead>
</table>

>>> La discussion

Votre expérience et votre cadre de travail

**Le marketing et la communication dans votre organisation**

Vos opérations marketing et communication
- Les différentes opérations de marketing et communication réalisées (salons, site web, publipostage, ...).
- Les outils et médias utilisés dans la réalisation de ces actions (logiciel de CRM, Internet, presse professionnelle, etc.).
- Les principaux objectifs de vos actions de marketing et communications (hausse de la notoriété, recrutement de nouveaux clients, augmentation des ventes, etc.).

Votre stratégie de marketing et communication

L’objectif principal de ce thème est de comprendre quel est le processus d’élaboration de la stratégie de marketing et communication de votre entreprise.

Mesure de vos résultats et difficultés rencontrées
- Les outils utilisés pour mesurer les résultats des actions développées.
- Les difficultés rencontrées dans la mise en œuvre de votre stratégie marketing, de vos actions de communication.

L’intégration de la stratégie de marketing et communication – Stratégie de marketing communications intégrée :

C’est un terme utilisé pour qualifier une stratégie qui vise une coordination maximale des différents éléments du mix communication (Marketing Direct, Relations Publiques, Publicité, Personal Selling, Promotion des ventes, Communication sur le point de vente (Packaging+Merchandising), et Bouche-à-Oreilles). L’intégration de tous ces éléments au sein du mix marketing et communication permet à l’organisation de parler d’une même voix en utilisant des outils, des médias, pour diffuser un message cohérent à une cible.

Cette approche est développée de manière claire par les entreprises qui visent les particuliers, à travers ce thème je souhaite surtout savoir si c’est une approche que vous intégrerez dans votre stratégie, même de manière partielle, et si vous avez ce souci de cohérence entre les différentes actions que vous menez en communication et la stratégie globale de votre entreprise.
Interviewee guide for semi-structured interviews (Target guide in English)

>>> The discussion

Your experience and your work background

Marketing and Communication in your company:

Your marketing and communications actions
- The different marketing and communications actions implemented (e.g. tradeshows, emailing, PR, etc.).
- The tools and media used in the implementation of these actions (e.g. a CRM software to send an emailing - Internet, professional/specialised press …).
- The main objectives of your marketing and communications actions (e.g. to recruit new customers, increase customer loyalty, engage customers, increase the quantity ordered per customer).

Your marketing and communications strategy
The main objective of this theme is to understand: what is the marketing and communications strategy elaboration process in your company.

Results analysis and difficulties encountered
- The tools used to measure the results of the actions implemented.
- The difficulties encountered in the implementing of your marketing and communications strategy and campaigns.

The concept of IMC:
IMC is a term that refers to the coordination of the mix communication (i.e. Direct Marketing, Public Relations, Advertising, Personal Selling, Sales Promotion, Point of Purchase Communications, and Word-of-Mouth). The integration of these elements enables the organisation that implements the IMC strategy to speak of one voice. Thanks to its use of tools, media, and actions that are coordinated the company is able to broadcast a consistent message to one target.

This approach is developed clearly by firms that act in Business-to-Consumer markets. Thanks to this theme I’d like to know if this approach is used in your company, even partially; and if, you worry about the consistency between your different marketing and communications actions and your company strategy.
Appendix n°12 – Interviews synthesis

Interviews 1 and 1.2

Interview 1

The respondent is the General Manager of Siam-Ringspann, and has no specific skills in marketing and communications even if she assumes the function of Marketing Manager. Indeed, she has previous experiences as a Sales Manager, and a Plant Manager. However, she is interested in marketing and communications and has developed knowledge in this area as she also assumes the function of President of the Communication Committee in a trade union.

During the interview the main topics addressed were the marketing and communications strategy and the main changes that have been experienced within this company market in terms of marketing and communications practices. As the author was, then, interviewing the Marketing and Communication Officer of the company, she has preferred to discuss on the strategical aspects of the topic with the General Manager first.

In this company the marketing and communications strategy starts from the customer perspective that is to say from the market. Indeed, the strategy is developed according to an analysis of markets’ needs and evolutions. Marketing and communications operations are addressed depending on the prospects and targeted audiences identified. The marketing and communications strategy is coordinated with the sales strategy.

The marketing and communications strategy has two sides:

- Marketing and communications actions toward the products and services offered;
- And corporate communication actions.

Each of these sides served different objectives and targets.

<table>
<thead>
<tr>
<th>Marketing and communications actions toward the products and services offered</th>
<th>Targeted audiences</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td><strong>Targeted audiences</strong></td>
</tr>
<tr>
<td>- Increase in sales;</td>
<td>Buying centre members, mainly purchasers and end-users.</td>
</tr>
<tr>
<td>- New projects detection.</td>
<td>R&amp;D consulting companies.</td>
</tr>
<tr>
<td></td>
<td>Dealers.</td>
</tr>
</tbody>
</table>
The interviewee has, then, enhanced what has changed in B2B marketing and communications during the last years. Still 15 years ago, budgets according to marketing and communications were really high. Companies invested a lot in fairs, trade shows, and publications in technical papers and trade magazines. These investments were enabling them to reach all their prospects, whereas little by little these tools lost of their efficiency because of the emergence of a new media: Internet. Internet has revolutionised B2B marketing process.

Finally, the interview has been oriented on the difficulties encountered regarding the fact that Siam-Ringspann is a subsidiary of a German Group. Indeed, the General Manager is not the only decision-maker on their marketing and communications strategy, and the German Group that hold them do not always understand the specificities of the French market and how to address marketing and communications toward it.

**Interview 1.2**

Following *Interview 1*, a second interview was conducted with the Marketing and Communications Officer of Siam-Ringspann, which is more aware of the operational marketing and communications actions. The interviewee has followed education in communication and more precisely on web communication, and had another experience in B2B marketing.

The interviewee presented the different tools and media used by the company:

- **Internet**: corporate website and several websites presenting products by range, professional and traditional social networks (e.g. LinkedIn, Viadeo, Facebook, Twitter and Youtube). Marketing and communications are also run via professional web portals, and a digital resource library.

- **Trade shows**: the company has significantly reduced its participation to trade shows. However, it is still present at some, but on shared stands only.
- **Selling materials**: this represents the main part of the marketing and communications actions with: brochures for each range, technical specification sheets, dealer co-op advertising actions, and selling aids for the sales force and dealers.

- **Press**: The company invests a lot to reach journalists through press releases. It also buys ad inserts and paying publications in trade journals and technical magazines.

- **Public Relations**: Actions are directed toward the firm’s different stakeholders, such as events in the local community, sponsoring, and partnerships with engineering schools.

- **CRM**: The company has a CRM software that enables targeted actions toward customers and prospects (e.g. mailings and e-mailings).

Then, the question of the results measurement and difficulties encountered has been dealt with. The interviewee highlighted that she does not encounter specific difficulties in the measurement of results. Indeed, they have developed several tools to evaluate marketing and communications efficiency.

She emphasized that they mainly encounter difficulties regarding relationships with the parent company as they have different marketing and communications and positioning strategies. She also emphasized that they used social networks because all their competitors are on them however there is no specific plan to operate these tools, and she thinks it may well damage their credibility.

Finally, regarding the IMC concept, the interviewee reminded that buying centres are difficult to reach, because they are composed of various publics. Thus, the company is developing actions, on several communication sources to reach at the maximum these publics. However, she underlined that the different actions undertaken are coordinated, and distributed on an annual planning which integrate the main trade shows, events and themes that will be dealt with by trade journals, in order to stick with markets’ events, cycle. In addition, they have a corporate identity and style guide that is used as a framework for all marketing and communications actions, and every action has to be approved by the General Manager to insure marketing and communications consistency.
**Interview 2**

The interviewee has a degree in cultural communication and after several experiences in cultural institutions; she found a position of Communication Officer in a B2B trade union.

The marketing and communications actions undertaken by the union are:

- **Internet**: website with an extranet for members. This extranet is a source of information for the members: information on their markets, but also a monthly newsletter.

- **Events**: Once a year, all the members of the union are gathered for two days. Members can also be gathered to meet prospects abroad during business trips organised by the union.

- **Public Relations**: press releases are regularly sent to journalists while press conferences and others events are organized to encourage communications on the union.

- **Trade shows**: In 2011 and 2012, the union joined forces with another union to organise a series of three trade shows to create dynamism within the industry.

The actions undertaken have different objectives. First, the union has to recruit new members each year because it is financed by their subscriptions. Second, the union’s main mission is to promote the industry in France and abroad. Thus, the marketing and communications actions objectives are to promote the trade union (i.e. increase its reputation and improve its image), recruit new members, and promote the industry.

These actions are a part of the strategy defined by the Communication Committee of the union. The Communication Committee defines objectives to reach and means granted to the Communication Officer to achieve them.

The interviewee emphasised that results measurement is a sensitive thing. Indeed, her main objective is to increase the trade union reputation, yet reputation is a difficult element to measure. They mainly measure results of their actions according to an analysis of the members’ abandonment rate and the number of new members per year. She highlighted that the main difficulty encountered is the lack of means to her disposal.

According to her, adopting an approach of coordination is a must, but does not necessarily a strategic choice as IMC. However, coordination and consistency between sources, messages and targets are sometimes complex to maintain.

*Author - Marie Faugère*
Interview 3

After having occupied a position with a double function as a Sales Assistant and a Marketing and Communications Assistant, the interviewee is now only working on marketing and communications within the Group CIF.

The evolution of her position within the company was linked to the identification of a lack of coordination between the marketing and communications strategies of the Group’s entities. In the past, each entity was elaborating its strategy on the basis of the actions implemented at n-1. Whereas, now, there is a real will to inspire coordination within the Group marketing and communications operations. The marketing and communications strategy is global and its objectives are consistent with the strategic plan of CIF. The company still communicates mainly according to the opportunities offered, however, the interviewee emphasised that she tried to respect the market cycle in terms of the marketing and communications actions messages.

These evolutions are a consequence of the Group understanding of the necessity to standardise, coordinate its marketing and communications actions.

The objectives of the marketing and communications strategy are to promote the Group and its subsidiaries; increase its reputation and brand recognition to develop products and services sales; and coordinate and increase information sharing between the Group’s subsidiaries.

The actions and operations implemented in order to reach these objectives are:

- **Internet**: corporate website for the Group, and corporate websites for its subsidiaries. One subsidiary has an extranet wherein customers can directly buy standardise products.

- **Selling materials**: corporate brochures, products brochures, technical specification sheets, selling aids for the sales force.

- **Press**: ad inserts, press releases, and technical articles are regularly published in trade journals and technical magazines.

- **Trade shows**: The Group’s subsidiaries share stands on different trade shows.

- **Public Relations**: partnerships with schools have been developed within the different subsidiaries, press releases and conferences are organised, and other events gathered the internal stakeholders.
Results of these different marketing and communications actions are not easy to measure. Indeed, Sales forces within the different Group entities tend to affirm these actions have positive results on sales, the interviewee emphasised that she has no tool at her disposal to measure this effectively (e.g. CRM software).

**Interview 4**

The interviewee assumes the functions of Sales Manager, and Marketing and Communications Manager.

For these two functions are interrelated, and coordination is essential between the sales, and marketing and communications strategies. The positioning of the company and its offer is essential and positioned at the heart of the company marketing and communications strategy. Consistency is paramount in this approach, since any differences in its communication would discredit the company. The interviewee emphasised that he considered this as normal, and never thought to it as a strategy. However, he said that it could be interesting to push this approach further to develop more and more synergies.

According to this strategic approach to marketing and communications a variety of operations are developed targeting different publics, with different objectives.

| **Marketing and communications mix** |
| **Objectives** | **Operations** |
| - Improve brand recognition; | - Internet: corporate website, and presence on social networks (e.g. Youtube); |
| - Increase the company’s reputation; | - Telemarketing campaigns; |
| - Prospects for new projects and customers. | - Selling materials: corporate and products brochures, corporate and product videos. |
| **Targeted audiences** | - Channel relationship management: the company dedicates a big part of its marketing and communications budget to animate channels’ network. |
| - Buying centre, mainly purchasers, end users, and decision-makers; | - Fairs and trade shows: however, the company has reduced its participation to traditional fairs and focused its investments on professional trade shows |
| - Stakeholders: suppliers, and research centres. |
The marketing and communications mix of ATG Technologies uses different sources of communication, however only few represent a substantial part in the marketing and communication budget. This has been linked to the lack of tools adapted to B2B markets needs and specificities by the interviewee. He emphasised that he is searching for tools more efficient in terms of ROI and that address the company’s needs for relationship management tools more accurately.

**Interview 5**

The interviewee is working in partnership with two other persons in Linkindus. His main field of expertise is e-marketing. At the beginning his company was aiming to be a web marketing and communications agency, however, it is now positioned as a wholesaler.

Indeed, facing to the growing competition of other web-agencies and to B2B decision-makers’ skepticism toward marketing and communications potential results and especially through the web, this company has decided to reposition itself as a wholesaler. Thus, B2B companies, now, commission them to sell their products, and thus, Linkindus is free to implement marketing and communications as it wishes.

Thanks to his experience, the interviewee was able to identify why B2B markets actors are failing in their use of marketing and communications. He identified three main reasons to this phenomenon:

- A lack of skills and know-how in marketing, and especially e-marketing (i.e. marketing practices linked to the development of ICT);
- A lack of internal means (i.e. financials and human means) to implement marketing and communications efficiently;
- And the incapacity of B2B markets to adopt a customer-centered approach.
Then, he also emphasised that the main issue of the B2B market in France is the lack of coordination within French industrial companies’ communication. And even if B2B decision-makers tend increasingly to call on marketing and communications specialists to guide them, or directly outsource their marketing and communications strategies, they do not follow the advices given and tend to apply them “to their way”. This is what the interviewee calls the French industrial market inertia. In fact, he thinks that the main issue to the development of effective B2B marketing and communications plans is the inertia of the market.

The interviewee concluded by underlining that B2B markets actors should be more sensibilise to marketing and communications, and their possible outcomes.

**Interview 6**

The interviewee is the General Manager of a company organising trade shows for 20 years. He was commissioned to organise a series of trade shows by two trade unions of the French machinery and equipment manufacturing and retailing industries in 2011 and 2012.

As the organiser of the trade shows he was in charge to promote them. Thus, he developed several marketing and communications operations in order to increase the reputation of this new series of events, and recruit potential participants:

- **Internet**: a website was created to present the trade show and its different editions (i.e. it took place three times); an extranet was accessible for both exhibitors and visitors but with access granted to different functionalities;
- **Press**: ads inserts, and press releases were published in trade journals;
- **Mailing and e-mailing campaigns**: invitations were sent via different mailing and e-mailing campaigns;
- **Public Relations**: Press releases were sent to the different stakeholders, and events were organised to present the event to the press.

The results of the events were reserved with a high rate of no-shows and exhibitors were more or less satisfied. When analysing the results of the events he organised and how they took place, the interviewee emphasised that he has been stricken
by the exhibitors’ inertia. Indeed, he has observed that all the unsatisfied exhibitors reproached to his company their feeling that this event was a failure. However, he highlighted that only few of the exhibitors “played the game” and used all the tools his company offered to them. Indeed, via the extranet exhibitors were able to launch lots of marketing and communications actions (e.g. mailing and e-mailing campaigns, post videos, and press releases, etc.).

When concluding the interview he emitted the following hypothesis:
- Participants might not have been enough skilled in terms of marketing and communications to transmit the information;
- Participants might have thought that nothing was necessary to create buzz around this series of new events, that the word-of-mouth would be enough to guarantee its success.

**Interview 7**

The interviewee is the Strategy and Marketing Director France of Schneider Electric. He has followed education in management and his previous experiences were in B2B consulting.

He emphasised that the marketing and communications strategy of his company is highly-developed, following the strategic plan of the Group and then, its marketing and communications line. He highlighted that consistency within the different functions of a Group such as Schneider Electric was essential, not to damage its positioning and reputation. He did not know the IMC concept before the interview but advocated that he thinks his company clearly apply its principles.

According to the Group’s marketing line, the interviewee is in charge to develop the marketing and communications operations toward its different targets to meet the objectives of the marketing strategy defined globally.

<table>
<thead>
<tr>
<th>Marketing and communications mix</th>
<th>Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td><strong>Operations</strong></td>
</tr>
<tr>
<td>New customers acquisition;</td>
<td>Internet: corporate website, with an extranet for channel partners; community</td>
</tr>
<tr>
<td>Increase channel partners loyalty.</td>
<td></td>
</tr>
</tbody>
</table>
**Targeted audiences**

- Buying centre, mainly purchasers, end users, and decision-makers;
- Stakeholders: prescribers mainly (R&D consulting companies, and channel partners).

management on professional social networks (e.g. Viadeo, LinkedIn, Youtube).
- Mailing and e-mailing campaigns.
- Selling materials: corporate and products brochures, corporate and product videos.
- Channel relationship management: trade shows, trainings, and other events.
- Public Relations: a wide variety of events are organised toward the company stakeholders.
- Press: ad inserts in trade journals, technical magazines, and newspapers.

Schneider Electric is present on a wide range of B2B markets, thus, there is a necessity to address each market specific needs and to take into consideration their characteristics within the marketing and communications operations undertaken, that is why the company’s marketing and communications strategy is highly-developed to consider all the possible cases.

**Interview 8**

The interviewee is the Strategic Marketing Manager for **Vallourec OCTG** division. She has a degree in engineering.

**Vallourec** is a big Group wherein products and activities are divided into divisions. The Group followed a strategic plan on five years from which comes an annual strategic plan for each division. This strategic plan includes the marketing and communications strategy for the division. The strategy is defined according to the interviewee’s markets analysis and the objectives for the division. Thus, the company grants a high importance to customers in its strategy development process.

According to the strategy defined for the Group and the division, a marketing and communications plan is developed and encompasses the different actions that will be implemented:

- **Internet**: a corporate website, a specific website devoted to the division (even if this website is old fashioned it is the most effective operation of all...
the marketing and communications actions for the division); and an application for mobile devices has also been developed;

- **Mailing and e-mailing campaigns**;
- **Selling materials**: corporate and products brochures, technical specifications sheets, selling aids;
- **Trade-shows**;
- **A corporate magazine**;
- **Events for channel partners**.

As [redacted] is a big Group the interviewee highlighted that they have access to a lot of means, and are able to develop a wide range of operations. However, she emphasised that they still do not have invest in a CRM software, which would be according to her the best way to coordinate the different actions implemented and to measure their results with efficiency. In fact, she thinks that even if they have a highly-developed strategy, the operations are totally double-jointed.
Appendix n°13 – Pull, Push and Profile strategies

Marketing and communications strategies can be oriented toward customers, the marketing channel network, or all stakeholders. According to the target, approaches to marketing and communications are different.

Pull strategies are designed to encourage customers to pull products and information by themselves through the channel network:

*Communication direction in a pull strategy -*

![Pull strategy diagram](source)

*Source: © Chris Fill 2009.*

Push strategies are designed to encourage channel partners to push products and information toward customers:

*Communication direction in a push strategy -*

![Push strategy diagram](source)

*Source: © Chris Fill 2009.*
Profile strategies are designed to develop corporate communications toward stakeholders:

*Communication direction in a profile strategy -*

![Diagram of communication direction in a profile strategy]

*Source: © Chris Fill 2009.*
Appendix n°14 – Questionnaire results

Part one – B2B marketing practices

Marketing practitioners indicated that they are using the following marketing and communications tools and media:

- Information and Communications Technology (ICT): Corporate websites, social networks, professional web portals, etc.);
- Print: Ad inserts, press releases or technical articles in trade journals;
- Selling materials: brochures, selling aids, etc.;
- Direct marketing: CRM, mailing and emailing, trade shows and fairs;
- Public Relations: press relationships, events, sponsoring ...

Question 1-
Would you add any tools, or media that are used in B2B marketing according to your experience?

<table>
<thead>
<tr>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>No</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Question 2-
If “Yes”, which tools and media would you add to this list?

<table>
<thead>
<tr>
<th>Respondents’ propositions</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘Applications for mobile devices (tablet, smartphones …)’</td>
</tr>
<tr>
<td>‘Training and elearning tools for end users for instance’</td>
</tr>
</tbody>
</table>

Question 3-
Please rank these tools and media according to their effectiveness in B2B marketing.

<table>
<thead>
<tr>
<th></th>
<th>Ranking scale</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1  2  3  4  5</td>
</tr>
<tr>
<td>ICT</td>
<td>1  2  1  2</td>
</tr>
<tr>
<td>Print</td>
<td>2  2  2</td>
</tr>
<tr>
<td>Selling Materials</td>
<td>1  1  3  1</td>
</tr>
<tr>
<td>Direct Marketing</td>
<td>2  1  1  2</td>
</tr>
<tr>
<td>Public Relations</td>
<td>1  4  1</td>
</tr>
</tbody>
</table>
Question 4-
ICT mediated tools and selling materials are the most popular tools within the interviewed B2B marketing practitioners. Please tick in the following list the factors explaining this phenomenon in your opinion.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Resp. 1</th>
<th>Resp. 2</th>
<th>Resp. 3</th>
<th>Resp. 4</th>
<th>Resp. 5</th>
<th>Resp. 6</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to Reach a targeted audience</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Ability to explain technical details</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Ability to measure results</td>
<td></td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Low cost of these tools</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Ability to reach cognitive objectives</td>
<td></td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Ability to reach affective objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

Question 5-
If you consider that other factors explain the phenomenon described in the previous question, please describe them.

Respondents’ propositions

- "The "no choice" effects: as everyone is using it, we have to as well. So far, there is still a first mover advantage, what about the future?"
- "Another thing is their ability to be forwarded to other targets than the initials ones"
Question 6-
For the following statement, please tick the box that matches your view most closely.

<table>
<thead>
<tr>
<th>Disagree</th>
<th>Tend to disagree</th>
<th>Tend to Agree</th>
<th>Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>“The main issue with the tools and media used in B2B marketing is their lack of efficiency to show results that are measurable.”</td>
<td>4</td>
<td>2</td>
<td></td>
<td>6</td>
</tr>
</tbody>
</table>

Questions 7-
The following elements have been expressed as the main difficulties encountered by B2B marketing practitioners in their job. Please rank them according to their relevance; in your opinion.

<table>
<thead>
<tr>
<th>Ranking scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

| Difficulty to measure results | 2 | 4 | 0 |
| B2B decision-makers' lack of confidence in marketing and communications | 4 | 1 | 1 |
| Low level of investments in marketing and communications department (i.e. low budget) | 1 | 3 | 2 |
| Lack of skills to implement effective marketing and communications strategies | 3 | 2 | 1 |
| Lack of tools adapted to B2B markets characteristics (e.g. traditional social networks are not adapted to provide effective results in B2B marketing) | 1 | 1 | 2 | 1 | 1 |
Part two – Integrated Marketing and Communications in B2B marketing

In this questionnaire we will refer to Integrated Marketing and Communications (IMC) as the approach defined below.

IMC is a holistic marketing-communications approach that includes both online and offline marketing-communications channels to promote a company, its products and/or services with consistency and enables advertisers to measure the results and evaluate the success of the IMC campaigns. When developing an integrated approach of marketing and communications an organisation aims to communicate with relevance to its targeted audience to enable its greater engagement.

Question 8-

For the following statements please tick the box that matches your view most closely.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Disagree</th>
<th>Tend to disagree</th>
<th>Tend to Agree</th>
<th>Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Adopting an IMC strategy in B2B marketing would enable marketers to have a higher ROI.”</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>“Adopting an IMC strategy in B2B marketing would enable marketers to create more emotional responses about the brand/company.”</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>“As B2B markets are really targeted, indeed they often are niche markets; IMC would be very effective to engage marketing and communications.”</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>“Developing a real IMC strategy in B2B marketing is impossible because B2B decision-makers are”</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
B2B marketing practitioners are developing an approach that is consistent however they do not consider this as a strategy, such as the IMC strategy.”

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>3</th>
<th>2</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>“B2B marketing practitioners are developing an approach that is consistent however they do not consider this as a strategy, such as the IMC strategy.”</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Part three – For a revised model of marketing and communications effects

Question 9-
For the following statements please tick the box that matches your view most closely.

<table>
<thead>
<tr>
<th></th>
<th>Disagree</th>
<th>Tend to disagree</th>
<th>Tend to Agree</th>
<th>Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>“B2B marketing and communications actions target different audiences, not only Buying Centre (i.e. Decision Making Unit: end user, purchaser, and decision-maker, etc.) members, within the customer company but also prescribers that are external to the company (e.g. journalists, retailers, suppliers, R&amp;D consultants).”</td>
<td></td>
<td></td>
<td>3</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>“Emotional responses produced by the peripheral route processing may well improve or damage individuals' attitudes toward the brand/company and the stimuli.”</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>“For individuals with a higher level of emotional responses the likelihood to attempt to influence other individuals within the buying centre and to resist influencing attempts will be bigger.”</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

Part four - General Information

Question 10-
Is B2B marketing your main field of research?

<table>
<thead>
<tr>
<th></th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>6</td>
</tr>
</tbody>
</table>

Question 11-
If "No", please indicate your main field of research.

<table>
<thead>
<tr>
<th>Respondents’ propositions</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>‘Company management’</td>
<td></td>
</tr>
</tbody>
</table>
Question 12-
Were you aware of the IMC strategy before answering this questionnaire?

<table>
<thead>
<tr>
<th></th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>5</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>6</td>
</tr>
</tbody>
</table>

Question 13-
How old are you?

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 30 years</td>
<td>2</td>
</tr>
<tr>
<td>30 to less than 40 years</td>
<td>2</td>
</tr>
<tr>
<td>40 to less than 50 years</td>
<td>2</td>
</tr>
<tr>
<td>50 to less than 60 years</td>
<td>2</td>
</tr>
<tr>
<td>60 years or over</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>6</td>
</tr>
</tbody>
</table>
Appendix n°15 – Gilliland and Johnston marketing and communications tools

<table>
<thead>
<tr>
<th>Media Specific</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Broadcast</strong></td>
<td></td>
</tr>
<tr>
<td>Radio spots</td>
<td></td>
</tr>
<tr>
<td>Television spots</td>
<td></td>
</tr>
<tr>
<td>Infomercials</td>
<td></td>
</tr>
<tr>
<td><strong>Print</strong></td>
<td></td>
</tr>
<tr>
<td>Trade magazine ads</td>
<td></td>
</tr>
<tr>
<td>Trade magazine ad inserts</td>
<td></td>
</tr>
<tr>
<td>Consumer magazine ads</td>
<td></td>
</tr>
<tr>
<td>Newspaper ads</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non Specific Media</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Selling Materials</strong></td>
<td></td>
</tr>
<tr>
<td>Corporate and product brochures</td>
<td></td>
</tr>
<tr>
<td>Technical specification sheets</td>
<td></td>
</tr>
<tr>
<td>Direct mail</td>
<td></td>
</tr>
<tr>
<td>Telemarketing campaigns</td>
<td></td>
</tr>
<tr>
<td>Trade show participation</td>
<td></td>
</tr>
<tr>
<td>Dealer co-op advertising kits</td>
<td></td>
</tr>
<tr>
<td>Selling aids</td>
<td></td>
</tr>
<tr>
<td>Corporate and product video productions</td>
<td></td>
</tr>
<tr>
<td><strong>Publicity</strong></td>
<td></td>
</tr>
<tr>
<td>Press releases</td>
<td></td>
</tr>
<tr>
<td>Product photography</td>
<td></td>
</tr>
<tr>
<td>Press conferences and other events</td>
<td></td>
</tr>
<tr>
<td>Ghost-written articles for trade journals</td>
<td></td>
</tr>
<tr>
<td>Technical articles in technical and trade journals</td>
<td></td>
</tr>
</tbody>
</table>

Source: © David I. Gilliland and Wesley J. Johnston (1997)