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Improved marketing communications of
Creative Media Group S.L. towards
the advertisers in the Barcelona Metropolitan magazine



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The objective of this thesis was to improve the marketing communications of a Barcelona-based publishing company towards its magazine advertiser clientele. The emerging downturn of the economy Spain experienced in 2008 created extra challenges for Creative Media Group to retain and develop customer relationships. The thesis discusses the research topic in the light of marketing communications, customer relationship management and print-media magazine advertising theory.

Both quantitative and qualitative research methods were used in the empirical study, with the main emphasis of the research on the qualitative study. The quantitative research method comprised a questionnaire sent to 255 Barcelona Metropolitan advertisers, concentrating on customers' opinions on service and communications related topics. The questionnaire responses were analyzed with the SPSS market research program creating a research basis for the qualitative study. The qualitative research methods consisted of three interviews with Creative Media Group's personnel, two interviews with Barcelona Metropolitan advertisers, observation and collection promotional communication material.

Based on the research results gained from the quantitative part of the thesis, the qualitative study focused on trying to find improvement suggestions for four development issues. They included return on investment of the advertising campaign, follow-up of the advertising campaign, efficiency of the magazine distribution network and the ability to reach the advertising campaign target group.

As an outcome of this thesis, the improved marketing communications strategy (IMCS) gives practical suggestions to further integrate the company's marketing communications offering, to unify brand-related communication activities and to concentrate on developing existing customer relationships with systemized advertising campaign follow-up, collection and utilization of feedback, and a reinforced purchase decision. The efficient circulation of magazines in the magazine distribution network was also seen as an essential improvement theme for the IMCS. With the improved marketing communications strategy the company Creative Media Group can increase the customer satisfaction of its Barcelona Metropolitan clients, further assisting the creation of long-term customer relationships.

Veikko Jumppanen

Creative Media Group:in markkinointiviestinnän kehittäminen Barcelona Metropolitan -lehden mainostajia kohtaan

Vuosi 2009

Sivumäärä 91

Opinnäytetyön tavoitteena oli kehittää Barcelonalaisen julkaisuyrityksen markkinointiviestintää yrityksen lehden mainostajakuntaa kohtaan. Vuoden 2008 etenevä talouden laskusuhdanne loi Creative Media Group:ille lisähaasteita yrityksensä asiakassuhteiden ylläpitoon ja kehittämiseen. Opinnäytetyö käsittelee tutkimusaihetta markkinointiviestinnän-, asiakassuhdehallinnoinnin- ja printtimediamainonnan teorioiden avulla.

Tutkimuksessa käytettiin kvantitatiivisia ja kvalitatiivisia tutkimusmenetelmiä, joista tutkimuksen pääpaino asetettiin kvalitatiiviselle tutkimukselle. Kvalitatiivinen tutkimusmenetelmä koostui 255 lähetetystä kyselylomakkeesta Barcelona Metropolitan -lehden mainostajille, keskittyen asiakkaiden mielipiteisiin yrityksen palvelusta ja viestinnästä. Kyselylomakkeiden vastaukset analysoitiin SPSS markkinatutkimusohjelmalla luoden tutkimuksellisen suunnan opinnäytetyön kvalitatiiviselle osuudelle. Tutkimuksen kvalitatiivinen osuus koostui kolmesta haastattelusta Creative Media Group:in henkilöstön kanssa, kahdesta Barcelona Metropolitan -lehden asiakashaastattelusta, havainnoinnista, sekä laajan kaupallisen viestintämateriaalin keruusta.

Kvantitatiivisen tutkimustulosten pohjalta tutkimuksen kvalitatiivinen osuus keskittyi kehitysehdotuksien antamiseen neljän eri alueen saralla. Ne olivat mainoskampanjaan sijoitetun pääoman tuotto, mainoskampanjan seuranta, lehden jakeluverkoston tehokkuus ja mainoskampanjan kohderyhmän tavoitettavuus.

Tämän opinnäytetyön tuotoksena paranneltu markkinointiviestintästrategia antaa käytännönläheisiä ehdotuksia yrityksen markkinointiviestinnällisen tarjonnan integroimiseen, brändijohtoisten viestintätoimintojen yhtenäistämiseen sekä nykyisten asiakassuhteiden kehittämiseen systematisoidulla mainoskampanjan seurannalla, asiakaspalautteen keräämisellä ja hyödyntämisellä, ja vahvistetun ostopäätöksen avulla. Barcelona Metropolitan -lehden jakeluverkoston tehokkuus nähtiin myös tärkeänä kehityskohteena parannelussa markkinointiviestintästrategiassa. Tämän markkinointiviestintästrategian avulla yritys Creative Media Group voi kasvattaa Barcelona Metropolitan -asiakkaidensa tyytyväisyyttä, edesauttaen pitkien asiakassuhteiden syntymistä.

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1 Introduction

1.1 Challenges in the field of marketing communications for Creative Media Group

The year 2008 was especially challenging for the Spanish economy. The increased economic recession that progressed from the United States banking industry's mortgage crisis mirrored its effects on the state of the world economy, including Spain. Nowadays the problems of the Spanish economy are said to be among the worst economic tendencies in the whole European Union area. As a matter of fact, Spain's economic growth during August 2008 reached the same figures of the 1993 recession. Spain's Prime Minister Jose Luís Zapatero admitted in July 2008 that the country is in a financial crisis, accompanied by similar statements from Spain's industry minister Mr. Miguel Sebastian, declaring that the country's economy is in a "virtual crisis". Admitting to the forces of the world economy after a state of denial has forced the Spanish government to re-evaluate the sustainability of the country's economic model which once excelled. (www.hs.fi)(globaleconomyanalys.blogspot.com)(www.nytimes.com)

The implications of the downturn of the Spanish economy have influenced the Creative Media Group S.L. (CMG) in Barcelona as well. The CMG is a print media publishing company in Barcelona, producing a magazine called the Barcelona Metropolitan (BM) as the main product for the foreign resident population in the Catalonia metropolitan region. During the second quarter of 2008, the company experienced an increasing trend in the number of advertising campaign cancellations compared to the second quarter in 2007. The increased economical insecurity of businesses in the main Barcelona region as well as the whole of Catalonia created a hesitant investing environment for businesses where financial risks were to be avoided. (Interview Jones 2008)

To maintain successfully implemented marketing strategy in a market environment described by insecurity and depression, the CMG has to encounter new challenges in the field of marketing communications. To confront the downturn of the economy and decreased sales figures, matters such as customer relationship management, integrated marketing communications, increased effectiveness of the marketing budget, work re-organization and higher return on investment for advertisers should be improved. In order to create customer relationship practices with a long-term orientation, the BM-related marketing communications need to be improved.

1.2 Objectives of the study

The research objective for this thesis is to improve the marketing communications of CMG towards its advertisers in the BM magazine. The research idea for the study was formed with the CMG's Managing director Esther Jones in 2008 during an employment relationship as a sales and marketing assistant for the CMG. The researcher believes that integrated marketing communications has a key role in companies' ambitions to reach better customer relationship

management. If implemented successfully by unifying brand-related communication with specific advertising campaign follow-up methods, increased brand awareness and customer retention can be achieved.

The study can be described as an applied study, due to the objective of the research being practical of nature in which independent and varied research methods have been used. The study method for the research combines qualitative and quantitative research, also known as the mixed methods approach. The emphasis of the study is on the qualitative research methods, yet placing considerable focus on the quantitative part of the study. The research method was chosen based on the theory that by collecting numeric and text data, the best possible solution for a research problem may be discovered. (Holopainen and Pulkkinen 2008, 20)(Creswell 2003, 21)

The researcher intends to refine the marketing communications strategy to such where the customer relationships are managed consistently, by informing and creating additional value for the customer. Additionally, the researcher hopes that the given improvement suggestions would further assist the creation of long-term customer relationships through consistent branding and unified communication. These elements would convey a possibility for sustainable and gradual economic growth for the CMG in the future, as the emphasis of the CRM practices are highly focused on client retention rather than customer acquisition.

The researcher intends to answer the following main research question for the Creative Media Group:

How the marketing communications of Creative Media Group could be improved towards the Barcelona Metropolitan advertising clientele.

The main research question is accompanied by four preliminary research questions which create an insight to support answering the main research question. They are the following:

1. Is there a correlation between length of the advertising campaigns and the overall satisfaction of the clientele?

(This preliminary research question will also serve as the alternative hypothesis in the quantitative study, see section 5.1.4).

2. Which elements of the Creative Media Group's marketing communications service do the Barcelona Metropolitan advertisers value as important?

3. Is the current form of the marketing communications service satisfying Barcelona Metropolitan magazine advertiser clientele?

4. What is the overall level of satisfaction of the Barcelona Metropolitan clientele?

1.3 Theoretical choices and limitations to the research area

The theoretical choices of the thesis consist of the following concepts: marketing communications, customer relationship management, customer satisfaction, relationship marketing, branding and print media magazine advertising. These theories were carefully selected to support the study objectives. This gave the researcher a necessary focused point of view in creating improvement solutions for the marketing communications of the CMG. The quantitative research area consists of analyzing the importance and satisfaction of the clientele of BM towards the service provided by the CMG. This topic is further evaluated from the qualitative viewpoint of marketing communications, in conjunction with three interviews performed within the company and two with advertising clients of the BM magazine. As mentioned before, the qualitative research section of the study represents the emphasis of the study.

In order to limit the research area the researcher chose to exclude factors such as competitor reviews, market analysis, extensive description and the state of the Spanish economy, and cultural dimensions. This approach was taken to maintain the thesis coherent with the research objective. Additionally, the concept of marketing communications is discussed from the viewpoint of promotional mix and its relation to advertising campaign management. In this manner an extensive share of the company's communication activities is covered.

2 Background to CMG, Barcelona Metropolitan and Barcelona Foreign community

2.1 Creative Media Group organization

The Creative Media Group's company form is a limited company (S.L.), which is also the most common company form in Spain. Its abbreviation S.L. comes from *Sociedad de Responsabilidad Limitada*, which is described to be suitable for small and medium-sized companies due to the smaller amount of formalities in management when compared to a bigger limited company (*Sociedad Anónima S.A*). The company CMG consists of four different departments, the sales, the editorial, the design and the accounts department which all produce a valuable input in the publishing of the BM magazine. Figure 1 describes more precisely the organizational structure of the case company, based on the researcher's own working experience in the case company. (Vaalikivi-Lindholm 2008, 24)

The organizational structure can be seen as relatively flat where important decisions are often made collectively. Open discussion and suggestions are appreciated in all of the departments. Power distance between the people in managerial positions and employees of the company barely

exists which creates an open, appreciative working environment. Employees are seen as important value creators for the publishing process of the magazines Barcelona Metropolitan and Costa Brava Resident.

The company consists of 15 permanent employees which are accompanied by various interns in different departments of the company. In addition to the staff at the CMG offices, freelancers provide an input in the creation of the magazine as most of the articles and photography used are out-sourced, ordered from various professionals. The company has also several distributors for the BM magazine which make sure that each month the magazines are distributed to the distribution points in the city of Barcelona and its outskirts.

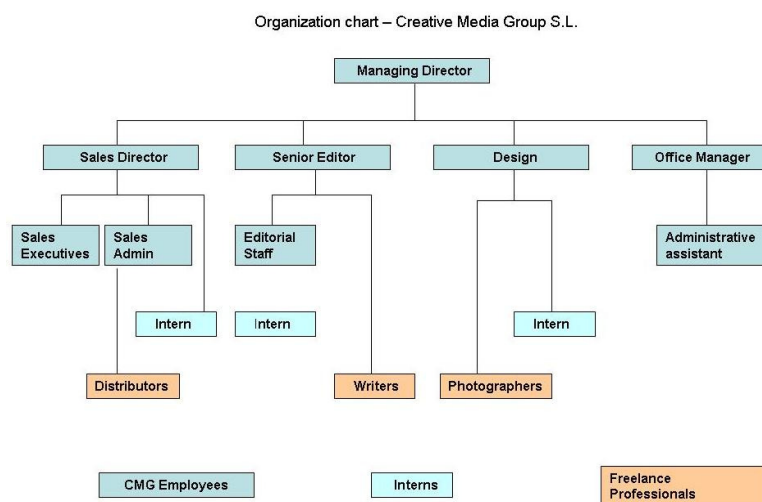


Figure 1: Organization chart - Creative Media Group S.L.

(Creative Media Group S.L. Employee workbook, 2008)

2.2 Creative Media Group SWOT analysis

Based on the interview with the Managing Director Ms. Esther Jones, the section 2.2 is constructed to present the strengths, weaknesses, opportunities and threats of the company CMG. The section discusses the SWOT analysis on the CMG level, as this topic has its effects on the marketing communications indirectly as well. Despite this, many matters discussed are BM magazine-specific. A summary of the SWOT analysis is seen in Figure 2 below. (Interview Jones 2008)

As strengths, Ms. Jones sees the BM magazine's position as a trusted resource of information for the foreign resident population of Barcelona. The experience of being 12 years in business in Barcelona has given much for the company's decision-makers, something that Ms. Jones values highly. The brand awareness of the magazine is also high amongst the foreign resident population of Barcelona, due to the magazine's long existence in the city. There are other similar, smaller

publications in the city of Barcelona, but they are targeted for tourists, in other words to a different market. (Interview Jones 2008)

SWOT analysis - Creative Media Group S.L.

<ul style="list-style-type: none"> • Strengths <ul style="list-style-type: none"> - Magazine is a trusted source of info - Experience in the field - Long existence in the city → Brand awareness - Positively focused personnel 	<ul style="list-style-type: none"> • Weaknesses <ul style="list-style-type: none"> - Distribution network efficiency still partly uncovered - Internal systems to create: <ul style="list-style-type: none"> • Cost efficiency • Management • Increased client care - Confidence of communicating company's products and services
<ul style="list-style-type: none"> • Opportunities <ul style="list-style-type: none"> - Developing the website - Advertising CMG's services online <ul style="list-style-type: none"> • Create a higher visitor rate online - Creating revenue from online advertising 	<ul style="list-style-type: none"> • Threats <ul style="list-style-type: none"> - Too reliant on magazine advertising created revenue - High reliance of the local economy

Figure 2: SWOT analysis of the Creative Media Group S.L.

The internal capabilities of the company are one of the strengths that the Managing Director, Ms. Jones, sees as important. The teams of the company are positively focused, which is the basis for creative thinking and synergy creation between the departments of the organization. Development of processes and open communication is appreciated which brings a positive input to the whole working environment. (Interview Jones 2008)

As weaknesses, Ms. Jones states the lack of data of the effectiveness of the distribution places; billing; internal systems; synergy and informing of the company's services. The company's management is aware of how many magazines are distributed to different distribution points every month. However, there is a lack of exact data how well the distribution points function as a points of magazine circulation for the magazine on a monthly basis. The management of distribution could be more effective, but there is a lack of possibility to make any larger investments to solve this problem. A cost-efficient solution for this problem has not yet been established. (Interview Jones 2008)

Ms. Jones states that one of the most important development issues for the company as a whole are its systems. In this case, a system refers to a systematic work approach to one's work. Improvement of the internal processes to create higher cost-efficiency, management and increased client care are of high of value to her. These factors eventually can affect the outlook of the magazine, if for example an advertisement is received too late before the magazine is sent to print; the quality of the magazine will be altered as the possibility for errors becomes higher. (Interview Jones 2008)

In addition, Ms. Jones states the need to be more confident in informing about the company's products and services. The CMG needs to improve the confidence in informing about the product

and service portfolio in all business communication. The offered marketed products and services lack of cross-functional support and integration in creating brand awareness amongst the readers and advertisers. (Interview Jones 2008)

As opportunities, Ms. Jones lists the development of the website www.barcelona-metropolitan.com and the diversification of the services offered. The website would be interactive in nature, where visitors could write in specific forums and read blogs about Barcelona-related matters. She would also like to see a digital version of the magazine in the internet, from where online-readers could easily download the magazine for their use independent of their geographical location. To boost the website project, she is interested in advertising on other websites in order to attract more visitors to the BM website. It is her interest as well to create advertising revenue in the future by offering online advertising space in the company's webpage. Beforehand, this would necessitate careful planning and the creation of a higher visitor rate for the webpage. (Interview Jones 2008)

As threats, Ms. Jones states that the CMG is too reliant on the creation of revenue from magazine advertising. She would prefer to see the company with a more leveraged source of revenue, based on a versatile product and service portfolio. A business model which would not be so reliant on external factors such as the local economy is a future vision. The company is easily affected by external influences that may alter the demand of CMG's marketed products and services due to the current business model and its operation in a niche market. On the contrary, she does imply that the CMG has benefited noticeably from external factors, such as the foreign residents' expansion in Barcelona after the 1992 Olympics in Barcelona. (Interview Jones 2008)

2.3 Presentation of Barcelona Metropolitan magazine

The BM magazine was founded in June 1996 to satisfy the needs of the increasingly expanding foreign community of Barcelona. This community of foreigners, of which a large part speak English better than Spanish, are people such as freelance professionals, executives, families and students. The BM magazine, published monthly by the Creative Media Group S.L., was established to serve the needs of the 120 000 English-speaking foreigners in Barcelona. The mission statement of the BM is to provide a link between the foreigners and the companies in Barcelona which can offer their services for this foreign community. They hope to act as a bridge between cultures, providing a trusted source of information on Barcelona in English. As a basis of the service provided to the advertising clientele, a free graphic design and translation service is offered, including free online advertisement on the BM's website. (Interview Jones 2008)

The BM magazine is distributed free of charge within the magazine distribution network, with more than 500 carefully selected magazine distribution points in the city and the outskirts of Barcelona. In addition to this extensive distribution network, the BM magazine has a direct mailing

to over 300 foreign businesses (see appendix 3) and to different foreign societies in Barcelona. The content of the magazine is written by professional English-speaking journalists residing in Barcelona. The monthly published magazine's articles vary in theme, often with useful information and advice for people living abroad. The magazine also presents the main cultural activities of Barcelona of each month. (BM marketing material 2008)

According to a readers' survey executed for the company in 1998 by an external market consulting agency, every copy of the BM has an average of 2.62 readers. This means that by printing 20,000 copies of the Metropolitan each month, the monthly readership of the magazine is approximately 52,400 readers. It was also found out that 80 % of the readers of the magazine read it regularly, with 57 % of them being from 22 to 35 years old. The reader profile of the magazine includes mostly British and Americans, but also Australians, South Africans, Canadians and people from European countries altogether. Analyzing the figures presented in this column, it should be taken into account that the reader survey was completed more than ten years ago, which is the latest study of the reader profile. (Encuesta de lectores 1998)(Interview Jones 2008)

2.4 Positioning of Barcelona Metropolitan magazine

CMG's Managing Director, Ms. Jones, explains that the BM magazine is positioned as trustworthy, informative and essential to its readers. The magazine provides a directory of information on Barcelona in English with interesting and useful articles about the city. Ms. Jones believes that through time, readers may create an emotional bond to the magazine as "your trusted resource of Barcelona". A promise that advertorial is not accepted the magazine keeps the magazine objective and reliable. Advertorial can be described as an advertisement written in the form of an article, designed to appear as a legitimate news story (Interview Jones 2008)

Ms. Jones believes that this trustworthiness also corresponds to the advertisers - "if you trust the magazine, you trust the advertiser" (Interview Jones 2008). The advertiser and the reader have to match in the sense that what the CMG sells to the advertiser is a direct benefit for the reader. By maintaining the objectiveness and quality of articles, trust among the advertisers is created in order to portray that the readers appreciate the magazine. (Interview Jones 2008)

The sales director of the CMG believes that for the advertisers, the product is well defined and that there is a good correspondence between the expectations of the advertisers and what is delivered to them once signing a contract. He also believes that the expectations of the readers are well met. (Interview Hobrack 2008)

2.5 Vision for the Barcelona Metropolitan magazine

The Managing Director, Ms. Esther Jones, has a clear opinion what she sees as important for the future of the BM. The premises in her mind for future success of the company and its main product were the increased systemization of practices, within departments and cross-departmentally; the diversification of the product and service portfolio for BM clients in order to strengthen the magazine's position as the key product of the CMG; developing the homepages of the company; and the development of the magazine to a more franchising business model. (Interview Jones 2008)

Additionally, she stated that currently there is a lack of possibilities to invest money, increasing the importance of creating enhancements within the current budget. Therefore, cost-effectiveness and a gradual creation of revenue are of high relevance to her. She sees the company as a revenue-driven enterprise, where costs are intended to maintain low, but not by the cost of unbalancing the brand promise. (Interview Jones 2008)

A quantifiable objective for the company as a whole is to reach a billing of one million Euros in 2008. An objective set for the CMG is also to have an increase of 10 percent in sales for the Metropolitan magazine, which is a projected sales figure based on the sales year 2007. The yearly growth objectives are smaller than in the fast-growth years of the start of the 21st century, a time when Barcelona was attracting considerable quantities of foreign people, as seen in figure 3. (Interview Jones 2008)

2.6 Sales growth of Barcelona Metropolitan magazine

Table 1 presents the sales growth in Euros before taxes between the years 2004 and 2007.

Table 1: Sales figures for Barcelona Metropolitan between 2004 and 2007

Sales figures between 2004-2007				
	2004	2005	2006	2007
January	78 316 €	74 793 €	74 459 €	89 036 €
February	53 355 €	64 294 €	81 229 €	72 835 €
March	51 287 €	55 939 €	45 979 €	68 279 €
April	55 719 €	44 591 €	48 114 €	55 394 €
May	63 149 €	81 053 €	57 920 €	57 371 €
June	42 028 €	32 938 €	82 473 €	91 971 €
July	67 034 €	51 351 €	63 137 €	69 636 €
August	34 624 €	19 590 €	54 332 €	28 507 €
September	69 343 €	96 458 €	68 018 €	117 578 €
October	57 544 €	71 082 €	99 127 €	94 777 €
November	88 841 €	56 701 €	77 572 €	77 115 €
December	46 039 €	62 203 €	85 211 €	68 991 €
Total	707 279 €	710 993 €	837 571 €	891 490 €

By examining the table 1 it may be summarized that the CMG has experienced gradual sales growth over the four years presented. The sales have been created from BM advertising campaigns. Within this period, the largest increase in sales was between the years 2006 and 2007, as the annual sales growth marked a 6 % growth increase (CMG database 2008).

2.7 Foreigners in Barcelona

According to the statistics published by the Barcelona City Council and the Centre of Demographic studies CED, the foreign resident population of Barcelona in June 2008 reached 291.370 residents, corresponding with the latest figures of whole of Catalonia's 972,507 foreign resident population in January 2007. The growth rate of foreign residents in Barcelona has been increasing within the past eight years, taking into account the small decline of population in the city as a whole in 2007. During that year's January foreign residents represented 15.6 % of the total number of people in Barcelona, with nearly 30 % having completed higher education. The average age of foreign resident in Barcelona is around 32, which has helped to boost the city's economically lively population and to refresh the city's age structure. (www.ced.uab.es) (www.bcn.es)

According to figures obtained from the year 2005, there were 1340 foreign companies established in Barcelona, whereas the overall number of foreign companies existing in Catalonia within the same year was 2915. The foreign residents of Barcelona create the market in which the CMG operates and offers its main product, the BM magazine. According to the company's Managing Director, Ms. Jones, within its 11 years of existence the CMG is undoubtedly the leading publisher in the quantity of articles ever written about the city of Barcelona in the English language. Figures 3 and 4 present the evolvement of foreign residents compared to the total population and foreigners in Barcelona by continent of origin more precisely. (w3.bcn.es)

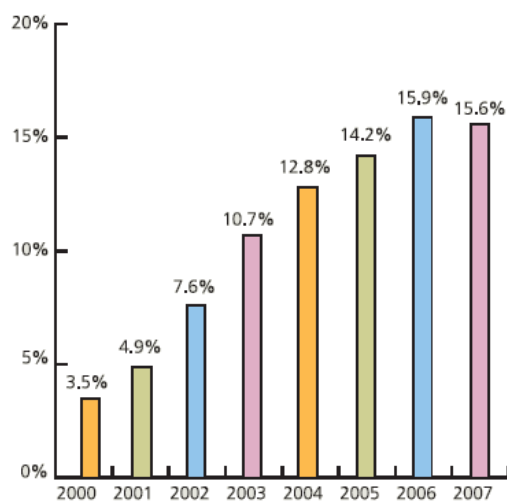


Figure 3: Percentage of foreign residents compared to the total population

(w3.bcn.es)

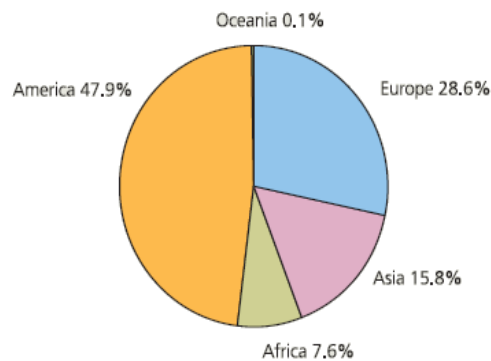


Figure 4: Foreigners in Barcelona by continent of origin

(w3.bcn.es)

3 Theoretical context

This section will give the reader an in-depth understanding on the main theories used in the writing this thesis. They include theories such as marketing communications, branding, customer relationship management and print media-magazine advertising.

Theories presented in this section will be later referred to in the empirical section of the research. In the conclusion of the thesis, practical variations derived from these theories will be further presented in the context of improved marketing communications for the case company.

3.1 Marketing communications

To comprehend the field of marketing communications, it is necessary to consider the definition from different viewpoints. Authors such as Mr. Otto Ottesen describe marketing communications as “every kind of communication between the company and client about a company’s offering” whereas McDonald and Christopher see marketing communications’ role as “to inform the market clearly and persuasively about the company, its product and services”. To gain a deeper understanding of the topic, it is useful to inspect reasons behind the demand for integrated marketing communications for businesses of all sizes. (McDonald and Christopher 2003, 235)

Companies have become more communication-dependent in the management of their business. In the saturated business-to-business markets, companies nowadays differentiate themselves from competitors by service, which sets challenges for promotional communication. This change has occurred due to the increased number of customers requiring tailored solutions to fulfil their specific needs. This has led to a more diverse, highly segmented customer base which often requires a customized communications solution to attract and retain clients in the long-term. In response to this challenge, the development of information and communications technology (ICT)

has facilitated opportunities for companies to exchange higher quality and quantity of data quickly and cost effectively. The emergence of this technology has helped companies to further customize the marketing communications offering in their customer relationship management. (McDonald and Christopher 2003, 235)

Businesses and organizations that practice a more individualized communications concept as a basis for promotional activities have experienced positive developments, such as greater customer involvement concerning the marketed product and a wider range of used marketing channels. In the increasingly complex markets affected by constant change, there exists a need for marketers to transmit their message efficiently and according to the receivers' preferences. One may state that communications have become an important success-factor in order to succeed in the competitive business climate. (McDonald and Christopher 2003, 236)

For one to comprehend communication's importance in the business context, the communication process should be analyzed. Communication always necessitates two parties as it is an interactive process. From a customer relationship management point of view, various feedback channels should be established to meet the varied communication preferences of businesses in different fields. (Jobber 2004, 420)

Furthermore, as the concept of communication is highly related to the context of this research, one may consider the basic communication process in figure 5 presented by researcher David Jobber. Communication can be defined as "a two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information but also create and share meaning". Moreover, clear and consistent messages have a higher possibility of becoming accordingly decoded by the recipient. Such messages are able to advance through "the noise", known as the continuous flow of commercial offering and messages (see figure 5). On the contrary, messages with contradicting and confusing information may confuse a company's brand promise. Therefore the benefits of ICT bring many development opportunities for marketers but also challenges, as people are exposed to more than five hundred different commercial messages daily. This creates a challenging marketplace for any business-to-consumer or business-to-business marketer trying to create a representative image of a company. Companies need to communicate in order to be recognized, yet it necessitates professional marketing efforts to promote a brand in a manner which presents similar values and promises in each message. (Jobber 2004, 420)(MMC Learning 2008)(businessdictionary.com)

Kotler and Armstrong present marketing communications as essential for modern marketing practices. They emphasize the importance of "communicating" with current and prospective clients, which should be coordinated by a communications program which is consistent in nature, and which does not produce contradicting messages. As communication is the basis for creating business relationships, its importance cannot be diminished in companies' ambitions to maintain and develop their customer relationships. (Kotler and Armstrong 2004, 466)

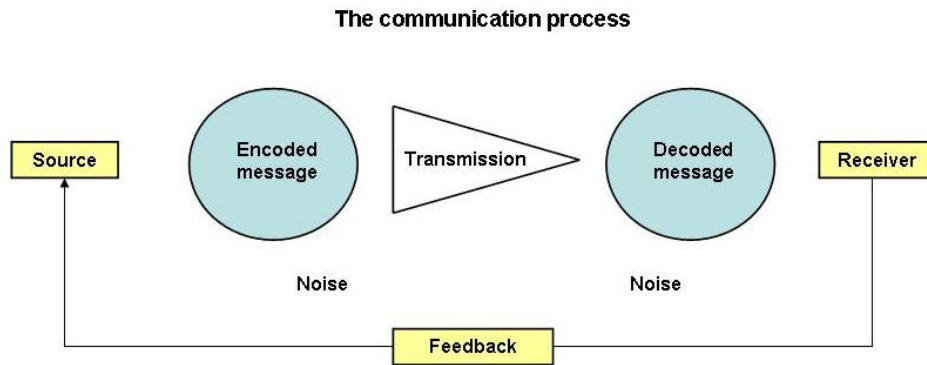


Figure 5: The communication process

(Jobber 2004, 420).

3.1.1 Marketing communications in the business-to-business environment

When discussing about marketing communications as the foundation of a marketing strategy, it is important to acknowledge that the approach should be valued differently in the business-to-business (B2B) and the business-to-consumer (B2C) markets. In fact, the two market dimensions have significant differences which should be well identified when planning the marketing promotion mix.

Authors Pelsmacker, Geuens and Berg (Pelsmacker et al 2004, 519) describe in their book “Marketing Communications: a European perspective” that the commonly used B2C consumer marketing communications instruments, advertising and sales promotions, are quite unimportant tools in the B2B environment. On the contrary, B2B marketers place more emphasis on trade shows, and increasingly on direct mailing, database marketing and the internet due to the technological evolvments of the past two decades. (Pelsmacker et al 2004, 519)

B2B communications have distinctive characteristics when compared to the more common mass-marketing-oriented B2C markets. The characteristics of B2B can be described as such where rationality, high involvement, tailor-made solutions, interaction, individualization, and face-to-face communication have a high significance. Many of these characteristics may exist in several promotion mix tools such as direct mailing, trade shows and personal selling. These activities are all targeted to lead to the characteristic interaction of B2B communication. Additionally, the characteristics of tailor-made and individualization may both be significant characteristics of personal selling in the pre-sell and post-sell phase of the activity. (Pelsmacker et al 2004, 520)

3.1.2 Marketing communications mix

To discuss more profoundly about the concept of marketing communications, it can be stated that any promotional tools used in modern business practices such as advertising, sales promotion,

public relations, personal selling or direct marketing, are considered as marketing communications. According to the researchers Kotler and Armstrong (2004, 466), these promotional tools represent a wider concept called the marketing communications mix, also known as the promotional mix. It is a mix of promotional strategies that are used to fulfil the company's marketing and advertising objectives. The promotional mix is an incremental part of the marketing mix, being the promotional P of one of the 4 P's of the marketing mix. The marketing mix is discussed later broadly in the thesis's section 3.1.6. (Kotler and Armstrong 2004, 466)

The definition of Kotler's and Armstrong's marketing communications mix is presented below in figure 6, accompanied by the detailed explanation:

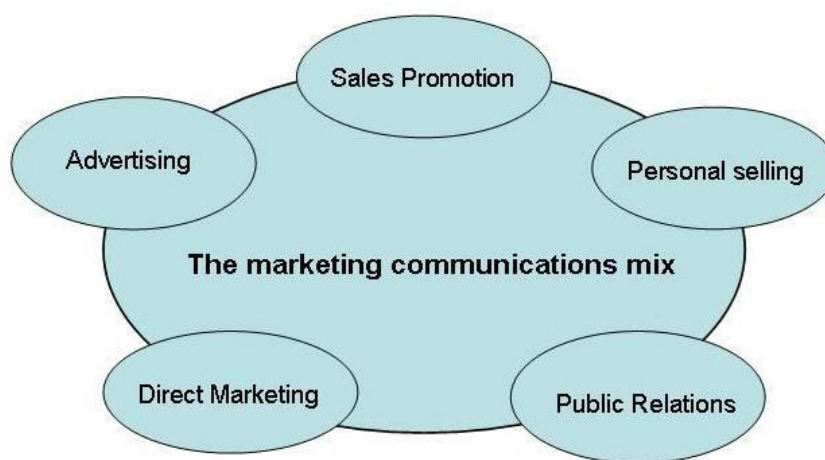


Figure 6: The Marketing communications mix (Kotler and Armstrong 2004, 467)

Advertising is seen as any paid form of promotion of ideas, goods or services by a specified sponsor. Advertising is also seen as non-personal promoting, rather searching for bigger target groups than individual consumers or organizations. Print advertising, broadcast advertising, outdoor displays among others belong to the context of advertising. (Kotler and Armstrong 2004, 467)

Sales promotion can be described as an encouragement which leads to a purchase or sale of a product or service. This form of marketing activity is executed on the short-term, being promotional by nature. Different sales promotion techniques include discounts, sales presentations and specialty advertising among others. (Kotler and Armstrong 2004, 467)

Public relations can be seen as the intention to build a favourable company image and relations by obtaining complimentary publicity with the company's various publics and managing positive and negative rumours of the company accordingly. Press releases and special events are the most typical forms of public relations. (Kotler and Armstrong 2004, 467)

Personal selling can be defined as the intention to create sales for the company and create customer relationships derived from the personal presentations of the company's sales force. Typical personal selling activities include sales presentations, trade shows, and incentive programs. (Kotler and Armstrong 2004, 467)

Direct marketing activities intend to target specific, carefully selected customers in order to receive an immediate response and to strengthen customer relationships. Tools such as e-mail, telephone, fax and the internet are used for communicating directly with these particular consumers. (Kotler and Armstrong 2004, 467)

An efficient marketing communications mix is one of the premises for creating trust in customer relationships. If communication practiced with any of these promotional tools does not function efficiently between a buyer and a seller, customer retention is challenging to achieve in the long-term. In this case, it is increasingly challenging to bring customer value to a level where perceived benefits overcome perceived sacrifice obtained from buying a particular service or a product from a provider. In addition, the possibility for negative word-of-mouth increases and may lead to a negative situation where the company will appear unattractive to the customers. Due to such involvement, the investment costs to attract new clients could increase substantially. (Jobber 2004, 26)

Concerning marketing investment costs, it should be noted that the choice of a company's communication mix strategy should always be measured by the company's budget in a cost-efficient manner to reach the organization's communication objectives. There is a higher opportunity to receive valuable return from the marketing activities if the communication mix is coordinated to meet the diversified needs of the markets. If a cost effective, integrated communications mix is not implemented companies may need to invest valuable time and resources to create new customer relationships rather than develop existing ones. (McDonald and Christopher 2003, 236)

3.1.3 Integrated marketing communications

Researchers Kotler and Armstrong (2004, 468) discuss a topic highly related to the research theme, known as the integrated marketing communications (IMC). Under this marketing communication discipline, a company integrates and coordinates its various communication channels in order to present clear and reliable messages of the organization and its product line. With the integration of communication activities, brand awareness may be increased among the target group. In other words, for example constant imagery used in advertising and direct mailing may increase the total awareness of the product and service offering. This form of communications approach leads to a situation where clients have more possibilities to become aware of the offering which may eventually lead to a purchase. (Kotler and Armstrong 2004, 468)(MMC Learning 2008)

The Integrated marketing communications approach is highly appreciated by 21st century professional marketers. The demands of business-to-business markets have changed from mass-marketing to targeted marketing; therefore the markets have become fragmented with highly specified needs. The use of precise promotional tools for specific segments can be referred media fragmentation concept, where a company has a focused targeting approach with carefully selected media tools to suit the specified needs of the target groups. Kotler and Armstrong visualize the integrated marketing communications as seen in figure 7 below. (Kotler and Armstrong 2004, 468)

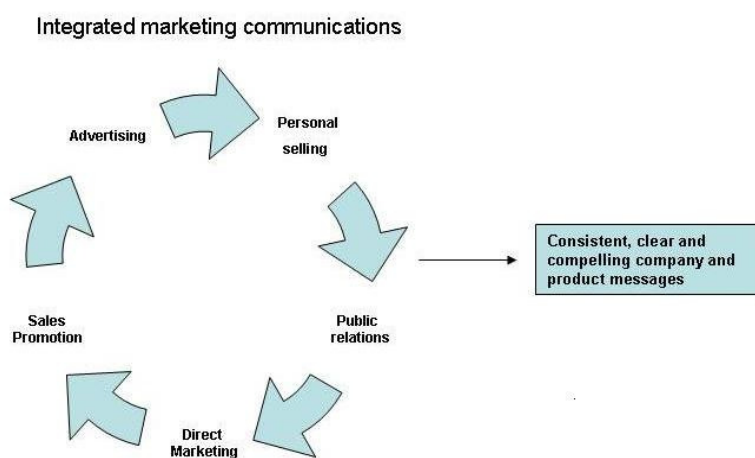


Figure 7: Integrated marketing communications (Kotler and Armstrong 2004, 468).

The competitive markets demand a more customized approach in tailoring the products and services to suit the clients' needs. This is connected to the idea that preferences in business communication should be market specific, segment specific, or even client specific, depending on their importance to the selling company to increase customer equity. Since the communication channels that reach specific market segments are great in variety, it is a challenge for companies to communicate their offering as clearly as possible. There is a risk that companies which possess large customer basis in fragmented markets would use contradicting communication with different client segments. This may especially occur if the marketing communication is not leveraged internally in the organization and externally towards different market segments. (Kotler and Armstrong 2004, 469)

Marketing communications function better when used in an integrated manner to attract the fragmented markets, rather than used as an isolated set of promotional tools. The sum of the IMC tools is greater than its parts when they are used to provide a consistent and a continuous message to the market. (MMC Learning 2008)

In the customers' minds, different messages sent from the promoting organization appear to come from one source and represent one single brand. If the produced communication is not supportive

to the brand's promise, confusion may occur among the recipients. The reason for possible confusion is that different communication messages are created from different sources, in different organizational departments. This statement supports the demand for the creation of a clear marketing communications approach. Therefore, marketing communications which could confuse the brand image and decrease customer loyalty should be avoided. Marketing communications practices should be cross-departmental combining all communication functions that the company uses to produce business communication. This approach should be executed in order to secure efficiency in a company's communication offering with the market. (Kotler and Armstrong 2004, 469)

David Jobber (2004, 416) also discusses the concept of integrated marketing communications in his book *The Principles and Practice of Marketing*. Jobber examines the same topics which Kotler and Armstrong (2004, 468) had presented in their version of the model. Jobber states that the intention of integrated marketing communication is to position the products and organizations uniquely in the marketplace by the co-ordination of the marketing communications. There is a threat of publicizing messages with contradicting content which can eventually confuse the person, group or organization to which the messages are directed. This is becoming an increasingly important matter as companies are using a higher number of fragmented promotional tools to attract clients, bearing the risk of not presenting a clear line of communication in all of the promotional activities. (Jobber 2004, 416)

There is a greater probability for not creating return on investment from the marketing efforts, if the interest of the receiver is lost due to complexity and lack of a common, clear line of communication. By tailoring the messages used in different channels of the promotional mix, the marketing communication can be implemented in such a manner that the messages reinforce one another. This will further strengthen the communications approach where target groups from different segments receive communication in a competitive and clear form. (Jobber 2004, 416)

Promotional communication exchanged with one specific segment should be based on the communication preferences of the recipients and follow a common line. In another words, for example advertising material used in personal selling should follow the same idea as the material used in press releases and websites. Furthermore, this approach allows the possibility to customize the communication when the need to create more personalized communication exists. (Jobber 2004, 416)

In the organization context, communication should be also directed to the employees since they often are the spokes-people for the organization and its offering and are also in a key role in creating and maintaining the quality of service. According to Michel, Naudé, Salle and Valla (2003, 286) portraying company values in external communication will also support an appreciation of the company values within the company. (Jobber 2004, 814)(Michel et al 2003, 286)

Therefore, internal communication is seen as one of the criteria of an integrated marketing communications concept, due to its relevance in creating a marketing communication strategy which originates from cross-departmental communication between the different operational units of an organization. It eventually evolves into consensus and awareness of the range of the company's communication activities. If the material and the methods used in all external communication activities of the company are not in balance and yet known across all business departments, there is a higher probability to communicate contradicting information of the company's offering. (Jobber 2004, 814)(Michel et al 2003, 286)

Additionally, one should consider that communication integration should be divided into five separate elements in order to enhance the company's communication strategy. The horizontal, vertical, data, internal and external integration levels are presented below:

The horizontal integration is constituted across business functions to create consciousness of the sent messages and actions made with customers.

Vertical integration supports the need that marketing and communication objectives must be coherent and support the corporate objectives of the company.

Data integration stands for a marketing information system where relevant data is collected and shared across different departments and used in all forms of communication.

Internal integration is created by internal marketing where a company's employees are informed about any new developments related to promotion, service, corporate identity or new partnerships for example.

External integration is the act of incorporating all the external partners to the various communication creation processes that a company practices (MMC Learning 2008).

3.1.4 Implementation of the communications mix

In order to enhance the marketing communications of a company, various communications mix elements should be evaluated. The following steps to enhance marketing communications are divided into sections, bearing in mind the appointed research area of the study. (Kotler and Armstrong 2004, 485)

A company's managers should analyze internal and external trends that could affect the market environment where the company operates. Areas where the improvement of communications could benefit the company the most are to be searched for. To search for strengths and weaknesses among the current communication functions is highly important. The eventual

objective is to produce different promotional tactics to overcome the possible weaknesses. (Kotler and Armstrong 2004, 485)

It is of value to ensure that the communication is coherent in all communication contact elements of the company and its brands. To utilize an approach where communication efforts are executed based on clients' needs it is important based on when, where, and how a customer wants to receive them. (Kotler and Armstrong 2004, 485)

The communication strategy of an organization should be executed jointly between all of the parties which are part of the creation of communication concerning the company and its offering. It is also important to create performance measures concerning all communication contact elements produced by a marketing company. This is practiced to evaluate the united impact of all of the communication activities of a company. (Kotler and Armstrong 2004, 485)

The founding of compatible themes and quality across all communications media is also greatly significant. The focus should be on promoting unique primary messages about the product or service. This form of consistency reduces unnecessary repetition of work across functions and has greater impact on the targeted market due to its constant nature. In addition, the centralization of communications planning is also important in order to manage integrated marketing communications efficiently. Performance measures concerning communications should be jointly created and actively followed by an appointed director. This is executed to secure the continuity and the follow-up of the strategic objectives set for marketing communications. (Kotler and Armstrong 2004, 485)

In addition, the choice of communications targets is relevant. In business-to-business markets, the purchasing decisions depend upon two different groups: the whole industrial sector and its broader network of influence; and the purchasing centre of an individual buying organization in the market in its relevant industry. The target of the communication activities should then further depend on whom one wishes to send the communication to, the whole sector or a specific company of that sector. The content of the message and the chosen promotional tools are dependent on this particular selection. (Michel et al 2003, 280)

Furthermore, information should be communicated in a manner which serves its recipients in the most efficient way. This can be achieved by adapting the information and the language used according to a specific customer or a market segment. In order to organize communication activities, it is also valuable to understand the specific sector and its networks in order to decide which companies in the sector should be targeted. In the case of the BM magazine, for example if a specifically influential company can be attracted from a certain sector, it can orientate other companies from the same sector to CMG's favour. This could become a valuable advertising client in the long run in helping to attract other clients from the same sector. (Michel et al 2003, 281)

The concept of how to communicate with a purchasing centre also needs to be considered when communicating with prospective clients, for example when signing for an advertising campaign. With a client-oriented communication approach, the clients can proceed comfortably in the different stages of the buying process. A more natural dialogue is created which leads to a higher possibility of creating interest for the buyer to use the selling company's products and services. In addition, based on the recipients' communication preferences, the formation of the message and the media need to be considered and customized to suit the particular need. (Michel et al 2003, 280-282)(MMC Learning 2008)

3.1.5 Obstacles in today's business-to-business marketing communications

The creation of a new, integrated marketing communications strategy requires more than a marketing strategist's will for change. There are various elements that should be acknowledged when planning to integrate marketing communications channels in order to create a coherent communications impact of the company's brand and corporate image.

Kitchen and Pelsmacker (2004, 25) suggested that there are four stages of integrated marketing communications (IMC) development, displayed in figure 8. Based on their research made with various advertising agencies, they discovered that the majority of companies have completed stage one "tactical co-ordination of marketing communications" but are settled to the second stage of "redefining the scope of marketing communications". Based on this premise, companies often lack the benefits of the third and the fourth stage. In this third level, companies are effective in transferring customer data into customer knowledge and the gathering of customer data is extensive. Once the data is transformed into customer knowledge, it can become highly useful in developing marketing strategies based on customer preferences. In the final stage the marketing communications performance is evaluated from the viewpoint of return on investment, where ongoing evaluation is executed to optimize marketing communications performance. Companies may also intend to proceed straight from stage one to stage four without considering the benefits of information technology and incorporating data into communication to help to plan more efficient marketing communications. (Kitchen and Pelsmacker 2004, 9 and 25-26)

Other barriers to IMC are the lack of cross-disciplinary managerial skills, and egos and conflicts between managers from different corporate functions. Furthermore, one of the barriers to the integration of marketing communications is the concept of campaign, an idea which confronts the basic idea of long-term oriented relationship-building of marketing communications. Since campaigns are generally developed for a short time frame, they are set to achieve a certain type of advantage in that rather specific time frame, not so much in the long-term. This approach creates a different type of communication management framework for marketers, leading to a situation where the strategy behind the usage of communications mix tools is concentrated on the short-term rather than the long-term. (Kitchen and Pelsmacker 2004, 9 and 25-26)

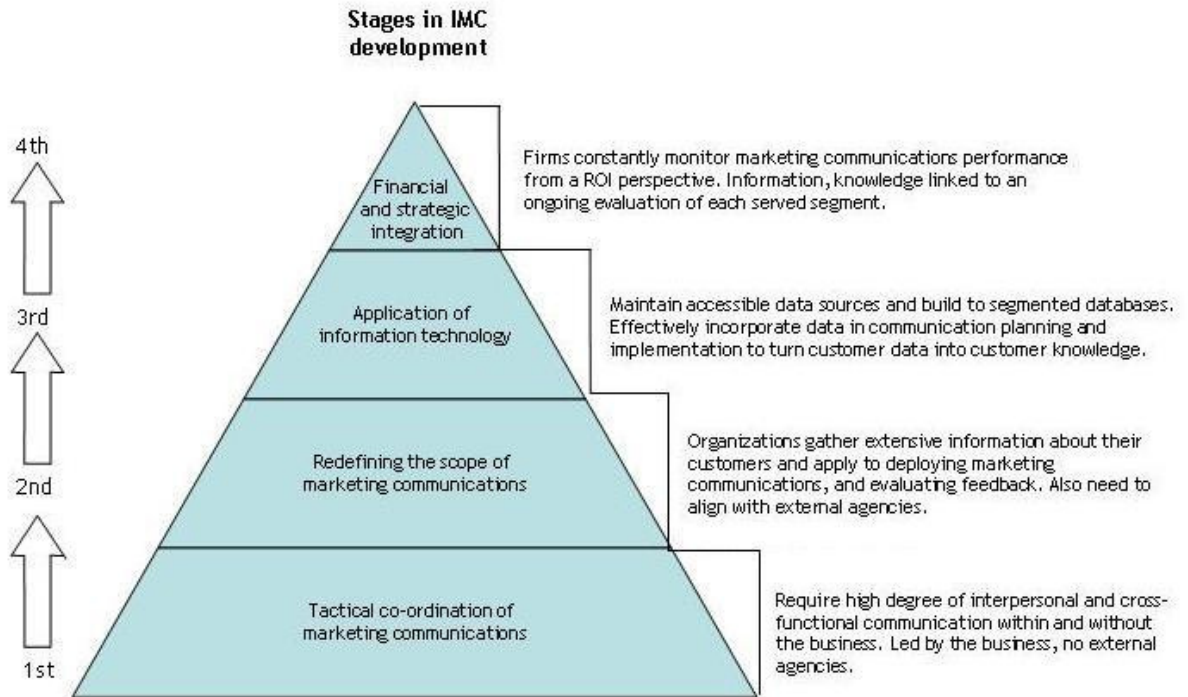


Figure 8: Stages in integrated marketing communications development

(Kitchen and Pelsmacker 2004, 25)

Yeshin (1998, 80) states that from an internal perspective, the management's lack of understanding the benefits of IMC and the short-term view adopted towards marketing communications planning hinder the development of IMC. In addition, the marketing managers' fear of diminished expertise and control over marketing strategies when integration of communication planning is practiced may affect negatively in the evolvement of successful IMC. (Yeshin 1998, 80)

In addition, researcher Kathy Fitzpatrick (2005) states in her column in the Journal of Advertising different significant challenges for IMC in the future. Based on her research by utilizing leading IMC researchers' knowledge, topical challenges for IMC such as resolving the fundamental scope and purpose of the practiced IMC, to establish theoretical foundations for IMC practices, to create effective means of measuring IMC, to agree on a viable organizational structure and to create practical guidelines for adopting IMC as an operating philosophy were discovered. (Fitzpatrick 2005, Journal of Advertising)

3.1.6 Marketing mix in creating competitive advantage

The marketing mix acts as the basis of the quantitative section of this research. The questions presented to the BM advertisers in the "Advertiser Survey" (see appendix 2), were formed on the basis of this particular theory.

From a marketer's point of view, the marketing mix offers many possibilities. In one sense, the marketing mix can be seen as a basis of marketing communications due to its variety of channels used to promote a particular business and its offering. The classical 4 P's of marketing, the product, the place, the price and the promotion, are the basis of the marketing mix as it is known, and can be seen central for IMC. This is the setting from where promotional strategists start to build an integrated marketing approach to communicate with the market and its specified segments. Each of the 4 P's communicate direct and indirect messages of the brand through different channels to the recipients. (Kotler and Armstrong 2004, 467)

The whole marketing mix should be coordinated for the best possible communication impact on the market. Led from the marketing mix, marketing communications reach beyond the 4 P's to reach marketing objectives. Moreover, it is relevant to acknowledge that even associated partners profile an image of sold product or a service. Nevertheless, the 4 P's of marketing are a good basis for a company to start building an integrated and consistent marketing communications strategy. (Kotler and Armstrong 2004, 467)

Additionally, researcher David Jobber (2004, 19) states that to maximize the effectiveness of the marketing mix, one has to be sensible for the target customers' wishes and the preferences which make customers choose possible rival offerings. This can be analyzed more closely by putting oneself into the clients' position to try to understand from where they derive their decisions to invest or not. (Jobber 2004, 19)

In business-to-business purchasing the buyers tend to ponder upon the decision to purchase for a longer time than in business-to-consumer markets. This is because purchases are made more rarely due to higher purchase value, the high importance of finding the best solution for a company within a certain budget, and the higher dependency on the status of the economy and its influences on specific industry sectors' future. (Jobber 2004, 18)

The principal reason why Jobber saw the marketing mix as such an important management tool for companies is that it can be considered the source for creating competitive advantage for a company. Whatever line of promotional strategy a company decides to execute within the marketing mix, its effects on the creation of competitive advantage are of high importance. Jobber described competitive advantage as "the attempt to achieve superior performance through differentiation to provide superior customer value or by managing to achieve lowest delivered cost" (Jobber 2004, 19 & 906).

Jobber's view of an effective customer-oriented marketing mix divided into three different elements which help in the creation of competitive advantage is shown in figure 9. Firstly, the marketer needs to discover the lucrative market segments and the targeted customers' preferences in order to make rational marketing mix decisions. In addition, the marketer should be aware of what makes the customer choose between rival offerings. (Jobber 2004, 19)

Secondly, the marketing mix should correspond to the corporate resources. For example in the case of increased competition, a company should not exceed its marketing budget which may eventually have severe consequences, but rather reform current marketing practices in order to focus on improving existing processes which affect the form of the marketing mix. (Jobber 2004, 19)

Thirdly, the marketing mix should be well blended. By this Jobber (2004, 19) means that if a product gives superior benefits to the customer in one aspect, for example satisfaction of using the product, the price charged for the product should reflect this perceived quality. By designing the promotional mix in this manner, the objective of communicating a more constant message to the target audience can be achieved, which increases the possibility of obtaining competitive advantage. (Jobber 2004, 19)

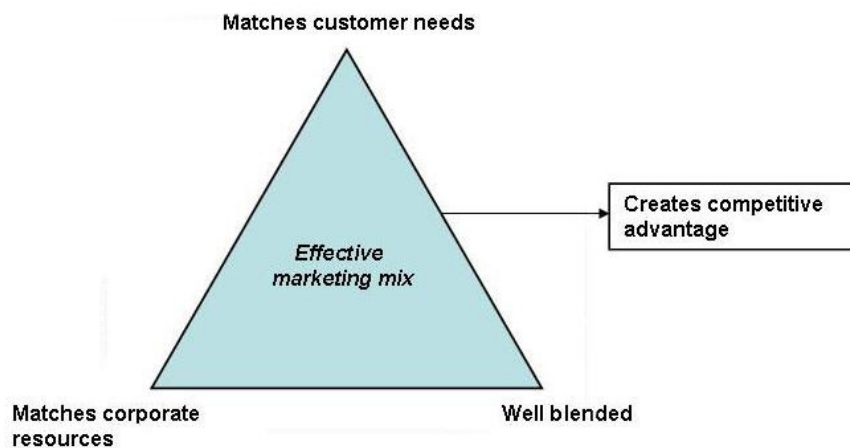


Figure 9: Effective marketing mix

(Jobber 2004, 19 and 906)

Even though the marketing mix consists of different elements, the communication of a company towards its market is seen as a unified communication. In the best case a company's communication is perceived as clear, trustworthy and easily understandable. How well a company accomplishes in following these objectives is greatly dependent on the decisions made in relation to the marketing mix, its execution and level of integration. The management of these communication elements have a clear consequence on the creation of competitive advantage. (Jobber 2004, 19)

In finding reasons behind a customer's positive or negative purchase decision, companies may re-direct resources to re-establish the promotion mix. This may be executed if specific customer data has been collected in order to create knowledge to execute such action. Moreover, a company may evaluate promotional mix actions by re-selecting which communication methods shall be used in business with its clientele in the most lucrative and customer oriented manner. (Jobber 2004, 19)

3.1.7 Branding's importance for marketing communications

A brand's importance to any competitive business practitioner should not be underestimated. It is a major challenge in business communication to successfully and consistently send promotional messages to a target group through complex forms of media. With consistent marketing communication practices with a clear brand promise, a brand may be strengthened. This may be executed by clarifying the brand image in recipients' minds by selecting the right form of communication and the right channels, valuing consistency and quality in communication, and supporting a clear brand promise.

A brand can be described with many different definitions. Researcher Walter Landon (buildingbrands.com) states that first and foremost, a brand is a promise. He describes that satisfaction and quality can be delivered by identifying and authenticating a product or a service. A brand may also be described as something more highly technical, carrying a unique design, symbol, words or a combination of them, set to create an image that identifies a product and differentiates it from its competitors. (buildingbrands.com)(businessdictionary.com)

Owning a strong brand offers many opportunities for businesses. Brands that are able to keep their promise to the buyers will attract them at regular intervals. As a consequence, forecasting of cash flow becomes easier. In addition, a greater confidence to manage and develop a business arises. Therefore, as Rita Clifton and John Simmons describe in their book "Brands and branding", brand can be classified as productive assets due to their ability to secure income. This frees the management to concentrate on further improving business strategy as more resources are available to execute such actions. (Clifton and Simmons 2003, 18)

Pelsmacker, Geuens and Berg suggest in their book "Marketing Communication: A European perspective" that to create a strong brand, the following conditions need to be met. Successful brands should be differentiated from the competitors, offering unique benefits to consumers (2004, 41). Creation of added value is important, not only by superior product but by additional services which are less easily copied by competitors. Innovation is needed to answer the ever changing customer needs in order to excel ahead of competitors. Management and employee support are essential in creating a leading brand position. This increases the need of communicating and possible training of employees is increased to secure that everybody sees and speak the same way about the brand. (Pelsmacker et al 2004, 41)

In addition, Pelsmacker, Geuens and Berg give plenty of consideration for the importance of consistent communications' support in creating a strong brand. This is to inform the clients of the brand's uniqueness and trustworthiness. Support and contribution of long-term communication is of great importance, as the brand message needs to be communicated accordingly to create the highest possible value and long-term profit potential. The discussed brand determinants are further presented below in figure 10. (Pelsmacker et al, 41)

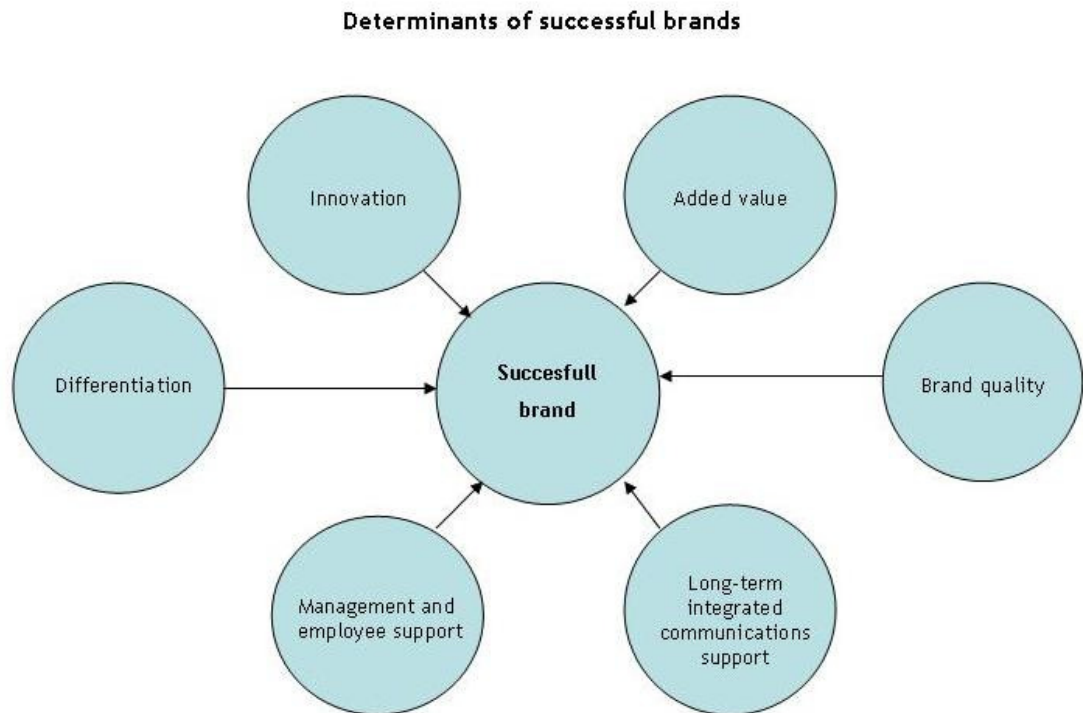


Figure 10: Determinants of successful brands

(Pelsmacker et al, 41)

Efficient branding creates consumer confidence to such an extent that potential customers will choose one product above all rivals. It is a process in which a company intends to create satisfaction to its customers, primarily by recognizing their needs and secondly by fulfilling them repeatedly. It is important to be able to satisfy or exceed clients' needs in order to gain brand loyalty. By clarifying the brand promise and communicating it consistently, higher brand awareness can be created amongst the possible clients, existing clients and different stakeholders of the BM. Brand awareness is the prerequisite in creating brand loyalty, the ultimate goal of branding itself. (Arnold 1992, 6)

Brand awareness is created by increasing the familiarity of the brand through repeated exposure. In other words, it is a measure of how well target audience members recognize the brand in its product category. Brand awareness can be increased for example by means of marketing communication such as informing about services and re-assuring clients of their purchase decision, as well as by newsletters to portray the brand in question. All of these elements create extra value to the customer and increase total communication impact, therefore they increase brand awareness of the brand. (dictionary.reference.com)

Brand loyalty may be described as "the extent of the faithfulness of consumers to a particular brand, expressed through their repeat purchases, irrespective of the marketing pressure generated by the competing brands" (www.businessdictionary.com). This is greatly related to CRM and its objective to develop relationships and pursue client retention. Whereas customers may be faithful to a brand, it is a creation of marketing communications activities and their ability to transfer the customers' status from satisfaction to loyalty. These two concepts play an important role both in branding as well as in customer relationship management. The simplified form of

brand loyalty's effect on profitability may be described in the following manner (Hamrish and Thompson 1999, 15)

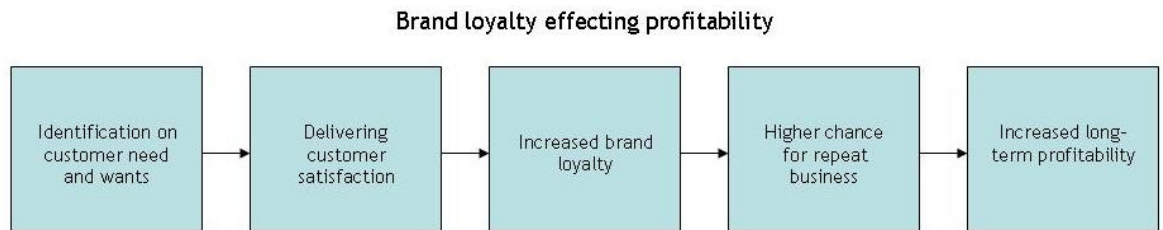


Figure 11: Brand loyalty effecting profitability

(Hamrish and Thompson 1999, 15)

The significance of gaining brand loyalty should not be understated in any situation. A certain study describes that brand loyalty is the hidden force behind growth, profits and lasting value. One of the findings suggests that a 5% increase in customer loyalty can result in between 50% and 75% improvement in bottom-line profit. (Hamrish and Thompson 1999, 15)

If a brand presents a favourable image, it may create brand equity. It can be seen as an intangible asset of extra value that results from the brand's favourable image, differentiation, and/or the consumer's attachment to a business's name, brand name or trademark. Brand equity can create competitive advantage since it may help to yield profit margins that could not be reached without the name of the brand. To maintain and develop a brand equity position, favourable promotion and communication should be practised. (Belch and Belch 2001, 60)

3.2 Customer relationship management

For companies to succeed in the highly competitive, service oriented business-to-business markets, the focus on the value of service has become increasingly important. The ability to deliver extra value through high-quality service and clear communication should be focused on due to its importance. The tendency to differentiate by service creates a challenge for companies to manage their customer relationships accordingly.

Customer relationship management places the focus on the most valuable asset of a company, the customers. According to the CRM concept, customers are seen as the center of marketing and relationship management attention in order to create customer satisfaction. This approach further increases the possibility to create long-term customer relationships. Retained clients especially in business-to-business markets are known to be fundamental for a businesses' success in the long-term since they bring an income stream of continuous nature. (Lancaster and Reynolds 2004, 396)

The history of the modern CRM originates from an era when traditional views of marketing prevailed. This approach has changed from the more short-sighted sales-driven view into a wider

relationship management view. The central statement is that customer relationships create value only if they can be retained for a long period of time. Studies have shown that the cost of replacing existing customers can be five times as costly as the cost of keeping them. A study carried out by the researcher Frederick F. Reichheld (Lancaster and Reynolds 2004, 396) enforces this statement, implying that a 5% increase in customer retention can lead to profit improvements to as far as 85%. (Lancaster and Reynolds 2004, 396)

According to Lancaster and Reynolds (2004, 397) in their book *Marketing*, companies need to practice CRM to provide a flawless coordination between sales, marketing, customer service, field support and other customer management functions. In other words, CRM is a business strategy that integrates the main business functions of a company to maximize relationships across the supply chain. To create customer satisfaction, companies need to efficiently invest resources in customer care programs, which is a premise of creating customer loyalty. (Lancaster and Reynolds 2004, 397)

To understand and practice CRM accordingly, the importance of customer care needs to be fully acknowledged. The importance of a loyal customer base for a company is significant, as more profits are likely to be created in the long term, due to the tendency in decreased price sensitivity of clients if satisfaction is experienced. With a loyal customer base, the interest of maintaining and developing the relationship is mutual, as both the buyer and the seller have a high appreciation of the relationship. (Lancaster and Reynolds 2004, 397)

Furthermore, Lancaster and Reynolds (2004, 399) see a high relation between quality customer care and accomplishing business objectives. The two researchers list the obtained benefits of practised customer care as seen in the figure 12.

To reach these business objectives with customer care within the CRM concept, Lancaster and Reynolds additionally state the importance of integrating customer communication across all company functions, as state the cited researchers Kotler, Armstrong and Jobber as well. (Lancaster and Reynolds 2004, 399)(Kotler and Armstrong 2004, 469)(Jobber 2004, 416)

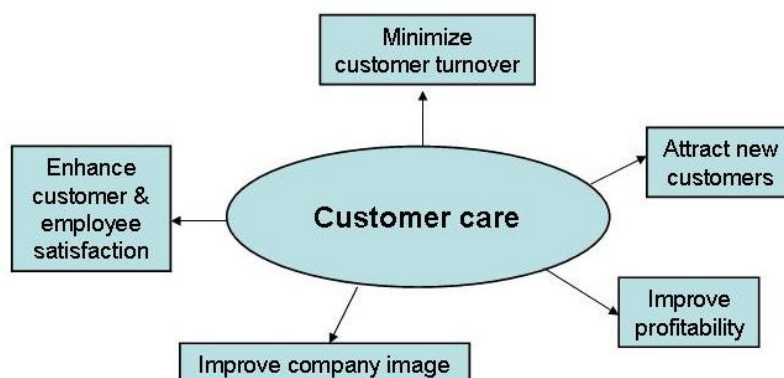


Figure 12: Customer care

(Lancaster and Reynolds 2004, 397)

3.2.1 Customer satisfaction

As companies seek to create satisfaction for their clientele, it is often accomplished by differentiating by quality of service. Customer satisfaction is an essential element of successful customer relationship management. Therefore customer relationships should be developed in a manner which creates customer satisfaction, due to its high significance for building profitable long-term customer relationships.

The concept of satisfaction can be described as the user's perceived feelings from comparing the end-performance of a product or a service to the user's primary expectations. These customer expectations can be highly influenced by the marketer's promises and given information, past buying experiences and word-of-mouth. These expectations act as the premises from which the user evaluates if satisfaction of the use of the product or service has been gained or not. In other words, a client is more likely to be satisfied if the company offering has been communicated to the client correspondingly, fulfilling or exceeding expectations created by the marketing activities of the selling company. (Kotler and Keller 2006, 144)

Implications experienced from high customer satisfaction are well known to marketers. A high customer satisfaction leads to a higher possibility of accomplishing long-term customer relationships, the main objective of customer relationship management. This will eventually bring a more secure flow of revenue for a company. If a company fails to deliver customer satisfaction, it will most likely lead to high customer turnover and this in turn will cause an increase in marketing costs in attracting new clients. To focus on increasing customer satisfaction, a company should direct its creative resources in such a way that it does not decrease the profitability of the company. To increase the amount of services or by offering better priced deals for clients is not economical if the overall profitability decreases due to costly investments, even though the extra services would be client-centered by nature. (Kotler and Keller 2006, 144)

It is important to seek for increasing customer satisfaction of the clientele in such a manner that does not alter the balance and satisfaction of stakeholders involved, for example cuts in human resource funds or lowered returns of dividends. Preferably, the focus should be on developing existing processes within the customer relationship management concept (CRM) rather than on finding solutions which can be costly and short sighted. (Kotler and Keller 2006, 144)

The research objective for this particular study follows this statement as well; the intention is not to create a new marketing communications strategy, but to enhance the existing communication structure and seek to improve it with the given disposable resources.

3.2.2 Relationship marketing

The concept of relationship marketing derives from the idea of customer relationship management (CRM). It originates from the 1980's, when United States of America and Scandinavian countries' industrial goods and service segments started to generate marketing practices focused on the customer relationship as a whole, rather than having the focus on the more traditional product and marketing mix-centered practices. The objective of relationship marketing is to place customer relationships as the focal point of companies' business strategy, by not replacing traditional marketing methods but by developing a market- and customer-driven corporate management approach. (Bruhn 2003, xiv - xv)

Consequently, the researcher of this thesis believes that a relationship-driven approach such as relationship marketing could bring an important input to the CRM of the CMG. This corresponds to focusing on developing the relationships as a whole and managing them as a foundation for client knowledge creation to help in the improvement of marketing communications practices.

With the relationship marketing approach a higher emphasis is placed on the customer relationship as a whole in order to create higher customer retention in the long-term. Relationship marketing may be seen as the opposite to pure transactions-focused marketing. It criticizes the strategic marketing approaches and operative marketing instruments which are established with an orientation for creating transactions. One of the focal topics of criticism of relationship marketing concentrates on the isolated focus of the traditional marketing organization. Whereas traditionally marketing departments in companies are designed to provide satisfaction to customers' needs by transactions, the concept of relationship marketing is assigned to function across departments by managing and controlling relationships. The same type of cross-departmental integration of activities and their planning is needed in improved marketing communication planning. In addition, if a company concentrates too much on creating sales, rather than developing existing relationships, the diverse needs of the customers may not be met. This could consequently diminish the possibility to gain long-term customer relationships. (Bruhn 2003, 9-10)

3.2.3 After sales follow-up service

The act of follow-up has important elements for any business practitioner wishing to manage customer relationships. After a sale has been made, customers often need reassurance that they have made the right decision. Reassurance and informing of offered services is often useful as well to inform the customer that possible problems are solved promptly and that clients have a value for the selling company after purchase as well. Moreover, to emphasize the value of a client after purchase is made is known to be an effective way to increase customer loyalty. A consistent follow-up approach increases the willingness of the clientele to give feedback and give possible complaints if needed. This helps the selling organization to discover the development areas in

their service concept. By solving the problems, a higher customer satisfaction can be created. (Blythe 2005, 80)

An after sales follow-up service has many identifiable objectives. The website justsell.com states in an article on service and follow-up schedule that the main objectives of the approach are various. In the immediate post-purchase follow-up, the purpose is to show gratitude to the client, affirm the buyer's decision of the purchase and minimize buyers' possible regret on the purchase. As the relationship develops through time, it is important to address potential challenges if and when they may arise, whilst identifying future needs of the client to develop more sales. Furthermore when more confidence is gained, the follow-up service may be used to obtain business partners which increase the possibility for positive word-of-mouth. Finally, the ultimate objectives are to retain the customer and further exclude competitors. In all parts of this process a dialogue is carried out with the client. (www.justsell.com)

Researcher Blythe (2005, 81-82) indicates that customers whose complaints have been solved for full satisfaction tend to become more loyal than customers who did not complain at all. Therefore, it is incremental to create a dialogue with the clients after the purchase, encourage them for communication to eventually maximize customer satisfaction. Furthermore, this increases the long-term profit potential and creation of competitive advantage of the company. Customers may often have a valuable and objective insight to the service offered, which increases the value of their feedback. By informing on services and encouraging customers' willingness to give feedback, increased brand awareness and customer feedback can be managed simultaneously. To manage this sort of interactive process, a system that supports the concepts of branding and feedback has to exist. (Blythe 2005, 81-82)

Furthermore, Blythe states that a salesperson's primary task is to be a problem solver. Often salespeople are reluctant to contact their customers after a sale, because they may have a fear of cancellations or unwillingness to solve early complaints. They also tend to organize their work so that the emphasis of the sales actions is on client acquisition; rather than more equally divided with developing existing ones. A decisive factor for such an approach is that salespeople are often congratulated by creating new sales, rather than focusing on developing the relationship as well. This can eventually lead to a sales strategy seen as too straightforward by advertisers. Therefore, the problem solver role is something that should not be forgotten after a sale is made, because after this time the possible problems usually occur. The relationship evolves into a state where customer care is either practised or not, affecting the clients' ambitions to become long-term customers. (Blythe 2005, 81)

3.2.4 Integrated e-marketing and newsletter

Integrated e-marketing can be seen as a significant CRM approach for businesses operating in B2B markets. Dave Chaffey (2007, 134) discusses in his book "Total email marketing" the importance

of email marketing in creating customer retention. From the viewpoint of the CMG, integrated e-marketing could be practised as part of the after-sales follow-up service, increasing brand awareness by offering valuable content amongst the different interest groups. (Chaffey 2007, 134)

Chaffey (2007, 134) argues that email marketing is most effectively used as a customer retention medium, in other words as a post-purchase marketing approach. In order to become successful in this practice, careful targeting of customers should be managed in order to convey relevant and timely communications to customers. (Chaffey 2007, 134)

To Chaffey's (2007, 135) surprise, the targeting and personalization based on the recipients' preferences in email marketing is relatively low in e-marketing practices, even though it is common knowledge that a somewhat small increase in customer retention can generate great increases in profitability. He further suggests that once a sale has been made and the client's email address has been acquired, an email can be used to develop the relationship, build loyalty and encourage clients to create further sales - an element of service that could be highly beneficial for the CMG as well when coordinated and managed accordingly. (Chaffey 2007, 135)

According to Chaffey, companies should follow certain metrics when trying to improve their e-newsletter. As consumers and businesses receive a great amount of newsletters daily, the challenging objective is to craft a newsletter which is interesting for the recipient. Therefore, the newsletter's objective, success measure, resourcing, audience, proposition and content-related decisions should be made in designing the concept of CMG newsletter further. Furthermore, Gail Goodman from Entrepreneur.com suggests that effective newsletters should include information that binds the reader's interest to a certain theme. A link is followed by the article, in order to direct readership to the company's main website. Therefore, one may consider that full news or articles should not be presented in the newsletter. (Chaffey 2004, 163)(www.entrepreneur.com)

3.3 Print media magazine advertising

Wells, Burnett and Morarity describe in their book "Advertising - Principles and Practice" print media as a media that portrays one topic and one thought at a time. It is seen as a traditional and concrete form of advertising. It is seen as a trustworthy media. It is also viewed normally through time rather than in short occasions, in comparison to broadcasting for example. Print media can offer benefits to advertisers such as the ability to provide detailed advertising, long validity for the advertising message and assurance for the advertisement target group that the information is unlikely to be moderated. (Wells et al 2003, 238)

The operators in the magazine advertising industry have some common shared traits. Firstly, most of them sell advertising and publish monthly. Secondly, according to Wells et al, 80 percent of the readers acquire their information from story titles, subheadings, captions and other visual

elements rather than from the editorial content. From the advertiser's point of view, most magazines may also be classified by their specifications for reaching specific audiences. Therefore, magazines can be categorized by their target audiences, geographical coverage, demographics, editorial diversity, physical characteristics, distribution and circulation. (Wells et al 2003, 246)

3.3.1 Advantages of magazine advertising

According to Wells et al, the benefits of magazine advertising are various. The primary advantage of magazine advertising is the ability to reach a specific audience, for example the foreign English-speaking community of Barcelona. In addition, magazine advertising is a marketing channel which has a high level of audience receptivity. The style and the editorial environment gives authority and credibility to the advertising itself. Magazine advertising has a long life span and high reach potential. This is because it is a form of media that can be shared for long periods of time and may be circulated amongst family, friends, associates etc. The format of a magazine supports a slow reading phase, meaning often two to three days to finish reading one copy. In addition, the magazine format also gives the possibility to create advertising through multiple pages and various features. Furthermore, if the visual quality of the magazine is representative, this mirrors as quality of the advertisers as well. Finally, magazine advertising is an excellent channel to execute sales promotion, for example as in the possibility to distribute coupons, product samples and information cards among others. (Wells et al 2003, 252)

The most well-known disadvantages of magazine advertising are limited flexibility, lack of immediacy, high cost, and difficult distribution. (Wells et al 2003, 252)

Limited flexibility refers to long lead times, as in the necessity of completing final artwork for an advertisement much beforehand the publication date. In the case of the BM, the artwork deadline is 15 days before the publishing date, but more often than rarely, artwork is revised and positioned on the flat plan (a magazine's layout) just one day before sending the magazine design to the printers. Lack of flexibility refers to the choice limitations for an advertisement's location in the magazine, due to the ever-changing nature of editorial and advertisement positioning in magazines. In the case of the BM, the flexibility concerning choosing the position of an advertisement in the magazine is dependant on the client and the time of the month when the contract signed. (Wells et al 2003, 252)

One can state that there is a lack of immediacy in promotion in magazine advertising. Due to the fact that some readers may collect the magazine a few weeks after the publication date, there is a risk that the advertisement has lost significance if the advertisement is promotional of nature, for example if a discount on purchase is offered for a specific month. Another disadvantage related to magazine advertising is its high cost. An advertising campaign of one year for a small or medium-sized company in a glossy printed magazine can be a heavy investment (as an example,

see appendix 3). This increases the need to inform the clientele of the benefits and possibilities of magazine advertising, pre- and pro-signing the contract to maximize customer satisfaction throughout the customer relationship. (Wells et al 2003, 252)

The last disadvantage of magazine advertising is limited distribution. The challenge is to reach a wide spectrum of potential audience members and to identify the measures to evaluate its successfulness. This may be increasingly challenging with a freely distributed magazine since readership figures cannot be concluded from the quantity of magazine purchases. (Wells et al 2003, 252)

3.4 Previous studies

The topic of marketing communications has been the theme for many graduate bachelors' and masters' theses. Studies that present similar theoretical framework as this thesis are presented here. Table 2 displays the relevance of these theses in comparison to this particular study.

Laitinen, K. 1999. Integrated marketing communications in Finnish companies. Masters' thesis.

This thesis discussed Finnish companies' ability to integrate communication channels to their promotional campaigns and the level of success of organizational communication processes. The results of the study indicated that 80 % of the respondents of the study used a different communication mix combination in the different stages of the customer relationships in order to reach the most satisfying outcome. The major challenges analysed in the research were to unite the communication process with the customer database, and to develop the internal communications to support marketing communications functions.

Joutsenvirta, U. 1998. Improving marketing communications by meeting the information needs of different customer groups. Masters' thesis.

This thesis presented practices with which a company can enhance its marketing communications to satisfy information needs of customers by choosing correct communication channels. It was revealed that depending on the customer segment and research groups involved, the information needs related to the buying process are different. With examination and correct selection of these channels, companies may enhance their marketing communications.

Liikanen, E. 2006: Integrated marketing communications plan supporting the building of brand image: Case Kitch Helsinki. Bachelors' thesis.

The objective of this thesis was to create an integrated marketing communications plan for a small interior and decorations gift shop. The main purpose was to build the brand image of the

company by using quantitative and qualitative research methods. The thesis resulted in a marketing communications plan which emphasizes consistent marketing and brand communications for customers.

Table 2: Investigated thesis topics

Investigated thesis topics	Relation to thesis's theoretical context	See section/s
Integrated marketing communications in Finnish companies.	marketing communications, marketing communications mix, customer relationship management	3.1, 3.1.2 and 3.2
Improving marketing communications by meeting the information needs of different customer groups.	marketing communications, marketing communications in the B2B environment	3.1 and 3.1.1
Integrated marketing communications plan supporting the building of brand image: Case Kitch Helsinki.	marketing communications, brand communication	3.1 and 3.1.7
Enhancing customer relationship marketing in SMEs by means of marketing communications.	marketing communications mix, customer relationship management, follow-up	3.1.2, 3.2 and 3.2.3
Asiakastyytyväisyystutkimuksen tulosten hyödyntäminen kansainvälisessä markkinoinnissa : Case: Finnlamex Oy	branding, customer satisfaction, sequential transformative design	3.1.7, 3.2.1 and 4.1
Customer satisfaction of internal business travel services at Finnair Plc.	Customer relationship management, customer satisfaction	3.2 and 3.2.1

Pitkämäki, K. 2003. Enhancing customer relationship marketing in SMEs by means of marketing communications. Masters' thesis.

The objective of this study was to help SMEs to create marketing communications practices for their customer relationship management. The results of the thesis suggested that the companies did not have a marketing communications strategy, whereas the concept of marketing communications was seen as merely advertising rather than an integrated mix of different promotional tools for greater marketing impact.

Kuirinlahti, E. 2007: Asiakastyytyväisyystutkimuksen tulosten hyödyntäminen kansainvälisessä markkinoinnissa : Case: Finnlamex Oy

The objective of this thesis was to create improvement suggestions for the case company's international marketing based on a customer satisfaction survey. The study showed that overall

communication with the customers should be improved, where matters such as image building and overall visibility of the company were central. The need to train sales personnel and take advantage of the internet's possibilities in marketing were also realised from the study.

Huhtiniemi, Jenni. Customer satisfaction of internal business travel services at Finnair Plc.

The objective of this thesis was to assess and measure the level of satisfaction of the internal business travel customers of Finnair Plc. The study was targeted to the representatives of internal business travel customers rather than entire departments. The study showed that the overall customer satisfaction level of the internal business travel services provided by the Travel Management Unit was good, yet not excellent. The result indicates a 3.7 final average, from a scale of 0-5.

3.5 Theoretical framework of this study

This section briefly summarizes the theories used in this research. The theory sections consist of four main theoretical entities, presented in figure 13. They are marketing communications, customer relationship management and print media advertising. All of the theoretical elements are mirrored in the final section of this research where improvement suggestions are discussed.

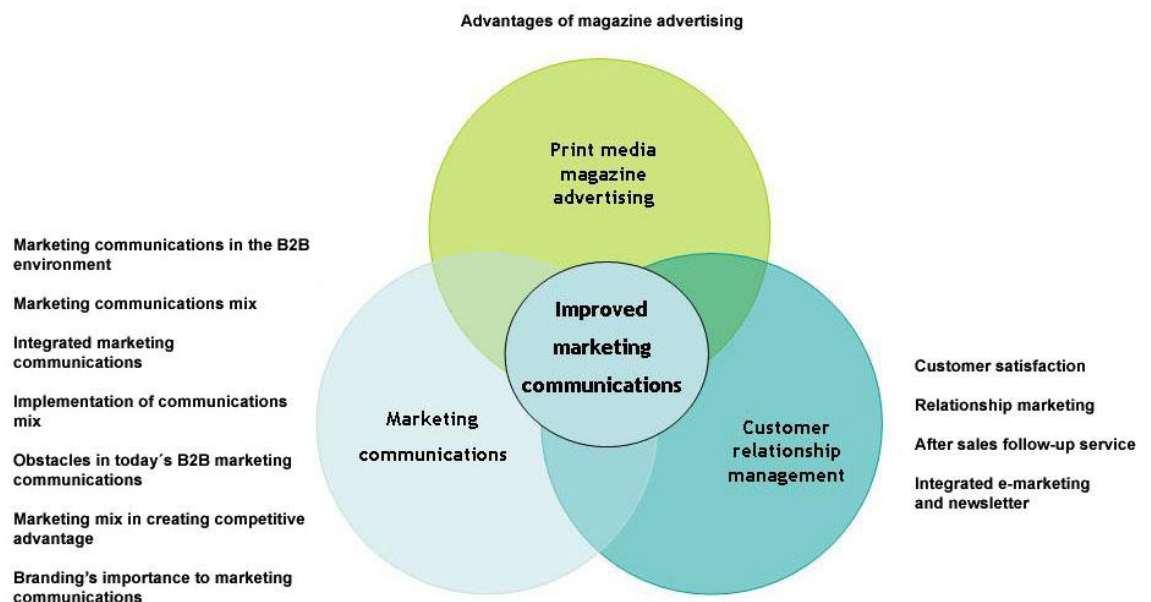


Figure 13: Theoretical context used in the improved marketing communications strategy

The theory entity of “marketing communications” provides the basis for marketing communications views for this thesis, including the B2B operating environment, theory and implementation-related matters, marketing mix and its relation to the communication mix and the creation of competitive advantage, presenting the obstacles of today's B2B marketing

communications practitioners and branding's importance in marketing communications. The purposes of marketing communications and branding support each other as branding may be practised through the use of various marketing communication channels, the communication contact elements and the embedded activity can be equally seen as brand contact appearances and related activity.

The "customer relationship management" entity discusses the importance of customer satisfaction and follow-up service in the CRM concept from the viewpoint of customer retention, and presents relationship marketing and integrated E-marketing as a part of the CRM concept. The relevance of CRM is greatly linked to promotional marketing communications as most integrated communications mix functions (advertising, public relations, sales promotion, personal selling and direct marketing) are executed according to the prevailing CRM practices of a company.

The entity "print media magazine advertising" gives the reader an insight on magazine advertising as a whole. In particular, the traditional advantages and disadvantages of choosing magazine advertising as a promotional channel are discussed.

4 Methodology of the study

This section is formed with the intention to create a clear view of the methodology of the study, in theory and in practice.

4.1 Research approach

The research was completed by practising quantitative and qualitative research methods, a form of research also known as the mixed-method approach. The study constructs from a mix of survey and case study approaches. The first approach is quantitative in nature as a questionnaire was used for data collection with the intention of forming generalizations from a sample population, whereas the latter approach is qualitative, where detailed information is collected with a variety of data collection procedures during a certain period of time. (Creswell 2003, 14)

The reason why a mixed-method approach was chosen was because the response rate of the quantitative survey remained low. To enhance the reliability and validity of the thesis as a whole, the researcher decided to expand the study by using qualitative methods. Consequently, the emphasis of this thesis relies on the qualitative section as it is more profound in nature, from which practical improvement suggestions for the case company's marketing communications strategy is given. The mixed-method research is described in figure 14.

According to John C. Creswell (2003, 21), by mixing qualitative and quantitative research methods a diverse database of information can be obtained from which investigating the best possible solutions for a research problem can be accomplished. Furthermore, Saunders, Lewis and

Thornhill state (1997, 80) that one of the major advantages of a multi-method approach is the ability to implement different research methods for different purposes of the study. (Creswell 2003, 21)(Saunders et al 1997, 80)



Figure 14: Visual model of the mixed method research (<http://oms.educ.msu.edu>)

For a multi-method study, it is advisable (Creswell 2003, 16-21) to choose an orientation from either of the research methods. Therefore, as mentioned, the author chose to emphasize the qualitative part of the study over the quantitative one. To find answers for the research question of this thesis, the researcher needed to pursue a more descriptive than statistical approach due to the low questionnaire response rate. Despite this, the quantitative part of the study provides an important input for the research process as a whole. As John Creswell states, “the results of one method can help develop or inform the other method” (2003, 16-21). This type of exploratory research method has been applied in the creation of this thesis. (Creswell 2003, 16-21)

Discussing the research process in more detail, a method known as sequential transformative design was chosen for this study due to its high suitability to help answer the research question. Creswell describes this approach, seen in figure 15, as a method which has two distinct data collection phases, one following the other. In this research process method, the priority of the research can be given to the quantitative or qualitative study method, independent of their order of execution. The purpose for the selection of this research process strategy is to use methods which are best valued by the researcher to suit the needs of the study. By benefiting from two sequential study methods, the researcher may be able to present various perspectives to better understand the phenomenon that is being studied. (Creswell 2003, 213-216)

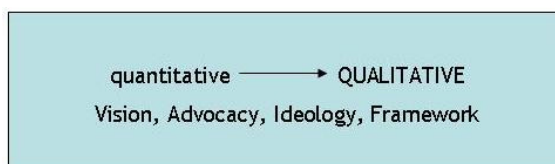


Figure 15: Sequential transformative design (Creswell 2003, 213-216)

Saunders et al mention that a research can be a highly creative process; merely the objectives have to be clear from the beginning. The author of this thesis practises the same ideology behind the selection of the research approach. To obtain a complete array of quantitative and qualitative data, the research problem was examined with various methods of data collection, observation, discussions, and participation in different projects. (Saunders et al 1997, 81)

Additionally, one may state that the research approach is exploratory in nature. According to Saunders et al, this approach is “to find out what is happening; to seek new insights; to ask questions and to assess phenomena in a new light”. Moreover, the three ways of conducting an exploratory research have been practiced in this study: the search of literature, talking to experts on the subjects, and conducting focus group interviews. (Saunders et al 1997, 78)

4.1.1 Implementation of research method

This section describes in detail the different research methods used for the study. They comprise from the quantitative and qualitative parts which include the advertiser survey, gathering of secondary information, and interviews with employees and clients.

4.1.1.1 Quantitative research

The quantitative data collection method for the research, the advertiser survey (see appendix 2) was sent to BM's current clientele of May 2008 with the company's quarterly newsletter (see appendices 9 and 10). The magazine's 255 clients received the survey and the newsletter that were created with the intention to enhance the case company's offering and the array of extra services, both important concepts in creating a clearer, more targeted and unified marketing communications strategy. The advertiser survey was produced to be re-used in the future as a part of a more consistent relationship management strategy focusing on the follow-up of on-going advertising campaigns. The author of the thesis received incremental help for the design and content of the questionnaire from various people which include his thesis coordinator, two professors from Laurea University of Applied Sciences, two advertiser clients, different teams of CMG and especially the Sales Director and the Managing Director of CMG.

The first drafts of the questionnaire were made during January 2008, from which many versions were completed until it was published on the 26th of May 2008 for the BM's current advertisers. During the same day, an email was sent to the current advertisers with the objective to increase the response rate. Two weeks after the publication date of the advertiser survey and the newsletter, the researcher sent the advertisers the first round of follow-up emails requesting much-appreciated survey responses. One week later the researcher posted a second round of follow-up emails with the objective to gain more responses to increase the reliability rate. Eventually these efforts led to 30 survey responses.

The questions in the advertiser questionnaire were formed in a precise manner to investigate the advertisers' opinions concerning the CMG's service towards the advertising clientele. All of the questions presented were important in trying to find answers to the research questions. In the planning phase of the advertiser questionnaire, the researcher received consultation from Laurea professors Jarmo Heinonen and Erkki Schalin. This was executed to secure that the structure of

the advertiser questionnaire supported the possibility to analyse received data. The questions were formed on the basis of the marketing communication mix to discuss all of the most important areas of the marketing communication, mainly produced by the sales department of the CMG. Moreover, the questions were created in order to obtain a complete view of the clients' opinions and satisfaction on the offering that they had received by publishing an advertising campaign in the BM magazine.

In the first part of the advertiser survey, the advertisers were asked a round of demographic questions in order to profile the clients, and to facilitate the possibility to profile them for further analysis within the SPSS market research program. In the second section of the survey, the BM clients were asked how important they perceived the different parts of the CMG's service. Consequently, the third part of the questionnaire asked the advertising clients their perceived satisfaction towards the same elements of service. With this, the researcher was able to gather significant information for solving the main research question.

With the advertiser survey the researcher intended to find answers for the alternative hypothesis of the research if there is a correlation between length of the advertising campaigns and the overall satisfaction of the clientele. In addition, it acted as a source of information for answering the second, third and fourth preliminary research questions (see section 1.2).

4.1.1.2 Qualitative research

This section presents the qualitative research methods used in the study in more detail. Throughout the whole research process, the author collected secondary information from various sources. This included investigating theoretical literature gathered from various Barcelona-based university libraries, collecting articles from Web sources as well as various business communication materials from the case company CMG. After completing the advertiser survey and analyzing the received data with SPSS, the researcher continued to focus on the qualitative study and continuing observation in the case company.

Based on the information gained from the survey, the researcher was able to tailor extensive in-depth interviews with various employees of the CMG, and with two long-term advertising clients. The interviews with the employees were held based on their field of responsibility in the company, therefore enabling the researcher to form a wide understanding of different entities related to the research. The interviewees from the case company included the Managing Director, Esther Jones, The Sales Director, Rainer Hobrack and the Sales Administrator, Carolina Rastilla Gomez. The structure of the interview with Rainer Hobrack is seen in appendix 16, whereas the structures of the other two interviews were excluded due to an agreement made with the interviewees in question.

The interviews with the two clients included Iain Hannay, a kite-surfing distributor in Spain called Kite Frenzy; and Elena McCarthy, an entrepreneur from a Dental Clinic, Tingswall & McCarthy. The questions presented to the clients were the same for each (see appendix 15), focusing on advertising campaign, and marketing communications-related questions from an advertiser's perspective. These advertisers were chosen to be interviewed for the research because they both have many years of experience in participating in advertising campaigns in the magazine. They were both small or medium-sized companies (SME) managed by a foreign entrepreneur in Barcelona, characteristics which most BM clients possess. (Interview Hobrack 2008)

4.2 Reliability of the research

Reliability can be described as the level of repetitiveness of the measurement results. Hence, the measurement of the reliability of a research is its ability to provide non-accidental results. The author of the thesis intended to consider factors which decrease the reliability level. Nonetheless, the subjective view of the researcher in the qualitative section as well as the lack of responses in relation to the sample size inevitably reduces the reliability rate of the research findings. The concept of reliability is further investigated from the four threats to reliability. (Hirsijärvi et al 2006, 68)(Saunders et al 1997, 82)

The first threat to reliability is subject error. In reference to the research, it may create a threat on reliability as the 30 answers of the questionnaire were collected within three months of time. Perhaps the mentality of the respondents changed within that time as Spain's economy was declining harder into a crisis during this three-month period. Therefore, a more neutral time for conducting the qualitative research would have been more suitable. In addition, a data collection period shorter than three months would have been ideal for the research. Due to prioritization of other work-related matters, the researcher was unfortunately unable to advance differently. (Saunders et al 1997, 82)

The threat of subject bias also exists in this thesis. Interviewees from the company and the clients may have expressed their thoughts in a manner to please the interviewer, a service provider or one's superior. The researcher intended to reduce this risk by encouraging the interviewees to express their personal thoughts and viewpoints with full anonymity concerning detail information. Furthermore, the respondents of the advertiser survey were promised full anonymity concerning the usage of the contact details for third-party users. (Saunders et al 1997, 82)

As in any research study, there is the possibility for observer error. It may be possible the author misinterpreted or falsely observed quantitative or qualitative data during some stage of the research. This may be especially harmful in the quantitative part of the study if not completed with care. (Saunders et al 1997, 82)

It is possible that the researcher may have brought his own presence too much into the interviewing sessions, therefore affecting the respondents opinions. This threat is called the observer bias. This has not been the author's intention. However, a researcher has a subjective view on his or her qualitative study, whether how objective one may intend to be. (Saunders et al 1997, 82)

Bearing in mind the threats to reliability, it is important to notice that the researcher was aware of these issues throughout the whole research process. His intention was also to minimize their effect as fully as possible, diminishing the threats as extensively as possible.

4.3 Validity of the research

The validity of a research is an indicator by which is measured what is supposed to be measured. One of the main threats to the validity of this research is the lack of use of sampling methods on the quantitative part of the research. Due to the company management's wish, the questionnaire was sent to the whole population, 255 current advertisers of the BM magazine at the time of the research. By population is meant the full set of sampling units where the random samples are commonly selected from. (Hirsijärvi et al 2006, 216)

Since the qualitative study was performed as a census study, rather than a sampling unit study, it was impossible to collect enough responses to reach a high reliability rate for the study. A sampling unit study is a research where only a sample, in other words a random portion, of the population is analyzed. Furthermore, because of lack of time, the researcher was not able to conduct follow-up interviews in order to reach a high reliability rate. (Saunders et al 1997, 124) (Holopainen and Pulkkinen 2008, 28)

In other words, due to the fact that the questionnaire was sent to the current advertisers in the same envelope with the company's newsletter, a highly valid data collection method was not executed. If the situation had been different, it would have been necessary to use a random sampling method and a constant follow-up to secure a valid quantity of responses. By completing the quantitative part of the research as a census study, 30 responses were received from 255 samples, corresponding to 11.76 percent of the total population. It can be stated that the non-response rate was the biggest threat for the validity of the research. (Hirsijärvi et al 2006, 216)

Due to the high non-response rate, there exists a probability that the group of non-respondents would have differing views from the respondents. This also diminishes the validity of the quantitative part of this research. In addition, the fact that the author has a "practitioner-researcher" role as the conductor of this research may have been harmful for the objectiveness of the research. If the researcher is not conscious of the possibility of subconscious assumptions during the research study, the level of validity may decrease. (Saunders et al 1997, 191)

Considering the factors that may have decreased the validity of the research, it is important to note once more that the researcher has been fully aware of these confronting issues. Hence, the research was conducted with the fullest reliability and validity that was possible at the time of the research.

5 Empirical study

As discussed in section 4.0, the knowledge created from the quantitative study of the research was not fully sufficient. It was not possible to accomplish validity with the obtained data due to the low response rate of the questionnaire. Therefore, the research was continued by using qualitative study methods to derive conclusions for an improved marketing communications strategy.

Firstly, this section presents the main quantitative study findings answering the preliminary research questions. Secondly, the more extensive qualitative findings are discussed in order to answer the main research question.

5.1 Quantitative study

In order to gather quantitative data for accomplishing the objective of the research, the advertisers of the BM magazine were asked to complete a questionnaire concerning the service experienced during their advertising campaigns.

With the use of the questionnaire, the researcher's intention is to answer questions such as is there is a correlation between length of the advertising campaigns and the overall satisfaction of the clientele, which elements of the marketing communications service the BM advertisers value as important, the current form of the marketing communications service satisfaction of the BM magazine advertiser clientele, and the overall level of satisfaction of the BM clientele.

All of these four preliminary research questions were used to discover information to help to solve the main research question of how the marketing communications of the CMG could be improved towards the BM advertising clientele.

In the following sub-sections both the quantitative survey as well as the results will be presented. First, the hypothesis and its usage will be explained, second, the survey questions will be presented, third, the results of the demographic profile will be viewed, and fourth, the preliminary research questions will be answered based on the quantitative study.

5.1.1 Hypothesis

A hypothesis is a concrete and precise statement of a prediction which a researcher may prove or disprove in a study. Either of the hypotheses H_0 or H_A will be proved in the empirical section of this study. Two hypotheses' will be used, null hypothesis (H_0) and the alternative hypothesis (H_A).

The used hypothesis will be a two-tailed hypothesis, because no previous study has been made on the subject, therefore any prediction of the distribution of the variables should not be made. A two-tailed hypothesis means a hypothesis to which no direction can be predicted due to the lack of research conducted on the subject previously. (Trochim 2006)

The null hypothesis (H_0) that the researcher will try to disprove is that "the length of the advertising campaign experienced as an advertiser of the BM magazine does not have a relation to the satisfaction of the clientele." The alternative hypothesis that the researcher will try to prove (H_A) is "long-term clients are generally more satisfied than short term clients". The alternative hypothesis, as mentioned earlier, is one of the preliminary research questions for the main research question.

The significance level for the approving of H_A was chosen to $0.01 < p\text{-value} < 0.05$. In this case if H_0 is disproved and the H_A proved, there would be a failure risk of five percent. Therefore in the case of proving the H_A , the result would be seen as statistically almost significant. (Heinonen 2008)

To search for correlations between different variables used in the quantitative section of the research, Spearman's correlation was used (see appendix 13). This analysis tool shows the high or low relation of two different variables. According to the alternative hypothesis H_A , the researcher will try to prove that there is a high correlation between the variables length of the advertising campaign and overall satisfaction of the clientele. Proving this hypothesis supports the idea of improving marketing communications in order to increase customer satisfaction, hence an increased rate of customer retention. (Trochim 2006)

5.1.2 Advertiser survey questions

As mentioned earlier in this thesis, the questions presented in the advertiser survey were formed on the basis of the marketing mix. The information derived from marketing mix-related questions provide a valuable input on the development of the entire marketing communications strategy of the company.

The questionnaire that was used for the enquiry of this information was divided into four different sections. They were demographic questions, importance and satisfaction on marketing communication-related questions, and open question (see appendix 2).

Table 3: Advertiser survey questions and their relation to marketing mix

Question number/s	Question	Type	Relation to marketing mix
1 - 9	Various questions in order to profile the clients	Demographic questions	-
10	Service by the Sales Representative	Importance	Promotion
11	Service by the Accounts department	Importance	Promotion
12	Service by the Design department	Importance	Promotion
13	The payment terms regarding your advertising campaign?	Importance	Promotion
14	The design quality in order to achieve success on the advertisement campaign?	Importance	Promotion
15	The option to customise your advert free of charge at any time during campaign?	Importance	Promotion
16	Follow-up on the success of your advertisement campaign?	Importance	Promotion
17	The efficiency of Barcelona Metropolitan's distribution network?	Importance	Place
18	The return on investment from advertising in Barcelona Metropolitan?	Importance	Price
19	The Barcelona Metropolitan magazine as a promotional tool for your business?	Importance	Product
20	The website Barcelona Metropolitan as a promotional tool for your business?	Importance	Product
21	The ability of Barcelona Metropolitan to reach the target group of your advertising campaign?	Importance	Promotion
22	Service by the Sales Representative	Satisfaction	Promotion
23	Service by the Accounts department	Satisfaction	Promotion
24	Service by the Design department	Satisfaction	Promotion
25	The payment terms regarding your advertising campaign?	Satisfaction	Promotion
26	The design quality of your advert in Barcelona Metropolitan?	Satisfaction	Promotion
27	The option to customise your advert free of charge at any time during campaign?	Satisfaction	Promotion
28	Follow-up on the success of your advertisement campaign?	Satisfaction	Promotion
29	The efficiency of Barcelona Metropolitan's distribution network?	Satisfaction	Place
30	The return on investment from advertising in Barcelona Metropolitan?	Satisfaction	Price
31	The Barcelona Metropolitan magazine as a promotional tool for your business?	Satisfaction	Product
32	The website Barcelona Metropolitan as a promotional tool for your business?	Satisfaction	Product
33	The ability of Barcelona Metropolitan to reach the target group of your advertising campaign?	Satisfaction	Promotion
34	How would you rate your overall satisfaction as an advertiser in Barcelona Metropolitan?	Satisfaction	Marketing comm.
35	How could our communication be improved towards you as an advertiser?	Satisfaction	Marketing comm.

The demographic questions of the first section were made with the objective to profile the client base according to each customer's characteristics. With these questions the researcher intended to profile the clients based on their gender, age, language preferences, professional group, market sector, most common advertisement size, total length of advertising campaigns, length of

current advertising campaign and yearly advertising investment percentage that relates to the BM magazine.

The second and the third part of the survey presented questions related to importance and satisfaction concerning different variables. These variables were all marketing campaign-related, therefore closely linked to the marketing mix efforts of the CMG. Each of these questions related to the marketing mix, a dependency which is presented in this section as well.

Each question in the second and the third part are related to the importance and satisfaction of a specific variable, from where further conclusions were possible to be drawn. The questions were made to acquire information on importance and satisfaction from various marketing communication related variables as displayed below. Table 3, seen above, portrays the linkage between the presented questions and the marketing mix.

The fourth section comprised one open question, seen as question 35 of table 3. The question was crafted in order to obtain any possible improvement ideas for the practised communication towards the clientele.

5.1.3 Respondent profile

As mentioned before, the survey was sent to 255 BM advertisers with the CMG newsletter. From these 255 surveys, the researcher received 30 responses within the timeframe of two and a half months. From these thirty respondents, figure 16 was constructed. It displays the distribution of different market sectors from which advertisers of the magazine took part in the research. The market sectors were created based on the customer base of current advertisers that the BM managed during the time the survey was published. The four biggest groups of respondents with their corresponding percentages were from Health (26.7 %), Business Consulting (13.3 %), Shopping (13.3 %) and Technology (13.3 %).

22 respondents of 30 belonged in an age group of 35-54 years old, combining two age groups that were possible to answer in the advertiser questionnaire. 13 respondents of 30 were men, whereas 17 were women. 70 percent of the respondents were business owners or self-employed people. The most common advertisement size was 1 / 8 of a page, corresponding to 40 percent of all of the respondents' responses. 90 percent of all of the respondents stated that their most common advertisement size was between 1 / 16 of a page to 1 / 8 of a page.

73.3 percent of the respondents hoped to communicate solely in English, while 13.3 percent of the respondents hoped to communicate in English and in Spanish. Clients who wanted to communicate solely in Catalan were 6.7 percent of the respondents. From these figures it can be concluded that the advertisers of the BM prefer mostly English, stating that their preferred communication language is often the same as the language of the magazine.

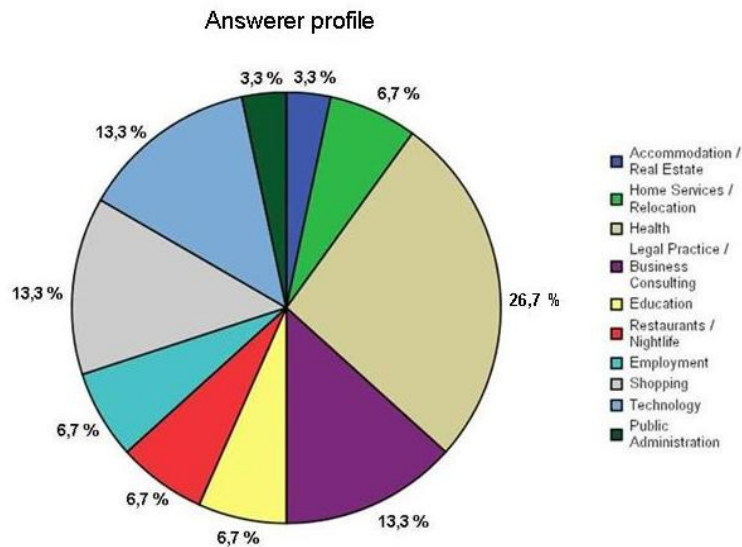


Figure 16: Respondent profile

For 29 out of 30 respondents the total length of their advertising campaigns with the BM had been a minimum of six months as seen in figure 17. Of the total respondents, 46.7 percent had had advertising campaigns with the BM for more than a year, 16.7 percent for 12 months and 33.3 percent for a six-month campaign. By interpreting these percentages, it can be stated that a common respondent is a client who has been with the BM for a relatively long period of time. This type of profiling suits well to the typical image of a BM advertiser explained by the Sales Director of CMG, a small business owner who has a relationship with the company for more than six months, and which has published advertisements concentrating more on continuity than big advertisement sizes. (Interview Hobrack 2008)

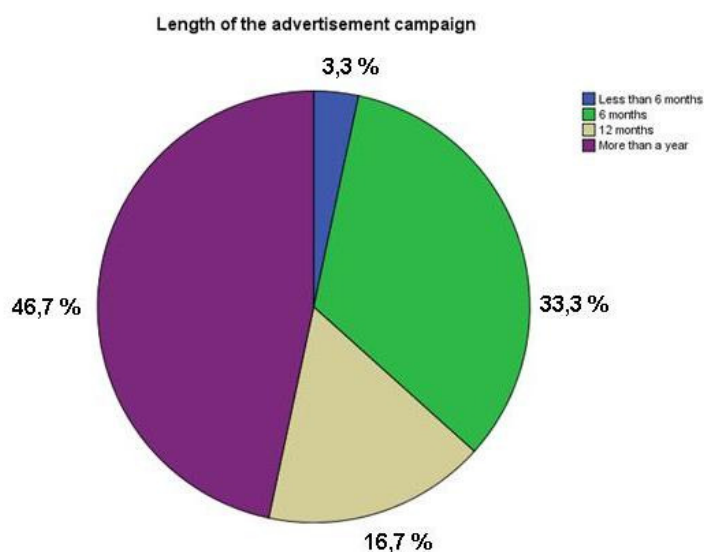


Figure 17: Length of the advertising campaign

5.1.4 Answering the 1st preliminary research question

Table 4 shows the correlation between the two measured variables, overall satisfaction and length of an advertising campaign. From table 4's "Symmetric measures" section, it can be seen that the two variables correlate on a level of 0.416 which is also known as the P-value. More precisely, it can be concluded that the correlation is significant on an 0.05 risk level, since the figure 0.416 places between the risk level figures of $0.01 < P\text{-value} < 0.05$. This is as also stated in Spearman's correlation seen in appendix 13. (Heinonen 2008)

Table 4: Crosstabulation of overall satisfaction and length of the advertising campaign

		Length of the advertising campaign				Total
		Less than 6 months	6 months	12 months	More than a year	
Overall satisfaction	Lower overall satisfaction	0	3	0	0	3
	Medium overall satisfaction	0	4	1	2	7
	Higher overall satisfaction	1	2	3	8	14
	Highest overall satisfaction	0	1	1	3	5
Total		1	10	5	13	29

Symmetric Measures

		Value	Asymp. Std. Error(a)	Approx. T(b)	Approx. Sig.
Interval by Interval	Pearson's R	0,424	0,147	2,432	,022(c)
Ordinal by Ordinal	Spearman Correlation	0,416	0,159	2,38	,025(c)
N of Valid Cases		29			

a Not assuming the null hypothesis.

b Using the asymptotic standard error assuming the null hypothesis.

c Based on normal approximation.

From this one may conclude that the data does not support enough the null hypothesis (H_0), which signifies that it will be denied and that the alternative hypothesis (H_A) will be proved. Based on this information, it can be affirmed that the result is statistically almost significant and that the length of an advertising campaign has a positive influence on the overall satisfaction of an advertising client of the BM.

This idea can be further analyzed from table 4 which shows the dispersion of the answers between the two variables. This correlation of 0.416 supports the hypothesis that there is a correlation between the length of the advertising campaign and the satisfaction of the clientele, therefore answering the first preliminary research question. It can be concluded that there is a correlation between the length of the advertising campaigns and the overall satisfaction of the clientele.

Furthermore, it can be seen that from 13 respondents who have been with the BM as an advertiser for more than a year, 11 had answered that they have a “higher” or “highest” overall satisfaction as advertisers of BM. From five respondents who have been with an advertiser for the magazine for a period of 12 months, four respondents have a “higher” or “high” overall satisfaction as an advertiser of the BM.

By investigating the “Symmetric measures section”, one may realize that the error probability of this correlation is 0.159, meaning 15.9 percent. In other words, this figure portrays the fact that there is a 15.9 percent probability that the conclusions derived from the dependency of these two variables would be false.

5.1.5 Answering the 2nd and 3rd preliminary research questions

The 2nd and the 3rd preliminary research questions were to discover which elements of the CMG’s marketing communications service the BM advertisers value as important and the current form of the marketing communications service satisfaction of the BM magazine advertiser clientele.

Figure 16 demonstrates the relationship of the importance of the different service variables and the customers’ satisfaction towards them. They are further discussed with the 3rd research question.

It can be analyzed that the clients were pleased with the customer service received from all of the departments related to advertising campaigns based on a mean figure. A mean is the mathematical average of a set of numbers. On scale from 1-low to 5-high the mean figures on the satisfaction of service by the CMG’s sales representative (4.57), the accounts department (4.04) and the design department (4.08) were all rated as parts of the service with which the clients were highly pleased. These variables mentioned are high in customer interaction, demonstrating that clients have been served accordingly, exceeding the customers’ expectation of the offered service.

Moreover, figure 18 presents that the following variables were seen as highly important parts of the service, reaching a response rate with means over 4.0. These variables were service by the CMG’s sales representative (4.1), design quality of the advertisement (4.37), advertisement customization possibilities (4.38), efficiency of the distribution network (4.34), return on investment (4.37) and ability to reach the target group of the advertising campaign (4.17).

Furthermore, it is important to analyze the importance of variables and their relation to the perceived satisfaction seen in figure 18. These figures also give information on the areas that require improvement in the marketing communication of CMG in order to satisfy the clientele. Four variables with the most difference in the satisfaction related to their importance are the following: return on investment on advertising campaign (-1.27), follow-up on the advertisement campaign (-0.73), efficiency of distribution network (-0.73), and ability to reach the target group of the advertisement campaign (-0.71).

Once these above-mentioned variables and numeric differences between them are examined, it is important to measure the numeric differences from the viewpoint of standard deviation, as seen in table 5. Standard deviation is one of the most used ways of calculating the dispersion of values in a data set and the extent of it. Therefore this statistical tool displays if the values are widely spread or not. With standard deviation false analysis can be excluded by merely looking at averages of different values, and to rather examine how much the answers vary from the average of values. Therefore the higher the standard deviation, the higher is the dispersion of the values from the average.

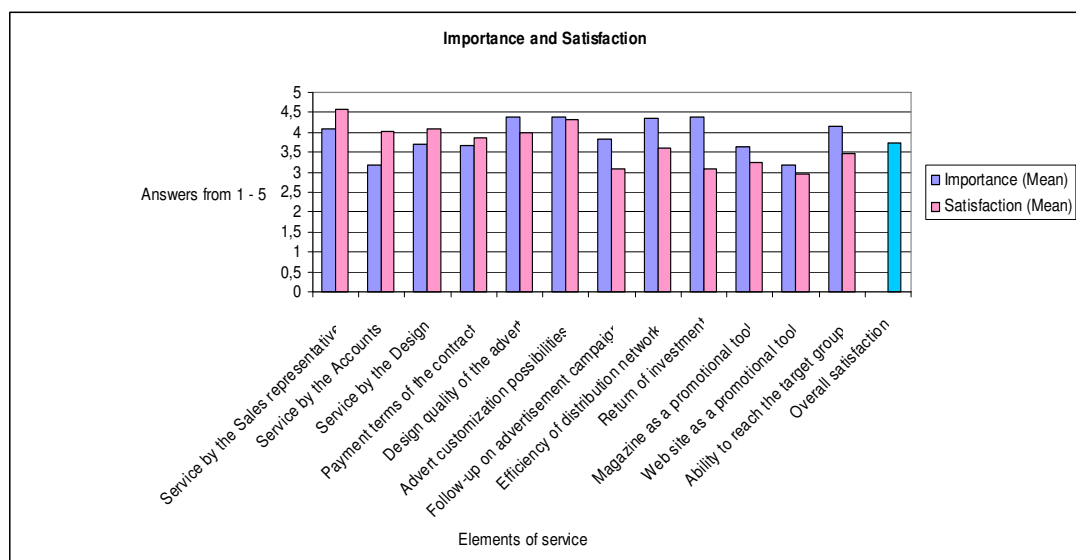


Figure 18: Variables of customer service: Importance and the corresponding satisfaction level

The values of standard deviation of the variables from the viewpoint of importance and satisfaction are listed in table 5. By analyzing the table, it may be stated that the dispersion of the different values of the answers is not high spread. As the values of standard deviation are close to 1.00 in each variable, it can be concluded that the answers have been relatively clustered, and not widely dispersed. If the answers would have been relatively dispersed, the standard deviation figure would have been increasingly further from figure 1. In this case, drawing conclusions from the values of standard deviation would have decreased the reliability level of this research.

Table 5: Standard deviation of the different variables

	Number of answers	Standard deviation
Importance of return on investment	30	,890
Satisfaction of return on investment	29	1,175
Importance of follow-up on advertisement campaign	30	1,177
Satisfaction to follow-up on advertisement campaign	29	1,205
Importance of efficiency of the distribution network	29	,721
Satisfaction to efficiency of the distribution network	28	,875
Importance of the ability to reach the target group	30	,913
Satisfaction of the ability to reach the target group	28	,999
Overall satisfaction	29	,882
Valid N (listwise)	27	

To conclude the quantitative research findings on the 2nd and 3rd preliminary research questions, it can be stated that the BM clientele are satisfied on the marketing communications-related service that they receive from the CMG. Nevertheless, certain improvement areas were discovered which are the following: return on investment on the advertising campaign, follow-up on the advertising campaign, efficiency of the distribution network and ability to reach the target group of the advertising campaign. These results will be further considered when answering the main research question of how the marketing communications of CMG could be improved towards the BM advertising clientele.

5.1.6 Answering the 4th preliminary research question

The fourth preliminary research objective of this research was to define the overall level of satisfaction of the BM clientele. From these figures in table 6 derived from the 30 questionnaire answers, of which 29 are valid, the following can be summarized. Large majority of the survey respondents stated that they have “higher overall satisfaction” with the service, corresponding to 48.3 percent of the responses. A total of 63.4 percent state that they are either part of the “higher” or “highest” satisfied group of BM advertisers. To conclude, it can be summarized that despite the deficiencies of certain marketing communications-related service elements derived from the 2nd preliminary research question, two thirds of the respondents are satisfied with the service as an advertiser of the magazine.

Table 6: Overall satisfaction of the Barcelona Metropolitan clientele

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower overall satisfaction	3	10,0	10,3	10,3
	Medium overall satisfaction	7	23,3	24,1	34,5
	Higher overall satisfaction	14	46,7	48,3	82,8
	Highest overall satisfaction	5	16,7	17,2	100,0
	Total	29	96,7	100,0	
Missing	Has not answered	1	3,3		
Total		30	100,0		

5.1.7 Open questions summary

From the 30 questionnaire responses, 16 open question responses were collected. This section provides a summary of these development suggestions for business communication of the CMG. A common feature can be noted from all the suggestions. Theoretically, they could all be implemented to the company's marketing communications strategy. Due to this, they should be considered with care as well.

The issues that rose from the open questions were various. They include notions such as the increased need for reminders on advertisement deadlines and customization possibilities; the usefulness of a survey as a feedback channel; the need for communication concerning company news, services and benefits; the need for information on web-clicks on advertisers' online advertisements; the need for more precise information on the distribution network and reader profile; advice on how to improve advertising campaigns which do not proceed as hoped; advertisers not receiving the magazine on time or at all every month; and promotional incentives for readers to act on specific advertisements.

From these topics mentioned above, the ones may be highlighted which seemed to be the most topical issues for the advertisers. Firstly, as stated in section 5.1.5, there is a lack of follow-up by CMG on the advertising campaigns. Reminders of advertisement deadlines, informing the clientele better on the offered services and the advertising campaign customization possibilities could be marketed more efficiently.

Secondly, the need to develop the communications mix in managing the advertising campaigns can be identified from the responses. This is not to promote the product BM for the clientele in order to create direct sales, but to indirectly reinforce the purchase decision and continuously reinforce the clients' image of the brand BM and the array of services and client support the CMG offers. When the information shortages are replaced with a wide array of consistent follow-up marketing, creating customer retention is more probable to be accomplished.

5.2 Qualitative study

This section presents the main qualitative findings of the research. As a mixed-method research approach was used, the qualitative part of the study functions as a continuance for the quantitative part. A qualitative study approach was used in the research, because the author believed that a qualitative study would give more first-hand information in answering the main research question, rather than merely relying on quantitative data. The main emphasis of this thesis relies on this approach, the qualitative study based on both internal and client interviews. Some qualitative findings related to the CMG and the SWOT analyses are also discussed in section 2 to give an introductory background for reading this thesis.

Firstly, a simplified form of the BM marketing mix is presented. Secondly, the qualitative findings of the internal interviews with the Managing Director, Sales Director and Sales Administrator will be discussed. Thirdly, the qualitative findings from interviews with two BM clients will be analyzed in section 5.2.9.

5.2.1 Barcelona Metropolitan marketing mix

A simplified form of the marketing mix can be described in the following manner to present the marketing efforts concerning BM magazine. This classification of companies' promotional activities is based on the views of Kotler and Armstrong (2004, 267) presented in section 3.1.6. (Kotler and Armstrong 2004, 267)

The product of the four P's of the marketing mix ensures that the magazine is of high value for its clients to promote their products and services. It also ensures that the product answers customers' needs and wants, both advertisers and readers.

The place of the four P's of the marketing mix affirms that the distribution is efficient and is in accordance to the company's promises, securing high accessibility to and convenience of the magazine distribution points to assure as high as possible reader-per-advertisement rate.

The price of the four P's of the marketing mix is formed so that the experienced gain of an advertising campaign should correspond and/or exceed the advertisers' expectations in relation to the investment made.

The promotion of the four P's of the marketing mix ensures that the promotional results of a completed advertising campaign should correspond or exceed the promises portrayed in the marketing activities which led the client to sign a contract with the BM. (Interview Jones 2008)

5.2.2 Internal and external communication

As discussed in section 3.1.3, the integration of marketing communications and internal communication should reach all communications functions over departmental territories. Due to the fact that the personnel are the spokespeople of the organization and its products and services, internal communication should be practised openly and consistently in an organization (Jobber 2004, 814).

Based on the interview held with the company's Managing Director, Esther Jones, a clearer view can be obtained of the systemized internal communication methods of the company CMG. In addition to daily face-to-face communication, telephone calls and emails between people from different departments, various meetings are organized for more sufficient organizational management. (Kotler and Armstrong 2004, 469)(Interview Jones 2008)

Company meetings are held monthly, where the Managing Director informs the staff about topical matters and about possible updates on work processes. An open discussion and feedback session of the last month's issue is also held. Another monthly management meeting is held where the Managing Director, the Senior Editor, the Sales Director and the Office Manager discuss on current practices of the CMG as a whole. This is executed to make sure that the practices used contribute in the best manner to the improvement of the editorial and sales. Additionally, the Managing Director meets the Accounts Executive every Monday morning to discuss and review the week's priorities, accounts and finance-related matters. In addition, various improvised meetings are held in each department of the company on a weekly level. (Interview Jones 2008)

When discussing of the external communication methods, the Sales Director states that the communication he practices with his clients is tailored, and that this should be the approach for all the members of the sales team as well. He uses a similar sales speech for every possible client in the beginning, but soon after the relationship starts to develop he uses different type of communication with the clients, evolving throughout the customer relationship. He states that the basic selling message in the sales letters in the beginning of relationships is always the same, but over time the communication evolves to something more personalised. This is a logical approach

since companies from different industries with different types of advertising receive different benefits by advertising in the BM. (Interview Hobrack 2008)

Michél and Naudé et al (2003, 281) share the Sales Director's vision as discussed in chapter 3.1.4. They state that promotional communication should serve its recipient in the most efficient way. In a well implemented communication mix, the content and the language of the message should be customized based on the characteristics of the recipient or the whole market segment. (Interview Hobrack 2008)(Michel et al 2003, 280)

5.2.3 Account management

The account management is essential for the after-sales follow-up of BM advertising campaigns. In this sub-section account management and the related environment is described in general terms.

Amongst the four sales people in the sales team, the Sales Director, the Senior Sales Executive, and two Sales Representatives, the market is divided between these employees based on the market distribution. The market distribution is sectioned so that companies of all industries are included. Different market sectors are divided to each salesperson, by which the sales representatives promote advertising campaigns for possible and current BM magazine advertisers. Within the sector that each sales person governs, the Sales Director intends to find the right mix of market segments with the Sales Representative for which to concentrate. (see appendix 14)(Interview Jones 2008)

According to the Sales Director, Rainer Hobrack, the biggest strength of a functioning account management in his opinion are the people who work in the sales team and the positive team-working atmosphere which cannot be created by authority. As a weakness he mentions the commission-based salary structure which is vulnerable to external factors, such as the down-turn of the Spanish economy. In addition, he states that the source of revenue for the company would ideally be generated from other sources as well, rather than merely by BM magazine advertisement-created sales. He sees it as an opportunity for the sales team to be so structured and systemized that he could take a coordinator's and a motivator's role in the team in the future. He mentions that the biggest threat for the management of the sales team is if there is a high turnover of salespeople. In contradiction to Blythe's (2005, 80) view in section 3.2.3, the Sales Director believes that when examining time-resources within the sales team, the marketing efforts should have more emphasis on the pre-contacting before signing a contract than after-sales practices. On the contrary, he believes that a well-structured and clear after-sales system would benefit the sales team in creating revenue in the long-term. (Blythe 2005, 80)(Interview Hobrack 2008)

5.2.4 Advertising campaign and brand promise

As presented in sections 3.1.6 and 5.2.1, a clearly defined marketing mix and its 4 P's of marketing have an important role in a company's promotional strategy. Mr. Hobrack describes the BM product of the marketing mix as a mixture of print media, advertisement design and webpage advertising. In more detail, these elements of service mean creating a customized print advertisement based on the client's needs, an option for customization during the advertising campaign and an online advertisement on the webpage www.barcelona-metropolitan.com with a direct link to the client's homepage. (Interview Hobrack 2008)

Based on his experience of working for the CMG, he sees continuity and repetition of advertising campaigns to be the most influential factors on creating return in investment and reaching the target group. He believes that only by continuous advertising readers can recognize a brand and understand what a company offers in a specific segment. As a result of the same reason, the sales team has a policy of offering six-month advertising campaigns as the minimum length of campaign and recommending twelve month advertising campaigns over any shorter advertiser campaigns in order to create a higher probability of creating return on investment for the advertisers. (Interview Hobrack 2008)

Additionally Mr. Hobrack states that in the sales discussions that he and the sales representatives have with their clients, the online advertising is not promoted enough to the clientele. In his opinion it is an important development area to create more interest for the clientele towards on-line advertising through the BM webpage, since it offers another interesting opportunity to create sales.

Mr. Hobrack states that the brand promise to the advertisers is the ability to reach a segment which is clearly defined, the English-speaking expatriate community of Barcelona. Fulfilling and exceeding customer expectations can be achieved by answering the customers' hopes. As discussed in section 3.1.7, these hopes are defined based on what the branding and promoting efforts of a particular product promises to the end user. (Interview Hobrack 2008)

5.2.5 Magazine distribution network

The magazine distribution network holds an important role for creating return on investment for the advertisers of BM. It can be seen as "the place" of the four P's in marketing presented in sections 3.1.6 and 5.2.1. It is one of the essential elements to create competitive advantage. It represents high importance to the advertisers of BM as they reach their target groups mainly through this channel, as well as through the online advertisements on the BM website.

The BM has currently 505 distribution locations, from which 60 are public distribution locations. The distribution is handled by three outsourced distributors on the start of each month. They are

remunerated 4 Euros for each distribution location and the distribution is executed within 4 to 5 days after the magazine has come from the printers. (Interview Rastilla Gomez 2008)

The distributors receive the distribution lists from the Sales Manager, who updates the lists according to the feedback she may receive from the distributors and from the Sales Representatives as the salespeople may have clients who want to be distributors themselves. From a sales point of view, the act of adding a new client to the distribution network can be seen as an additional service used in attracting clients to sign an advertising campaign contract. (Interview Rastilla Gomez 2008)

The Sales Director Rainer Hobrack also sees the distribution network's effectiveness as a matter difficult to judge, and as a matter of which his clients often have general questions of. In his own opinion, he believes that "it is one of the most important matters that need to be improved, but certainly one of the most challenging". (Interview Rastilla Gomez 2008)(Interview Hobrack 2008)

Dependant on the pro-activeness of distributors which take the magazines to distribution locations in the magazine distribution network, feedback is received from the distribution locations on how efficiently the quantities of delivered magazines correspond to the quantities of collected magazines concerning a specific distribution location. This feedback is described as quite infrequent but useful by the Sales Administrator, Ms. Gomez. This information is merely dependant on how proactive the distributors are on requesting information about the circulation of the magazines. In addition, the Sales Manager herself contacts the distribution locations once a year by telephone to enquire if they are satisfied with the distribution and if the quantity of magazines is sufficient for the distribution locations in the network. (Interview Rastilla Gomez 2008)

With the current distribution system, it may not be in the distributors' interest to try to gather coherent information on the effectiveness of the distribution places. This is due to the fact that they may have a fear of work loss, when a decrease would occur in the quantity of distribution locations. These changes would eventually affect their salary, as they receive their payment based on the quantity of distribution locations on their delivery list (Interview Rastilla Gomez 2008).

5.2.6 Pricing and sales promotion in advertising campaigns

As the "product" and the "place" of the BM marketing mix have been presented, this sub-section creates an image of the "price" and "promotion" of the BM marketing mix accompanied by related discussion. The marketing mix is examined in sections 3.1.6 and 5.2.1.

The sales representatives have a pricing framework by which they manage their accounts. The pricing strategy of advertising campaigns is commonly agreed and yearly revised, but negotiable

on a case basis. The pricing of the advertising campaigns is made for 20 000 copies, originally priced on the basis of a competitor analysis from what other magazines charge from magazine advertising in Catalonia, Spain. (Interview Jones 2008)

The prices for advertising campaigns have been increasing yearly due to inflation, which is an important element when planning the pricing strategy. The revenue increase during the years has been more associated with the growth on the number of advertisers in the magazine, rather than increased prices of advertising campaigns. The sales director has the tools to make customized discounts if necessary, but it is managed carefully from the viewpoint of the financial situation and time of the month. The discounting is far more methodological and improved than in the starting years of the business. This has helped the sales representatives in their quest to retain clients for longer periods of time as they have been able to offer more carefully planned advertising campaign propositions for their clients. (Interview Jones 2008)

Mr. Rainer Hobrack states that the sales team does not have a specific sales promotion strategy, due to the fact that the changes between sold advertisements change relatively much on a monthly basis. He clarifies that a pricing strategy is created for each client, the most influential determinants being the size and the industry of the client. In addition, the pricing strategies may be personalized repeatedly. The rate card (see appendix 3), is used for a basis in the price negotiations of a contract. Once re-signing a contract, the sales representatives try to offer something of additional value, rather than offering discounts. (Interview Hobrack 2008)

5.2.7 After-sales follow-up practices

As discussed in section 3.2.3 after-sales follow-up is an important part of customer relationship management with the objective of creating long-term customer relationships. The follow-up practices concerning the account management of each BM advertising campaign was updated by the senior management in August 2008. Referred the “Client care plan procedures” seen in appendices 6 and 7, it is a follow-up plan for the clients with the intention of increasing customer relationship management, securing good level of service, and creating continuous feedback. The approach as a whole was implemented with the objective to increase client retention in the long-term.

The person responsible for coordinating the client care plan is the Sales Director. The actual implementers are the Sales Director, Account Executive and the Sales Assistant. The follow-up consists of sending the magazine to the new client, four follow-up telephone calls, sending the advertiser survey, sending the newsletter and a renewal call at the end of the advertising campaign. How these methods are coordinated to the everyday functioning of the sales team is more precisely described in appendices 6 and 7. This presented approach coincides with Blythe (2005, 81) who sees the salesperson as a problem solver for the customer, creating tighter relationships between the seller and the buyer (Interview Jones 2008)

When asked in more detail, the Sales Director Rainer Hobrack believes that coherent marketing communications through systemized follow-up with the use of different communication channels would help the sales team to increase customer retention in the long term. He also states that the sales team is incorporating the client care plan approved by the higher management, seen in appendices 6 and 7, in the near future. (Interview Hobrack 2008)

Mr. Hobrack adds that currently the sales team executes post-marketing-related emailing approximately four times a year, and that it is practised on an ad-hoc basis. The need for communication usually arises from the clients' behalf, as they are interested in an advertisement change for example. Personally Mr. Hobrack sends a monthly email to companies within his market distribution in the company's customer database that have not signed a contract, or which are ex-clients. In addition, he states that for present clients he does not send many post-marketing related emails. However, as stated in section 3.2.4 according to Chaffey (2007, 134) post-purchase emails are very effective for customer retention purposes. (Interview Hobrack 2008)

When discussing post marketing-related telephone calls, Mr. Hobrack thinks that ideally a telephone call every two or three months would be suitable. Currently his most common approach to this matter is to discuss with the client on the telephone when the contract is signed, when managing and finishing the artwork for the client's advertisement, and when a renewal of the contract is discussed. According to Mr. Hobrack, this is due to lack of time to conduct follow-up, since most of the free time is used for contacting new clients on the telephone and by email, and coordinating the sales team in general. (Interview Hobrack 2008)

As a follow-up method, the Sales Director prefers emailing. He believes that ideally contacting is combined from emailing and telephone calling, but the preference is on emailing since it is not too intrusive. With emailing, he states that brand awareness can still be created if managed professionally, and that it is less resource-intensive in terms of time. (Interview Hobrack 2008)

Concerning emailing and client communication, according to Chaffey (2007 139 and 25) the information communicated to the client has to have a clear message, meaning and sense of value to the client. The communication has to be coherent and in-line with the whole marketing communications strategy. Customers may be targeted according to different characteristics or their communication preferences suitable for the company's CRM concept; making decisions in areas such as customer lifecycle, profile characteristics, customer behaviour in response and purchase, channel preference, and tone and style preference. The suitability and effectiveness of the content, frequency, channel and format should also be coordinated by the management of CMG when designing new valuable content for marketing communication purposes, such as after-sales follow-up or newsletter-related material. (Chaffey 2007, 139 and 25)

5.2.8 Management of marketing material and feedback

Mr. Hobrack describes that the majority of sales-related documents are digitally stored in a public folder for the use of members of the sales team. He adds that the sales team is not structured enough to take full advantage of them, and that it is something that should be developed. (Interview Hobrack 2008)

Concerning any type of marketing material sent by a Sales Representative to a possible or current client, Mr. Hobrack states that the selling phrases and the slogans are the same. Using the same logos, images and a visual image is something that they need to develop, referred Mr. Hobrack as one of their “weak spots” in marketing. This type of idea is shared by theorists in section 3.1.3 (Kotler and Armstrong 2004, 469) Moreover, Mr. Hobrack discusses that the sales letters and correspondence are tailored according to the client. Additionally, the sales team has open discussions daily on how the sales message could be transmitted better to the market. (Interview Hobrack 2008)(Kotler and Armstrong 2004, 469)

The sales team receives feedback from clients both via email and in telephone conversations. According to Mr. Hobrack, most of the feedback comes from telephone conversations. The feedback is collected from each Sales Representatives’ personal folders for their own management, from where possible problems are solved in a quick time frame. If the issue with the client is a complex one and requires assistance from the Sales Director, such a topic is often discussed openly within the sales team. Mr. Hobrack sees it as valuable for the future to create a system where continuous feedback is collected from advertisers to increasingly define the used business strategy and promotion mix. This is an approach which is supported by Blythe (2005, 81-82) in section 3.2.3, as the approach gives an opportunity for the company to find the development areas in the promotion mix affecting the service customers receive. By creating a dialogue with the customers by listening to them, extra value is created for the customers. Consequently, this approach leads to increased customer loyalty and satisfaction of the clientele (Blythe 2005, 81-82)(Interview Hobrack 2008)

5.2.9 Client interviews

Five interviews were conducted for this research study. The two interviews held with clients are analyzed in this section, whereas the three interviews which were conducted internally are discussed in other sections of this thesis with clear references. The two BM clients interviewed for this research were Mr. Iain Hannay from Kite Frenzy and Ms. Elena McCarthy from Tingswall and McCarthy. As mentioned before, both of the clients have experience of the CMG’s service and relationship management for many years. This was the founding reason why they were selected to be interviewed for the research.

The questions consisted of introductory, advertising campaign, follow-up suggestions, advertisement design, distribution network and marketing communication-related questions. The analysis and the summary of the two interviewees' responses will be presented in an anonymous manner as agreed.

When asked general introductory questions, both of the respondents stated being satisfied with the service that they have received from the CMG. One of the respondents experienced that the personal treatment and the guidance for the management of their advertising campaigns had been very good, whereas the other respondent thought that the service they had experienced throughout advertising campaigns could have been better towards the end of the most current campaign. (Interview McCarthy and Hannay 2008)

One respondent had experienced that in order to create a successful advertising campaign with the BM, the support and professional editorial team to help craft and modify the advertisement when needed had been incremental. In addition, repetition and continuity throughout the advertising campaigns was seen as an important element to create interest among the readers. The other respondent valued one of the same elements, stating that the ability to modify an advertisement is very valued. Nonetheless, the interviewee stated that finishing advertising in the BM magazine will be decided in the near future, due to lack of perceived return on investment and the difficulty to identify that BM advertising brings the company business clients. (Interview McCarthy and Hannay 2008)

The reasons why the clients had chosen the BM as one of their advertising channels were various. The fact that the service was offered in English, and that the magazine was promoting services to their target group had a strong influence on the decision. In addition, one respondent stated that the presented offer was highly interesting at the time. Furthermore, the respondents comment that to them the brand BM represents "information for the English community" and "Barcelona information directory for the English speaking people". These statements from the two interviewees are in-line with the positioning target of the BM as discussed in section 2.4 with the Managing Director, Esther Jones (Interview McCarthy and Hannay 2008)(Interview Jones 2008)

When asked of the importance of the existence of functional online advertising as a part of their campaign, the responses of the interviewees were quite notable. Whereas one long-term advertiser stated not having seen the company's particular online advertisement ever, yet being very willing to do so, the other stated that online advertising through the BM web pages has no importance for the respondent. This gives a further reason for the CMG to carefully develop its online advertising towards a more customer-oriented direction, as an integrated element of the whole marketing communications strategy (Interview McCarthy and Hannay 2008)

Both of the respondents have been generally pleased with information given on the array of services that CMG offers to its clients on advertising campaigns. Nevertheless, to state that the

interviewees would be fully aware of what is offered to them, would be falsely stated. Both of the respondents indicated that they had never seen their online advertisements even though they had been an advertiser in the BM for many years, one for more than two and the other more than five. (Interview McCarthy and Hannay 2008)

One respondent stated that the efficiency of the follow-up of the sales representative on the advertising campaign has been good quality and useful. This client had received personal service for a longer period of time, where the used communication channels had also suited the client's preferences, a mixture of telephone discussions, emailing and personal meetings. On the same topic, the other of the interviewees stated having been contacted a week before an advertisement modification date was to-due, which had been very useful at the time. In contrast, the client could not state that the efficiency of follow-up by the Sales Representative would have been satisfying, simply due to the lack of it. The client stated that there had not been any communication or particular follow-up with the CMG, other than signing the contract, advertisement change proposal and renewal proposition-related communication. Additionally, the same client suggested that receiving a continuous reminder of what is included in the contract, for example with practical deadlines for advertisement changes, would have filled the need for extra information and client follow-up. A conclusion can be drawn that according to theory in section 3.2.3, greater post-purchase follow-up would increase customer satisfaction substantially. (www.justsell.com)(Interview McCarthy and Hannay 2008)

When asked their improvement suggestions for the offering and communication the respondents stated that a reminder email about the possibility to change an advertisement would be beneficial. For example this could be used to change the wording of an advertisement, making the customization process quick as well, and also to have the possibility to showcase more often modified promotional activities to the readers. Neither of the respondents could state that they would have experienced any clear negative experiences from the CMG's communication during the years. Moreover, both of the respondents stated that the Sales Representatives of the CMG had been easily reachable throughout the different advertising campaigns. (Interview McCarthy and Hannay 2008)

In addition, the two respondents were presented with different hypothetical improvement suggestions that CMG could offer to the BM clientele as a part of the client follow-up process. These suggestions included a notification email that an advertiser's advertisement has been uploaded to the web pages, an email concerning the Web statistics on the clicks from an advertiser's specific online advert, a reminder email of the services included in the contract, a digital newsletter of CMG, a digital advertiser survey to collect feedback on advertising campaigns from advertisers and other types of feedback channels than telephone calls or email. (Interview McCarthy and Hannay 2008)

The respondents' feedback on these suggestions was generally positive. More precisely, one of the interviewees stated that any extra information and reminders of services would be useful including web-statistics and a monthly newsletter. A digital version of the advertiser survey was shown high interest, since the concept seemed important and that completing the survey online would increase user-friendliness. (Interview McCarthy and Hannay 2008)

Additionally, the other respondent stated that receiving information on the Web statistics would be highly interesting due to the fact that the client had never seen the BM webpage www.barcelona-metropolitan.com. The newsletter was appreciated as well, especially the paper version as it represented a more concrete newsletter than the digital newsletter received for email accounts. Both of the interviewees stated that the current feedback channels of email and telephone are sufficient and according to their preferences. Furthermore, the positive responses on improving the follow-up towards the BM clientele have been considered in the improved marketing communications strategy of CMG (IMCS) towards its BM clients in section 6. (Interview McCarthy and Hannay 2008)

When discussed the advertisement design, the respondents found the ability to change the advertisement content and design during their advertising campaigns greatly useful. Furthermore, one of the respondents stated that there is a connection with a quality advertisement and a successful advertising campaign, adding that the advertisement and the company should both represent the same values. To create a successful print media marketing campaign had been a long learning process, an accomplishment which would have not been possible without the help and the professionalism of the CMG's representatives. (Interview McCarthy and Hannay 2008)

The other of the interviewees stated that a connection between a quality advertisement design and a successful advertising campaign does not apply in the respondent's case simply due to the fact that there is no clear proof that advertising in the BM would have increased customer flow in the long-term. (Interview McCarthy and Hannay 2008)

The respondents expressed similar thoughts when questioned about the BM magazine distribution network and the information that they had received on the subject. One of the respondents stated that this matter is something that could be developed, because the client did not know where the magazines are distributed. The other of the respondents had similar opinions, having no knowledge where the magazines were distributed to the readers. Nevertheless, both of the respondents knew that the magazine is distributed in 500 distribution locations within the main city of Barcelona. Additionally, they both stated that the information given on the magazine distribution could be developed. (Interview McCarthy and Hannay 2008)

The final questions of the client interviews were specifically related to marketing communications, combining themes from the previous qualitative questions as well as theory from section 3.1.

Firstly, the respondents were asked about their opinions if the magazine and its Web pages present the same message. Both of the respondents stated that it is impossible to answer, because neither of them had ever visited the BM web pages. This notion is quite notable, considering that both of the clients have many years of history of advertising in the BM. These responses act as an excellent example of how the elements of the communication mix should be integrated in order to experience the benefits of marketing efforts. As referred, in section 3.1.3, Kotler and Armstrong (2004, 468) discuss that a company integrates and coordinates its various communication channels in order to increase brand awareness of its product offering to the target group. In this case, the existence of the webpage and online advertising has not been promoted sufficiently enough as a tool to reach the readership of the BM magazine. Due to the lack of knowledge of advertisers that such channels exist, the selling company and the client have distorted opinions of what is offered and what is received as a return on investment from an advertising campaign. (Interview McCarthy and Hannay 2008)

Secondly, the interviewees were asked if the communication from the CMG had been easily comprehensible, with a clear message, and similar to their view of the BM brand. One respondent thought that the communication represents well for all these three qualities, whereas the other stated that the communication has been somewhat clear, but quite infrequent. For example the client had received an email all of the sudden without previous follow-up, and no specific telephone discussions on the concurrence of their advertising campaign had been held. (Interview McCarthy and Hannay 2008)

Finally, the BM advertisers were inquired how they would develop the service of the CMG towards the BM advertisers. One of the respondents did not have any specific development ideas since the service the company had received had been personal and professional in nature. The other of the respondents stated that the CMG could develop such a service where a finished advertisement designed on behalf of an advertiser could be uploaded to a server governed by the CMG's design team. In the client's opinion, this could make the advertisement customization process quicker by reducing time and increasing usability to advertisers who have in-house designing capabilities. Furthermore, the client stated that clear definitions on the size of the advertisement, file format, deadline and other design-related issues should be clearly defined for the application to function without problems. Moreover, after uploading the design of a finished advertisement on time, the client would receive a notification of approval or a suggestion for re-design from the design team of the CMG. (Interview McCarthy and Hannay 2008)

6 Improved marketing communication strategy (IMCS)

In this section of the thesis practical improvement suggestions are proposed for the marketing communications strategy (IMCS) of the BM magazine. The suggestions correspond to the service elements which were discovered as important for improvement based on the quantitative part of this study. Despite this, the researcher will focus more on utilizing the information gained from

the empirical study as a whole, rather than separating quantitative and qualitative research results and conclusions. This mixture of theoretical and empirical, 1st and 2nd source information is great help in generating the marketing communications improvement suggestions towards the BM clientele.

To improve the marketing communications from the clients' point of view, focus should be put on matters such as the return on investment, follow-up of the advertising campaign, efficiency of the distribution network and the ability to reach the target group of the advertising campaign (see figure 18). It is important to acknowledge that a particular improvement suggestion may concern and have an effect on one, two or three of the mentioned subjects mentioned above. For example if the follow-up of advertising campaigns is improved, it may directly lead to higher satisfaction as the decision to sign a contract for an advertising campaign has been reinforced.

It is also valuable to consider that if the different communications mix elements of advertising, sales promotion, direct marketing, personal selling, and public relations do not support one another and co-exist, the investments and the efforts invested in improving marketing communications may be lost. As in the functioning of systems, as integrated marketing communications, the sum is greater than the value of its parts. (Jobber 2004, 416)

By consistently sending valuable brand-related communication to the clientele and different interest groups, and by developing communication mix functions on the matters that require a higher focus, synergy between marketing communication functions can be achieved. Currently the CMG can be seen to exist on the second stage of the marketing communications pyramid seen in figure 8, section 3.1.5. The improvement suggestions are crafted with the ambition of advancing CMG's marketing communications planning to a level higher in the integrated marketing communications pyramid (Kitchen and Pelsmacker 2004, 25).

The accomplishment of advancing from the second level to the third level would necessitate a marketing communications strategy where extensive customer data is collected (see figure 33). The transformation of this data to customer knowledge can be eventually used in developing valuable marketing tactics with higher value in communication content. Most importantly, the reason influencing this development is the quest for higher customer satisfaction created by means of marketing communications. The gained higher customer satisfaction will eventually lead to easier customer retention. (Kitchen and Pelsmacker 2004, 25)

6.1 Unification of brand related communication

As discussed in the marketing communications and branding theory literature in sections 3.1 and 3.1.7, a company's communication towards its customers and other stakeholders should be consistent, clear and valuable to the recipient. For companies to become recognized with their

communication, presentation of similar values and promises in each message is required (see figure 5). The brand should be communicated in order to create brand awareness, which is also the premise for achieving customer loyalty in the future. Communications importance should not be undervalued in any kind of relationships, as it is needed to develop and build customer relationships. (Jobber 2004, 420)(Kotler and Armstrong 2004, 466)

To create the basis for communication with such elements as stated above, marketing material should be revised and integrated to a follow-up system which supports consistent communication with the clientele. Apart from using the same visual style in all communication, the material should be consistently revised based on feedback and information that the case company receives from its customers, from sources such as the advertiser survey (see appendix 2). This approach can be seen as converting customer data into customer knowledge, a manner suggested by Kitchen and Pelsmacker (2004, 25) for companies to further integrate their marketing communications. By looking at the figure 33, this process can be understood more concretely. Feedback collected from advertisers is managed within the client follow-up system where the applied customer knowledge is used for the re-organization and production of unified communication material. These adjustments are consequently implemented to the client follow-up system, from where they are used in different customer follow-up activities. (Kitchen and Pelsmacker 2004, 25)

This will be discussed more thoroughly later as a part of IMCS, whereas this section will concentrate on changes to the marketing material with the intention of creating marketing material guidelines which support a common visual line. This will increase the clarity of the BM brand communication towards the customers and other interest groups. (Kitchen and Pelsmacker 2004, 25)

As acknowledged from the interview held with the company's Managing Director, Esther Jones, on the SWOT analysis (see section 2.2), one of weaknesses of the company's marketing communications strategy is the lack of confidence of communicating the company's products and services (Interview Jones 2008). The researcher believes that CMG should proceed with such a promotional opportunity, as there is much that could be improved to strengthen and to unify the company's marketing communication practices. When starting to systemize communication towards existing customers and potential ones, it is vital to follow the consistent visual appearance, strengthening the brand promise in all used communication (Kotler and Armstrong 2004, 469). If communication sent to existing customers lacks the same effort and promises that were given when the advertising campaign contract was signed, the client may start to doubt and regret the purchase decision. This is the reason why reinforcing brand-related messages is important in post-purchase communication, as perhaps more commonly in the pre-purchase communication too. To visualize such causalities in the case of the IMCS, figure 33 should be revised from section 6.5. The types of communication discussed are referred later as "follow-up on advertising campaigns", "consistent and unified brand-related communications" and

“reinforced purchase decision” resulting from the “IMCS” to the “Advertisers” in figure 33. (Kotler and Armstrong 2004, 469)(Interview Jones 2008)

For constant communication with the BM clientele, the CMG should proceed to unify and develop its marketing material to enable the complete functioning of its marketing communications. This approach is taken to present clear and reliable messages of the organization and its product, eventually increasing the level of brand awareness among the recipients (Kotler and Armstrong 2004, 468).

In appendices 1 and 8 may be seen different letterheads and a billing sheet currently used in promotional communication related to BM. By analysis, it can be stated that they lack visual continuity, even though presenting many similar characteristics as the disclaimer at the bottom. As Jobber states, there is a possibility of losing return on investment of marketing activities if the interest of the receiver is lost due to complexity and lack of a common, clear approach in communication. (Jobber 2004, 416)

In the case of BM client management, one client may be in contact with the CMG Sales Assistant, the personal Sales Representative, perhaps the Sales Director and Accounts Representative during one six-month advertising campaign. Therefore, it is essential for communication such as emails to entail an element of continuity and clarity related to the BM brand. This statement includes all emails and sales letters, independent of their purpose, since they all present the same brands of BM and CMG.

When searching for the same visual approach in communication, at least the logo of BM should appear in all communication material to increase coherence. The logo has recently been changed and its usage is still inconsistent. This imbalance affects the coherence of the different communication contact elements of the BM brand (Kotler and Armstrong 2004, 485).

Therefore, creating a basis for emails and sales letters using the relevant logos such as BM, The Costa Brava Resident, BeSpoke and TimeOut is important. TimeOut is an English publishing house with whom the CMG collaborates in selling advertising space for tourist guides about Barcelona. The yearly TimeOut project is in its nature irrelevant for the objective of this thesis. Nevertheless, it should be included in the CMG’s company communication as it is of great importance to the CMG.

Updating the new logo to marketing material such as the technical details or advertising purchase order seen in appendices 4 and 5 are good examples as well. This material is received by every client that signs an advertising campaign contract. Subsequently confusion may arise when a copy of the Metropolitan is seen, portraying the new logo of the magazine on the cover (seen also in figure 20). In addition, using the front cover’s slogan “the city’s magazine in English” consistently

in emails and sales letters would help to reinforce the brand statement to the advertisers and readers of the magazine. (Kotler and Armstrong 2004, 485).

The content of figures 19 and 20 could be used in all CMG communication material, for example embedded in every sent email, dependant of its purpose.



Figure 19: Visuals for CMG communication material (Creative Media Group S.L., 2008)



Figure 20: The city's magazine in English (Creative Media Group S.L., 2008)

The idea behind this unification is that the same visual appearance should be used in all the major brand communication contact elements used in different channels; the emailing, billing, sales letters, BM presentation, information sheets, advertiser survey and possible reader survey, the magazine and the web pages. As Kotler and Armstrong (2004, 468) suggest, a company should integrate its communication channels in order to present clear and reliable messages of the organization and its product line. This is necessitated to practise integrated marketing communications because in the customer's mind, messages sent from the promoting organization all seem to originate from one source and represent one brand. Furthermore, constant imagery used in these types of advertising messages and direct mailing is known to increase the total awareness of the product and service offering. These adjustments refer to the "consistent and unified brand related communication" in figure 33. (Kotler and Armstrong 2004, 468)

As the visual image of the communication material still varies substantially, it is essential for the Managing Director to come to a conclusion with the Sales Director, Sales Representatives, and Art Director, David Robinson, on the best experienced sales approaches and sales tactics used. After achieving consensus in this matter, freedom should be given for the Art Director and the design team to create a solution for the visual aspect for these marketing communication developments. In other words, the experience from the sales-oriented people would be used to provide the content, whereas the design knowledge of the design team would be used to create a consistent and clear visual appearance for the marketing material. Structure-wise, it is important that the array of needed material is first recognised, after which the level of a sales person's customization possibilities to a particular document is agreed. Furthermore, as a consistent and unified visual appearance is appreciated in marketing communication material, one option would

be to unify the communication contact elements to correspond to the visual appearance created for the business cards of the CMG, as seen in figure 21.



Figure 21: CMG business card, front and back

(Creative Media Group S.L., 2008)

This unification would not strictly necessitate that all communication outputs would have exactly the same form, as in the case of the magazine, but considerable unification with the other communication contact elements. The question of to what extent unification of colours, design and typography should be used in the re-design of these communication contact elements should be left to the judgment and coordination of the Art Director, as he carries the most experience and professionalism of this topic in the company.

This will finally set the basis for the new, clear and unified promotional material which can be further used in integrating the different marketing communication mix functions as discussed in the section 3.1.2. Using such promotional material with the marketing communication mix functions of sales promotion, advertising, direct marketing, personal selling and public relations (Kotler and Armstrong 2004, 467) would also increase the level of horizontal integration. With such horizontal integration of business functions in an organization, the organization becomes conscious of the messages and actions made with its customers (MMC Learning 2008). By using promotional material in different communication mix functions that present the same visual, content and brand related elements, an IMCS with higher brand recognition can be created. (MMC Learning 2008)(Kotler and Armstrong 2004, 467).

6.2 Client follow-up system

In order to meet the clients' needs within the different levels of the client life cycle, implementing a client follow-up system with valuable communication content as a part of the IMCS is essential. The client follow-up system is seen as an important element of the whole IMCS in figure 33, section 6.5.

The researcher believes that by unifying the visual basis of practised corporate communication and consequently sending valuable content and practising consistent messaging to BM clientele with the help of the client follow-up system, the marketing communications strategy can be improved with substantially small investments. Additionally, the continuous development of

marketing material and its customization is significantly important for a systemized client follow-up to function in the IMCS. By integrating approaches such as these, the Managing Director's ambition to be more confident about the products and services and stressing the importance of management systems in reaching such a promotional objective would be reached (see section 2.2). Furthermore, it corresponds to the Sales Director's thoughts on the need to increase systemization of sales practices and improve marketing communication tactics as a part of after-sales (see section 5.2.3). Perhaps most importantly, it would correspond to the clients' needs of increased follow-up during the advertising campaigns (see section 5.1.5), inform them about certain service elements such as distribution network and the online advertisements which have not been completely acknowledged and pushed forward by the sales team (see section 5.2.9).

The client follow-up system's objective can be described as to have a dialogue with the customer, whilst continuously working to improve the communication to create extra value for the customer. A dialogue in this sense means the feedback channel of an advertiser survey, one of the main elements of the follow-up system (see figure 33, advertiser feedback). The extra value created for the customer increases the level of customer satisfaction, leading to the creation of valuable long-term customer relationships (Lancaster and Reynolds 2004, 396). This in turn makes the re-signing process of a customer easier, a consequence of higher perceived customer satisfaction. These matters are presented in figure 33 as two types of arrows from the Advertisers to the IMCS. (Lancaster and Reynolds 2004, 396)

Blythe (2005, 81-82) also discusses the importance of a dialogue with customers after a purchase. By emphasizing the importance of customers after a purchase, customer loyalty can be increased in the long-term. Other benefits of the client follow-up system are the gained information from the advertiser survey which can be used to develop the contacting, marketing material and communication within the IMCS. These developments are presented in figure 33 in sections affiliated to the client follow-up system. (Lancaster and Reynolds 2004, 396)(Blythe 2005, 81-82)

The client follow-up system comprises of many of the same elements as seen in the current Client care plan and Client care plan contact chart (see appendices 6 and 7). In addition to sending the magazine, follow-up calls 1-4, advertiser survey, renewal call and newsletter, there are various additions that the researcher suggests for the improved client follow-up system. The main improvements to the CMG's Client care plan are new additions to the content and changes to the structure of the follow-up model seen in appendices 11 and 12. The improved Client care plan is referred on this thesis as the Client follow-up system. The improved client follow-up system includes the advertiser survey (a production created for this research process), continuous development of marketing material with the advertiser survey (transferring customer data into customer knowledge), increased number of contacts via email towards a customer per advertising campaign (valuable brand-related communication) and increased clarity of the process and clear explanation of each element's importance to the whole IMCS in the sales team. Perhaps the biggest improvement to the current Client care plan is the appreciation of the client follow-up

system as an essential part of the whole marketing communications strategy, acknowledging various causalities caused by defined and planned practices.

Once implemented with care, the client follow-up system thoroughly integrates after-sales functions to the whole IMCS. This level of integration is created from a theoretical and empirical research basis, as explained in the description and purpose part of the client follow-up system (see appendices 11 and 12). Whereas figure 33 shows the linkage between the IMCS and the client follow-up system, figure 22 presents a general view of the client follow-up system helping to understand its structure better.

The purpose of a client follow-up system can be seen to provide the clients with consistent, clear and compelling company and product messages in order to reinforce the purchase decision (Chaffey 2007, 134), concentrate on post-purchase marketing activities and to further increase brand awareness and maximize customer satisfaction (Blythe 2005, 81-82). Feedback plays an important role in the system, as through the advertiser survey and other feedback channels information can be collected. The challenge within the system is how to transfer this customer information into customer knowledge (Kitchen and Pelsmacker 2004, 25). Such customer knowledge, for example knowledge on the level of satisfaction of the BM clientele, can be further used to develop promotional communication (see appendices 11 and 12, email number 6 and figure 33), eventually assisting customer retention (Chaffey 2007, 135).

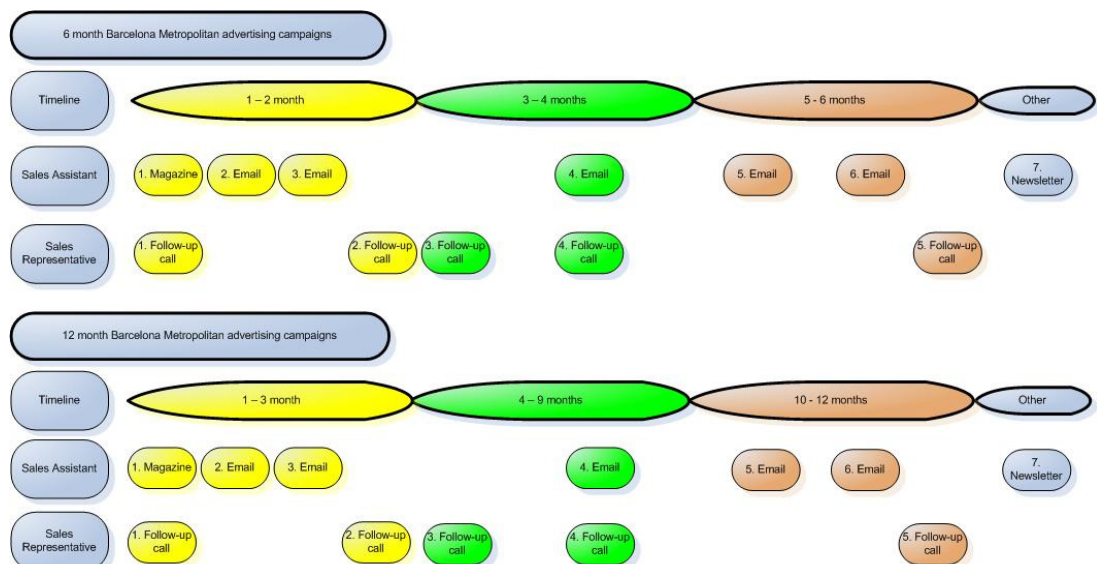


Figure 22: Generalized view of the client follow-up system

In other words, the challenge of how to utilize customer information to provide valuable customer knowledge for the means of marketing communications is central. If the client follow-up system is implemented profoundly to the customer relationship management concept (see figure 13), the company may focus increasingly to develop current customer relationships, as well as acquiring valuable information in order to attain new ones (referred advertiser feedback in figure 33).

To further understand the client follow-up system in practice, the following matters should be considered. The person mainly responsible for coordinating the follow-up system in CMG's case is the Sales Director. The implementers for the system are the Sales Assistant and the Sales Representatives as seen above in figure 22. Furthermore, appendices 11 and 12 present the improved procedures, purpose, time frame and the person responsible for each follow-up action, divided into six- and twelve-month advertising campaigns. Whereas the Sales Representatives' tasks comprise follow-up telephone discussions with the clients, the Sales Assistant's task is to send valuable information concerning the client's advertising campaign and the service offering in general. This form of systemized contacting with valuable content will increase the clients' knowledge of the BM brand, a status which assists in client retention and builds loyalty for future advertising campaigns as well. (Chaffey 2007, 134 and 163)

Based on Chaffey (2007, 134), email marketing is most effectively used as a customer retention medium. After-sales email marketing can be used to develop the relationship, build loyalty and encourage further sales (Chaffey 2004, 135). This type of approach is practised in the client follow-up system by the Sales Assistant, as explained below. It is referred follow-up on advertising campaign in figure 33. (Chaffey 2007, 134 and 135)

The follow-up by the Sales Assistant should be practiced independent of the length of an advertising campaign. Concerning each advertising campaign, a client will receive the magazine and six follow-up emails from the Sales Assistant. These are tasks that can be executed with high autonomy, leaving the Sales Representatives in a position to concentrate on follow-up telephone discussions, account management and customer acquisition. Once the Sales Assistant is familiar with his or her duties of the client follow-up system, the only consultant to be contacted is the web-support team and the only consultations to be made are with ACT. The web-support team is a part of a company to whom the CMG has outsourced its web-management, whereas ACT is the CRM program the CMG sales team uses to manage its accounts.

In more practical terms, the six follow-up emails sent by the Sales Assistant have a clear objective. It is to increase the follow-up of advertising campaigns, one of the development issues raised from the quantitative part of the study. By the means of marketing communications, the purpose is to also inform the clientele with constant messages of the full array of services included in the advertising campaign (see advertising campaign offering in figure 33), the possibility to customize the advertising campaign, the information of the magazine distribution network, displaying satisfaction of long-term customers, the possibility to reach readers and other businesses by sending small news to the newsletter team (see appendix 9 and 10, section "your news"), to inform the clients about the click-rates of the BM webpage and their advertisement and to request clients' opinions with an advertiser survey to further improve the service and the communication towards them.

By combining these informative and brand-related, awareness-increasing follow-up procedures with personal contacting of the Sales Representatives, an improved client follow-up system is created as a part of the IMCS. The increased amount of brand-related communication via emailing will act as a customer retention medium for the CMG, whilst increasing the follow-up included in the management of advertising campaigns. This is seen in figure 33 with arrows from IMCS to Advertisers and vice versa. As Chaffey discusses even a small increase in customer retention can generate great increases in profitability, it is also advisable for the CMG to develop its email marketing as a customer retention medium to reach similar results (Chaffey 2007, 135).

To maximize the benefits of the client follow-up system, the inter-connectedness and the integration need to be acknowledged and developed between the magazine, web page of BM, online advertisement and newsletter (see IMC offering in figure 33). It is incremental that these four elements of communication function together for the IMCS to excel. Therefore, various improvements should be made to these promotional channels as discussed in the following section.

6.3 Integrated marketing communications offering

By unifying the marketing communication material and communicating through the communication mix elements of advertising, sales promotion, personal selling, public relations and direct marketing (Kotler and Armstrong 2004, 467) in a value creating and consistent manner, a marketing communication that increases brand awareness and positive affiliation towards the brand can be created. It also provides the clientele with such feelings that reinforce the purchase decision. In order to be able to gain the benefits of such an approach, certain integration-related developments should be executed concerning the magazine, the web pages of BM, online advertisement, the newsletter and magazine distribution network. These are visualized in figure 33 in the sections of IMC offering and efficiency of magazine distribution network. (Kotler and Armstrong 2004, 467)

In more detail, these communication channels should be better connected to each other in order to create higher visitor rates for the web-pages, higher clicks on online advertisements, higher reader rates for the newsletter and more efficient distribution. From a marketing perspective, by making relatively small improvements to some of these communication contact elements, the synergy of marketing communications of the BM brand can be improved.

6.3.1 Magazine, web pages and online advertising

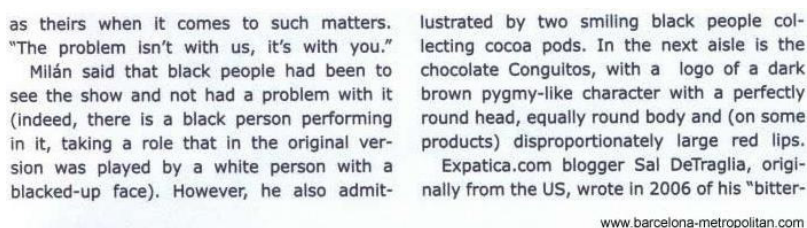
The BM magazine and its web pages could be designed better in order to create discussion between these two communication channels. As acknowledged in the qualitative part of the study, neither of the interviewed advertisers had seen their online advertisement, whereas one

had never visited the web-pages despite the many years spent as an advertiser of the magazine. With this lack of awareness of what the BM offers to its advertisers, a question arises whether the readers of the magazine have been guided online to see the Web version of the magazine or the online advertiser index that the site offers.

The researcher came to the conclusion that the relatedness of these two elements, the magazine and the webpage including the online advertisements, can be improved greatly. By executing this, higher numbers of readers would be directed to the website and the online advertisements, an improvement which can create valuable webpage visitor data to be further used for the client follow-up system and its marketing purposes. By for example investigating the issue of June 2008 of the BM, one may discover that in the magazine's 116 pages, the web page www.barcelona-metropolitan.com is mentioned only two times, once in the side of the magazine and once on page 4 in the middle of the contact details. Other issues of the BM follow the same structural appearance, carrying very few citations of the address of the web-page. (CMG database 2008)

The author believes that the reason why this type of issue has not been acknowledged before is because the design department is managed relatively apart from the sales team when considering the promotional aspect of the design of the magazine. Nevertheless, the sales and the design team collaborate on a day-to-day level on design matters concerning advertising campaigns. The author believes that a discussion in-depth enough has not been executed concerning methods how to develop the magazine as a marketing communication tool, combining and bringing together different communication contact elements (magazine and web pages). This can be seen as a lack of vertical integration of marketing communications, as the realization of the marketing and communication objectives do not fully apply to the corporate objectives of the company. (MMC Learning 2008)

Therefore, the following improvement suggestions are constructed to solve these issues in the marketing communications strategy and more concretely for the magazine layout itself. It is advisable to increase the number of citations of the web pages in the magazine, in order to increase the awareness that such a web page exists. A good place in the magazine for such an addition would be the footer of the page, as it would not decrease valuable advertisement space either. A BM webpage citation could be placed in the right page footers, the section of the page located at the bottom-right corner as displayed in figure 23.



as theirs when it comes to such matters. "The problem isn't with us, it's with you." Milán said that black people had been to see the show and not had a problem with it (indeed, there is a black person performing in it, taking a role that in the original version was played by a white person with a blacked-up face). However, he also admitted by two smiling black people collecting cocoa pods. In the next aisle is the chocolate Conguitos, with a logo of a dark brown pygmy-like character with a perfectly round head, equally round body and (on some products) disproportionately large red lips. Expatica.com blogger Sal DeTraglia, originally from the US, wrote in 2006 of his "bitter-

www.barcelona-metropolitan.com

Figure 23: Right-page footer with web address

(Creative Media Group S.L., 2008)

It is also greatly recommendable to place a citation of the web page on the cover of the magazine, as that is the most seen page of the whole magazine. Figure 24 displays magazine covers from 2008.

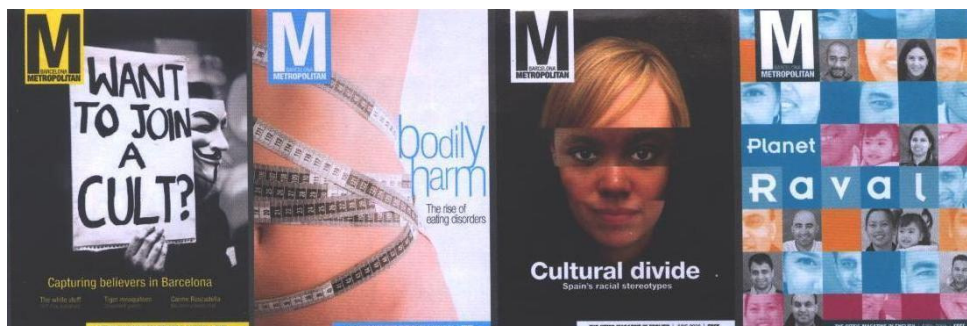


Figure 24: Examples of previous BM magazine covers (Creative Media Group S.L., 2008)

Figures 25 and 26 present two enhancement options for the logo and front banner used for the covers. In these examples the address of the webpage is promoted in a discrete fashion. To avoid over-enthusiasm of promoting the webpage, only one of these two developments should be chosen for the cover. It should also be acknowledged that the given improvement suggestions on a visual level are relatively low quality, as the typography and design does not necessarily match with the current design framework. Further consideration and design is recommended to be executed by the Art Director.



Figure 25: Improved logo for magazine cover (Creative Media Group S.L., 2008)



Figure 26: Improved banner for magazine cover



Figure 27: Current and new versions of the Food & Drink advertiser directories

(Creative Media Group S.L., 2008)

Additionally, it is important to have direct citations in all of the advertiser related indexes to the online versions which would increase the visitor rates of online advertisements. A logical place in the magazine for these citations would be the different advertiser-related directories. A phrase such as “Visit our advertisers online at www.barcelona-metropolitan.com/advertisers” would serve this need adequately. This improvement is showcased in figure 27.

This improvement would include all of the advertiser-related indexes of advertiser directory, food & drink, real estate, instore and the marketplace. These are all sections of the magazine where readers search for an advertiser by a certain name or by a certain field. The improvements suggested to the marketplace services directory are presented below in figure 28. To have the citation in this particular index is greatly important as in this index most of the magazine’s advertisements are placed. The examples presented below are simplified as normally the marketplace services directory consists of advertisers from approximately 50 different fields. The advertisers in the marketplace services directory represent approximately 75 percent of the whole magazine’s advertisements.



Figure 28: Current and new version of the Marketplace services directory

(Creative Media Group S.L., 2008)

With this development, it is important that the Sales Assistant’s primary task during the first days after the publication date is to update the advertiser index online so that correspondence with the magazine and online indexes is sustained to avoid possible confusion. The purpose of these advertisers online citations is to further lead the readers to the online version of the advertiser’s index, increasing the visitor rates of the online advertisements. The information on the higher visitor rates can be later used as a part of the client follow-up system, as seen in appendix 11 and 12, and in figure 33 as turning customer data into customer knowledge. This widens the positive image of an advertiser of the services included in the advertising campaign, whilst creating a positive assimilation concerning the brand and making customer retention more likely.

Equally important is the increased number of online visitors using advertisers' services which heighten the possibility to reach the advertising campaign target group as well as heightening the perceived return on investment experienced from an advertising campaign. This is mainly because more channels are effectively used to promote advertisers' services, presented as brand-related content and advertiser services in figure 33, creating a wider readership for magazine and online advertisements. In figure 33, these two important outcomes are presented as higher possibility for re-signing and customer retention and as flow charts between the advertisers and readers including various benefits for the advertisers.

Furthermore, it is advisable to inform potential interested advertisers of the advertisement deadlines, the dates by which they need to contact a salesperson to publish an advertisement in the next month's issue. The most appropriate place for this would be in the main advertiser index in the preliminary pages, or then embedded in one or more of the advertiser indexes in the magazine. This suggestion is important, as the Sales Assistant often receives queries on placing an advertisement in the magazine late during the month. This tight timeframe often does not leave enough time for the sales and design team to manage the process of designing and creating a new advertising campaign for a customer. This is especially important during times such as Christmas, when businesses are seeking to publish advertisements promotional of nature for shorter time periods than six months. This development may be seen below in figure 29. This index is shortened for more appropriate use in this thesis, normally the advertiser index consists of approximately 60 - 70 advertisers. The advertisers placed in this index have their advertisements in the main pages of the magazine, whereas the other advertisements are placed in the later pages of the magazine in their separate indexes consisting of only advertisements.



Figure 29: Current and new view of Main advertisers' index

(Creative Media Group S.L., 2008)

To further increase the number of visitors for the webpage (higher online visitor rate, figure 33), a link exchange with other websites or bloggers concentrated on expatriates and foreign people in Spain, Catalunya and Barcelona is suggested. This requires research as only websites with high visitor rates would be beneficial for CMG. In addition, if allowed by the marketing budget in the

future, advertising in the Google search engine would be suggestible. As a Google advertiser customers pay from the clicks on the advertising link, the CMG would be sure to receive a concrete return for its investment.

Moreover, the addition of a downloadable version of the BM presentation to the magazine's web pages for possible advertisers would be valuable as well. This would increase the easy accessibility to acquire information from the brand and the product. In addition, the magazine rate card should be placed online in order to create transparency of the offered product. By adding a statement that the prices act as a basis for price negotiation, the possibility to give customized sales promotions for a specific client is still negotiable.

6.3.2 Newsletter

One useful way to increase brand awareness of the BM and CMG amongst its interest groups is a newsletter as discussed in section 3.2.4. During his time working with the CMG in Barcelona, the researcher of the thesis worked actively with professionals of different departments of the CMG to produce a newsletter. The newsletter project was a part of a larger intention to improve the promotional methods in communicating with the BM and the Costa Brava Residents clientele, the two publications of the CMG. The newsletter presents many possibilities to further integrate the communication contact elements used by the CMG. (Interview Jones 2008)

The future of the content and the exact target group of the newsletter may still be modified. Discussion with Ms. Jones indicated that there is a possibility of expanding the target audience of the newsletter in order to reach a bigger audience amongst different interest groups. In other words, this expansion would signify that the newsletter would be targeted to all possible interest groups including advertisers, readers and other external parties and associates. (Interview Jones 2008)

As the CMG newsletters support the objective to enhance the marketing communications towards the BM clientele, the following suggestions should be considered. The newsletter should be integrated to the magazine, web page and online advertising (www.entrepreneur.com). It should offer valuable content to readers, advertisers and other stakeholders, creating positive affiliations towards the brand BM along with other brands presented by the CMG. A major challenge is to craft such a newsletter that creates value to the readers, as Chaffey states (2004, 163).

Furthermore, as discussed in section 3.2, the form of non-personal communication used in productions such as newsletters is also known to affect buyers' decision-making directly and indirectly. Brand-related communication would be increased between the CMG and the recipient which will result as increased interest and loyalty towards the brand. (www.entrepreneur.com)

To further integrate the newsletter with other communication contact elements related to the brand BM, small advertisement order your CMG newsletter should be placed in the magazine as well as on the magazine's web pages. In this manner, awareness of the service would be created and higher newsletter reader rates could be obtained. The information on the newsletter reader rates can be later used in developing the marketing material as a part of the client follow-up system. This should be a continuous process, as different sources can act as the foundation of such information as visitor and reader rates, as well as most importantly the advertiser survey. To gain a larger viewership of advertisements in newsletters carrying interviews and news of advertisers can be seen as another channel of reaching the target group of an advertising campaign.

These types of announcements could be used replacing unsold advertisement spaces, such as in conjunction with or in place of the your advertisement here advertisements to not use valuable advertisement space. An example of such an announcement is presented in figure 30. Furthermore, advertisers should be encouraged to send small news about their company to be published in the newsletter's "Your news" section. This can be promoted as an extra marketing channel when using a certain client's news for this section.

In the author's opinion, the newsletter should be directed to all interest groups, than merely the advertisers. This creates an opportunity to further use newsletter reader rates in promotional material, revised in the inner-circulation of the client follow-up system in figure 33. It is also suggested that the newsletter should not be sent as a paper version to the readers. This is due to the increasingly high printing costs, and because an electronic version is easier and more cost-efficient to distribute for large audiences. In this way, the possibility of decreasing overall profitability of a particular service occurs (Kotler and Keller 2006, 144).



Figure 30: Example of "Order your CMG newsletter here" (Creative Media Group S.L., 2008)

6.3.3 Magazine distribution network

The researcher believes that the effectiveness of the distribution network is a complex development issue for CMG. This is because by offering the possibility of becoming a distribution location in persuading to close sales, the effectiveness of the distribution network may be altered gradually, as there is not a clear follow-up system on how well the magazines are collected from a specific location. This is an important concern, since the functioning of the distribution locations is essential for increasing readership, therefore existing to help to increase the reader-per-advertisement rates. If the magazine distribution network will be improved, the improvement areas of the efficiency of magazine distribution network and the ability to reach target group of an advertising campaign originated from the qualitative section of the study would be further developed, seen in section 5.1.5. Once implemented into the IMCS, efficiency of magazine distribution network could be offered to the advertisers, and an easier accessibility to the magazine distribution locations can be offered to the readers of BM as seen in figure 33. (Wells et al 2003, 252)

For the BM, the magazine distribution network and its approximately 500 distribution locations present for the place of the four P's of the marketing mix. As discussed in sections 3.1.6 and 5.2.1, the 4 P's (price, place, product and promotion) can be seen as the foundation which an integrated marketing approach can be built on (Kotler and Armstrong 2004, 467). As it is the channel to gain high reader rates for the magazine BM, hence and increased number of users of the advertisers' services, it is an important element in the creation of return on investment for the advertising clientele.

In addition, with the current system it is not in the distributors' own interest to consistently follow-up and report about the effectiveness of specific distribution locations, as a decrease in the quantity of distribution locations would result in decrease to their income. This leads to a situation where the magazine distribution network is not optimized to its fullest extent. The distributors nor have any incentives to motivate themselves to execute this important task.

To solve this important issue, two options are suggested. First option is to create an incentive for the distributors to manage follow-up on the circulation of the magazines, and the second option is to create an incentive for this practice for the businesses managing the actual distribution locations. To proceed with option number one, a meeting with all of the distributors should be held to emphasize that the number of the distribution locations in their particular distribution areas are not to be decreased to secure their payment. Discussions of a small increase in payment for the distributors should be held in a meeting as well, as logically a discussion with a person managing a distribution location requires time. The meeting between CMG's higher management, management and the distributors should also concentrate on dividing and managing of different roles, for example who should be in charge of analysing and acting upon the acquired results. Furthermore, if investments could not be made at the time, for example interns from the office

could be placed in the distribution vans to carry out this important follow-up to improve the circulation of the magazines.

To implement option number two, an incentive to execute the follow-up of the circulation of the magazines should be negotiated with the businesses governing the distribution locations. To motivate them in order to collect information on the monthly magazine circulation, an incentive should be discovered which would please both of the parties. For businesses which are not advertisers of the BM, a drop-down menu with online advertisements could be offered to the distribution locations. Therefore, the current distribution points section placed below the about us column in the magazine's web pages should be transformed to same type drop-down menu as is the advertisers column, as seen in figure 31. By changing old-fashioned listings to advertisements with pictures, an big enough incentive could be created. In other words, the managers of the distribution locations would receive free online advertising if certain conditions will be met, whereas the CMG could substantially increase its knowledge on the effectiveness of BM magazine circulation (see efficiency of magazine distribution network, figure 33).

Technically, this type of improvement would not be difficult to implement. Once the managers of the businesses managing the distribution locations reach an agreement with the CMG of the magazine circulation follow-up terms, and once the web team creates a drop-down menu for the magazine distribution locations to the magazine's web pages, the sales assistant could craft the online advertisements with relative ease with the basic information on the distribution locations. The web address where the type of the magazine distribution drop-down menu should be created can be discovered from <http://www.barcelona-metropolitan.com/Advertisers.aspx?TabID=7&MenuID=33>.

The screenshot displays the Barcelona Metropolitan website interface. At the top left is the logo for 'BARCELONA METROPOLITAN' with the tagline 'The city's magazine in English'. Below the logo is a vertical navigation menu with categories like 'MAGAZINE', 'LIVING IN BCN', 'VISITORS' GUIDE', 'ADVERTISERS', and 'ABOUT US'. The main content area features a header with the slogan 'WE NOT ONLY CARE ABOUT YOUR WELL-BEING, WE "INSURE" IT!' and a search bar. Below the header, there are sections for 'Local Time' (06/02/2009 10:01) and 'Current Weather' (8C Partly cloudy). The 'Directory' section is divided into four columns: 'Accommodation', 'Beauty', 'Business', and 'Computer & Internet'. Each column has a drop-down menu for filtering results. The 'Accommodation' column shows a list of items including 'Hotels & Hostals' and 'Apartments' with a 'Visit Site' link. The 'Beauty' column features 'Rock & Roll Peluqueria' with a 'View Detail' link. The 'Business' column lists 'Removals and Storage' with a 'View Detail' link. The 'Computer & Internet' column shows 'Munch Strom' with a 'View Detail' link and a 'PC+ Solution' logo.

Figure 31: Example of suggested drop down menu type for distribution locations

Most importantly, a commonly agreed improved distribution strategy with concrete incentives with the magazine distributors and/or the biggest magazine distribution location managers should be created. This is in order to acquire information on a monthly basis of the effectiveness of distribution locations, helping to concentrate on the most successful ones and changing inefficient ones to new distribution locations. The magazine distribution's effectiveness has an extensive impact on the advertiser's ability to reach its target group and to experience return on investment from its advertising campaigns. These two areas require improvement in order to enhance the marketing communications strategy. As stated before, these conclusions are based on the results acquired from the quantitative part of the study seen in section 5.1.5.

6.4 Advertiser and reader feedback channels

The importance of feedback in improving the marketing communications of BM magazine towards its advertisers is important for the development process of IMCS. Feedback should be collected from three main sources, the already described magazine distributors, but equally from the advertisers and the readers.

By collecting and analyzing feedback from the clients with the advertiser survey, more concise and valuable marketing material can be created to be used in the client follow-up system as a part of the IMCS (see advertiser feedback, figure 33). This method of developing promotional strategies of a company based on feedback-originated information presents the values of relationship marketing. The CRM approach places the customer relationships at the center of the companies' corporate strategy, managing the relationships as a valuable source of information to greater satisfy the customers' diversifying needs (Bruhn 2003, xiv - xv).

The collection of feedback can bring opportunities for the CMG to improve its marketing communications towards the BM clientele. For example, information on customer satisfaction of long-term clientele can be used to persuade clients to focus on long-term planning of their advertising campaigns with the magazine. Clients from specific industries can be targeted with information on field-specific advertiser satisfaction rates to help customer acquisition or to reinforce the purchase decision as a part of the client follow-up system. These phases of the client follow-up system are turning customer data into customer knowledge and re-organizing and producing new material, seen in figure 33.

Whereas the advertiser survey and its results can be seen as a foundation of customer information for this thesis, it can also help to discover areas of the marketing communication that need development in the future. As discussed earlier, it is also important to implement a client follow-up system such as presented which intends to transfer customer data into customer knowledge, such a CRM concept that aims at systematic improvement of marketing communications once managed with care and support of all related teams. (Kitchen and Pelsmacker 2004, 25-26)

Moreover, feedback should be consistently collected from readers by surveys and by reader focus groups (see reader feedback, figure 33). These can be central sources of information when developing the product BM. To correspond to common reader preferences by continuously improving the magazine from the viewpoint of the reader is important. By executing this, the number of consistent readers may be increased which would equally lead to a higher use of the advertisers' services used in the magazine (see figure 33, flow charts between advertisers and readers). Reader feedback can also be used in creating an up-to-date reader profile to be used in the marketing material as part of the client follow-up system (see appendix 11 and 12, email 2 and 5). The readers should be offered an incentive in order to respond to a reader survey. For example an incentive such as taking part in a free-price lottery including six magazines delivered to home without any charge could apply as one.

As the premise for the IMCS was to create solutions which would not require great investments, the author suggests that both the advertiser survey as well as the reader survey should be managed electronically. This would hopefully increase the response rate as an online survey, once crafted correctly, is easy to complete and send. Whereas the advertisers should be informed about the advertiser survey by the Sales Representative in email n. 6, or by the latest in the follow-up call n. 4 (see appendix 11 and 12), the readers should be encouraged to answer a reader survey. This could be managed by placing small advertisements in the magazine, using unsold advertising space from the marketplace service directory. An example of such an announcement is visualized below in figure 32.



Figure 32: Example of reader survey advertisement in the magazine

(Creative Media Group S.L., 2008)

To receive high response figures from the advertiser survey from the advertisers, an email with a link would direct them to the advertiser survey. This would be sent to them by the Sales Assistant during the latter parts of their advertising campaign (see appendix 11 and 12). Service providers

such as www.poll daddy.com offer an easy-to-use, cost-free solution to execute and manage online surveys. This service provider offers 100 survey responses for free per month, a figure which would be sufficient for CMG's purposes as well. Therefore one may state that the option to create an online advertiser survey to obtain this type of customer data is highly cost-efficient. Furthermore, if needed, customers are easy to reach by an email to request participation in the advertiser survey as well. (www.poll daddy.com).

If the management of CMG would consider traditional mailing as a more suitable option, the return of the advertiser survey would be better conducted via fax than mail, as it is more user-friendly for the respondents to use. Additionally, if all clients do not own fax machines, open PDF files with tick boxes could be used for the same purpose. The clients would receive them as attachments on emails, wherefrom they could be easily completed and sent back to the Sales Assistant.

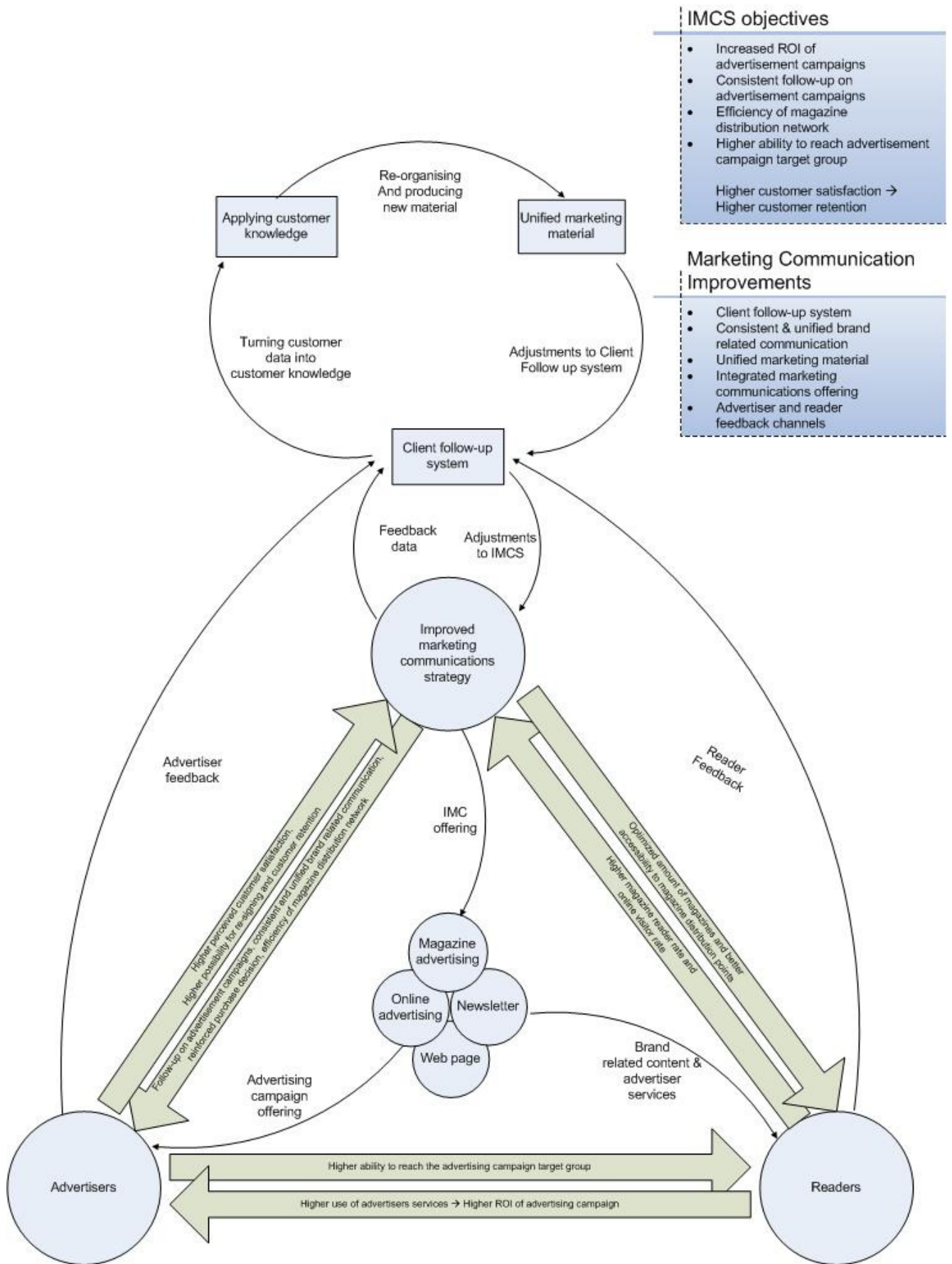
With the obtained information about satisfied clientele, as a sales tactic satisfied customers could be subtly suggested to recommend BM as a marketing channel for other businesses in their own networks. By completing this, the satisfied customer would receive a discount or an extension for the next advertising campaign. Importantly, this should be completed with careful planning and clear terms, leading in the best case for mutual benefit of all of the three parties involved.

Regarding the management of an advertiser survey, the management of CMG should additionally consider finding consensus on who is responsible of collecting the information from the online survey management account, who should analyze it, in how long cycles, and who is leading the process of using the obtained knowledge to develop the marketing material used in the client follow-up system as a part of the IMCS.

6.5 Visualization of the IMCS

The improved marketing communications strategy of the CMG towards its BM clientele is visualized below in figure 33. The figure is crafted in order for the reader to understand more comprehensively the inter-relatedness of the different IMCS elements. Furthermore, it is important to acknowledge that this strategy needs all of its functions to operate accordingly in order to gain benefits from the system's performance. The box IMCS objectives within figure 33 presents the areas that require development based on the quantitative study. It is accompanied with the means to achieve these goals in the box marketing communication improvements. These means describe the solution how to increase customer satisfaction, hence customer retention of the BM clients. These marketing communications improvements are the solution to answer the main research question of how the marketing communications of Creative Media Group could be improved towards the BM advertising clientele.

Figure 33: Improved marketing communication strategy



6.6 Further considerations for the IMCS

To successfully implement the proposed improved marketing communications strategy (IMCS) and its possible future challenges, the following should be considered.

Upon the implementation of the client follow-up system, the informing of the future changes and sharing of responsibilities should be discussed collectively within the organization, primarily, in meetings consisting of management level personnel, and secondly, with all of the CMG personnel. The benefits of the IMCS should also be acknowledged by the entire personnel, especially the management, due to their role in assisting the CMG's transition to use more integrated marketing communication practices (Yeshin 1998, 80). The changes that the IMCS proposes to employees' work profiles and general practices should be discussed openly and as clearly as possible. This is executed to secure that clarity and consensus of the changes are well acknowledged and understood beforehand. The procedures that the IMCS requires from the personnel from different departments, mostly the sales and design department, need to be embedded successfully in the different work profiles of the employees. Therefore, such matters need to be managed in order to successfully evolve to the third level of integration in the marketing communications pyramid (Kitchen and Pelsmacker 2004, 25)(Yeshin 1998, 80).

The benefits of the IMCS should be understood especially by the sales and design teams, as the proposed IMCS affects mostly the work descriptions of people working in these departments. As proposed, the sales team would provide the content, and the design team would execute the visual planning for developing the marketing material for the client follow-up system. It is advisable that the two teams would collaborate in the preparation of this material, centralizing the communication planning into one particular team (Kotler and Armstrong 2004, 485).

For example, employees such as the Sales Assistant and a Graphic Designer could work under the guidance of the Art Director and the Sales Director. In this cross-departmental team, a common and agreed visual appearance would be used accompanied by marketing content suitable for a specific purpose. This approach would also be similar to Kotler and Armstrong's (2004, 485) view. They state that a greater impact on the targeted market can be made by focusing on selling unique primary messages with compatible themes, tones and quality in marketing communications. They discuss that consistency for marketing communications can be created with more centralized communications planning. (Kotler and Armstrong 2004, 485)

Moreover, it is important that the IMCS is implemented simultaneously across all marketing communication practices. Improvements concerning consistent and unified brand-related communication, the client follow-up system, integration of promotional channels (magazine, web page, news letter and online advertising), and advertiser and reader feedback channels should be implemented within a certain timeframe set by the Managing Director. By securing these

improvements, confusion of communication to readers and advertisers is minimized, and functionality of the IMCS maximized.

One of the challenges of the CMG's marketing communication strategy for the future is to create a revenue structure which would not be highly dependant on the state of the Spanish economy, and which would concentrate on consistent post-purchase marketing communications emphasizing client retention over client acquisition. In order to encounter these challenges, the marketing communications strategy requires continuous development in its level of integration and the product and service communication. With the marketing communications environment that the IMCS proposes, the possibility for continuous improvement of marketing communications exists. (Fitzpatrick 2005, Journal of Advertising)(Interview Hobrack 2008)

As originated from issues discussed in section 5.1.5, various elements of CMG's service towards the BM advertisers require improvement. Placing focus with the IMCS on areas such as return on investment, follow-up on the advertising campaign, efficiency of the distribution network and the ability to reach the target group of the advertising campaigns, the level of satisfaction of the BM advertisers can be increased. Achieving this state of higher customer satisfaction with improved marketing communications, an increased quantity of long-term customer relationships can be formed as well (Kotler and Keller 2006, 144).

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Apreciado anunciante,

Según nuestro conversación en la semana pasada...

.....

Atentamente,

David Franks

David Franks

Responsable Publicidad

BARCELONA METROPOLITAN MAGAZINE
COSTA BRAVA RESIDENT Y
LAS GUÍAS TIME OUT

CREATIVE MEDIA GROUP S.L.

Enrique Granados, 48 - Entlo. 2ª
08008 Barcelona - España

Tel: (+34) 934 514 xxx

Fax: (+34) 934 516 xxx

Mob: (+34) 690 226 xxx

Web: www.barcelona-metropolitan.com

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Apreciado anunciante,

Según nuestra conversación en la semana pasada...

Atentamente,

Maria Mruk-Mam
Sales executive

BARCELONA METROPOLITAN MAGAZINE
COSTA BRAVA RESIDENT Y
LAS GUÍAS TIME OUT

CREATIVE MEDIA GROUP S.L.

Enrique Granados, 48 - Entlo. 2ª
08008 Barcelona - España

Tel: (+34) 934 514 xxx

Fax: (+34) 934 516 xxx

Mob: (+34) 696 379 xxx

Web: www.barcelona-metropolitan.com

PP: Barcelona Metropolitan is The Magazine in English in Barcelona and surroundings, targeted at 120,000 foreigners every month. It's Barcelona's 'What's On' Magazine with a reputation unrivalled within the foreign resident community (for the resident expat community)

Apreciado anunciante,

Según nuestro conversación en la semana pasada

Atentamente,

Hazel Walker
Senior Account Executive

Barcelona Metropolitan
The City's Magazine in English

Enric Granados, 48 Entlo 2ª
08008 Barcelona

T (+34) 934 514 xxx
M (+34) 667 906 xxx
F (+34) 934 516 xxx

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Apreciado anunciante,

Según nuestro conversación en la semana pasada...

Atentamente,

Rainer Hobraeck
Sales Director

BARCELONA METROPOLITAN

COSTA BRAVA RESIDENT
TIME OUT GUIDE BARCELONA

Creative Media Group, S.L.
c/Enric Granados, 48, entlo.2ª
08008 Barcelona

Tel. + 34 93 451 44 xx
Fax. + 34 93 451 65 xx
Móvil. + 34 636 465 xxx
www.barcelona-metropolitan.com

PD: Barcelona Metropolitan is the magazine in English in Barcelona and surrounding areas, targeted at 120.000 foreigners every single month. It is Barcelona's English What's On magazine with a reputation that is unrivalled within the foreign resident community. (FOR THE RESIDENT EXPAT-COMMUNITY)

Costa Brava Resident: The monthly "Bible" for the expat community on the whole Costa Brava from Blanes, Lloret de Mar up to Roses. (FOR THE RESIDENT EXPAT-COMMUNITY)

Time Out: The most comprehensive, reliable and trusted tourist guide about Barcelona in English. (FOR THE TOURISTS)

Dear John,

.....

Kind Regards,

Hannah Pennell

Editor, Barcelona Metropolitan / Costa Brava Resident
Creative Media Group SL

Enric Granados 48 entlo 2*

08008 Barcelona

www.barcelona-metropolitan.com

Tel. +34 93 451 xxxxx

Fax +34 93 451 xxxxx

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Apreciado anunciante,

Según nuestra conversación en la semana pasada...

Atentamente,

[Veikko Jumppanen](mailto:Veikko.Jumppanen)

Sales and Marketing
Creative Media Group S.L.

veikko@creativemediagroup.es

Tel: +34 93 451 xxxxx

+34 62 212 xxxxx

Fax: +34 93 451 xxxxx

CREATIVE MEDIA GROUP S.L.
Enrique Granados, 48 - Entlo. 2ª
08008 Barcelona
España

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Apreciado Jaime,

Según nuestra conversación en la semana pasada...

Atentamente,

Carolina Rastrilla Gomez
 Coordinador

COSTA BRAVA RESIDENT
 Creative Media Group, S.L

Tel: (+34) 934 514 xxx
 Fax: (+34) 934 516 xxx
cbresident@creativemediagroup.es
sales@creativemediagroup.es

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Apreciada Montse,

Según nuestra conversación en la semana pasada...

Atentamente,

Cecilia Omedal
 Financial Manager

Creative Media Group S.L.
 C/Enric Granados 48, entlo. 2ª
 08008 Barcelona

Tel:+ 34 93 451 xxxxx
 Fax:+ 34 93 451 xxxxx
www.barcelona-metropolitan.com
www.catalunya-classified.com

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Dear Rainer

Según nuestro conversación en la semana pasada...

Un fuerte abrazo,

David Robinson
Graphic Designer - Diseñador Gráfico
BARCELONA METROPOLITAN MAGAZINE
 Tel: (+34) 93 451 XXXX
 Email: design@barcelona-metropolitan.com <<mailto:design@barcelona-metropolitan.com>>
 Web: <http://www.barcelona-metropolitan.com/>>

CREATIVE MEDIA GROUP S.L.
 Enrique Granados, 48 - **España**, 2ª
 08008 Barcelona
España

Apreciado Julio,

Según de la nuestra conversación de la semana pasada...

Atentamente,

Andrea Moreno
 Office Manager

Creative Media Group S.L.
 C/Enric Granados 48, entlo. 2ª
 08008 Barcelona
 Tel + 34 93 451 XXXX
 Fax + 34 93 451 XXXX
www.barcelona-metropolitan.com
www.catalunya-classified.com

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Dear Paula,

According to our conversation of last week..

Kind Regards,

Katy MacGregor
Barcelona Metropolitan
C/Eric Granados 48, entlo 2ª
08008 Barcelona
www.barcelona-metropolitan.com

Tel. +34 93 451 xxxx
Fax +34 93 323 xxxx



Advertiser survey

Please help us to improve our service and communication by answering the following questions:

General

1. What is your gender? Male Female
2. What is your age?

<input type="checkbox"/> 18-24 years	<input type="checkbox"/> 25-34 years
<input type="checkbox"/> 35-44 years	<input type="checkbox"/> 45-54 years
<input type="checkbox"/> 55-64 years	<input type="checkbox"/> over 65 years
3. In which of the following languages would you prefer we send our communication?
 - English
 - Spanish
 - Catalan
4. Which of the following would best describe your professional group?
 - Business owner/ self employed
 - Upper management
 - Lower management
 - Employee
 - Other, pls. state _____
5. What is the corresponding sector for your business? Please mark one of the boxes.

<input type="checkbox"/> Accommodation / Real Estate	<input type="checkbox"/> Home Services / Relocation
<input type="checkbox"/> Health	<input type="checkbox"/> Legal Practice
<input type="checkbox"/> Education	<input type="checkbox"/> Restaurants / Nightlife
<input type="checkbox"/> Employment	<input type="checkbox"/> Shopping
<input type="checkbox"/> Finance / Insurance	<input type="checkbox"/> Technology
<input type="checkbox"/> Beauty	<input type="checkbox"/> Other, pls. state _____
6. During your time as an advertiser in Barcelona Metropolitan, what has been your most frequent advert size?

<input type="checkbox"/> 1/16 of a page	<input type="checkbox"/> 1/8 of a page
<input type="checkbox"/> 1/4 of a page	<input type="checkbox"/> Footer
<input type="checkbox"/> 1/2 of a page	<input type="checkbox"/> Full page
7. Which of the following would best describe the total length of your advertising campaign/s with Barcelona Metropolitan?

<input type="checkbox"/> 6 months	<input type="checkbox"/> 12 months
<input type="checkbox"/> More than a year	<input type="checkbox"/> Other, pls. state _____
8. How many months will your current advertising campaign last with us? _____ months
9. Out of your yearly investment on advertising, what percentage of it represents the Barcelona Metropolitan magazine?

<input type="checkbox"/> Between 1% - 20%	<input type="checkbox"/> Between 21% - 40%
<input type="checkbox"/> Between 41% - 60%	<input type="checkbox"/> Between 61% - 80%
<input type="checkbox"/> Between 81% - 100%	



Advertiser survey

Advertising campaign

Please answer the following questions by marking the boxes according to their **importance** for your marketing campaign, options from 1 - 5 (1: lowest – 5: highest).

	LOW IMPORTANCE			HIGH IMPORTANCE	
	1	2	3	4	5
10. Service by the Sales representative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Service by the Accounts department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Service by the Design department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. The payment terms regarding your advertising campaign	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The design quality of your advert for achieving success in your advertising campaign	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The option to customise your advert free of charge at any time during your campaign	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Follow-up on the success of your advertising campaign	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The efficiency of Barcelona Metropolitan's distribution network	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The return on investment from advertising in Barcelona Metropolitan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The Barcelona Metropolitan magazine as a promotional tool for your business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The web site www.barcelona-metropolitan.com as a promotional tool for your business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. The ability of Barcelona Metropolitan to reach the target group of your advertising campaign	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please answer the following questions by marking the boxes according to your **satisfaction** in your marketing campaign, options from 1 - 5 (1: lowest – 5: highest).

	LOW SATISFACTION			HIGH SATISFACTION	
	1	2	3	4	5
22. Service by the Sales representative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Service by the Accounts department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Service by the Design department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. The payment terms regarding your advertising campaign	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. The design quality of your advert in Barcelona Metropolitan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. The option to customise your advert free of charge at any time during your ad campaign	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Follow-up on the success of your advertising campaign	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. The efficiency of Barcelona Metropolitan's distribution network	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. The return on investment from advertising in Barcelona Metropolitan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. The Barcelona Metropolitan magazine as a promotional tool for your business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. The web site www.barcelona-metropolitan.com as a promotional tool for your business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. The ability of Barcelona Metropolitan to reach the target group of your advertising campaign	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. How would you rate your overall satisfaction as an advertiser in Barcelona Metropolitan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Advertiser survey



35. How could our communication be improved towards you as an advertiser? All feedback is greatly appreciated:

Your contact details:

Name: _____ (optional) Company: _____ (optional)

All clients that include contact details will be entered into our free prize draw of dinner for two persons in the Angus Beef Restaurant.



Angus Beef is a relaxed, sophisticated restaurant with a creative menu. Although their speciality is top class Argentinian meats, they also offer fresh fish and seasonal dishes all made with the freshest market ingredients. The extensive wine list includes wines from Spain, Argentina, Chile, Uruguay and Germany.

Thank you for your prompt response!

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Creative Media Group, C/ Enric Granados, 48 Entlo, 2ª · 08008 Barcelona · Spain · Tel. +34 93 451 65 37
ads@barcelona-metropolitan.com · www.barcelona-metropolitan.com



Barcelona Metropolitan

Helping foreign residents make the most out of barcelona

Barcelona Metropolitan was founded in June 1996. Its mission was and still is, to open up Barcelona to all 120,000 English-speaking residents, who live and work in the city, and to provide a point of reference for all our readers.

Our over 250 advertisers help to meet our readers' day to day requirements. The success of our advertisers is due to the trust that our readers have in the magazine and to the effectiveness of communicating with potential clients in their own language.

1



Editorial contents

Varied and interesting articles written by professional English-speaking journalists resident in Barcelona.

A wide variety of useful information and advice for everyone from newcomers to long-term residents.

Compilation of the main cultural activities of the month in Barcelona.

2



Reader profile

The following information comes from the results of our reader survey, carried out in May and June, 2006.

35% British 18% from the US.

62% are educated to degree level or higher

38% have lived in Barcelona for longer than 3 years

73% are regular readers

91% have used the services of our advertisers

3



Distribution

Our free distribution network enables us to go directly to our readers. We have over 520 carefully chosen distribution points all over Barcelona and the surrounding area. Our mailing list of over 1000 magazines includes the members of several of Barcelona's most prominent foreign associations.

Barcelona Metropolitan can be found in:

- Consulates
- Chambers of commerce
- Cultural institutes
- International schools
- Foreign bookshops
- Foreign clubs and associations
- Original version cinemas
- Restaurants and pubs
- Internet cafés
- Business centres
- Language schools
- Multinationals

4

Included in the price

- ✦ Translation of your advertisement into English
- ✦ Graphic design service
- ✦ Inclusion in the Barcelona Metropolitan Web site
- ✦ Free link to your website

Advertising prices 2008

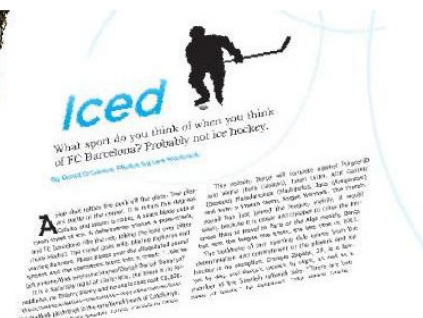
Main pages	Size	For 6 months € per month	For 12 months € per month
1 page	297 x 210mm	1.928,00	1.735,00
1/2 page	134 x 195mm	951,00	856,00
Foot of page	64 x 195mm	577,00	519,00
1/4 page	134 x 95mm	529,00	476,00
1/8 page	64 x 95mm	289,00	260,00
Double page	297 x 420mm	2.791,00	2.512,00
Back cover	297 x 210mm	2.480,00	2.232,00
Inside front cover	297 x 210mm	2.240,00	2.016,00
Inside back cover	297 x 210mm	2.102,00	1.892,00

Market place / Shopping / Food & Drink Directory / Job Vacancies

1 page	297 x 210mm	1.475,00	1.328,00
1/2 page	134 x 195mm	806,00	725,00
1/4 page	134 x 95mm	448,00	403,00
1/8 page	64 x 95mm	248,00	223,00
1/16 page	64 x 47mm	152,00	137,00

5

*Please note measurements are height by width *16% IVA not included



What they say about us

"..una publicación indispensable para todos los extranjeros de lengua inglesa que se encuentran en Barcelona"

El Mundo

"Una guía perfecta para extranjeros"

La Vanguardia

"La Biblia dels Guiris"

BTV

"Los 25,000 ejemplares de Metropolitan sobre todo crean comunidad"

La Vanguardia



6

www.barcelona-metropolitan.com

technical details

Frequency	Monthly
Distribution	Beginning of the month
Advertising closing date	15th of the month prior to publication
Language	English
Circulation	20,000 copies
Paper	90g (covers: 150g)
Size	A4 (210 mm x 297 mm)
Pages	68+
Cover price	Free



Enric Granados, 48 entlo. 2^a • 08008 Barcelona • Spain
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 ads@barcelona-metropolitan.com • www.barcelona-metropolitan.com



Communicate with your clients in their language

There are currently over 100,000 English-speaking foreigners residing in Barcelona. Among these are freelance professionals, executives, families, retired people and students. Some are here for a few months, some stay for several years, and others have decided to make Barcelona their permanent home. Many of these people don't speak any Spanish. All of them need information about what's on offer in Barcelona. *Barcelona Metropolitan* was founded in June 1996 to satisfy the needs of these people and to provide a link between them and companies that can offer them their services. The success of our advertisers is due to the trust our readers have in the magazine, to the effectiveness of communicating with potential clients in their own language, and to our free distribution network which ensures that the magazine reaches all those who need it. *Barcelona Metropolitan* is the only efficient way to reach this important market.

Contents

- varied and interesting articles, written by professional, English-speaking journalists resident in Barcelona.
- useful information and advice for people living abroad.
- compilation of the main cultural activities of the month in Barcelona.

Reader profile

- Foreign residents in Barcelona and outlying towns.
- Mostly British and Americans. Also, Australians, South Africans, Canadians, Dutch, Scandinavians, Germans and nationals of many other countries.
- Professionals, business people, executives, families, retired people and students.
- Mostly medium or long-term residents.

distribution

Thanks to our free distribution system, we are able to ensure that the magazine and our advertisers reach their target market directly and efficiently.

Direct mailing to over 1000 businesses and subscribers

- Members of the American, British and Dutch societies of Barcelona, the International Women's Network and the Costa Brava British society.
- 300 foreign companies in Barcelona; British, American, Japanese, Scandinavian, etc...
- Over 200 subscribers.

Distribution points

There are more than 160 distribution points in Barcelona and nearby towns. All of these points have been carefully chosen for the high percentage of foreigners that frequent them.

- Consulates
- Chambers of commerce
- Cultural institutes
- International schools
- Foreign bookshops
- Original version cinemas
- Hotels, restaurants and pubs
- Internet cafés
- Foreign clubs and associations
- Tourist information offices and Barcelona airport

Distribution coverage

Barcelona, Sitges, Castelldefels, Sant Cugat, Terrassa, Girona, Castelló d'Empúries, Tarragona, El Perelló

advertising prices

Main pages	Size	Euros
Double page	297 x 420mm	2,556
Back cover	297 x 210mm	2,271
Inside back cover	297 x 210mm	2,051
Inside front cover	297 x 210mm	1,953
Pages 3,4,5,7	297 x 210mm	1,766
1 Page	297 x 210mm	1,590
1/2 Page	136 x 195mm	870
Foot of page	64 x 195mm	529
1/4 Page	134 x 95mm	485
1/8 Page	64 x 95mm	265

Inserts: prices on request

Market place / Job vacancies

1 Page	297 x 210mm	1,350
1/2 Page	136 x 195mm	738
1/4 Page	134 x 95mm	410
1/8 Page	64 x 95mm	227
1/16 Page	64 x 47mm	139

* Prices per month, IVA not included (16%)

* Please note measurements are height by width

Included in the price

- Translation of your advertisement into English
- Graphic design service
- Inclusion on the Barcelona Metropolitan Web site and free link to your site

Client Care Plan procedures

Purpose of the client care plan

To guarantee an excellent level of service for every client, helping to maintain a long and fruitful relationship in which we are able to pre-empt and solve problems quickly. To continuously improve our service by learning from our clients' feedback. To ensure that the client feels cared for and valued by all levels of the company at all times.

Responsible for the carrying out of the plan

Sales Director

Carried out by

Sales Director, Account Executives and Sales Assistant

Send magazine

Purpose: To ensure that new advertisers receive their magazine quickly and in a personalised manner. To establish from day one that we value the client highly and that they can expect excellent care from us.

When: First day of the month

Responsible: Sales Assistant

Carry out a "busqueda según ejemplo" in Act! for each Account Executive, selecting the AE's name (Sales Person), "present client Metropolitan" (Status), and the relevant month (Month of signing), using the Contact Chart as reference.

Give list to each AE with compliment slips to be filled out for each client.

Collect compliment slips, attach to magazines, print labels and attach to envelopes and send (via post office, not Unipost)

Follow-up call 1

Purpose: To ensure that new advertisers are happy with their advertisements and have the opportunity to make corrections. To get corrections to Design quickly. To show the client that we value them and care about their campaign.

When: A week after sending magazine

Responsible: Account Executive

Using list given by Sales Assistant call each client. List should be kept visible on table top and client highlighted in yellow once called.

Follow-up call 2

Purpose: To pre-empt and solve any issues the client may have. To show the client that we value them and care about their campaign.

When: Third month of advertising.

Responsible: Sales Assistant and Account Executive

Sales Assistant. On day one of the month carry out a "busqueda según ejemplo" in Act! for each Account Executive, selecting the AE's name (Sales Person), "present client Metropolitan" (Status), and the relevant month (Month of signing), using the contact chart as reference.

Account Executive. Using list given by Sales Assistant call each client. List should be kept visible on table top and client highlighted in yellow once called.

Advertiser survey

Purpose: To get feedback from the client in order to help us improve. To show the client that we value them and care about their campaign.

When: Third month of advertising.

Responsible: Sales Assistant

Sales Assistant. On day one of the month carry out a "busqueda según ejemplo", selecting "present client Metropolitan" (Status), and the relevant month (Month of signing), using the contact chart as reference. Print labels.

Send the Advertiser Survey and accompanying letter and freepost envelope to all clients on the list. Send in A5 white envelopes.

Follow-up call 3

Purpose: To pre-empt and solve any issues the client may have. To show the client that we value them and care about their campaign.

When: Sixth month of advertising.

Responsible: Sales Assistant and Account Executive

Sales Assistant: On day one of the month carry out a "busqueda según ejemplo" in Act! for each Account Executive, selecting the AE's name (Sales Person), "present client Metropolitan" (Status), and the relevant month (Month of signing), using the contact chart as reference.

Account Executive: Using list given by Sales Assistant call each client. List should be kept visible on table top and client highlighted in yellow once called.

Follow-up call 4

Purpose: To pre-empt and solve any issues the client may have. To show the client that we value them and care about their campaign.

When: Ninth month of advertising.

Responsible: Sales Assistant and Account Executive

Sales Assistant. On day one of the month carry out a "busqueda según ejemplo" in Act! for each Account Executive, selecting the AE's name (Sales Person), "present client Metropolitan" (Status), and the relevant month (Month of signing), using the contact chart as reference.

Account Executive. Using list given by Sales Assistant call each client. List should be kept visible on table top and client highlighted in yellow once called.

Renewal call

Purpose: To contact the client for renewal of their advertisement.

When: Month prior to the last month of advertising.

Responsible: Account Executive and Sales Director

Sales Director. On day one of the month the Sales Director gives each AE the contracts to be renewed. Account Executive. The AE calls each client.

Newsletter

Purpose: To communicate company messages to the client. To provide an additional valuable service to the client. To show the client that we are at the centre of the foreign community in Barcelona.

When: Monthly

Responsible: Editorial Assistant and Sales Assistant

Editorial Assistant sends the newsletter to the Sales Assistant. The Sales Assistant then sends the newsletter by email to the current client list.



Nº Factura	
Nº Cliente	
Nº Orden	
N.I.F.	
Fecha	

Nº de inserciones	Descripción	Precio/ inserción	% Descuento	€ Importe

Vencimiento / Observaciones

Base imponible	
+IVA 16%	
Total	

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Creative News

Spring/Summer 2008

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- 2 Networking in Catalunya
Your News
Open for Business
Plus...



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Tailor-made for our clients

Creative Media Group is happy to announce the launch of Bespoke, its communications and design agency. Having worked for 13 years with the international business community in Barcelona, we decided that we could share the experience gathered during that time to offer a new and wide range of services. Through the work of our publications *Barcelona Metropolitan* and *Costa Brava Resident*, we have built up an extensive network of experienced and skilled professionals in the fields of design, copy writing, photography and printing. And companies working in Catalunya can now take advantage of these resources through Bespoke.

Bespoke is managed by a dynamic team, led by Hazel Walker and David Robinson. Before joining Creative Media Group, over five years ago, Hazel worked as an information researcher for an international advertising company in London. Her experience there and her years of working closely with *Barcelona Metropolitan* clients has taught her that building trust with clients through delivering on promises and providing excellent service at all times is always the priority.

David Robinson joined the Creative Media Group team three years ago as a designer and has since become the company's Creative Director. David's background in advertising agencies in the UK and in offering freelance solutions for many companies has served as a training ground for understanding exactly what the client wants. For David, the design process begins with the client's needs, and the client's input is absolutely essential in order to achieve excellent results.

The aim of Bespoke is to provide tailor-made solutions: the agency is entirely driven by the unique requirements of its clients, working on a project-by-project basis and offering a friendly, efficient service to achieve top-quality results and all in English. If you would like to know how Bespoke can help your business call Hazel Walker on 93 451 4486.

From strength to strength



We're delighted to announce that *Costa Brava Resident* increased in pages this month in order to accommodate new clients and more articles. Launched in 2005 to address the needs of the English-speaking community living on the Costa Brava, the magazine will be celebrating its third birthday this year. If you do not know *Costa Brava Resident* and would like to receive a copy, please just send your details to sales@creativemediagroup.es, and we'll post one to you.

Let us know your opinion



We are always looking for ways to improve the service we offer. For that reason *Barcelona Metropolitan* advertisers will find an advertiser survey with this newsletter. Please help us to improve by taking a few minutes to give us your feedback and ideas. Send your contact details and you'll be included in a prize draw for a dinner for two at Angus Restaurant. *Costa Brava Resident* advertisers will have their chance to give us their feedback very shortly.

Time Out Barcelona



As their representative in Barcelona, Creative Media Group is currently selling advertising space in the 2009 Time Out Guide to Barcelona, which is one of the most successful in Time Out's City Guide range. Written by resident English-speaking journalist, it offers in-depth knowledge of the city and is ideal for visitors who are looking to really get to know the city. The Barcelona guide is an excellent medium for local companies who would like to reach this market. If you would like to receive details of how you can advertise your business in the guide, contact Rainer Hobrack on 93 451 4486.

Networking Catalunya

Networking with other business people can be invaluable for getting your business known, finding new clients and expanding your local knowledge. Whether you're a native English speaker or just want to connect with the foreign business community, Barcelona offers plenty of opportunities.

Entrepreneurs Network Barcelona has been operating in Barcelona for over five years. The aim of the network is to provide an active platform for doing business in Catalunya. The members consist of foreign residents from all parts of the world as well as local Catalan and Spanish entrepreneurs. www.networkbarcelona.com

BNI Barcelona is a worldwide business network and offers a wide array of services for members, including opportunities to share ideas, contacts and business referrals. They have weekly meetings in Barcelona and elsewhere in Catalunya. www.bniespana.com

The British Chamber of Commerce has an extensive range of services to offer businesses in Catalunya. Among these are opportunities to meet up with other members at lunches, seminars and workshops. www.britishchamberspain.com

The American Society of Barcelona is for people of different nationalities who are interested in developing and maintaining business and social relationships in an international environment. www.amersoc.com

The Jove Cambre Internacional d'Empresaris offers a range of activities of interest to young leaders between the ages of 18 and 40. www.jciempresarisbarcelona.com

The Business Lunch is a lively, informal lunch session held periodically in Barcelona for English-speaking businessmen and women. www.thebizlunch.com

Your news

Mujer's first anniversary

The baby shop of Barcelona, Mujer, recently celebrated its first anniversary. Little guests were entertained by a storyteller and older guests got to listen to live jazz at the birthday party. Carders 28, Tel. 93 315 1531

New MBT store in the Born

Masai Barefoot Technology has opened up a new store in the Born. These healthy options for your feet can be now found in two stores in Barcelona.

Pg. del Born 26-28, Tel. 93 310 5427 and Aribau 275, Tel. 93 201 0289

Veg World has moved to Gràcia

The vegetarian restaurant Veg World has moved its premises to the heart of Gràcia. Now you can visit them by Plaça Joanic to try their vegetarian delicacies.

Bruniquer 26, Tel. 93 210 7056

Pilates Studio Australia's second year anniversary

Pilates Studio Australia celebrated its second birthday in fine form with a cocktail party on March 27th attended by about 60 people in their studio on Enric Granados at which they also launched their new web site. This year the business is embarking on a holistic approach to health by inviting guest practitioners to work within their studio.

Tel. 93 415 8687

Espai Gironès' third year anniversary

Espai Gironès shopping centre celebrated its third anniversary recently. During this time, the shopping centre has become an important reference point for shoppers in Salt, Girona and Sarrià. Access: Camí dels Carlins, n° 10 Salt (Girona). Access from Girona: AP-7, exit n° 7 (Girona-Sud).

Open for business



Name: Iain Hannay

Nationality: Scottish

Name of Business: Kite Frenzy

How long have you had your business in Barcelona?

I've had my business here for about three years now.

What are your general experiences of doing business in Barcelona and in Spain as a kite surfing equipment distributor?

Well, we started my import business from my home with just a couple of shelves of goods. As we got bigger we bought an old bakery in Barceloneta which we restored into an office and small warehouse. Within three years in business, we went on to having premises in three different places, growing in size every time. General experiences have been good, but being a foreigner it was quite difficult at the beginning. Once you've started doing business with Spanish people and understand their different ways of working, it becomes very easy. I think the Catalans have a more customer serviced way of working when compared to the Spanish, without generalising too much.

What have been the major challenges for your business during your time in Barcelona and in Spain?

There wasn't much information readily available in the starting phase of my business, also because I was too busy to look into it. The major issue for me in Spain was finding good people from different professional areas. I think that it's very important to find reliable people to work with and to stick with them.

Any words of advice for foreign entrepreneurs here in Barcelona?

Be different. Just do what you do as the best. Finish off every task right up to the end and just be different in trying to find a market, even if it's a market that already exists, just enter it from a different angle. Use advertising, and follow through your promises for your clients.

Plus +

Barcelona Activa

Whether you're just starting out or are an experienced business owner, Barcelona Activa, the local business development agency of Barcelona City Council, may have some useful services for you. Besides free advice, they offer a wide range of free training courses for entrepreneurs in topics such as finance, leadership and business management. See what they can do for you at www.barcelonactiva.cat.

Catalunya in numbers

Statistics released by the Barcelona City Council and the Centre of Demographic studies (CED), show that the foreign resident population of Catalunya in January 2007 reached 972,507 (with a total of 259,789 in Barcelona).

Barcelona remained in fourth place in a ranking of 33 top European cities in Cushman & Wakefield's 2007 annual survey of business cities. The top four places remained unchanged from the 2006 survey, with Barcelona coming after London, Paris and Frankfurt. Barcelona was rated first in Europe for quality of life. The first survey was carried out in 1990 and Barcelona took 11th place.

According to CIDEM (the Catalan investment agency), there are now over 3,000 foreign companies operating in Catalunya (out of 5,550 in Spain). They come from a variety of countries, as shown in the graph on the right.

Forty percent of these companies have been operating in the region for more than 10 years. Catalunya is home to 60 percent of all American companies based in Spain, 62 percent of French companies, 61 percent of German companies, 47 percent of UK companies, 54 percent of Italian and Belgian companies, and 70 percent of all Japanese companies.



Creative News

Primavera/Verano 2008

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Tailor-made for our clients

Creative Media Group tiene el placer de presentarle la creación de Bespoke, nuestra agencia de comunicación y diseño. Después de haber trabajado durante 13 años con la comunidad internacional en Barcelona, decidimos compartir la experiencia acumulada durante este tiempo para ofrecer una nueva y extensa línea de servicios. Gracias al trabajo de nuestras publicaciones, *Barcelona Metropolitan* y *Costa Brava Resident*, hemos reunido una extensa red de experimentados y cualificados profesionales en el campo del diseño, la redacción publicitaria, la fotografía y la impresión. Desde ahora, las empresas que operan en Barcelona ya pueden beneficiarse de las ventajas que les brinda Bespoke.

Bespoke está dirigida por un dinámico equipo, encabezado por Hazel Walker y David Robinson. Antes de formar parte de Creative Media Group, hace algo más de cinco años, Hazel trabajó como investigadora (information researcher) en una compañía internacional de publicidad en Londres. Su experiencia allí y el trabajo diario en *Barcelona Metropolitan* le ha enseñado que ganar la confianza de sus clientes, cumpliendo con los compromisos y ofreciendo un excelente servicio en todo momento es siempre prioritario.

David Robinson entró a formar parte del equipo de Creative Media Group como diseñador hace tres años, convirtiéndose después en el Director Creativo de la empresa. Su experiencia profesional en agencias de publicidad en el Reino Unido y sus servicios prestados a diferentes compañías como profesional independiente, le han servido para obtener la formación y conocimientos óptimos para dar respuesta al cliente. Para David, el proceso del diseño empieza con las necesidades del cliente y conocerlas bien es absolutamente esencial para lograr los resultados deseados.

El espíritu de la agencia es proveer soluciones a medida. Bespoke está totalmente encaminada a satisfacer las demandas del cliente. Trabajando en el proyecto paso a paso. Ofreciendo un servicio cordial y eficiente, para alcanzar así la máxima calidad en los resultados, y todo ello en inglés. Si usted desea conocer cómo Bespoke le puede ayudar en su negocio, contacte con Hazel Walker en el 93 451 44 86.

De éxito en éxito



Estamos encantados de comunicarles que *Costa Brava Resident* ha incrementado el número de páginas este mes, para incorporar nuevos clientes y añadir más artículos. Puesta en marcha en el 2005 y orientada a las necesidades de la comunidad de habla inglesa que vive en la Costa Brava, la revista celebrará su tercer aniversario este año. Si usted todavía no conoce *Costa Brava Resident* y desea recibir un ejemplar, por favor, remita sus datos personales a info@creativemediagroup.es y se lo enviaremos.

Háganos llegar su opinión



Siempre estamos buscando nuevas fórmulas para mejorar nuestro servicio. Por esta razón, los anunciantes de *Barcelona Metropolitan* encontrarán junto con esta carta una encuesta. Por favor, ayúdenos a mejorar, diciéndonos su opinión, sólo le pedimos unos minutos para rellenarla. Envíela con sus datos personales y participará en el sorteo de una cena para dos personas en el restaurante Angus beef. Los anunciantes de *Costa Brava Resident* tendrán su oportunidad para darnos su opinión dentro de muy poco tiempo.

Time Out Barcelona



Como su representante en Barcelona, Creative Media Group está vendiendo espacios publicitarios para la edición 2009 de la Guía Time Out de Barcelona. Esta guía es una de las más exitosas que tiene Time Out sobre ciudades. Escrita por redactores de habla inglesa que residen aquí, ofrece un conocimiento a fondo de la ciudad y es ideal para aquellos visitantes que quieren descubrir lo mejor de la ciudad. La guía de Barcelona es un medio excelente para las empresas locales que quieren llegar a este mercado. Si quiere recibir más información de cómo anunciar su establecimiento o negocio en esta guía, contacte con Rainer Hobrack en el 93 451 44 86

Networking Catalunya

El contacto con otras personas vinculadas al mundo de los negocios puede ser de gran ayuda para incrementar sus conocimientos profesionales, intercambiar experiencias, encontrar nuevos clientes o conocer mejor algunos aspectos locales relacionados con la cultura, costumbres, etc. Tanto si es usted nativo de habla inglesa o no Catalunya está llena de oportunidades.

Entrepreneurs Network Barcelona lleva más de cinco años en Barcelona. El objetivo de la red es el de proveer una plataforma donde hacer negocios en Catalunya. Entre los socios hay personas de todo el mundo además de emprendedores catalanes y españoles.
www.networkbarcelona.com

BNI Barcelona es una red de negocios mundial y ofrece una serie de servicios a nivel nacional para sus miembros. Un buen sitio para compartir ideas, contactos y negocios. Realizan reuniones semanales en Barcelona.
www.bniespana.com

The British Chamber of Commerce posee una variada oferta de servicios para las personas de negocios en Catalunya. Además, favorece encuentros con otros miembros, organizando conferencias, seminarios y comidas de negocios. www.britishchamberspain.com

The American Society of Barcelona se dirige al público de diferentes nacionalidades interesados en desarrollar y mantener nuevas relaciones sociales en un ambiente internacional y de los negocios.
www.amersoc.com

La Jove Cambre Internacional d'Empresaris ofrece una interesante oferta de actividades para jóvenes líderes entre 18 y 40 años.
www.jciempresarisbarcelona.com

The Business Lunch es una animada comida informal que se organiza periódicamente en Barcelona. Para hombres y mujeres de habla inglesa, relacionados con el mundo de los negocios. www.thebizlunch.com

Vuestras noticias

Primer aniversario de Mujer

La tienda del bebé de Barcelona, Mujer, celebró su primer aniversario el mes pasado. Los invitados pequeños fueron entretenidos por en relator de cuentos y los invitados más grandes pudieron disfrutar de jazz en vivo en la fiesta de cumpleaños.

Carders 28, Tel. 93 315 1531

Nueva tienda MBT en el Born

Masai Barefoot Technology ha abierto una nueva tienda en el Born. Estas opciones más saludables para los pies se encuentran ahora en dos tiendas en Barcelona.

Pg. del Born 26-28, Tel. 93 310 5427 y Aribau 275, Tel. 93 201 0289

Veg World ahora en Gràcia

El restaurante vegetariano, Veg World, se ha mudado al corazón de Gràcia. Ahora los puedes visitar cerca de Plaça Joanic para probar sus delicias vegetarianas.

Bruniquer 26, Tel. 93 210 7056

Segundo aniversario de Pilates Studio Australia

Pilates Studio Australia celebró su segundo cumpleaños en estilo con un cocktail el 27 de marzo al cual asistieron unas 60 personas en su estudio en Enric Granados. Lanzaron también su nueva página web. Este año el Pilates Studio Australia ofrecerá una visión holística de la salud, colaborando en su estudio con profesionales visitantes.

Tel. 93 415 8687

Tercer aniversario de Espai Gironés

El centro comercial Espai Gironés acaba de celebrar su tercer aniversario. Durante este tiempo, el centro comercial se ha convertido en un punto de referencia para ir de tiendas en Salt, Girona y Sarrià.

Acceso: Camí dels Carlins, nº 10 Salt (Girona). Acceso desde Girona: AP-7, salida nº 7 (Girona-Sud).

Open for business



Nombre: Iain Hannay

Nacionalidad: Escocés

Nombre del negocio: Kite Frenzy

¿Cuánto tiempo hace que abrió su negocio en Barcelona? Hace unos tres años.

¿Cuál ha sido su experiencia de emprender un negocio en Barcelona y en España como distribución de equipos de kite surfing?

Bueno, empecé mi negocio de importación en la habitación de mi propia casa, con un par de estanterías. Cuando crecimos, compramos una antigua panadería en la Barceloneta. Tuvimos que restaurarla y convertirla en una oficina con un pequeño almacén. En menos de tres años, cambiamos tres veces de local y en lugares diferentes. Cada

vez crecíamos más. Mi experiencia ha sido buena en general, pero siendo extranjero, el inicio fue bastante difícil. Cuando comienzas a hacer negocios con españoles y entiendes su forma diferente de trabajar, entonces empieza a ser fácil. Creo que los catalanes son más orientados hacia el cliente, comparados con el resto de los españoles, sin generalizar demasiado.

¿Cuál ha sido el mayor desafío para su negocio durante esta época en Barcelona y en España?

No encontraba mucha información relevante en la fase inicial de mi negocio, tal vez porque estaba muy ocupado en desarrollarlo. El principal reto para mí en España, fue encontrar buena gente en las diferentes áreas profesionales. Creo que colaborar en el trabajo con personas que te dan confianza, es lo más importante.

¿Algún consejo para los extranjeros que quieren emprender un negocio en Barcelona?

Sé diferente y hazlo lo mejor que puedas. Persigue tus objetivos hasta el final e intenta explorar otros mercados. Existen muchas oportunidades, sólo hay que entrar desde un ángulo diferente. Anúnciate y cumple siempre con tus compromisos hechos a los clientes.

Plus

Barcelona Activa

Barcelona Activa es una agencia del ayuntamiento de Barcelona para el desarrollo de nuevas iniciativas empresariales. Pone a su alcance todo un abanico de posibilidades, tanto si desea montar un negocio como si ya es un experto en dirigir un negocio. Ofrece asesoramiento gratuito, una amplia oferta de cursos para emprendedores, como finanzas, administración y dirección de empresas, marketing, etc. Para más información ver www.barcelonactiva.cat.

Catalunya en números

Según los estadísticos del Ayuntamiento de Barcelona y el Centro de Estudios Demográficos (CED) la población extranjera residente en Catalunya en Enero de 2007 alcanzó los 972.507 (de los cuales 259.789 residen en Barcelona).

En la encuesta anual de ciudades de negocios realizada por Cushman & Wakefield en 2007, Barcelona sigue en cuarto lugar en un ranking de 33 ciudades. Los primeros cuatro lugares quedaron iguales que en la encuesta del 2006. Barcelona sigue a Londres, París y Frankfurt. Barcelona fue votada primera en Europa por calidad de vida. La primera encuesta fue realizada en 1990 y Barcelona quedó en undécimo lugar.

Según CIDEM (la agencia de inversión en Catalunya) hay más de 3.000 empresas extranjeras operando en Catalunya (sobre un total de 5.550 en España). Vienen de una variedad de países, como se ve en el gráfico a la derecha. Cuarenta por ciento de estas empresas llevan más de 10 años operando en la región. Se encuentran en Catalunya el sesenta por ciento de todas las empresas americanas en España, el 62 por ciento de las empresas francesas, el 61 por ciento de las empresas alemanas, el 47 por ciento de las empresas del Reino Unido, el 54 por ciento de las empresas italianas y belgas y el 70 por ciento de las empresas japonesas.



Client follow-up system - Barcelona Metropolitan clients

Duties of the Sales Assistant - 6 month contracts

Procedure	Description	Time frame / 6 month contract	Person responsible	Consultation	Purpose	During months 1 - 2
1. Magazine	To ensure new advertiser receive the magazine promptly and in a personalised manner	1st week after publishing	Sales Assistant	ACT	To ensure clients receive the magazine just after publishing date, with a personalized letter to reinforce the purchase decision and brand promise.	
2. Email	Info of the services included to the advertising campaign to reinforce purchase decision. Extra focus on informative issues such as advert customization deadlines and the Barcelona Metropolitan distribution network. Description of readership, coverage, and satisfaction of long-term clientele. Information about the newsletter.	1st month	Sales Assistant	ACT, material database	To ensure clients are aware of the full array of services offered. Additionally, stress is put on informing about the distribution network, advert customization deadlines and the possibility to contact readers and other businesses in Barcelona by sending news bits to the newsletter team.	
3. Email	Informing the client that their advert has been put up to the web pages. Included with a direct link to the web page. Possible consultation or changes directly with the Sales Assistant.	1st month	Sales Assistant	ACT	To ensure that the clients are aware of the online advert as an incremental part of their advertising campaign.	
						During months 3 4
4. Email	Email with information how many clicks the online advert has had during the campaign	4th month	Sales Assistant	ACT, Web-support team	To inform the client on the success of their online advertisement click-through rates along with the BM website click-through rates. If click rate does not exceed agreed levels, email should not be sent.	
5. Email	Reminder their campaign is about to finish, statement that they will be contacted shortly within a month's time. Description of readership, coverage, and satisfaction of long-term clientele.	5th month	Sales Assistant	ACT	To prepare the client for a contract renewal negotiations. Reinforcing the brand.	During months 5 6
6. Email	Email with a link to the online advertiser survey	6th month	Sales Assistant	ACT	To gather information of clients to be transformed into customer knowledge. Knowledge attained to be used in developing material for emails with number 2 and 5.	
7. Email	Sending the quarterly newsletter	Every three months	Sales assistant	ACT, newsletter team	To publish positive product and organisation related information to clientele, readers and other stakeholders.	

Duties of the Sales Representative - 6 month contracts

Procedure	Description	Time frame / 6 month contract	Person responsible	Consultation	Purpose	During months 1 - 2
1. Follow-up call	Calling the advertiser	1st week after magazines are sent	Sales Representative	ACT, Sales Assistant	To ensure that new advertisers are pleased with their advertisements. Reinforce purchase decision and to present customization possibilities.	
2. Follow-up call	Calling the advertiser	2nd month	Sales Representative	ACT, Sales Assistant	To pre-empt and solve any issues clients may have.	
3. Follow-up call	Calling the advertiser	3rd month	Sales Representative	ACT, Sales Assistant	To pre-empt and solve any issues clients may have.	During months 3 - 4
4. Follow-up call	Calling the advertiser	4th month	Sales Representative	ACT, Sales Assistant	To pre-empt and solve any issues clients may have. Mention about advertiser survey.	
						During months 5 - 6
5. Renewal call	Calling the advertiser for renewal	6th month	Sales Representative	ACT	To contact the client for the renewal of the advertisement.	

Duties of the Sales Assistant - 12 month contracts

Procedure	Description	Time frame / 12 month contract	Person responsible	Consultation	Purpose	During months 1 - 3
1. Magazine	To ensure new advertiser receive the magazine promptly and in a personalised manner	1st week after publishing	Sales Assistant	ACT	To ensure clients receive the magazine just after publishing date, with a personalized letter to reinforce the purchase decision and brand promise	
2. Email	Info of the services included to the advertising campaign to reinforce purchase decision. Extra focus on informative issues such as advert customization deadlines and the Barcelona Metropolitan distribution network. Description of readership, coverage, and satisfaction of long-term clientele. Information about the newsletter.	1st month	Sales Assistant	ACT, material database	To ensure clients are aware of the full array of services offered. Additionally, stress is put on informing about the distribution network, advert customization deadlines and the possibility to contact readers and other businesses in Barcelona by sending news bits to the newsletter team.	
3. Email	Informing the client that their advert has been put up to the web pages. Included with a direct link to the web page. Possible consultation or changes directly with the Sales Assistant.	1st month	Sales Assistant	ACT	To ensure that the clients are aware of the online advert as an incremental part of their advertising campaign.	
4. Email	Email with information how many clicks the online advert has had during the campaign	6th month	Sales Assistant	ACT, Web-support team	To inform the client on the success of their online advertisement click-through rates along with the BM website click-through rates. If click rate does not exceed agreed levels, email should not be sent.	During months 4 - 9
5. Email	Reminder their campaign is about to finish, statement that they will be contacted shortly. Description of readership, coverage, and satisfaction of long-term clientele.	11th month	Sales Assistant	ACT	To prepare the client for a contract renewal negotiations. Reinforcing the brand.	During months 10 - 12
6. Email	Email with a link to the online advertiser survey	12th month	Sales Assistant	ACT	To gather information of clients to be transformed into customer knowledge. Knowledge attained to be used in developing material for emails with number 2 and 5.	
7. Email	Sending the quarterly newsletter	Every three months	Sales assistant	ACT, newsletter team	To publish positive product and organisation related information to clientele, readers and other stakeholders.	

Duties of the Sales Representative - 12 month contracts

Procedure	Description	Time frame / 12 month contract	Person responsible	Consultation	Purpose	During months 1 - 3
1. Follow-up call	Calling the advertiser	1st week after magazines are sent	Sales Representative	ACT, Sales Assistant	To ensure that new advertisers are pleased with their advertisements. Reinforce purchase decision and to portray customization possibilities.	
2. Follow-up call	Calling the advertiser	3rd month	Sales Representative	ACT, Sales Assistant	To pre-empt and solve any issues clients may have.	
3. Follow-up call	Calling the advertiser	6th month	Sales Representative	ACT, Sales Assistant	To pre-empt and solve any issues clients may have.	During months 4 - 9
4. Follow-up call	Calling the advertiser	9th month	Sales Representative	ACT, Sales Assistant	To pre-empt and solve any issues clients may have. Mention about advertiser survey.	
						During months 10 - 12
5. Renewal call	Calling the advertiser for renewal	12th month	Sales Representative	ACT	To contact the client for the renewal of the advertisement.	

Spearman's correlation

		Sex	Age	Language	Professional Group	Market sector	Advert size	Length of the advertisement campaign
Spearman's rho Sex	Correlation Coefficient	1,000	-0,337	0,171	0,293	-0,150	0,118	0,172
	Sig. (2-tailed)		0,069	0,374	0,116	0,430	0,533	0,363
	N	30	30	29	30	30	30	30
Age	Correlation Coefficient	-0,337	1,000	-0,227	-0,492	-0,136	-0,181	0,254
	Sig. (2-tailed)	0,069		0,236	0,006	0,474	0,338	0,176
	N	30	30	29	30	30	30	30
Language	Correlation Coefficient	0,171	-0,227	1,000	0,481	0,192	0,046	-0,088
	Sig. (2-tailed)	0,374	0,236		0,008	0,319	0,813	0,651
	N	29	29	29	29	29	29	29
Professional Group	Correlation Coefficient	0,293	-0,492	0,481	1,000	0,191	0,329	-0,343
	Sig. (2-tailed)	0,116	0,006	0,008		0,311	0,076	0,064
	N	30	30	29	30	30	30	30
Market sector	Correlation Coefficient	-0,150	-0,136	0,192	0,191	1,000	0,214	-0,235
	Sig. (2-tailed)	0,430	0,474	0,319	0,311		0,256	0,210
	N	30	30	29	30	30	30	30
Advert size	Correlation Coefficient	0,118	-0,181	0,046	0,329	0,214	1,000	-0,248
	Sig. (2-tailed)	0,533	0,338	0,813	0,076	0,256		0,186
	N	30	30	29	30	30	30	30
Length of the advertisement campaign	Correlation Coefficient	0,172	0,254	-0,088	-0,343	-0,235	-0,248	1,000
	Sig. (2-tailed)	0,363	0,176	0,651	0,064	0,210	0,186	
	N	30	30	29	30	30	30	30
Percentage of yearly investment	Correlation Coefficient	-0,073	0,599	-0,356	-0,648	-0,329	-0,139	0,497
	Sig. (2-tailed)	0,705	0,001	0,063	0,000	0,081	0,472	0,006
	N	29	29	28	29	29	29	29
Importance of service by Sales Representative	Correlation Coefficient	0,019	0,061	0,137	-0,057	-0,183	-0,327	0,136
	Sig. (2-tailed)	0,923	0,754	0,486	0,770	0,343	0,083	0,482
	N	29	29	28	29	29	29	29
Importance of service by Accounts	Correlation Coefficient	0,010	-0,041	0,174	-0,046	-0,161	-0,143	0,156
	Sig. (2-tailed)	0,960	0,834	0,375	0,814	0,404	0,460	0,419
	N	29	29	28	29	29	29	29
Importance of service by Design	Correlation Coefficient	0,320	0,037	0,019	0,015	-0,008	0,103	0,030
	Sig. (2-tailed)	0,091	0,848	0,925	0,938	0,967	0,596	0,877
	N	29	29	28	29	29	29	29
Importance of Payment terms	Correlation Coefficient	0,151	0,041	-0,306	-0,190	-0,196	-0,133	0,102
	Sig. (2-tailed)	0,434	0,831	0,113	0,323	0,307	0,491	0,598
	N	29	29	28	29	29	29	29
Importance of Design quality	Correlation Coefficient	0,278	-0,078	0,120	-0,001	0,251	0,027	0,183
	Sig. (2-tailed)	0,137	0,682	0,534	0,994	0,181	0,885	0,334
	N	30	30	29	30	30	30	30
Importance of customization possibilities	Correlation Coefficient	0,237	-0,165	-0,337	-0,070	0,306	0,207	0,199
	Sig. (2-tailed)	0,217	0,392	0,079	0,719	0,106	0,280	0,301
	N	29	29	28	29	29	29	29
Importance of follow-up on advertisement campaign	Correlation Coefficient	0,134	-0,351	0,108	0,261	-0,058	0,327	-0,111
	Sig. (2-tailed)	0,481	0,057	0,577	0,164	0,760	0,078	0,558
	N	30	30	29	30	30	30	30
Importance of efficiency of the distribution network	Correlation Coefficient	0,182	-0,437	-0,031	0,130	0,292	-0,203	0,064
	Sig. (2-tailed)	0,345	0,018	0,874	0,503	0,124	0,291	0,743
	N	29	29	28	29	29	29	29
Importance of return of investment	Correlation Coefficient	0,013	-0,356	0,012	-0,025	0,096	0,271	-0,147
	Sig. (2-tailed)	0,945	0,053	0,952	0,896	0,614	0,148	0,440
	N	30	30	29	30	30	30	30
Importance of magazine as a promotional tool	Correlation Coefficient	0,436	-0,146	-0,189	-0,025	-0,064	0,112	0,079
	Sig. (2-tailed)	0,016	0,440	0,325	0,897	0,736	0,557	0,678
	N	30	30	29	30	30	30	30
Importance of web site as a promotional tool	Correlation Coefficient	0,499	-0,354	0,005	0,168	-0,024	0,180	0,116
	Sig. (2-tailed)	0,006	0,059	0,980	0,385	0,903	0,350	0,547
	N	29	29	28	29	29	29	29
Importance of the ability to reach the target group	Correlation Coefficient	0,430	-0,352	0,175	0,293	-0,181	0,156	-0,087
	Sig. (2-tailed)	0,018	0,056	0,364	0,116	0,338	0,411	0,649
	N	30	30	29	30	30	30	30
Satisfaction of service by Sales representative	Correlation Coefficient	0,298	0,011	-0,110	-0,256	-0,037	-0,253	0,559
	Sig. (2-tailed)	0,124	0,956	0,586	0,189	0,853	0,194	0,002
	N	28	28	27	28	28	28	28
Satisfaction of service by Accounts	Correlation Coefficient	0,187	-0,029	-0,011	-0,201	0,082	-0,239	0,599
	Sig. (2-tailed)	0,361	0,887	0,959	0,324	0,691	0,241	0,001
	N	26	26	25	26	26	26	26
Satisfaction of service by Design	Correlation Coefficient	0,182	0,120	-0,100	-0,164	0,287	-0,192	0,325
	Sig. (2-tailed)	0,374	0,561	0,633	0,423	0,155	0,347	0,105
	N	26	26	25	26	26	26	26
Satisfaction of payment terms	Correlation Coefficient	0,582	-0,117	0,010	0,054	-0,131	-0,122	0,317
	Sig. (2-tailed)	0,001	0,546	0,962	0,783	0,497	0,528	0,094
	N	29	29	28	29	29	29	29
Satisfaction to design quality	Correlation Coefficient	0,254	-0,279	-0,091	0,292	0,010	-0,017	0,209
	Sig. (2-tailed)	0,192	0,151	0,652	0,131	0,959	0,932	0,287
	N	28	28	27	28	28	28	28
Satisfaction to customization possibilities	Correlation Coefficient	-0,168	-0,149	-0,166	0,080	0,285	0,172	0,023
	Sig. (2-tailed)	0,412	0,468	0,428	0,699	0,158	0,400	0,911
	N	26	26	25	26	26	26	26
Satisfaction to follow-up on advertisement campaign	Correlation Coefficient	0,315	-0,153	-0,107	0,274	-0,075	-0,022	-0,042
	Sig. (2-tailed)	0,096	0,427	0,587	0,150	0,698	0,908	0,829
	N	29	29	28	29	29	29	29
Satisfaction to efficiency of the distribution network	Correlation Coefficient	0,034	-0,294	-0,227	0,097	0,210	0,239	-0,140
	Sig. (2-tailed)	0,862	0,129	0,255	0,625	0,282	0,220	0,477
	N	28	28	27	28	28	28	28
Satisfaction return of investment	Correlation Coefficient	0,066	-0,299	-0,357	-0,006	0,128	0,025	0,174
	Sig. (2-tailed)	0,733	0,115	0,062	0,977	0,508	0,899	0,365
	N	29	29	28	29	29	29	29
Satisfaction of magazine as a promotional tool	Correlation Coefficient	0,323	-0,051	-0,286	-0,021	-0,112	-0,055	0,076
	Sig. (2-tailed)	0,087	0,792	0,139	0,915	0,561	0,775	0,695
	N	29	29	28	29	29	29	29
Satisfaction of web site as a promotional tool	Correlation Coefficient	0,480	-0,140	-0,173	0,125	0,056	0,025	0,099
	Sig. (2-tailed)	0,008	0,470	0,378	0,518	0,773	0,899	0,608
	N	29	29	28	29	29	29	29
Satisfaction of the ability to reach the target group	Correlation Coefficient	0,329	-0,418	-0,153	0,380	0,116	0,448	0,052
	Sig. (2-tailed)	0,088	0,027	0,445	0,046	0,556	0,017	0,793
	N	28	28	27	28	28	28	28
Overall satisfaction	Correlation Coefficient	0,329	-0,130	-0,310	0,148	0,016	0,033	0,416
	Sig. (2-tailed)	0,081	0,501	0,109	0,444	0,934	0,865	0,025
	N	29	29	28	29	29	29	29

Percentage of yearly investment	Importance of service by Sales Representative	Importance of service by Accounts	Importance of service by Design	Importance of Payment terms	Importance of Design quality	Importance of customization possibilities
-0,073	0,019	0,010	0,320	0,151	0,278	0,237
0,705	0,923	0,960	0,091	0,434	0,137	0,217
29	29	29	29	29	30	29
0,599	0,061	-0,041	0,037	0,041	-0,078	-0,165
0,001	0,754	0,834	0,848	0,831	0,682	0,392
29	29	29	29	29	30	29
-0,356	0,137	0,174	0,019	-0,306	0,120	-0,337
0,063	0,486	0,375	0,925	0,113	0,534	0,079
28	28	28	28	28	29	28
-0,648	-0,057	-0,046	0,015	-0,190	-0,001	-0,070
0,000	0,770	0,814	0,938	0,323	0,994	0,719
29	29	29	29	29	30	29
-0,329	-0,183	-0,161	-0,008	-0,196	0,251	0,306
0,081	0,343	0,404	0,967	0,307	0,181	0,106
29	29	29	29	29	30	29
-0,139	-0,327	-0,143	0,103	-0,133	0,027	0,207
0,472	0,083	0,460	0,596	0,491	0,885	0,280
29	29	29	29	29	30	29
0,497	0,136	0,156	0,030	0,102	0,183	0,199
0,006	0,482	0,419	0,877	0,598	0,334	0,301
29	29	29	29	29	30	29
1,000	0,176	0,206	0,191	0,195	-0,046	-0,088
29	0,370	0,293	0,330	0,319	0,811	0,655
29	28	28	28	28	29	28
0,176	1,000	0,429	0,137	-0,278	-0,036	-0,427
0,370		0,020	0,478	0,152	0,855	0,023
28	29	29	29	28	29	28
0,206	0,429	1,000	-0,012	0,467	-0,195	-0,309
0,293	0,020	0,020	0,949	0,012	0,310	0,110
28	29	29	29	28	29	28
0,191	0,137	-0,012	1,000	0,133	0,361	0,239
0,330	0,478	0,949		0,499	0,054	0,220
28	29	29	29	28	29	28
0,195	-0,278	0,467	0,133	1,000	-0,140	0,115
0,319	0,152	0,012	0,499		0,468	0,560
28	28	28	28	29	29	28
-0,046	-0,036	-0,195	0,361	-0,140	1,000	0,408
0,811	0,855	0,310	0,054	0,468		0,028
29	29	29	29	29	30	29
-0,088	-0,427	-0,309	0,239	0,115	0,408	1,000
0,655	0,023	0,023	0,220	0,560	0,028	
28	28	28	28	28	29	29
-0,258	0,053	-0,068	0,216	-0,285	0,287	0,338
0,177	0,785	0,725	0,259	0,133	0,124	0,073
29	29	29	29	29	29	29
-0,186	0,066	-0,045	0,186	-0,029	0,035	0,448
0,343	0,740	0,822	0,344	0,883	0,859	0,017
28	28	28	28	28	28	28
-0,021	-0,156	-0,032	0,036	0,007	0,148	0,213
0,913	0,419	0,868	0,853	0,971	0,436	0,267
29	29	29	29	29	30	29
0,247	-0,276	0,190	0,162	0,579	0,258	0,215
0,196	0,147	0,325	0,402	0,001	0,169	0,263
29	29	29	29	29	30	29
-0,073	-0,044	0,215	0,100	0,405	0,227	0,142
0,713	0,824	0,272	0,613	0,033	0,237	0,471
28	28	28	28	28	28	28
-0,091	-0,029	0,132	0,276	0,166	0,294	-0,103
0,639	0,882	0,496	0,147	0,390	0,114	0,593
29	29	29	29	29	30	29
0,396	0,465	0,225	0,352	0,078	0,241	0,229
0,041	0,013	0,249	0,066	0,700	0,217	0,241
27	28	28	28	27	28	28
0,324	0,346	0,179	0,086	-0,001	0,231	0,225
0,114	0,083	0,380	0,676	0,995	0,257	0,269
25	26	26	26	25	26	26
0,206	0,130	-0,178	0,308	-0,018	0,561	0,477
0,323	0,525	0,385	0,126	0,932	0,003	0,014
25	26	26	26	25	26	26
0,062	0,144	0,184	0,241	0,355	0,307	0,331
0,756	0,464	0,350	0,216	0,064	0,105	0,079
28	28	28	28	28	29	29
-0,403	-0,183	-0,206	0,111	0,015	0,180	0,422
0,037	0,362	0,303	0,580	0,939	0,360	0,025
27	27	27	27	27	28	28
-0,219	-0,600	-0,341	0,016	0,182	0,112	0,637
0,292	0,002	0,095	0,940	0,384	0,587	0,000
25	25	25	25	25	25	26
-0,040	-0,072	0,078	0,178	0,225	0,139	0,104
0,838	0,717	0,694	0,365	0,250	0,473	0,590
28	28	28	28	28	28	29
-0,270	-0,308	-0,296	0,163	0,022	-0,085	0,286
0,174	0,119	0,134	0,417	0,912	0,666	0,139
27	27	27	27	27	28	28
-0,015	-0,324	0,022	-0,086	0,361	-0,071	0,203
0,938	0,093	0,912	0,662	0,059	0,714	0,292
28	28	28	28	28	29	29
0,071	-0,270	-0,067	0,339	0,539	0,257	0,179
0,719	0,164	0,735	0,078	0,003	0,178	0,353
28	28	28	28	28	29	29
-0,126	-0,116	0,119	0,199	0,515	0,183	0,099
0,522	0,557	0,545	0,311	0,005	0,343	0,611
28	28	28	28	28	29	29
-0,221	-0,421	-0,064	0,206	0,208	0,037	0,319
0,269	0,029	0,029	0,303	0,299	0,851	0,098
27	27	27	27	27	28	28
0,010	-0,194	0,122	-0,020	0,372	0,070	0,338
0,960	0,323	0,535	0,920	0,051	0,717	0,073
28	28	28	28	28	29	29

Correlations						
Importance of follow-up on advertisement campaign	Importance of efficiency of the distribution network	Importance of return of investment	Importance of magazine as a promotional tool	Importance of web site as a promotional tool	Importance of the ability to reach the target group	
0,134	0,182	0,013	0,436	0,499	0,430	
0,481	0,345	0,945	0,016	0,006	0,018	
30	29	30	30	29	30	
-0,351	-0,437	-0,356	-0,146	-0,354	-0,352	
0,057	0,018	0,053	0,440	0,059	0,056	
30	29	30	30	29	30	
0,108	-0,031	0,012	-0,189	0,005	0,175	
0,577	0,874	0,952	0,325	0,980	0,364	
29	28	29	29	28	29	
0,261	0,130	-0,025	-0,025	0,168	0,293	
0,164	0,503	0,896	0,897	0,385	0,116	
30	29	30	30	29	30	
-0,058	0,292	0,096	-0,064	-0,024	-0,181	
0,760	0,124	0,614	0,736	0,903	0,338	
30	29	30	30	29	30	
0,327	-0,203	0,271	0,112	0,180	0,156	
0,078	0,291	0,148	0,557	0,350	0,411	
30	29	30	30	29	30	
-0,111	0,064	-0,147	0,079	0,116	-0,087	
0,558	0,743	0,440	0,678	0,547	0,649	
30	29	30	30	29	30	
-0,258	-0,186	-0,021	0,247	-0,073	-0,091	
0,177	0,343	0,913	0,196	0,713	0,639	
29	28	29	28	28	29	
0,053	0,066	-0,156	-0,276	-0,044	-0,029	
0,785	0,740	0,419	0,147	0,824	0,882	
29	28	29	29	28	29	
-0,068	-0,045	-0,032	0,190	0,215	0,132	
0,725	0,822	0,868	0,325	0,272	0,496	
29	28	29	29	28	29	
0,216	0,186	0,036	0,162	0,100	0,276	
0,259	0,344	0,853	0,402	0,613	0,147	
29	28	29	29	28	29	
-0,285	-0,029	0,007	0,579	0,405	0,166	
0,133	0,883	0,971	0,001	0,033	0,390	
29	28	29	29	28	29	
0,287	0,035	0,148	0,258	0,227	0,294	
0,124	0,859	0,436	0,169	0,237	0,114	
30	29	30	30	29	30	
0,338	0,448	0,213	0,215	0,142	-0,103	
0,073	0,017	0,267	0,263	0,471	0,593	
29	28	29	29	28	29	
1,000	0,225	0,405	-0,071	0,036	0,261	
30	0,241	0,026	0,709	0,852	0,164	
0,225	29	30	30	29	30	
0,241	1,000	0,444	0,211	0,265	0,113	
29	29	0,016	0,272	0,173	0,558	
0,405	0,444	1,000	0,462	0,236	0,365	
0,026	0,016		0,010	0,219	0,047	
30	29	30	30	29	30	
-0,071	0,211	0,462	1,000	0,628	0,515	
0,709	0,272	0,010		0,000	0,004	
30	29	30	30	29	30	
0,036	0,265	0,236	0,628	1,000	0,541	
0,852	0,173	0,219	0,000	0,000	0,002	
29	28	29	29	29	29	
0,261	0,113	0,365	0,515	0,541	1,000	
0,164	0,558	0,047	0,004	0,002		
30	29	30	30	29	30	
0,067	0,382	0,254	0,146	0,081	0,062	
0,735	0,049	0,192	0,460	0,687	0,753	
28	27	28	28	27	28	
-0,107	0,311	0,212	0,099	0,240	0,070	
0,603	0,122	0,299	0,631	0,249	0,736	
26	26	26	26	25	26	
-0,033	0,300	0,033	0,286	0,286	0,005	
0,872	0,145	0,871	0,156	0,166	0,979	
26	25	26	26	25	26	
0,009	0,191	0,082	0,460	0,531	0,360	
0,962	0,329	0,674	0,012	0,004	0,055	
29	28	29	29	28	29	
0,117	0,512	0,125	0,259	0,485	0,256	
0,555	0,006	0,528	0,184	0,010	0,189	
28	27	28	28	27	28	
0,059	0,338	0,228	0,080	0,096	-0,145	
0,774	0,099	0,262	0,697	0,647	0,479	
26	25	26	26	25	26	
0,128	0,091	0,030	0,479	0,386	0,364	
0,507	0,644	0,879	0,009	0,043	0,052	
29	28	29	29	28	29	
-0,037	0,255	0,311	0,140	0,064	-0,003	
0,853	0,200	0,107	0,478	0,752	0,988	
28	27	28	28	27	28	
-0,344	0,250	0,146	0,504	0,324	0,127	
0,068	0,200	0,451	0,005	0,092	0,511	
29	28	29	29	28	29	
-0,179	0,024	0,030	0,602	0,389	0,224	
0,352	0,905	0,879	0,001	0,041	0,242	
29	28	29	29	28	29	
-0,236	-0,041	-0,108	0,500	0,565	0,207	
0,218	0,834	0,578	0,006	0,002	0,280	
29	28	29	29	28	29	
-0,016	0,152	0,070	0,375	0,359	0,377	
0,934	0,450	0,724	0,049	0,066	0,048	
28	27	28	28	27	28	
-0,281	0,234	-0,021	0,505	0,467	0,294	
0,140	0,230	0,914	0,005	0,012	0,122	
29	28	29	29	28	29	

Satisfaction of service by Sales representative	Satisfaction of service by Accounts	Satisfaction of service by Design	Satisfaction of payment terms	Satisfaction to design quality	Satisfaction to customization possibilities	Satisfaction to follow-up on advertisement campaign
0,298	0,187	0,182	0,582	0,254	-0,168	0,315
0,124	0,361	0,374	0,001	0,192	0,412	0,096
28	26	26	29	28	26	29
0,011	-0,029	0,120	-0,117	-0,279	-0,149	-0,153
0,956	0,887	0,561	0,546	0,151	0,468	0,427
28	26	26	29	28	26	29
-0,110	-0,011	-0,100	0,010	-0,091	-0,166	-0,107
0,586	0,959	0,633	0,962	0,652	0,428	0,587
27	25	25	28	27	25	28
-0,256	-0,201	-0,164	0,054	0,292	0,080	0,274
0,189	0,324	0,423	0,783	0,131	0,699	0,150
28	26	26	29	28	26	29
-0,037	0,082	0,287	-0,131	0,010	0,285	-0,075
0,853	0,691	0,155	0,497	0,959	0,158	0,698
28	26	26	29	28	26	29
-0,253	-0,239	-0,192	-0,122	-0,017	0,172	-0,022
0,194	0,241	0,347	0,528	0,932	0,400	0,908
28	26	26	29	28	26	29
0,559	0,599	0,325	0,317	0,209	0,023	-0,042
0,002	0,001	0,105	0,094	0,287	0,911	0,829
28	26	26	29	28	26	29
0,396	0,324	0,206	0,062	-0,403	-0,219	-0,040
0,041	0,114	0,323	0,756	0,037	0,292	0,838
27	25	25	28	27	25	28
0,465	0,346	0,130	0,144	-0,183	-0,600	-0,072
0,013	0,083	0,525	0,464	0,362	0,002	0,717
28	26	26	28	27	25	28
0,225	0,179	-0,178	0,184	-0,206	-0,341	0,078
0,249	0,380	0,385	0,350	0,303	0,095	0,694
28	26	26	28	27	25	28
0,352	0,086	0,308	0,241	0,111	0,016	0,178
0,066	0,676	0,126	0,216	0,580	0,940	0,365
28	26	26	28	27	25	28
0,078	-0,001	-0,018	0,355	0,015	0,182	0,225
0,700	0,995	0,932	0,064	0,939	0,384	0,250
27	25	25	28	27	25	28
0,241	0,231	0,561	0,307	0,180	0,112	0,139
0,217	0,257	0,003	0,105	0,360	0,587	0,473
28	26	26	29	28	26	29
0,229	0,225	0,477	0,331	0,422	0,637	0,104
0,241	0,269	0,014	0,079	0,025	0,000	0,590
28	26	26	29	28	26	29
0,067	-0,107	-0,033	0,009	0,117	0,059	0,128
0,735	0,603	0,872	0,962	0,555	0,774	0,507
28	26	26	29	28	26	29
0,382	0,311	0,300	0,191	0,512	0,338	0,091
0,049	0,122	0,145	0,329	0,006	0,099	0,644
27	26	25	28	27	25	28
0,254	0,212	0,033	0,082	0,125	0,228	0,030
0,192	0,299	0,871	0,674	0,528	0,262	0,879
28	26	26	29	28	26	29
0,146	0,099	0,286	0,460	0,259	0,080	0,479
0,460	0,631	0,156	0,012	0,184	0,697	0,009
28	26	26	29	28	26	29
0,081	0,240	0,286	0,531	0,485	0,096	0,386
0,687	0,249	0,166	0,004	0,010	0,647	0,043
27	25	25	28	27	25	28
0,062	0,070	0,005	0,360	0,256	-0,145	0,364
0,753	0,736	0,979	0,055	0,189	0,479	0,052
28	26	26	29	28	26	29
1,000	0,830	0,522	0,548	0,157	0,076	0,151
28	0,000	0,006	0,003	0,433	0,719	0,443
0,830	1,000	0,675	0,659	0,228	0,172	0,182
0,000	0,000	0,000	0,000	0,273	0,431	0,374
26	26	24	26	25	23	26
0,522	0,675	1,000	0,724	0,429	0,388	0,584
0,006	0,000	0,000	0,000	0,029	0,067	0,002
26	24	26	26	26	23	26
0,548	0,659	0,724	1,000	0,457	0,174	0,586
0,003	0,000	0,000	0,000	0,015	0,397	0,001
28	26	26	29	28	26	29
0,157	0,228	0,429	0,457	1,000	0,572	0,495
0,433	0,273	0,029	0,015	0,000	0,003	0,007
27	25	26	28	28	25	28
0,076	0,172	0,388	0,174	0,572	1,000	0,180
0,719	0,431	0,067	0,397	0,003	0,000	0,380
25	23	26	26	25	26	26
0,151	0,182	0,584	0,586	0,495	0,180	1,000
0,443	0,374	0,002	0,001	0,007	0,380	0,000
28	26	26	29	28	26	29
0,155	-0,026	-0,011	-0,041	0,433	0,392	0,106
0,439	0,901	0,957	0,835	0,024	0,053	0,590
27	25	25	28	27	25	28
0,103	0,146	0,269	0,229	0,492	0,396	0,456
0,603	0,475	0,183	0,232	0,008	0,045	0,013
28	26	26	29	28	26	29
0,204	-0,017	0,356	0,390	0,411	0,377	0,514
0,297	0,935	0,074	0,037	0,030	0,058	0,004
28	26	26	29	28	26	29
0,174	0,062	0,274	0,495	0,351	0,042	0,463
0,375	0,764	0,175	0,006	0,067	0,837	0,011
28	26	26	29	28	26	29
-0,022	-0,036	-0,004	0,142	0,543	0,361	0,366
0,912	0,865	0,986	0,470	0,003	0,076	0,055
27	25	25	28	27	25	28
0,273	0,410	0,389	0,592	0,652	0,317	0,480
0,160	0,037	0,050	0,001	0,000	0,114	0,008
28	26	26	29	28	26	29

Satisfaction to efficiency of the distribution network	Satisfaction return of investment	Satisfaction of magazine as a promotional tool	Satisfaction of web site as a promotional tool	Satisfaction of the ability to reach the target group	Overall satisfaction
0,034	0,066	0,323	0,480	0,329	0,329
0,862	0,733	0,087	0,008	0,088	0,081
28	29	29	29	28	29
-0,294	-0,299	-0,051	-0,140	-0,418	-0,130
0,129	0,115	0,792	0,470	0,027	0,501
28	29	29	29	28	29
-0,227	-0,357	-0,286	-0,173	-0,153	-0,310
0,255	0,062	0,139	0,378	0,445	0,109
27	28	28	28	27	28
0,097	-0,006	-0,021	0,125	0,380	0,148
0,625	0,977	0,915	0,518	0,046	0,444
28	29	29	29	28	29
0,210	0,128	-0,112	0,056	0,116	0,016
0,282	0,508	0,561	0,773	0,556	0,934
28	29	29	29	28	29
0,239	0,025	-0,055	0,025	0,448	0,033
0,220	0,899	0,775	0,899	0,017	0,865
28	29	29	29	28	29
-0,140	0,174	0,076	0,099	0,052	0,416
0,477	0,365	0,695	0,608	0,793	0,025
28	29	29	29	28	29
-0,270	-0,015	0,071	-0,126	-0,221	0,010
0,174	0,938	0,719	0,522	0,269	0,960
27	28	28	27	27	28
-0,308	-0,324	-0,270	-0,116	-0,421	-0,194
0,119	0,093	0,164	0,557	0,029	0,323
27	28	28	28	27	28
-0,296	0,022	-0,067	0,119	-0,064	0,122
0,134	0,912	0,735	0,545	0,751	0,535
27	28	28	28	27	28
0,163	-0,086	0,339	0,199	0,206	-0,020
0,417	0,662	0,078	0,311	0,303	0,920
27	28	28	28	27	28
0,022	0,361	0,539	0,515	0,208	0,372
0,912	0,059	0,003	0,005	0,299	0,051
27	28	28	27	28	28
-0,085	-0,071	0,257	0,183	0,037	0,070
0,666	0,714	0,178	0,343	0,851	0,717
28	29	29	29	28	29
0,286	0,203	0,179	0,099	0,319	0,338
0,139	0,292	0,353	0,611	0,098	0,073
28	29	29	29	28	29
-0,037	-0,344	-0,179	-0,236	-0,016	-0,281
0,853	0,068	0,352	0,218	0,934	0,140
28	29	29	29	28	29
0,255	0,250	0,024	-0,041	0,152	0,234
0,200	0,200	0,905	0,834	0,450	0,230
27	28	28	27	28	28
0,311	0,146	0,030	-0,100	0,070	-0,021
0,107	0,451	0,879	0,578	0,724	0,914
28	29	29	29	28	29
0,140	0,504	0,602	0,500	0,375	0,505
0,478	0,005	0,001	0,006	0,049	0,005
28	29	29	29	28	29
0,064	0,324	0,389	0,565	0,359	0,467
0,752	0,092	0,041	0,002	0,066	0,012
27	28	28	28	27	28
-0,003	0,127	0,224	0,207	0,377	0,294
0,988	0,511	0,242	0,280	0,048	0,122
28	29	29	29	28	29
0,155	0,103	0,204	0,174	-0,022	0,273
0,439	0,603	0,297	0,375	0,912	0,160
27	28	28	28	27	28
-0,026	0,146	-0,017	0,062	-0,036	0,410
0,901	0,475	0,935	0,764	0,865	0,037
25	26	26	26	25	26
-0,011	0,269	0,356	0,274	-0,004	0,389
0,957	0,183	0,074	0,175	0,986	0,050
25	26	26	26	25	26
-0,041	0,229	0,390	0,495	0,142	0,592
0,835	0,232	0,037	0,006	0,470	0,001
28	29	29	29	28	29
0,433	0,492	0,411	0,351	0,543	0,652
0,024	0,008	0,030	0,067	0,003	0,000
27	28	28	28	27	28
0,392	0,396	0,377	0,042	0,361	0,317
0,053	0,045	0,058	0,837	0,076	0,114
25	26	26	26	25	26
0,106	0,456	0,514	0,463	0,366	0,480
0,590	0,013	0,004	0,011	0,055	0,008
28	29	29	29	28	29
1,000	0,478	0,413	0,326	0,654	0,303
28	0,010	0,029	0,091	0,000	0,117
28	28	28	28	28	28
0,478	1,000	0,561	0,545	0,626	0,710
0,010		0,002	0,002	0,000	0,000
28	29	29	29	28	29
0,413	0,561	1,000	0,759	0,424	0,445
0,029	0,002		0,000	0,025	0,016
28	29	29	29	28	29
0,326	0,545	0,759	1,000	0,407	0,542
0,091	0,002	0,000		0,032	0,002
28	29	29	29	28	29
0,654	0,626	0,424	0,407	1,000	0,657
0,000	0,000	0,025	0,032		0,000
28	28	28	28	28	28
0,303	0,710	0,445	0,542	0,657	1,000
0,117	0,000	0,016	0,002	0,000	
28	29	29	29	28	29

MARKET DISTRIBUTION /MACRO MARKETS			
Updated 22/03/07			
Sales Representative 1	Sales Representative 2	Sales Representative 3	Sales Representative 4
Health	Real Estate	Restaurants	Business Services
Beauty	Video Rentals	Bars	Education,Home Services
Accommodation Rentals	Internet Cafés	Nightclubs	Legal & Finance
Modelling	Travel Agencies	Events	Removal, Relocation
Hotels/Resorts	Jewelry Shops	Other Evening Entertainm.	Self Storage
Dating Agencies	Clothes Shops	Food and Drink Brands	Recruitment
Cosmetics	Sweet Shops	BCN Leisure	Telecom/PC/tv
Motorcycle/ Bike Rentals	Relojeria Shops	Museums, Galleries	Means of transport
Children		Toy Shops	Cars/Motorcycles Sales
Sports (Ski, Golf)		Furniture Shops	Fun Parks
		Sport Shops	
		Alcohol Shops	
		Bisuteria Shops	
		Wine Shops	
		Decoration Shops	
		Regalos Shops	
		Lingerie	

Client interviews: Iain Hannay and Elena McCarthy

Introductory questions

1. Throughout your time with the Barcelona Metropolitan, how would you describe the service that you have received as an advertiser? What are the things that come to your mind first?
2. Talking about your satisfaction as a client for the Metropolitan - What do you think are the specific reasons why your advertisement campaigns have been successful or not?
3. You have been as an advertiser for the BM for considerable time. What would you say are the main reasons why you have found BM as such a channel to advertise your company's services in the long term?
4. How important do you see the existence of functional online advertising as a part of the offered package?

Brand

5. What thoughts does the brand Barcelona Metropolitan bring to your mind?
6. If you would have to state a slogan that the magazine uses, what would it be? What comes to your mind?

Follow-up & Billing

7. How well do you feel you have been informed about the array of services that BM includes to the advertising campaigns?
8. Do you feel that the follow-up on the ad-campaign has been efficient by the sales representative? (Contacting in different methods, asking how the ad is working?)
9. Do you feel the communication channels (telephone, email) most often used has been suitable for your communication preferences?
 - a. What else do you feel could have been useful perhaps?
10. In terms of billing, do you feel that the terms of payment have been fitting for you?

Advertising campaign and Communication

11. Would you have any ideas for the BM to improve their offering and communication towards you? (e.g. frequency, style)
 - a. Anything that you are dissatisfied with?
12. Have you had a negative experience with the Barcelona Metropolitan service?
 - a. If yes, do you feel it was promptly taken care of?
13. Have you felt that it has been easy to get hold of your sales representative when you've tried to reach them?

Follow-up suggestions

14. Do you feel the following parts of the BM service, on an idea level, could bring you extra value as an advertiser? (Can be thought on a general context too, not just as an advertiser)
 - a. Web-stats on clicks on the internet (BM-pages and your advert)
 - b. A notification email concerning that their email has been put up to the web-pages?
 - c. Reminder of services included after signing the contract
 - d. A digital newsletter of Creative Media Group (advertisers, readers and other interest groups)
 - e. A digital advertiser survey concerning received service during ad-campaigns
 - f. Other type of feedback channels than phone calling or email?
 - g. Prices of ad-campaigns on the internet?

Advert Design

15. During your time as a Barcelona Metropolitan advertiser, have you used the option to customize your advert free of charge?
 - a. Have you found it useful?
16. Do you see a connection with a successful ad campaign and a quality advert?
 - a. Do you feel quality of design has an important input on the success of your advertising campaigns?
17. Do you see connection with a being a long-term advertiser with the BM and a successful advertisement campaign? In other words, advertising on a longer term will eventually give you ROI
 - a. How long do you feel it took for your advertising to start working?
 - i. Do you think repetition was the key?

Distribution network

18. Do you feel you have been well informed about the distribution of BM?
 - a. Do you see it as important to be better informed about this subject?
 - b. Do you receive the magazine each month on time?

Final questions

19. Do you feel that the Barcelona Metropolitan's magazine and the web pages carry the same message?
20. Generally speaking, if you think about any kind of communication that has been sent to you from the BM's side, do you feel that it has been..?
 - a. easily comprehensible, and understandable
 - b. with a clear message
 - c. In line with the whole brand Barcelona Metropolitan
21. How would you develop the service of BM towards you?

CMG interview: Sales Director Rainer Hobrack

Product

Advertising campaign & the brand & pricing

1. How would you describe the brand promise of Metropolitan?
 - a. For the Advertisers?
 - b. For the Readers?
2. Could you precise briefly, what elements are precisely included to the advertising campaigns for the advertisers?
3. How would you define your primary messages and selling points that you present to the advertiser?
4. How would you describe your role as a Sales Director in the Barcelona Metropolitan?
5. Based on your experience of working in the Metropolitan, what in your mind have been the key points why clients have experienced return on investment and been able to reach the target group of their advertising campaign?
6. Tell me a bit about your thoughts on creating brand awareness of the BM amongst the businesses you pitch (before and after)... through different communication contact points?
 - a. What are the methods that you see as most important?
 - i. Contacting from the part of CMG (systemized follow-up methods)
 1. marketing via email and telephone
 - ii. Receiving the magazine
 - iii. The web barcelona-metropolitan.com
7. Do you believe that we could have a bigger marketing impact if the different communication points of the metropolitan, the magazine, the web, could work better together, including the same visual layout?
 - a. In terms of impressing the client, how big of a role does the magazine and the web play in proportion?

CRM

8. If you look at the current CRM within the sales, what would you consider as the?
 - a. Strengths, Weaknesses, Opportunities and Threats
9. In the quest of retaining as many clients as possible for the long-term, do you feel that the stress of the CRM focus should be ideally on the marketing efforts **before the contract or after in terms of time and efforts used**?
 - a. What kind of mix do you personally have in terms of your time management?

Product and service integration

10. statement: **all communication of a company should follow the same visual line, that the communication would be coherent in all contact points of the company and its brands? How do you value this statement?**
 - a. in magazine, web, newsletter (serving the readers and the advertisers)

- b. marketing material, (pitching and after contract) (possible, ex and current clientele)
11. Do you feel the Barcelona Metropolitan magazine and its web pages could find a better way of functioning together and supporting each other to push the product forwards?
 12. Do you feel the communication contact points (magazines, the web pages, verbal communication with the clients, emails, sales material and newsletter) should be talking about each other more to create a larger marketing impact?
 - a. Examples August: Cover does not have the company's web page mentioned, nor the contents page. Mentioned 3 times in the whole magazine, p. 67, 101 and side of magazine.
 13. What are your thoughts on advertising in the pages on the left?

Marketing material

14. Is there any **digital warehouse for documents** that all of the sales reps use in pitching, contracting and follow-up for contacting clients in different phases of and advertising campaign?
 - a. How consistently does the sales team take out all of the marketing material (presentations, pitch letters etc) and collectively discussed on the best marketing material or ideas to be used?
 - b. Or is this something personalised by the sales rep?
 - i. Is the same layout used in letters in terms of (Ask for an example)
 1. logos
 2. selling point reminders
 3. slogans?
 4. All together in emails
 - a. Examples:
 5. Are same slogans used? "The city's magazine in English"

Communication methods

15. Do your communication methods with the client vary based on the status of a client (as in email or phone call, Pitched or current client)?
16. Within the market distribution and the markets that each of you govern, have you noticed preferences in communication methods? E.g. clients from one sector prefer to be contacted by email, some by phone?

Follo- up, resigning

17. As a sales professional, do you believe that **Systemised Follow-up** through different communication channels can enhance the client care in the long run?
18. Are there any common **performance measures** in the sales team concerning follow-up systems?
 - a. Is it looked after somebody that systemised follow-up is executed by all sales representatives?
19. How important do you see systemized follow-up and clearer processes for your CRM?
 - a. Do you feel you have enough time to do proper follow-up?
 - i. Or do you spend most of the time on pitching new clients?

20. Generally speaking, **how many post-marketing related emails** do you send per ad campaign after the client has signed? Content CMG related
- Is this systemized? Act used or something else?
 - Personal or non-personal communication?
 - Purposes: Ad changes, reminders of resigning, other reasons?
 - Does it usually rise from their demand or from your part?
21. Generally speaking, **how many post marketing related phone calls** do you per ad campaign after the client has signed?
- Is this systemized? Act used or something else?
 - Personal or non-personal communication?
 - Purposes: Ad changes, reminders of resigning, other reasons?
22. In terms of systemized follow-up, which one do you prefer more: emailing or phone calls?
- And in which proportion? Why exactly so?
23. What are your thoughts on the following follow-up methods and their ability to bring extra value for the advertiser as well as increased informing of our services and client care? BRAND AWARENESS

Clients:

- Email to clients: **Notification of online ad with Web stats** (Sales assistant, monthly, 1st week, non-personal communication)
 - Ad has been put up to the web-pages, included with info on web-stats on clicks on the internet (BM-pages and your advert)
- Email to clients: **A thank you letter**, reinforcing the right decision to sign, advertiser and reader statements included, encouraged to send email back if magazine does not arrive. (Sales assistant, monthly, non-personal communication)
- Email to clients: **Reminder of services included** after signing the contract (Sales assistant, 2nd month, non-personal communication)
 - After sales marketing, advertiser satisfaction info and statements and reader statements could be included,
- Email to clients (with a link) **Digital Advertiser Survey** concerning received service during ad-campaign (Sales Assistant, last month of each ad campaign)
 - Benefits: Continuous feedback of satisfaction & cost efficient thanks to free technology. Could be used in reinforcing sales statements (more info). Later used in ALL marketing material, increased customization in direct sales (if found correlation between length of contract & satisfaction)
- Email to clients: **Reminder that the campaign is about to finish** → perhaps include discount proposition (rewarding) Before calling up to renew.

All interest groups:

- Email to clients and anybody interested: **Digital Newsletter of Creative Media Group** (Sales Assistant, production Editorial and Design, monthly)
 - Clients: Possibility to inform about company news (free advertising among for advertisers)

2. Target group: all interest groups
 3. Increased brand awareness
 4. "Order our newsletter" marketed in the BM, Web, and the Resident
- vii. How useful would you see **the newsletter** as a cost-effective way to increase brand awareness of CMG and its brands amongst all of the interest groups? (Advertisers and readers)

Web Online:

- viii. **Digital Reader Survey on-line**
1. Continuous & cost efficient thanks to free technology. To gather a clearer profile of the reader to the advertisers→ later used in marketing material for the advertisers, increased information. Small ad in the magazine to encourage readers to respond (monthly price, dinner for two for example)
- ix. **Other type of feedback channels** than phone calling or email for advertisers? Create a directory "feedback" to the web-pages
1. Feedback in the web pages (write and submit)
 - a. Readers' statements & suggestions
 - b. Advertisers' suggestions and questions
 - c. Distribution points: Distributors could have ads online in exchange for informing CMG on the status of magazines, and also to securing that they get the best pick up point available (Can be promoted by web stats etc.)
 2. Later revised in meetings
 - a. Positive feedback can be used in personal selling
 - b. Negative can be used for development
 - c. Cost efficient coordination of the distribution network, savings on time
- x. **Presentation of the magazine and prices Online? (PDF)**
1. Pluses
 2. Minuses
- xi. **Magazine on-line (PDF, downloadable)**
1. Newsletter would have a link
- xii. **Link exchange with other websites**, where foreigners visit, partnership
1. Research needed

Sales Promotion and pricing

24. Does the sales team have a consistent, commonly agreed sales promotion strategy?
25. Could you explain me the methods that you use for re-signing a client?
- a. Any specific discount programs?
 - b. Are some of the prices of contracts of BM advertising campaigns customised by the size of the client?
 - c. Are all clients given same discount frame when re-signing?

26. Reward programme: Do you see a possibility for rewarding clients e.g. for paying on time for a span of one year?
- a. Suggestion: program, if clients pay on time, they will receive one free small ad space after a year?
27. Clients own networks: Do you see a possibility of encouraging satisfied clients to recommend our services to their networks in exchange for discounts in advertising prices?

Feedback & Knowledge management

(Still about feedback, even though we discussed about it already)

28. Do you receive feedback from clients mostly through telephone or through email?
29. Are customer complaints or any form of feedback stored electronically?
- a. Are they discussed openly in meetings or what is the common procedure?
30. Do you see it as valuable for the development of CRM to collect all advertiser feedback, and review them on a monthly, quarterly or a yearly span?
31. What are your thoughts on collecting continuous feedback from advertisers with an Advertiser survey to be used in marketing material...?

Magazine distribution network

32. Do clients often ask questions about the distribution of the Metropolitan?
33. What's your opinion on its efficiency?

Improvement ideas

34. Could you please tell me your development ideas for the following service related issues and their improvement in the future?
- a. Return on investment on advertising campaign?
 - b. Follow-up on the advertisement campaign?
 - c. Efficiency of distribution network
 - d. Ability to reach the target group of the advertisement campaign?
35. How do you value the integration of the product Barcelona Metropolitan and all of its communication contact points to secure a continuous and integrated marketing impact?