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Effectiveness in Integrated Marketing Communications: A Study on Coca-Cola and Pepsi in Spain and the United States.

THESIS

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The author hereby certifies that this thesis titled
"Effectiveness in
Integrated Marketing Communications:
A Study on Coca-Cola and Pepsi in Spain and the
United States"
is based on original research work.
The entire content of this thesis is original; no other
sources have been used for its realization other than
those mentioned in the text and bibliography.

ABSTRACT

Purpose:

This thesis focuses on IMC research, a concept that has had a strong development in recent years, mainly from the emergence of new technologies and a change in the methods in which the companies communicate with the consumers.

In the first part of this study, the different IMC contributions are reviewed. Next comes an analysis of both companies, our object of study, finishing with a rivalry analysis between Coca-Cola and Pepsi.

This paper stands out for the its originality in studying the perception of consumers in the use of Integrated Marketing Communications in Coca-Cola and PepsiCo, two large multinational companies, and between the two countries of Spain and the U.S.A.

Design / Methodology

This research has been undertaken in the Spanish and U.S. markets. In the first place, the perception of the quality of communications of these companies by the industry professionals is analyzed. The consumer's perception was analyzed next, in order to compare same to that of the professional's, and to demonstrate the validity of the model utilized.

Two questionnaires were prepared: a simpler one for professionals that was collected on the streets of New York and Valencia, and another one for consumers that was realized in Spain and the U.S.A. through an online platform.

Findings

It may be concluded that the selected group of items accurately determine whether or not a company manages its marketing communications as

Integrated Marketing Communications.

After validating the model used, based on the different previous studies published, the perception similarity between consumers and professionals has been demonstrated.

Research limitations

The study has been developed for two countries, and for two specific brands, which might be a limitation. Thus, distinct questionnaires for professionals and consumers were used, despite the validation of the model used.

Practical implications

The conclusions of this thesis could lead to future research that strengthens the understanding that the consumers have about integrated marketing communications made by companies, and how being a user versus a heavy user may influence said perception.

The study of both markets allows us to compare the consumers' image of the two brands, concluding that there are hardly any differences between the consumers of both countries. The differences depending on the brand consumed and in heavy users have also been analyzed, concluding that these factors hardly influence the consumer's perception of the IMC of the brands studied.

Originality / Value

This paper's valuable contribution resides in the research uniqueness and originality, as it is conducted in two different markets, and compares industry professionals with consumers. Additionally, we undertake an analysis of the perception in function of someone being a consumer of a brand, or by being a heavy user.

KEY WORDS

IMC, Coca-Cola, Pepsi, Communications, Marketing, Consumer perception, Professionals, Spain, USA.

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PART ZERO:
INTRODUCTION.

0 PART ZERO: INTRODUCTION.

During my studies on Economics and Business, I realized that marketing was the topic that I liked the most, and I decided to focus my career on this exciting world. For years, I was fortunate enough to work in an insurance company, led by a manager who came from an advertising agency. There, I learned the importance of communications and sales working together. I led sales and marketing teams in different companies learning how marketing works and helping firms reach their goals, and I even worked in advertising agencies where the strategy was considered a fundamental part of the companies, and where the word "integrated" played a key role. It was during my college years where I learned a lot from my peers and colleagues about teaching, management and research, eventually finding my researcher side in developing a doctoral thesis on a subject that has intrigued me for years: Integrated Marketing Communications.

A friend's company by the name of CIM - meaning 'IMC / Integrated Marketing Communications' in Spanish - put me on the trail of this concept through the coincidences of life. I've been researching it for almost 5 years now, and it has also allowed me to travel to the U.S.A. in order to meet one of the fathers of Integrated Marketing Communications: Don E. Schultz.

We have structured this thesis into 3 parts: the introduction, Part 0, which justifies the main reasons of this research, and highlights the concept of IMC and how it generates a lot of international interest. Additionally, this part contains the objectives set for this study on the effectiveness of IMC and the empirical proposal via the analysis of two companies, The Coca-Cola Company and PepsiCo, and two markets, the United States of America and Spain. Part 1 is focused on the theoretical framework of

Integrated Marketing Communications; the second part on the empirical research; the third part summarizes the main conclusions. I hope you enjoy it as much as I did in writing it.

0.1 THESIS JUSTIFICATION

Marketing as a discipline has adapted to the times and so has moved from a transaction-based marketing to a relationship marketing based on bi-directional communication with the consumer. Integrated Marketing Communications emerged in the 80's in response to these changes and tried to integrate all the communication tools available to a company under one strategy.

The concept of IMC, Integrated Marketing Communications, responds to the need to integrate all the communication strategies of the company and is designed to make all aspects of marketing communication such as advertising, sales promotion, public relations, and direct marketing work together as one unified force and one voice, rather than allow each to develop in isolation. It aims to ensure consistency of message and strategic and complementary use of media, encouraging greater marketing effectiveness and better consumer perception.

Integrated Marketing Communications is here to stay. Within a short period of just over a decade, Integrated Marketing Communications has swept around the world and become the accepted norm of businesses and apparently the agencies that service their needs (Kitchen et al.,2004). The concept spread from USA to the rest of the world so we can found research all over the world: USA, New Zealand, United Kingdom, Australia India and the latest years Spain appears strongly.

Both theoretical arguments of these research studies and the results thereof have not been able to agree on their findings. As shown in the work of Han et al. (2004), on the one hand, in some of these studies, researchers have argued that the concept of Integrated Marketing Communications is nothing new, but simply a reiteration of what organizations' marketing and advertising have always done. On the other hand, research by other authors led by Schultz showed, in fact, created a

new paradigm, and can be implemented quite successfully by all types of businesses in this new millennium.

Since the origins of the concept Integrated Marketing Communications, many authors and publications have emphasized the importance of integration, based on principles which have varied greatly in recent years and which we highlight as follows (Martinez, 2004):

- **fragmentation of media** has led to the proliferation of multiple information media, from blogs to thematic TV channels;
- the most important change has come from the hand of the massive introduction of **internet** in every home in developed countries, and the promotion of social media, social networks, blogs and websites;
- **consumer power**, the growth of single-person households, smaller families, or a high level of education, has lead us to encounter customers that are more informed and more experienced;
- new technologies are applied to **databases**; thus, the ability of firms to generate, integrate and manage databases has created many opportunities for communicating across the media, while enabling customer-specific profiling;
- the domain of the **distribution channel** for large groups has been crucial in certain categories of products and markets;
- **integration** of different platforms in large multimedia business groups;
- finally, the **concentration** of agencies and media centers, allowing companies to have only one spokesperson for all the communications tools.

The breakdown of the change factors discussed above implies a greater need to integrate different marketing communications in a company. Therefore, Naik and Raman (2003) indicate that the Integrated Marketing Communications helps businesses to build brand value, from a standpoint of the ability to generate more sales thanks to its reputation or brand equity. Similarly, Reid (2003) supports the assertion that the

implementation of Integrated Marketing Communications is positively related to the success of the company brand.

The current business situation, with a globalized environment and after the 2008 recession requires companies to unite and coordinate their communication efforts. Companies are considering the adoption of new forms and channels to communicate their offer that allows to reduce the deficit appreciated advertising results derived mainly from the large advertising saturation. Thus, Integrated Marketing Communication is of crucial importance for the future of organizations.

This trend extends strongly between academia, so much so that renowned authors in the area of marketing endow greater power to communication over the other variables of marketing, and consider Integrated Marketing Communications as the most important development of marketing in the 90s. The main reason is that marketing communication is the only sustainable marketing competitive advantage in organizations throughout the 90s and throughout the twenty-first century (Schultz, et al., 1993).

0.2

0.2 OBJECTIVES

In current marketing publications, several research articles and studies may be found in Integrated Marketing Communications conducted on firms, agencies and even on consumers, using different models and structures. Summarized below are the principal studies we used to focus our research that will be expanded upon in section 1.3 "Measurement and Evaluation".

One of the first studies was published by Tom Duncan and Sandra Moriarty in 1998, and the authors proposed a model of marketing communication on the basis that all the focus and marketing effort should be centered on communication with the consumer and the objective of brand building, more than on a model of traditional media.

Although there have been several studies that have examined the impact of Integrated Marketing Communications, their findings are inconsistent, often contradictory, and at best cases, inconclusive. The main reason for this state of confusion is the variety of different definitions provided in this field, and consequently resulting in different measures being used in previous studies (Lee and Park, 2007).

Integrated Marketing Communications is a concept whereby a company systematically coordinates its multiple messages and many communication channels, and integrates them into a coherent and consistent mixture (mix) of marketing communications to send to the target market a consistent, clear message, its image, and its offer. Taking the definition proposed by Lee and Park as a starting point, a first perspective of the actors involved in the marketing can be selected:

- from one side, the firms, message senders or advertisers
- other agencies and media as message transmitters
- and finally consumers as recipients
- without forgetting the message itself.

A multitude of research efforts focused on advertisers, companies or firms may be found in various papers and publications. Others are centered on the analysis on advertising agencies and the least studied consumers or message.

In the first group of studies centered on advertisers, we refer to an empirical study on industry professionals in South Korea as one of the most important, conducted by Lee and Park in 2007, measuring the multidimensionality of Integrated Marketing Communications, including a newly identified dimension, that of relationship-fostering communications with existing customers. They propose eighteen items that are grouped into four aspects:

- communications for consistent message
- different communications for different customers
- use of the database to a goal with tangible results
- and fostering communications with existing consumers.

George S. Low carried out a study to identify factors that are significantly related, and developed a three item scale to measure Integrated Marketing Communications in a cross-sectional sample of senior marketing managers in U.S. companies:

- the extent to which communication tools are planned by the same manager
- the strategic consistency of communication efforts
- the similarities of the communication messages.

One of the first papers published was an exploratory study of IMC within a judgment sample of U.S. advertising agencies that considers the arguments advanced from both academic and industry professional viewpoints in relation to Integrated Marketing Communications. The research explored three objectives among which is to examine to what extent a group of major U.S. advertising agency executives are developing, practicing, or utilizing IMC on behalf of their clients (Schultz

and Kitchen, 1997). In addition, these authors studied the Integrated Marketing Communications topic within advertising agencies from the United States, the United Kingdom, New Zealand, Australia, and India (Kitchen and Schultz, 1999).

In Theoretical Framework we'll highlight the research developed by Maja Seric and Irene Gil using survey methodology to assess IMC, approaching managers and guests in high-quality hotels, and comparing its implementation and impact in Italian and Croatian hotels. The value of this study is that, in addition to managers' opinions, guests' perceptions are also assessed, thus emphasizing that consumers need to be considered as true "co-managers" of business strategies. (Seric, Gil and Ozretic, 2014).

We reviewed some studies to be discussed more in-depth in later sections to highlight the importance of the objectives listed below, starting with the involvement of the consumer's opinion, and comparing that information with the perception by professionals about development of Integrated Marketing Communications in some companies.

The main goal of this research is to demonstrate the effectiveness of Integrated Marketing Communications from the consumer's perception, in two multinational companies, and comparing the results between consumers in Spain and the United States.

Specific objectives to confirm:

- Coca-Cola and PepsiCo companies are using Integrated Marketing Communications from a professional perspective, both in Spain and in the United States of America.
- Coca-Cola and PepsiCo are perceived by consumers as companies using IMC.
- Consumers have the same perceptions about the use of IMC in their own country, whether in Spain or in the United States.

CHART 1: THESIS OBJECTIVES
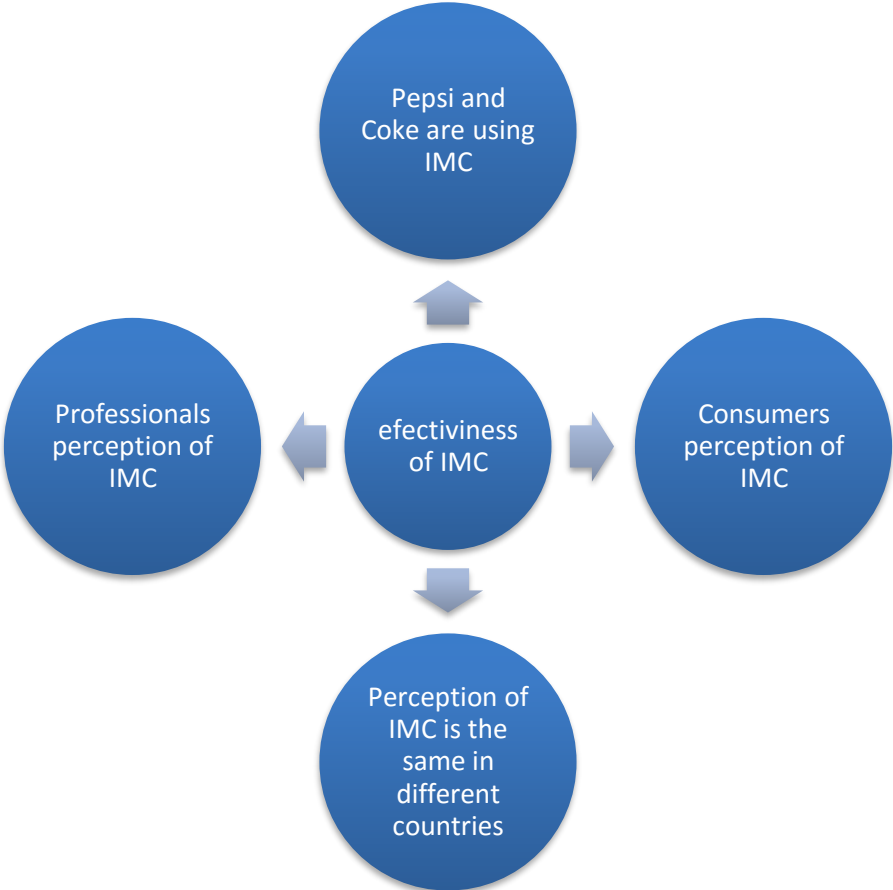
Source: designed by the researcher

0.3 WORK STRUCTURE

In this final section of our introduction, we propose the structure of this thesis.

The thesis is configured as an original research paper containing the following (Sarabia, et al, 1999):

- Characterization of the phenomenon and approaching the object to be studied;
- Presentation of the theoretical framework and literature review more relevant; to the thesis' objectives.
- Exploration and approach of the hypotheses;
- And finally the empirical study to verify these hypotheses.

Using the structure proposed by Sarabia (1999), this thesis is organized in 4 parts: part zero is considered as an introduction. The first part presents a review of the theoretical literature on Integrated Marketing Communication. The second part is focused on the empirical research, by investigating the consumers' perceptions of two global companies in the beverage industry - Coca-Cola and PepsiCo - and in two different markets such as Spain and the United States of America. The third part is focused on the findings, limitations, and future works that can be developed from this research.

Part One:

The **theoretical framework** is made up of the **emergence of Integrated Marketing Communications** proving how technology and several other components allow change. In addition, in this part a section of the Don E. Schultz interview - recognized as the father of this concept - is reproduced. The author of this thesis implemented this interview. Additionally, the **concept of Integrated Marketing Communications** is analyzed through the review of the communications tools and their new

structure of classification. Within the central section of the theoretical framework, we have a part **on measurement and evaluation of Integrated Marketing Communications,** composed of: the review of studies on firms and agencies, the Coca-Cola Model, several studies on consumers, and other models and experiments. The theoretical part is finalized with a review of the beverages market in Spain and in the U.S.A., as well as providing details on the Coca-Cola and PepsiCo companies and their competition.

Part Two:

The second part is focused on the **empirical research** after proposing the **research objectives** and **formulating the hypotheses**. In the third subpart we explain our **research methodology** with the sample, the instruments and data collection, and the statistical methodology. In the fourth part, we present a descriptive analysis, composed of the Integrated Marketing Communications carried out by Coca Cola and Pepsi. In the fifth section, we validate the scales used in this research, using different statistical tools, commonly used in other similar studies. The sixth and seventh sections are dedicated to consumers' and professionals' analysis respectively; the comparison between them is analyzed in Section 8.

In the final part of this section, the results are analyzed and the hypotheses are tested, thus completing Part Two.

Part Three:

Finally, Part 3 focuses on the conclusions of the thesis as a whole, highlighting the objectives fulfilled. We will also detail the limitations of the study focused on the empirical and future lines of research that can be developed.

In order to facilitate understanding some of the concepts more clearly, as well as summarize some sections and make this thesis' reading more pleasurable, tables, charts, graphs and images have been added

throughout.

CHART 2: STRUCTURE OF THESIS

Part one: Theoretical Framework

- Emergency of IMC
- Concept of IMC
- Measurement and evaluation
- Beverage marketing
- Coca-Cola and Pepsi competition

Part Two: Empirical Research

- Research objectives
- Formulation of Hypothesis
- Research methodology
- Descriptive analysis
- Validity and reability of the scales
- Consumer analysis
- Industry professional analysis
- Comparasion between consumers and professionals
- Result analysis
- Hypothesis testing

Part Three

- Conclusions
- Limitations
- Future Researchs

SOURCE: DESIGNED BY THE RESEARCHER

PART ONE:
THE THEORETICAL FRAMEWORK

1 PART ONE: THE THEORETICAL FRAMEWORK

In this section, a review of the literature about Integrated Marketing Communications is made. This is a term that had already been proposed two decades ago, referring to how the different communication tools should be used by the companies under the same strategy.

The **first point is about the emergence of Integrated Marketing Communications** and how the digital era and Internet, the use of social networks, and the interaction with consumers definitely influence how technology is affected. The interview with Don E. Schultz in November, 2014 about the concept of IMC and its origins is also included in this section.

In the second part, we review the **concept with the classifications of communications tools and demonstrate the importance of Integrated Marketing Communications**.

In **the third section, we explain the different studies used to measure and evaluate Integrated Marketing Communication**s, beginning with research on firms and agencies, the Coca-Cola model, studies on consumers, and some other models.

The fourth section deals with the importance of knowing about the main characteristics of the beverages market in two countries (Spain and the U.S.A.) in order to analyze them in the empirical research.

The fifth part contains comments on the Coca-Cola and PepsiCo companies, and about their competition. We finalize this part with a summary synopsis.

1.1 EMERGENCE OF INTEGRATED MARKETING COMMUNICATIONS

The concept of Integrated Marketing Communication was born in the 90's, and many authors agree that it is a **concept that is still in a process of evolution,** as we are going to explain in this section.

As an overview of the existing publications, we shall analyze the various authors' contributions by grouping them in this **first part, regarding the influence of technology as** being a determinant for the emergence of integrated communication. In the second part, we highlight an interview with Don E. Schultz, where some important ideas for this thesis are reviewed.

Talking about a particular source of integration is complicated, because companies have traditionally considered communication instruments as isolated activities, without much of a connection with other areas. In some organizations there was even resistance to change, fearing that budget cuts and loss of control might occur. Firms used to see these tools independently - advertising, public relations, sales, communication with employees - because they look at them from the perspective of enterprise and media where information was shared. (Martínez, 2006)

"Over several decades the orientation to the integration of the structures, interaction and coordination between the different strategic levels of an organization have proved to be a formula of success" (Jimenez Castillo, 2005 page 1). It was not surprising, therefore, that the concept of integration and coordination would come to the field of communications and marketing, and thus at the end of the 80's different authors began to contemplate the beginning of a new era of marketing.

The term integrated communication or Integrated Marketing has come a long way since it was founded at the end of the 1980's in the United States. This was simply a response to the need for integrating all the

communication tools of the company, until the meaning's recent evolvement, which is much more linked to the strategical processes (Madhavaram et al., 2005). Actually, this is an emerging term and is still in a relatively early developmental stage, and it's for this reason that there is a commonly accepted theoretical framework in the literature on this topic (Kim, Han & Schultz, 2004).

One of the first times that the term Integrated Marketing Communications was used in a publication was by Schultz, Stanley Tannenbaum and Robert Lauterborn (1994) in their book *"The New Marketing Paradigm: Integrated Marketing Communications"*. Here, they refer to the start of a new paradigm in understanding marketing, from mass marketing to marketing based on the consumer and/or the customer. This is achieved via a multi-channel communication-oriented strategy, reaching each segment with a single message. The authors defend that a new era in advertising has begun; respectful, not paternalistic; centered on the dialogue and not on the monologue; attentive to their recipients. "*Advertisers, their agencies and the media modified their relations to play new roles and thus the emergence of integrated marketing communications*" (Schultz et al 1993 p. 40).

Don E. Schultz, in one of his first publications on IMC in 1996, refers to the inevitability to integrate, despite having been questioned by the specialists and professionals. "Evidence *shows that integration is being driven by technology. The future is in one-to-one marketing, and not advertising based on a model of mass production. The question of integration or not is irrelevant. The fact being that it doesn't really matter. Consumers integrated seller's and advertiser's communications although the organization does not*". (Schultz 1996)

1.1.1 THE INFLUENCE OF TECHNOLOGY

Technology has influenced changing the form of communication in two fundamental ways, and thus the need to integrate communication tools.

On one hand, the existence of large databases and analytical methods allows firms to reach consumers much more efficiently and consequently, to contact them more directly and effectively. In fact, nowadays the opposite is also easier, as consumers have the ability and the possibility to communicate with firms and brands through social media.

For Schultz and Schultz (2003), the four levels of Integrated Marketing Communications proposed are:

- **Tactical coordination**
- **Redefining the scope of marketing communications**
- **Application of information technologies**
- **Strategic and financial integration**

stating more clearly the importance of technology in the development of Integrated Marketing Communications, as it is the only one of the four levels that depends on the same development.

"*Nowadays, the continuous changes that occur in the field of marketing are giving rise to a growing relevance of research on Integrated Marketing Communications. The rise of social media and social networks, driven by the increasing spread of mobile devices, smart phones and tablets, is leading us to a more dynamic way in using Internet services, and interactivity is becoming a more powerful element for marketing communications. From a professional point of view, this continuous evolution of the media environment could be a strategy for the IMC implementation element, since it improves interactivity, but on the other hand its high complexity might make it difficult to manage the integration*" (Porcu et al., 2012).

We have already previously mentioned that consumer awareness is the basis for a correct implementation of IMC, and "*the best way to engage in two-way communication with them is to draw on a database*" (Schultz 1993). Therefore, technology enables businesses to manage massive amounts of data about their customers and potential customers that

otherwise would not have been possible.

In many cases measuring the current attitudes of the consumer via scanning his behavior on Internet is possible, as two-way channels of communication and advanced direct marketing techniques allow it. "*The traditional planning of marketing communications is changing by electronic communications and mainly by the World Wide Web and internet. The development of these interactive systems allows marketers and consumers to communicate directly*" (Schultz 2001).

The digitalization of media represents a phase shift in the history of communications. "*Advertising, with their business models and well-developed processes to target consumers with messages, is being reinvented for a world where the printed and audiovisual messages aimed are demographically supplanted with information; contextually relevant brand communications which no longer have to be linked with the news or entertainment; for example sms messages sent directly without the need to be linked to any other*" (Mulhern 2009)

The shift in information technology had changed the marketplace. For years, the manufacturer or marketer dominated the system, as they had the money and the information. As an example, during the 70's, retail and distribution companies merged and formed big box retailers that allowed them to improve scanners, UPC codes and computer systems to control information. Finally, we arrived to a 21st century marketplace where the premise is technology, and where the consumer has the capability to communicate through these new medias to retailers and firms (Schultz, 1996).

Kliatchko (2008) suggests that information technology provides capabilities for organizations to identify, understand and organize customers using big data and databases, allowing them to create more targeted messages and to use the preferred channels or contact points.

Holm (2006) distinguishes three factors, which have fundamentally

changed the conditions for Integrated Marketing Communications: market deregulation, economic globalization, and individualized consumption. All of these factors have a common dominant factor: the emergence of new information technology. All three systems of communication - sound, image and writing - have been dependent on technological developments, and they are now combined in the same media, available to any and every consumer.

Consumer power is mainly due in to the rapid advances in technology, considered by many authors as the most significant factor that spawned Integrated Marketing Communications. Neither has their integration developed earlier, due to the need for progress in information technology (Seric, 2013).

Some academics put **information technology at the center of the definition of Integrated Marketing Communication,** as a tactical and strategical consumer-centric business process, boosted by advances in Information and Communication Technology (Seric, Gil and Ozretic, 2014). Without a doubt, the future holds a fundamental change in the way in which marketing communications are integrated, as a result of technology.

1.1.2 INTERVIEW WITH DON E. SCHULTZ OF INTEGRATED MARKETING COMMUNICATIONS

On October 20th, this researcher had an interview with Don E. Schultz, professor emeritus-in-service at the **Medill School of Journalism, Media, Integrated Marketing Communications at Northwestern University** in Evanston, Illinois, and considered as the father of the Integrated Marketing Communications concept.

Don E. Schultz, holds a BBA (University of Oklahoma), MA and PhD (Michigan State University) and is President of Agora Inc., a global marketing, communication and branding consulting firm. He consults and

lectures on marketing communication and marketing in Europe, South America, Asia, Middle East, Australia and North America.

Schultz is a featured columnist in Marketing News and Marketing Insights Magazine. He was the founding editor of the Journal of Direct Marketing, associate editor of the Journal of Marketing Communications and the International Journal of Integrated Marketing Communication. He is an author or co-author of over twenty-eight books and over one hundred and fifty articles, most of them about Integrated Marketing Communications, making him the researcher with the most articles related to this concept.

The main objective of the interview was to obtain the collaboration of Don E. Schultz with this researcher; the second objective was to contrast the structure and model of this thesis; the final objective was to talk about the origins and the emergence of Integrated Marketing Communications using a semi- structured questionnaire, which was designed with the following items:

- **Introduction** of the researcher and goals of the interview
- Obtain collaboration amongst other researchers and to meet with them
- **Structure** of the thesis and research
- **Origin** of Integrated Marketing Communications

Below, an abstract is highlighted from the interview, focusing on the most relevant aspects for the development of this research.

After a short presentation of my personal, professional, academic and research experience, Don E. Schultz directly asked me what I was looking for from this interview, and offered himself to evaluate this thesis. I am deeply grateful for this act of kindness, which clearly justifies the effort made in traveling to Evanston.

As one of the last researches on Integrated Marketing Communications, we review the one proposed by Reinold and Tropp (2012), which is

structured in 3 steps: surveys, calculation of metrics, and analysis. Additionally, another step was to get a rudimentary model that would allow us to compare different markets and kinds of users.

After more than ten minutes talking about the research structure and the model used, Don E. Schultz introduced the idea to identify and compare **Heavy Users with Light Users**, "*the first thing you must do is to think about there being people who are very heavy users of soft drinks, and to find out how many soft drinks they consume. So my belief is that you're going to have different answers from people who are Heavy Users, compared to those who are Light Users. Heavy Users are probably very committed to either Coca-Cola or Pepsi Cola*"

This is an important idea that didn't exist at the beginning of this research, and has became to be one of the objectives as well as one of the hypotheses of this thesis.

Regarding **the origin of Integrated Marketing Communications,** Don E. Schultz explained that he was a professor in the 70's in an undergraduate program where they teach advertising. They observed that *"the business was changing; people move money from advertising to sales promotion, direct marketing, public relations, and all the other things. Media was changing - all the system was changing - so we developed the concept of Integrated Marketing Communications"*

They held the advertising program, and afterwards they added the direct marketing and public relations programs. However, after teaching the three programs separately, they decided to put them together in 1989; in 1991 they had the first students who graduated in Integrated Marketing Communications.

*"**The big change came in 1994 with the arrival of Internet and the interactivity** which changed almost everything, and we switched from training students and how to communicate by sending messages, to a process of studying customers. Its not what markets send out, it's what the*

customer receives. I researched the situation focusing on what kind of marketing communications customers receive, and if that could be understood, then you could start adjusting, and you could integrate around the customer". It has been changing dramatically in the last three or four years, becoming much more quantitative about how consumers behave.

The book they wrote on Integrated Marketing Communications was the first book on marketing in China, so the Chinese understand the holistic idea that everything is connected. Subsequently, this idea is understood very well in Asia, but western cultures are more individualistic, and it's very difficult to have organizations that integrate.

"*What about networks; what about the interactivity between and amongst people and organizations? That's integration. Thus the idea that we were looking at fifteen or twenty years ago may be radically different today, because if you don't believe in a network world, you get real problems and that's part of the problem so it's still a functional cell*".

Talking about a new structure to organize the media proposed by industry professionals: Paid, Owned, Shared, Don E. Schultz thinks we are creating all of these things for ourselves and we are not in sync with consumers, who don't pay any attention to this.

"*The real challenge of marketing organizations is they know so little about their customers; they know a lot of about products; they know a lot about distributions systems; they know a lot of about the messages they want to send out; and the most they know is about their competitors. Unfortunately, they don't know very much about their customers and users. And this is the difficulty… so they can not create things that are attractive to consumers".*

After one hour we finished the interview, thanking Don E. Schultz for his hospitality; extremely appreciative of his help on this thesis.

Forever grateful, Don.

1.2 CONCEPT OF INTEGRATED MARKETING COMMUNICATIONS

For years *Northwestern University* offered completely separate degree programs in corporate public relations, advertising, and direct marketing. These three programs were merged into one, denominated *Integrated Marketing Communications*. In 1989, the new Dean of the School of Journalism at *Northwestern University* created a faculty study group to propose a long-term strategy for a degree in the advertising. With the contribution of students and professionals strongly emphasizing the idea of integration, along with the emergence of a new way of thinking, the new program of *Integrated Marketing Communications*, with five quarters of duration (Caywood et al., 1991).

The term *IMC* - Integrated Marketing Communications - took form when the **American Association of Advertising Agencies (AAAA),** *founded in 1917*, published its first definition in 1989, to be used in a national study in cooperation with the National Association of Advertisers in the United States. Don E. Schultz at Northwestern University (Caywood et al., 1991) stated:

"*A concept of the planning of marketing communications that recognizes the added value of a comprehensive plan that evaluates the **strategic role of a variety of disciplines of communication***, *as for example advertising in general, direct response, sales promotion and public relations, and combines these disciplines **to provide clarity, consistency and maximum impact communications**"*.

As Porcu (2012) remarks, for more than two decades, academics and industry professionals have discussed the concept of Integrated Marketing Communications without reaching an agreement on what it is and what benefits it offers, so this paradigm is still unclear from the definition to the limits of application, as it is relatively new. "***The IMC still requires research work*** *on issues of definition at this time and to work towards a*

consensus on the fundamental principles of the IMC is a step towards the consolidation of a common framework for the understanding and practice of the concept" (Kliatchko 2008).

In this section we discuss the different **communication tools** such as the **definition** of Integrated Marketing Communications; then we submit the **dimensions;** we finish by highlighting **the importance of this concept in today's** world.

1.2.1 MARKETING COMMUNICATIONS TOOLS

Before introducing the definition of Integrated Marketing Communications we considered it important to explain the marketing communications tools and the evolution of brand communications. This allows us to refer to the **12 elements of the marketing mix of marketing** provided by Borden in 1964: product planning, pricing, branding, channels of distribution, personal selling, advertising, promotions, packaging, display, servicing, physical handling, and fact finding and analysis. Mc Carthy (1964) simplifies the Borden model with the **4 P's:** Product (product), Price (price), Place (distribution) and Promotion (communication). "*In spite of several authors have tried to introduce a variable over which has been perpetuated in time and become a reference for marketing is the contribution of Mc Carthy's 4 P's*" (Duncan, 1998).

Similarly, Porcu says that communication has been traditionally addressed and managed from a functional point of view, with the clear objective of the persuasion of consumers. The concept of persuasion tends to be one way, and is identified with transactional marketing, with a focus on informing, persuading, and reminding. However, "*a relational approach to communication is a wider concept that goes beyond persuasion, and aims to build dialogue with stakeholders in the attempt to achieve three main objectives: to inform, to listen and to respond*" (Porcu 2003).

Schultz, Tannenbaum and Laurterborn's viewpoint to the concept of

Integrated Marketing Communications suggests that it is time to abandon a transactional marketing and developmental approach based on the **4 P's of Mc Carthy,** and instead contemplate a relationship marketing with the consumer as the focal point, proposing the model of the **4 C's**: Consumer, Cost, Convenience, Communication.

- "Forget the **product** and study the needs of the **consumer**;
- Forget **price,** which means the **cost** the consumer has to pay to satisfy what he wants and needs;
- Forget **place** and think of the **convenience** of the purchase. People don't want to have to move;
- Forget **promotion**; **communication** is the world of the 90's" (Schultz et al., 1993)

CHART 3: 4 P's Vs. 4 C's Model

4 P's	4 C's
Product	Consumer
Price	Cost
Place	Convenience
Promotion	Communication
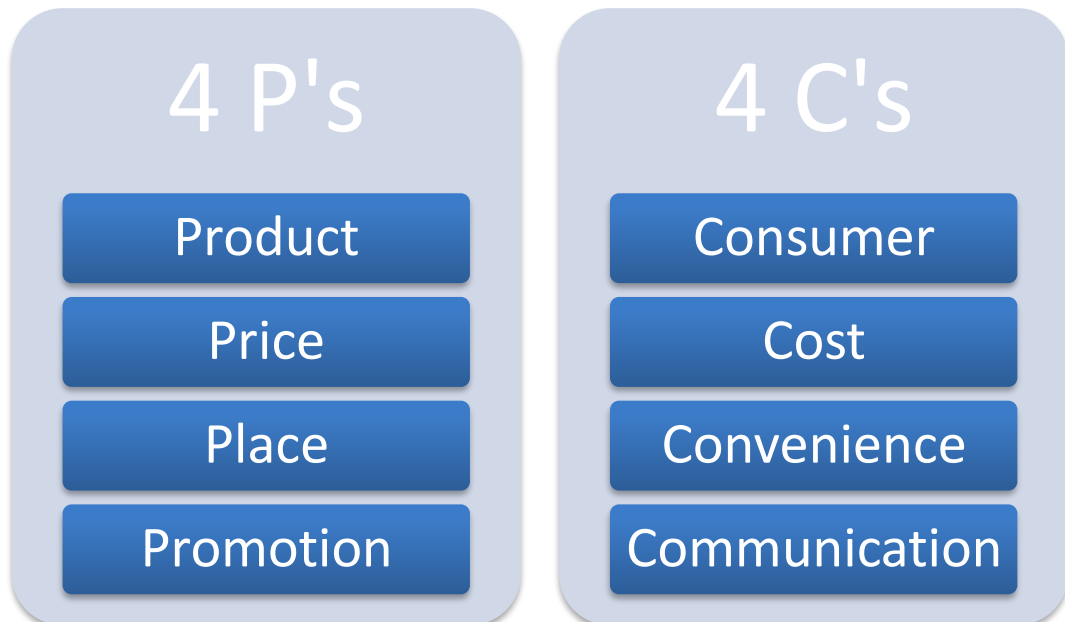
Source: designed by the researcher

There has always been a need for the integration of tools,which was later

expanded to a procedural vision in order to connect with the rest of the marketing mix variables. This process of Integrated Marketing Communications has a new proposition as Enrique Bigné integrated promotion, aimed at "three reasons for this integrated approach":

- "*The consumer does not conceptually distinguish between each of the tools, but rather receives, processes and stores horizontally flow stimuli on several fronts.*
- *The companies themselves handle all promotion for the same purpose and in a coordinated manner, successively or simultaneously.*
- *In mass consumer products, distribution has acquired a very important role* "(Bigné, 2003).

Traditionally, publications distinguish between two types of communication tools: **Above The Line (ATL)** and **Below The Line (BTL)**. The first refers to media as the most ancient relationship of mass communication, while the second consists of non-conventional communication tools (Bigné 2003).

Today the **"line" that separates different tools is irrelevant**. Until now, these tools have been developed separately, and in practice it could lead to a lack of coordination in their application, although this may not directly lead to contradictory communications. However, "*obviously, a lack of strategic appreciation of communication can be a major obstacle in the achievement of the desired synergies to leverage relationships with stakeholders in terms of value of the brand and financial benefit*" (Porcu et al., 2012).

Academics and industry professionals commonly use the mentioned ATL and BTL, but with the introduction of Internet and other media, this artificial structure is obsolete. Consequently, around the year 2010 some professionals began to use a new classification that distinguishes between:

- **Paid Media:** for all those commercials where companies are purchasing media. (i.e. advertising)

- **Owned Media:** those spaces in which the brand can generate content. (i.e. company websites)

- **Earned Media:** all those comments or conversations in which consumers speak about brands. (i.e. publicity). (Stephen, AT, Galak, J. 2012)

This classification of Paid, Owned and Earned is also artificial and hardly used because consumers do not distinguish media in this way, and in social media the separation lines are blurred. Marketingdirecto.com, in an article in 2011, makes reference to a specific example to illustrate this idea. A YouTube channel is hired, which is therefore paid, but at the same time the company itself decides what content is managed - how and when to upload the videos - and it is therefore also owned. Furthermore, it must be added that consumers will see and share the content, now also making the same medium earned. In fact, the line doesn't exist, and Integrated Marketing Communications becomes even more important.

1.2.2 DEFINITION OF INTEGRATED MARKETING COMMUNICATIONS

Don E. Schultz formalized the concept of IMC in the United States and published a special issue of the journal of Marketing Communications in 1996. However, most of the papers and books about marketing communications and marketing published during the 1990s adopted some kind of approach to integration communication (Schultz and Kitchen, 1997).

As Kliatchko (2008) states, the topics that have dominated research studies from its inception to 2006 are the "*definitions, perceptions, understanding and theoretical foundations surrounding the IMC concept*".

Using the structure proposed by Porcu, Barrio-Garcia and Kitchen in 2012, different **definitions of IMC can be classified into 3 categories:**

- **"*The approach from the inside out;*
- *The approach from the outside in;*
- *The cross-functional strategic approach*"**

This **first approach only focuses on the company's point of view** and it tries to communicate as one voice, without thinking of the consumer's viewpoint. It was reflected at the onset of Integrated Marketing Communications, with the aforementioned definition by the American Association of Advertising Agencies and Duncan and Everett, who proposed IMC as:

> **"(a) *strategic coordination of messages and media used by an organization to influence your perceived brand value*" (Duncan and Everett, 1993).**

Duncan continued this approach of the importance of coordination, and published with Moriarty in 1998 "A Communication-Based Marketing Model for Managing Relationships" when the authors proposed an integration perspective:

> **"*A communication-based model of relationship marketing underlines the importance of managing all brand communication, as they collectively create, maintain, or weaken the profitable stakeholder relationship that drive brand value*" (Duncan and Moriarty, 1998).**

Kotler also centered his definition on how the firms integrate and coordinates all the communications identifying the IMC as:

> **"(a) *concept under which a company carefully integrates and coordinates their multiple communication channels to provide a clear, coherent and compelling message about the organization and its products*" (Kotler, 2000).**

In the **second category of definitions "from the outside in", the origin is what consumers want** and requires a deep understanding of clients,

customers and prospects, as Pickton and Broderick identify as "all agents". Perhaps one of the most known definitions of Integrated Marketing Communications was proposed by Don E. Schultz in the early 90's, highlighting customers and prospects, clients and potential clients and selected audiences as the way to reach a completed integration.

> "*Integrated Marketing Communications is the process of developing and implementing various forms of persuasive communication programs with customers and prospects over time. The goal of IMC is to influence or directly affect the behavior of the selected communications audience. In sum the IMC process starts with the customer or prospect and then works back to determine and define the forms and methods through which persuasive communications programs should be developed"* **(Schultz, 1993).**

Following a review of the main definitions and approaches to the concept of Integrated Marketing Communications, Kliatchko proposes:

> "*IMC is the concept and process of strategically managing audience-focused, channel-centered, and results-driven brand communication over time*" **(Kliatchko, 2005).**

This definition is based **on four pillars:**

- **concept and process;**
- **requires knowledge and skills of strategic thinking and business management;**
- **hinged on three elements: audience-focused, channel-centered, and results-driven;**
- **involvement, and an expanded view of brand communications.**

This author revises his definition, focused on the audience-driven in 2008 as part of a cross-functional strategic approach.

The **third approach refers to the strategic approach,** and for Porcu, Barrio and Kitchen (2012), the key points are the consumer analysis and segmentation, to restructure the organization into a circular process that involves all departments and external agencies.

One of the most important definitions that emphasizes the strategical aspect of the term is the one elaborated by Schultz and Kitchen in 2000 and also published in 2004 in "*IMC - The Next Generation*" by Schultz and Schultz, which will be completing the previous contributions and involves all levels of the company:

> *"it is a strategic management process to plan, execute and evaluate coordinated brand communication with* programs that are measurable and continuously persuasive with consumers, customers and other targets – both internal and external – which are relevant to the *company".* **(Schultz and Kitchen, 2000).**

Thus, it is not the coordination of communication tools, but rather the development of a strategic business process.

As we mentioned Kliatchko, in 2008, revised his Integrated Marketing Communications definition to a new one, introducing the strategic process:

> "*IMC is an audience-driven business process of strategically managing stakeholders, content, channels, and results of brand communication programs*" **(Kliatchko, 2008).**

This new definition adopts the term "*content*" as that content which is in fact implicit in the term 'marketing communication' and the term '*business process*', as introduced by Schultz and Schultz. Business process and strategic management process implies all functions of the organization, and not only marketing.

Pointing out the idea that Integrated Marketing Communications involves more than just integration, Pickton and Broderick detail its analysis, planning, implementation and control:

> *"it is a process that involves the direction and organization of all the agents in the analysis, planning, implementation and control of all contacts, media, messages and promotional tools of marketing communications focused on public goals selected, so that they result in greater economy, efficiency, effectiveness, improvement and coherence of efforts of communication from the company for the achievement of the objectives of certain products and corporate marketing communication"* **(Pickton, Broderick 2005).**

For Martínez (2006), Pickton and Broderick's definition emphasizes the major features of the integrated communication strategy: it identifies the goals of marketing communication with other organizational objectives; it is a planned process; it reaches not only to consumers but also to the entire public;, it includes all corporate marketing and product/brand communication efforts as all brands or corporate messages which must be based on a consistent and common strategy.

Integrated Marketing Communications is a continual evolutionary term, as evidenced by the multiple definitions that have arisen in different areas. Nevertheless, we observe several advances in which various authors agree, from conceptualization as a simple coordination of communication tools, to a much more strategic conceptualization. All these theoretical contributions to the term Integrated Marketing Communications reinforce us being on the right track in terms of attracting and generating an informed and intellectual discourse among researchers interested in this practice (Madhavaram et al., 2005).

A very successful development of an IMC definition is provided by Maja Seric and Irene Gil in 2015 that identifies the basic principles, thus developing the following definition:

> **"*Integrated Marketing Communication (IMC) is a tactical and strategic consumer-centric business process, boosted by***

*advances in Information and Communication Technology (ICT) which, on the basis of information obtained from customers' databases, delivers a clear and consistent message through the coordination and synergies of different communications tools and channels, in order to nourish long-lasting profitable relationships with customers and other stakeholders and create and maintain brand equity.***" (Seric and Gil, 2015).**

They reviewed the definitions of IMC in great depth to highlight these basic principles:

- It is a tactical and strategic process;
- It requires a coordination and synergy of different communications tools and channels;
- Clarity and consistence of message is needed;
- Communications centered on database management;
- Customer-centric communication;
- A component of relationship approach is necessary;
- A component of brand equity strategy is required.

As a summary, Table 1 includes a review of most important definitions of IMC

TABLE 1: MAIN DEFINITIONS OF IMC

YEAR	AUTHORS	CONCEPT
1989	American Association of Advertising Agencies (AAAA)	A concept of marketing communications planning that recognizes the added value in a program that integrates a variety of strategic disciplines, e.g. general advertising, direct response, sales promotion and public relations – and combines these disciplines to provide clarity, consistency, and maximum impact
1993	Duncan and Everett	Strategic coordination of messages and media used by an organization to influence your perceived brand value
1993	Schultz	The process of development and implementation of various programmes of persuasive communication with customers and prospects through time. IMC aims to influence or directly affect the behavior of the selected audience. In summary the IMC process begins with the client or potential client and then returns to determine and define the forms and methods of persuasive communication programmes should be developed through which
1998	Ducan and Moriarty	A communication-bassed model of relationship marketing underlines the importance of managing all brand communication as they collectively create, maintain, or weaken the profialbe stakeholder relationship that drive brand value
2000	Kotler	The concept under which a company carefully integrates and coordinates its many communication channels to deliver a clear, consistent and compelling message about the organization and its products.
2000	Schultz and Kitchen	A strategic business process used to plan, develop, execute and evaluate coordinated, measurable, persuasive brand communication programs over time with consumers, customers, prospects and other targeted relevant external and internal audiences

YEAR	AUTHORS	CONCEPT
2002	Duncan	A cross-functional process for creating and nourishing profitable relationships with customers and other stakeholders by strategically controlling or influencing all messages sent to the groups and encouraging data-driven purposeful dialogue with them
2005	Kliatchko	A concept and process of strategically managing audience-focused, channel-centered and results-driven brand communication programs over time.
2005	Pickton and Broderick	It is a process that involves the direction and organization of all the agents in the analysis, planning, implementation and control of all contacts, media, messages and promotional tools of marketing communications focused on public goals selected, so that they result in greater economy, efficiency, effectiveness, improvement and coherence of efforts of communication from the company for the achievement of the objectives of certain products and corporate marketing communication
2008	Kliatchko	It is an audience-driven business process of strategically managing stakeholders, content, channels, and results of brand communication programs
2012	Porcu et al	The interactive and systemic process of cross-functional planning and optimization of messages to stakeholders with the aim of communicating with coherence and transparency to achieve synergies and encourage profitable relationships in the short, medium and long-term
2015	Seric and Gil	The Integrated Marketing Communication (IMC) is a tactical and strategic consumer-centric business process, boosted by advances in Information and Communication Technology (ICT) which, on the basis of information obtained from customers databases, delivers a clear and consistent message through the coordination and synergies *of different communications tools and channels, in order to nourish long-lasting profitable relationships with customers and other stakeholders and create and maintain brand equity*

Source: designed by the researcher

Also, a summary of some of the most relevant contributions, the essential aspects and the approach proposed by major authors is proposed in table 2.

TABLE 2: MAIN CONTRIBUTIONS OF IMC

DATE	AUTHORS	ESSENTIALS	APPROACH
1989	American Association of Advertising Agencies (AAAA)	• Coordination and consistency of the message • Use of different instruments for achieving synergie • How integrated communications concept	• Coordinated plan. • Tactical integration. • Short term
1993	Don E. Schultz	• Includes consumer • Behavioral responses • Integrated communication how process	• Long-term process. • Consumer focus
1994	Duncan	• Profitable relationships • Impact and brand value • Inclusion of other public (stakeholders)	• Long term. • Inclusion of stakeholders
1998	Schultz and Schultz	• Strategic process • Measuring capability • Multiple markets • Perspective of brand communication	• Strategic long-term. • Creating value for the brand
1998	Ducan and Moriarty	• Impact and brand value • New philosophy of communication and marketing	• Relational marketing
2000	Kotler	• Coordination of channels • Clear, compelling and coherent message	• Integration and coordination
2001	Pikcton and Broderick	• Planning, implementation and control • All agents	• Extension to all agents
2003	Enrique Bigné	• Integration promotion and sales	• Integrated promotion
2008	Kliatchko	• How integrated communication process and concept • Three basic pillars: orientation to the audience, the channel and results-oriented • Reinforcement of brand communication	• Integrator concept

DATE	AUTHORS	ESSENTIALS	APPROACH
2012	Porcu, Barrio-Garcia And Kitchen	• Process interactive multifunctional planning in the short, medium and long term	• Multi-functional process
2015	Seric and Gil	• Bassed in adavance in Information and Communication Technology (ICT) and long-lasting profitable relationship with customers and stakeholders	• Tactical and strategic process

Source: designed by the researcher

Finally, the definition given by Porcu, del Barrio and Kitchen (2012) serves as an introduction for the next section, where a list of IMC dimension is proposed:

"***the interactive and systemic process of cross-functional planning and optimization of messages to stakeholders with the aim of communicating with coherence and transparency to achieve synergies and encourage profitable relationships in the short, medium and long-term***" **(Porcu et all, 2012).**

1.2.3 DIMENSIONS OF INTEGRATED MARKETING COMMUNICATIONS

Continuing with the last definition, Porcu, Garcia-barrio and Kitchen differentiate the multidimensional nature of the IMC, highlighting 4 dimensions:

- "**One voice**: that represents the core of integration, since it implies the clear delivery of consistent messages across all marketing communications tools;
- **Interactivity**: because IMC intends to establish a permanent dialogue between the Organization and its stakeholders, including not only customers, but all interested parties also;
- **The multifunctional plan**: in the traditional marketing communications base is the marketing mix, according to this

new paradigm; the reference point is the Organization as a whole. Integration is a competitive advantage that is able to optimize the relationship between messages, channels and receptors, and not only coordinate the different elements of the marketing mix;

- **Long term profitable relationships**: as IMC must be deeply strategic, it must point to the achievement of long-term goals" (Porcu et al., 2012)

This contribution of the 4 main dimensions of the IMC assumes a realization regarding all variables and aspects, highlighting the multidimensionality of the concept.

In order to reach the dimensions outlined by Porcu, we can carry out a review of the most relevant proposals of same, starting with that of Nowak and Phelps (1994), based on a study of the literature, where they propose three main themes to analyze:

- **a single voice**;
- **the integration;**
- and **coordination of marketing communications**.

The single voice of marketing suggests that there must be a clear, consistent message, and it must be kept in all the communications tools in order to create a unique positioning or a brand identity. They pointed out that sales promotion, direct marketing, brand advertising, and public relations must be unified under the theme of the voice. Integrated communications perspective holds that in a communication campaign for sales, the tools used for the creation of an image (for example, image ads), and the tools used to influence the actions of consumers (for example, direct response tools how promotion of sales) must be integrated. Finally, the coordination of communications emphasizes measures to implement better coordination among the various tools of communication and channels.

Another view of the multidimensionality of Integrated Marketing Communication is that the companies that develop this strategy should:

- identify **several groups of customers** differentiated for direct marketing;
- subsequently, a **well-coordinated marketing communications** campaign generates synergies, while it generates different responses of behavior, depending on the groups of customers that it is focused on (Nowak and Phelps,1994)

Cathey and Schumann (1996), on the basis of a thorough review of the literature, identified three important aspects of the *IMC*:

- **the integration of messages and media**;
- **audience targeting;**
- **impact assessment**.

They emphasized the importance of coordinating messages and media to create more positive communications to consumers, who are at different stages in the purchasing process.

One of the most important and cited articles was a study developed by Phelps and Johnson (1996), where five factors that underline the construction of Integrated Marketing Communications may be identified:

- a **single voice** already reported on by most of the authors;
- **coordinated marketing communications**;
- the **use of direct marketing**;
- response to **specific objectives** of said communications;
- and **increasing the responsibility of the directors of marketing** that grows with the use of the IMC.

The most commonly used in the literature scale is that of Duncan and Moriarty (1997), which proposes five dimensions of the Integrated Marketing Communications:

- **Interactivity**
- **Organizational infrastructure**
- **Strategic consistency**
- **And planning and evaluation**

Low (2000) in a study of US companies proposed 3 dimensions:

- **Integration**
- **strategic consistency**
- **and consistency of the message**

to evaluate the dimensions of IMC implementation.

On the proposal made by Duncan and Moriarty, Reid (2005) proposed a scaled-down version, combining the last three dimensions into one, known as "cross-functional strategic planning" thus resulting in 3 dimensions:

- **Interactivity**
- **Marketing mission**
- **Cross-functional strategic planning**

The definition provided by Lee and Park (2007) based on the studies carried out to date, is that most used by researchers. It was designed specifically for the development of a scale of Integrated Marketing Communications with rigorous procedures, and it's more comprehensive than others.

They established four main dimensions to Integrated Marketing Communications:

- **unified communications for consistency of message and image**;
- **different communication tools for multiple groups** of consumers;
- **communications focused on databases** to obtain tangible results;

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- and finally to **promote the relations of communication with existing customers.**

Although other models in recent years have used other dimensions, most studies focus on the contribution made by Lee and Park.

We summarize all these contributions using the four dimensions provided by Porcu in the following chart, with the items proposed by different Authors:

CHART 4:FOUR DIMENSIONS OF IMC

ONE VOICE

integration: Cathey and Schumann
single voice: Nowak. Phelps
unified communications: Lee
consistency of the message: Low
organizational infrastructure: Duncan and Moriarty

INTERACTIVITY

- response to specific objectives: Phelps
- multiple groups of consumers: Lee
- audience targeting: Cathey
- several Groups: Nowak
- databases: Lee
- Ducan and Moriarty
- Reid

MULTI-FUNCTIONAL PLAN

- integration and coordination: Nowak
- well coordinated: Nowak
- use of direct marketing: Phelps
- Cross-functional strategic planning: Reid
- strategic, planing and evaluation: Duncan and Morirarty

LONG TERM RELATIONSHIPS

- Impact Assessment: Cathey
- relations with existing customers: Lee
- cross-functional strategic planning: Reid
- strategic, planing and evaluation: Duncan and Morirarty

Source: designed by the researcher

1.2.4 Importance of Integrated Communications for Marketing

The importance of IMC is not only remarkable for the **contributions and references publishe**d in recent years. We should also add that **technological advances** have enabled measurement interaction and relationships that were nonexistent a few years ago, and the **integration of both communication channels, such as distribution** chains in large conglomerates that require companies to find new models of customer relationship development.

Since the emergence of the concept of Integrated Marketing Communications at the end of the 1980s, academia is aware of the importance of this term; more than 200 publications can be found in research journals with a Journal Citation Report (JCR) impact factor. Graph 4 shows a considerable and general intensification of the number of publications referring IMC - mainly after 2003 - until 2015, when 32 documents can be found in Scopus.

CHART 5: DOCUMENTS PUBLISHEB ABOUT INTEGRATED MARKETING
COMMUNICATIONS
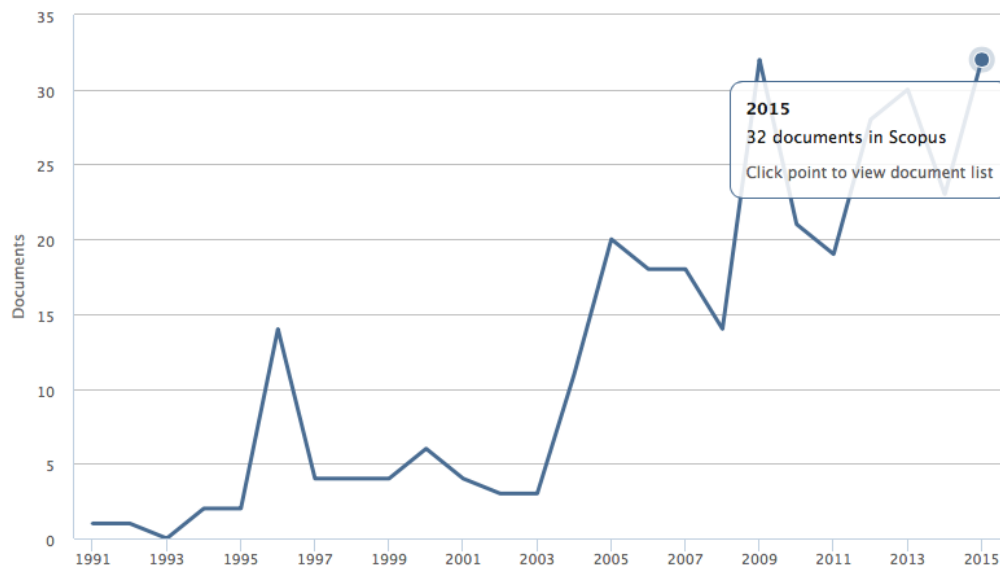
Source: Scopus date range analyzed from 1991 to 2015. In March 2016

From a geographical point of view, the multitude of authors from different countries who have published on IMC is also noteworthy, conveying the importance of the concept beyond the USA where it was born. At first, the IMC prevailed in the USA but later, other countries from Asia and the Pacific areas increased their importance. Recently, several European - and more specifically Spanish - researchers have highlighted publishing their work in different international media such as Lucia Porcu (Universidad de Granada), Maja Seric (Universidad de Valencia) and Angeles Navarro (Universidad de Murcia), thus completing the introduction of the concept beyond English speaking countries.

Since the concept of the Integrated Marketing Communications emerged, many authors and publications have picked up on its importance. Integrated communication is based on principles that have changed a great deal in recent years, and from which we can highlight the following:

"*The fragmentation of the media has given rise to the proliferation of multiple media, many of them of limited circulation, even as specific how*

thematic blogs or the supermarket shopping carts. The development of Digital Terrestrial Television has increased the number of television channels and has distributed the advertising". (Martinez, 2004)

However, the most important change comes from the hand of the **massive implementation of the Internet** in every home of developed countries and the boost of so-called social media, social networks, blogs and Web sites, expanding the medias available to an advertiser exponentially.

The power of the consumer, the growth of one-person households, small families, or a high level of education, lead us to find more knowledgeable and savvy customers. Groups of consumers have also emerged, in the form of organizations that defend their rights and develop a great deal of surveillance against the power of large corporations. New consumers are more skeptical about commercial messages, and demand products and communications addressed to ones exact wishes.

New technologies applied to databases, such as the ability of companies to generate, integrate and manage databases, has created several opportunities beyond mass media communication, while at the same time allowing the creation of specific customer profiles. The emergence of Enterprise Resource Planning (ERP) business management programs have been accompanied by its commercial side with the integration of customer information in software CRM Customer Relationship Management allowing organizations to control all the communications made in an individualized manner.

Channel domain has been momentous in certain categories of products and markets. Some large retailers such as *Toys 'r' Us*, *Wal-Mart*, and *Carrefour*, may charge slotting fees to manufacturers for the promotion of products in its stores.

Furthermore, dominance in the channels of communication has increased with the integration of different platforms in large media conglomerates such as the Spanish company, ATresMedia Corporation, which was born

after the merger of Antena 3 and La Sexta.

Finally, there was the merging of certain central media and large agencies, already initiated in the 1980s. One of its greatest exponents is in the merger between Publicis and Omnicom, finalized in July, 2013, allowing to create the biggest communication group in the world, with a turnover of 23 billion dollars, and controlling 70% of the advertising investment in a television station. From a global point of view, these changes lead to the assumption that different channels are dominated by large economic groups, a trend that continues to grow.

The importance of measurement, with the quest for greater control over the communications results, has led to the reallocation of budgets to actions in the short term, which are more easily measurable, as direct marketing and sales promotion. In this regard, Internet has also led to a new way of measuring advertising effectiveness 'with concepts such as cost per click, allowing you to pay only for ads that generate an action and not just by advertising impacts, and even the cost per lead, by the generation of a potential customer.

All these changes have in turn caused a gradual shift of investments in communication of strictly advertising *above the line* in media considered conventional - print, television, radio, cinema, ext.; communicative actions in non-conventional media (Mattelart, 2000), such as point-of-sale (P.O.S.) advertising, sponsorship, sales promotions, loyalty programs, etc., considered as below the line.

The detail of the changes explained above implies a greater need to integrate different marketing communications of a company. Thus, Naik and Raman (2003) indicate that **integrated marketing communications help companies build brand value.** This is taken from the point of view of the ability to generate more sales due to their notoriety or brand equity of its products and services through synergies. Similarly, Reid (2003) supports the assertion that an IMC implementation is positively related to

the success of the company brand.

In this way, it is understood that a IMC implementation can potentially make companies more efficient or effective in communicating with its objective markets, and as a result, can help companies achieve higher profitability through higher *brand equity* (Madhavaram et al., 2005).

The current business reality, with a globalized environment and even more challenging since the 2008 recession, requires companies to work together and coordinate their communication efforts. Companies raised the adoption of new forms and channels to communicate its offer which allows to reduce the deficit appreciated derived mainly from large advertisement saturation. Thus, Integrated Marketing Communication acquires a crucial importance for the future of organizations.

Companies are beginning to understand that the greatest impact of the communication effort is achieved when all instruments are integrated as a whole, working together and in harmony to achieve significant synergies and to improve the effectiveness of the overall effort of communication. (Martinez, 2006)

This trend extends strongly within the academic world; authors with recognized prestige in the area of marketing, such as Don. E. Schultz, endow it with greater power versus the rest of the marketing variables. Integrated Communication has been considered as the most important marketing development in the 1990s. The basic reason for Integrated Marketing Communications is that marketing communication will be the only sustainable competitive advantage of marketing in organizations throughout the 1990s and during the 21st century (Schultz, et al., 1993). Since Schultz's comment, much has been written about it, and it continues being valid today, as evidenced by the multitude of publications that have been developed in recent years.

At the **university level**, the *Medill School of Journalism* (*Northwestern University*) decides to unify the departments of advertising, direct

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marketing areas, sales promotion and corporate public relations forming the Department of Integrated Marketing Communications in 1994. Currently some universities include Integrated Marketing Communications in their curricula, and even in Spain it is offered as a subject in some private universities such as the *Universidad de Navarra* or the *Universidad Europea de Madrid*.

Additionaly, from a **professional point of view**, more relevance to this new approach has been given, showing it like a study carried out by the *Promotion Marketing Association of America* among the top 100 American marketing executives, who considered integrating communication as the most determinant factor in the implementation of marketing strategy in the future (Hume, 1993).In summary, the importance of Integrated Marketing Communications is that regardless of the communication channel chosen, the consumer perceives a single message - a unique positioning towards the brand-product. Implementing a strategy of IMC means that everything from products, the company corporate messages, image, sales force, direct marketing, as traditional advertising are coordinated for the result of a message unified through different channels, to achieve product positioning in consumers and get the expected business results.

1.3 MEASUREMENT AND EVALUATION OF INTEGRATED MARKETING COMMUNICATIONS:

The objective of this section is to analyze the measurement and evaluation of Integrated Marketing Communications on the basis that is difficult to find empirical evidence on the influence of the IMC in the results achieved, since it is difficult to precisely specify the effects that can be generated on organizational performance (Beard, 1996).

In the beginning, research focused on the **conceptual aspects of Integrated Marketing Communications**, such as definition and perception, moving later to implementation and evaluation. (Muñoz-Leiva, Porcu, 2015).

Even though several studies measure the influence of IMC, it remains difficult to analyze the impact of marketing decisions on the results of a company, and the tool on which such measurement must be performed. For many years the majority of the applied studies focused on how the organizations implemented the integration of different communications tools and measure the Integrated Marketing Communications.

"*The success of the campaigns could be measured using economic analysis of return on investment, through direct objectives or in a manner that is more subjective, through the analysis of perceptions directives about the relative success compared to the campaigns of competitors*" (Porcu et al., 2012).

Schultz and Schultz introduced the measurement of the **Return On Customers Investment (ROCI)**, as an alternative to the traditional Return On Investment (ROI) in evaluating the effectiveness of the IMC. According to them, the attention no longer focuses on trying to measure the effect of a particular advertisement or a special event, since it is impossible to isolate the effects of individual efforts. On the other hand, attention should

be focused on the study of the relationship between an investment in a well-defined target group, with an increase or decrease of the income from their customers (Schultz and Schultz, 1998).

Integrated Marketing Communications begins from the perspective of the consumer to explain a change in buying habits being measured.

"*By conduct, we must understand any measurable activity of an actual or potential customer which induces that person to make a favorable decision of our brand purchase, or reinforce their current favorable patterns of purchase*" (Schultz, 1993).

Over the years, there have been **several studies on the impact of IMC, the majority centered on the dimensions of the importance of the concept**; others focusing on whether companies and advertising agencies apply the IMC; other studies have focused on finding out the consumer's perception of integrated communication.

To clarify the several contributions made around the measurement and evaluation, we propose a scheme separating the research and papers published in different groups in order to understand the different points of views of marketers and consumers.

On one hand, we'll analyze **studies on industry professionals** joining firms and agencies as companies using Integrated Marketing Communications. The other the **studies focused on consumers** will be revised. In the third subsection, we'll include some other **studies that develop models and controlled experiments** on specific consumer groups.

To finish this part, we're going to review the Coca-Cola Company's Integrated Marketing Communications model based on research conducted by this researcher on the IMC model of some Spanish firms. As an example, how a firm uses and implements Integrated Marketing Communications

1.3.1 STUDIES ON INDUSTRY PROFESSIONALS

Some of the studies that we will detail in this section were already discussed regarding definitions or dimensions of the IMC as these researches have been developed with the double aspect to clarify the concept and dimensions under investigation and measurement on firms and agencies. The literature about studies on industry professionals is focused mainly on publications that analyze advertising agencies and a few firms; about twenty publications, most of them having been developed in the last twenty years.

The firms analyzed were from several sectors and countries, but mainly the U.S.A., and other countries such as Korea or Sweden, proceeding in their analysis and commenting on the most important research. We structured the publications in chronological order, analyzing them according to their objective, methodology, system analysis, and data source, as illustrated in the table at the end of this part.

Next, we will expand on the analysis of some of the most relevant studies according to their level of appointments and importance for the development of our research.

1.3.1.1 DUNCAN AND EVERETT

Beginning in chronological order, one of the first references published in 1993 on the concept and perceptions about IMC was from Duncan and Everett. In the article titled "Client Perceptions of Integrated Marketing Communications" the authors reviewed the concept and presented the findings of a study on client companies. The objective of this study was to **understand what was driving the attention at the beginning** of the concept in the industry and academy (Duncan and Everett, 1993).

As even more research has been developed we consider it important to

review the first study on IMC to better understand the following developments.

A sample of 500 persons was selected from a subscriber sub list from Advertising Age, and the authors received 216 usable questionnaires. The respondents were asked if the major communications functions were assigned to the same communications agency, and if they were familiar with the term Integrated Marketing Communications. Next, the researcher sent the respondents four alternative sentences to know which came the closest to describing the relationship with IMC. Finally, respondents were given a definition of IMC and asked direct questions with a Likert scale.

The **results showed**, at that moment of the beginning of Integrated Marketing Communications, the following findings:

- "**Advertising agencies** were significantly more likely to be assigned multiple communications functions than were other types of agencies;

- More than a half of the client managers were **familiar with the IMC term**;

- The largest percentage believe that clients, and its agencies collectively **set strategies**;

- IMC was perceived as a **valuable concept**;

- The most serious **barrier** to integration were internal barriers;

- It was found that the degree of integration decreases for Marketing Communications Managers as annual sales levels increase".

Duncan and Everett (1993) emphasize that **more work is needed to identify and define the various dimensions of integration**, and this will require a measurement set and more specific operational questions in order to measure the extent of communications integration.

1.3.1.2 PHELPS, HARRIS AND JOHNSON

Phelps, Harris and Johnson published on 1996 an article centered on the responsibility of **marketing decisions and focus on companies marketing executives**, in order to identify whether this companies assign the responsibility for developoing communications strategies and trends in the assignment of planning responsabilities.

It was an exploratory study with description analisys fo 101 questionaries from companies that had been puclicly traded since at least 1987. The surveys were mailed, as self-administered questionarie, to executives and presidents of companies with a 33 items. "The results indicated an increase in the use of consensus vs individual responsibility for developoing marketing communications strategy" (Phelps, Harris and Johnson, 1996).

Phelps and Johnson were the first to propose a scale for measuring the Integrated Marketing Communications. They analyzed 21 indicators, through a Likert scale of 7 points, and after a factor analysis obtained the following **five dimensions**:

- direct marketing,
- one only voice,
- communication campaigns coordinated marketing,
- increased responsibilities,
- and objectives in response, (Phelps and Johnson, 1996)

as detailed in the relevant section of the analysis of the IMC dimenisions.

1.3.1.3 SCHULTZ AND KITCHEN

The first study we found, centered on **analyzing advertising agencies and the realtionshp with the firms**, were developed by Schultz and Kitchen (1997). This research use a descriptive analysis of an item self-administered questionnaire send to a selected members of the AAAA

American Association of Advertising Agencies.

Finally, 126 usable responses were analized by descriptive analisys to find:

- "Most agencies were spending a substantial portion of their time assisting clients with IMC programs. Almost 60 percent of small agencies devote over 50 percent of ther time to IMC programs for clients. This data confirms the perception that small agencies spend more time devoted to client IMC programs than larger agencies.
- Agencies executives belive client budgets will be positively effected by Integrated Marketing Communications activities.
- There is no strong agreement on whether the measurement of IMC must be done and some sugestions are: Each element needs to be measured individually, the total program should be evaluated against its objectives and goals, the objetives must be meassurables, and results must be measured" (Scultz and Kitchen, 1997).

1.3.1.4 Low

One of the most cited studies was published by Low (2000) on "correlates of Integrated Marketing Communications", aiming to identify **factors significantly related to the degree of integration** of a company's marketing communications activities.

This study analyzes one of the larger data sources, with a total of 421 responded surveys from senior marketing managers selected from a database of U.S. companies. First, 15 senior marketing executives were interviewed, in order to give their own definition of Integrated Marketing Communications, and to conceptualize the dimensions of Integrated Marketing Communications. Upon completion, Low proposed four indicators in a Likert scale of 9 points tested on a sample of 75 marketing directors that were members of the American Marketing Association.

Using Bivariante correlations and multiple regression analysis, Low set out that Integrated Marketing Communications was composed of the following components:

- "the extent to which communications tools are planned by the same manager
- the strategic consistency of communications efforts
- the commonality of the communications message" (Low, 2000)

Among other conclusions of this research, we highlight for industry professionals: **Effectiveness of advertising, sales promotion, direct marketing and public relations are enhanced when IMC is high**; IMC was becoming more popular at that moment; the area with most room for improvement is the strategic consistency of the communications elements; and company size is negatively related to Integrated Marketing Communications.

Concerning the relationship between the agency and company, Low **advised agencies to reorganize, and to integrate** into product or service groups, in order to better service clients. Also, agencies must change the traditional commission system, into fee and performance-based compensation.

This study on correlates of IMC proposed and measured a definition and developed a technique that could be used by researchers to assess the degree and measure the impact on the marketing success (Low, 2000).

1.3.1.5 REID

Using the Duncan and Moriarty minaudit, that we review in part 1.3.3.1, Reid (2005) studied the relationship between the implementation of Integrated Marketing Communications and brand outcomes, in a paper titled "Performance Auditing of Integrated Marketing Communications Actions and Outcomes".

A sample of 1.000 companies in Australia, from a commercial Dunn and

Bradstreet list, was used. A self-administrated questionnaire was sent to the marketing managers of these companies and 169 fully completed responses were received.

Using a Path and multiple regression analysis, Reid provided a **20-item scale** measured on a seven-point Likert scale to validate Integrated Marketing Communications as follows:

- **Interactivity**: four items with two of them deleted after the analysis.
- **Mission marketing**: four items and one of them deleted.
- **Organizational Infrastructure**: four items with one refused.
- **Strategic consistence**: three items and all of them retained.

Finally, for Planning and Evaluation: six items, with one deleted. As a result, the 20-item scale was reduced to 15 items. (Reid, 2005).

1.3.1.6 LEE AND PARK

Perhaps the most influent research on measurement and evaluation on Integrated Marketing Communications is that conducted by Lee and Park (2007). The article begins with the analysis of the definitions of IMC highlighting the most relevant offered by the AAAA in 1989, Duncan and Everett in 1993, Schultz the same year, and finally Duncan in 2002.

The fundamental contribution is made with respect to the dimensions, after analyzing the studies by Duncan and Everett, Low and Phelps and Johnson, Lee and Park propose the following **4 dimensions**:

- "Unified communications for consistent message and image;
- differentiated communications to multiple customer groups;
- database-centered communications for tangible results;
- and relationship-fostering communications with existing customers" (Lee and Park, 2007).

The research was conducted in South Korea, as the authors considered the concept had already become global, and therefore could be analyzed

outside the U.S.A. First, 10 marketers were questioned using a 5-point Likert scale; their feedback was used to adjust the scale items and were revised by five experts on Integrated Marketing Communications. Finally, two managers of different brands were selected from the same company, with a total of 320 managers from 160 firms in an initial phase, but after some declined to participate, the questionnaire was mailed to 181 managers, with 155 returning the surveys. The sample represented various types of companies in several industries.

A Cronbach alpha was used for the scale items. Next, using an exploratory factor analysis, eight of the 26 initial dimensions were eliminated, resulting in 18 scales for the four dimensions proposed. The procedures used to develop the scale items, demonstrating their internal consistency and validity, were: reliability analysis, factor analysis, and convergent validity analysis. That bestows this research with great scientific rigor and thus makes this scale of 18 items as one of the most valuable for measuring the IMC in companies.

Integrated Marketing Communications Measurement Instrument by Lee and Park (2007):

Unified communications for consistent message and image:

- Our company carefully examines whether our intended message is consistently delivered through all communications tools and channels (e.g., advertising, publicity, packaging, direct mail, POP display, banner, and website).
- Our Company maintains consistency in all visual components of communication (e.g., trademarks, logos, models, and color)
- Our company maintains consistency in all linguistic components of communication (e.g., slogans and mottos).
- Insuring a consistent brand image is one of the most important goals of our marketing communications program.
- Our company does not alter the brand image, even as its context

changes, but maintains its consistency from the long-term perspective.

Differentiated communications to multiple customer groups:

- Our marketing communications strategy differentiates the buyer and the user, if the two are not the same.

- Our company carefully deliberates whether the creation of more than two target customer groups is desirable.

- The issue of whether to maintain a single brand image or to create multiple brand images of the product is thoroughly discussed in our company.

- Our marketing communications strategy is based on a close scrutiny of the stages of the customers' buying process, such as brand awareness, information search, showroom visit, and purchase.

- Our company employs the marketing communications tools that are most appropriate for each stage of the consumers' buying process.

Database-centered communications for tangible results :

- Our marketing communications activities are designed to induce customer's actions (e.g., telephone order, phone inquiry, showroom visit, and returning a prepaid postcard).

- Our company follows up on consumer responses to our marketing communications activities (e.g., mailing fliers and/or coupons to those who participated in the company-sponsored events and made a phone inquiry after seeing our advertisements).

- Our company sees to it that the consumer information that is generated in the course of marketing communications activities is complied with.

- Our company integrates customer information collected or generated from different divisions into a unified database.

Relationship fostering communications with existing customers:

- Our company actively carries out marketing communications activities, which strengthen the relationship with existing customers (e.g., running a customer consultation office, sending birthday cards).
- Our company emphasizes that maintaining and strengthening relationships with existing customers is as important as expanding the market share by recruiting new customers.
- Our marketing communications strategy places heavy emphasis on generating continuous business from our existing customers by enhancing their satisfaction level.
- Our company makes efforts to generate a continuous flow of profits from individual customers in the long run by solidifying relationships with them.

To complete the review of the most relevant publications on research companies, we highlight those from Kliatchko and by Schultz (2014), which analyzed 22 in-depth interviews of Chief Marketing Officers in companies with responsibility for the Asia Pacific region.

The study focuses on three objectives: to find out how marketing communications leaders in the Asia-Pacific region understand IMC; how these leaders practice IMC within their organizations; to identify nuances and similarities between how academics and industry professionals define and propose implementing Integrated Marketing Communications.

1.3.1.7 OTHER STUDIES ON PROFESSIONALS

In finalizing this part, we highlight two research papers that are similar to ours: one centered on comparisons amongst countries; the other focusing on one of the analyzed firms.

One of the few studies focused on comparing the implementation of IMC in different countries is the one developed by Eagle, Kitchen and Bulmer (2007), "*Insights into interpreting Integrated Marketing Communications: A*

two-nation qualitative comparison". This research analyzes the applicability from a theoretical and practical perspective on advertising agencies in the UK and New Zealand.

From a survey of advertising agencies executives, members of the Institute of Advertising Practitioners (UK) and the Communications Agencies Association of New Zealand (CAANZ) received a total of 80 responses from the UK and 27 from New Zealand. This survey included Likert scale and qualitative questions.

Some of the most relevant results refer to respondents strongly agreeing that the IMC is definitely the future. Contrary to expectations, less than 100 per cent in both countries indicated they were offering advertising, and several respondents "protested that marketing communications services" was a far more accurate description of their offering" (Eagle et al, 2007).

The results on the implementation of IMC in New Zealand highlighted the difference with a previous study by Kitchen and Schultz (1999), and agencies of this country have caught up in adopting it, and are the same level as in the UK.

The only paper we found about the company under study - in this case PepsiCo - is a thesis developed by Kurl (2002) titled: "The scope of integrated marketing communications in India", focusing on the changing trends in communication. This study analyzes the data on how Indian companies perceive integration among communication and marketing practices, and it is based on qualitative interviews that were developed on 3 companies operating in India: Sony, PepsiCo and the Aajtak TV Channel. (Kurl, 2002).

This study analyzed the impact of Integrated Marketing Communications on three questions: socio-cultural patterns, marketing and communications patterns, and technological support

TABLE 3: STUDIES ON PROFESSIONALS

Year	Author	Title	Firm or Agency	Focus of study	Objective	Metodologhy	Analysis system	Data Source	Country
1993	Duncan, Thomas R.; Everett Stephen E.	Client Perceptions of Integrated Marketing Communications	Firm	Attitudes toward Integrated Marketing Communications by client organizations	Study client organizations to understand what is driving the attention in industry and the academy	Mailing questtionaire to communications and marketing managers	Descriptive analysis, Annova	216 usable questionaires of Advertising Age's subscriber sublist	USA
1996	Phelps, Joseph; Harris, Thomas; Johnson, Edward	Exploring decision-making approaches and responsability for developing Marketing Communications Strategy	Firm	Responsability of marketing decisions. Companies Marketing Executives	Whether companies asign the responsability for developing communications strategies and trends in the assignment of planning responsibilities	Mailed surveys to executives and presidents of companies. 33 items self-administered questionaire	Exploratory study. Description analysis	101 questionaries from companies that had been publicly traded since al least 1987	USA
1996	Phelps, Joseph;; Johnson, Edward	Entering the quagmire: examining the"meaning'of integrated marketing communications	Firm	Responsability of marketing decisions. Companies Marketing Executives	Analisys of de Dimensions of Integrated Marketing Communications	Mailed surveys to executives of commercial firms	Factorial analisys	101 questionaries from companies that had been publicly traded since al least 1987	USA
1997	Schultz Don E.; Kitchen Philip J.	Integrated Marketing Communications in U.S. Advertising Agencies: An Exploratory Study	Agency	What Integrated Marketing Communications offers to advertising agencies	Review the development of Integrated Marketing Communications in theoretical foundation through an exploratoy study	89 item self-administered questionnaire	Descriptive analysis,	126 usable responses of selected members of AAAA	USA
2000	Low, George S.	Correlates of Integrated Marketing Communications	Firm	Three item scale: integration, strategic consistency and consistency of the message. Seniors marketing managers	Identify factors are significantly related to the degree of integration of a company's marketing communications activities	Mailed surveys	Bivariate correlations. Multiple regresion analysis. Alpha Cronbach	Pretest professionals. 421 responses seniors marketing managers	USA

Year	Title	Firm/Agency	Objective	Method	Analysis	Sample	Country
2005	Reid, Mike — Perfomance auditing of Integrated Marketing Communications actions and outcomes	Firm	Relatinoship beteween implementation of Integrated Marketing Communications and brand outcomes	Self-Administrated questionnaire. Mailed	Path analysis AMOS. Multiple regression analysis	169 marketing managers of companies	Australia
2006	Holm, Olof — Integrated Marketing Communications: From tactics to strategy	Firm	Communications mix and levels of decision	Study of four large Swedish companies	Case study	4 companies	Sweeden
2007	Eagle, Kitchen and Bulmer — Insights into interpreting integrated marketing communications: A two-nation qualitative comparison	Agency	Comparative approach in two countries. Theoretical and practical applicability of IIMC	Survey mailed with likert scale and qualitative	Descriptive and qualitative analisys	80 in UK, 27 in New Zeland. Advertising agencies Executives	UK and New Zealand
2007	Lee, Dong; Park, Chan — Conceptualizaton and Measurement of Multidimensionality of Integrated Marketing Communications	Firm	Four dimensions of Integrated Marketing Communications with a 18 item scale	Questionnaire mailed	Reliability analysis, factor analysis, convergent validity analysis	155 managers from 320 companies of diferent sectors	South Korea
2008	Kitchen, Philip J; Kim, Ilchul; Schultz, Don E — Integrated marketing communication: Practice leads theory	Firm	Evaluate the direction and the degree of development of Integrated Marketing Communications	Questionnaire mailed with 25 questions	Descriptive analysis,	116 response from Korea. 23 from USA and 80 from UK. Advertising practitioners	Korea, U.S.A, U.K.
2010	Baidya, Mehir; Maity, Bipasha — Efectiveness of Integrated Marketing Communications: Empirical analysis of two brands in India	Firm	Estimate the elasticities of sales to indiviual components and total Integrated Marketing Communications	Collection of data of two brands	Regression analisys	Data of expenditures on marketing of two brands and sales of 200 ml. bottles	India

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Year	Author	Title	Agency	Subject	Objective	Methodology	Analysis	Sample	Country
2011	Vantamay Somphol	Performances and Measurement of Integrated Marketing Communications of Advertisers in Thailand	Agency	Measure the effectiveness of Integrated Marketing Communications programs	Examine the relationship between Integrated Marketing Communications and performaces. And find indicators suitable for measure the efectiveness	Self-Administrated questionnaire. Mailed to marketing executives	Exploratory Factor Analysis	124 usable questionaires from a list of Advertisers' book	Thailand
2013	Seric, Maja; Gil, Irene; Molla, Alejandro	Conceptualizaton and Measurement of Multidimensionality of Integrated Marketing Communications	Firm	Impact of Integrated Marketing Communications and ICT on hotels	Know the grade of implemetation of Integrated Marketing Communications comparing four and five hotels in Croatia	Personals interviews wiht a structurated questionnarie based on Lee and Park scale	Descriptive analysis, Kolmogorow Smirnov, U Mann-Whitney test	17 managers of hotels	Croatia
2014	Kliatchko, Jerry G; Schultz, Don E	Twenty years of IMC: a study of CEO and CMO perspectives in the Asia-Pacific region	Firm	Relevant views of 21st century Integrated Marketing Communications	Contextualise current practices in marketing communications and understanding and practice of Integrated Marketing Communications in Asia-Pacific Region	Intensive one-to-one interviews with semistructured questionaire.	A form of grounded theory research	22 Chief Marketing Officers from client companies	Asia Pacific Region
2015	Ots, Mart; Nyilasy, Gergely	Integrated Marketing Communications: Why it fail? An analisys of practitioner mental models exposes barriers of Integrated Marketing Communications	Firm	Barriers for Integrated Marketing Communications implementation	Mental models and their consequences on Integrated Marketing Communications implementation	Qualitative including interviews and observations	Qualitative analisys software NVIVO	Data of a large-size food retailer,exam the planing and execution of Integrated Marketing Communications	Sweden
2015	Endaltseva, A lexandra	The present state of integrated communication in Russia	Firm	State of Integrated Marketing Communications in Russia	Investigate the present state of Integrated Marketing Communications in Russia from both managerial and discursive perspective	Qualitative methodology, in-depth interviews	Grounded theory approach	5 in-depth interviews with high-level PR and Communications practitioners	Russia

Source: designed by the researcher

1.3.2 STUDIES ON CONSUMER

While studies on firms are broader and started over 20 years ago, consumers' researches are more limited and began well into the twenty-first century. This could be justified by the newness of the concept and the difficulty of the methodology for analyzing the impact of the Integrated Marketing Communications on consumers.

Although other researchers have jointly analyzed the studies focused on consumers and have developed said studies through experiments, in our case we have separated them and the consumer's are discussed in the following section. Therefore, we can find different studies focusing on consumers, as outlined in the table attached at the end of this section; we subsequently delve into the most relevant one.

1.3.2.1 WANG, WU AND YUAN

Wang, Wu and Yuan (2009) published a study, exploring the role of integrated marketing communications **on visitors of a heritage destination in a popular township** in Taiwan.

The sample consisted of 197 respondents of a popular heritage township in Lukang, Taiwan. The survey included 21 items, which tested the role of various marketing channels, and was conducted on the streets with a self-administered questionnaire.

These 21 items were categorized with Varimax rotation, forming three factors explaining 68% of the total variance. Composite variables were analyzed with Anova, using demographic variables as independent ones, and when Anova revealed significant differences, it was analyzed by using the Tukey test.

Despite the sample size not being large, and that the data was collected using convenience sampling, the principal conclusion drawn in this study is that communication tools can be placed into three groups:

- **Public Relation PR**: print media, TV travel news, TV travel programs, and Internet travel information, through TV channels, Internet, and newspapers and magazines.
- **Advertisement ADV**: advertising is delivered to consumers through various media, such as Internet, outdoor boards, TV, broadcast, and print media.
- **Direct Sale & Promotion DS&P**: carnivals/activities, travel exhibition, travel agency ads, festivals, and friends/relatives' recommendations. (Wang et al, 2009).

It terms of demographic groups, findings suggested that perceptions were different, between respondents of 51 to 60 years old, for the three factors.

1.3.2.2 REINOLD AND TROPP

It is not easy to measure the effectiveness of IMC taking into account the various pillars on which it stands, but there is a tool that allows said measurement; Reinold and Tropp (2012) provides a model with the development of an empirical study based **on the banking sector**.

In their article titled: "Integrated marketing communications: How can we measure its effectiveness?", they define the concept of Integrated Marketing Communications based on the following four pillars:

- **Stakeholders**: Taking a stakeholder-centered, outside-in perspective, with special focus on consumers/customers;
- **Content**: Adapting unique, relevant, and consistent content via IT-based technology targeted for the recipient;
- **Channels**: Using connected strategic management to integrate all possible brand touch points that stakeholders come into contact with;
- **Results**: IMC's ultimate goal is to produce measurable results for a company." (Reinold and Tropp, 2012)

Reinold and Tropp proposed a model structured in three consecutive

steps:

- **Surveys**: preliminary examination of brands and research on the use of integrated marketing communications in a group with knowledge of IMC, and another group on consumers.
- **Calculation of metrics:** analyzing the size of the media used and its contents, studying the qualitative and quantitative effectiveness of both subjects.
- **Analysis:** In this step, the resulting metrics are used to address the three main issues of Integrated Marketing Communications.

In order to verify the value of their model, they carried out a study to measure the Integrated Marketing Communications effectiveness of full-service direct banks in Germany, taking the top six banks' market share.

For the media dimension, they used twelve points grouped in five different categories; for the content dimension, the items were analyzed and clustered into four categories as listed below:

- Brand touch points:
  - Mass Media: printed advertising, flyers, TV commercials, radio spots;
  - Website: online website
  - Internet: online banners
  - Personalized: e-mail newsletters, direct mailing, direct phone;
  - Non Paid: recommendations by friends; editorial articles
- Brand Content:
  - Visuals: 6 items (i.e. celebrities, visual objects,)
  - Claims: 5 items (i.e. 'Your money can do more')
  - Colors: 6 items (i.e. red, white, green,)
  - Consumer: 4 items (i.e. free account, favorable,)

The items were asked using a seven-point Likert scale, and the survey was done online to approximately 4,700 volunteer students from the

German Pforzheim University; there were 368 valid answers.

In obtaining the metrics calculation, Reinold and Tropp proposed the **Brand Touch Point Effectiveness** as the multiplication of "Brand Touch Point Recall (BTPR) by the qualitative Brand Touch Point Involvement Factor (BTPIF). The BTPR is the sum of all aided recalls of each touch point that were noted by the participants in the survey. The BTPIF is the average involvement value that was gauged for each cluster that the brand touch point is assigned to. Each brand touch point's recall is weighed by its average involvement" (Reinold and Tropp, 2012).

$$BTPE = BTPR \times BTPIF$$

In establishing content dimension metrics, **Brand Content Effectiveness** Quantitative Brand Content Recall (BCR) is multiplied by the qualitative Brand Content Uniqueness (BCU). "The BCR is the sum of all aided recalls of each content item that was noted by the participants in the survey. The BCU is represented in this tool by the average Chi-Squared distance of an item to all other items assessed, measured by dual scaling" (Reinold and Tropp, 2012).

$$BCE = BCR \times BCU$$

Finally, **Integrated Marketing Communications** effectiveness is a result of the multiplication of total Brand Touch Point Effectiveness and total Brand Content Effectiveness.

$$IMC\ Effectiveness = BTPE \times BCE$$

The model was validated by asking a group of twenty marketing students to rate the communications quality of the six brands analyzed.

Despite the limitations of the model because of the theoretical foundation not being settled, and because of not having taken into account all the communication tools, this model happens to be one of the most relevant in measuring the impact of IMC on consumers, and is a reference to the empirical research of our thesis.

1.3.2.3 SERIC, GIL-SAURA, OZRETIC-DOSEN

One of the more recent studies with greater involvement in the development of this thesis is the one realized by Maja Seric, Irene Gil and Durdana Ozretic-Dorsen (2014), on the impact of IMC in the **hotel industry**.

Such research makes an empirical study on hotels and compares the Integrated Marketing Communications implementation and impact on Croatian and Italian hotels. It is, therefore, relevant to compare the level of implementation of Integrated Marketing Communications between two countries, although it is not conducted on the same company as in our research.

After reviewing 60 empirical studies on IMC, published during the period from 2000 to 2013, few studies were found that compared implementation in different countries. Only Eagle (2007) compared advertising agency professionals between the UK and New Zealand. Also, Kitchen - a co-author with Eagle in said article, - studied the IMC implementation in Korea, the U.S.A. and the UK, finding cultural divergences.

In this article, after reviewing different concepts for Integrated Marketing Communications, the authors provided a new definition for IMC, that suggested it as a tactical and strategic process. Three Hypotheses were proposed, as follows:

- "There are statistically significant differences in IMC implementation between Italian and Croatian hotels from the manager's point of view.

- There are statistically significant differences in IMC implementation between Italian and Croatian hotels from the guest's point of view.
- The impact of IMC on customer satisfaction is positive and significant but moderated by country of hotel location" (Seric et al. 2014).

For the empirical research, conducted in 2011, they obtained 60 hotel responses and 335 guest responses in Italy, and 38 hotel and 475 guest responses in Croatia.

In order to measure the implementation of Integrated Marketing Communications from the managers' perception, the Lee and Park scale of four dimensions was used: "unified communications for consistent message and image"; "differentiated communications to multiple customer groups"; "database-centered communications for tangible results"; and "relationship fostering communications with existing customers" (Seric et al. 2014).

When measuring the IMC **perceptions amongst guests**, only two items from the first dimension were used: (1) communications tools and channels consistency, and (2) brand image consistency. The researchers understood that the customers could easily evaluate those aspects. Satisfaction was measured with only one item.

To validate the first and second hypotheses, they used the Kolmogorov-Smirnov test to check the normality of the data distribution. Since results showed it was not normal in either case, they used the Mann-Whitney U test. A partial least square (PLS) approach was used in the third hypothesis, and in order to examine the relationship between IMC and satisfaction, they analyzed the scale construct validity with cross loadings analysis and Average Variance Extracted (AVE), Cronbach's alpha, and Composite Reliability (CR).

From the **managers' perspective**, results showed a high degree of IMC implementation in high-quality hotels in both countries. Guests in Croatian

hotels perceived all the IMC aspects better than Italian guests. On the contrary, hotels managers in Italy showed better results than Croatian managers. (Seric et al. 2014).

The implication of this research "indicates that Integrated Marketing Communications is a predictor of customer satisfaction" (Seric et al. 2014), but further studies need to be done to analyze the customer's point of view as pertaining to the IMC implementation.

1.3.2.4 MIREMADI ET AL.

Although most studies and publications regarding the IMC are developed in countries such as the U.S.A., the U.K., and some Asian countries, it is a remarkable study among the financial institutions of Iran measuring the effectiveness of IMC on consumers (Miremadi et al., 2013).

After a review of the most important publications of concept measurement, the IMC is classified into five categories with **30 different indexes**:

- Advertising: 8 indexes
- Direct marketing: 4 indexes
- Sales promotion: 7 indexes
- Public relation: 8 indexes
- And personal selling: 3 indexes

All the questions had a five-point Likert scale (Miremadi et al., 2013).

The reliability of the questionnaire was examined with the Cronbach alpha; the Kruskal-Wallis test and Mann-Whitney test were done in order to compare the different towns of Tehran, Esfahan and Mashhad, where this research was conducted. A Friedman test was used to rank the five factors, illustrating the importance of advertising over other items (Miremadi et al., 2013).

This study offers an interesting perspective of measuring the effectiveness of IMC on consumers that could be developed in future researches

TABLE 4: STUDIES ON CONSUMERS

Year	Author	Tittle	Focus of study	Objective	Metodology	Analysis system	Data Source	Country
2003	Peltier, James; Schinbrowsky, John; Schultz, Don	Interactive integrated marketing communication: combining the power of IMC, the new media and database marketing	Interactive Integrated Marketing Communications process Model	Conceptualize a model that relates the use of information gathered about the customer and the creation of an interactive campaign IMC	Case Study with an energy conservation organisation	Self-administered questionnaire. Cluster Analysis. discriminant analysis.	1297 homeowners in the state of Wisconsin	USA
2009	Wang, Yu-Ju; Wu, Chihkang; Yuan, Jingxue	The Role of Integrated Marketing Communications (IMC) on Heritage Destination Visitations	Marketing communications tools	Relationship beteween Public Relation, Advertisement and Direct Sales and social and demographic caracteristics of tourist	Survey conducted at street. Self-Administered questionnaire	Descriptive analysis. Anova	197 visitors of popular heritage township at Lukang	Taiwan
2010	Von Freymann; Jeffrey, W.	An IMC Process Framework for a Communications-Based Services Marketing Model	Menssage	Show Seniors managers to consider the Integrated Marketing Communications brand menssage in the first step	Case Study. Survey	Descriptive analysis. Anova and Chi-cuadrado	274 consumers of supermarkets. Charlotte. North Caroline	USA
2012	Reinold, T.; Tropp. J.	Integrated marketing communications: How can we measure its effectiveness?	Measure effectiveness of Integrated Marketing Communications	Model for measuring Integrated Marketing Communications in six direct Bank	Three steps: Survey, Calculation of metrics, and Analysis. Validate with 20 marketing students	Conrrespondece analysis. Cronbach's alpha	368 questionnaires in undergraduated students	Germany
2013	Seric, Maja; Gil-Saura, Irene; Ozretic-Dosen, Durdana	Insights on integrated marketing communications: implementation and impact in hotel companies	Insights on Integrated Marketing Communications	Implementation of Integrated Marketing Communications in Italian and Croatian Hotels	Survey. Two structured questionnaires one for hotels managers and other for guests	Kolmogorov-Smirnov test. Partial Least Square. Average Variance Extracted	60 hotels 335 guests in Italy. 38 hotels 475 guests in Croatia	Italy and Croatia
2013	Miremadi, Alireza	Measuring Effectiveness of Integrated Marketing Communications Tools in Iranian Financial Institution	important attributes of Integrated Marketing Communications	Better understanding of Integrated Marketing Communications tools on financial institutions	Survey with 5 categories and 30 items	Cronbach's alpha, Kruskal-Wallis test, Friedman test	512 regular customers simple random	Iran Three cities

Source: designed by the researcher

1.3.3 MODELS APPLICATIONS AND EXPERIMENTS

1.3.3.1 DUNCAN AND MORIARTY

One of the most interesting proposals is that done by Duncan and Moriarty (1997) in their book published under the title: "Driving Brand Value: Using Integrated Marketing To Manage Profitable Stakeholder Relationships ", and the subsequent publication of an article in 1998 titled: "A Communication-based Marketing Model for Managing Relationships".

The book shows managers which processes need to use Integrated Marketing Communications, through case studies of different firms. The authors propose a **mini-audit based on the five strategic elements** for successful integration: Organizational Infrastructure, Interactivity, Mission Marketing, Strategic Consistency and Planning and Evaluating. Said audit assists the managers to design and assess areas of integration strengths and weaknesses.

According to Reid, who used this study for the research and which we referred to in the previous section, the basis for Duncan and Moriarty's mini-audit is the premise that there are 10 main elements or drivers of the brand relationship, and they are divided into 3 categories. The first one focuses on the stakeholders, and not only in relation to the customers; the second one pertains to the process dimensions, including the strategic consistency; the last one analyzes organizational elements as competencies, and working with an integrated agency (Reid, 2005).

The mini-audit designed by Duncan and Moriarty was composed of **20 questions divided into five groups**, which we detail in the next table:

TABLE 5: MINI-AUDIT DUNCAN AND MORIARTY

Organizational Infrastructure
In our company, the process of managing brand/company reputation and building stakeholder relationships is a cross-functional responsibility that

includes departments besides marketing, such as production, operations, finance, human resources, etc.
The people managing our communication programs have a good understanding of the strengths and weaknesses of all major marketing communication tools, such as direct response, PR sales promotion, advertising, and packaging.
We do a good job of internal marketing, informing all areas of the organization about our objectives and marketing programs.
Our major communication agencies have at least monthly contact with each other regarding our communication programs and activities.

Porposeful Interactivity
Our mean plan is a strategic balance between mass mean and one-to-one mean.
Special programs are in place to facilitate customer inquiries and complaints.
In our databases we capture customer inquiries, complaints, compliments, offers,, and sales behavior (e.g., trial, repeat, frequency of purchase).
Our customer databases are easily accessible (internally) and user friendly.

Mission Marketing
Our organization's mission is a key consideration in our communication planning.
Our mission provides an additional reason for customers and other key stakeholders to believe our messages and support our company.
Our corporate philanthropic efforts are concentrated in one specific area or program.

Planning and Evaluating
A SWOT analysis is used to determine the strengths and opportunities we can leverage, and the weaknesses and threats we need to address, in our marketing communication planning.
We use a zero-based approach in marketing communication planning.
When doing annual marketing communication planning, first priority is given to fully utilizing intrinsic brand contact points before investing in creating new brand contact points.
Our company uses some type of tracking study to evaluate the strength of our relationships with customers and other key stakeholder groups.
Our marketing strategies maximize the unique strengths of the various marketing communication tools.
The overall objective of our marketing communication program is to create and nourish profitable relationships with customers and other stakeholders by strategically controlling or influencing all messages sent to these groups and encouraging purposeful dialogue with them.

by strategically controlling or influencing all messages sent to these groups and encouraging purposeful dialogue with them.

Source: designed by the researcher from Ducan and Moriarty

As we mentioned in the studies on industry professionals, this study was used by Reid (2005) as well as other authors, and it laid the foundation for the article by the same authors in 1998 in developing a communication-based model for customer relations.

After a review of the fourth P, they analyzed the communication perspective, and the points of interest with customers, and with an integration perspective broadened the focus of communication, which was not only directed to consumers, but to all those who had contacted the firm, their stakeholders.

Finally, they proposed that interactive communication has **three levels: corporate, marketing, and marketing communications**, in order to lead the brand value to interact with customers and other stakeholders, and generate brand value. The best way to understand the model is via the following chart (Duncan and Moriarty, 1998).

CHART 6: COMMUNICATIONS-BASED MODEL BY DUNCAN AND MORIARTY
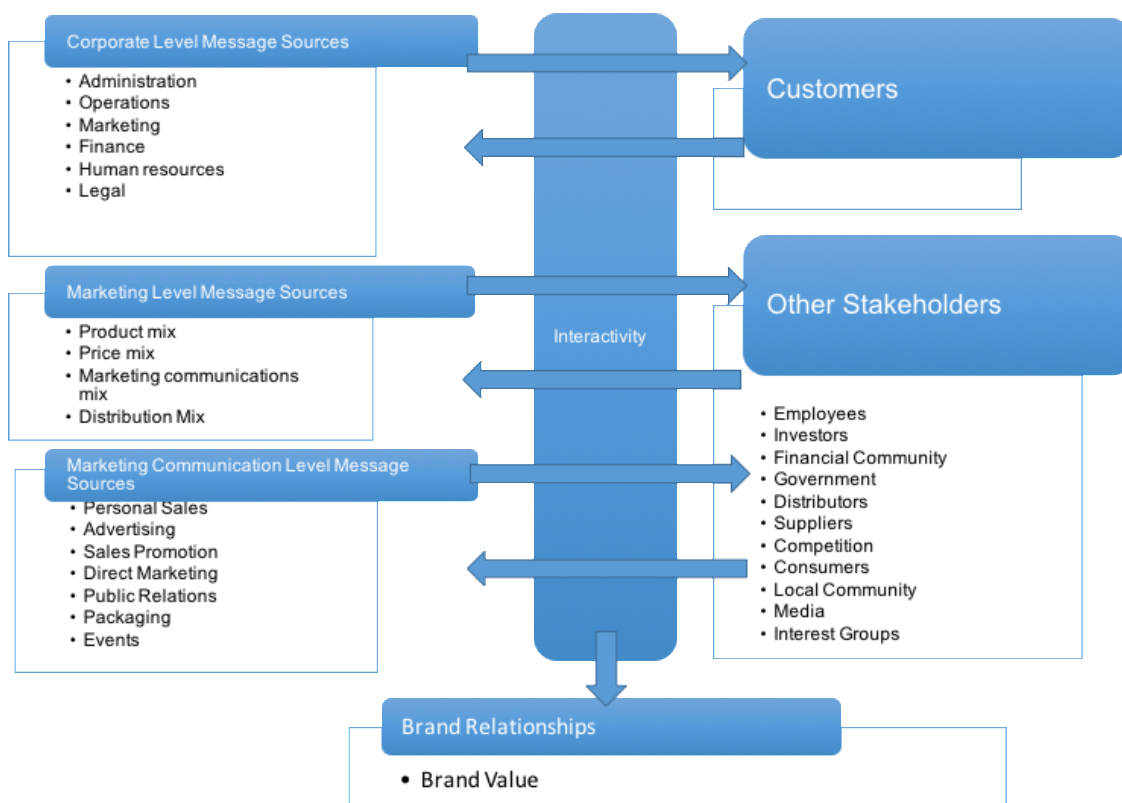
Source: Ducan and Moriarty 1998

The simplicity of the model, and the fact that it is one of the first to integrate all the communication concepts and value creation, make it one of the most relevant publications on marketing and communication. This shall serve future researchers in pursuing this subject further.

1.3.3.2 SCHULTZ

In the paper "*IMC measurement: the challenges of an interactive Marketplace*" (Schultz, 2011), we found a review of the development of Integrated Marketing Communications and **different models of measurement**. The author also focused on the question he considered the most important: from his viewpoint, the value of marketing communications should be determined, and he finished the article with a proposal for an agenda of IMC measurement.

Schultz goes over different measurement models of marketing

communication, beginning with the Hierarchy of Effects model proposed by Lavidge and Steiner in 1961, with a linear development of the consumers' convictions which are shaped from knowledge and preference (Schultz, 2011).

The financial returns to the organization, based on different metrics as where dollars are omited for marketing purposes, but they are reinstated for sales and profits, is the most relevant method for the majority of the firms. Other methods, such as **Marketing Mix Analysis** (MMA), are considered sophisticated since they're based on algorithms, but make them difficult to use and describe (Schultz, 2011).

Another model reviewed in Schultz's study is the Customer Based Financial Value. This is the multiplication of penetration, buying rate, share of purchase and margin, that gives value to the brand.

All the methods analyzed have advantages and disadvantages, but all of them assume that customers only receive the communications from the organization, omitting that today interactivity and communication is not lineal (Schultz, 2011).

Finally, the author explains the **Brand Relationship Value Triangle** model, developed for the New Zealand wine industry (Brodie, Glynn and Schultz, 2011).

This triangle has the brand in the middle as the central element, with the consumers, customers and stakeholders in the top apex; the employees and the company compose the other vertex. External communication is among company and stakeholders; internal communication is among employees and company; finally, there is the interaction among emplyees and stakeholders, which is always a two-way communication.

CHART 7: BRAND RELATIONSHIP VALUE TRIANGLE

Source: Schultz, 2011

1.3.3.3 DELGADO-BALLESTER ET AL.

Reviewing the literature on IMC research, we encounter a study based on experiments aimed at demonstrating **strategic consistency**, where a brand of soda was used, and we feature it herein.

Navarro, Sicila and Delgado have published several articles on the basis of that investigation, amongst which we review the one titled "Revitalising brands through communication messages: the role of brand familiarity" (2012).

This is the first study that discusses strategic brand management, analyzing brand familiarity with Integrated Marketing Communications. Here, he emphasizes that effectiveness of consistency is the most

recommended approach to ensure improving the image (Navarro et al., 2012).

This article explains how the experiment was conducted. First, participants in the study were exposed to an advertisement. Two days later, half of the sample assessed a sponsorship action of the integrated communication campaign, and the second half of the sample participated in a sponsorship activity not integrated with the campaign seen the first day. After this second exposure, processing dependent variables, such as attitudes and memory, were measured. An analysis of the mean variance of responses from different experimental conditions was compared on the second day.

The first finding showed that different brands require different ways of communicating in order to build brand equity. Pertaining to brand management, the research demonstrated the requirement to select a general brand concept that may serve as a guiandance for the brand image with unified criteria. Finally, the study offers evidence for the developing IMC campaigns and how they can be integrated into different options of communication. (Navarro et al., 2012).

Finalizing this section, we have featured other studies reflecting the variation between countries where research is being done, from the U.S.A., to Romania and Ethiopia. Different methodologies are featured as well, such as reviews on the use of literature that were conducted by Ewing (2009), the Delphi study by Kerr (2009), and surveys conducted analyzing the contribution of IMC in a trade show campaign by Tafesse and Korneliussen (2013).

TABLE 6: MODELS APPLICATIONS AND EXPERIMENTS

Year	Author	Tittle	Focus of study	Objective	Metodologhy	Country
1997	Duncan, Thomas ; Moriarty, Sandra	Driving brand value: Using integrated marketing to manage profitable stakeholder relationships	Miniaudit, diagnostic tool	Tool to diagnostic the strength and weakness of integration marketing communicactions	Case Studies	USA
1998	Duncan, Tom and Moriarty Sandra	A communication-based marketing model for managing relationships	Communication-based marketing model	Communication-based marketing model	Based on a previous book	USA
2009	Ewing,Michael T.	Integrated marketing communications measurement and evaluation	Areas of Integrated Marketing Communications	Identiy 5 areas of Integrated Marketing Communications measurement	Literature review	Australia
2009	Kerr,Gayle	Apples, oranges and fruit salad: A Delphi study of the IMC educational mix	Education of Integrated Marketing Communications	Analyze the teaching, research and curriculum development issues and the future for the Integrated Marketing Communications education	Delphi study	Australia
2009	Navarro Bailón, María Ángeles; Ballester,Elena Delgado; Piñero, María Sicilia	Efectos de la comunicación integrada de marketing a través de la consistencia estratégica: una propuesta teórica y metodológica	Efects of integrated campaign on consumers assessments	Demonstrate that consumers processes more information and it will be better in an integrated campaign	Experiment with students	Spain
2011	Schultz, Don E	IMC measurement: the challenges of an interactive marketplace	Review of Integrated Marketing Communications meassurement	New challenges of interactive communication	Literature review	USA
2012	Mihart, Camelia	Impact of integrated marketing communication on consumer behaviour: Effects on consumer decision-making process	Consumer Behaviour	Identify models of comsumer behaviour and the influence of Integrated Marketing Communications on Consumer Decission-Making Process	Literature review	Romania
2012	Delgado-Ballester,Elena; Navarro,Angeles; Sicilia,Maria	Revitalising brands through communication messages: the role of brand familiarity	Impact on Brand knowledge structure	Effectiviness of consistency among messages depends on brand familiarity	194 subjects participated in an experiment	Spain
2013	Tafesse, Wondwesen; Korneliussen, Tor	Examining the effect of using multiple media tools on the marketing performance of organizations in a trade campaign environment	Contribution of Integrated Marketing Communications in a trade show campaign	Using multiple media tools for the trade show campaign purposes led to higher level of marketing performance	65 questionaries of participants on Addis Chamber International Trade Fair	Ethiopia

Source: designed by the researcher

1.3.4 Coca-Cola Integrated Marketing Communications Model

Coca-Cola Spain is a service company to support franchised bottlers, nowadays merger in one enterprise Coca-Cola Iberian Partners, 100% Spanish capital, therefore, most of the activities of the company focus on marketing. Coca-Cola Spain (service and Soft Drinks SL) is a subsidiary of The Coca-Cola Company for over half a century in our country with the headquarters in Madrid.

The Iberian Division, which brings together Spain and Portugal, is among the six largest in the world and generates, according to financial sources, 5% of the profits of The Coca-Cola Company with sales of more than 2,600 million euros per year. Iberia Group is the seventh Coca-Cola company with the highest per capita consumption after Mexico, Chile, United States, Australia and Argentina, and the first one in the European Union.

In the previous research "De la Comunicación Integrada de Marketing a medios Propios, Ganados, Compartidos y Pagados" (Suay, 2013), Mr. Ismael Pascual, IMC Manager at Coca-Cola Spain, was interviewed to obtain information about how Coca-Cola company implement Integrated Marketing Communications.

In that case we used a semi structured questionnaire with 3 parts:

- the first one focus on marketing structure,
- the second one on the strategy and methodology,
- the third part in the mean tools used to implemented the marketing strategy.

 In the Annex 1 you can find the questionnaire used and for this Thesis we reproduce the most relevant of this interview made in August 2013.

1.3.4.1 MARKETING STRUCTURE

The organizational structure of the Coca-Cola company was prepared by

the researcher from the interview with Mr. Pascual as follow in the next organization chart.

CHART 8: ORGANITATIONAL CHART COCA-COLA IN SPAIN.
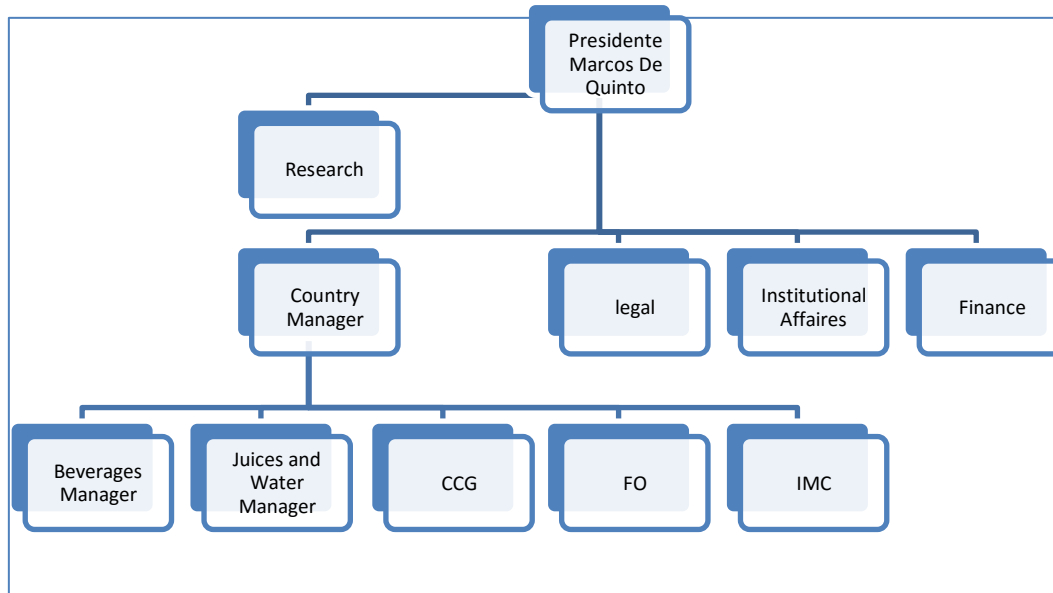
Source: designed by the researcher with the interview information

Mr. Marcos de Quinto was the President of Coca-Cola Iberia in charge of the structure and operations for over 14 years and the person responsible for the marketing implementation so the success of the company in Spain allowed Mr. de Quinto to be the Executive Vice President and Chief Marketing Officer of The Coca-Cola Company at Atlanta on January 2015.

The President has under its structure, on one hand, different departments: Legal, Corporate Affairs and Finance, together with a support area called Research in charge of marketing reports and metrics. On the other hand, it has the other main structure composed of a Country Manager or CEO who assumes the responsibilities of marketing, sales and business and reports directly to the President.

Below the Country Manager or CEO there are:

- two marketing managers for different business units: soft drink. and fruit juices and water.

- two sales service units: GCC national accounts and FO Franchise Operation: Accounts for traditional food channels and atomized channels.
- finally, a marketing area service called Integrated Marketing Communication whose director is Mr. Pascual, IMC Manager at Coca-Cola Spain.

The IMC department has the functional structure as follows:

- strategy and creativity: from the briefing to the creative idea.
- connections: evolution of the classic mean department, which integrates ESPO (Owned, Earned, Shared, Paid) Mean.
- content: to generate all the communication content.
- digital: reports to Content and Connections.

In the practice, there's no separation lines and they work in multidisciplinary teams. 4 groups of 4 people each one sharing the same table, formed by a person of each area content, digital, connections, led by the person of strategy. Each group is responsible for a specific communication projects.

1.3.4.2 STRATEGY AND METHODOLOGY

In a second part of the interview we focused on the methodology used in the company for Integrated Marketing Communications. We concluded the Director leads the marketing strategy and focuses on the P & L Profit and Loss account of each of the brands. Subsequently, the project designs a briefing communication to the IMC department to develop and execute it. IMC manages all brand communication projects and some transversal projects. When working on a cross communication project, brands are only tools and the goal can be much more global. Transversal projects are decided in the Chief Committee and working within a business plan in this order: first the strategy, in second place the P & L and at least creative idea is decided. The strategy and P & L report directly to the President of

the company.

The company research is carried through own Research Department, which supported by specialized companies. In recent years, the department has focused on psychographic analysis of consumer rather than demographic profiles.

A new relationship with consumers and agencies that has developed Coca-Cola Global in the USA and that is an evolution from the TV centri (all centered on television) to a new model called "Liquid and Linked" where the ideas can flow between all the participants and linked, attached to the idea, the strategy and the business.

Once the briefing arrives to the IMC department it starts working the strategy and this leads to the creative idea, which is considered as important as the strategy itself. After the strategy and creative idea are approved by the Communications Committee formed by the IMC Manager, the President, the Country Manager, the two division Managers (beverages and water and juices) and Institutional Affairs Manager, and the IMC team start working on the selection of mean equipment Connections focusing on impacts rather than on the concrete mean. In parallel, the team begins work Content, all supported by Digital.

It is a model of multidisciplinary rather than a linear model of equipment phases.

CHART 9 WORKING MODEL FOR COMMUNICATION PROJECTS AT COCA-COLA SPAIN.
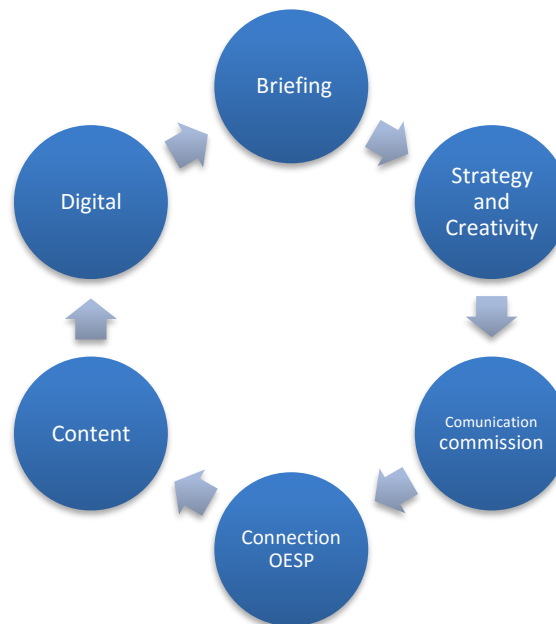
Source: designed by the researcher from interview with Mr. Pascual

1.3.4.3 MEDIA TOOLS TO IMPLEMENTED THE MARKETING STRATEGY

The Coca-Cola Spain organizational structure is focused entirely on marketing under the leadership of its president. The first evidence of this is the terminology used and the creation of the Integrated Marketing Communication Department.

The structural changes made to projects by teams, rather than by a functional or linear approach, give even more structure to a fully focused Integrated Marketing Communications model. The working methodology is totally focused on strategy integrating all the communications, whether brand, corporate, or cross.

Finally, the use of the technological supported programs such as ERP's and CRM's allow them to communicate effectively with their customers and classify the different types of consumers as High Users to achieve business objectives.

Not only is Coca-Cola Spain's structure and work methodology unique, but also their way of organizing communication tools is even more so. Aided by the media company Carat, Coca-Cola has a new way of organizing their media tools, as detailed below:

- Owned: packaging, delivery trucks, digital windows, Twitter accounts, Facebook page, corporate website, etc.

- Earned: sending people to people; people who basically see and share the entire flow in social media.

- Shared: with media companies, customers, and employers. In this case, the measurement is more complex and sometimes considered as Owned or Earned media.

- Paid: conventional media, such as television commercials, radio, newspapers, magazines, cinema, outdoor advertising, Internet advertising.

How to measure investments in advertising has been modified and now they estimate all impacts on a complete dashboard, including sentiment data or positive and/or negative sentiment content. Consequently, they do not focus so much on GRPs, but rather on impacts.

1.4 BEVERAGE MARKET: THE U.S.A. AND SPAIN

In this section we shall analyze **the beverage market in the U.S.A and in Spain** and in the next section, we shall delve into the **competition between Coke and Peps**i. The purpose of this analysis is **to emphasize the importance of this industry within the field of marketing**. A series of data is presented regarding how the market functions, which brands and companies are the leaders, and especially why this market has become one of the most important sectors as it relates to marketing worldwide.

Despite the lack of academic studies on the soft drink market and the investments in marketing in general, there are some studies that suggest that marketing investments only have some influence on demand. However, the reality is that this market is heavily imposed with investments.

A study conducted by Henry W. Kinnucan about the effects of advertising on U.S. non-alcoholic beverage demand suggested that advertising has no effect on the demand for non-alcoholic beverages taken as a group (Kinnucan, 2001). However, this hypothesis is firmly rejected by the soft drink firms that invest large amounts of money in marketing.

It is difficult to access data regarding overall expenditures in marketing and advertising in this industry; Investment outlay measurement systems themselves do not consider the total expenditures in marketing, and we must refer to the data provided by the companies, such as Coca-Cola, which spends more than 15% of sales in marketing expenses.

The four companies analyzed in the table below by **themselves invest nearly 35 billion dollars total in marketing worldwide**, which represents an average of 26% of their sales. These large investments are a reflection of the importance of marketing and communication for the beverage

industry, contrary to what other studies have mentioned

TABLE 7: MARKETING EXPENSES IN 2015 MAJOR BEVERAGE FIRMS

Company	Marketing expenses	Total revenue	% of total revenue
The Coca-Cola Company	6.8	44.294	15.4%
PepsiCo Inc.	3.9	63.056	6.2%
Dr Pepper Snapple Group Inc.	3.8	6.282	61.2%
Nestlé S.A.	20.3	89.772	22.6%

Source: Designed by researcher with data of the respective2015 financial repports

1.4.1 BEVERAGE MARKET IN THE U.S. A.

The contribution to the U.S. economy, by a specific sector such as the beverages industry, is complex to assess. The *American Beverage Association* states that the non-alcoholic beverage industry plays an important role in the U.S. economy, **with an impact of more than $169 billion in total revenues, and nearly 240,000 jobs**. The beverge companies bring to market hundreds of brands. They include: regular and diet soft drinks; bottled water and water beverages; 100 percent juice drinks and other juice drinks; sports drinks; energy drinks; and ready-to-drink teas.

Additionaly, *Market Realist,* the leading provider of institutional-quality investment research and analytics, reported that the global soft drink market is led by carbonated soft drinks or CSDs, having a market size of $337.8 billion in 2013.

Regardless of the data provided by the industry or by the companies' market analysis, what matters is that we are facing a market with a significant importance in the developed countries' global economy, whose brands have become part of the consumer's everyday lifestyle.

In the U.S.A., the market for soft drinks LRB, (Liquid Refreshment

Beverages), is comprised of the following categories:

- CSD, Carbonated Soft Drinks: soft drinks, including energy drinks;
- Ready-to-drink tea and coffee;
- Bottled water and sports drinks.

According to data from *Beverage Digest*, a division of *Zenith International, a* consulting firm that specializes in food and beverage, the volume of the beverage market in the United States increased 2.2% in 2014, compared to a 0.1% decrease in 2013.

Growth in 2014 was mainly driven by the *still beverage* (noncarbonated) segment, while soft drinks (CSDs) have experienced a particularly low growth in recent years. Nevertheless, CSDs still represent the largest segment in the market for non-alcoholic beverage. According to the data for 2014 from *Beverage Marketing Corporation*, the four major brands in the soft drinks and beverages market in the U.S.A., as determined by sales volume, were carbonated soft drinks.

CHART 10: Top Ten Liquid Refreshment Brands in the USA
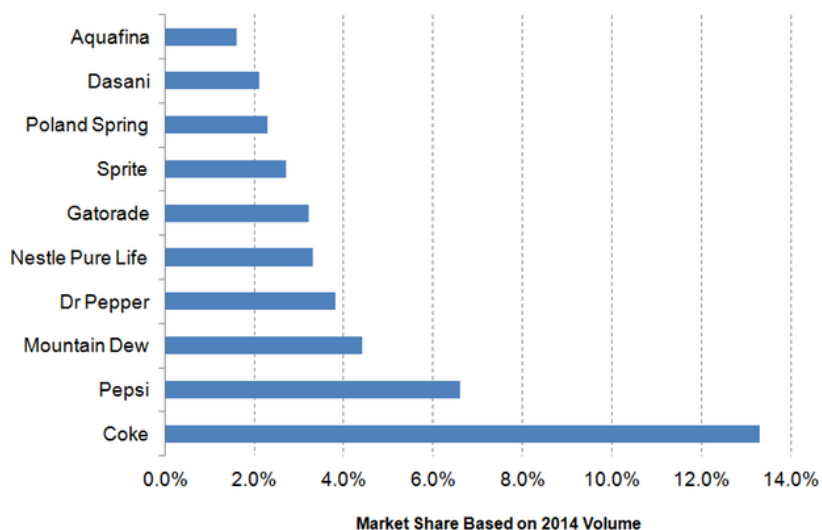
Source: Market Realist with data from Beverage Marketing Corporation

As we can see in the chart above pertaining to market share by brand,

Coke is the brand with the highest market share, with about 14%, followed by Pepsi with just over 6%. All other brands fail to obtain a market share of 5% individually, illustrating that the overall market is quite fragmented, except for the two major soft drink companies: The Coca-Cola Company and PepsiCo.

According to *Beverage Digest*, **The Coca-Cola Company and PepsiCo - the two soft drink giants - jointly accounted for 59% of the market volume** of U.S. Liquid Refreshment Beverages (LRB) in 2014, with a 69.8% market share of carbonated soft drinks (CSD), when adding all the different brands and beverages they owned.

CHART 11: MAKRKET SHARE FOR COKE+ PEPSI IN LRB AND CSD
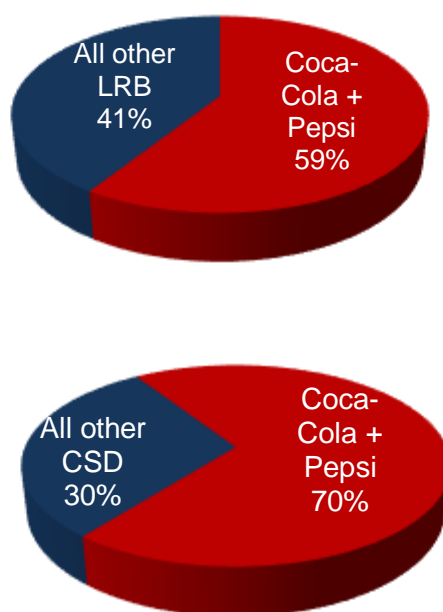
Source: designed by the researcher with data of Beverage Digest

When only data on carbonated drinks is taken into consideration, the two main companies – Coke and Pepsi – had poorer results in 2014 for market brand share and company growth.

Regarding brands, despite Coca-Cola's and PepsiCo's efforts in innovation and marketing, the main ensigns of soft drinks presented a

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decrease in sales volume: Coke, -2.4%, and Pepsi, -2.9%, being far surpassed by their own noncarbonated soft drinks, such as Gatorade, which had an increase of +3.5%, or Dasani, with an increase of + 8.2%.

With regards to carbonated (sparkling beverage) and noncarbonated (still beverage) beverages growth, Coca-Cola increased the sales volume of its carbonated drinks by only 1.0%, while non-carbonated beverages (bottled water, ready-to-drink coffee and tea, and sports drinks) increased by 5.0%.

CHART 12: NONALCOHOLIC BEVERAGES. GROWTH BY CATEGORY

Nonalcoholic Beverages: Volume Growth by Category (2015)
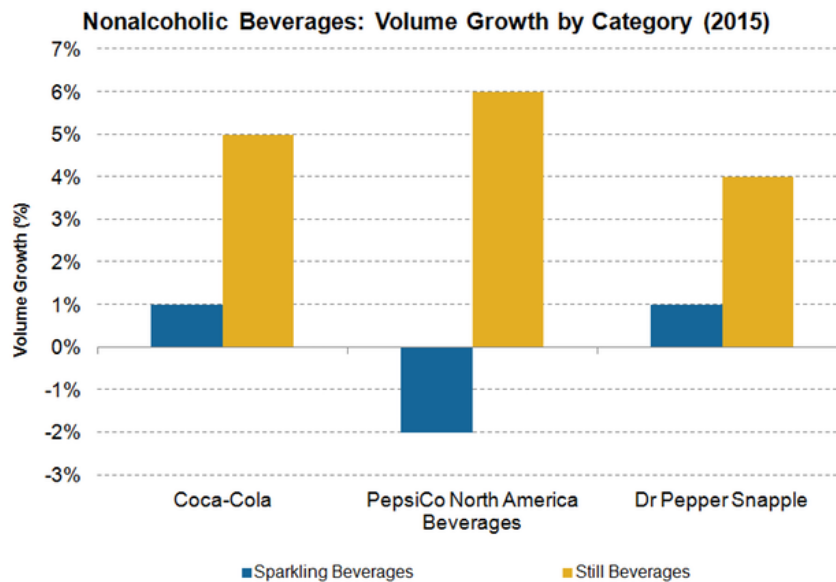
Source: Market Realist with data from Company Financials

PepsiCo, meanwhile, recorded a decline of 2.0% in carbonated drinks sales. On the other hand, their non-carbonated beverages grew about 6.0%, driven by Gatorade, Lipton, and their different bottled water brands.

The market trend seems to be clear: consumers are replacing carbonated beverages by other types of drinks, such as water, tea or coffee, and non-carbonated beverages in general. Coca-Cola and PepsiCo are aware of this shift; consequently, they are launching new brands in hopes of recouperating the loss in market share that carbonate beverages

occupied.

According to Sharon Bailey, an analyst during the last ten years for Market Realist, the decline in corporate soft drink earnings has been influenced by several factors:

- The slowdown in sales volume in the carbonated drinks category, caused by changes in consumer preferences. This is seen somewhat in the 'light' category, but even more so in the 'sugary' category;
- Poor macroeconomic conditions (the international economic recession);
- Competition from new product categories, such as energy drinks, sports drinks, and ready to drink coffees and teas.

Additionaly, revenues of the two giants - Coca-Cola and PepsiCo - were significantly affected in 2015 by the poor progress of the forex market's poor performance, due to its high exposure to international operations; both had an extensive presence in more than 200 countries.

CHART 13: NONALCOHOLIC BEVERGE. REVENUE GROWTH 2006-2015

Source: Market Realist with data from Company Financials

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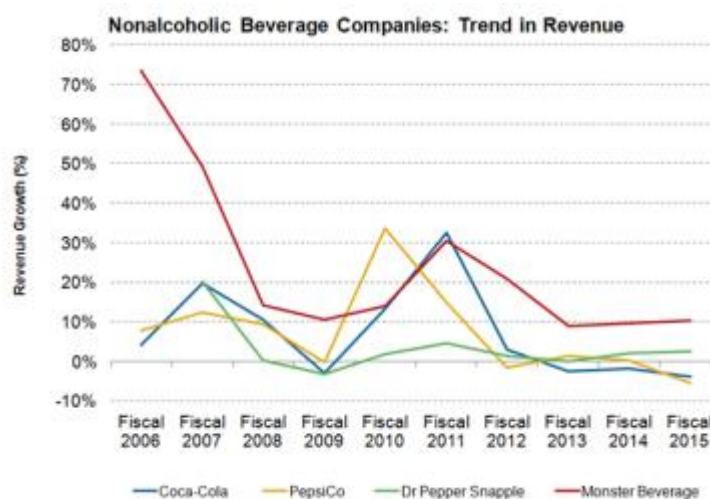
Both The Coca-Cola Company and PepsiCo had a difficult year in 2015. They were affected by the strength of the dollar, as Coca-Cola receives 54% of their revenue from international sales, and PepsiCo 44%; adding to their pain was the the already-mentioned drop in the consumption of carbonated beverages.

Coca-Cola's revenues fell 3.7% in 2015, to $44.3 billion, marking the third consecutive yearly decline (1.8% in 2014 and 2.4% in 2013). PepsiCo's revenues fell 5.4%, to $63.1 billion in 2015.

Despite this trend change in beverage consumption, along with the poor economical results of the two largest companies, the market for non-alcoholic beverages is still dominated by these two giants. This is seen in the following chart, containing 2014 data from Beverage Digest. Coke leads in market share based on volume with 34%; Pepsi follows with 25%; Nestle, the large multinational food entity, is in a distant third place, with a market share of only 10%.

CHART 14: US BEVERAGE MARKET SHARE
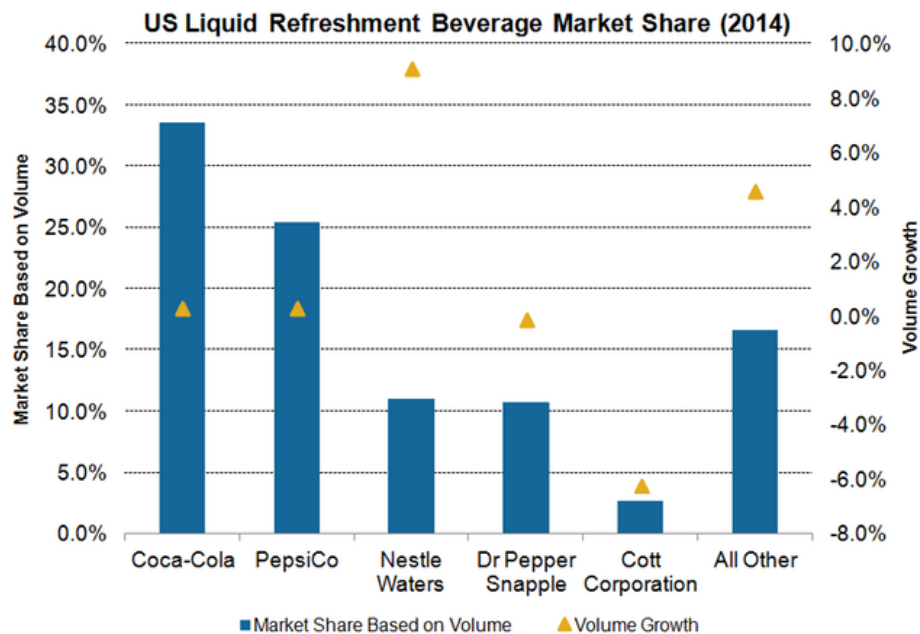
Source: Market Realist with data from Beverage Digest

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1.4.2 BEVERAGE MARKET IN SPAIN

The Soft Drinks Association (ANFABRA) is the business organization representing this industry in Spain. All of its associates, including The Coca-Cola Company, PepsiCo, and Red Bull, generate 12 billion euros in revenue. This accounts for 1.4% of the Spanish Gross Domestic Product (GDP), employing more than 8,000 workers directly, and up to 64,000 if indirect jobs are also included.

Soft drink production in Spain is around **5 billion liters per year, with more than 37 million consumers, in about 13.5 million households**. Some of the keys factors in connecting with the consumer are their breadth of offerings, a range of 2,000 references, and high investments in marketing.

TABLE 8: SPANISH SECTOR DATA AT THE END OF 2014

TOTAL TURNOVER	12.573 MILLION EUROS
Direct	5.171 m. euros
Indirect	7.402 m. euros
PRODUCTION	4.600 m. litres/year
TOTAL EMPLOYMENT	64.220 jobs
Direct Employment	8.417
Indirect Employment	55.803
Induced Employment	303.540
CONTRIBUTION TO GDP	1,4%
TOTAL OF HOUSEHOLDS CONSUMING SOFT DRINKS	13.465.000
TOTAL OF CONSUMERS	37.082.000
ESTABLISHMENTS THAT SELL SOFT DRINKS (HORECA)	253.211
DIVERSITY OF PRODUCTS	2.000 references y 500 flavors
ANNUAL RELEASES	150

Source: ANFABRA

Spain has also seen an increase in the demand for noncarbonated soft drinks, albeit more modest than in the U.S.A. These drinks are consumed

frequently by 16% of the respondents, and 39% consume them occasionally, according to the "Study of Consumption Habits of Soft Drinks in Spain" made by IESE. On the other hand, there has been an increase in diet soda consumption: 10% for regular consumers, and 25% for occasional consumers, which is in contrast with the U.S. market,

The downward trend in consumption for carbonated drinks has continued since 2015. Of the total soft drink production in 2015, 18% were non-carbonated, which nearly doubles the figure of 10% reached in 2005. Included this category, tea production increased 13% and sports drinks 12%, accounting for 3.8% and 6.2% respectively of the total soft drink production. Energy drinks also remain on the upside, with a rise of more than 5%, which already account for 2.2% of the production.

In contrast with the U.S. market, the soft drinks sector is growing strongly in Spain. Pepsi reached a net turnover of 376.1 million euros in 2014, representing a 28% increase over the 291 million in 2013.

Coca Cola Iberian Partners, the bottling company in Spain, also grew strongly, closing the 2014 year with operating profits of 311 million euros, which was 46.8% more than the previous year. Its sales this year were 3.01 billion euros, just 0.2% less than the previous year. Coca-Cola's market position remains stable, despite the negative image and campaigns against the brand.

Although the Coca-Cola Company and other manufacturers recorded negative results, with declines of around 3%, **Coca-Cola is the best-selling soft drink in Spain, monopolizing same with a market share of 67.2%,** corresponding to a value of 1.213 billion euros; they sold 1.244 billion liters, representing 56.5% of the total market volume, according to data provided by IRI World Wide Group.

The private label brands rank in second place, with market shares of 13.1% in value, equivalent to 236.79 million euros, and 25.6% by volume. PepsiCo lags behind, with a turnover of 153.11 million euros, equivalent to

an 8.5% market share on revenues, and a sales volume of 215.38 million liters, representing a 9.8% market share on liters sold.

CHART 15: SPANISH BEVERAGE MARKET SHARE BY FIRM IN 2015
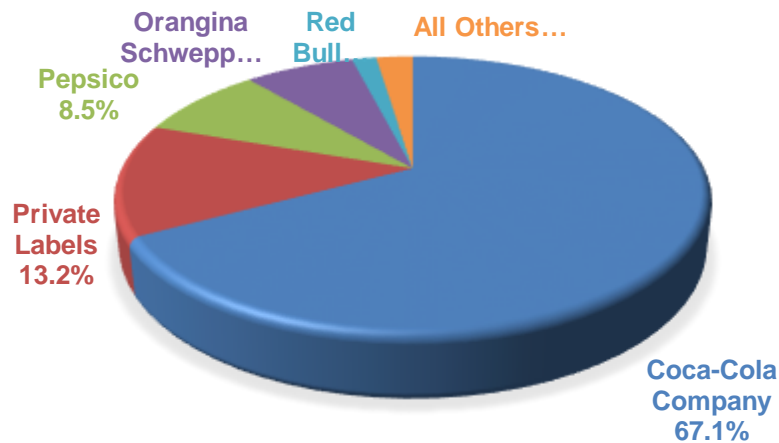
Source: Qcom with data from Iri World Wide

According to INFOADEX, an advertising control organization in Spain, neither Coca-Cola nor Pepsi - the two great soft drink flagships - were among the top 20 advertisers in Spain in 2014. However, according to the information from the press release provided by the same company, compared to 2015, Coca-Cola was one of the top 20 advertisers, with an **advertising investment of over 28 million euros**.

1.5

1.5 COCA-COLA AND PEPSI-COLA COMPETITION

1.5.1 COCA-COLA COMPANY

Coca-Cola is one of the most recognized brands worldwide, with over 100 years in existence; it has managed to remain in consumers' "top of mind" in sparkling beverages.

As the company states in its corporate financial report:

"The Coca-Cola Company is the world's largest beverage company. We own or license and market more than 500 nonalcoholic beverage brands, primarily sparkling beverages but also a variety of still beverages such as waters, enhanced waters, juices and juice drinks, ready-to-drink teas and coffees, and energy and sports drinks." (Coca-Cola 2015 Financial Report Form 10-K)

Coca-Cola owns and markets four of the world's top five nonalcoholic sparkling beverage brands: Coca-Cola, Diet Coke, Fanta and Sprite.

Coca-Cola's history began in Atlanta, U.S.A. in 1886, when John S. Pemberton, a pharmacist who wanted to create a syrup for digestion problems and that provided energy at the same time, began to sell the drink in his pharmacy. In 1891, The Coca-Cola Company was born, formed by Asa G. Candler, also a pharmacist, his brother John S. Candler, and Frank Robinson. Two years later, Coca-Cola's trademark was recorded in the Registry Office of Industrial Property in the U.S.A.

In 1897, barely eleven years after its creation in that pharmacy, Coca-Cola began its implantation outside the USA; now their products are sold in more than 200 countries.

In 1899, three Tennessee businessmen acquired the bottling rights from Asa Candler for only one dollar. Benjamin Thomas, Joseph Whitehead

and John Lupton realized something Candler did not see, that the future of Coca-Cola was a bottled drink that could be taken anywhere.

Given their success, the first cola imitations started to emerge which, together with the need for coherence in the bottles used by the different Coca-Cola bottling plants (there were already about 1,000 bottling companies), led to the creation of a distinctive bottle in 1916 with a unique figure, which could be differentiated even in the dark. Said bottle was registered in 1917.

IMAGE 1: COCA-COLA'S LOGO AND BOTTLE EVOLUTION OF

Source: Coca-Cola Company

In 1923, Robert Woodruff became president of the company and, being a marketing genius, led the expansion abroad. He introduced Coca-Cola in the Olympic Games for the first time in 1928.

In 1941, the United States entered World War II, and thousands of American citizens were sent abroad. Woodruff, to show Coca-Cola's support, mandated that "all men in uniform" could buy a Coke at cost (5 cents) and during the war, bottling plants were set up where the American armies were based. Therefore, when the peace agreement was reached, he had already laid the foundations for Coca-Cola's international expansion.

In the early 1970s, Coca-Cola's messages began to reflect a brand connected with fun, friends and good times. In 1981, Roberto Goizueta became chairman of the board, He conducted a full review of the company, and entered a plan to introduce Diet Coke or Coca-Cola Light in other countries. In just two years, Diet Coke became the first cola drink without sugar, and the second-ranked cola soda in the world, after Coca-Cola.

In 2016, The Coca-Cola Company launched a global marketing strategy and a new creative campaign, "Taste the Feeling", about the commitment to a single brand. Marcos de Quinto, Executive Vice President and Chief Marketing Officer of the company, stated: "we are a global brand for all audiences".

The Coca-Cola Company is the leading manufacturer of beverages in the world, and has high brand recognition worldwide. **As a leader, their marketing strategy is based on maintaining its competitive advantages**:

- Control of expenses;

- Diversified portfolio of brands: allowing the company to adapt to the changes in consumption and regional preferences;

- Establishment of a participatory model with customers: through shared values and search for a joint benefit.

The corporate structure of The Coca-Cola Company is organized around territorial divisions and departmental corporate responsibility areas, which in turn report to the president of the company. In turn, each territorial area is divided into geographical areas, each having their own departmental areas. These areas function similar to a tree structure, with each branch reproducing quite faithfully, supported by the structure of the main trunk.

CHART 16: THE COCA-COLA COMPANY'S ORGANIZATIONAL CHART

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                          ┌───────────┐
                          │ President │
                          └─────┬─────┘
            ┌────────────┐      │      ┌────────────┐
            │ Asia and   │      │      │   North    │
            │  African   │──────┼──────│  America   │
            └────────────┘      │      └────────────┘
            ┌────────────┐      │      ┌────────────┐
            │   LATAM    │──────┼──────│   Europe   │
            └────────────┘      │      └────────────┘
            ┌────────────┐      │
            │Asia-Pacific│      │
            │  Division  │      │
            └────────────┘      │
```

Bottling *Finance* *Operations* *Marketing* *Strategy* *HR* *Comercial* *Technical Office* *PR* *Legal Affaires*

SOURCE: DESIGNED BY THE RESEARCHER FROM COCA-COLA WEBSITE

A summary table with its main data extracted using Ovidijus Jurevicius (2016) analysis is presented to complete the study on the Coca-Cola company.

TABLE 9: KEY FACTS OF THE COCA-COLA COMPANY

Name	The Coca-Cola Company
Logo	Coca-Cola
Industries served	Beverage (more than 500 brands)
Geographic areas served	Worldwide (more than 200 countries)
Headquarters	Atlanta, Georgia, United States
Current CEO	Muhtar Kent
Revenue	US$44.294 billion (2015) 3.7% decrease over US$45.998 billion (2014)
Profit	US$7.351 billion (2015) 3.6% increase over US$7.098 billion (2014)
Employees	123,200 (2016)
Main Competitors	PepsiCo Inc., Dr Pepper Snapple Group, Inc., Unilever Group, Mondēlez International, Inc., Groupe Danone, Kraft Foods Inc., Nestlé S.A. and many other companies in the beverage industry.

Source: Ovidijus Jurevicius, Strategic Management Insight with data from 2015 Financial Report of Coca-Cola

1.5.2 PEPSICO

In 1893, Caleb Bradham, a pharmacist from New Bern, North Carolina, created a combination of carbonated water, sugar, caramel, lemon oil, nutmeg and other natural additives. He named it "Brad's Drink", and it became a sensation overnight. In 1898, its creator renamed it Pepsi-Cola.

At the end of the first decade of 1900, Pepsi-Cola became one of the first companies to modernize their delivery, replacing horse-drawn carriages with motorized vehicles. **At that time, there were 250 bottling plants** in 24 states, manufacturing and selling Pepsi-Cola.

In 1920, Pepsi went directly to the consumer with a new slogan "Drink Pepsi-Cola, It Will Satisfy You", but in 1931 during the Great Depression

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they declared bankruptcy, and their assets were sold to Craven Holding Corporation for $30,000.

IMAGE 2: PEPSICOLA'S LOGO EVOLUTION

Source: PepsiCo Company

After the Great Depression, Pepsi gained popularity following their introduction of a 12 oz. bottle in 1936, which was almost double in size compared to Coca-Cola's, and sold at the same price of 5 cents. At a time of severe economic crisis, this strategy succeeded in popularizing the brand, resulting in Pepsi's profits doubling between 1936 and 1939.

In 1965, PepsiCo, Inc. was founded through the merger of Pepsi-Cola and Frito-Lay, and during the same decade the brand entered into Japan and Eastern Europe. After the merger, Pepsi-Cola introduced a new, more modern logo, but with the familiar color combination of red, white and blue, which had been adopted in 1943. PepsiCo became the first company to respond to consumer preferences by offering plastic bottles, which were lighter than glass, and also recyclable; PepsiCo was a pioneer as well by presenting the first two-liter bottle in the soft drink industry.

In 1971, Pepsi-Cola became the first American consumer product to be produced, marketed and sold in the former Soviet Union. Pepsi Light emerged in 1974, with a distinctive lemon flavor, as an alternative to traditional diet colas. That was also the decade when PepsiCo created its "Pepsi Challenge" campaign, in which blind taste tests between Pepsi and Coca-Cola were given to the public, with favorable results for Pepsi in most cases.   It became a historical campaign, bringing huge brand recognition, and an increase in Pepsi's market share. Subsequently, for the first time in 1976, Pepsi-Cola became the number one cola product sold in U.S. supermarkets.

In the 80s, Pepsi Free and Diet Pepsi Free were launched, becoming the leading brands of colas without caffeine. This was a good decade for Pepsi. They entered into China, and PepsiCo made history in advertising with "The choice of the new generation" slogan, and spots with the Jackson Brothers. In 1994, Pepsi-Cola was the first major soda maker to produce and distribute their products in Vietnam, and the first to film a spot in outer space.

PepsiCo's generic competitive strategy is based on the need to maintain market pressure on their biggest rivals, including Coca-Cola, and retain their competitive edge. It is based on cost leadership and brand breadth differentiation. The company implements market penetration as its primary strategy for intensive growth. PepsiCo intends to achieve business growth by increasing sales and by gaining greater market share.

PepsiCo originally had a very hierarchical organizational structure. However, after a series of mergers, key acquisitions, and global expansion, the company has modified its organizational structure. Currently, PepsiCo is organized in three levels:

- Market Divisions

- Functional Corporate Offices

- Global Hierarchical structure

In terms of business, PepsiCo maintains a global division of Frito-Lay and another global division for Quaker Foods. Regarding their geographic locations, the company has divisions for North and South America, Europe and other areas.

As we have done for Coca-Cola, we present herein a summary table by *Ovidijus Jurevicius (2016)* for PepsiCo

TABLE 10: KEY FACTS OF PEPSICO COMPANY

Name	PepsiCo Inc.
Logo	PEPSICO
Industries served	Beverage (Pepsi, Mountain Dew, Gatorade, Sierra Mist) Food (Quaker Oats, WBD, Rold Gold) Snack (Lay's, Doritos, Cheetos)
Geographic areas served	Worldwide (more than 200 countries)
Headquarters	Purchase, New York, U.S.
Current CEO	Indra Nooyi
Revenue	US$63.056 billion (2015) 5.4% decrease over US$66.683 billion (2014)
Profit	US$5.452 billion (2015) 16.3% decrease over US$6.516 billion (2014)
Employees	263,000 (2016)
Main Competitors	The Coca-Cola Company, DPSG, Mondelēz International, Monster Beverage Corporation, Hansen Natural Corporation, National Beverage Corp., Kraft Foods Group, The Kellogg Company, ConAgra Foods., Nestlé S.A., Snyder's-Lance and other beverage, food and snack companies.

Source: Ovidijus Jurevicius, Strategic Management Insight with data from 2015 Financial Report of Pepsi

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1.5.3 COMPETITIVE STRATEGY OF TWO RIVAL COMPANIES

Coca-Cola has always been in the soft drinks global market leader position, and Pepsi has struggled to wrestle said leadership from Coca-Cola for more than 100 years, without success. Coca-Cola has accomplished this by using its cost advantage, and by combining two different strategies: specializing in a younger niche, and expanding their product portfolio beyond beverages, such as food and snacks, in order to expand further, increase sales, and benefit from cross promotions.

Meanwhile, Coca-Cola has expanded its brand portfolio to over 500 items, but always staying within the beverage industry. They have been betting on product differentiation through their different sub-brands. In 2016, they decided to give up this marketing strategy and emphasize a single unique global brand, therefore establishing Coca-Cola as the leader in brand differentiation amongst their competitors.

However, it is unclear whether PepsiCo will opt for cost leadership to continue disputing market leadership rivalry.

Both brands are in sharp decline in CSD sales since 2005, due to changes in consumer preferences. Consumers first rejected sugary sodas, and more recently, drinks with artificial sweeteners have also begun to be perceived as unhealthy. More and more consumers prefer to drink bottled water, tea, or energy drinks instead of soda, resulting in a soft drinks consumption drop to levels seen three decades ago.

As a result of this data, **the two rivals have embraced this trend, by offering new products to respond to the new tastes**. Coca-Cola has thus doubled its product portfolio over the last decade and carbonated drinks only represent a quarter of PepsiCo's revenues.

Along the same lines, the two brands try to revitalize their businesses by shifting from volume to price. This strategy appears to be adopted by Coca-Cola through their utilization of mini-cans containing less liquid and

fewer calories, but are more profitable per unit. This strategy was evident during the campaign utilizing the Marvel superhero characters in Super Bowl 50 (2016).

As E.J. Schultz, a journalist for Ad Age said: "the regular mini cans were launched in 2007, and the Super Bowl 50 campaign represents the biggest marketing effort for the tiny packs since they debuted".

The battle between the two brands is also waged on social networks, where Coca-Cola is the clear winner. Brandwatch analyzes these companies' social network communication strategies in his paper titled: "Social Listening in the Restaurant, Food & Beverage Industry". There, he states that the percentage of "share of voice" among the leading soft drink brands is very different.

CHART 17: SHARE OF VOICE FOR BEVERAGE BRANDS
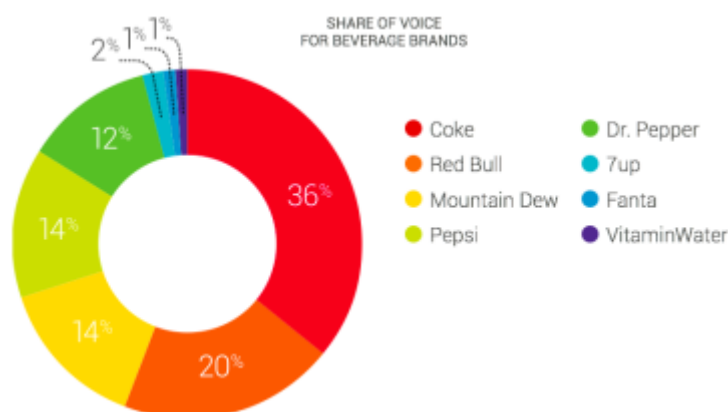
Source: Brandwatch

The social networks numbers also lean favorably for Coca-Cola. In Facebook, Coca-Cola has more than 97 million fans, compared to Pepsi's 35 million-plus fans. Additionally, Coca-Cola has more than 3.27 million followers on Twitter, compared to Pepsi's 3 million followers.

Finalizing this part on the competition between Coca-Cola and Pepsi, we provide a summary table with the principal key indicators for both companies below.

TABLE 11: COMPARATIVE KEY INDICATORS BETWEEN COCA-COLA AND PEPSI

	Coca-Cola	PEPSICO
Fundation	Enero de 1892	Pepsi Cola Company (1902) PepsiCo (1965)
Sector	Beverages	Beverages, Snacks, Food
Geographic Market	Worldwide more than 200 countries	Worldwide more than 200 countries
Market Capitalization (2015)	186,00 billion $	147,00 billion $)
Revenues (2015)	44,29 billion $	63,05 billion $
Profit (2015)	7,35 billion $	5,45 billion $
Marketing Invests (2015)	6,8 billion $	3,9 billion $
Volume Increase LRB	0,3% (2014)	0,3% (2014)
Market Share LRB	33,6% (2014)	25,4% (2014)
Market Share Increase LRB	-0,5% (2014)	-0,3% (2014)
Volume Increase CSD	-1,1% (2014)	-1,4% (2014)
Market ShareCSD	42,3% (2014)	27,5%(2014)
Market Share Increase CSD	-0,1%(2014)	-0,2%(2014)
Voice Share - Social Media	36% (2015)	14% (2015)
Nº Workers	123.200 (2016)	263.000 (2016)
Mark in "100 Best Global Brands 2015"	3th	24th

Source: designed by the researcher data obtained from Coca-Cola

Company, and PepsiCo

PART TWO:
EMPIRICAL RESEARCH

2 PART TWO: EMPIRICAL RESEARCH

In part one, the different published papers were reviewed to have a better understanding of the various authors, methodologies and measurements of Integrated Marketing Communications. Following the theoretical framework, the empirical research is developed in the second part of our thesis.

Aaker (1989) summarizes the research process into three stages:

- **research planning,**
- **design work,**
- **and implementation**.

First, we'll state the research objectives along with their corresponding hypotheses. Next, we will explain the methodology and the fieldwork developed in Spain and in the U.S.A.

We finalize this thesis with an analysis of the results that will allow us to either validate or reject the hypotheses previously proposed.

2.1 RESEARCH OBJECTIVES

The main objective of this thesis is to demonstrate the efficiency of the use of **Integrated Marketing Communications** from a consumer perspective. In most studies published previously, the focus is on the company itself, and how marketing and communication managers integrate the marketing communications tools to achieve their goals. Therefore, this research will try to determine whether consumers perceive that a company is using **IMC** as well as professionals do.

Our main objective is as follows:

> Check how consumers perceive a multinational brand using **Integrated Marketing Communications.**

We have taken into account the types of studies, the analyzed companies, and the countries in which we can carry out our analysis, in order to choose the market and the countries to develop our research.

In the different publications from 2000 to 2013, we find **several studies of IMC in companies in different count**ries, especially in the U.S.A., Australia, and New Zealand, but few studies compare IMC implementation between countries (Seric and Gil 2014).

In **Spain, only a few studies have been conducted**. One of them aims at measuring the effects that an integrated campaign can have on processing the information, and on the consumer's assessments of that campaign (Navarro et al. 2009).

This study was performed using an experimental methodology based on several dynamics, and it was pretested with different college student groups, in order to check the consistency of only two strategic tools: advertising and sponsorship, both based on the beverage brand. The

authors' conclusions show which methodology would be the best for **IMC research,** This study has two limitations on the methodology used: that of analyzing only two communication tools, and the disadvantages of using the experimentation methodology .

Maja Seric, on her doctoral thesis titled: "*Impact of Integrated Marketing Communications in creating brand value, with a cross cultural approach in hotel context*", conducted **empirical research on the relationship between Information and Communications Technology, and IMC,** and the implementation of both, **when comparing hotels in Italy and Croatia**. This study also analyzed the IMC perception from the point of view of consumers and hotel managers.

Both Italian and Croatian hotels show a high level of IMC implementation from the manager's point of view, and they show significant differences between the two groups of hotels from the guest's point of view. This research was documented in a subsequently published paper (Seric, et al. 2015).

As we discussed in previous sections, the **beverage market is one of the most important industries** around the world, with multimillions invested in marketing, amounting to nearly 35 billion dollars worldwide. This amount represents an average of 26% of total beverage sales, and it is also one of the most active sectors using different communication tools and new technologies; thus the reason it was chosen for this study.

The beverage industry plays an important role in the U.S. economy, with an impact of more than $169 billion, and nearly 240,000 jobs. In Spain this market generates revenues of 12,000 million euros, which represents 1.4% of the Spanish Gross Domestic Product (GDP), employing up to 64,000 indirect workers.

We focus on **two well-known multinational beverages brands: Coca-Cola and Pepsi-Cola**. They both originated in the United States, and both have a large presence in Spain. These two companies are the leaders in

the U.S. market. According to *Beverage Digest*, the two giants of soft drinks, Coca-Cola and PepsiCo, together accounted for 59% of the U.S. Liquid Refreshment Beverage market. Furthermore, Coca-Cola is the best-selling soft drink in Spain, with a dominating 67.2% share of the market. Certainly we could consider these two brands to be the most important ones worldwide. Coca-Cola ranked third in "100 Best Global Brands 2015", while Pepsi ranked 24th.

Therefore, these brands are perfect for research and for fulfilling the objectives of this thesis. Both selected brands are analyzed with a double approach: from a consumer's and an industry professional's point of view; additionally, Spain's and the United States' results are also compared.

In this way we specify our objectives, as follows:

> Coca-Cola and Pepsi are perceived by **consumers** as brands using Integrated Marketing Communications, both in Spain's as well as the United States' markets.

> Coca-Cola and Pepsi are using Integrated Marketing Communications from the **industry professionals' perspective**, both in Spain and the United States.

> Consumers and industry professionals have the **same perceptions** about the use of Integrated Marketing Communications.

2.2 HYPOTHESES FORMULATION

As previously stated, upon reviewing the theoretical framework research that has been published, there are several studies that measure the implementation of Integrated Marketing Communications in a company, either from an agency's or a company's perspective, meaning from the industry professionals' viewpoint. In addition, we have previously reviewed other studies focused on analyzing the importance of IMC to consumers. However, few studies compared implementation in different countries. Eagle (2007) compared advertising agencies professionals between the UK and New Zealand; Kitchen (2007) studied the IMC implementation in Korea, the U.S.A. and the UK, finding cultural divergences.

As we have mentioned above, **the goal of this thesis is to demonstrate how consumers perceive Coca-Cola and Pepsi**, which are both multinational brands, using Integrated Marketing Communications. Therefore, efforts in this research focus on consumers, with the idea of validating their perception, which will then be checked and compared with industry professionals' perceptions.

Thus, for the specification of our objectives to validate the hypotheses in this thesis, we have targeted **two groups: first consumers; secondly industry professionals**. Our third goal is to measure the IMC perception between these two groups, following the same order as presented in the objectives.

The research focused on consumers is more limited than other researched focused on the companies themselves, and began in the twenty-first century. Perhaps this could be due to the methodology difficulty in analyzing the impact of integrated marketing communications on consumers.

Seric, Gil-Saura, Ozretic-Dosen (2013), measured the implementation of Integrated Marketing Communications from the guests' perception at hotels in Italy and Croatia, using the Lee and Park model. Other researchers also worked on the IMC measurement by the consumers' viewpoint, as shown in the corresponding section.

We began by detailing the different scenarios, and taking into account sub hypotheses for both markets being studied: Spain and the United States.

H1. There are differences in the IMC perception between Coca-Cola and Pepsi, from a consumer point of view.

This first hypothesis will examine whether there are differences in Coca-Cola's and Pepsi's IMC perception between Spanish and American consumers:

H1.1. There are differences in the IMC perception between Spanish and American consumers.

Secondly, we will analyze the relevance of being a consumer of a specific brand and influence on Integrated Marketing Communications perception:

H1.2. There are differences in the IMC perception, depending on the brand of beverage consumed.

Third, we not only consider whether the consumer drinks a specific beverage brand, but also whether he is a heavy consumer of said brand:

H1.3. There are differences in the IMC perception, depending on whether the consumer is a heavy user or a light user.

The second set of hypotheses focuses on the analysis of professionals' perception of IMC.

Although several studies measure the influence of IMC, it remains difficult to analyze the impact of marketing decisions on a company's results. For many years, most applied studies focus on how organizations implement the integration of different communication tools and its measurement (Porcu et al., 2012).

Duncan and Everett (1993) conducted one of the first **studies about the perception in the advertising industry.** Nevertheless, perhaps the most relevant study related to these industry professionals as discussed in the corresponding section, is Lee and Park's (2007). In this study the IMC development level in companies from different sectors was analyzed under 4 dimensions and 18 items.

In this second hypothesis, we analyze the Integrated Marketing Communications perception by industry professionals:

> H2. There are differences in the IMC perception between Coca-Cola and Pepsi, from a professional point of view.

We are going to examine the importance of the country of origin, as specified in the first hypothesis:

> H2.1. There are differences in the IMC perception between American and Spanish industry professionals.

The type of company in which the industry professional works was taken into account, in order to see whether there are differences in the IMC perception by marketing firms' personnel and communication companies' personnel:

> H2.2. There are differences in the industry professionals' IMC perception, depending on the type of company they work in.

Finally, it was considered important to analyze the industry professional's field of work as a determinant of their IMC perception

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> H2.3. There are differences in the industry professionals' IMC perception, based on their field of work

In the end, we analyze the **relation between consumers' and industry professionals' perceptions, by comparing both perceptions**. When industry professionals perceive a brand with a good IMC performance and consumers do as well, we can conclude that the brand had a correct IMC implementation.

> H3. There are differences in the IMC perception between consumers and industry professionals.

CHART 18: Hypotheses Schematic

| H1: IMC Coke and Pepsi from consumer Point of veiw | between Spanish and US consumers | depending on the brand consumed | depending on being light user or heavy user |

| | | | H3 : IMC Coke and Pepsi comparing consumers and professionals |

| H2 : IMC Coke and Pepsi from profesional point of veiw | between spainish and US professionals | depending on the company the professionals work | depending on area the professionals work |

Source: designed by the researcher

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2.3 RESEARCH METHODOLOGY

As mentioned in the presentation of the hypotheses, our study focuses on two well-known firms in the international beverage industry, with large investments in communication: The Coca-Cola Company and PepsiCo.

The Spanish domestic market has been selected for our research, out of all the markets worldwide, where both conglomerates carry on business activities. Not only is Spain the researcher's country of origin, but it is also a market where The Coca-Cola Company and PepsiCo have had a presence for over 60 years. The U.S.A. was also chosen for the research, as is it where both companies are headquartered.

We performed an analysis of both brands within the theoretical framework, in order to demonstrate their suitability for the study: in section 1.4 for the beverage market in Spain and in the U.S.A.; section 1.5 for Coca-Cola and Pepsi.

According to Teodoro Luque, one of the best ways to know the consumers' views is by taking surveys, thus making them one of the better alternatives for obtaining primary data, and one of the best sources of information for hypothesis validation. (Sarabia, 1999).

Based on **previous studies on the implementation of IMC in companies reviewed** in section 1.3, both for industry professionals (Duncan and Everett, 1993; Schultz and Kitchen, 1997; Duncan and Moriarty, 1997; Lee and Park, 2007; Seric and Gil, 2013) and for consumers (Wang et al., 2009; Reinold and Tropp, 2012; Seric et al., 2013), we have decided to analyze the industry professionals' opinion on this aspect, and compare it with the consumers' viewpoint.

We consider that the **quantitative method** is best suited to validate or reject the hypotheses presented. Notwithstanding, in-depth interviews were used in a previous study (Seric et al., 2013, Kliatchko and Schultz,

2014; Ots, 2015; Endaltseva, 2015) are also utilized herein; an interview with Don E. Schultz was completed for this thesis; an extract from a previous research paper containing the interview with Ismael Pascual, IMC at Coca-Cola Spain is referenced.

Based on the two segmented targets, we must analyze the two distinct markets; we thus **designed two questionnaires**:

- one for marketing and communication **professionals**;
- the other for **consumers**.

There are English and Spanish versions in both cases for the two markets studied.

2.3.1 QUESTIONNAIRES

As we pick our surveys, at street level, the questionnaire for **industry professionals** (Annex II) should be short and easy to fill so it was divided into two simple parts, first with questions about the profile of the respondent and second focused on the evaluation of the marks of the study. To avoid conditioned responses a third brand was introduced to be evaluated by the respondents: Dr. Peeper. For Spanish market, the brand Dr. Peeper was replaced by Trina as we show in Anex III.

As the main development of this research is on the part of consumers and professionals is aiming to validate the perception of consumers, it has made only a question of the level of brand communication. The question asked rate the quality of communications of the companies from 0 to 100.

For **consumer** surveys it is somewhat more complex because the number of required sample size is greater. In addition, the number of questions to ask is much higher considering that tries to validate the hypothesis of the study and knowledge of marketing and communication of the general public is not the same as in the case of professionals. Therefore, it was decided to carry out a questionnaire online.

For the preparation of the questionnaire we have already discussed based on different studies on consumers, part 1.3.2. It has tended mainly for the investigation of Reinold and Tropp (2012) and the study of Seric (2013) and his doctoral thesis on the impact of integrated marketing communication in creating brand value.

The main contribution to the IMC measurement is performed by **Lee and Park** (2007) in which most subsequent studies are based and on which we too have considered our research.

It developed **4 main instruments measure 18 items** are analyzed.

- "Unified communications for consistent message and image,
- differentiated communications to multiple customer groups,
- database-centered communicationsfor tangible results,
- and relationship-fostering communications with existing customers "(Lee and Park, 2007)

Although this scale is designed to carry out a study on the company itself the questions have been adapted to make them understandable to a consumer without knowledge of marketing and communication.

Reinold and Tropp (2012) used twelve points grouped in **five different categories for the media dimension** and for the content dimension the items were analyzed and clustered in four categories as listed, asked on a seven-point Likert scale and done in an online tool:

- Brand touch points: Mass Media. Website. Internet. Personalized. And non Paid tools.
- For the Brand Content: Visuals 6. Claims 5 items. Colors 6 items. Consumer 4 items.

Miremadi et al., (2013) **organized 30 indexes** in 5 categories: Avertising: 8 indexes. Direct marketing: 4 indexes. Sales promotion: 7 indexes. Public relation: 8 indexes. And personal selling: 3 indexes. All the questions were asked in a five-point likert scale.

To prepare the questionaries we have taken into account the structure proposed by Ignacio Rodriguez in the book research methodology in marketing and business management that establishes 8 steps for processing (Sarabia, et al., 2009):

- specify the information needed,
- select the model to perform interview,
- define the necessary information,
- types of information and questions to ask,
- determine how we should ask,
- set the order of questions,
- set the presentation of the questionnaire,
- check the questionnaire.

To set the questionnaire for **consumers** It was considered a structure of four distinct parts:

- Questions about **beverage consumption**
- Brands for Coca-Cola and Pepsi questions: given a set of **medias and assessing the consistency proposal** in the various studies mentioned and asked in a 5 point Likert scale: strongly disagree, disagree, neither agree or disagree, agree, strongly agree:
  - I normally notice (see, hear) the brand in the following media. With a complete list of media tools.
  - I think I can see the brand every day
  - I think the brand send messages consistently across all tools and communication channels (e.g., advertising, sales promotion, public relations, packaging, direct mail, supermarket display, banner, web-site).
  - I think brand maintains consistency across the visual components of communication (e. g., brand, logos, patterns and colors).
  - I believe brand maintains consistency across all the linguistic

components of communication (e. g., slogans and mottos).

- o I think brand ensures a consistent brand image.
- o I believe brand does not change the brand image although its context changes, and maintains consistency from the long-term per-spective
- For endind some **control and demographic issues**.

The questionnaire was translated and revised for both US markets as Annexe IIII and Spanish, Annexe V, inputting the necessary changes in brands, population structure and demographic items

2.3.2 SAMPLE

To identify the sample, we need to separate bouth markets and also between professionals and consumers

For Professionals:

- In the Spanish market and according to the "Marketing Analysis of Spain" (AMES), conducted by a group of experts coordinated by the Association of Marketing and Infoadex Spain, in 2011 the sector employed 108,000 marketing qualified professionals. This report has not been repeated since that year, so we estimate that the number of marketing professionals will be around 100,000 people.
- For USA in order to determine the professionals sample size, and having no official record, the American Marketing Association has 30,000 members we considered that there may be up to about 300,000 professionals dedicated to marketing or communication.

In the case of professionals, we have conducted a survey that measures the average score given to the IMC of each of the companies analyzed, as explained in the next section. So taken a **margin of error of 1% with a confidence level of 95% and considering a variance of 10% the sample size required is 39 individuals**.for bouth cases. Thus the exact number of professionals is not as relevant.

For Consumers:

- In Spain and according to the INE National Statistics Institute to January 1, 2014 the Spanish population consisted of 46,512,199 people.

- For the United States the Census Bureau dependin on the U.S. Department of Commerce at January 1, 2014 figure the population at 317,780,510 people.

In this case the sample size has been calculated based on **a margin of error of 5% and confidence level of 95**%. For the Spanish case, the required **sample size is 385 questionnaires** and the same number for the US market.

2.3.3 COLLECTION INSTRUMENTS.

For the analysis on **industry professionals**, a survey questionnaire was given at **street level at Advertising Week of New York (AWNY**), a premier event for marketing, advertising and technology professionals. The 11th annual Advertising Week attracted more than 95,000 people to 23 venues around New York. This congress weighs heavily on all calendars in the marketing and media industries, as it holds more than 250 events during the week of September 29th. The surveys were done personally by this researcher on Tuesday, September 30th, 2014, at Liberty Theater's main street entrance.

In total, **56 questionnaires were analyzed**; 49 were found valid; 7 were determined invalid, either due to their being incomplete, or the interviewed person was from outside the U.S.A.

In **Spain**, the survey was conducted at **street level at La Lluna Advertising Festival in Valencia**, in order to maintain a similar survey system. More than 400 people attended the closing ceremony on November 30th, 2014, which is when the surveys were taken, utilizing the same system as the one used in New York.

The sample for the Spanish market professionals consists of **60 valid questionnaires**, and 5 invalid.

For **consumers,** the best way to achieve the required sample size at an affordable cost is with an online questionnaire. We studied various formulas, and we found that the most valid one for the U.S.A. was by using the **Amazon Mechanical Turk** tool.

Amazon Mechanical Turk is "a marketplace for work that requires human intelligence". The Mechanical Turk service gives businesses access to a diverse, on-demand, scalable workforce. In this online tool you can publish HITs (Human Intelligence Tasks) - in our case our questionnaire. Workers accepted the assignment; they subsequently submitted the assignment, and the requester approves or reject them in order to complete the project.

IMAGE 3: How Amazon Mechanical Turk Works
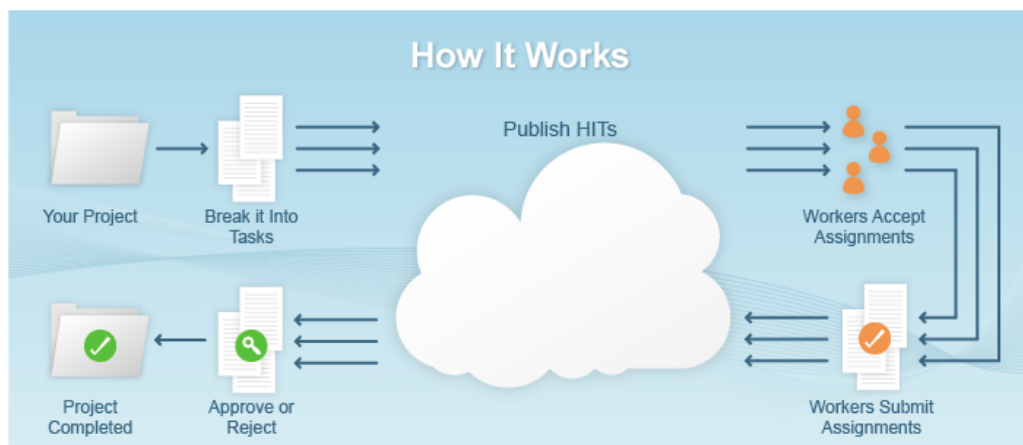
Source: Amazon Mechanical Turk website

After testing the questionnaire between different marketing and market research professors at IONA College, the first test with this tool was conducted on November 4th, 2014 to check the mechanical turk functionality, and the questionnaire responses.

As one may see in the image below, we collected a total of **401 questionnaires, in three phases:**

- November 6th - 200 questionnaires were obtained;
- November 10th - 126 questionnaires obtained;
- November 11th - 75 additional questionnaires obtained.

IMAGE 4: MANAGE BATCHES RESULTS
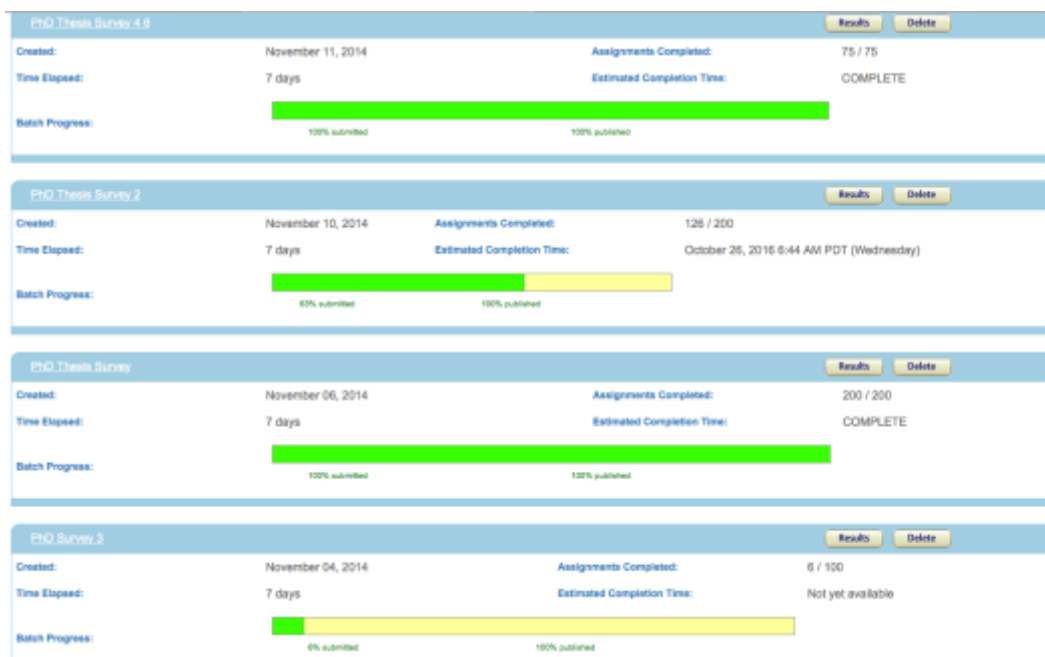
Source: Amazon Mechanical Turk website

Amazon Mechanical Turk allows assignment of tasks and sharing them between users, but it does not allow the direct management of a questionnaire. For this reason, Survey Monkey, one of the most prestigious survey management platforms on the market for carrying out online questionnaires, was used.

Subsequently, three questionnaires were created: one titled "Survey English"; "English Survey 2", the revised questionnaire released for the American market; and a third one titled "Survey Spanish" also utilized for the Spanish market, as shown in the image below.

IMAGE 5: Survey Monkey. Surveys for industry professionals

Source: Survey Monkey panel

Finally, for the U.S.A., 412 questionnaires were obtained, 11 more than those carried out through Amazon Mechanical Turk, since different consumers answered the survey directly, using this tool.

In the chart below, one may see the specific days when the questionnaires were completed. All fieldwork was done between November 6 and 11, 2014.

CHART 19: Questionnaire Completion Dates in the U.S.A.

Source: Survey Monkey

The fieldwork required to conduct the survey in Spain was implemented in a different manner, in the absence of a tool like Amazon Mechanical Turk. Therefore, a link to the survey was distributed through emails and social networks.

The survey link mechanism prevented the questionnaires from being obtained on exactly the same date as in the U.S.A. We had not reached the sample size needed for the sample's validation by early December, and it was decided to temporarily halt the completion of the questionnaires. This decision was due to the proximity to the Christmas holidays. It was considered that the Christmas advertising campaigns for the brands being studied might influence consumers' responses.

Consequently, the questionnaire was inactive between December 1st and January 11th, 2015. On January 26th, 2015, the questionnaires in the Spanish market were no longer taken, as detailed in the bottom graph. At the end, **for Spain 608 questionnaires were obtained.**

CHART 20: QUESTIONNAIRE COMPLETION DATES IN SPAIN
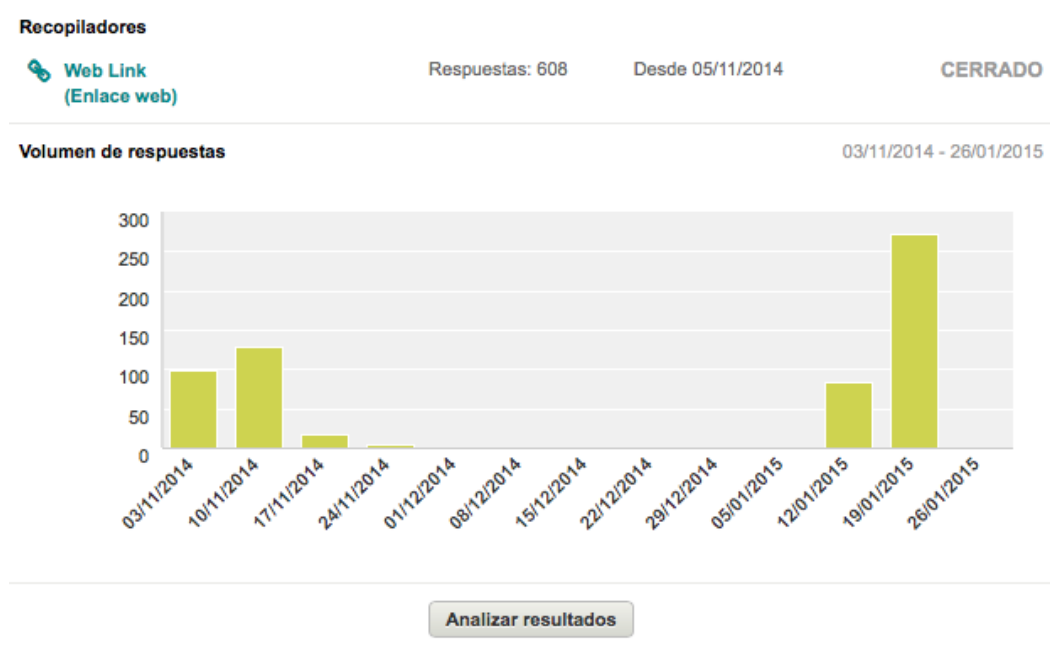
Source: Survey Monkey

Finally, all the data obtained from the surveys through the Survey Monkey platform were exported in excel and processed in SPSS to perform all the statistical calculations.

2.3.4 STATISTICAL METHODOLOGY

After defining the sampling method for data collection, and the method used for gathering the surveys, we proceed by explaining the various statistical methods utilized in our research. All of them have previously been validated by multiple studies, with the necessity to evaluate the scales of measurement, and in particular the field of study pertaining to this research.

The **Bivariate Analysis** encompasses all the statistical contrasts required to analyze the relation between the IMC perceptions of both brand names. Said contrasts are realized with parametric and nonparametric statistical techniques suitable for the variable's characteristics.

The tests applied were:

- **Kolmogorov-Smirnov test:** utilized as a *goodness of fit* test for the normal distribution of continuous variables within this research. The assumption of a normal distribution will allow us to apply parametric-type tests; on the other hand, a non-normal distribution scenario will determine the utilization of nonparametric tests.

- **Mann-Whitney test for two independent nonparametric samples:** used to assess whether the value distribution, at least ordinal, is the same or not, in two independent samples. In our study, this test assesses whether the IMC index perceived for each brand is the same in Spain as it is in the U.S.A.

- **Student's *t*-distribution parametric test for independent samples:** used to compare the equality of the mean in independent samples from continuous probability distributions.

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Specifically, it is used here in order to assess whether or not the perceived IMC average is the same between heavy users and light users.

- **Wilcoxon nonparametric test for related samples**: used to assess the distribution homogeneity in two related samples. In our research it is used to determine whether the global IMC distribution for Pepsi and Coca-Cola differs.

- **Parametric *t*-test for related samples:** compares the mean of two continuous variables from one group. Utilized herein to verify whether the IMC global average differs between Coca-Cola and Pepsi.

The level of significance employed in all the bivariable analysis was 5% (α=0.05). The significant statistical relations are shown in each of the graphs, therefore facilitating their understanding.

This means that **any p-value less than 0.05 implies a significant statistical relation**. On the other hand, a p-value greater or equal to 0.05 implies an absence of this relation. The smaller the p-value is, the lower the probability that the results are due to chance, and the greater the evidence against obtaining a null hypothesis; thus differences are non-existent. The p-value is the probability that the obtained results could be due to chance, presuming there aren't any differences amongst the groups. In the 5% analysis, there is a 95% probability of the result being accurate, and not due to chance.

2.4 DESCRIPTIVE ANALYSIS

Descriptive Analysis is used to describe the basic statistics of continuous variables: mean, standard deviation, minimum, maximum, meann, as well as frequency distribution and percentages for all categories. We started by analyzing the results obtained from the consumers in the U.S.A. as well as in Spain, and added up the data.

2.4.1 CONSUMERS

As we mentioned, we collected 1,004 consumer questionnaires: 412 in the U.S.A., and 592 in Spain. In the following table we analyzed the mean and the standard deviation of the matters related to Integrated Marketing Communications for each of the brands, listing the respondents' country of origin. The results were measured using the Likert scale, between strongly desagree, to strongly agree for values ranging from 0 up to 5.

TABLE 12: IMC ITEMS FOR COCA-COLA IN SPAIN AND SPAIN

Coca-Cola		Country		
		Total	USA	SPAIN
I think I can see the brand Coca-Cola every day	N valid	1004	412	592
	Mean	3,99	3,96	4,00
	SD	,99	,96	1,00
I think Coca-Cola send messages consistently across all tools and communication channels	N valid	1004	412	592
	Mean	3,93	3,96	3,90
	SD	,80	,74	,83
I think Coca-Cola maintains consistency across the visual components of communication	N valid	1004	412	592
	Mean	4,28	4,29	4,28
	SD	,68	,72	,65
I believe Coca-Cola maintains consistency across all the linguistic components of communication	N valid	1004	412	592
	Mean	4,09	4,13	4,06
	SD	,74	,69	,77
I think Coca-Cola ensures a consistent brand image	N valid	1004	412	592
	Mean	4,23	4,40	4,11
	SD	,75	,61	,81
I believe Coca-Cola does not change the brand image although its context changes, and maintains consistency from the long-term perspective	N valid	1004	412	592
	Mean	4,07	4,08	4,07
	SD	,78	,75	,80

Note: SD= Standard Deviation. Source: designed by the researcher

In Coca-Cola's case, the small differences in the ratings between both country's consumers stand out - barely hundredths off in some cases - as well as having standard deviations that are very similar (table 12).

TABLE 13: IMC ITEMS FOR PEPSI IN SPAIN AND SPAIN

Pepsi		Country		
		Total	USA	SPAIN
I think I can see the brand Pepsi every day	N valid	1004	412	592
	Mean	3,99	3,96	4,00
	SD	,99	,96	1,00
I think Pepsi send messages consistently across all tools and communication channels	N valid	998	412	586
	Mean	3,67	3,96	3,46
	SD	,87	,86	,81
I think Pepsi maintains consistency across the visual components of communication	N valid	998	412	586
	Mean	3,49	3,79	3,28
	SD	,86	,87	,80
I believe Pepsi maintains consistency across all the linguistic components of communication	N valid	998	412	586
	Mean	3,61	3,91	3,39
	SD	,88	,87	,82
I think Pepsi ensures a consistent brand image	N valid	998	412	586
	Mean	3,51	3,75	3,34
	SD	,87	,90	,80
I believe Pepsi does not change the brand image although its context changes, and maintains consistency from the long-term perspective	N valid	998	412	586
	Mean	3,40	3,75	3,16
	SD	,90	,86	,85

Note: SD= Standard Deviation. Source: designed by the researcher

In Pepsi's case (talbe 13), the differences between both markets is moderately greater, leading one to presume that the brand image between both countries is somewhat different; Pepsi´s brand and its brand communication rating always being less favorable in the Spanish market.

Next, we conducted a more detailed analysis of each of the analyzed Integrated Marketing Communications dimensions, specifying the **number of soft drinks consumed per week**, and classifying them on a scale of 7

levels, going from no drinks per week, to over 10 drinks per week (tables 14, 15, 16 and 17).

First of all, it stands out that brand communication consistency is always rated higher amongst Spain's heavier Coca-Cola consumers. In contrast, Pepsi's heavier consumers rated certain aspects more poorly.

As the consumer drinks more soda, their evaluation on each of the items is greater, in most cases and for both markets. Although, it is possible to emphasize that in the case of Pepsi in Spain there are small differences of evaluation according to the items, being not always better evaluated as one is greater consumer (table 16).

TABLE 14: IMC ITEMS IN CONSUMERS OF SODAS FOR COCA-COLA IN SPAIN

Coca-Cola Spain		Sodas you drink per week						
		None	Less than 1	1-3	4-5	5-7	7-10	More than 10
I think I can see the brand Coca-Cola every day	N valid	71	123	256	69	38	13	22
	Mean	3,79	3,77	4,06	4,14	4,18	4,23	4,41
	SD	1,21	1,12	,88	,86	1,01	1,09	,96
I think Coca-Cola send messages consistently across all tools and communication channels	N valid	71	123	256	69	38	13	22
	Mean	3,73	3,96	3,89	3,97	4,08	4,00	3,77
	SD	,96	,83	,77	,71	,94	1,29	1,02
I think Coca-Cola maintains consistency across the visual components of communication	N valid	71	123	256	69	38	13	22
	Mean	4,24	4,26	4,27	4,28	4,37	4,23	4,41
	SD	,71	,66	,62	,62	,63	1,09	,59
I believe Coca-Cola maintains consistency across all the linguistic components of communication	N valid	71	123	256	69	38	13	22
	Mean	3,86	4,02	4,09	4,01	4,32	4,00	4,32
	SD	,82	,78	,73	,85	,66	1,00	,65
I think Coca-Cola ensures a consistent brand image	N valid	71	123	256	69	38	13	22
	Mean	3,87	4,02	4,16	4,22	4,21	4,08	4,27
	SD	1,00	,80	,76	,64	,84	1,04	,83
I believe Coca-Cola does not change the brand image although its context changes, and maintains consistency from the long-term perspective	N valid	71	123	256	69	38	13	22
	Mean	3,89	4,00	4,11	4,13	4,11	4,00	4,41
	SD	,87	,89	,75	,71	,73	1,08	,67

Note: SD= Standard Deviation. Source: designed by the researcher

TABLE 15: IMC ITEMS IN CONSUMERS OF SODAS FOR COCA-COLA IN SPAIN

Coca-Cola USA		Sodas you drink per week						
		None	Less than 1	1-3	4-5	5-7	7-10	More than 10
I think I can see the brand Coca-Cola every day	N valid	41	77	116	51	42	36	49
	Mean	3,49	3,64	3,92	3,88	4,31	4,31	4,51
	SD	1,29	,92	,91	,91	,81	,75	,77
I think Coca-Cola send messages consistently across all tools and communication channels	N valid	41	77	116	51	42	36	49
	Mean	3,85	3,82	3,93	3,94	4,14	3,92	4,24
	SD	,73	,74	,68	,73	,65	,81	,83
I think Coca-Cola maintains consistency across the visual components of communication	N valid	41	77	116	51	42	36	49
	Mean	4,27	4,13	4,29	4,24	4,50	4,28	4,41
	SD	,67	,77	,65	,68	,59	,85	,81
I believe Coca-Cola maintains consistency across all the linguistic components of communication	N valid	41	77	116	51	42	36	49
	Mean	4,02	3,94	4,16	4,14	4,26	4,06	4,39
	SD	,72	,68	,57	,57	,70	,89	,76
I think Coca-Cola ensures a consistent brand image	N valid	41	77	116	51	42	36	49
	Mean	4,22	4,32	4,38	4,27	4,62	4,44	4,61
	SD	,72	,57	,57	,60	,54	,69	,61
I believe Coca-Cola does not change the brand image although its context changes, and maintains consistency from the long-term perspective	N valid	41	77	116	51	42	36	49
	Mean	4,07	3,94	4,08	3,86	4,33	4,17	4,22
	SD	,75	,82	,61	,78	,61	,85	,85

Note: SD= Standard Deviation. Source: designed by the researcher

TABLE 16: IMC ITEMS IN CONSUMERS OF SODAS FOR PEPSI IN SPAIN

Pepsi Spain		Sodas you drink per week						
		None	Less than 1	1-3	4-5	5-7	7-10	More than 10
I think I can see the brand Pepsi every day	N valid	71	123	256	69	38	13	22
	Mean	3,79	3,77	4,06	4,14	4,18	4,23	4,41
	SD	1,21	1,12	,88	,86	1,01	1,09	,96
I think Pepsi send messages consistently across all tools and communication channels	N valid	70	122	254	68	37	13	22
	Mean	3,39	3,47	3,57	3,34	3,38	3,00	3,27
	SD	,67	,85	,80	,82	,86	,91	,88
I think Pepsi maintains consistency across the visual components of communication	N valid	70	122	254	68	37	13	22
	Mean	3,39	3,34	3,27	3,24	3,19	2,85	3,36
	SD	,73	,84	,77	,81	,81	,99	,90
I believe Pepsi maintains consistency across all the linguistic components of communication	N valid	70	122	254	68	37	13	22
	Mean	3,37	3,42	3,42	3,49	3,24	2,92	3,32
	SD	,76	,84	,82	,76	,72	1,04	,99
I think Pepsi ensures a consistent brand image	N valid	70	122	254	68	37	13	22
	Mean	3,34	3,36	3,38	3,41	3,11	2,69	3,41
	SD	,78	,79	,78	,81	,81	,95	,80
I believe Pepsi does not change the brand image although its context changes, and maintains consistency from the long-term perspective	N valid	70	122	254	68	37	13	22
	Mean	3,23	3,20	3,17	3,09	3,11	2,85	2,95
	SD	,82	,91	,81	,91	,81	,90	1,00

Note: SD= Standard Deviation. Source: designed by the researcher

TABLE 17: IMC ITEMS IN CONSUMERS OF SODAS FOR PEPSI IN SPAIN

Pepsi USA		Sodas you drink per week						
		None	Less than 1	1-3	4-5	5-7	7-10	More than 10
I think I can see the brand Pepsi every day	N valid	41	77	116	51	42	36	49
	Mean	3,49	3,64	3,92	3,88	4,31	4,31	4,51
	SD	1,29	,92	,91	,91	,81	,75	,77
I think Pepsi send messages consistently across all tools and communication channels	N valid	41	77	116	51	42	36	49
	Mean	3,98	3,62	3,99	4,02	4,21	3,97	4,14
	SD	,65	,97	,77	,79	,81	1,03	,91
I think Pepsi maintains consistency across the visual components of communication	N valid	41	77	116	51	42	36	49
	Mean	3,78	3,31	3,87	3,82	4,00	3,83	4,08
	SD	,72	,94	,70	,79	1,01	1,06	,79
I believe Pepsi maintains consistency across all the linguistic components of communication	N valid	41	77	116	51	42	36	49
	Mean	3,90	3,60	3,91	3,92	4,02	3,94	4,24
	SD	,62	,96	,78	,80	,90	1,12	,80
I think Pepsi ensures a consistent brand image	N valid	41	77	116	51	42	36	49
	Mean	3,88	3,35	3,90	3,71	3,79	3,69	3,98
	SD	,64	1,05	,78	,81	,90	1,09	,90
I believe Pepsi does not change the brand image although its context changes, and maintains consistency from the long-term perspective	N valid	41	77	116	51	42	36	49
	Mean	3,68	3,51	3,75	3,82	3,76	3,81	4,04
	SD	,76	,90	,77	,82	1,05	,92	,84

Note: SD= Standard Deviation. Source: designed by the researcher

Afterwards, we conducted the same communication dimensions' analysis, taking into consideration the type of drink consumed, with the results shown in the tables below:

TABLE 18: IMC ITEMS COCA-COLA FOR DRINK CONSUMED IN SPAIN

IMC Coca-Cola Spain		Drink Consumed				
		Coca-Cola	Coca-Cola Light	Coca-Cola Zero	Pepsi Cola	Pepsi Light
I think I can see the brand Coca-Cola every day	N	202	122	215	35	23
	Mean	4,04	4,11	4,07	3,94	3,87
	SD	,97	,86	,92	1,00	,97
I think Coca-Cola send messages consistently across all tools and communication channels	N	202	122	215	35	23
	Mean	3,95	3,93	3,97	4,00	3,52
	SD	,75	,75	,78	,77	,95
I think Coca-Cola maintains consistency across the visual components of communication	N	202	122	215	35	23
	Mean	4,27	4,31	4,33	4,29	4,09
	SD	,63	,63	,59	,67	,90
I believe Coca-Cola maintains consistency across all the linguistic components of communication	N	202	122	215	35	23
	Mean	4,06	4,17	4,17	4,00	4,04
	SD	,72	,74	,72	,84	,93
I think Coca-Cola ensures a consistent brand image	N	202	122	215	35	23
	Mean	4,16	4,16	4,16	4,26	4,13
	SD	,72	,82	,77	,82	,87
I believe Coca-Cola does not change the brand image although its context changes, and maintains consistency from the long-term perspective	N	202	122	215	35	23
	Mean	4,06	4,15	4,15	4,06	4,04
	SD	,73	,81	,74	,87	,77
Integrated Marketing Communications Coca-Cola	N	202	122	215	35	23
	Mean	4,10	4,15	4,16	4,12	3,97
	SD	,55	,60	,51	,64	,80

Note: SD= Standard Deviation. Source: designed by the researcher

TABLE 19: IMC ITEMS PEPSI FOR DRINK CONSUMED IN SPAIN

IMC Pepsi Spain		Drink Consumed				
		Coca-Cola	Coca-Cola Light	Coca-Cola Zero	Pepsi Cola	Pepsi Light
I think I can see the brand Pepsi every day	N	202	122	215	35	23
	Mean	4,04	4,11	4,07	3,94	3,87
	SD	,97	,86	,92	1,00	,97
I think Pepsi send messages consistently across all tools and communication channels	N	200	122	211	34	23
	Mean	3,13	3,11	3,10	3,65	3,39
	SD	,78	,81	,85	,81	1,12
I think Pepsi maintains consistency across the visual components of communication	N	200	122	211	34	23
	Mean	3,46	3,42	3,42	4,06	3,52
	SD	,78	,78	,83	,69	,90
I believe Pepsi maintains consistency across all the linguistic components of communication	N	200	122	211	34	23
	Mean	3,29	3,17	3,24	3,76	3,30
	SD	,80	,71	,82	,92	1,11
I think Pepsi ensures a consistent brand image	N	200	122	211	34	23
	Mean	3,43	3,30	3,34	4,03	3,61
	SD	,81	,78	,82	,80	,94
I believe Pepsi does not change the brand image although its context changes, and maintains consistency from the long-term perspective	N	200	122	211	34	23
	Mean	3,37	3,31	3,28	3,82	3,35
	SD	,80	,74	,78	,97	1,19
Integrated Marketing Communications PEPSI	N	200	122	211	34	23
	Mean	3,34	3,26	3,28	3,86	3,43
	SD	,65	,61	,65	,65	,95

Note: SD= Standard Deviation. Source: designed by the researcher

TABLE 20: IMC Items Coca-Cola for Drink Consumed in Spain

IMC Coca-Cola USA		Drink Consumed				
		Coca-Cola Classic	Diet Coke	Pepsi	Diet Pepsi	Coke Zero
I think I can see the brand Coca-Cola every day	N	186	84	114	59	60
	Mean	4,09	4,19	3,96	4,03	4,08
	SD	,87	,77	,88	,89	,83
I think Coca-Cola send messages consistently across all tools and communication channels	N	190	86	117	60	60
	Mean	3,97	4,07	3,93	3,98	4,15
	SD	,78	,63	,76	,62	,68
I think Coca-Cola maintains consistency across the visual components of communication	N	189	86	116	60	60
	Mean	4,35	4,36	4,28	4,35	4,35
	SD	,70	,59	,67	,63	,66
I believe Coca-Cola maintains consistency across all the linguistic components of communication	N	190	86	117	60	60
	Mean	4,14	4,20	4,18	4,20	4,25
	SD	,71	,61	,66	,63	,63
I think Coca-Cola ensures a consistent brand image	N	190	86	117	60	60
	Mean	4,44	4,44	4,42	4,48	4,45
	SD	,60	,52	,56	,60	,57
I believe Coca-Cola does not change the brand image	N	190	86	117	60	60
	Mean	4,14	4,16	4,12	4,05	4,07
	SD	,72	,67	,72	,83	,73

IMC Coca-Cola USA		Drink Consumed				
		Coca-Cola Classic	Diet Coke	Pepsi	Diet Pepsi	Coke Zero
although its context changes, and maintains consistency from the long-term perspective						
Integrated Marketing Communications Coca-Cola	N	190	86	117	60	60
	Mean	4,21	4,25	4,18	4,21	4,25
	SD	,51	,47	,48	,50	,52

Note: SD= Standard Deviation. Source: designed by the researcher

TABLE 21: IMC ITEMS PEPSI FOR DRINK CONSUMED IN SPAIN

IMC Pepsi USA		Drink Consumed				
		Coca-Cola Classic	Diet Coke	Pepsi	Diet Pepsi	Coke Zero
I think I can see the brand Pepsi every day	N	190	86	117	60	60
	Mean	4,02	4,12	3,89	3,98	4,08
	SD	,96	,90	,99	,97	,83
I think Pepsi send messages consistently across all tools and communication channels	N	190	86	117	60	60
	Mean	3,66	3,77	3,92	3,95	3,62
	SD	,91	,79	,76	,79	,92
I think Pepsi maintains consistency across the visual components of communication	N	190	86	117	60	60
	Mean	3,89	3,87	4,24	4,12	3,77
	SD	,96	,84	,65	,83	,93
I believe Pepsi maintains consistency across all the linguistic components of communication	N	190	86	117	60	60
	Mean	3,71	3,79	4,01	4,10	3,85
	SD	,95	,78	,78	,75	,86
I think Pepsi ensures a consistent brand image	N	190	86	117	60	60
	Mean	3,81	3,87	4,20	4,18	3,93
	SD	,90	,81	,67	,75	,84
I believe Pepsi does not change the brand image although its context changes, and maintains consistency from the long-term perspective	N	190	86	117	60	60
	Mean	3,63	3,78	4,01	3,82	3,57
	SD	,99	,83	,83	,89	,98
Integrated Marketing Communications PEPSI	N	190	86	117	60	60
	Mean	3,74	3,82	4,08	4,03	3,75
	SD	,80	,70	,57	,63	,75

Note: SD= Standard Deviation. Source: designed by the researcher

2.4.2 INDUSTRY PROFESSIONALS

From the professional sector, we obtained 60 valid questionnaires in Spain and 49 in the U.S.A.; a questionnaire example is exhibited in Annexes II and III for each country.

As we explanined previously we did the surveys at street level so we need a very simple questinaire. In this case, those surveyed rated the corporate communications' quality between 0 and 100. The companies surveyed included Coca-Cola, Pepsi, Dr. Pepper in the U.S. market and Trina in Spain.

In these tables, the descriptive statistics are: mean; standard deviation; minimum; maximum, and meann.

TABLE 22: IMC RATE ON PROFESSIONALS BY COUNTRY

IMC by Country		N Valid	Mean	SD	Minim	Median	Maxim
Coca-Cola	USA	49	87,37	11,65	50	90	100
	Spain	60	76,48	14,80	40	80	100
Pepsi-cola	USA	49	76,53	12,84	40	80	100
	Spain	60	63,25	16,20	25	65	90

Note: SD= Standard Deviation. Source: designed by the researcher

A first conclusion that stands out, is the high ratings for both brands, in both countries.

CHART 21: IMC MEANN ON PROFESSIONALS BY COUNTRY
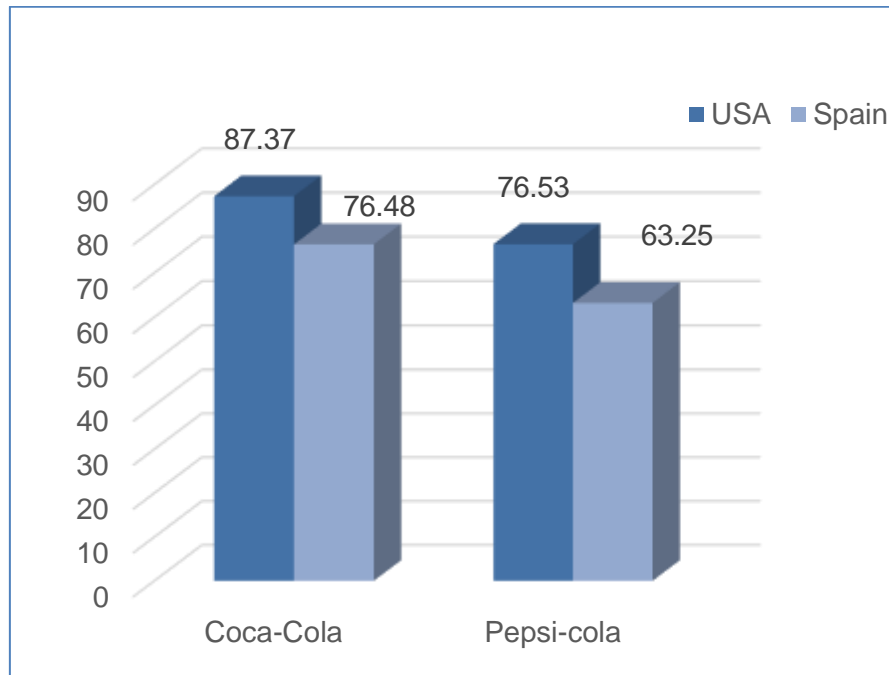
Note: Mean. Source: designed by the researcher

In the questionnaire, we asked about the respondent's company and their area of expertise in order to assess whether this information had any influence over their perception of the brand. These details are outlined in the graphics and tables below:

TABLE 23: IMC RATE ON PROFESSIONALS BY COMPANY IN SPAIN

Spain		Company			
		Total	Agency	Firm	Others
Coca-Cola	N valid	60	29	19	12
	Mean	76,48	73,79	79,68	77,92
	SD	14,80	16,46	10,37	16,44
	Minim	40	40	60	40
	Median	80	75	80	80
	Maxim	100	100	99	95
Pepsi-Cola	N valid	60	29	19	12
	Mean	63,25	64,83	60,00	64,58
	SD	16,20	18,00	14,62	14,37
	Minim	25	25	30	40
	Median	65	70	60	68
	Maxim	90	90	80	90

Note: SD= Standard Deviation. Source: designed by the researcher

TABLE 24: IMC ON PROFESSIONALS IN SPAIN BY WORK AREA

Spain		Work Area			
		Total	Marketing	Advertising	Others
Coca-Cola	N valid	60	17	38	5
	Mean	76,48	81,18	73,55	82,80
	SD	14,80	15,16	14,42	12,72
	Minim	40	40	40	70
	Median	80	85	78	85
	Maxim	100	100	100	99
Pepsi-Cola	N valid	60	17	38	5
	Mean	63,25	60,29	64,87	61,00
	Sd	16,20	16,91	16,46	12,45
	Minim	25	25	30	40
	Median	65	60	70	65
	Maxim	90	90	90	70

Note: SD= Standard Deviation. Source: designed by the researcher

TABLE 25: IMC RATE ON PROFESSIONALS IN SPAIN BY COMPANY

USA		Company			
		Total	Agency	Firm	Others
Coca-Cola	N valid	48	21	9	18
	Mean	87,10	84,48	90,33	88,56
	Sd	11,62	11,44	10,83	12,17
	Minim	50	50	70	50
	Median	90	85	95	90
	Maxim	100	100	100	100
Pepsi-Cola	N valid	48	21	9	18
	Mean	76,25	73,33	80,00	77,78
	Sd	12,82	12,78	10,31	13,85
	Minim	40	40	60	50
	Median	78	75	80	80
	Maxim	100	90	90	100

Note: SD= Standard Deviation. Source: designed by the researcher

In a first analysis of the results it is observed how the difference in the quality of the communications of both brands does not differ much depending on the type of company where the respondent works, both for the U.S market and for the Spanish market (Tables 23 and 25).

The results are similar considering the work area of the respondents for both countries (Tables 24 and 26). Highlighting only a lower mean in other areas of work in the evaluation of Coca-Cola, little relevant data due to the low number of valid responses in this area.

TABLE 26: IMC RATE ON PROFESSIONALS IN SPAIN BY WORK AREA

USA		Work Area				
		Total	Advertising	Marketing	Pubic Relation	Others
Coca-Cola	N valid	49	23	13	9	4
	Mean	87,37	86,26	90,54	88,33	81,25
	Sd	11,65	11,55	14,12	6,61	13,15
	Minim	50	50	50	75	70
	Median	90	90	95	90	78
	Maxim	100	100	100	100	100
Pepsi- Cola	N valid	49	23	13	9	4
	Mean	76,53	74,57	81,15	75,00	76,25
	Sd	12,84	13,39	12,44	12,50	12,50
	Minim	40	40	50	60	60
	Median	80	80	80	70	78
	Maxim	100	90	100	100	90

Note: SD= Standard Deviation. Source: designed by the researcher

To finish this descriptive analysis of the evaluation of the communication of the brands object of study we can highlight the small differences in the score between countries, company and area of work.

Not so for the comparison between both brands, since Coca-Cola always gets a higher score in all cases against Pepsi as we can see in Chart 21.

2.5 VALIDITY AND RELIABILITY OF THE SCALES

We analyze the validity of the IMC constructs laid out for both companies: Coca-Cola as well as Pepsi; for Spain as well as the U.S.A.; both markets together, then separately.

In the table bellow we identify the items we used to configure the construct

TABLE 27: ITEMS THAT DEFINE THE COCA-COLA IMC AND PEPSI IMC CONSTRUCTS

	Items for Integrated Marketing Communications Construct
ITEM 1	I think BRAND send messages consistently across all tools and communication channels
ITEM 2	I think BRANDmaintains consistency across the visual components of communication
ITEM 3	I believe BRAND maintains consistency across all the linguistic components of communication
ITEM 4	I think BRAND ensures a consistent brand image
ITEM 5	I believe BRAND does not change the brand image although its context changes, and maintains consistency from the long-term perspective

Source: designed by the researcher

First of all, in order to accomplish that, we shall use the Cronbach alpha internal consistency model in order to assess the reliability of each scale. This model will allow us to test whether the reflective indicators are homogeneous, thus measuring the same latent variable. An optimum value is that which is equal or greater than 0.7 (Nunnally, 1978).

Secondly, we will verify the linearity of the constructs using an Exploratory Factor Analysis (EFA) of the principal components. Several criteria exist in

order to accept the construct as linear:

- o If the first factor explains at least 40% of the variance (Carmines and Zeller, 1979).
- o If the quotient between the difference of the first and second eigenvalue, and the difference between the second and the third one, is greater than 3.
- o If, for the first main component only, the eigenvalue is greater than 1, according to Kaiser's criteria (1960).

Third, we shall verify the constructs' convergent validity, with the objective to verify whether or not the constructs are well defined by their observable variables. In order to do so, we will verify whether or not the observable variables weights for each construct are significantly different than zero and greater than 0.5.

Additionally, it shall be verified whether the Composite Reliability (CR) is greater than 0.7, and whether or not the Average Variance Extracted (AVE) - the degree in which a latent variable is defined by its observable variables - is greater than 0.5 (Hair, Black, Babin and Anderson; 2010).

2.5.1 CRONBACH ALPHA'S SCALE RELIABILITY MODEL

We shall apply the *alpha* statistic proposed by Cronbach (1951), in order to assess the reliability of the scales in each construct. Cronbach's alpha measures the degree of a measuring scale's internal consistency, by calculating the average correlation of one of its variables with all the other variables of that scale.

The selection of the alpha statistic is backed up by its utilization in different empirical studies in measuring and assessing Integrated Marketing Communications; of note are those studies realized by Lee and Park (2007), Seric, Gil-Sauray Ozretic-Dorsen (2013) and Miremadi (2013).

This reliability index presumes that the scale is composed of homogeneous elements that measure the same characteristic, and that the scale's internal consistency may be assessed through the existent correlation between all of its elements, therefore presuming reflective indicators.

It should be pointed out that the reliable indicators of a linear construct are interchangeable, as they are derived from the same conceptual domain, and they convey all its aspects. Therefore, eliminating a reflective indicator will not alter the construct's significance.

The value of alpha varies between 0 and 1, whereas the closer the Cronbach α value is to 1, the greater the items internal consistency that make up the measuring instrument. In accordance with Nunnally (1978), it is required that said coefficient be greater or equal to 0.7 in an exploratory research, in order to confirm that the scale is reliable.

TABLE 28: CRONBACH ALPHA IMC FOR COCA-COLA AND PEPSI IN SPAIN AND USA

Construct	Cronbach's alpha		
	SPAIN+USA	SPAIN	USA
IMC Coca-Cola	0.827	0.840	0.803
IMC Pepsi	0.901	0.879	0.901

Source: designed by the researcher

As may be observed, the values of Cronbach's α are very high (above 0.8) for both constructs in the three scenarios, meaning that the proposed constructs meet the measuring scale's reliability criteria.

2.5.2 LINEARITY. EXPLORATORY FACTOR ANALYSIS

The intention of this analysis is to verify the individual reliability of each indicator for its respective construct, which is used in the explicative model proposed in this research. The criteria to accept that the reflective

indicators are components of the construct is that they need to have a coefficient of 0.7 or higher. Nevertheless, several researchers such as Chin (1998), Hair et al., (1999), Uriel and Aldás (2005), claim that this empirical rule should be more flexible during the initial stages of the scales' development, thereby accepting coefficients of 0.5.

The method used for Exploratory Factory Analysis (EFA) will be the Varimax-rotation on the principal components, utilizing the criteria of eigenvalues greater than 1. There are two indicators that justify an exploratory factor analysis:

- The full correlation matrix via Bartlett's sphericity contrast, which gives the statistical probability that the variables' correlation matrix becomes an identity matrix. This is obtained after the transformation of the Chi-Square of the determinant of the correlation matrix. The greater this statistic, with a significance value under 0.05, then the null hypothesis stating that the matrix is an identity matrix shall be rejected.

- The Kaiser-Meyer-Olkin (KMO) statistic: This test varies between 0 and 1, approximating 1 when each variable is exactly predicted by the other variables without error. If the KMO value is 0.80 or higher, the sampling is deemed meritorious; a value of 0.70 or higher indicate the sampling is middling; if it is 0.60 or more the sampling is mediocre; 0.50 or above is miserable, and values below 0.50 indicate the sampling is unacceptable for an exploratory analysis. This measurement of suitability or sampling sufficiency increases as the sample size increases, the average correlations increase, the number of variables increases, or the number of factors decreases.

An exploratory factor analysis (EFA) is conducted in each of the outlined constructs and in the 3 possible scenarios. For all the constructs, EFAs are valid for KMO>0.8 and a significant Chi^2 and with a single factor with eigenvalue >1 which accounts for more than 50% of the variance (table

24). The constructs linearity is thus verified.

2.5.3 CONVERGENT VALIDITY: AVE AND CR

We shall verify that the factor loads (regression coefficients) of the observable variables in each construct are greater than 0.5. Additionally, the Composite Reliability (CR) must be greater than 0.7, and the Average Variance Extracted (AVE) is greater than 0.5 in each construct and each scenario, as stated in the tables below:

TABLE 29: CONSTRUCT VALIDITY IMC FOR COCA-COLA AND PEPSI IN THE 3
SCENARIOS

| ITEM | EFA for each item and scenario: Factorial Loads, FC, AVE | | | | | |
| | SPAIN+USA | | SPAIN | | USA | |
	IMC Coca-Cola	IMC Pepsi	IMC Coca-Cola	IMC Pepsi	IMC Coca-Cola	IMC Pepsi
ITEM1	0.664	0.777	0.667	0.745	0.656	0.756
ITEM2	0.796	0.860	0.802	0.821	0.803	0.876
ITEM3	0.829	0.870	0.840	0.854	0.812	0.864
ITEM4	0.803	0.894	0.824	0.873	0.781	0.899
ITEM5	0.759	0.834	0.790	0.812	0.703	0.838
Composite Reliability	88.00%	92.71%	89.00%	91.25%	86.70%	92.73%
AVE	59.70%	71.87%	61.92%	67.61%	56.76%	71.89%
% Variance explained by each AFE factors with eigenvalues> 1	59.70%	71.87%	61.92%	67.61%	56.76%	71.89%
KMO	0.836	0.876	0.838	0.849	0.817	0.885
Bartlett's sphericity contrast	Chi^2= 1766.82 sig. 0,000	Chi^2= 3065.11 sig. 0,000	Chi^2= 1179.74 sig. 0,000	Chi^2= 1529.47 sig. 0,000	Chi^2= 630.56 sig. 0,000	Chi^2= 1258.99 sig. 0,000

Source: designed by the researcher

Whereas every construct has its own unique factor, the percentage of

variance due to the factors of each EFA with linearity is >1, and coincides with the average variance extracted, AVE.

Therefore, **the validity of the scales utilized and the concurrent validity of the IMC construct has been verified**. It may therefore be concluded that the selected group of items accurately determine if a company manages its marketing communications as Integrated Marketing Communications.

Throughout the analysis, the 5 items composing the IMC will be applied as independent variables, and the average of those 5 items will be treated as a global index.

2.6 Consumers Analysis

In this section we're going to analyze the consumers' perception of Integrated Marketing Communications for each brand: Coca-Cola and Pepsi and both markets: USA and Spain.

2.6.1 Coca-Cola's IMC and Pepsi's IMC Analysis by country

Now, will be verified whether there are significant differences between Coca-Cola's IMC perceived in Spain and in the U.S.A., and Pepsi's Integrated Marketing Communications perceived in Spain and in the U.S.A.

The Likert scale 1-5 limits the ability to have a normal distribution. Notwithstanding, it is confirmed that none of the 10 items follows a normal distribution (p-values K-S 0.000<0.05) in either of the 2 countries. Nor do the global IMC indexes calculated as an average follow a normal distribution (p-values of K-S>0.05).

Subsequently, Mann-Whitney non-parametric tests for distribution comparison shall be applied, just as they were in the Seric, Gil-Sauray Ozretic-Dorsen (2013) and Miremadi (2013) studies.

TABLE 30: IMC Significant Differences Between Spain and the U.S.A.

SPAIN vs. USA	CocaCola p-value (M-W)	Pepsi p-value (M-W)
I think BRAND send messages consistently across all tools and communication channels	0.355	**0.000**
I think BRAND maintains consistency across the visual components of communication	0.436	**0.000**
I believe BRAND maintains consistency across all the linguistic components of communication	0.295	**0.000**
I think BRAND ensures a consistent brand image	**0.000**	**0.000**
I believe BRAND does not change the brand image although its context changes, and maintains consistency from the long-term perspective	0.751	**0.000**
IMC global	**0.042**	**0.000**

Source: designed by the researcher

The most adequate statistic to compare distributions is the median. However, since it is a Likert scale that is short and closed, the distribution is stable, exempt from outliers and extreme values. Therefore, the mean could be used for comparison purposes, since it is more intuitive and easier to interpret. Subsequently, the average will always be utilized in the graphs to show the differences.

Observing the p-values of the contrasts, we conclude that **Pepsi causes the greatest differences in the IMC perception between Spain and the U.S.A.,** with differences for all items and their global IMC. In comparison, Coca-Cola's perception differences occur in their image coherence and global IMC.

Regarding Coca-Cola, only its image and brand coherence perception and its global index differ between countries, which is rated highest among the US consumers (Chart 22).
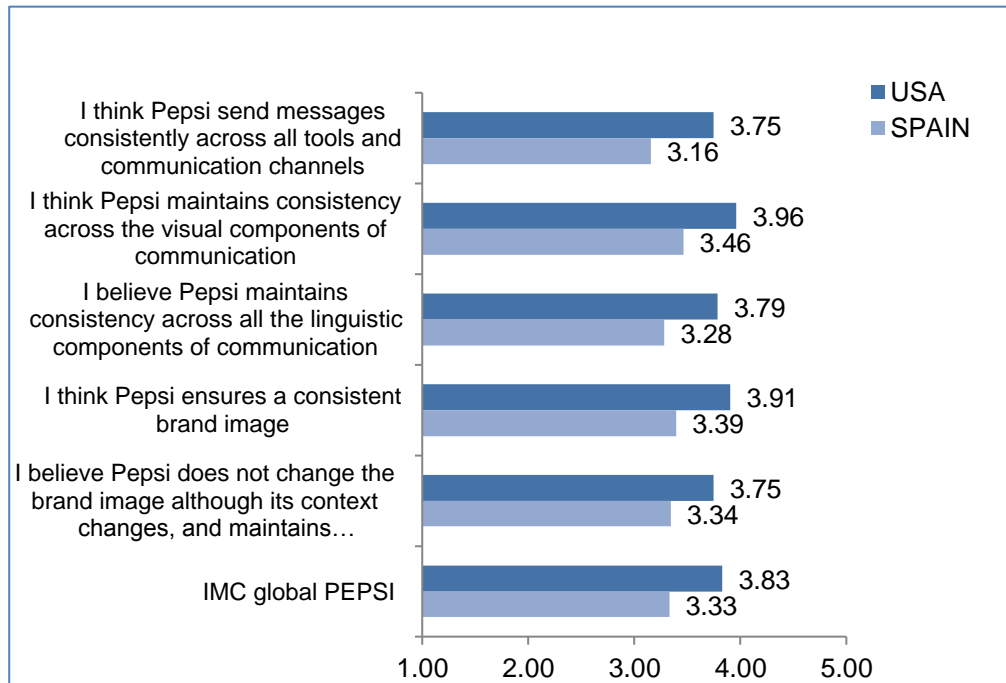
All Pepsi's items, as well as its global index, are perceived more coherent in the U.S.A. than in Spain, as indicated in the following Chart 23.

CHART 22: IMC ITEMS FOR COCA-COLA BY COUNTRY
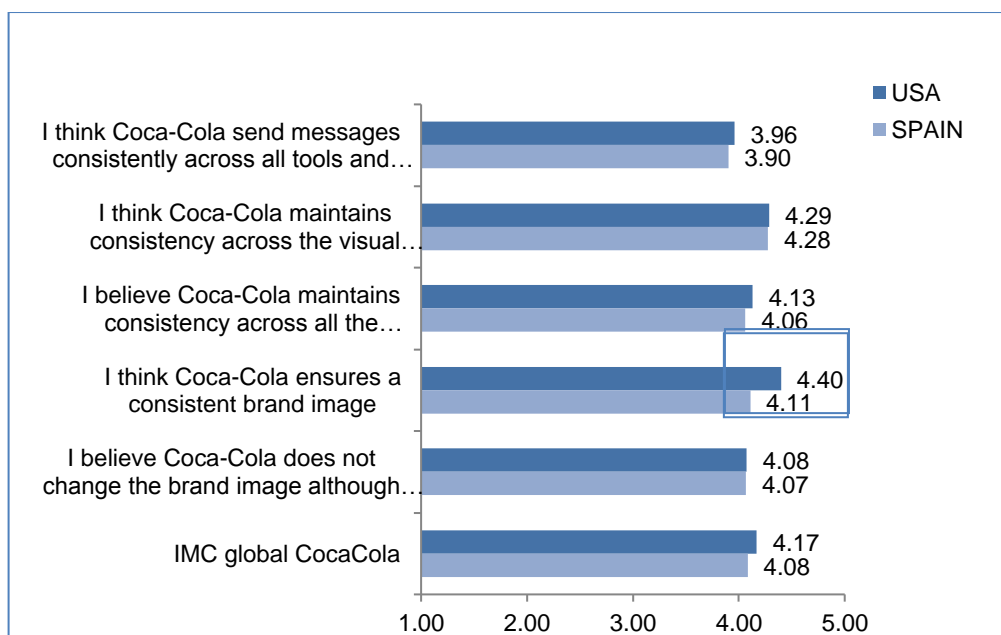
Note: Mean. Source: designed by the researcher

CHART 23: IMC ITEMS FOR PEPSI-COLA BY COUNTRY

Note: Mean. Source: designed by the researcher

2.6.2 RELATION BETWEEN COCA-COLA'S IMC AND PEPSI'S IMC

W will be verified whether or not there are significant differences between Coca-Cola's IMC and Pepsi's IMC, for each market.

Once again, the Likert scale 1-5 limits the distribution ability from being normal (p-values 0.000<0.05). Nor do the IMC global indicators calculated as an average follow the normal distribution (p-values K-S>0.05). Therefore, non-parametric tests for related samples shall be applied.

TABLE 31: Significant Differences Between Coca-Cola's IMC and Pepsi's IMC for Each Market

Coca-Cola vs. Pepsi	SPAIN p-value (Wilcoxon)	USA p-value (Wilcoxon)
I think BRAND send messages consistently across all tools and communication channels	0.000	0.000
I think BRAND maintains consistency across the visual components of communication	0.000	0.000
I believe BRAND maintains consistency across all the linguistic components of communication	0.000	0.000
I think BRAND ensures a consistent brand image	0.000	0.000
I believe BRAND does not change the brand image although its context changes, and maintains consistency from the long-term perspective	0.000	0.000
IMC global	**0.000**	**0.000**

Source: designed by the researcher

The Wilcoxon p-values lower than 0.05 indicate that the Coca-Cola IMC and Pepsi IMC are perceived differently, both in Spain and in the U.S.A. from the consumer perspective.

As seen in the following graphs 16 and 17, in the U.S.A. as well as in Spain, all of the IMC items are perceived significantly higher for Coca-Cola, particularly in Spain.

CHART 24: SIGNIFICANT DIFFERENCES BETWEEN COCA-COLA'S IMC AND PEPSI'S IMC FOR USA
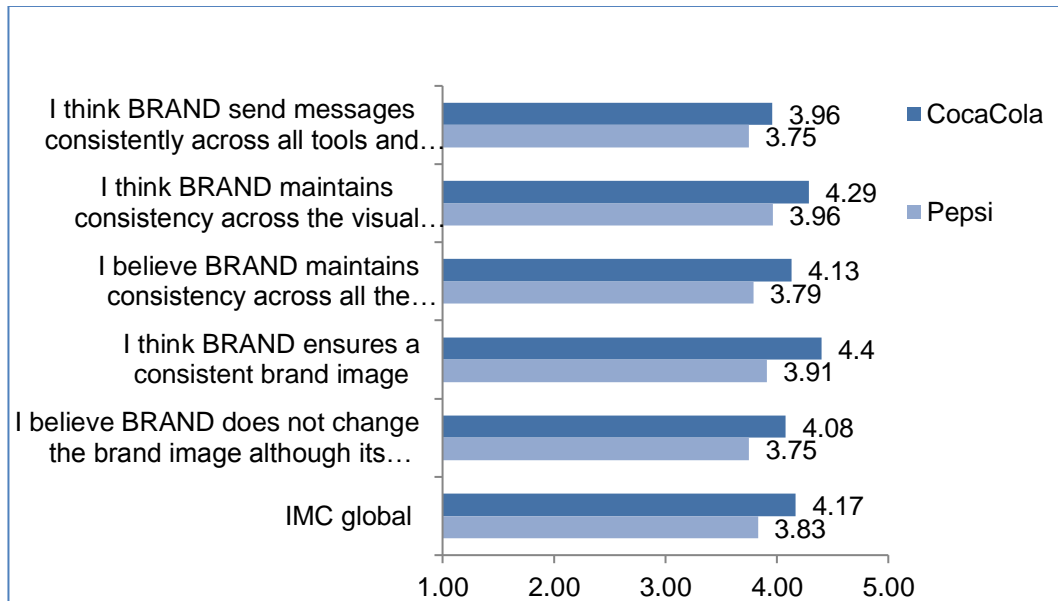
Note: Mean. Source: designed by the researcher

CHART 25: SIGNIFICANT DIFFERENCES BETWEEN COCA-COLA'S IMC AND PEPSI'S IMC FOR SPAIN
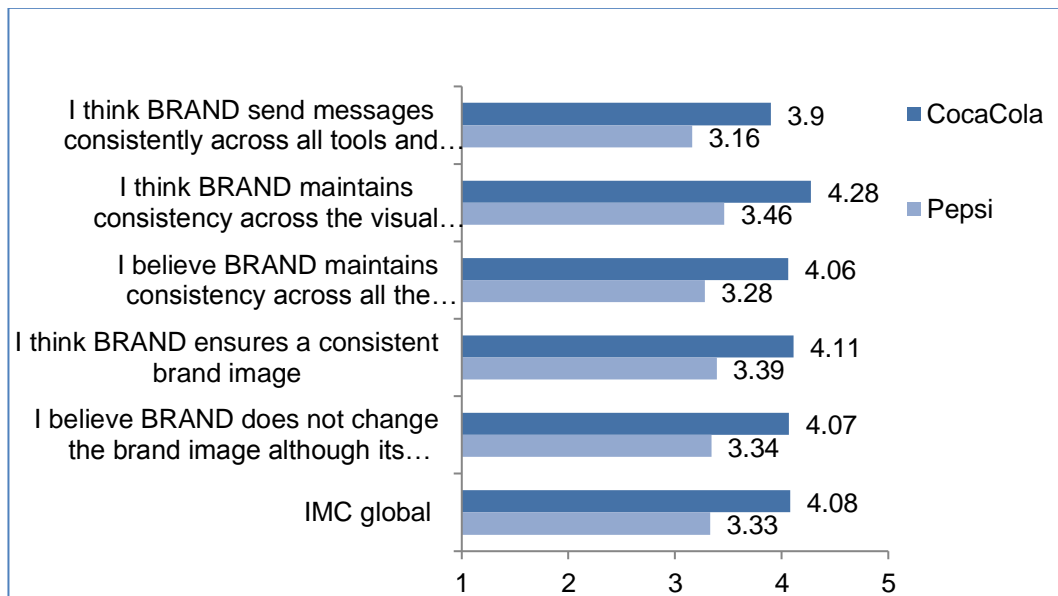
Note: Mean. Source: designed by the researcher

2.6.3 DIFFERENCES BETWEEN IMCS BY TYPE OF BEVERAGE CONSUMED FOR EACH BRAND AND MARKET

In this part we will verify whether or not significant differences exist, both for Coca-Cola's IMC and Pepsi's IMC for each market, according to the type of beverage consumed.

TABLE 32: Significant Differences in Coca-Cola's IMC, by Type of Beverage Consumed in Spain

IMC Coca-Cola Spain	Beverage				
	Coca-Cola vs. Others	Coca-Cola Light vs. Others	Coca-Cola Zero vs. Others	Pepsi vs. Others	Pepsi-Light vs. Others
	p-value (M-W)	p-value (M-W)	p-value (M-W)	p-value (M-W)	p-value (M-W)
I think Coca-Cola send messages consistently across all tools and communication channels	0.718	0.843	0.182	0.500	**0.028**
I think Coca-Cola maintains consistency across the visual components of communication	0.615	0.523	0.252	0.879	0.342
I believe Coca-Cola maintains consistency across all the linguistic components of communication	0.605	0.073	**0.011**	0.631	0.888
I think Coca-Cola ensures a consistent brand image	0.600	0.246	0.237	0.173	0.790
I believe Coca-Cola does not change the brand image although its context changes, and maintains consistency from the long-term perspective	0.514	0.128	0.079	0.945	0.828
IMC global	0.899	0.088	0.109	0.456	0.575

Source: designed by the researcher

TABLE 33: SIGNIFICANT DIFFERENCES IN PEPSI'S IMC, BY TYPE OF BEVERAGE CONSUMED IN SPAIN

| IMC Pepsi. Spain	Beverage				
	CocaCola vs. Others	CocaCola Light vs. Others	CocaCola Zero vs. Others	Pepsi vs. Others	PepsiLight vs. Others
	p-value (M-W)	p-value (M-W)	p-value (M-W)	p-value (M-W)	p-value (M-W)
I think Pepsi send messages consistently across all tools and communication channels	0.558	0.418	0.195	**0.000**	0.115
I think Pepsi maintains consistency across the visual components of communication	0.929	0.420	0.182	**0.000**	0.561
I believe Pepsi maintains consistency across all the linguistic components of communication	0.786	**0.030**	0.292	**0.000**	0.721
I think Pepsi ensures a consistent brand image	0.351	0.073	0.209	**0.000**	0.226
I believe Pepsi does not change the brand image although its context changes, and maintains consistency from the long-term perspective	0.431	0.461	0.093	**0.000**	0.588
IMC global	0.674	0.092	0.121	**0.000**	0.268

Source: designed by the researcher

In Spain, those Mann-Whitney p-values which are higher than 0.05

indicate that Coca-Cola's IMC is essentially perceived equally for all types of beverages. The only item rated differently is the coherence between the communication linguistic components, which is rated higher among Coca-Cola Zero consumers (Table 32).

Nevertheless, Pepsi's IMC is rated significantly higher by Pepsi consumers for all items than consumers from other brands as we see in Chart 26.

CHART 26: PEPSI'S IMC, BY TYPE OF BEVERAGE CONSUMED IN SPAIN
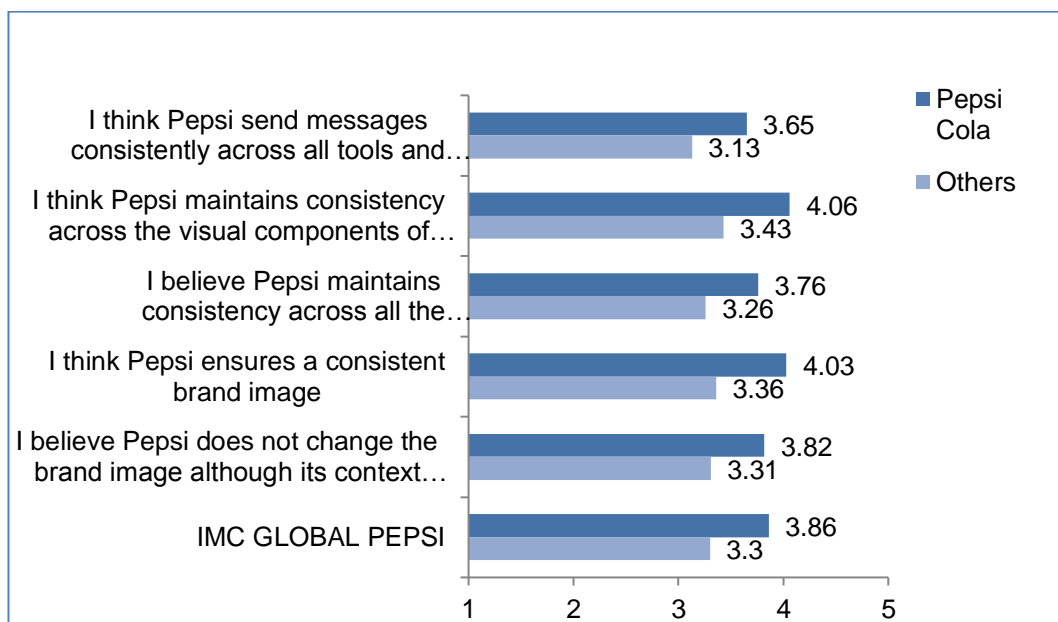
Note: Mean. Source: designed by the researcher

We proceed, likewise, with the analysis of the IMC items for the USA market according to the type of drink consumed and comparing the main brands with the rest

TABLE 34: Significant Differences in Coca-Cola's IMC by Type of
Beverage Consumed in Spain

IMC Coca-Cola USA	Beverage				
	CokeClassic vs. Others	DietCoke vs. Others	Coke Zero vs. Others	Pepsicola vs. Others	DietPepsi vs. Others
	p-value (M-W)	p-value (M-W)	p-value (M-W)	p-value (M-W)	p-value (M-W)
I think Coca-Cola send messages consistently across all tools and communication channels	0.595	0.165	**0.024**	0.782	0.943
I think Coca-Cola maintains consistency across the visual components of communication	0.092	0.563	0.577	0.662	0.634
I believe Coca-Cola maintains consistency across all the linguistic components of communication	0.662	0.419	0.187	0.361	0.452
I think Coca-Cola ensures a consistent brand image	0.176	0.716	0.574	0.892	0.236
I believe Coca-Cola does not change the brand image although its context changes, and maintains consistency from the long-term perspective	0.094	0.306	0.819	0.458	0.967
IMC global	0.351	0.194	0.311	0.932	0.394

Source: designed by the researcher

TABLE 35: Significant Differences in Pepsi's IMC by Type of Beverage
Consumed in Spain

| IMC Pepsi in Spain	Beverage				
	CokeClassic vs. Others	DietCoke vs. Others	Coke Zero vs. Others	Pepsicola vs. Others	DietPepsi vs. Others
	p-value (M-W)	p-value (M-W)	p-value (M-W)	p-value (M-W)	p-value (M-W)
I think Pepsi send messages consistently across all tools and communication channels	0.088	0.952	0.126	**0.007**	0.052
I think Pepsi maintains consistency across the visual components of communication	0.425	0.186	0.054	**0.000**	0.112
I believe Pepsi maintains consistency across all the linguistic components of communication	0.272	0.702	0.539	**0.001**	**0.002**
I think Pepsi ensures a consistent brand image	**0.045**	0.471	0.865	**0.000**	**0.007**
I believe Pepsi does not change the brand image although its context changes, and maintains consistency from the long-term perspective	**0.028**	0.861	0.087	**0.000**	0.523
IMC global	**0.024**	0.788	0.245	**0.000**	**0.008**

Source: designed by the researcher

In the U.S.A., Mann-Whitney p-values higher than 0.05 show that Coca-

Cola's IMC is virtually perceived the same for all types of beverages consumed; only the coherence in the message is rated higher among Coca-Cola Zero consumers.
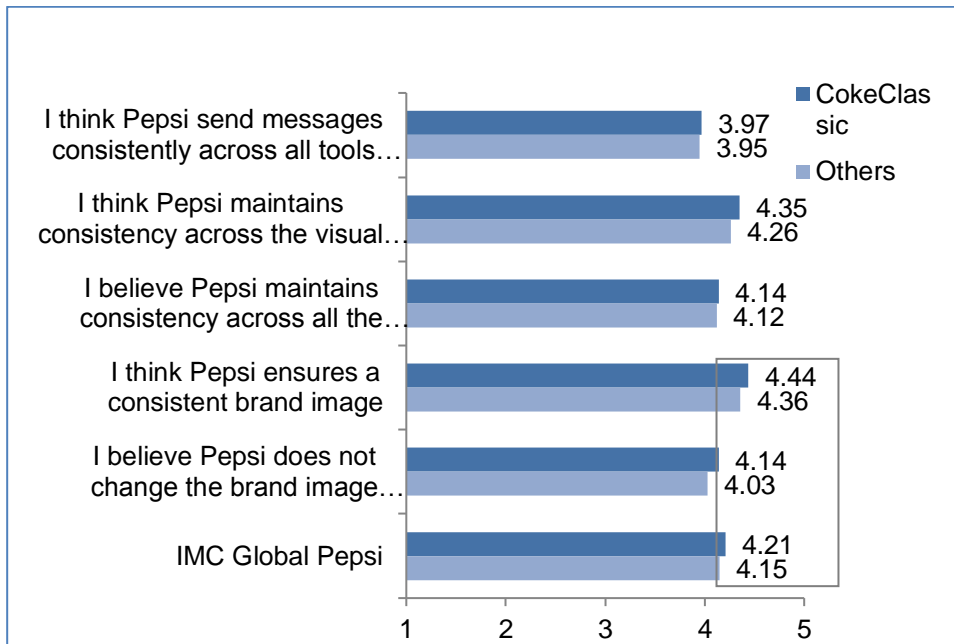
Nevertherless, Pepsi's IMC is rated significantly higher among Pepsi consumers for all items; consumers of both Pepsi and Coke Classic rated some items higher, as we show in graphs below from 19 to 21.

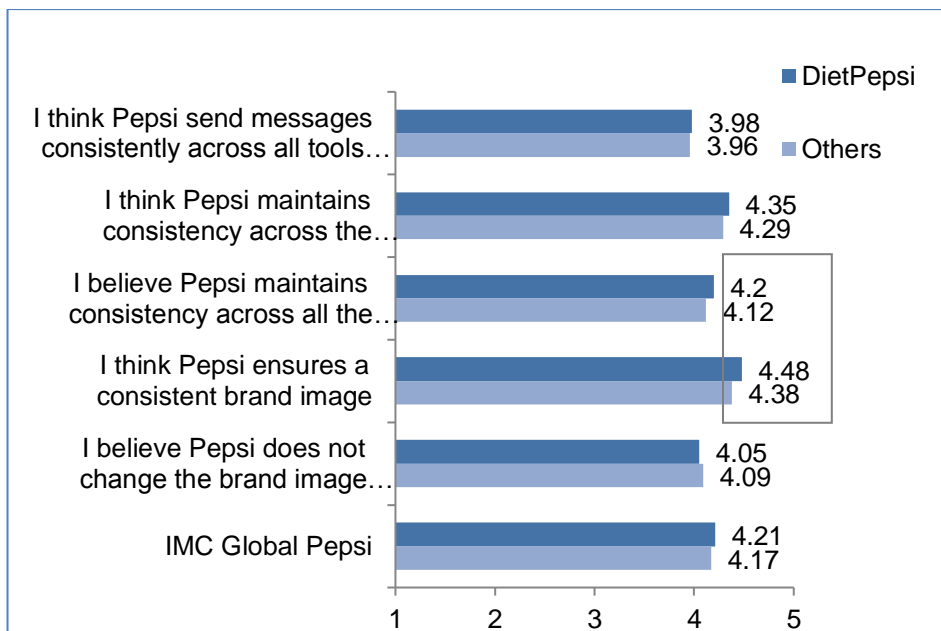CHART 27: PEPSI'S IMC, BY TYPE OF BEVERAGE CONSUMED IN SPAIN
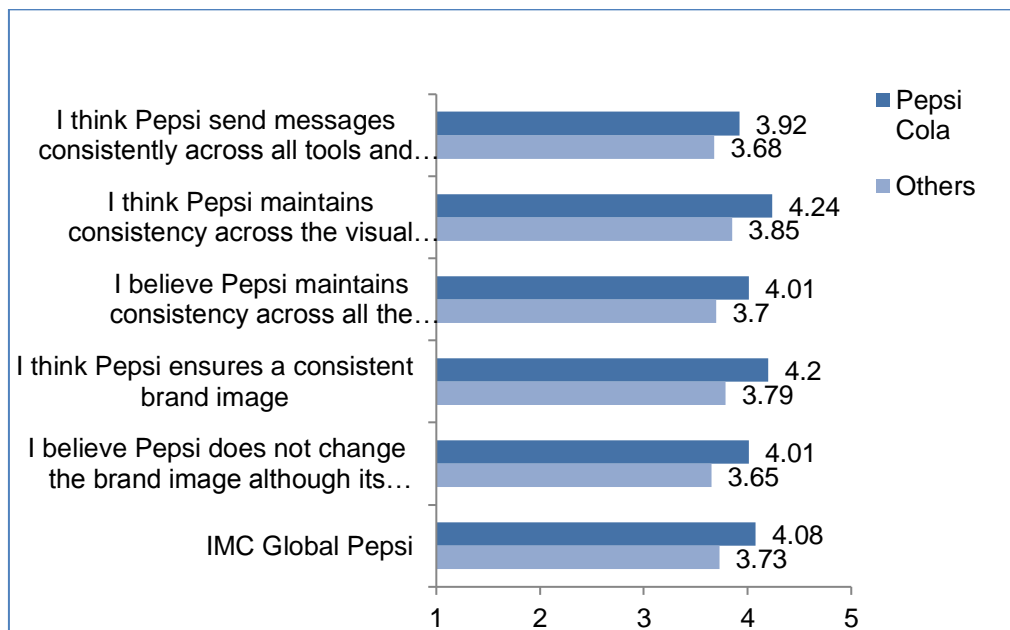
Note: Mean. Source: designed by the researcher

CHART 28: Pepsi's IMC, Comparing Coke Clasic and Others in Spain

I think Pepsi send messages consistently across all tools… — CokeClassic 3.97 / Others 3.95

I think Pepsi maintains consistency across the visual… — 4.35 / 4.26

I believe Pepsi maintains consistency across all the… — 4.14 / 4.12

I think Pepsi ensures a consistent brand image — 4.44 / 4.36

I believe Pepsi does not change the brand image… — 4.14 / 4.03

IMC Global Pepsi — 4.21 / 4.15

Note: Mean. Source: designed by the researcher

CHART 29: Pepsi's IMC, Comparing Diet Pepsi and Others in Spain

I think Pepsi send messages consistently across all tools… — DietPepsi 3.98 / Others 3.96

I think Pepsi maintains consistency across the… — 4.35 / 4.29

I believe Pepsi maintains consistency across all the… — 4.2 / 4.12

I think Pepsi ensures a consistent brand image — 4.48 / 4.38

I believe Pepsi does not change the brand image… — 4.05 / 4.09

IMC Global Pepsi — 4.21 / 4.17

Note: Mean. Source: designed by the researcher

2.6.4 Differences between IMCs broken down by heavy users vs. light users, for each brand and market

Following the order proposed in the hypotheses in this section, we will verify whether significant differences exist in each market for Coca-Cola's IMC as well as for Pepsi's IMC, based on whether or not the consumer is a heavy user.

To identify the heavy user or loyal consumer different sources have been consulted, as there is no common criterion regarding when to consider a consumer heavy user.

"The majority of the industry, but depending on the categories, understands the most loyal consumer as someone who drinks frequently daily" (Ismael Pascual, Integrated Marketing Communications Coca-Cola Company). Taking this as a basis for our study we have considered that a loyal consumer or heavy user is one who consume more than 10 soft drinks a week.

TABLE 36: Heavy Users by Country

Heavy Users	USA		SPAIN	
	Frequency	percentage	Frequency	percentage
Less than 10 per week	363	88,1	586	96,4
More than 10 per week	49	11,9	22	3,6
Total	412	100	608	100

Source: designed by the researcher

TABLE 37: SIGNIFICANT DIFFERENCES IMC BY HEAVY USERS VS. LIGHT USERS, FOR EACH BRAND AND MARKET

| Heavy user vs. Light user | SPAIN | | USA | |
| | Coca-Cola | Pepsi | Coca-Cola | Pepsi |
	p-value (M-W)	p-value (M-W)	p-value (M-W)	p-value (M-W)
I think BRAND send messages consistently across all tools and communication channels	0.718	0.200	**0.000**	**0.005**
I think BRAND maintains consistency across the visual components of communication	0.345	0.212	0.062	0.055
I believe BRAND maintains consistency across all the linguistic components of communication	0.116	0.867	**0.001**	**0.010**
I think BRAND ensures a consistent brand image	0.230	0.584	**0.004**	**0.001**
I believe BRAND does not change the brand image although its context changes, and maintains consistency from the long-term perspective	**0.029**	0.864	**0.049**	**0.048**
IMC global	0.227	0.320	**0.002**	**0.007**

Source: designed by the researcher

The Mann-Whitney p-values lower than 0.05 indicate that:

- In the U.S.A., for both Coca-Cola and Pepsi, heavy users rate IMC items higher, except for the one correlated to visual components.

- In Spain, Pepsi's heavy users show no significant differences in IMC perception, except for the item associated with brand image alteration, which they rate higher.

CHART 30: IMC PERCEIVIED ACCORDING TO BRAND. COCA-COLA IN SPAIN
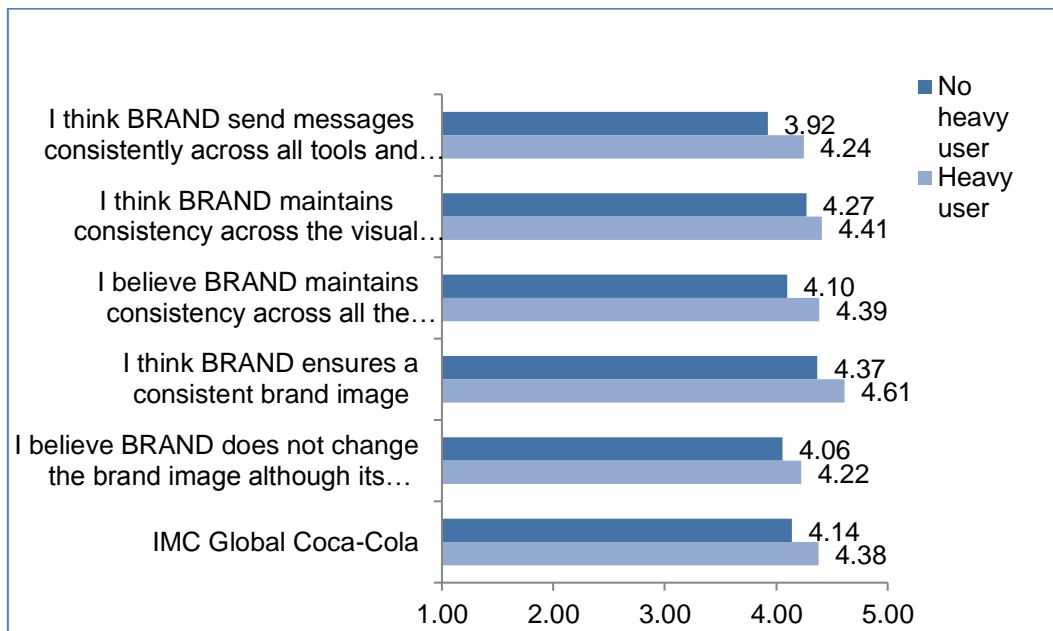
Note: Mean. Source: designed by the researcher

The graphics 22 y 23 feflect the differences in the evaluation of the IMC items for the Coca-Cola and Pepsi brands respectively, comparing between heavy user and non heavy user, noting that heavy users always evaluate each aspect of brands better than non heavy users.

CHART 31: IMC PERCEIVIED ACCORDING TO BRAND. PEPSI IN SPAIN
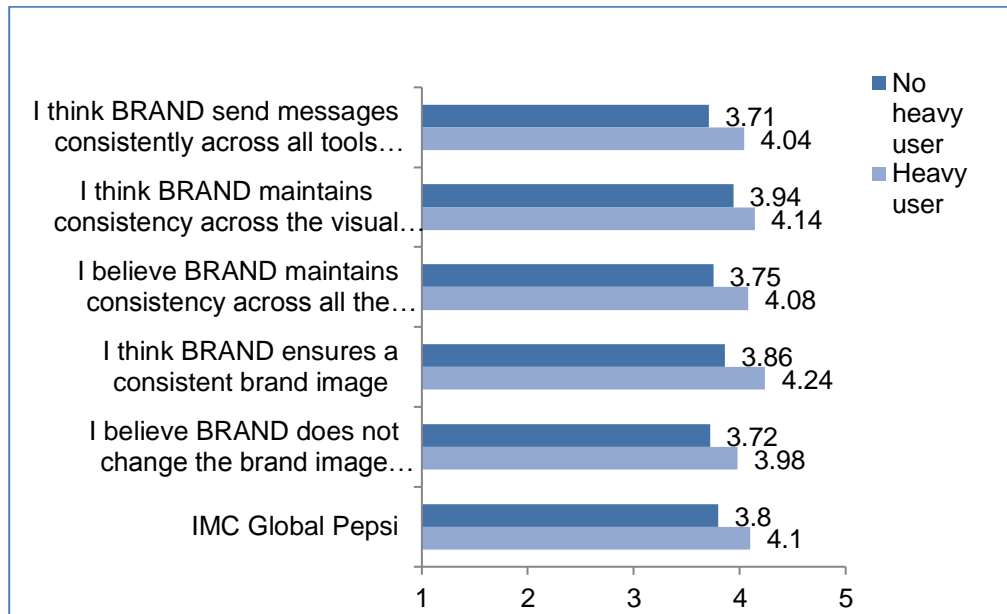
Note: Mean. Source: designed by the researcher

2.7 INDUSTRY PROFESSIONALS ANALYSIS

After the analysis in consumers that was established in the objectives and the respective hypotheses, In this section all the analysis will be studied from the industry professional viewpoint.

2.7.1 COCA-COLA'S AND PEPSI'S IMC, BY COUNTRY

We shall verify whether or not significant differences exist between Coca-Cola's and Pepsi's IMC ratings, in Spain and the U.S.A. The measuring scale used is 0-100, with 100 being the highest score.

Neither Coca-Cola's nor Pepsi's index has a normal distribution, with p-values of K-S 0.000<0.05.

Therefore, Mann-Whitney's non-parametric tests for comparing distributions shall be applied.

TABLE 38: SIGNIFICANT DIFFERENCES BETWEEN SPAIN AND THE U.S.A

| | SPAIN vs. USA |
	p-value (M-W)
IMC CocaCola	0.000
IMC Pepsi	0.000

Source: designed by the researcher

The most adequate statistic to compare distributions is the median. However, as a closed scale (0-100), it's a stable distribution absent of extreme values or outliers; therefore, the mean may be used for comparison purposes. Subsequently, the mean shall always be used in the graphs in order to illustrate the differences.

Upon observing the contrasts p-values, it is determined that Coca-Cola's IMC and Pepsi's IMC differ significantly between countries. They are higher among the US professionals, by comparing the different colored bars in the graph exhibited in the following section.

2.7.2 RELATION BETWEEN COCA-COLA'S IMC AND PEPSI'S IMC FOR EACH MARKET

Wilcoxon's p-values lower than 0.05 indicate that the Coca-Cola IMC and the Pepsi IMC are rated differently, in both Spain and the U.S.A.

TABLE 39: SIGNIFICANT DIFFERENCES BETWEEN COCA-COLA'S IMC AND PEPSI'S IMC

	SPAIN	USA
	p-value (Wilcoxon)	p-value (Wilcoxon)
CocaCola vs. Pepsi	**0.000**	**0.000**

Source: designed by the researcher

In the U.S.A. the Coca-Cola IMC is around 10 points higher than Pepsi's. In Spain, this difference increases by almost 13 points. The following Chart 32 shows this difference in the IMC perceived by the country, as highlighted in section 2.4.2 of the descriptive analysis in professionals.

CHART 32: IMC MEANN ON PROFESSIONALS BY COUNTRY
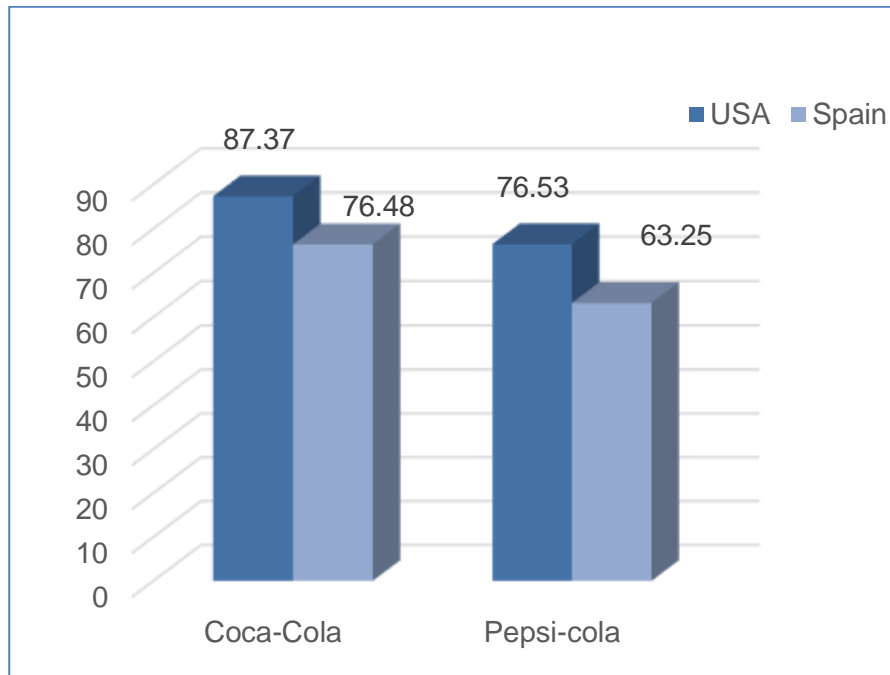
Source: designed by the researcher

2.7.3 DIFFERENCES BETWEEN THE IMCS BY COMPANY, FOR EACH BRAND AND MARKET.

In this section we shall establish for each market whether there are significant differences, for both Coca-Cola's IMC and Pepsi's IMC, according to the type of company in which the industry professionals surveyed are employed.

TABLE 40: SIGNIFICANT DIFFERENCES IN COCA-COLA'S IMC BY TYPE OF
COMPANY IN SPAIN

Spain	Company		
	Agency vs Firm	Agency vs Others	Firm vs Others
	p-value (M-W)	p-value (M-W)	p-value (M-W)
IMC Coca-Cola	0.213	0.352	0.770
IMC Pepsi	0.177	0.570	0.364

Source: designed by the researcher

TABLE 41: SIGNIFICANT DIFFERENCES IN COCA-COLA'S IMC BY TYPE OF
COMPANY IN SPAIN

USA	Company		
	Agency vs Firm	Agency vs Media	Agency vs Media
	p-value (M-W)	p-value (M-W)	p-value (M-W)
IMC Coca-Cola	0.143	0.143	0.654
IMC Pepsi	0.161	0.338	0.619

Source: designed by the researcher

We can conclude that there are no significant differences in Coca-Cola's and Pepsi's IMC perception by type of company, neither in Spain nor in the U.S.A.

CHART 33: IMC RATE ON PROFESSIONALS IN SPAIN BY COMPANY
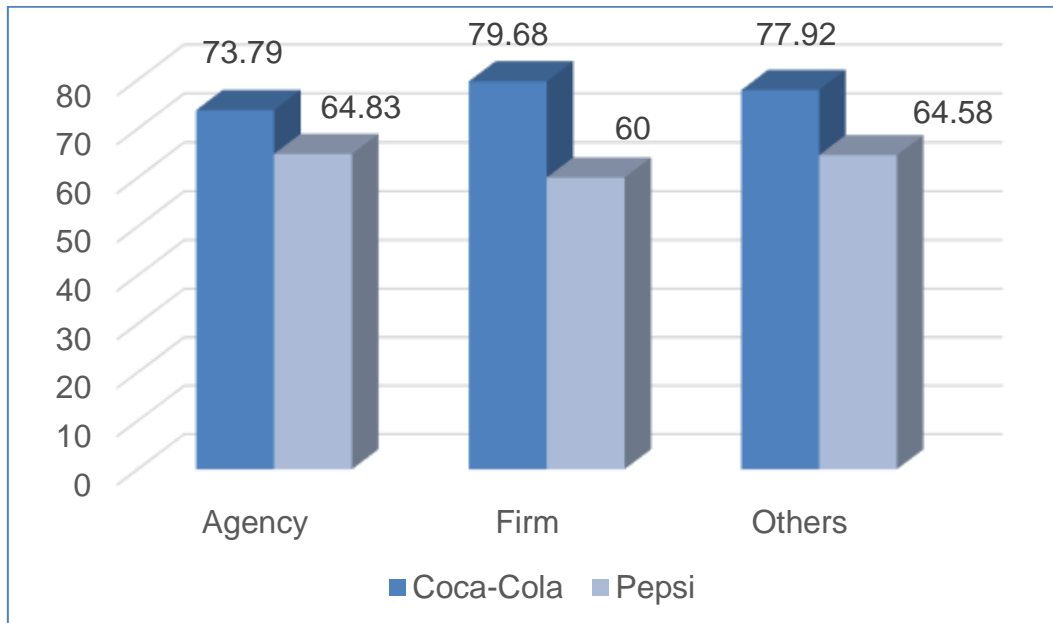
Note: Mean. Source: designed by the researcher

We can therefore emphasize that the perception of the IMC of the brands under study does not depend directly on the company in which they work, while the score awarded to Coca-Cola is always greater than that awarded to Pepsi in Spain (Chart 33). Giving the same circumstance in the USA according to what is shown in Chart 34.

CHART 34: IMC RATE ON PROFESSIONALS IN SPAIN BY COMPANY
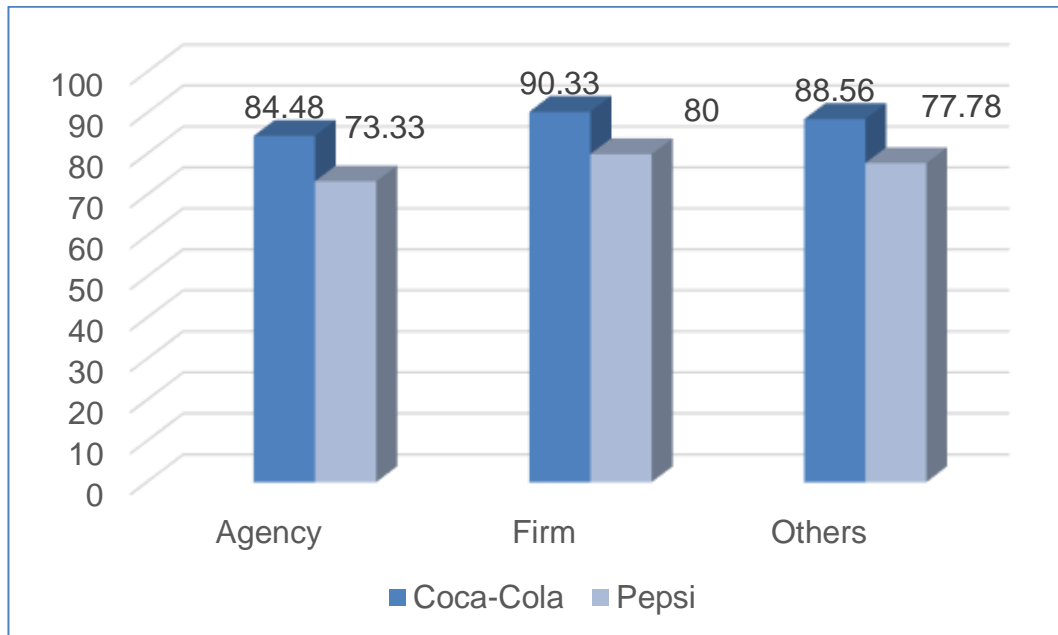
Note: Mean. Source: designed by the researcher

2.7.4 DIFFERENCES BETWEEN THE IMCS BY WORK AREA FOR EACH BRAND AND MARKET.

To finish with the study on the professionals of the industry we analyze if the area of work of these professionals, influences in their perception of the IMC of Coca-Cola and Pepsi, we will establish whether there are significant differences between Coca-Cola's and Pepsi's IMC, by line of business the industry professional works in, for both markets.

TABLE 42: SIGNIFICANT DIFFERENCES IN COCA-COLA'S IMC WORK AREA IN SPAIN

SPAIN	Marketing vs Advertising
	p-value (M-W)
IMC Coca-Cola	**0.036**
IMC Pepsi	0.256

Source: designed by the researcher

TABLE 43: SIGNIFICANT DIFFERENCES IN PEPSI'S IMC WORK AREA IN SPAIN

USA	Area		
	Marketing vs Advertising	Advertising vs Public Relations	Marketing vs Public Relations
	p-value (M-W)	p-value (M-W)	p-value (M-W)
IMC CocaCola	0.098	0.915	0.126
IMC Pepsi	0.131	0.457	0.112

In Spain there are only significant differences in Coca-Cola's IMC ratings between the areas of marketing and advertising, with marketing professionals' perceptions ranked higher.

CHART 35: IMC RATE COCA-COLA ON PROFESSIONALS BY WORK AREA IN SPAIN
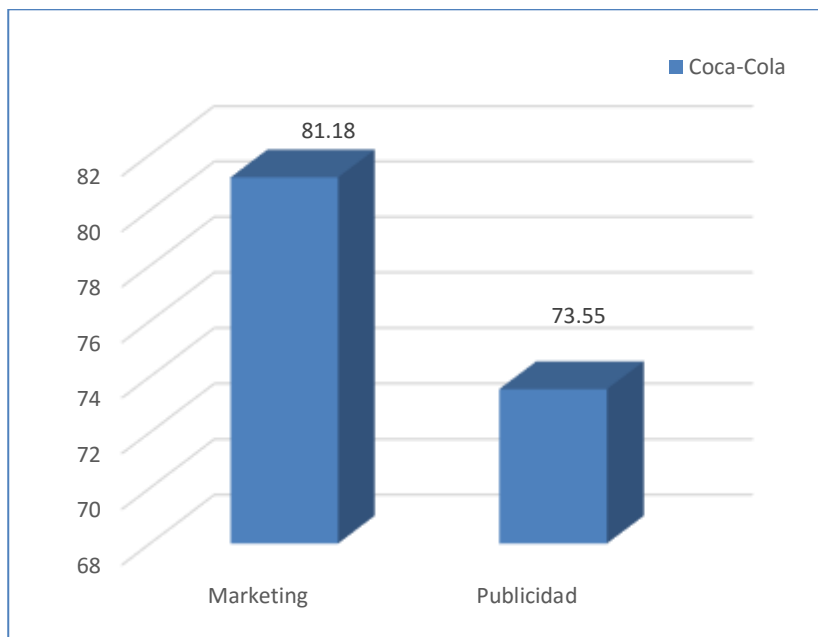
Source: designed by the researcher

As shown in the graphs below, the scores for IMC of both brands are always higher in Coca-Cola than in Pepsi, regardless of the work area of the professional surveyed. With very similar data for both countries
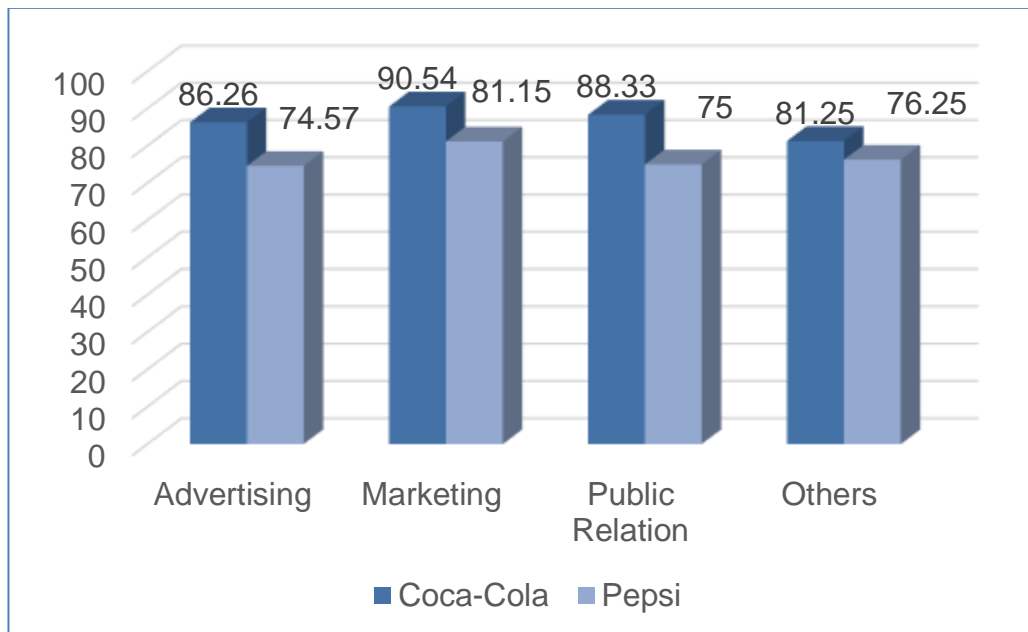
although the areas of work analyzed have been different since the US market included the area of public relations, with little weight in Spain.

CHART 36: IMC RATE ON PROFESSIONALS BY WORK AREA IN SPAIN
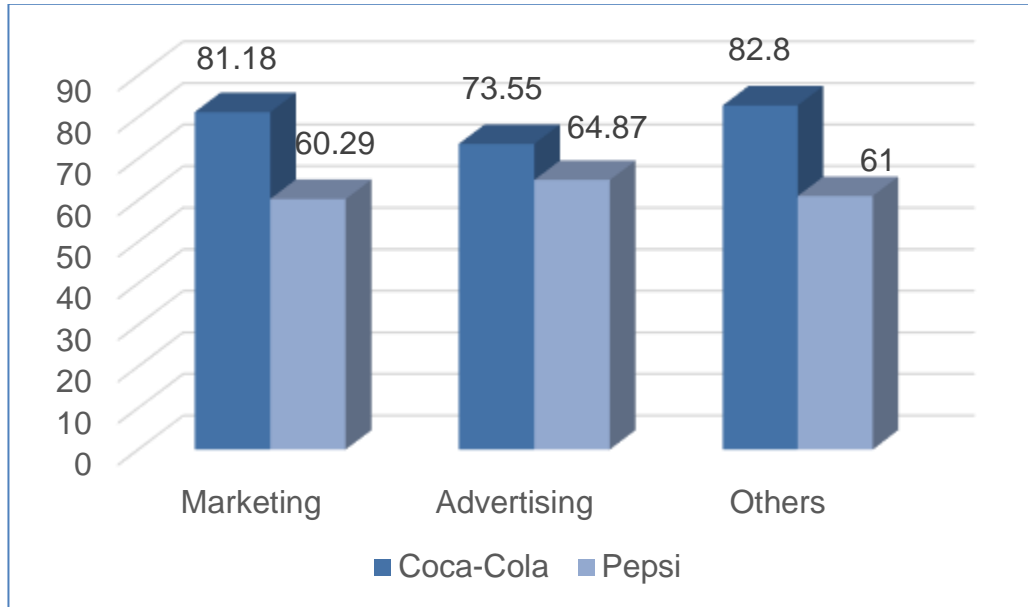
Note: Mean. Source: designed by the researcher

CHART 37: IMC RATE ON PROFESSIONALS BY WORK AREA IN SPAIN

Note: Mean. Source: designed by the researcher

2.8 COMPARISON BETWEEN CONSUMERS AND INDUSTRY PROFESSIONALS

To finalize the section of data analysis we include a comparison between consumers and professionals that in response to the third hypothesis formulated

Since the measuring scales for industry professionals and for consumers are different, the comparison will be an approximation, thus converting the industry professionals' 0-100 scale into the consumer's 1-5 Likert scale.

The scale conversion from 1-100 scale to the Likert 1-5 scale is accomplished by dividing 100 by 5; therefore, each Likert scale value is equivalent to 20 points of the 100 scale. So the scale to transform the assessment of professionals on a scale of 1 to 5 is as detailed

- 0-20=1 Highly disapprove
- 21-40=2 Disapprove
- 41-60=3 Undecided
- 61-80=4 Agree
- 81-100=5 Strongly agree

TABLE 44: IMC RATE COMPARATIVE CONSUMERS PROFESSIONALS IN SPAIN

Spain		Type		
		Total	Consumer	Professional
IMC Coca-Cola	N valid	652	592	60
	Mean	4,08	4,08	4,07
	Sd	0,63	0,61	0,84
	Minim	1	1	2
	Median	4	4	4
	Maxim	5	5	5
IMC Pepsi	N valid	646	586	60
	Mean	3,34	3,33	3,45
	Sd	0,68	0,67	0,77
	Minim	1	1	2
	Median	3,2	3,2	4
	Maxim	5	5	5

Source: designed by the researcher

TABLE 45: IMC RATE COMPARATIVE CONSUMERS PROFESSIONALS IN SPAIN

USA		Type		
		Total	Consumer	Professional
IMC Coca-Cola	N valid	461	412	49
	Mean	4,22	4,17	4,65
	Sd	0,55	0,52	0,56
	Minim	2	2	3
	Median	4	4	5
	Maxim	5	5	5
IMC Pepsi	N valid	461	412	49
	Mean	3,86	3,83	4,12
	Sd	0,74	0,74	0,7
	Minim	1	1	2
	Median	4	4	4
	Maxim	5	5	5

Source: designed by the researcher

TABLE 46: SIGNIFICANT DIFFERENCES IN COCA-COLA'S AND PEPSI'S IMC BETWEEN CONSUMERS AND INDUSTRY PROFESSIONALS FOR EACH MARKET

Consumer vs. Profesional	SPAIN	USA
	p-Value (M-W)	p-VAlue(M-W)
IMC Coca-Cola	0.662	**0.000**
IMC Pepsi	**0.042**	**0.008**

Source: designed by the researcher

There are significant differences between Pepsi's IMC ratings by

consumers and industry professionals in both countries; Coca-Cola's IMC has a significant difference only in the U.S.A., where the industry professionals rated it higher.

CHART 38: COMPARATIVE IMC PERCEIVED CONSUMERS VS PROFESSIONALS IN SPAIN
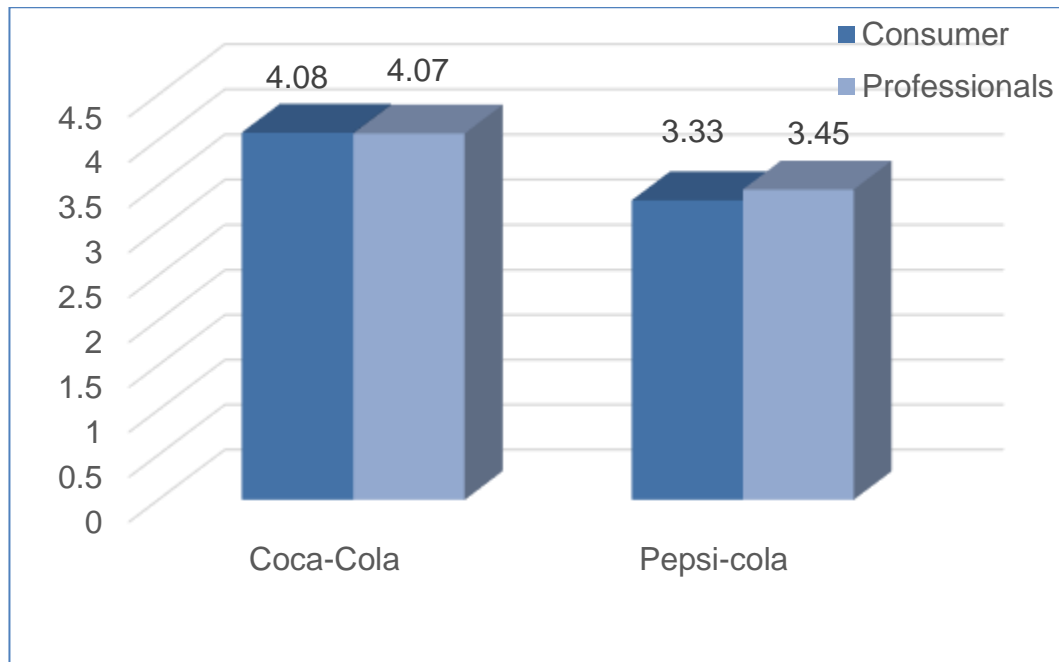
Source: designed by the researcher

As we can see in the graph of the Spanish market, the perceived Coca-Cola IMC is similar between consumers and professionals, whereas in the case of Pepsi, professionals score better than consumers.

For the US market there are differences in the IMC perceived by professionals that give a higher valuation than the consumers to both Coca-Cola and Pepsi.

CHART 39: COMPARATIVE IMC PERCEIVED CONSUMERS VS PROFESSIONALS IN SPAIN
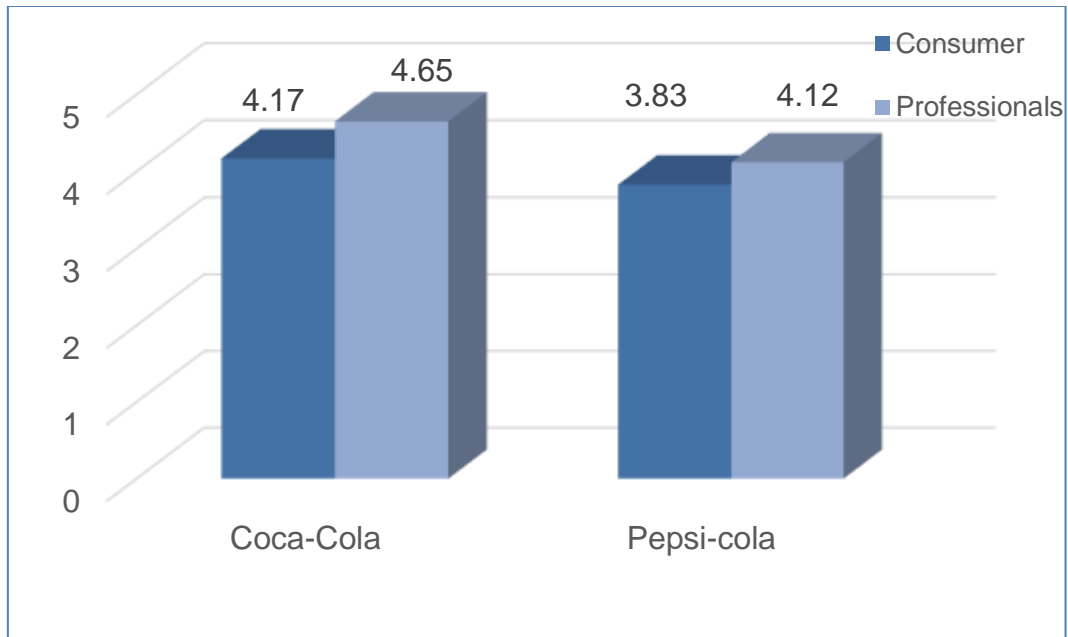
Source: designed by the researcher

2.9 Results Analysis

In this section, we shall summarize the main research findings, which will support the hypotheses outlined below. We shall break them down into consumers and industry professionals for a better understanding.

Consumers

First of all, we shall recapitulate some **global conclusions for each brand, and for both markets**:

- **Pepsi draws the highest differences** of IMC ratings between both countries. In the U.S.A., all items ratings and global IMC ratings are higher than in Spain.
- Regarding **Coca-Cola, the analyzed items ratings are more uniform**, except for its image coherence and for its global IMC; both are rated higher in the U.S.A.
- Comparing the two brands, in the U.S.A. as well as in Spain, all **Coca-Cola IMC items are rated significantly higher**, particularly in Spain.

Regarding the **type of beverage consumed**, it is noteworthy that:

- In Spain, Coca-Cola's IMC is essentially perceived the same for each type of beverage consumed.
- In the U.S.A., Coca-Cola's IMC is essentially perceived the same for each type of beverage consumed.
- In Spain, the **Pepsi IMC is rated significantly higher amongst Pepsi consumers**, in all items.
- In the U.S.A., the Pepsi IMC is rated significantly higher among Pepsi consumers in all items; certain items are also rated higher among consumers of both Pepsi and Coke Classic.

About **consumer ratings by drinking consumption habits**:

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- In the **U.S.A., heavy users rate all IMC items higher**, for both Coca-Cola and Pepsi, except for those items correlated to visual components.

- In **Spain**, **Pepsi's heavy users show no significant differences in their IMC perception**, except for the item associated with brand image alteration, which is rated higher.

Industry Professionals

First, the Integrated Marketing Communications' perceptions **by country** are reviewed:

- Both the **Coca-Cola IMC, as well as the Pepsi IMC**, **differs significantly between countries**, with a higher rating in the U.S.A.

- **In Spain** as well as **in the U.S.A**., Coca-Cola's and Pepsi's IMC **are perceived differently, with Coca-Cola's rated higher**.

In regards to the type of company and the industry professional's line of business, it is notable that:

- There are no significant IMC perceptional differences between Coca-Cola's and Pepsi's IMC by type of company, neither in Spain nor in the U.S.A.

- In Spain there are only significant differences in Coca-Cola's IMC rating between marketing and advertising areas, with marketing professionals' perceptions ranked higher.

Consumers vs. Industry Professionals

Finally, we conduct a comparison analysis between consumers and industry professionals.

- There are significant differences between Pepsi's IMC ratings by consumers and industry professionals in both countries; Coca-Cola's IMC has a significant difference only in the U.S.A., where the industry professionals' ratings ranked higher.

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2.10 HYPOTHESIS TESTING

In order to check the validity of the hypotheses developed in the corresponding section, we shall first review them and relate them to the research objectives proposed at the beginning of this section.

The principal objective focuses on how consumers perceive a multinational brand using Integrated Marketing Communications, to concretize it in two companies chosen for their strong investments in marketing.

Therefore, the first objective is how Coca-Cola and Pepsi are perceived by **consumers** as brands using Integrated Marketing Communications, both in Spain and the United States.

This objective was developed in the first hypothesis and sub-hypotheses as follows:

- H1. There are differences in the IMC perception from a consumer point of view between Coca-Cola and Pepsi.
  - H1.1. There are differences in the IMC perception between Spanish and American consumers.
  - H1.2. There are differences in the IMC perception depending on the brand of beverage consumed.
  - H1.3. There are differences in the IMC perception depending on being heavy user.

The second objective seeks to validate **from the professionals' perspective** whether Coca-Cola and Pepsi are using Integrated Marketing Communications or not, both in Spain and in the United States. We developed a second hypothesis with consequent sub-hypotheses, as was done for the first objective:

- H2. Coca-Cola and Pepsi are using IMC in a successful manner from an industry professional's point of view.
  - o H2.1. There are differences in the IMC perception between Americans and Spanish professionals.
  - o H2.2. There are differences in the IMC perception on professionals depending on the type of company they work.
  - o H2.3. There are differences in the IMC perception on professionals depending on the business area they work in.

Finally, both objectives are compared with the assumption that, if **consumers and professionals** agree on their perceptions of the use of IMC, it may be concluded that these companies use IMC.

The objective about consumers and professionals having the same perceptions about the use of Integrated Marketing Communications was summarized in the third hypothesis:

- H3. There are differences in the IMC perception between professionals and consumers.

2.10.1 HYPOTHESIS I

In order to validate or reject the first hypothesis, we begin by analyzing its sub-hypotheses**. First H1.1.:** "There are differences in the IMC perception between Spanish and American consumers".

In section 2.6.1, corresponding to the study on consumers in both Spain and the U.S.A., the construct of the IMC composed of the 5 items used in the survey was validated. Therefore, it may be concluded that these items adequately represent whether or not a company develops Integrated Marketing Communications.

Subsequently, Mann-Whitney non-parametric tests for distribution comparison was applied, following Seric, Gil and Ozretic-Dorsen (2013)

and Miremadi (2013), demonstrating that Pepsi causes the greatest differences in the IMC perception between Spain and the U.S.A., with differences in all items and in their global IMC. In comparison, Coca-Cola's perception differences occur in their image coherence and global Integrated Marketing Communications.

As explained in Section 2.6.2, the Wilcoxon p-values lower than 0.05 indicate that the Coca-Cola IMC and Pepsi IMC are perceived differently from a consumer's standpoint, both in Spain and in the U.S.A. (Table 47)..

TABLE 47: P-VALUE (W) FOR BRANDS AND MARKETS

Coca-Cola vs. Pepsi	SPAIN p-value (Wilcoxon)	USA p-value (Wilcoxon)
ITEM 1	0.000	0.000
ITEM 2	0.000	0.000
ITEM 3	0.000	0.000
ITEM 4	0.000	0.000
ITEM 5	0.000	0.000
IMC global	**0.000**	**0.000**

Source: designed by the researcher

Therefore, we **accept the H1.1 Sub-hypothesis,** and conclude that the perception of Integrated Marketing Communications is different with Spanish and U.S. consumers, for both Pepsi and Coca-Cola.

The second sub-hypothesis H1.2: "there are differences in the IMC perception depending on the brand of beverage consumed", was analyzed in Section 2.6.3.

In Spain, as Mann-Whitney p-values are higher than 0.05, Coca-Cola's IMC is essentially perceived equally for all types of beverages. Nevertheless, Pepsi's IMC is rated significantly higher by Pepsi consumers for all items, than it is by consumers of other brands.

TABLE 48: P-VALUE (M-W) FOR BRANDS AND MARKETS DEPENDIG ON BEVERAGE CONSUMED

IMC global p-value (M-W)	Beverage				
	Coca-Cola vs. Others	Coca-Cola Light vs. Others	Coca-Cola Zero vs. Others	Pepsi vs. Others	Pepsi-Light vs. Others
Coca-Cola Spain	0.899	0.088	0.109	0.456	0.575
Pepsi Spain	0.674	0.092	0.121	**0.000**	0.268
Coca-Cola USA	0.351	0.194	0.311	0.932	0.394
Pepsi USA	**0.024**	0.788	0.245	**0.000**	**0.008**

Source: designed by the researcher

In the U.S.A., Mann-Whitney p-values higher than 0.05 show that Coca-Cola's IMC is virtually perceived the same for all types of beverages consumed as the same in Spain, Pepsi's IMC is rated significantly higher among Pepsi consumers for all items.

Therefore, Pepsi's IMC is influenced according to the type of drink consumed, particularly in the U.S.A. However, Coca-Cola's IMC is not influenced so much by the type of soda consumed. Therefore, we refused sub-hypothesis H1.2, as the perception of Coca-Cola's IMC is the same, without being influenced by the type of beverage consumed.

The third sub-hypothesis: H1.3. "There are differences in the IMC perception, dependent upon those being a heavy user", was based on the perception that a heavy user consumer of a particular brand is predetermined to have an image of that brand, and therefore their perception may be better than that of a non-consumer or "light" (non-heavy) consumer.

To analyze this sub-hypothesis, we consider that a heavy user is one who consumes more than 10 soft drinks a week. In section 2.6.4, we

demonstrate that in the U.S.A., for both Coca-Cola and Pepsi, heavy users rate IMC items higher (Mann-Whitney p-values lower than 0.05), except for the one correlated to visual components. In Spain, Pepsi's heavy users show no significant differences in IMC perception, except for the item associated with brand image alteration, which they rate higher.

TABLE 49: P-VALUE (M-W) FOR BRANDS AND MARKETS DEPENDIG ON HEAVY OR LIGHT USER

Heavy user vs. Light user	SPAIN		USA	
	Coca-Cola	Pepsi	Coca-Cola	Pepsi
	p-value (M-W)	p-value (M-W)	p-value (M-W)	p-value (M-W)
ITEM 1	0.718	0.200	**0.000**	**0.005**
ITEM 2	0.345	0.212	0.062	0.055
ITEM 3	0.116	0.867	**0.001**	**0.010**
ITEM 4	0.230	0.584	**0.004**	**0.001**
ITEM 5	**0.029**	0.864	**0.049**	**0.048**
IMC global	0.227	0.320	**0.002**	**0.007**

Source: designed by the researcher

Considering that for the Spanish market, to be a heavy user implies equally rating the IMC items, which all are except for one of them for Coca-Cola. Thus, we must **reject the sub-hypothesis H1.3,** and conclude that a heavy user evaluates the IMC differently in the U.S.A., but not in Spain.

After rejecting two of the three sub-hypotheses, we **reject the first hypothesis.** Therefore, we conclude that in some cases there are no differences in the IMC perception by consumers in function of brand consumed and being a heavy user or not. On the other hand, the general perception of IMC is different in each of the analyzed countries.

2.10.2 HYPOTHESIS II

For testing hypothesis **H2.1. -** "there are differences in the IMC perception between Spanish and U.S. industry professionals" - the Mann-Whitney's non-parametric test is applied. Neither Coca-Cola's nor Pepsi's index has a normal distribution, with p-values of K-S 0.000<0.05.

Upon observing the contrasting p-values, it is determined that Coca-Cola's IMC and Pepsi's IMC differ significantly between countries. Wilcoxon's p-values lower than 0.05 indicate that the Coca-Cola IMC and the Pepsi IMC are rated differently, in both Spain and the U.S.A. As shown in Table 50, both values registered 0.000. Therefore, we **accepted the H2.1**. sub-hypothesis, since there are significant differences in both brand's IMC evaluation between Spain and the U.S.A.

TABLE 50: P-VALUE (W) FOR BRANDS AND MARKETS

	SPAIN	USA
	p-value (Wilcoxon)	p-value (Wilcoxon)
Coca-Cola vs. Pepsi	**0.000**	**0.000**

Source: designed by the researcher

For the **second sub-hypothesis,** the type of company in which the professional works was taken into account, to test if there are differences in the perception of the IMC amongst firms and communication companies. H2.2. states: "there are differences in the IMC perception on professionals depending on the type of company they work in".

TABLE 51: P-Value (M-W) for Brands and Markets Dependig on Type of Company

Type of Company	Company		
	Agency vs Firm	Agency vs Others	Firm vs Others
IMC Coca-Cola SPAIN	0.213	0.352	0.770
IMC Pepsi SPAIN	0.177	0.570	0.364
IMC Coca-Cola USA	0.143	0.143	0.654
IMC Pepsi USA	0.161	0.338	0.619

Source: designed by the researcher

As discussed in Section 2.7.3 on differences in the evaluation of brand communication according to the type of company in which the respondent works, there are no significant differences in Coca-Cola's and Pepsi's IMC perception by type of company, neither in Spain nor in the U.S.A., so the **H2.2 sub-hypothesis is rejected**.

Finally, we test the sub-hypothesis **H2.3:** "there are differences in the IMC perception on industry professionals depending on the area they work in". As discussed in Section 2.7.4, there are differences in the case of Coca-Cola's IMC in the area of marketing vs. advertising for the Spanish model.

For the remaining situations, there are no significant differences, and we **must reject this sub-hypothesis,** concluding that in some cases there are no differences depending on the field of work in the company.

TABLE 52: P-VALUE (M-W) FOR BRANDS AND MARKETS DEPENDIG ON WORK AREA

Work Area	Area		
	Advertising vs Marketing	Advertising vs Public Relations	Marketing vs Public Relations
IMC Coca-Cola USA	0.098	0.915	0.126
IMC Pepsi USA	0.131	0.457	0.112
IMC Coca-Cola Spain	0.036		
IMC Pepsi Spain	0.256		

Source: designed by the researcher

Regarding the analysis on consumers, within the analysis related to industry professionals, there are two sub-hypotheses rejected. Subsequently, we must **reject the general hypothesis H2**: "There are differences in the IMC perception from a professional point of view between Coca-Cola and Pepsi". Thus, we can conclude that the IMC perception in Coca-Cola and Pepsi is different between the two analyzed countries, without any differences; neither depending on the type of company, nor on the work area of the industry professional surveyed.

2.10.3 HYPOTHESIS III

For the third hypothesis, we analyze the relationship existing between the perception among consumers and industry professionals **H3**: "there are differences in the IMC perception between professionals and consumers".

As explained in Section 2.8, we have different questions and scales for consumers (a Likert scale 1-5) and for professionals (a scale from 1-100), we converted the 1-100 scale to the Likert 1-5 scale, by dividing 100 by 5.

TABLE 53: P-Value (M-W) for Brands and Markets Comparing Consumers and Profesionals

Consumer vs. Profesional	Spain	USA
IMC Coca-Cola	0.662	**0.000**
IMC Pepsi	**0.042**	0.008

Source: designed by the researcher

As there are significant differences between Pepsi's IMC ratings by consumers and industry professionals in both countries, we must **accept hypothesis H3**, recognizing that consumers and industry professionals have a different IMC perception, except in the case of Coca-Cola in the Spanish market, where the perception is similar.

PART THREE: CONCLUSIONS,
MANAGERIAL IMPLICATIONS,
LIMITATIONS AND
FUTURE RESARCH

3 PART THREE: CONCLUSIONS, MANAGERIAL IMPLICATIONS LIMITATIONS AND FUTURE RESEARCH.

In this last section of the thesis, we shall summarize the conclusions obtained, the managerial impliations for the organizations, the limitations derived from the empirical study carried out, and future research that could be developed.

3.1 CONCLUSIONS

The main goal of this research is to demonstrate the effectiveness of Integrated Marketing Communications from different perspectives. To reach this goal, a broad review of the publications available on IMC was completed, with an overview going from IMCs concept, to its measurement and evaluation.

In the first part, **theoretical framework**, we began by explaining the concept of Integrated Marketing Communications' emergence. On one hand we discussed the influence that technology has had, and on the other hand, we included excerpts from an interview with Don E. Schultz, the main promoter of the concept (Section 1.1).

The term **Integrated Marketing Communication** has come a long way since it was founded at the end of the 1980s in the United States. Actually, it is an emerging term, and still is in a relatively early development stage. Subsequently, there is not a commonly accepted theoretical framework in the various publications on this topic (Kim, Han & Schultz, 2004).

Therefore, the existing literature on the subject was presented in this paper, as follows:

- First of all, there is a section dedicated to the **concept of Integrated Marketing Communications,** starting with the communication tools and followed by an introduction of the definition of Integrated Marketing Communications. We concluded this section with a table summarizing the main definitions of Integrated Marketing Communications (Table1).

- Next, we go through the **IMC dimensions** and their importance (Section 1.2), using the model developed by Lee and Park (2007) as the main contribution (Chart 4).

- Third, the publications about this research topic were organized according to the object of the study in Section 1.3 "**measurement and evaluation of IMC"** in different groups: Studies on Professionals; on Consumers; and a third one about experiments and models:

  - In the **studies on professionals' section,** we reviewed the following research:

    - Duncan and Everett (1993)

    - Phelps, Harris and Johnson (1996)

    - Schultz and Kitchen (1997)

    - Low (2000)

    - Reid (2005)

    - Lee and Park (2007)

  - For **studies on consumers,** we detailed the most relevant ones, as follows:

    - Wang, Wu and Yuan (2009)

    - Reinold and Tropp (2012)

    - Seric, Gil-Saura, Ozretic-Dose (2014)

    - Miremadi et al. (2013)

  - Finally, we also highlighted **models, applications and experiments:**

    - Duncan and Moriarty (1997)

    - Schultz (2011)

- Delgado-Ballester et al. (2012).

- In the models section, we incorporated **Coca-Cola's IMC model** in Spain, extracted from a study previously prepared by this researcher. This study analyzed the structure of the marketing department, the business strategy that the company follows, and the different tools that they use for its implementation.

After each one of these sections, a summary table (Tables 3, 4, and 6) can be found showing the study focus, the objective, the methodology, the statistical analysis system used, the data source, and the countries where the study was developed. Through analyzing all of this information, we have been selecting the methodology and analysis system that we would need for our research.

Within the theoretical framework, we have introduced a detailed analysis of the beverage market in the U.S.A. and Spain, as well as a detailed study of the two brands in which we focus our study: Coca-Cola and Pepsi. The brand selections are rationalized in Sections 1.4 and 1.5, because of their multinational nature and strong investment in marketing, as well as their great rivalry over the years.

Upon conclusion of the theoretical framework, sufficient knowledge and data had been compiled, in order to begin the **empirical study** in **Part Two,** and to also begin developing the fundamental **objectives of the research** (Section 2.1):

- Coca-Cola and Pepsi are perceived by consumers as brands using Integrated Marketing Communications, both in Spain and the United States markets;

- Coca-Cola and Pepsi are using Integrated Marketing Communications from the industry professionals' perspective, both in Spain and in the United States;

- Consumers and professionals have the same perceptions about the use of Integrated Marketing Communications.

These objectives were developed in three working **hypotheses** (Section 2.2): one focused on consumers, with three sub-hypotheses depending on the country of residence, on the brand consumed, and on whether or not the consumer is a 'heavy user' of soft drinks. The second hypothesis, which referred to industry professionals, was broken down into 3 sub-hypotheses depending on their nationality, on the type of company, and on the industry professional's field of business. The third hypothesis compares the IMC perception on industry professionals and consumers.

To confirm these hypotheses, we developed a **research methodology** explained in Section 2.3, consisting of a **questionnaire** for consumers conducted online, and another survey for industrial professionals, for both the U.S. and Spanish markets.

The data analysis has been explained in the **descriptive analysis** (Section 2.4). The **scales used** were validated in the next section to detail the **analysis on consumers and industry professionals,** using the same structure as in the hypotheses.

The second part ends with the **analysis of the results and the contrast of the hypothesis, which are** summarized herein:

H1. There are differences in the IMC perception between Coca-Cola and Pepsi, from a consumer point of view. **Refused.**

- H1.1. There are differences in the IMC perception between Spanish and American consumers. **Accepted**.

Both in Spain and in the U.S.A., all **Coca-Cola and Pepsi IMC items are perceived differently**. Coca-Cola items are perceived to be significantly higher than Pepsi's values, in both markets. We can therefore conclude that **consumers perceive that Coca-Cola develops higher Integrated**

Marketing Communications than Pepsi.

- H1.2. There are differences in the IMC perception, depending on the brand of beverage consumed. **Refused.**

Coca-Cola's IMC is perceived the same for any type of drink consumed, which implies that even consumers of other drinks score similar in most cases. Not so for Pepsi, because their own consumers evaluate their IMC higher with respect to the other consumers, in both countries. Therefore, Coca-Cola's IMC perception is higher than Pepsi's, with all types of consumers. Thus we can conclude that, although the hypothesis was rejected, most consumers think similarly.

- H1.3. There are differences in the IMC perception, depending on whether the consumer is a heavy user or a light user. **Refused.**

The perception from heavy users is different in Spain and the U.S.A. Although the hypothesis was rejected, we observe that in **Spain the IMC evaluation is correlated to the quantity of soft drinks consumed**; but for the U.S. market, **heavy users rate many of the items higher.**

Another conclusion that we can obtain from the analysis of the data from consumers is the higher perception of IMC in Coca-Cola than in Pepsi, in both countries. This may open up other working hypotheses that could be developed in the future.

H2. There are differences in the IMC perception between Coca-Cola and Pepsi, from a professional point of view. **Refused**.

Therefore, all the industry professionals have a similar opinion regarding the IMC of both brands. They rated Coca-Cola higher than Pepsi, with a very significant difference in Spain, where there are more than 13 points of difference between both brands.

- o H2.1. There are differences in the IMC perception between American and Spanish industry professionals. **Accepted.**

Both Coca-Cola and Pepsi Integrated Marketing Communications differ significantly across countries, with ratings being higher among American professionals. Thus, this sub-hypothesis is accepted.

- o H2.2. There are differences in the industry professionals' IMC perception, depending on the type of company they work in. **Refused.**

There are no significant differences in the perception of IMC of Coca-Cola and Pepsi depending on the type of company, neither in Spain nor in the U.S.A.

- o H2.3. There are differences in the industry professionals' IMC perception, based on their field of work. **Refused.**

There are no significant differences in Coca-Cola's and Pepsi's IMC perception depending on their field of business, neither in Spain, nor in the U.S.A. There is only one relevant difference when comparing marketing and advertising in Spain, which is insufficient to be able to accept this hypothesis.

H3. There are differences in the IMC perception between consumers and industry professionals. **Accepted.**

The findings show that there are significant differences between the industry professionals' and consumers' perception, with the ratings given for professionals being higher than the ones given for consumers.

Consumers and industry professionals similarly rate Coca-Cola's IMC in Spain. However, in the other cases, the industry professionals give a higher valuation than do the consumers. Coca-Cola gets a higher valuation of Integrated Marketing Communications in all circumstances.

Some of these conclusions have several implications on the work of Managers so we describe in next section the implications for them

3.2 MANAGERIAL IMPLICATIONS

From the analysis of the conceptualizations of IMC, developed since the introduction of the concept to the present time, emerges that the evolution of this concept passed from a strictly tactical tool until representing an important strategic element that involves the entire organization and not just the area of marketing communication (Porcu, Del Barrio & Kitchen, 2012). This thesis is theoretical and empirical reflection about the IMC concept trying to test its effectiveness for the two largest soda marker companies of the world. This thesis carries out an extended literature review of the most important articles in this field of research as well as an empirical study for measuring the importance and the relevance of IMC for these companies.

Different academic and managerial implications may be identified and discussed. Among the academic implications, the main one refers to the classification of studies on IMC used in this thesis and which highlights its organization in 3 blocks:

- The marketing **industry** itself, mainly agencies and the importance they give to the concept of marketing integration.
- Secondly, **studies on consumers** with different approaches and methodologies, but always highlighting that consumers see the integration of communication tools very relevant.
- And thirdly different **models and applications** developed over the last twenty years in different countries and also demonstrate the importance of Integrated Marketing Communications.

In the review of this literature the manager can find direct implications on the integration of communication tools and the relevance that has for the consumer.

Following Porcu, et al. (2012), we stand out that the continuous changes

occurring in the field of Marketing Communications are leading to an increasing relevance of research on IMC. From the managerial perspective, the identification of IMC drivers may allow managers achieve better administration of resources through the encouragement of practices related to decision-making models, organizational structure, and cross-departmental dynamics. Getting to know elements that positively influence IMC and those which, in turn, hinder implementation, will help senior managers become aware of weaknesses to be corrected with the aim of achieving a greater degree of integration in the organizations they manage.

In this line, an important managerial implication is related with the description on the Coca-Cola work model can be highlighted as it allows to specify how a large company may organize its marketing department to reach a better integration of its communication tools and a more accurate perception of its message by the consumer. This description could be helpful as it has been successfully tested in the real market.

The third implication focuses on the importance of Integrated Marketing Communications as a way of sending the same message to the consumers. The empirical analysis carried out in this research using two different brands and two countries, Coca-Cola and Pepsi in Spain and USA, shows the significant importance of IMC for reaching a brand consistency perceived by consumers in the communication developed by these companies.

The fourth implication we can draw from this work is about the perception of Integrated Marketing Communications in different comparisons. Through the first hypothesis the perception of the IMC was analyzed making comparisons of results between Spain and USA, between consumers of different brands and between heavy and light users. Although large differences were not found, it is clear that consumers perceive the use of IMC by Coca-Cola and Pepsi and therefore its implementation in these companies is crucial. In the second hypothesis we

value the perception of professionals between countries, depending on their company and their work area. We conclude that the differences are not relevant and the IMC is perceived in the same way, so the managers must take it into account. Finally, the third hypothesis has shown that professionals assess stronger the use of IMC than consumers.

The fifth and final implication would refer to the model developed in this study and may allow marketing managers to analyze the perception of IMC by consumers through the development of a questionnaire validated in this thesis.

All these consequences, learnings or implications that this study can have for the managers of the companies is equally usable for the marketing industry, essentially advertising agencies, as for the own companies since it is fundamental to develop models of integration of marketing communications with the aim of increasing the brand's development.

3.3 Limitations and Future Research

From the main conclusions of the paper, we can extract the limitations, which allow us in turn to understand our research better, and propose future developments.

First of all, we should highlight the **different questionnaires and evaluation structures used between industry professionals and consumers**. This is because the survey to industry professionals for the U.S. market was carried out on the street by this researcher at the beginning of his doctoral process, who possessed a lesser knowledge of Integrated Marketing Communications at the time.

It should also be noted that **the selection of countries and both brands** has been made justifying the choice for the weight of marketing beverages and their presence in the target countries of the study. However, it is a limitation when analyzing exclusively two countries and two specific brands.

Additionally, **the sample size in the case of industry professionals** is also a limitation. In both cases, a new research on industry professionals could be developed, with a similar questionnaire as the one used with consumers.

On the other hand, the **online consumer survey format** limits control over the sample, especially in the Spanish market where the link was shared on social networks, which might compromise the statistical rigor of the sample. Another limitation on the consumer questionnaire is the use of the Likert scale of 1-5, widely used in most marketing research, but may fall short in the evaluation.

The **items selected** in order to represent Integrated Marketing Communications fall far from the scope of the Integrated Marketing Communications concept. Said shortfall occurs despite the fact that those

items were selected amongst the most relevant items of the references studied. The items were subsequently validated by the corresponding statistical analyses. The development of other lines of research would thus be needed, incorporating a greater number of items in order to verify the validity of the construct.

Another limitation refers to the date on which the theoretical framework was concluded, and the **subsequent publications that have emerged**. In this case we can highlights the special Issue of the European Journal of Marketing "Integrated marketing communications: evolution, current status, future developments" with therteen

"*This special issue seeks to present the latest research from academic participants in the field of marketing and measurement concerning integrated marketing communications (IMC)"* (Kitchen, 2017).

This special is formed by a Kitchen foreword and 12 articles on different areas of research, that range from the evidence and the use of IMC in the business to the measurement. Therefore, it has been impossible for this researcher to be able to refer to such articles, as he would have liked.

If it is necessary to emphasize, the article of Porcu et al on "*Measuring Integrated Marketing Communication by taking a broad organisational approach: the firm- wide IMC scale"* (Porcu et al, 2017) based on a multistage research with quantitative and qualitative research to validate a IMC scale with 25 items.

Undoubtedly, these publications are an example and its authors a referent to follow for this researcher.

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ANNEXES

5 ANNEXES

5.1   Annexe I: Semistructured Questionnaire for Coca-Cola IMC manager

5.2   Annexe II: Questionnaire for Professionals USA

5.3   Annexe III: Questionnaire for Professionals Spain

5.4   Annexe IIII: Questionnaire for Consumers USA

5.5   Annexe V: Questionnaire for Consumers Spain

5.1 ANNEXE I: SEMISTRUCTURED QUESTIONNAIRE FOR COCA-COLA IMC MANAGER

Semi structured questionnaire used in the research "De la Comunicación Integrada de Marketing a "medios Propios, Ganados, Compartidos y Pagados" where Integrated Marketing Communications manager of Coca-Cola Spain was interviewed.

Part one Structure of the marketing department:

- How is the general organization chart?
- How it is structured the marketing area?
- In which level of the organization is the marketing director?
- How involved in the management struture of the company?
- How many people are in the marketing department?
- What tasks are carried out by each one?
- How marketing structure is related to other areas such as communications, public relations, press office, commercial, customer service, internal communications?
- What tasks or develop in each of the areas defined?

Part two focus on strategy and methodolody:

- Who decides marketing strategy?
- How marketing strategy is integrated into the strategic plan of the company?
- The timeline from the design of a product to the customer service.
- How they manage the information relating to customer and market?
- What kind of research on the consumer they do?
- How they segment consumers?
- How they select the target?
- How investigate the competitors?
- What models of environment analysis are used?
- How they manage their databases?

The third part focused in the mean tools used to implemented the marketing strategy.

5.2 ANNEXE II: QUESTIONNAIRE FOR PROFESSIONALS USA

Hi we're doing a research for the University and it's only 1 Minute.

The main objective is to demonstrate the Effectiveness of integrated marketing communications in a company. This questionnaire is only a part of the research.

You work in the area: Marck with an X

Advertising

Marketing

Public Relations

Sales   Other: _____

Your company is: Marck with an X

Agency

Firm

Media agency   Other: _____

You live in, Zip Code:_____

Please tell us how you would rate the communications quality of these companies: From 0 to 100

Coca-Cola_____

Pepsi-Cola_____

Dr. Pepper_____

Thank you so much for your collaboration.

5.3 ANNEXE III: QUESTIONNAIRE FOR PROFESSIONALS SPAIN

Hola estamos haciendo una investigación para la Universidad y es sólo 1 minuto.

El objetivo principal es demostrar la eficacia de las comunicaciones integradas de marketing en una empresa. Este cuestionario es sólo una parte de la investigación.

Usted trabaja en el área de: Marcar con una X

Publicidad

Marketing

Relaciones Públicas

Ventas   Otra:_____

Su empresa es : Marcar con una X

Agencia o central de medios

Empresa

Medio de comunicación   Otra:_____

Código postal de residencia:_____

Por favor díganos cómo se valoraría la calidad de las comunicaciones de estas empresas:

De 0 a 100

Coca-Cola_____

Pepsi-Cola_____

Trina _____

Muchas gracias por su colaboración

5.4 ANNEXE IIII: QUESTIONNAIRE FOR CONSUMERS USA

Integrated Marketing Communications

page 1/4

Thank you for your participation. We are doing research for a Phd Thesis and need your collaboration for only 5 minutes. Your answers are going to help us to demonstrate the effectiveness of Integrated Marketing Communications specifically for drinks made by Coca-Cola and Pepsi.
Thank you.

1. How many Sodas or Cola Drinks do you have per week?

○ None   ○ Less than 1   ○ Between 1-3   ○ Between 4-5   ○ Between 5-7   ○ Between 7-10   ○ More than 10

2. Please indicate which of the following beverages do you usually drink? You can choose several drinks

☐ Rockstar   ☐ Coca-Cola Classic   ☐ Others
☐ Diet Mountain Dew   ☐ Sprite   ☐ Mineral Water
☐ Dr Pepper   ☐ Fanta   ☐ Pepsi-cola
☐ Montant Dew   ☐ Coffee   ☐ Red Bull
☐ Monster   ☐ Coke Zero
☐ Diet Pepsi   ☐ Diet Coke

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Integrated Marketing Communications

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In this page you are going to evaluate the communications strategy of Coca-Cola. Please respond to the following statements:

3. I think I can see the brand Coca-Cola every day

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
○	○	○	○	○

4. I normally notice (see, hear) the brand Coca-Cola in the following media:

☐ TV	☐ Foursquare	☐ E-mail Newsletter
☐ Radio	☐ Pinterest	☐ Direct marketing
☐ Papers and Magazines	☐ Google +	☐ Direct phone calls
☐ Street	☐ Flickr	☐ Direct text phone
☐ Facebook	☐ Vine	☐ Theaters
☐ LinkedIn	☐ Snapchat	☐ Stadiums
☐ Instagram	☐ Online Banners	☐ Shops and Supermarkets
☐ Twitter	☐ Brand Website	☐ Recommendations of others consumers
☐ Youtube	☐ Flyers	☐ Editorial articles

Other (please specify)

[   ]

5. I think Coca-Cola sends messages consistently across all tools and communication channels (e.g. advertising, sales promotion, public relations, packaging, direct mail, supermarket displays, banner, websites).

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
○	○	○	○	○

6. I think Coca-Cola maintains consistency across the visual components of communication (e. g. brand, logos, patterns and colors).

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
○	○	○	○	○

7. I believe Coca-Cola maintains consistency across all the linguistic components of communication (e. g. slogans and mottos).

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
○	○	○	○	○

Page 2

Integrated Marketing Communications

8. I think Coca-Cola ensures a consistent brand image.

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
○	○	○	○	○

9. I believe Coca-Cola does not change the brand image although its context changes, and maintains consistency from the long-term perspective.

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
○	○	○	○	○

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Integrated Marketing Communications

Page 3/4

In this page you are going to evaluate the communications of Pepsi Cola. Please respond to the following statements:

10. I think I can see the brand Pepsi Cola every day

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
○	○	○	○	○

11. I normally notice (see, hear) the brand Pepsi Cola in the following media:

- ☐ TV
- ☐ Radio
- ☐ Papers and Magazines
- ☐ Street
- ☐ Facebook
- ☐ LinkedIn
- ☐ Instagram
- ☐ Twitter
- ☐ Youtube

- ☐ Foursquare
- ☐ Pinterest
- ☐ Google +
- ☐ Flickr
- ☐ Vine
- ☐ Snapchat
- ☐ Online Banners
- ☐ Brand Website
- ☐ Flyers

- ☐ E-mail Newsletter
- ☐ Direct marketing
- ☐ Direct phone calls
- ☐ Direct text phone
- ☐ Theaters
- ☐ Stadiums
- ☐ Shops and Supermarkets
- ☐ Recommendations of others consumers
- ☐ Editorial articles

Other (please specify)
_____

12. I think Pepsi Cola send message consistently across all tools and communication channels (e.g. advertising, sales promotion, public relations, packaging, direct mail, supermarket displays, banner, websites).

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
○	○	○	○	○

13. I think Pepsi Cola maintains consistency across the visual components of communication (e. g. brand, logos, patterns and colors).

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
○	○	○	○	○

14. I believe Pepsi Cola maintains consistency in all the linguistic components of communication (e. g. slogans and mottos).

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
○	○	○	○	○

Page 4

Integrated Marketing Communications

15. I think Pepsi Cola ensures a consistent brand image.

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
○	○	○	○	○

16. I believe Pepsi Cola does not change the brand image although its context changes, and maintains consistency from the long-term perspective.

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
○	○	○	○	○

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Integrated Marketing Communications

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Please answer these questions to be treated statistically to study full confidentiality

17. What is your age?

○ 18 to 24

○ 25 to 34

○ 35 to 44

○ 45 to 54

○ 55 to 64

○ 65 to 74

○ 75 or older

18. What is your gender?

○ Male   ○ Female

19. In what ZIP code is your home located? (enter 5-digit ZIP code; for example, 00544 or 94305)

[   ]

20. What is the highest degree you have received?

○ Less than high school degree

○ High school degree or equivalent (e.g., GED)

○ Some college but no degree

○ Associate degree

○ Bachelor degree

○ Graduate degree

○ MBA, Post graduate, Phd

21. What is your job role?

○ Student   ○ Regional Manager   ○ Volunteer

○ Individual Contributor ○ Vice President   ○ Intern

○ Team Lead   ○ Management / C-Level   ○ Other

○ Manager   ○ Partner

○ Senior Manager   ○ Owner

Page 6

Integrated Marketing Communications

22. Which of the following best describes your current occupation?

- ○ Management Occupations
- ○ Business and Financial Operations Occupations
- ○ Computer and Mathematical Occupations
- ○ Architecture and Engineering Occupations
- ○ Life, Physical, and Social Science Occupations
- ○ Community and Social Service Occupations
- ○ Legal Occupations
- ○ Student
- ○ Education, Training, and Library Occupations
- ○ Arts, Design, Entertainment, Sports, and Media Occupations
- ○ Healthcare Practitioners and Technical Occupations
- ○ Healthcare Support Occupations

- ○ Protective Service Occupations
- ○ Food Preparation and Serving Related Occupations
- ○ Building and Grounds Cleaning and Maintenance Occupations
- ○ Personal Care and Service Occupations
- ○ Sales and Related Occupations
- ○ Office and Administrative Support Occupations
- ○ Farming, Fishing, and Forestry Occupations
- ○ Construction and Extraction Occupations
- ○ Installation, Maintenance, and Repair Occupations
- ○ Production Occupations
- ○ Transportation and Materials Moving Occupations

Other (please specify)

[   ]

23. What is your approximate annual household income?

- ○ $0-$14,999
- ○ $15,000-$29,999
- ○ $30,000-$44,999

- ○ $45,000-$59,999
- ○ $60,000-$74,999
- ○ $75,000-$89,999

- ○ $90,000-$104,999
- ○ $105,000-$119,999
- ○ $120,000 and up

5.5 ANNEXE V: QUESTIONNAIRE FOR CONSUMERS SPAIN

Comunicaciones Integradas de Marketing

página 1/4

Gracias por su participación.
Estamos haciendo la investigación para una tesis doctoral y necesitamos su colaboración sólo 5 minutos.
Sus respuestas nos van a ayudar a demostrar la eficacia de las Comunicaciones Integradas de Marketing especificamente para las bebidas Coca-Cola y Pepsi.
Todos los datos serán tratados de forma confidencial.
Gracias.

1. ¿Cuántos refrescos tomas durante una semana?

○ Ninguno   ○ Menos de 1   ○ Entre 1-3   ○ Entre 4-5   ○ Entre 5-7   ○ Entre 7-10   ○ Más de 10

2. Por favor, indique ¿cuál de los siguientes refrescos suele beber? Puede elegir varias bebidas

☐ Coca-Cola Zero   ☐ Sprite   ☐ Pepsi Light

☐ Fanta   ☐ Coca-Cola Light ☐ Trina

☐ Pepsi Cola   ☐ Otras   ☐ Coca-Cola

Page 1

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Comunicaciones Integradas de Marketing

Página 2/4

En esta página se va a evaluar la estrategia de comunicación de Coca-Cola. Por favor, responda a las siguientes afirmaciones:

3. Creo que puedo ver la marca Coca-Cola cada día

Muy en desacuerdo	Desacuerdo	Indeciso, Ni acuerdo ni desacuerdo	De acuerdo	Muy de acuerdo
O	O	O	O	O

4. Normalmente oigo o veo la marca Coca-Cola en los siguientes medios:

- [ ] TV
- [ ] Radio
- [ ] Periódicos y revistas
- [ ] En la calle
- [ ] Facebook
- [ ] LinkedIn
- [ ] Instagram
- [ ] Twitter
- [ ] Youtube

- [ ] Foursquare
- [ ] Pinterest
- [ ] Google +
- [ ] Flickr
- [ ] Vine
- [ ] Snapchat
- [ ] Banners en internet
- [ ] Web de la marca
- [ ] Panfletos

- [ ] Newsletter por correo electrónico
- [ ] Marketing directo
- [ ] Llamadas telefónicas
- [ ] Mensajes de texto al móvil
- [ ] Cines
- [ ] Estadios deportivos
- [ ] Tiendas y supermercados
- [ ] Recomendaciones de otros consumidores
- [ ] Artículos editoriales

Otro (por favor especifica)

5. Creo que Coca-Cola envía coherentemente su mensaje a través de todas las herramientas y canales de comunicación (por ejemplo: publicidad, promoción de ventas, relaciones públicas, packaging, correo, cartelería en supermercados, banners, páginas web).

Muy en desacuerdo	En desacuerdo	Indeciso, ni de acuerdo ni desacuerdo	De acuerdo	Muy de acuerdo
O	O	O	O	O

6. Creo que Coca-Cola mantiene la coherencia entre todos los componentes visuales de la comunicación (por ejemplo: marca, logo, modelos y colores).

Muy en desacuerdo	En desacuerdo	Indeciso, ni de acuerdo ni desacuerdo	De acuerdo	Muy de acuerdo
O	O	O	O	O

Comunicaciones Integradas de Marketing

7. Creo que Coca-Cola mantiene la coherencia entre todos los componentes lingüísticos de la comunicación (por ejemplo: consignas y lemas).

Muy en desacuerdo	Desacuerdo	Indeciso, ni de acuerdo ni desacuerdo	De acuerdo	Muy de acuerdo
O	O	O	O	O

8. Creo que Coca-Cola asegura una imagen de marca coherente.

Muy en desacuerdo	Desacuerdo	Indeciso, ni de acuerdo ni desacuerdo	De acuerdo	Muy de acuerdo
O	O	O	O	O

9. Creo que Coca-Cola no altera la imagen de la marca, aunque su contexto cambie, y mantiene la coherencia desde la perspectiva de largo plazo.

Muy en desacuerdo	Desacuerdo	Indeciso, ni de acuerdo ni desacuerdo	De acuerdo	Muy de acuerdo
O	O	O	O	O

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Comunicaciones Integradas de Marketing

Página 3/4

En esta página se va a evaluar la estrategia de comunicación de Pepsi Cola. Por favor, responda a las siguientes afirmaciones:

10. Creo que puedo ver la marca Pepsi Cola cada día

Muy en desacuerdo	Desacuerdo	Indeciso, Ni acuerdo ni desacuerdo	De acuerdo	Muy de acuerdo
○	○	○	○	○

11. Normalmente oigo o veo la marca Pepsi Cola en los siguientes medios:

☐ TV
☐ Radio
☐ Periódicos y revistas
☐ En la calle
☐ Facebook
☐ LinkedIn
☐ Instagram
☐ Twitter
☐ Youtube

☐ Foursquare
☐ Pinterest
☐ Google +
☐ Flickr
☐ Vine
☐ Snapchat
☐ Banners en internet
☐ Web de la marca
☐ Panfletos

☐ Newsletter por correo electrónico
☐ Marketing directo
☐ Llamadas telefónicas
☐ Mensajes de texto al móvil
☐ Cines
☐ Estadios deportivos
☐ Tiendas y supermercados
☐ Recomendaciones de otros consumidores
☐ Artículos editoriales

Otro (por favor especifica)
[   ]

12. Creo que Pepsi Cola envía coherentemente su mensaje a través de todas las herramientas y canales de comunicación (por ejemplo: publicidad, promoción de ventas, relaciones públicas, packaging, correo-e. directo, carcelería en supermercados, banners, páginas web).

Muy en desacuerdo	En desacuerdo	Indeciso, ni de acuerdo ni desacuerdo	De acuerdo	Muy de acuerdo
○	○	○	○	○

13. Creo que Pepsi Cola mantiene la coherencia entre todos los componentes visuales de la comunicación (por ejemplo: marca, logo, modelos y colores).

Muy en desacuerdo	En desacuerdo	Indeciso, ni de acuerdo ni desacuerdo	De acuerdo	Muy de acuerdo
○	○	○	○	○

Comunicaciones Integradas de Marketing

14. Creo que Pepsi Cola mantiene la coherencia entre todos los componentes lingüísticos de la comunicación (por ejemplo: consignas y lemas).

Muy en desacuerdo	Desacuerdo	Indeciso, ni de acuerdo ni desacuerdo	De acuerdo	Muy de acuerdo
○	○	○	○	○

15. Creo que Pepsi Cola asegura una imagen de marca coherente.

Muy en desacuerdo	Desacuerdo	Indeciso, ni de acuerdo ni desacuerdo	De acuerdo	Muy de acuerdo
○	○	○	○	○

16. Creo que Pepsi Cola no altera la imagen de la marca, aunque su contexto cambie, y mantiene la coherencia desde la perspectiva de largo plazo.

Muy en desacuerdo	Desacuerdo	Indeciso, ni de acuerdo ni desacuerdo	De acuerdo	Muy de acuerdo
○	○	○	○	○

Comunicaciones Integradas de Marketing

Página 4/4

Por favor, conteste las siguientes preguntas para ser tratadas estadísticamente, garantizando la confidencialidad de las respuestas

17. ¿Cuál es su edad?

○ 18 a 24
○ 25 a 34
○ 35 a 44
○ 45 a 54
○ 55 a 64
○ 65 a 74
○ 75 o más

18. ¿Cuál es su genero?

○ Masculino ○ Femenino

19. ¿Cuál es su código postal?

[   ]

20. Nivel de estudios

○ Sin estudios
○ Estudios primarios (EGB, primaria,...)
○ Bachillerato (BUP...)
○ Primer ciclo formación profesional
○ Segundo ciclo formación profesional
○ Diplomatura, ingeniería técnicas, ciclos formativos superiores
○ Licenciatura, ingeniería, arquitectura
○ Doctorado, MBA...

21. ¿Cuál es tu puesto de trabajo?

○ Estudiante ○ Gerente Senior ○ Socio
○ Trabajador autónomo ○ Gerente Regional ○ Propietario
○ Director de equipo ○ Vicepresidente ○ Voluntario
○ Gerente ○ Gestión de tercer nivel ○ Otro

Comunicaciones Integradas de Marketing

22. ¿Cuál de las siguientes ocupaciones describe mejor su situación?

- ○ Empleos de gestión
- ○ Negocios y financieras
- ○ Ocupaciones informáticas y matemáticas
- ○ Arquitectura e ingeniería
- ○ Física, y ciencias sociales
- ○ Servicios sociales
- ○ Ocupaciones legales
- ○ Estudiante
- ○ Educación, formación y biblioteca
- ○ Artes, diseño, entretenimiento, deportes y medios de comunicación
- ○ Profesiones técnicas
- ○ Salud, ocupaciones técnicas

- ○ Salud ocupaciones de apoyo
- ○ Ocupaciones del servicio de protección
- ○ Ocupaciones relacionadas con preparación y servicio de alimentos
- ○ Limpieza y mantenimiento de edificios y jardines
- ○ Cuidado personal y de servicio
- ○ Ventas y ocupaciones relacionadas
- ○ Oficina y administrativo
- ○ Agricultura, ganadería y pesca
- ○ Construcción y ocupaciones extractivas
- ○ Instalación, mantenimiento, y reparación
- ○ Ocupaciones de producción
- ○ Transporte

Otra (especifique)

[   ]

23. ¿Cuáles son sus ingresos familiares anuales aproximados?

- ○ €0-€14,999
- ○ €15,000-€29,999
- ○ €30,000-€44,999

- ○ €45,000-€59,999
- ○ €60,000-€74,999
- ○ €75,000-€89,999

- ○ €90,000-€104,999
- ○ €105,000-€119,999
- ○ €120,000 en adelante