

**An Empirical Research for Robust Design of IMC Management
: Based on Case Study of 17 Companies and Consumer Survey**

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Abstract

There are few companies which can be implementing IMC in Japan although the effect and importance of IMC is a well-known fact. We deduce that it is because the existing processes of IMC implementing lack the evidence for its effectiveness. Also they lack concreteness of method. Then, we extract factors from the 17 companies and score these factors by degree of consumer perception in order to construct the process which is concrete and has evidence. Last of all, we describe about achievements, limitations and expansion of this process.

Keywords

IMC, Robust Design, Inductive consideration, Consumer perception
Introduction

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Introduction

There are few companies which can be implementing Integrated Marketing Communications (IMC) in Japan although the effect and importance of IMC is a well-known fact. We guess that, one of the fundamental causes of this issue is an absence of empirical research and evidences.

Since 1990s, IMC has been one of the terms which are most frequently referred and studied in the field of marketing and advertising (Suzuki, 2006). Various IMC implementing theories were advocated by many authoritative researcher, such as Don Schultz, Larry Percy, Tom Duncan and Koichi Shimizu. They suggested how companies should implement IMC. However, these theories lack a verification by surveying consumer perception. That is to say, It is uncertain that these processes are truly effective. While there are some studies which theorized the efforts of 1 or 2 companies succeeded in branding, they are also unreliable because of small size of samples. That is, the research which demonstrate "how to implement" and "how effective" about IMC based on reliable evidence--consumer perception and case study--.

Therefore, we extract common factors(IMC implementing factors) from 17 companies and score these factors by degree of consumer perception. This inductive consideration is the originality and feature of our study.

1. IMC on Branding

By reviewing previous studies, it demonstrated that the effectiveness of IMC on branding is supported in various perspective. In addition, the actual status and some barriers of IMC implementation were also demonstrated.

1-1. Rise and definition of IMC

IMC was advocated in the context of the big movement as countermeasures of a U.S. ad industry to the relative power fall of a mass media advertisement. Major advertising agencies began to affiliate other agencies and productions which were advertising adjacent spaces such as SP and PR till then. This movement which was going to unify the specialized windows raised concept of IMC. The concept of IMC was proposed by Don E. Shultz and others of Northwestern University of the United States.

Schultz (1994, 248) defined IMC as “IMC is a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communications” disciplines (for example general advertising, direct response, sales promotion, and public relations) and combines these disciplines to provide clarity, consistency, and maximum communication”. Also, the American Association of Advertising Agencies (1989) defined IMC as “Companies combine each communication tool, for example public advertising, direct response, sales

promotion and PR. Then, the company should evaluate its strategic role to attain the maximum impact in clear and consistent communications.” Nevertheless, there is no definition of IMC which is known and accepted by everyone as of today.

1-2. Effectiveness and benefits of IMC

Many authoritative researchers described the necessity of IMC. Larry (1994, 15-16) described, “All the Brand experiences have to be the achievement of a marketing program which is integrative, consistent, and strategically proper”. Keller (2008, 299) described, “the marketing communication program should be coordinated to build a brand image which is consistent and integrative. In Japan, Ishii et al. (2012, 108) described, “If company implement IMC properly, it can impress stronger the brand-identity and distinction of products than just carrying the promotional mix”.

As indicated above, the necessity of IMC has been described frequently since the end of 90's. We described the benefits of IMC in more depth below based on previous studies.

Psychological Support : From psychological perspective, a reinforcement of the Brand-recall by IMC is advocated. According to Encoding Variability Hypothesis, encoding of information changes with a context changes. As a result, many channel for information search are made and a brand-recall is reinforced. In fact, the cues to

brand-recall increase with the increasing the methods to learning information. Therefore, IMC is effective method to maintain, build and reinforce a brand by using many communications (Keller, 2008).

Statistical Support : Jeon (2007, 2-16) analyzed how the relation between the brand equity and the components of a brand changes by influence of IMC by comparing the companies implementing IMC and not-implementing IMC. As a result of this analysis, a significant advantage was demonstrated of the company implementing IMC in all the brand components such as name recognition, favorability, attitude, a relation with consumers and a royalty. Then, Jeon concluded that IMC is effective method for branding.

1-3. Actual status of IMC implementation

As described above in previous section, the benefits and the necessity are now widely accepted. However, advertiser companies deem that it is extremely difficult to implement IMC...Surprisingly, there are few companies implementing IMC although it is great idea. (Otsuka, 2010). Moreover, according to the result of a status survey⁽¹⁾ we conducted, 11 companies out of 18 companies answered "cannot fully be implementing IMC." Also, 3 companies answered "cannot be implementing IMC." Only 3 companies

answered "can fully be implementing IMC."

It is 20 years or more ago that concept of IMC began to be advocated. Why are still there few companies which can fully be implementing IMC? In next section, we will identify the factors which discourage companies from implementing IMC implement.

1-4. Barriers to IMC implementation

We deduced that, the existing implementing processes of IMC are imperfect. Also we deduced this imperfection discourages companies from implementing IMC.

Barrier 1 : Lack of Evidence In a number of existing studies, the implementing process of IMC was suggested by authoritative researchers. These processes are theoretical and dependable to grasp the rough flow or concept of IMC by surveying consumer perception. That is to say, it is uncertain that these processes are truly effective.

Barrier 2 : Lack of Concreteness Moreover, we deduced that the existing processes are not to be fully suggesting the methods for implementing IMC. Kang (2011, 25) described, "Although many researchers had a number of argument about the usefulness and the problem of IMC and built up research performances, discussion about the general process describes what application process the companies go thorough actually to implement IMC in an organization are still insufficient. Under such circumstances,

companies cannot implement IMC to the full extent.”

Understandably, there are other barriers cited in previous studies.

Barrier 3 : Reluctance to Organizational Transform Most companies do marketing efforts to selling products rather than attainment of a long-term customer royalty. Moreover, companies are reluctant to transform the organization generally. (Otsuka, 2010).

Barrier 4 : Difficultly of cost effectiveness calculation In addition, we deduced it is also one of the causes of those that it is difficult to calculate the cost effectiveness of IMC correctly. A valuation standard of IMC differ depending on a category of industry, a size of company, a product life cycle, and country. Therefore, calculation of a rating index is difficult. (Kang, 2011)

Then, we conducted an actual status survey⁽²⁾ in order to identify an actual influence by those barriers. There are 8 options which is considered barriers to implement IMC.

1. There is low interest or indifference about branding.
2. Being successful in branding without implementing IMC.
3. Cost-effectiveness of implementing IMC is difficult to calculate.(=4th barrier)
4. As predicted about cost-effectiveness, the need for IMC is low.

5. There is no evidence that previous IMC process is effective.(=1st barrier)
6. It is difficult to transform organization and management system.(=3rd barrier)
7. Previous IMC process is conceptual and has no concrete methods.(=2nd barrier)
8. Others

Option3 was chosen by 9 companies and it accounts 56.25% of the total. Option6 is 37.5% and takes the second place. The third place is option7 which accounts 37.5%. Then, option5 accounts 31.25% and 5companies choose it. And option1 accounts 25% and was chosen by 4companies. Option2, 4and8 were low rank and these accounts 6.25%, 6.25% and 18.75% each option.

Understandably, a suggestion of the breakthrough to the barriers of option 3 and 6 would be the most valuable. However, since a vast quantity surveillance periods and data were acquired for suggest these breakthrough. Then, we suggested the breakthrough to the barriers of the options 5 and 7.

2. A Flow of Constructing Our IMC Model

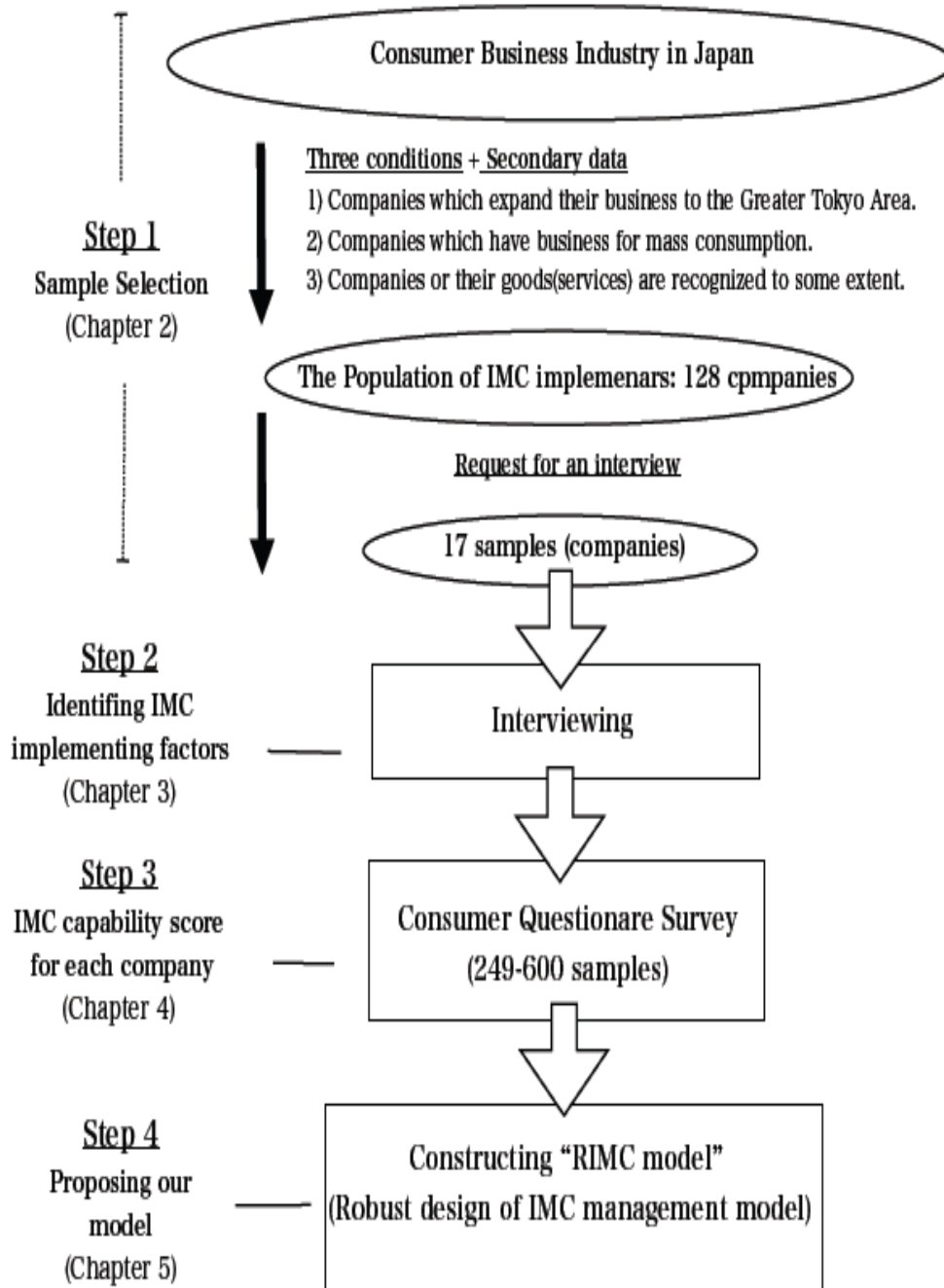
In this chapter, we describe a flow of constructing “the Robust Design of IMC Management model” and process for selecting companies under our study.

2-1.Explanation of flow our study

As described the preceding chapter, IMC theory is ambiguous and conceptual due to lack of empirical research in existing study. Therefore, we set constructing “the Robust Design of IMC Management model”, here in after it called the RIMC model, based on inductive consideration as our purpose.

The flow of the RIMC model is constructed as following. The first step is that we select companies for our study. The second step is that we extract IMC implementing factors from them by interviewing and e-mailing to companies. The third step is that we carried out consumer questionnaire to calculate each factor of “contribution degree to effective IMC implementing”, here in after it called “contribution degree”. The forth step is that we construct the RIMC model based on IMC implementing factors and their contribution degree. (See figure.1)

Figure.1 The flow of our study to construct RIMC: Robust design of IMC management model.



2-2. Sample selection

We consider securing large number of sample size and would like to avoid non-reply in consumer questionnaire due to unknowing our selecting companies. Therefore, we settled these four conditions of selecting companies.

- 1) Companies which expand their business to the Greater Tokyo Area.
- 2) Companies which have business for mass consumption.
- 3) Companies, their products or services have certain levels of recognition.
- 4) Companies which we seem to implement IMC based on secondary data.

Only adapt 1st to 3rd conditions, we consider that there are such too companies that we cannot select companies under our study. Therefore, in addition to 1st to 3rd conditions, we are based on secondary data, and we narrow a population by revealing the companies that we seem to implement IMC. We judge whether a company implement IMC by means of below web site. (See figure 2) As we described previous chapter, it is natural that a company cannot implement IMC unless the company carry out integrated marketing which is based on projected brand image. For example, if the contents of promotion does not match projected brand image, the brand image which is perceived by consumer would dissipate and this become barrier factor of branding. Therefore, when we search a company, we subdivide the marketing into 4P (product, price, place, and promotion) and promotion mix (advertisement, SP, PR and personal

selling). Then, we judge whether a company implement constant marketing.

From June to July in 2013, we carried out screening. Finally, we select the 128 company under our study. Therefore, we asked 128 companies to our interview. As a result, we got 13 interviews and 4 companies with e-mail. (See figure 3) Therefore we adopted these 17 companies as list of extracting IMC implementing factors. We conducted interview on them, in addition, we asked the companies brand images of their products or services. The brand image is that companies hope consumers to remind, in other words, "*Projected Brand Image*", here in after it called PBI, and we carry out consumer questionnaire to check on indicating the accuracy of PBI.

Figure 2. The list of data sources from that we collected companies' data.

Name of data source	URL
Genii	http://ge.nii.ac.jp/genii/jsp/index.jsp
The Asahi Shimbun Company : Digital Archives for Libraries	http://database.asahi.com/library2/main/start.php
Nikkei telecon 21	http://t21.nikkei.co.jp/g3/CMN0F12.do
Nikkei BP: search service of articles	http://bizboard.nikkeihp.co.jp/daigaku/
THE MAINICHI NEWSPAPERS: Maisaku	https://dbs.g-search.or.jp/WMAI/IPCU/WMAI_ipcu_menu.html
CiNii Articles	http://ci.nii.ac.jp
PR TIMES	http://prtimes.jp
ValuePress!	http://www.value-press.com
MarkeZine	http://markezine.jp

+

Each companies' site

Figure 3. Brief information of samples we selected.

Companies name	Informations about them
Doutor Coffee Co., Ltd	Sales: over 70 billion of yen Network: over 1300 locations in Japan
FUJIYA CO., LTD.	Sales: over 80 billion of yen
Otsuka Foods Co., Ltd.	Sale: over 70 billion of yen
SMBC Consumer Finance Co., Ltd.	Sale: over 180 billion of yen
TMD CORPORATION	Capital found: 1.5 billion Location: over 15 commerce facilities in Japan
Company A (Restaurant business)	Sales: over 100 billion of yen Network: over 300 locations in Japan
Company B (Food manufacturing industry)	Sales: over 400 billion of yen
Company C (Paper manufacturing industry)	Sales: over 50 billion of yen Top ranking of market share
Company D (Soft drink manufacturing industry)	Sales: over 80 billion of yen
Company E (Food manufacturing and selling industry)	Sales: over 150 billion of yen
Company F (Retailing industry)	One of the most biggest retailing company in Japan.
Company G (Soft drink manufacturing industry)	One of the most biggest soft drink manufacturing company in Japan.
Company H (Food manufacturing and selling industry)	Sales: over 20 billion of yen
Company I (Food manufacturing and selling industry)	Sales: over 200 billion of yen
Company J (Food manufacturing and selling industry)	Sales: over 600 billion of yen
Company K (Electronic appliance industry)	Sales: over 3000 billion of yen
Company L (Food manufacturing industry)	Sales: over 30 billion of yen

3. Case Studies on IMC Implementation of 17 companies

In this chapter, we described the purpose of interviewing and e-mailing and the questionnaire which we asked to the company. Then, we extract the effective IMC implementing factors which the companies implements.

3-1. Considering class construct of questions for interviewing

The purpose of the interviewing and e-mailing to ask what is a concrete implementing process of IMC is. Therefore, we consider that we must reveal below three points to attain the purpose.

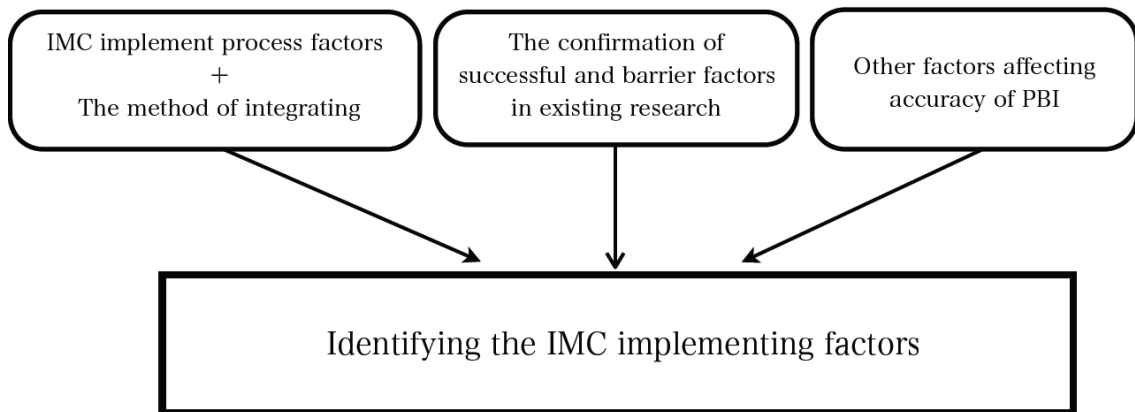
First, to reveal the companies' unique marketing efforts and compare these marketing, we have to ask the implementing process of IMC and the methods how to integrate marketing effort.

Second, to confirm relation of fact that each IMC implementing successful factor (for example, a company set up brand manager) and each IMC implementing barrier factor (for example, vertical organization of companies or companies decentralizes decision making) affect IMC effort as described many existing study, we have to ask the companies the relation of fact. That is, how does each IMC implementing successful factor and barrier factor affect and how to deal with IMC implementing barrier factor.

Third, to inspect a practical thinking about other factors which seem to affect the accuracy of PBI, we have to ask the companies the number of touch points, a length of PBI and a quantity of advertisement and PR affect the accuracy of PBI.

This is the reason why, we divided each question into three big blocks based on above three points. (See figure 4.)

Figure 4. Questions for identifying IMC implementing factors.

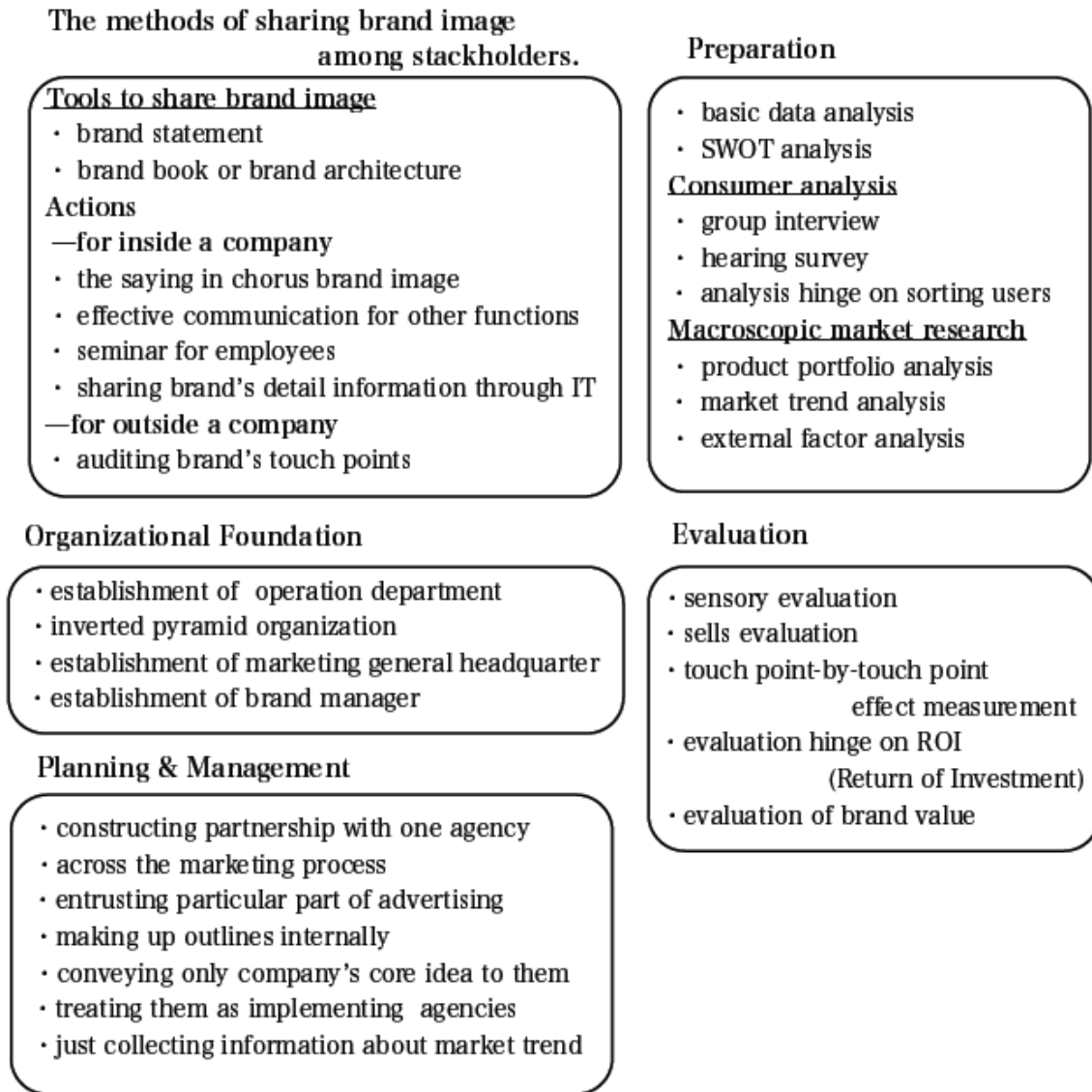


※”PBI” means “projected brand image” that is brand image company hope consumers to have.

3-2. Identifying the IMC implementing factors

When we finished getting information, first of all, we arrange all IMC implementing factors. Then, we found out that we divide IMC implementing factors into five groups. These groups are that each company implements marketing to achieve same purpose. These five groups are ①an organization structure, ②a method of sharing brand image, ③a market analysis, ④a planning and implementing communication and ⑤an assessment. We show a list arranged as IMC implementing factors. (See figure 5)

Figure 5. Compendium of implementing factors from 17 companies.



We identified IMC implementing factors from the practices in 17 companies. Then, we divided IMC implementing factors into five groups. We constructed The RIMC model based on these five groups and consumer perceptions by consumer questionnaire survey.

4. IMC Capability Score based on Consumer Perception Survey

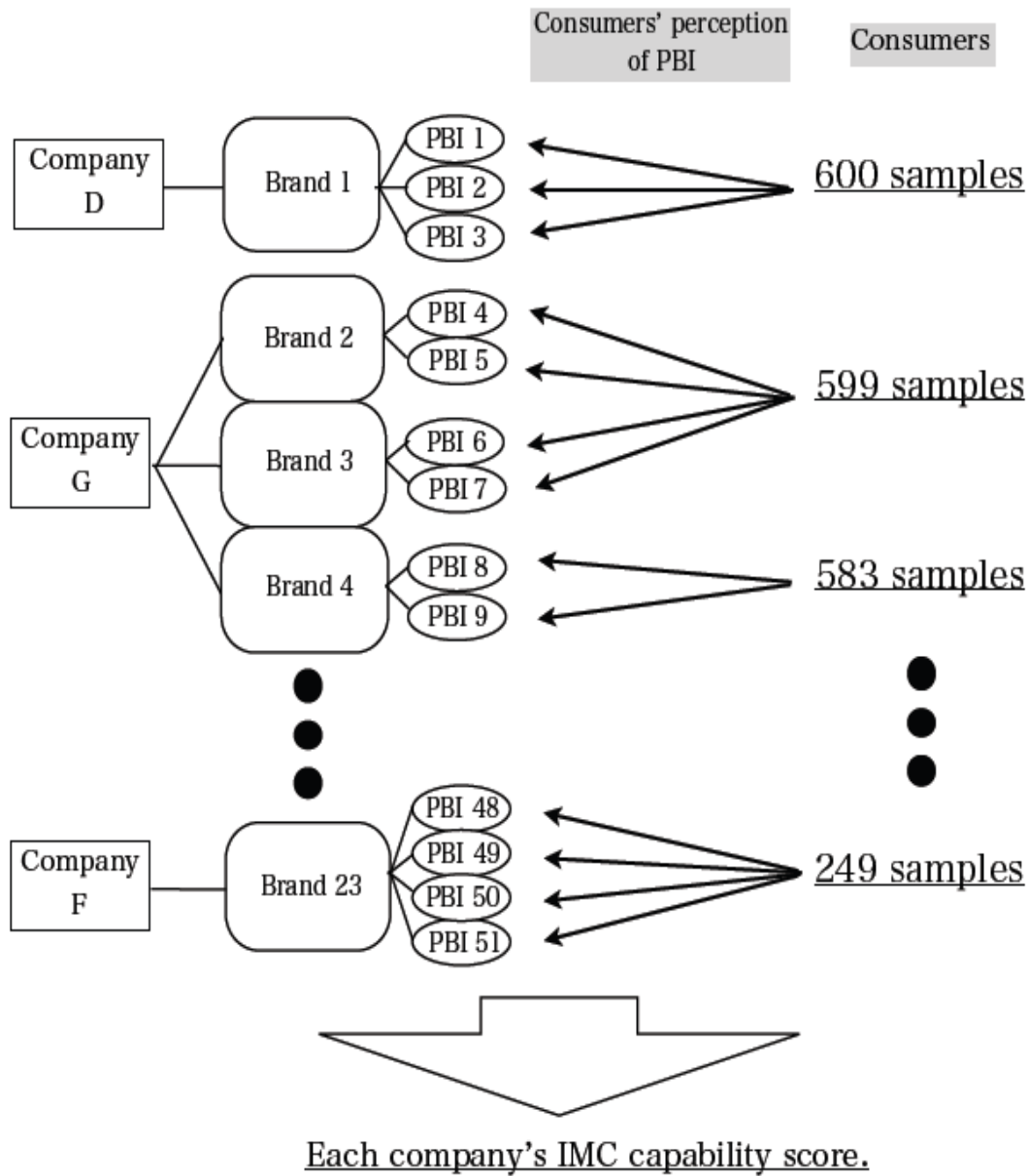
In this chapter, we describe a method of detail consumer questionnaire to measure “an IMC capability score” and of calculating a contribution degree factors. “The IMC capability score” is that a company or product is superior in terms of definitely indicating the company’s PBI or product’s PBI.

4-1. Examining the contribution degree of IMC implementing factors

The purpose of consumer questionnaire is to measure how degree the PBI gets across to consumers. On the basis of this questionnaire result, we calculate how effect on IMC process which the company implements. (See figure 6)

The method of calculating contribution degree factors is that first of all, we calculate the accuracy of PBI. Second, we calculate IMC capability score. However, we conclude the score of the company’s brand and products’ brand based on consumer questionnaire. Therefore, when we calculate company’s brand, we calculate the average of all product brand score which has the accuracy of indicating PBI. Finally, we calculate the each average capability score of the company’s IMC implementing factors. This score is the contribution degree factors. When companies implement IMC, it will be more important factors to have high contribution degree.

Figure 6. Method for examining company's IMC capability score.



4-2. Development of consumer questionnaire.

We design the consumer questionnaire as simply as possible to obtain a large sample size and to elicit only required information. When we select various consumer questionnaire formats, we consider that the most simple consumer questionnaire

format is sensory scale questionnaire. (See figure 7) Moreover, we form a scale from 0 to 10 in consumer questionnaire to reveal an detail impact of PBI which consumer accept. Thus, we carried out consumer questionnaire as described below two methods.

The method 1 is that we prepare consumer questionnaire on the website which give us the summary of questionnaire results. (“Survey Monkey” <https://jp.surveymonkey.com>)

Then, we ask our acquaintances answer this questionnaire and distribute its URL to our acquaintances by e-mail.

The method 2 is that we ask students of Nihon University College of Law for responding this questionnaire on the street or the campus. However, we consider below two concerns for these methods of the consumer questionnaire survey.

The method 1 remains the possible that in advance proposing PBI cause from incentive the brand image which consumers have. Therefore, this consumer questionnaire scores may get higher. The method 2 is remains the possible that we overemphasize company or product main target because our questionnaire survey carry out mostly 20’s.

However, In regard to method 1, we judge no matter because those the possible act on all PBI under our same consumer questionnaire. Also, in regard to method 2, we compared reflected main target with non-reflected main target by means of independent t-test. As a result, it showed that there is not significant difference between these two

results. (More of this in next 5-3) Thus, we carry out the format of consumer questionnaire.

Figure 7. Format of consumer questionnaire.

Please rate brand images laid out on the scale of 0 (you absolutely don't have such brand images) to 10 (you have strong images for those) for following companies, products or services .
If you don't know about those, please choose "No, I don't know." and go to next question.

Do you know this product or company ?

Yes, I know.
 No, I don't know.

Projected brand image 1

10	9	8	7	6	5	4	3	2	1	0
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Projected brand image 2

10	9	8	7	6	5	4	3	2	1	0
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4-3. Comparison reflected consumer target with non-reflected consumer target-independent t-test of statistical processing

We consider a combination of on-the-web questionnaire and on-the-street questionnaire to acquire a large sample size. However, we are unable to reflect main targets to carry out mostly 20's. In general, companies set main targets in their

marketing process and construct marketing communications for targets.

This is why, we select four product samples and carry out independent t-test which compare 1) reflected consumer target with 2) non-reflected consumer target to verify significant difference those results. The detail of independent t-test is as following.

- 1) In the consumer questionnaire which reflected each company's or each product's main targets, we screens sexes and age group. Then, we classify each PBI' main target. As a result, the total the number of samples is 260.
- 2) In the consumer questionnaire which does not reflect main targets, in particular, the ratio of males and females is 46.61:53.39 and component percentage of 20's is 87.35percent. As for the rest, percentage of 10's is 11.46percent and 30's to 50's are 0.40.

We deal with those results by independent t-test to verify whether there is not significantly different between those results or not. (Figure 8 shows the result.)

As a result, the independent t-test shows no significant differences in all four samples.

Therefore in our study, we treat main targets as non-main target.

Figure 8. Results of independent t-tests

: comparison between results reflected target demographic and not reflected.

"R①" means Result of brand's PBI 1 reflected target demographic.
 "N-R①" means Result of brand PBI 1 NOT reflected target demographic.
 "ns" means no significant : There was no significant differences between the two results.
 "p" means percentage of risk, significant level
 "PBI" means "projected brand image" that is brand image company hope consumers to have.

Brand 1 (This brand has three PBIs .)

	R①	N-R①	R②	N-R②	R③	N-R③
Sample size	59	233	53	233	53	233
Average	6.11	4.97	5.51	4.80	5.45	4.7
Dispersion	8.10	6.40	7.83	6.50	8.17	6.64
Result of independent t-test	0.460 (ns)		0.285 (ns)		0.191 (ns)	

Brand 2 (This brand has three PBIs.)

	R①	N-R①	R②	N-R②	R③	N-R③
Sample size	90	251	90	251	90	251
Average	7.07	5.97	6.53	6.12	5.84	5.73
Dispersion	3.95	5.21	6.12	5.55	6.24	5.49
Result of independent t-test	0.544 (ns)		0.204 (ns)		0.055 (ns)	

Brand 3 (This brand has a PBI.)

	R①	N-R①
Sample size	152	229
Average	5.94	5.51
Dispersion	5.78	7.30
Result of independent t-test	0.267 (ns)	

Brand 4 (This brand has a PBI.)

	R①	N-R①
Sample size	184	247
Average	7.29	5.66
Dispersion	6.98	7.10
Result of independent t-test	1.038 (ns)	

※ $p < .1 = 1.645$ $p < .05 = 1.960$ $p < .01 = 2.576$

Degree of freedom is over 120, so we use the value of infinity.

4-4. Calculation of score

In this section, we describe a process and a method of calculating IMC capability and

IMC contribution degree score which will be based on RIMC model.(See figure 9)

4-4-1. Examination of IMC capability score.

At first, we examine each company's capability score by each PBI's accuracy; (total score/sample size $\times 10$). In case that a company's or product's brand has more than one PBI, the accuracy of each PBI is the average of all PBI's accuracy which brand has. When a brand has one PBI, the accuracy is identical with the PBI's accuracy. Up to here, we turn up each "brand's accuracy".

Then, as for each company's capability score, companies are divided into two cases as follows.

Finally, we standardized the average of each brand's accuracy of communicating to clarify difference of score. And we multiply hundred as a matter of practical convenience.

(See Figure 9)

1) We picked up company's corporate brand, product brand and service brand.

2) We picked up company which has more than one brand.

With regard to 1, the brand's accuracy is identical with the company's capability score.

As for 2, company's capability score is the average of brands' accuracy. In doing so, we turned up of the each 17 companies' capability score.

However, we had to consider that three dependent variables affect the accuracy of PBI.

The dependent variables are financial power, the length of PBI and the number of touch points. We describe each dependent variable.

As for financial power, for example, when a company does not have financial power, it has a lower score than the company which has financial power because the company cannot advertise many times. Therefore, we should reveal each financial power and tried to ask the company's advertising expenses with interview or e-mail. However, though we could ask a few companies about the advertising expenses, many companies refused to do so because the company does not tell us detail own advertising expenses. Thus, we have no choice but to give up asking about the advertising expenses.

As for the length of PBI, we thought that the length of PBI significantly affects the accuracy of PBI. It is true that the length of PBI affects a little the accuracy of IMC. However, we found out that the length of PBI does not significantly affect the accuracy of PBI in this study. For example, in a drink manufacture, there was no great difference the accuracy of PBI between A product with a long-term PBI and B product with short-term PBI. The accuracy of PBI of A product is 63.3percent, while the accuracy of project brand image of B product is 64.3percent. Also, there was a great difference the accuracy of PBI between R company and A company with respect to similar length of PBI. R company (the length of PBI is 13 years) is 48.8percent and A company (the length of PBI is 12 years) is 79.9percent. Therefore, the length of PBI does not necessarily significant affect the accuracy of PBI. Also, we considered that the effort of

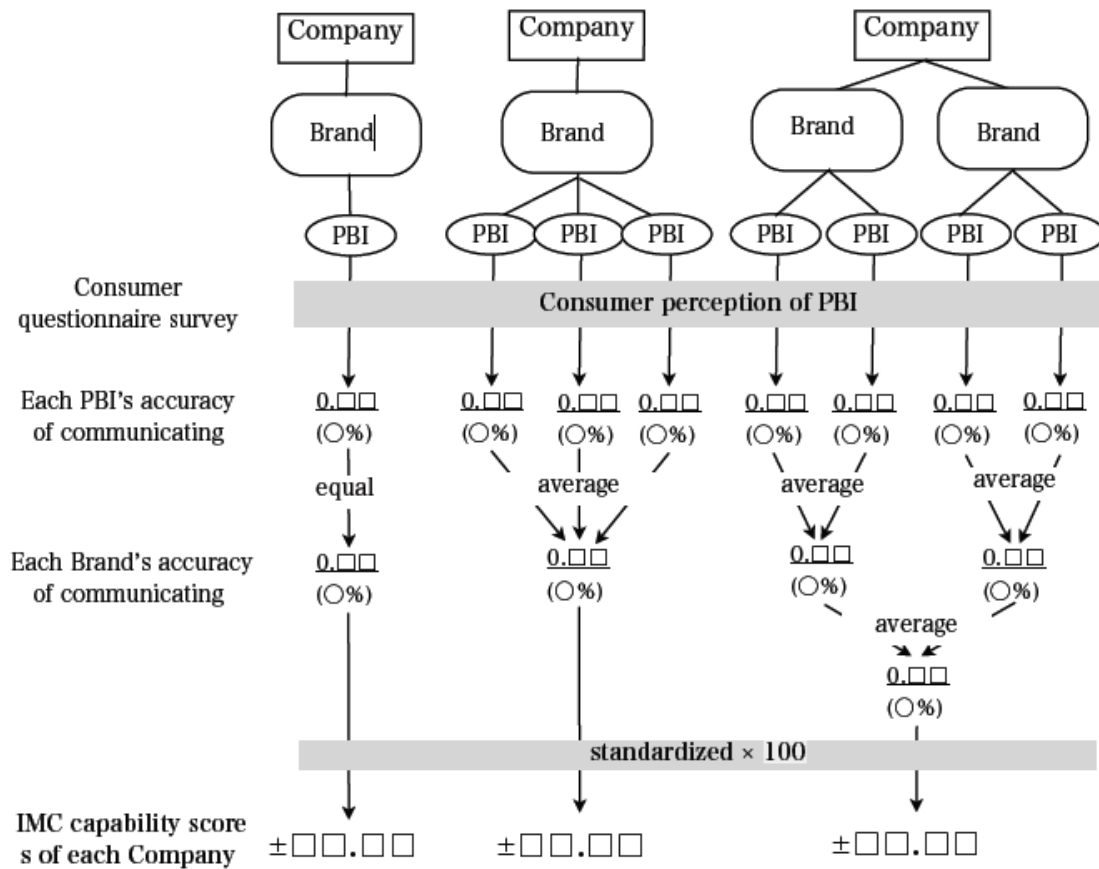
IMC which we try to reveal is more important than the length of PBI. Thus, we concluded that the length PBI does not affect the accuracy of PBI.

As for the touch points, we considered that a company which has a lot of touch points has difficulty in controlling PBI and a company which has few touch points can easily control PBI. However, we found out that the touch points do not significant affect the accuracy of transmitting projecting brand image when we interviewed the company.

When a company implements IMC, the company can control PBI even though the tough points increase because the company clarifies own PBI. That is the reason why we concluded the number of touch points does not significant affect the accuracy of PBI.

Thus, we consider that the number of the touch points do not reflect the result of consumer questionnaire.

Figure 9. Difference of procedure to examine IMC capability score for each company.



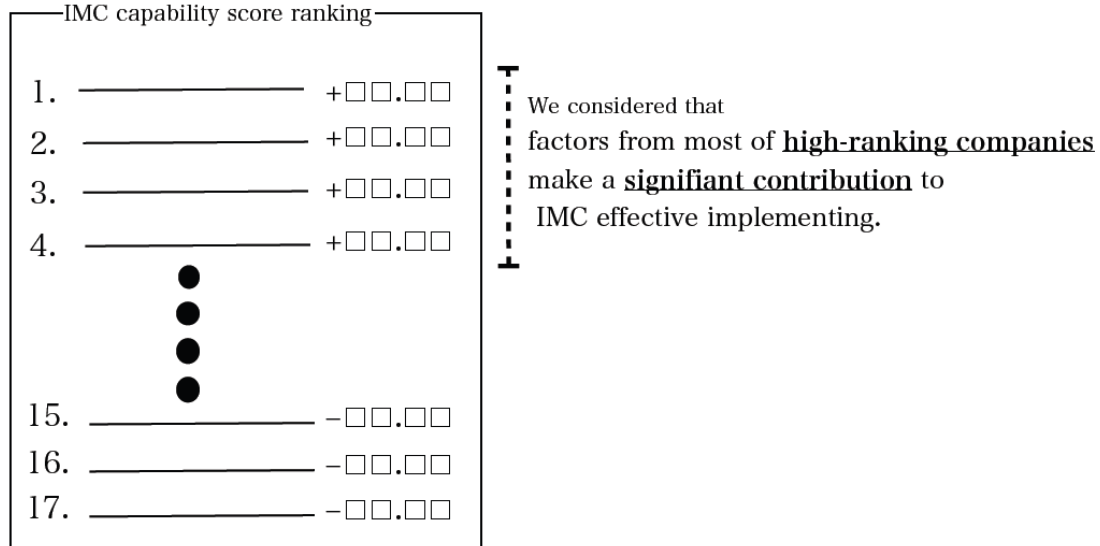
※PBI means “projected brand image” that is brand image company hope consumers to hane.

4-4-2. Identifying “successful” factors for IMC implementing

We calculated contribution degree which is based on IMC capability score and IMC implementing factors we get by interview and e-mail. The method is as follows. First, we make a list. Its vertical axis is for each IMC implementing factor which we got in interview and e-mail, and horizontal for the company’s and product’s IMC capability score. Second, we calculate the each average capability score of the company’s IMC implementing factors. This score is the contribution degree factors. (See figure 10)

Figure 10. Ranking based on IMC capability scores for each company.

(We can't disclose company-by-company name and score at the request of companies.)



5. Proposing the RIMC: Robust design of IMC management-model

In this chapter, we describe the process of constructing RIMC model. Then, we propose the RIMC model and explain the RIMC model based on contribution degree to effective IMC implementing factors by interviewing and e-mail in preceding section.

5-1. Construction of RIMC

We consider that practical implementing process of IMC which and pay attention to following two points. First, we have to construct concrete process regarding practical implementing process of IMC. Second, the RIMC model has to include comprehensive and flexible process to implement maximum IMC management depending to each company.

Considering above two points, we construct RIMC model based on factors of five groups

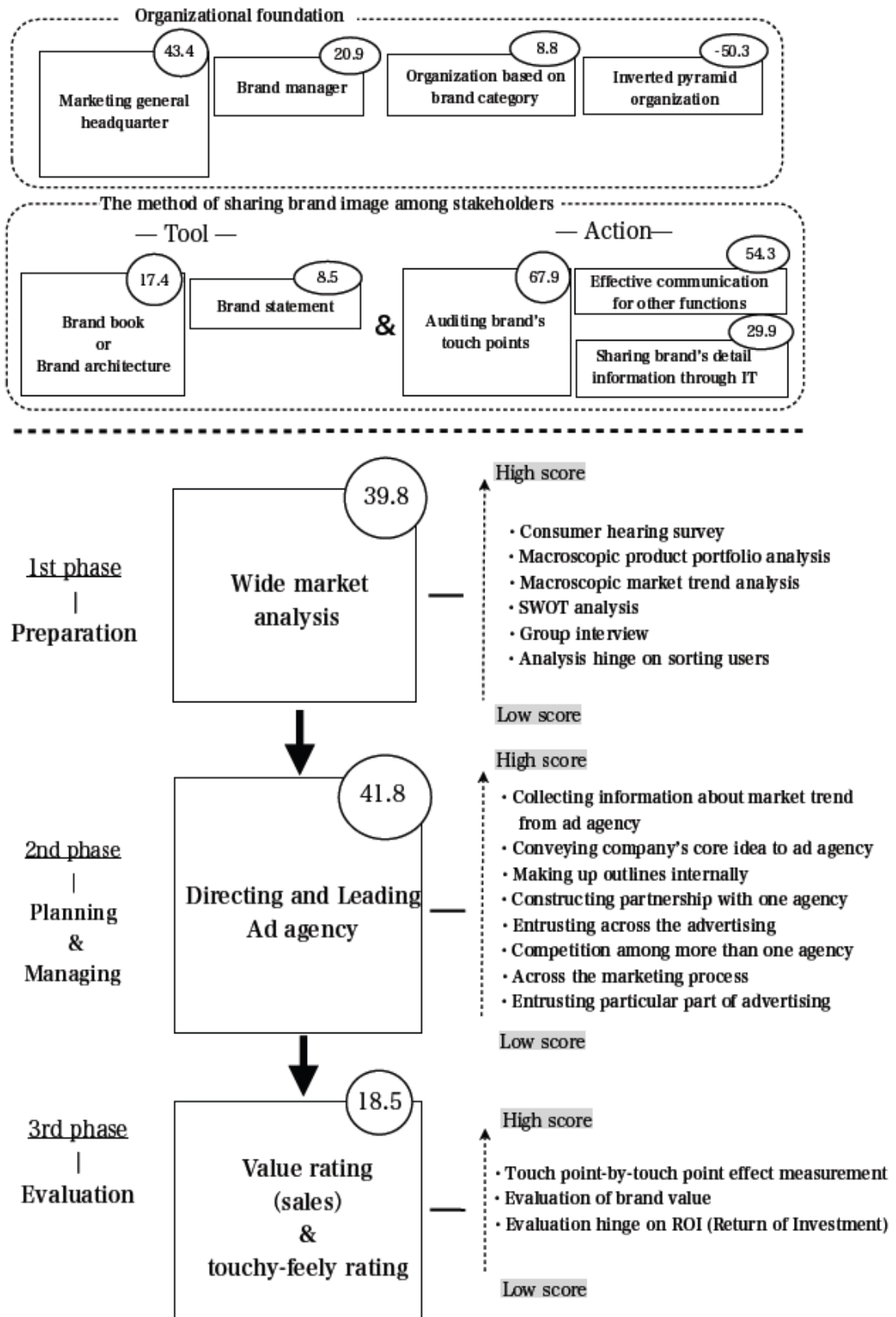
which we described 3-2, ①an organization structure, ②a method of sharing brand image, ③a market analysis, ④a planning and implement of marketing communication and ⑤an assessment. We consider that the organization structure and the method of sharing brand image are based on implementing IMC. Therefore, we did not add main flow of RIMC model. On the other hand, the all companies which we carry out interviewing and e-mailing implement following marketing process. The 1st phase is the preparation. The 2nd phase is the planning and implement of marketing communication. The 3rd phase is the evaluation. Thus, we construct same marketing phase in the main flow of RIMC model.

However, we found out that the 2nd phase is completely different from each company which we carry out interviewing and e-mailing. If we reflect the 2nd phase factor which we carry out interviewing and e-mailing on the RIMC model, it would remain the possible that the 2nd phase in the RIMC is the unique 2nd phase. Therefore, this major problem has negative effect on the RIMC because we try to construct practical IMC process. For example, there is possible that a company which tries to implement IMC along the RIMC model cannot adapt the 2nd factor. Thus, we decided that the 2nd phase in the RIMC model is relationship with advertising agency, here it after called ad agency, as below two reasons. First, when a company implement IMC, it is important to

establish good relationship with ad agency in existing study. If a substantive product considers a concept which customer have, the contents of product brand's control are all of the company's effort which are. Also, it is necessary to control all stakeholders. The objective control is not only customers but also outside organizations (company of supply and company of distribution) including advertising agencies. (Masato Inoue, 2002) Second, we found out that the relationship with ad agency is selectable, implementing, and common factor for a company by interviewing various companies which is not bound by unique type of industry category or product. For example, it is not depend on the unique type of industry category or the unique product that a company constructs relationship with ad agency or entrusts ad agency to design advertisement. Therefore, we reflect the 2nd phase as the relationship with adverting agency.

Then, we described the highest contribution degree factors as the marketing main flow and the foundation of the RIMC model. Moreover, we arranged the contribution degree factors in order of higher score. Finally, we construct the RIMC model as following. (See figure 11)

Figure 11. RIMC model: Robust design of IMC management model.



5-2. Explanation of the RIMC

First, we describe the foundation of RIMC model which is the organization and the method of sharing brand image. As for the organization, the highest IMC contribution degree score is “Marketing general headquarter”. This means that a company picks out persons from each function and the marketing general headquarter crosses many functions, organization and team. The marketing general headquarter is more easily share information and more definite own PBI. Therefore, when a company implement the 2nd phase, it is hard to dissipate the company’s PBI.

As for “Brand manager”, this means a person who is in charge of generalizing relationship with PBI communication. Therefore, a company can implement consistent marketing because a company implements marketing through the brand manager who is familiar with the brand.

As for “Organization based on brand category”, this means a person who in charge of brand category. A company easily controls not only product brand but also category brand. In the other hand, the organization based on brand category has to management the organization.

As for “the method of sharing brand image”, we need to consider the tool of sharing brand image and the implement of sharing brand image. In the tool of sharing brand image, the highest contribution degree score is “Brand book or Brand architecture”.

This means summarized document which is that a company arranges brand information about brand mission, brand value, brand positioning, a process of past brand creative, a visual brand image, and so on. This important point is historical process of brand image and to visualize PBI. By interviewing, we found out that if each employee can see the brand book or brand architecture at any time, each employee easily grasps own company's PBI and when a company implements new effort, it is hard to dissipate PBI because each employee reconfirms PBI.

As for "Brand statement", this means that a company spells out about brand mission, brand value, brand positioning. It is significant different with brand book or brand architecture that a company does not visualize brand image.

Finally, as for the implement of sharing brand image, the highest contribution degree score is "Auditing brand's touch points". This means that a person who is in charge of auditing distributor or retail store audits an effort which a company tries to control own brand. If the person regularly audits the distributor and retail shop, the company maintains consistency of PBI and it is hard to dissipate PBI.

As for "Effective communication for other factions", this means effort that an operation part, brand team and marketing part implements orientation for other parts to dissipate brand image.

5-3. Explanation of main flow the RIMC

As for the 1st phase, the contribution degree highest score is “Wide market analysis”.

This means that a company analyzes not only competing brands but also economic condition, a season or weather information. A company flexibly implements the 2nd phase in according situation by expanding analysis area. For example, the company which we carry out interview analyzes not only ice market but also sweet market with a aim of getting hint of product development. Also, the company which we carry out interview analyzes social environment to verify how own product’s value changes. Then, the company divides a market into category and sub-category. Then, the company analyzes a marketing channel which is distribution, a supermarket, a convenience store and so on. Finally, the company analyzes marketing position which is own product.

As for the 2nd phase, the highest contribution score is “Directing and Leading ad agency”. This means that a company makes a relationship with ad agency which a company managements and leads. For example, a company conveys only company’s core idea to ad agency and a company makes up outlines internally. For example, the company which we carry out interview has concern that the company rigidity own marketing and trends to conservative marketing. When the company implements new effort, the company asks the market trend to Ad agency and thinks together our product brand. The company employee said it is important to keep balance to a relationship

with Ad agency. The company conveys company's core idea to Ad agency or makes up outline internally in according situation. We found out that the company directs and leads Ad agency and expands company's brand expands.

Finally, as for the 3rd phase, the highest contribution degree score is "value rating and touchy-feely rating". This means that when a company judges whether marketing is worth or not, a company evaluates not only value rate but also touch-feely rating. If a company evaluates marketing only value rating, the company evaluates only marketing results. It is important that a company touchy-feely judges marketing process which is not reflected value because it is hard to measure short-term communication effect as the purpose of branding. That is, a company remains possible that the company can make use of measuring communication effect by reflecting touchy-freely evaluation of person on next marketing process. For example, E company employee said that I think there is no answer in the 3rd phase. It is true that a company easily evaluates value rating. However, I have no idea why high value of sale or low value of sale is. Therefore, touchy-freely is important to verify the process of results.

We described the explanation of main flow of RDIM and the example of practical effort. As stated above, the RIMC model shows more practical effort than the IMC model in existing study.

6. Conclusion

In this Chapter, we describe the product, a limitation, and an expansion of our study.

Moreover we express the deepest appreciation to our professors, teachers, and companies.

6-1 Main Findings and Implications

1) We constructed the IMC implementing process has evidence of an effectiveness.

Existing IMC implementing processes are uncertain that they are truly effective because they lack a verification by surveying consumer perception. Then, to construct RIMC model, we extracted common factors from 17 companies and scored these factors by degree of consumer perception. Herewith, it was revealed how contributive to branding these factors is. Therefore, the process we constructed can serve as a breakthrough to barrier 1 described in chapter 2.

It is the important achievement any existing studies created.

2) We suggested the concrete methods.

A number of researchers suggested IMC implementing processes. However, process that describes how should companies implement IMC in are still insufficient (Kang, 2011). Therefore, we reveal the concrete IMC implementing process. By asking a detailed method to companies and construct the process out of these methods. For

example, we described that, how should the companies have relationship with ad agency.

Herewith, companies which is discouraged to implement IMC by the absence of the concreteness of methods gets a breakthrough to the actual status.

3) We discovered new factors which was not in previous processes.

Although not expected when we started this research, we could extracted some factors that isn't described in previous processes. For example, we revealed that, adjusting a relationship with an ad agencies contributes to branding. They are factors which researchers could not devise. This is also the important merit of our study achieved by observation of a number of companies.

6-2 Scope and limitation of our study

2 flaws of inductive consideration (Iyama et al. 2000).

i) There are no fact without a prejudice. There cannot be no absolute objectivity.

If we drew the conclusion only based on inductive consideration, the extremely subjective conclusion would was drawn. However, when we extracted an factors from a companies (= asked what the companies do), we used the question options composed of factors described in the previous studies. Therefore, it can be said that subjectivity and

arbitrariness were eliminated.

ii) **The number of data is limited. Induction have the potential to leap to infinity.**

The process of IMC Implement is imperfect since sample size is not infinite. However, the reliability of our process is relatively-high because we extracted the IMC implementing factors from 17 companies. It is far bigger sample size than any previous research.

6-3 Expansion of This Study

The samples of our research are only domestic companies. If we extract factors from foreign companies, we would be able to construct the process that is more versatile and expansive. Although just on trial, we researched the same way of investigation about 3 South Korean companies.

Figure 12. Result of consumer questionnaire survey to Korea/

	NONGSHIM	Dunkin Donuts	OTTOGI
Sample size	77	77	77
Brand's accuracy	66.15	53.63	60.80
Capability Score	1.161	-1.279	0.118

6-4 Acknowledgement

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(1)(2) We selected the sample companies at random from companies in "Kaisha Shikihou 2013 spring 3rd series". Then, we acquired 17 valid response out of 38 companies we contacted. The questionnaire of this survey is be found in accompanying materials.

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Accompanying material 1. The list of factors and IMC capability scores for each companies.

Factors	IMC capability score implementing for each companies																	Factor's contribution degree of IMC implementing	
	(We can't disclose company-by-company score at the request of companies.)																		
Scores	-135,6	34.5	-133.6	122.2	9.8	-59.9	47.6	27.3	32.9	-20.6	-219.9	-19.1	7.1	-74.4	172.9	145.8	62.9		
The method of sharing brand image																			
tools																			
brand statement	-135,6	34.5	-133.6	122.2	9.8	-59.9	47.6	27.3	32.9	-20.6	-219.9	-19.1	7.1	-74.4	172.9	145.8	62.9	8.5	
brand book or brand architecture	x	x	x	122.2	x	x	x	27.3	32.9	-20.6	-219.9	-19.1	7.1	-74.4	172.9	145.8	x	17.4	
Action for inside the company																			
the saying brand image in chorus effective	-135,6	x	x	x	x	-59.9	x	x	32.9	x	x	-19.1	x	x	x	145.8	x	24.9	
communication for other functions	x	x	x	122.2	x	x	x	27.3	x	-20.6	x	x	7.1	-74.4	172.9	145.8	x	54.3	
seminar for employees	-135,6	x	x	122.2	x	x	x	27.3	x	x	-219.9	x	x	-74.4	x	x	x	-36.2	
sharing brand's information with e-mail	x	x	x	122.2	x	x	47.6	27.3	32.9	-20.6	x	-19.1	7.1	-74.4	x	145.8	x	29.9	
for outside the company																			
auditing brand's touch points	x	x	x	x	x	x	x	27.3	x	x	x	x	x	-74.4	172.9	145.8	x	67.9	
Organizational foundation																			

Organization based on brand category		-135,6	x	-133.6	122.2	9.8	-59.9	47.6	27.3	32.9	-20.6	-219.9	-19.1	x	x	172.9	145.8	x	8.8
the inverted pyramid organization		-135,6	34.5	x	x	x	x	x	27.3	x	△	-219.9	-19.1	x	-74.4	x	x	x	-50.3
the establishment of marketing general headquarter		x	x	x	122.2	x	x	x	27.3	32.9	-20.6	x	x	x	-74.4	172.9	x	x	43.4
brand manager		x	x	-133.6	122.2	9.8	-59.9	x	27.3	32.9	-20.6	x	x	7.1	-74.4	172.9	145.8	x	20.9
Preparation																			
Consumer analyses	group interview	x	34.5	-133.6	122.2	9.8	-59.9	x	27.3	32.9	-20.6	-219.9	x	7.1	-74.4	172.9	x	62.9	-3.0
	hearing survey analysis	x	34.5	-133.6	122.2	x	-59.9	x	27.3	32.9	-20.6	x	-19.1	x	-74.4	172.9	145.8	62.9	24.2
	hinge on sorting users	-135,6	34.5	-133.6	122.2	9.8	-59.9	x	27.3	32.9	-20.6	-219.9	-19.1	x	-74.4	172.9	145.8	62.9	5.8
Industrial analysis (Macrosopic)	product portfolio analysis																		
	market trend analysis	x	34.5	x	122.2	x	-59.9	x	27.3	32.9	x	x	x	x	-74.4	172.9	x	62.9	30.8
	external factor analysis																		
SWOT analysis		-135,6	x	-133.6	122.2	x	-59.9	47.6	27.3	32.9	-20.6	-219.9	x	7.1	-74.4	172.9	145.8	62.9	8.5
Planning and Magaging																			
Entrusting particular part of advertising		x	x	x	x	9.8	x	x	27.3	x	x	-219.9	x	x	x	x	x	x	-60.9
Entrusting across the advertising		x	34.5	x	122.2	x	-59.9	x	27.3	x	-20.6	-219.9	-19.1	x	x	x	x	x	-19.4
Across the marketing process		x	x	x	122.2	x	-59.9	x	27.3	x	-20.6	-219.9	x	x	x	x	x	x	-30.2

Conveying company's core idea to them	x	34.5	x	x	9.8	-59.9	x	27.3	32.9	-20.6	-219.9	x	x	x	172.9	145.8	62.9	18.6	
Making up outlines internally	-135,6	x	x	x	x	-59.9	47.6	27.3	32.9	x	x	x	x	x	x	145.8	62.9	42.8	
Management and Leading ad agency																			
Conveying company's core idea to them	x	x	x	x	x	-50.0	x	27.3	32.9	x	x	x	x	x	x	145.8	62.9	41.8	
Making up outlines internally																			
Evaluation																			
sensory evaluation	x	34.5	-133.6	x	9.8	-59.9	47.6	x	x	-20.6	x	x	7.1	-74.4	172.9	145.8	62.9	17.5	
seller's evaluation	-135,6	34.5	-133.6	122.2	9.8	-59.9	47.6	27.3	32.9	-20.6	-219.9	-19.1	x	-74.4	172.9	145.8	62.9	8.6	
Value rating (sales) & touchy-feely rating	x	34.5	-133.6	x	9.8	-59.9	47.6	x	x	-20.6	x	x	x	-74.4	172.9	145.8	62.9	18.5	
touch point-by-touch point effect measurement	x	x	x	122.2	x	x	47.6	27.3	32.9	x	-219.9	x	x	-74.4	172.9	x	x	15.5	
evaluation hinge on ROI (Return of Investment)	x	x	x	x	x	x	x	27.3	x	x	-219.9	-19.1	x	-74.4	172.9	145.8	62.9	13.6	
evaluation of brand value	x	34.5	-133.6	122.2	9.8	-59.9	x	27.3	x	x	x	x	x	-74.4	x	145.8	62.9	15.0	

Accompanying material 2. The format of actual status survey .

先日お電話致しました日本大学法学部白井ゼミナールの と申します。
この度は、私達のアンケートにご協力頂きまして有り難うございます。
ご回答頂きました内容は、研究のデータとしてのみ使用致します。
また、ご協力を頂いた企業様方を論文の中でリストアップする予定ですが、
ご希望があれば、そちら様の社名は伏せさせていただきます。

—————以下がアンケートの質問票でございます。—————

1. 御社におけるIMC（統合的マーケティングコミュニケーション）※
の実施状況をお聞かせ下さい。

①十分に実施できている ②実施しているが十分ではない ③実施していない

ご回答

2. IMCに関して、権威ある研究者によって多くの実行プロセス（別紙をご参照ください）
が企業向けに提唱されていますが、それらをご覧になってもなおIMCの実行に踏みきる
に至らない、もしくは十分な実行に至らない企業CEOやマーケティング担当者が存在
するという現状がございます。

この現状の原因について、 様のお考えになる理由を選択肢の中からお選び下さい。
（複数回答可）

- ①そもそもブランディングに対する志向が薄い、あるいは無いため
- ②IMCを実行せずともブランディングに成功している・できると考えるため
- ③IMC実行の費用対効果が正確に予測することが難しいため
- ④費用対効果を予測した上で、実行の必要性が低く感じられたため
- ⑤提唱されているプロセスが効果的であるという裏付けが存在しないため
- ⑥現状の組織構造やマネジメント・システムの改変が難しいため
- ⑦提唱されているプロセスが観念的で、具体的手法が示されていないため
- ⑧その他（ ）

ご回答

※企業の行うマーケティング諸活動のうち、顧客が目にする、あるいは触れる箇所を統括的にデザインするという考え方。ブランドイメージの構築および維持・向上をめざすにあたって、プロモーションを初めとする各部門のアクションに一貫性を持たせることで、顧客の中での企業や製品に対するイメージの散逸を避けるといった目的のもとになされる。

質問は以上です。ご協力ありがとうございました。