

Business-to-Business Relationships as a Source for Advertising Success

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Antti Määttä

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Author Antti Määttä

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Abstract

This thesis project was initiated in the autumn of 2012 to particularly look into the area of business-to-business relationships in the context of the advertising industry. In particular, the focus being to research this aspect from the view of different advertising mediums. The motivation for this stemmed from the idea of various B2B studies existing on a general level, while specific studies into B2B relationships and their impact on advertising effectiveness do not exist, particularly from the viewpoint of different advertising channels. In order to tap into this gap, this study incorporated advertising mediums from print and tablet advertising. This was done due to the novelty and increasing importance of tablet advertising and the possibility to compare it to more traditional advertising channels (i.e. newspaper and magazine advertising).

Following the notions rising from the literature, the research set particular focus on existing B2B taxonomy study by Cannon and Perreault (1999) and sought out to adapt the featured scales into advertising industry context. The research was based on a survey that tested the relationships depending on the mediums and reviewed their impacts on advertising effectiveness. The survey was sent out to the largest companies in Finland by revenue with 46 fulfilled responses arising high-level decision makers, such as CEOs, Marketing Directors/Managers and other relevant personnel.

For the analysis, the study utilized qualitative comparative analysis (QCA) and its fuzzy-set variant that make it possible to implement the positive aspects of qualitative analysis over more than a handful of cases. In addition, the method includes quantitative, empirical foundation and thus overall provides for scientifically viable results through configurations that lead to an outcome. Using this method, the research determined that there are notable differences between the advertising mediums, when considering relation-specific details that lead to advertising campaigns to succeed. Highly prioritized print media mediums were more prone to be used in a less-cooperative manner, whereas the lower prioritized tablet advertising was sought to succeed with tight cooperative actions between the advertiser and the provider.

Thus, for decision makers in the advertising industry, it can be useful to be aware of the perceived factors that lead to success (e.g. whether to share proprietary information) and how these are dependent on the advertising medium. In the case of advertising providers, it can be seen equally as important to react accordingly to these perceptions to build successful relationships between the parties that yield value and success. This research was seen to tap into these issues and as such provide for both managerial and theoretical implications.

Keywords Business-to-Business, B2B, Relationships, Advertising, Newspaper, Magazine, Tablet, QCA

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Tämä Pro Gradu -projekti käynnistettiin syksyllä 2012 erityisesti tutkimaan yritysten välisiä suhteita mainostamisliiketoiminnassa. Tarkoituksena oli etenkin tutkia tätä aluetta erilaisten mainonnanmuotojen näkökulmasta. Työn motivaation taustalla oli paljolti näkemys siitä että vaikkakin B2B-tutkimuksia on yleisesti tehty paljon, erityiset tutkimukset B2B-suhteiden merkitykseen mainonnan tehokkuuden näkökulmasta puuttuivat, erityisesti mainonnan eri kanavien kautta. Tutkielmassa otettiin huomioon mainostaminen painetussa mediassa sekä tablet-laitteissa. Valinta tehtiin erityisesti tablet-mainonnan uutuuden ja nousevan tärkeyden vuoksi sekä hyödyntämään mahdollisuutta verrata sitä perinteisimpiin mainonnanmuotoihin kuten sanoma- ja aikakauslehtimainontaan.

Teorian puolesta tutkielmassa hyödynnettiin huomattavasti Cannon ja Perreault'in (1999) julkaisemaa B2B-taksonomiatutkimusta, josta sisällytettiin mainostamisliiketoimintaan muokattuja asteikkoja. Tutkielma perustui myös kyselytutkimukseen jossa arvioitiin yrityssuhteita mainonnan menestykseen, riippuen eri mainonnanmuodoista. Kyselytutkimus lähetettiin joukolle Suomen suurimpia yrityksiä liikevaihdolla mitattuna, joista palautui yhteensä 46 vastausta korkean tason päätöksentekijöiltä kuten toimitusjohtajilta, markkinointijohtajilta/päälliköiltä sekä muilta sopivilta henkilöiltä.

Tutkielmassa hyödynnettiin analyysin mahdollistamiseksi QCA-menetelmää jolla voi kvalitatiivisesti tutkia vaihtelevankokoisia joukkoja; menetelmän samalla sisältäen kvantitatiivisen osuuden jonka avulla voidaan tieteellisesti tutkia erilaisia asetelmia jotka johtavat haluttuun lopputulokseen. Menetelmän kautta saatiin selville että mainonnanmuodot vaativat erilaisia yrityssuhteita jotta mainontakamppanjat onnistuvat. Esimerkiksi yritysten tärkeänä näkemät painetun median muodot tuotettiin vähemmässä määrin yhteistyössä kuin tablet-mainonta, jonka onnistumiseksi nähtiin tarpeellisenä olla läheisessä suhteessa mainostajan ja mainonnan tarjoajan välillä.

Tämän vuoksi mainonnan päättäjille voi olla hyödyllistä olla tietoinen huomatuista yksityiskohdista jotka johtavat onnistumiseen (kuten milloin jakaa liiketoimintatietoa) ja kuinka nämä riippuvat mainonnanmuodosta. Mainonnan tarjoajille taasen on tärkeää mukautua tutkittuihin näkemyksiin jotta yrityssuhteet onnistuvat. Tutkimus tarjoaa näihin asioihin tarkennettua tietoa ja tätä kautta arvioinnin sekä käytännön että teorian näkökulmista.

Avainsanat Business-to-Business, B2B, Relationships, Advertising, Newspaper, Magazine, Tablet, QCA

TITLE PAGE

ABSTRACT (In English and Finnish)

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1. Introduction

In this chapter, the aim is to briefly glance at the field of advertising and business-to-business relationships. In addition, the purpose is to lay out the objectives of the research and formulate research questions to support them. Appropriate terminology is also explained in preparation for the following chapters.

1.1. Background

Business-to-Business – or B2B – relationships are a widely studied area that looks into the interactions between firms by highlighting the unique characteristics, e.g. close nature inherent in the exchange, as explored by Hutt and Speh (2012) to provide for an example. In addition, B2B relationships are perceived to lead to positive outcomes in various ways - for instance, long-term relationships are oftentimes seen to be one of the greatest elements in building sustainable competitive advantage for both parties (Luo, Kumar 2013). In essence, this represents the point of interest for this research, in which the B2B relationship aspect is sought out to be extended toward the advertising industry context.

The reason for this approach lies in the fact that the advertising industry represents a professional service industry with high degrees of customization and interaction (Halinen 1994), underlining its nature as an area where successful B2B relationships are a necessity.

In effect, field of advertising as of today has seen the rise of digital or online advertising in its various forms (IAB 2012), including, for instance, internet advertising in general from a broad perspective, but also through certain mediums such as smart phones and tablets, and sometimes even by new advertising philosophies, such as interactive advertising (Caubergh, De Pelsmacker 2006). Furthermore, the field of advertising is seeing some notable changes, such as the downshift in traditional advertising sources

like the newspaper businesses (Evans 2009) and that online advertising is affecting the situation with its influence of “changing the how creative work is done, how advertising campaigns are run, and how creative advertising is bought and sold” (Ibid.). When taking all of this into consideration, it could be said that the advertising industry is currently in a notable state of change and possible transition, making it a favorable focus for the study.

Further in terms of B2B relationships, there are generic studies in the topic such as through Cannon and Perreault (1999) that take into account the relationship outcomes in terms of evaluations of supplier performance and advertising industry specific studies such as by Halinen (1994) that denote relationship effectively also leading into performance. However, channel – or medium – specific research does not as such exist, presenting this study with the opportunity to look into advertising performance in terms of the mediums.

Thus, the purpose of this research is to tap into this gap by looking into business-to-business relationships in the advertising industry depending on specific mediums that employ both traditional and digital advertising. With this in mind, the aim is to seek out exactly how performance, such as advertising success is built and whether differences exist depending on the medium.

1.2. Research problem and objectives

Effectively, some of the important considerations for this study are that business-to-business relationships can exist in various ways and differences (Cannon, Perreault 1999) and that there are also stark differences between the advertising mediums, particularly with digital and traditional advertising (Evans 2009, p. 42). As medium-specific viewpoints for the B2B relationship are not explored, the research problem therefore consists of studying this topic by facilitating these differences with the intention of producing meaningful insights.

Importantly, although the idea of advertising mediums is considered to be generally open with various traditional mediums and digital advertising being included, the decision was to take into account mediums that represent both aspects. As such, tablet advertising was included to represent digital advertising, due to its novelty, the booming mobile advertising revenue (Interactive Advertising Bureau 2012) and the trend of consumer adoption of portable mobile internet devices (Mallia, Windels 2011). For traditional mediums, the print media, in other words newspapers and magazines were the focus point, due to their historical nature, lowering advertisement spending (Nyilasy, Whitehall King, Reid 2011) and changes technology has brought forward to how people consume content (Ibid. 175). This was done particularly to ensure contrast between the selected mediums, e.g. historical to cutting-edge medium and thus also provide for a favorable snapshot of the general market situation in terms of them.

In total, these elements comprise of the purpose of the research process that was sought out to be fulfilled. Accordingly, the research question was therefore set in the following manner for the selected advertising mediums:

- What kinds of business-to-business relationships drive advertising success?

Effectively, the research question was designed to capture both the aspects of business-to-business relationships and advertising, providing for a general guide toward the completion of the research. Advertising success is also mentioned to facilitate the aspect of performance, and is further explored in the study. In addition, the mediums selected rely on the previous ideas and are discussed in more detail throughout the theoretical research.

With these in mind, the purpose of the research is the production of benefit. In order to achieve this, the aim was set to provide this benefit both from the managerial point of view and the theoretical stand point. Managerially, the focus is therefore to provide information about the beneficial types of relationships as perceived by the advertisers in the industry so that they can be taken into consideration by the other actors to help build

success in advertising. In addition, this information is also sought out to appeal to the providers by introducing insights on how to approach the advertisers and what kind of ideas they should emphasize in order to build favorable relationships that lead to positive outcomes. In terms of theory, the purpose is to complement the previous research by the findings of this study and to evaluate whether the outcome of this study is in line with the studies presented in the past.

To achieve these notions mentioned previously, the research was also set to include appropriate methodology that would provide for scientifically recognized analysis and therefore reliability to the best possible extent. For this goal, the research employed a configurational approach. In essence, configurational studies, such as Qualitative Comparative Analysis, make it possible to find several different combinations that lead to the same outcome (e.g. advertising success) also with marketing relevance (Vassinen 2012, p. 49). Effectively, this study employed the fuzzy-set qualitative comparative analysis method (fs/QCA) in order to be able to generate the managerial and theoretical benefit mentioned before, particularly with variety that can rise from the configurational viewpoint. These considerations are also sought out to be further evaluated throughout the study.

1.3.Key concepts

This section contains the integral terms often inherent in this research. Business-to-Business (B2B) relationships are one of the core aspects of the entire study and are thus explained briefly in the chapter and further in detail throughout the study. Furthermore, the aspect of advertising mediums is approached by the traditional and digital advertising terms that also touch upon the nature of the advertising industry as of today. In addition, tablet devices are also defined in order to distinguish them from other sources for mobile advertising.

Traditional advertising. Generally, professional sources list the most notable advertising mediums in a manner that includes advertising in, for example, newspapers, magazines, television, radio and internet format, such as by Outdoor Advertising Association of America (2013). The term ‘traditional advertising’ is used mostly in an arbitrary sense in this research to reflect the mediums not employing the element of internet, or online advertising.

Digital advertising. In literature, this term is oftentimes called ‘online advertising’ which includes advertising efforts conducted via the internet (Levin, Milgrom 2010) and more recently through solutions such as mobile devices (Shintaro, Barwise 2011). In this research, the term ‘digital advertising’ is generally used in order to emphasize the hardware component inherent in the advertising (e.g. via tablets).

Tablet. This term refers to a form of computer contained in a single panel, characterized by touchscreen use (PCMag, 2013) - an example of such includes the Apple iPad.

B2B Relationships. This term is used to consider the interaction between the seller and buyer organizations, which in the case of this research consist of the advertiser and the advertising provider. Essentially, B2B marketing has distinct characteristics that derive from the consumer orientation. Hutt and Speh (2012) identify some of the key aspects, which include ideas such as single purchases by business customers being far larger than that of individual consumers and the general tendency for buyer-seller relationships to be close and enduring (Ibid., p. 18). In this research the focus was particularly to review business-to-business relationships in the advertising industry context and as such they are further explored throughout this study.

2. Literature review

The purpose of this section is to introduce and evaluate the field of advertising by looking into the key concepts of the area, such as the relevant advertising methods employed in the world of today, taking into account digital advertising and its importance. In addition, the chapter aims to describe the way of doing business within the industry in order to view the important aspects of interaction between buyers and sellers within the field to allow the initiation of methodology for further research.

2.1. Business-to-Business Relationships

As briefly mentioned previously, business-to-business marketing is its own distinct area with particularities that greatly make it differ from business activities related to consumers (Hutt and Speh 2012). As such, it can be also assumed that the relationships themselves between businesses are an area that requires particular attention in terms of this research.

B2B relationships and research into the field can be approached from various ways. One of the most notable examples of studies in this regard has been the B2B taxonomy research conducted by Cannon and Perreault (1999) which particularly highlights the fact that there can be several types of B2B relationships that are created depending on the interaction between the buyer and the seller. Aspects that influence the relationship can include importance of the supply and procurement obstacles faced by customer firms (Ibid. 455). Furthermore, the study exemplifies that the relationship can be approached via certain connectors that are inherent in the relationship, such as the idea of information exchange.

However, researchers such as Harrison-Walker and Neeley (2004) also demonstrate that B2B relationships can be approached from other viewpoints, such as simply looking into different kinds of relationship bonding and focusing the concept into a limited scale, such as marketing practices over the internet. Although only brief in examples,

these studies already demonstrate that B2B research can be successfully looked into from very broad perspectives, and in return also through very focused means.

This idea of limiting the business-to-business research to a certain focus also carries into industries. Professional service industries such as the financial industry have been studied from a B2B relationship emphasis (Theron, Terblanche, Boshoff 2008). This effectively gives foundation to the aspiration to focus B2B relationship study to the field of advertising as sought out in this research.

In terms of advertising industry itself, a notable example of a relationship study in the field is by Halinen (1994) who looks into the advertising service industry in Finland. Studies such as these are therefore pursued to provide for the basis for the business-to-business relationship assumptions made in this research. The stand is taken that the general studies are not exclusive the industry-focused ones, and as such implications drawn by Cannon and Perreault (1999) are also taken into account to a large degree as further indicated.

2.2. Advertising industry as B2B context

Throughout the time, advertising and its business has existed to act as one of the most visible ways of communication with fairly notable main objectives that are sought out to be fulfilled. In short, these notions have consisted of using advertising to increase sales from existing customers, such as by bolstering brand loyalty and by obtaining new customers via increasing awareness and image building (Hollensen 2004, p. 561). The industry itself comprises of professionals working for advertising agencies and for advertiser and media organizations (Jones, J. P. 1999, p. 2), effectively seeking out to provide solutions using different mediums to reach these goals. With these efforts being active in the marketplace, the results can be profound, with the estimations implicating that an average American consumer is exposed to around 500-1000 advertisements every single day (Arens, Schaefer, Weigold 2008, p. 34).

Regarding the actors within the industry itself, one of the most notable issues that should be mentioned is the fact that typically, large advertising agencies have focused their efforts on mass-market advertising formats, most notably television. Although this is a source for advantage, it has also given rise to new companies in the industry (Jones, J. P. 1999, p. 8) who seek to tap into the rigidity hindrance of the larger companies and thus provide their own solutions for the market, effectively highlighting the notion of various types of advertising providers existing as of today. It is also commonplace within the industry for the larger advertisers to employ a number of different advertising agencies who are responsible for different brands that the company possesses, also in return providing the advertiser with ways to evaluate the performance between the advertisement agencies (Ibid., p.9), but even more so providing the numerous advertising agencies with the potential to engage in business relationships with the advertisers. This in short represents an idea that the level of competition within the industry can therefore end up being fairly high.

The importance of the industry is highlighted particularly when discussing its size in the global economy. According to recent estimations, the spending in advertising has been globally estimated to revolve around 506.3 billion USD, representing an approximately 5% growth from the previous year (WPP 2012). In addition to this, the most notable trends within the industry have been the rise of digital advertising and this has also been the case in recent times, particularly when looking at the increasing global interest to invest in advertising in digital format. Accordingly, this can be seen with the recent evaluations regarding spending per advertisement medium. During the following time period, it has been scaled to be as follows:

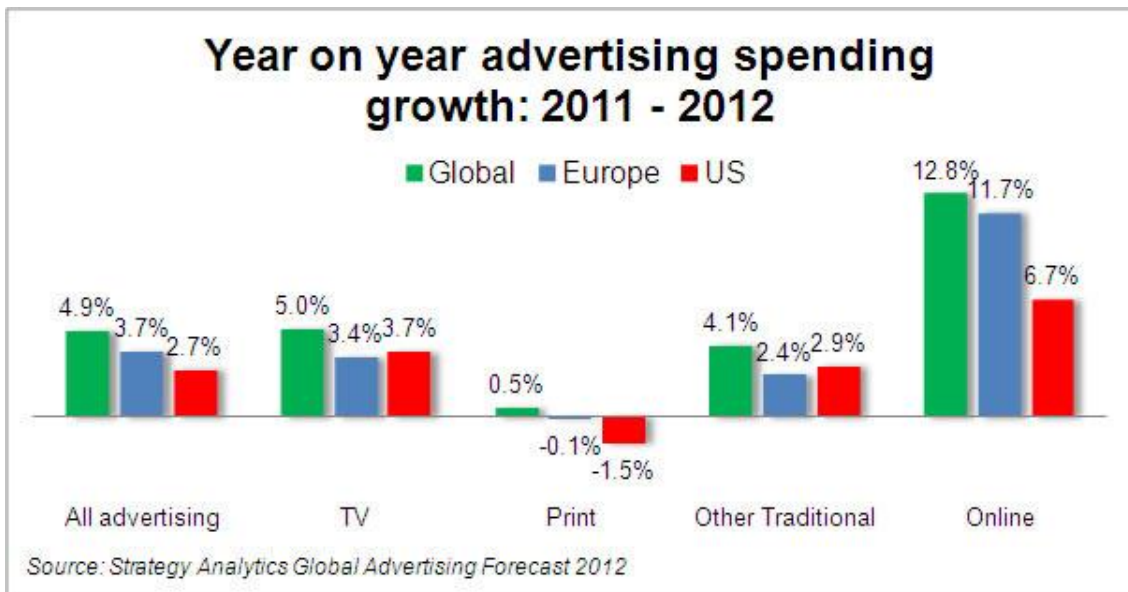


Figure 1: Advertising spending growth example. (Adapted from Strategy Analytics 2013)

In short, the advertising industry represents a field that has a visible, sold representation in the modern societies of today, comprising of the use of advertisements between businesses and from businesses to consumers. However, as the table suggests, the industry is also nowadays characterized by a factor of fundamental restructuring, where long-term considerations like customers migrating from sources of traditional media (e.g. magazines) to digital platforms (e.g. mobile devices) is an on-going concern. Although this shift is underlining some considerable advantages to the actors within the industry, such as in terms of lower distribution costs, the process has also had a negative impact on media companies who are thus afflicted by cut-rate online advertising methods when their primary dependence is on advertisement revenue (Kirschhoff 2009). This in effect comes to show that the advertisement industry of today can be viewed as a stringent business area, where both the advertisers and the advertising providers (e.g. advertising agencies) have to be able to cope with the changes of the marketplace and to be able to provide valuable services to their respective target groups. Although this may not represent a ground-breaking, immediate change, it does come to show that the advertising industry is in a stage of turmoil, which is particularly tied to the idea of the advertising mediums themselves. Effectively, this also highlights the prime interest for this research.

2.2.1. Newspaper and magazine advertising

As suggested by the chart featured in the previous section, there are various ways – or mediums – on how the advertisements themselves reach their target entities, and naturally one of the most notable categories is the idea of classic or traditional advertising, comprising of e.g. television, print (magazines, newspapers) and outdoor advertisements when discussing the most relevant mediums. The idea and importance of digital advertising is definitely a notion that is of high regard to the advertising industry in itself, however there has been evidence that for instance attempts to build brand strength or to convey a brand's positioning in comparison to those of competitors' requires the use of classic advertising channels when wishing to reach a broad audience (Pfeiffer, Zinnbauer 2010). In the U.S. alone the previously mentioned mediums accounted for approximately 75% of the annual total advertisement spending of 158,26 billion USD (Emarketer Inc. 2012), which highlights that they have a very strong role in the advertising industry even today, regardless of the rise of advertising spending on the digital mediums.

When further looking into the traditional advertising mediums, there are quite a few notable features of the mediums that could be mentioned. For instance, television advertising as a medium is many times considered to be the best way to reach a wide audience quickly (Romaniuk 2012), being characterized by multi-channel access and the era of digitalization (Sharp, Beal, Collins 2009), thus existing in the field of advertising as a strong channel. At the same time other mediums such as outdoor advertising facilitate experience and exposure to a message the company wishes to convey that with proper execution can be used to improve product and brand recognition and enhance their appeal (Van Meyers, Aristoff 2009), with the advertising medium encompassing noticeable growth particularly in its digital LED formats, having tripled in size in the U.S. alone during 2002-2008 (Gambetti 2010, p. 35).

From these considerations, it is apparent that there are notable traditional mediums that provide the advertiser with various potential and as such should be taken into consideration and as such the research recognizes their importance. However, for the

purposes and scope of this research, it was determined that the traditional advertising channels taken into evaluation should be limited, and as such the research focuses on print media advertising with its particular market situation and other notions discussed below.

As indicated, one of the most prevalent forms of advertising is that of print media, consisting effectively of traditional newspaper advertising and also magazines which in total represent the print media in purposes for this research. Historically, there have been some developments in this advertising medium that can be considered to be of significance – most importantly, when using the U.S. as an example; newspaper advertising spending in regard to the total advertising spending has shifted from the top 30.8% of 1960 to around 13.2% in 2008. In addition to this, magazine advertising spending has similarly dropped from 7.6% to 4.8%. Thus, when discussing the phenomenon from a long-term historical standpoint, the combined spending has gone down from 38.4% to 18% in this period of 50 years (Nyilasy, Whitehall King, Reid 2011). From this point of view it can be seen that there has been a clear shift in advertising efforts over the years which has influenced print media in a considerable manner. As also mentioned by Nyilasy, Whitehall King and Reid (2011, p. 168), changes have also been affecting the number of newspapers in circulation which has went down over the years, with also one highlighting feature being that the advertising content inside a single average newspaper is smaller than it used to be. In terms of magazines, the most describing feature has been that these publications have shifted clearly in the direction of specialized interest which distinguishes the current era from the past where general-interest magazines were commonplace.

The discussion of importance is naturally the role of print media advertising in today's world. Although the issues mentioned before can be reality, there are also positive notions attached to print media that make it a favorable medium for advertisers. In the case of newspapers, the most obvious benefit is the trust factor (p. 173) and accessibility to local and ethnic audiences, which can represent an opportunity for advertisers to leverage upon and therefore possibly garner strategic benefits from advertising that is conveyed through this medium. When viewing the situation from the point of view of magazine advertising, the opportunity once more lies in the possibility to make use of

the current trend of specialized audiences and therefore enabling advertising efforts that are targeted at very specific groups of people.

In essence, it is clear that the challenges for print media lie highly on the notion of online advertising efforts and their eroding effects on traditional media. With advertising revenue providing for 70% of newspaper revenue and 60% of magazine revenue (Orchard 2010), it is therefore clear that continuous advertising efforts are critical for print media even to exist. However, from an advertiser's point of view and for the reasons mentioned previously, there is still reason why advertising should be pursued also in print media, regardless of the perhaps increasing importance of other mediums. In regard to technology, there are developments that tools such as digital readers (e.g. tablets), smartphones, social media platforms and Web 2.0 are generally impacting the landscape of print media and advertising and further in terms of online content, the introduction of RSS newsfeed, micro-blogging (e.g. Twitter) and social media have generally been changing the way how people view news and content (Nyilasy, Whitehall King, Reid 2011, p. 175), and speaking from this aspect it can be seen that the status of print media as a major actor is challenged, and requires the purveyors of this medium a great deal of adaptation in the media landscape of today.

However, one notable idea that could also be viewed is the combination of advertising channels, such as touched upon previously with television advertising, and how the concept fares with print media in mind. Integrated cross-media campaigns can be an option that advertisers can utilize in their marketing aspirations, and in terms of print media and online advertising efforts, there have been considerations that advertising effectiveness can be made slightly more profound when supplementing print media advertising with online elements, yet the underlining consideration has been that there isn't a statistical connection whether cross-advertising efforts with print and online have been able to produce more recall and recognition in consumers in comparison to utilizing only print advertising, for example (Wakolbinger, Denk, Oberecker 2009, p. 370). Furthermore, the implications have been that there are consistent findings in the direction that print/web synergies are not as effective as television/web synergies (Assael 2011, p. 50), which in itself highlights the idea that print media advertising is in a more challenging situation than television advertising, with online advertising efforts

posing a challenge; and yet that utilizing online advertising as a supplementary format alongside traditional print media advertising represents a much lesser element of benefit.

From these considerations, it could be said that print media advertising is a topic of slight controversy, providing advertisers with certain opportunities but also being constrained by some factors mentioned previously; further warranting it to be taken into consideration in this research.

2.2.2. Tablet advertising

As was already touched upon previously, the advent of digitalization has been of great influence in the advertising industry. This can be seen to be based on technological advances, and most notably the changing way of what media consumers focus on – for instance, many spend much more time online than they do watching television, and mobile phone usage is particularly booming among the younger consumers (Yann, McColl, Kitchen 2010) – although these notions serve only as examples, they pave way for the expectations of digital media advertising market reaching \$90 billion USD in value by the end of 2013 (Ibid., p. 710).

However, when looking further into the developments that champion the era of digital advertising and where the opportunities lie for advertisers, the framework developed by Kim (2008) could be taken into consideration, highlighting some of the key characteristics that have an impact on the topic. These consist of (Ibid., p. 311):

- The idea of hardware performance and its development. In essence, the speed, capacity and reliability of devices has risen which makes it possible for advertisers to develop more complexity and engagement into their messages, also on platforms that may have been previously unfeasible.
- Broadband internet access and its coverage has also been a defining factor, making digital advertising and its future possible by tapping into a medium that

is becoming more and more vital in the lives of consumers, through both wired and mobile communications.

- Virtually unlimited storage – particularly in the future it is argued that nearly limitless data can be stored over the internet in the cloud, enabling further audio and video content to be accessible and introducing developments to the way information is consumed, in the process making it possible for advertisers to also tap into this potential.
- User interfaces and their advances. A prime example of this includes the idea of tablet, pc and touchscreen technologies which hold a promise of making the usage of devices more intuitive and easier, highlighting the idea of usability which may, for instance, give rise to accessing larger audiences (e.g. the very old, the very young). The technological innovations thus hold great promise, warranting for advertisers to utilize them.
- Choice and control aspect also applies. The media options for consumers have increased greatly, which ultimately leads to larger sensitivity to content and increased expectations, prompting that advertisers must be able to provide more and more value from their efforts in order to appeal to the consumers. This in effect comes to show that the digital era not only holds promise, but also innate threats that the advertisers have to take into consideration.
- Community and its emphasis, particularly through vehicles such as social media and various other digital communities. In a world where digital relationships are commonplace, the advertisers also need to find a way to connect with the consumers, while seeking to avoid backfire in marketing efforts such as potentially endangering their brand while doing so.

From this perspective it can be said that digital advertising in itself that holds promise, but it is also introduces challenges which is an issue instances such as advertisers and advertising agencies have to take into consideration in their businesses to truly be able to tap into the digital era.

When discussing the ways digital advertising is used, the most prominent notions could be considered to be in the categories of internet-based advertising and one reaching for mobile devices. As exemplified previously by the notion of broadband coverage, the feasibility of this form of advertising has become more powerful. When using the U.S. as an example, internet advertising revenue in itself has gone up 22% to 31 billion USD in 2011, with mobile advertising particularly being a strong-point emphasis with a 149% growth in over the same year (Interactive Advertising Bureau 2012). With the advertising spending in this category generally being in an upward trend, it can be said that the digital advertising represents a particular point of interest for advertisers now and in the future.

For the purposes of this research, one of most recent developments and emerging methods of digital advertising was sought out to be evaluated. This effectively means the advent of tablet technologies and the use of appropriate advertising. There have been suggestions that the biggest and the most revolutionary trend in the advertising industry is the consumer adoption of portable mobile internet devices (Mallia, Windels 2011, p. 30) which has already been championed by Apple and its introduction of the iPad concept that is aimed to serve interactive and rich-media advertising for iPads and iPhones. This form of advertising is further said to be engaging and particularly appealing to consumers who are born into the multimedia world (Ibid.)

The idea of tablet advertising can be exemplified – for instance – through the traditional print media, such as magazines. As looked into by Kantar Media (2012), out of top 150 magazines measured by notions such as print revenue and digital advertising spending, 110 of them had applications that were intended for tablet, i.e. iPad, environments and 65 had special digital editions available with exclusive content. Although it is said that the advertisements oftentimes are clear replicas of print versions, the mobile handheld devices also offer the advertisers with unique opportunities for media content that can be engaging for the user, as is seen with the example of orientation-based advertisements specifically designed for tablet purposes:



Figure 2: Example into tablet advertising possibilities. (Adapted from Kantar Media 2012, p. 6)

Thus effectively, this comes to show that advertising in digital form can promote variety and creativity which cannot be achieved similarly through traditional means. Although the current implications seem also to be that in terms of tablet advertising, the advertising may sometimes be not fully thought out for the mobile environment, as is the case with the magazine advertisers, the opportunities are vast in rich media content and advertisements with additional product information, to mention a few (Ibid.) With this in mind, tablet advertising serves as an example that represents developments in the advertisement industry, presenting opportunities that did not exist in the recent previous years. With the notions such as increasing broadband access and the coverage of mobile devices such as tablets in mind, this once more represents a point of interest for the advertisers, and as seen with the example of magazines and their interest to tap into this source, its importance can be seen to become validated also for the purposes of this study.

2.2.3. Summary of selected advertising mediums

As the above descriptions convey, there are various kinds of potential embedded in advertising mediums that can be utilized by advertisers, although each medium also has its own challenges that have to be taken into account accordingly. In accordance to what was mentioned before, the mediums could be evaluated as follows:

	Newspaper	Magazine	Tablet
Features	Historical medium Trust High ethnic accessibility	Historical medium Targeting specific groups of people.	Newest development Increasing accessibility Embeds community aspects
Investments	Lowering (Nyilasy, Whitehall King, Reid 2011)	Lowering (Nyilasy, Whitehall King, Reid 2011)	Increasing (Interactive Advertising Bureau 2012)

As another additional perspective, all advertising mediums can be used to convey content to the audience that can be of different motivations. For example, advertising has been told to be particularly important for conveying the brand of the advertiser (Romaniuk 2012), which can thus be interpreted to be one key aspects or purposes for advertising, becoming more highlighted in some mediums such as television (Ibid.) but also raising questions about how it is perceived throughout other mediums. As another side of the situation, advertising can be also focused primarily on the product-level, facilitating areas such a new product launch, a successful example of which includes the campaign heralding Apple's iPhone (Dahlén, Thorbjørnsen, Sjödin 2011), and as such,

these two considerations can be expected to exist in all of the advertising mediums, providing for another aspect to be further evaluated.

In total, the mediums of print and tablet advertising constitute a focus where opposing ends of current investment interest are taken into account, with print media interest dwindling and digital (incl. tablets) being on the rise, with synergic benefits between the channels also being perceived to be low. With the intention to keep the scope of the research within limits, these mediums thus represented an interesting situation and raised the idea whether the stark difference also exists within the business relationships.

2.3. Business-to-Business relationships in the advertising industry

The purpose of this portion of the research is to look into the underlining factors that characterize the business relationships within the advertising industry. To this end, the emphasis weighs – for example - on research done by Halinen (1994), which highlights the professional service exchange concept in the advertising sector in Finland.

In general, when talking about service exchange industries, it is stated by Grönroos (2007, p. 52), that the service exchange itself could be described as follows:

"A service exchange is a process consisting of a series of more or less intangible activities that normally, but not necessarily always, take place in interactions between the customer and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems."

When taking this concept further in the advertising industry, there have been some clear distinctions and propositions on what are the key characteristics of this service exchange relationship within the industry. Halinen (1994, p. 42) describes some of the key issues that are likely to affect the developments of relationships between advertisers and service providers. These include:

- ⤴ Intangibility
- ⤴ People intensity
- ⤴ The interactive nature of the service processes
- ⤴ Customized character
- ⤴ Ambiguity inherent in the service exchange

When viewing these in more detail, the intangibility mentioned before already becomes a point of importance to take into consideration. Effectively, it is mentioned that ultimately all activities between the parties (e.g. production, delivery) are intangible by nature, yet even more so, even the outcomes of advertising are also intangible. Although the goal is to provide the advertiser with economic benefits, they can be difficult to assess (Ibid.). This could in effect be seen to represent an element of uncertainty within the relationships, and particularly when taking into consideration the developments of complexity in the advertisement industry of today, the intangibility aspect is likely to affect the advertiser's decisions even further.

The people intensity factor in addition highlights the fact that the core service is tied to the individuals who are able to provide it, which in turn means that the individuals within the advertising providers are those who influence the quality perceived by the advertiser and favorable personal relationships can count for a great deal in the industry, even up to the point that the advertiser can change firms if favorable people change firms or form their own (Ibid. p. 43).

Furthermore, the interactive element is highly emphasized in B2B relationships in the advertising industry greatly due to the fact that services are produced and partially consumed in interaction between the parties, in other words highlighting client participation and its importance in the production of the service. (Ibid.) Effectively, this represents a collaborative action where mutual coordination to achieve the set goals is needed. Such an element is portrayed to be particularly important in fostering trust via

providing the customer in information that helps in predicting the supplier's future behavior with a degree of confidence (Doney, Barry, Abratt 2007, p. 1099).

In addition, the customization aspect can be seen to increase the complexity of the service offering, with a definite impact on the cognitive effort required from both parties in order for the service process to be successful. With that in mind, advertising services are usually highly customized (Halinen 1994, p. 44), which involves the element that the provider has to adopt an attitude of being a professional problem solver, having to weigh in the needs of the customer and to make adjust the service offering accordingly. Effectively, all customers are different with particular marketing strategies, products and representatives.

In effect, all of these elements contribute to the element of ambiguity in the service exchange process. Halinen (1994, p. 45) emphasizes that there are several different categories of ambiguity that are inherent in the advertising services and their exchange, such as market ambiguity that outlines the difficulty for advertisers to know how well competing agencies could have produced services for them or how much cheaper they would have been. This further extends to the actual ambiguity of evaluating the effect the advertising has had on the business sales reliably. Ultimately this leads to uncertainty, which is one of the factors that build willingness to engage in relationship building (Ibid., p. 44)

2.3.1. Implications for relationship focus

With the previous considerations in mind, the areas of importance within relationships could be seen to be various. However, Halinen (1994, p. 68) identifies the primary requirements that build strength in a relationship in the advertising industry, consisting of the concepts of information exchange and adaptation. Although other considerations apply, these two in particular represent elements that can be of critical importance.

When discussing the idea of information exchange, it can be stated that it is a key component of advertising services, including the element of social exchange (Ibid., p.

64), which taps into the idea of the advertising sector representing an area of high people intensity in the service process as mentioned previously. Furthermore, the concept of information exchange carries the idea of understanding what is really important to convey and how it should be done (Duhan, Sandvik 2009) also including the idea of smoothening the process where decision control is shifted to the other party between the advertiser and the agency, to serve as an example. Importantly, the information exchange idea can be seen to link strongly to the previously mentioned factor of interactive nature of the service process itself and acts as a requirement for its success. Duhan and Sandvik (2009, p. 886) also make note that information exchange is prime element of cooperation in the service between the advertiser and the provider. These considerations are also verified through the general B2B research done by Cannon and Perreault (1999), particularly emphasizing the cooperative nature of the concept and defining it as open sharing of information that may be useful to both parties (Ibid. p. 441)

Cooperation itself represents a notion that has to be present in order for the advertising provider to be able to produce services (Ibid., p. 885), consisting further of the said information exchange, shared problem solving and flexibility. The importance of cooperation weighs heavily on the view that cooperation in relationships has a connection to satisfaction through mutual benefits and fulfilled objectives (Anderson, Narus 1990). Duhan and Sandvik (2009) further describe that within the notion of cooperation, shared problem solving carries the meaning that tasks are seen as joint-responsibilities that are taken care of by working together in a coordinated way, making use of the competencies and resources of both the advertiser and the provider in order to attain the most favorable results, while flexibility can be seen as willingness to differ from the conventional ways of operation and reacting to changes as necessary, with mutual interest to adjust the roles in the relationship. From this point of view, flexibility, in effect, can be seen to heavily connect to the previously mentioned notion by adaptation that is highlighted by Halinen (1994, p. 67) who makes a specific note that adaptation is a part of the service exchange process and that adaptations represent a situation where the firms become more dependent on each other, with benefits arising from considerations such as costs reductions and increased revenue. In effect, this is

once more connected to the idea of high level of customization that is inherent in the exchange between parties in the advertising industry, and thus adaptation is most often always present in some form.

Cannon and Perreault (1999) consider the concepts of cooperation and adaptation also important and list them as key relationship connectors. Through their view, cooperation can be particularly viewed through the norms that are in place between organizations to achieve goals jointly and work together to be successful. In addition, adaptation is seen as a common business practice that can yield positive outcomes such as increased revenues and reduced costs (Ibid. p. 443)

In terms of further concepts of importance, Cannon and Perreault (1999) also underline the value of the concept of operational linkages which highlight the links, systems and procedures that the organizations have created to facilitate operations. However, Cannon and Perreault (1999, p. 443) also add that bonds can exist in legal form, including contractual agreements and other governance structures that may have a bearing on the relationship. Halinen (1994, p. 73) further adds into this by stating that relationships give rise to evolvment, which are described as types of bonds that are characteristic to the advertising industry. More specifically, there is the notion of operational bonds, which are described as “concrete ties that are created in day-to-day operations between the parties” (Ibid.) in accordance to Cannon and Perreault’s (1999) study, and yet bonds also exist in more abstract medium in the form of relational bonds, which include notions such as trust and commitment.

In general terms, Ulaga and Eggert (2006, p. 315) acknowledge both of these by stating that trust is one of the most examined and accepted concepts in relationship marketing, representing that it transforms a business relationship into a successful action by conveying notions such as reliability, credibility and particularly the willingness to rely on the exchange partner – whereas commitment represents the desire to maintain a relationship and stabilize it, resulting in effects such as lower chance of provider switching.

These concepts are verified by Halinen (1994, p. 77) with the notion that trust is necessary for bonding between the agency (i.e. provider) and the client particularly

because of the intangibility and ambiguity of advertising services, representing a future orientation in the relationship and pointing that incrementally increasing trust is central to the evolution of the relationship, whereas commitment is a state of development and interdependence between the firms. Duhan and Sandvik (2009, p. 884) also include these terms and state that they represent antecedents for interactions such as cooperation for the relationships in the industry.

Effectively, all of these concepts together can be seen to show that the relationships inside advertising industry have some specific considerations. As is common for business-to-business relationships, the concepts of trust and commitment are adherent for these relationships, and for the purposes of this research they could be considered a foundation, although on a more abstract level, giving rise to the interactions and relationship activities that have been mentioned before (e.g. adaptation). These ultimately fulfill the service exchange and further lead to conclusions such as perceived outcomes of the service exchange (e.g. performance outcomes of the exchange process/relationship and psychosocial outcomes of the relationship) as further mentioned by Halinen (1994, p. 70) and general evaluations of the agency's or provider's performance, (e.g. expectation fulfillment) including possible positive notions as the advertiser's willingness to pay more for the service (Duhan, Sandvik 2009, p. 891).

For the purposes of the research, these considerations therefore represent the base for notions in terms of relationships within the advertising industry, highlighting the primary elements that are of interest prior to methodological evaluations.

2.3.2. Theoretical framework

As discussed previously about the elements of business-to-business relationships and the advertising industry, there were some distinct themes that should be taken into account. Effectively, these themes were selected on the basis of consistency in the literature, particularly via the advertising-specific study of Halinen (1994) and the

generic B2B research done by Cannon and Perreault (1999). Thus, the following could be seen to be of importance:

- ⤴ Adaptation within the relationship (Cannon, Perreault 1999) or in other words flexibility (Halinen 1994)
- ⤴ Information exchange as denoted by both Cannon and Perreault (1999) and Halinen (1994)
- ⤴ Different kinds of bonds. Cannon and Perreault (1999, p. 443) highlight legal bonds but also take into account operational linkages which correspond to operational bonds mentioned by Halinen (1994) – thus both operational and legal bonds were deemed important.
- ⤴ Cooperation and the norms inherent as mentioned by Cannon and Perreault (1999) and reinforced by Halinen (1994, p. 43) particularly through the very interactive nature of advertising relationships and thus the requirement for joint problem solving. Also referred to as shared problem solving by Duhan and Sandvik (2009)
- ⤴ Performance considerations. As mentioned by Halinen (1994, p. 70), a fulfilled service exchange always leads to an outcome, such as performance of the process. Cannon and Perreault (1999) concur that the relationship ends in aspects such as customer evaluations of the supplier and as such this aspect was also deemed important to exist in the study and will be further taken into account in methodological considerations.

The importance of these considerations is greatly tied to the implications and benefits that were taken into account previously, but they also become increasingly worth considering when taking into view the developments within the advertising industry which are further discussed throughout the research. Effectively, it could be said there is a great deal of alternatives, complexity and change inherent in the advertising sector of

today, and thus this can give rise to several factors that could influence the relationship between the advertiser and the provider, providing for the assessment foundation which can be used to for the purposes of this research.

In order to exemplify the meaning of the business-to-business relationships for the purposes of this research, they could be constructed into the following framework:

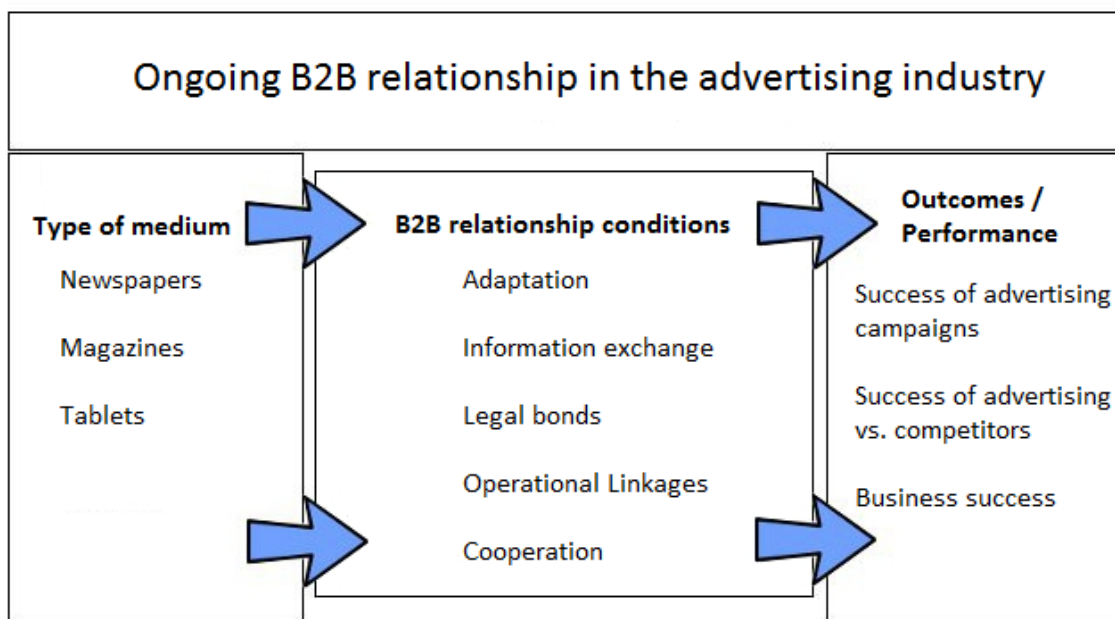


Figure 3: B2B-oriented framework in terms of the research

As the above figure exemplifies, the notion of performance is important also to be taken into account as mentioned. Generally, there have been suggestions that advertising performance can be seen to rise from marketing actions such as advertising campaigns (Hanssens 2009, p. 129) and also more generally have business impact for the company by being an amplifier in the marketing mix (Ibid.). The cases presented by Halinen (1994) also discuss advertising campaigns, and as such the campaign and general business success considerations were seen as viable performance aspects. In addition, advertising can even be called a “competitive weapon” (Rogers, Tokle 1995) and as such performance could also be seen in terms of competitors. Thus, the perceived success versus the advertising of competitors was also taken into account to increase variety.

In terms of mediums, the framework was extended to include the discussed mediums of newspaper, magazine and tablet advertising, although the study recognizes the multitude of other effective mediums even though they are not part of the research.

3. Methodology

The purpose of this chapter is to describe the essential ways and operations on how the research for this thesis was planned to be executed. Particular focus was set on utilizing all the theoretical implications that were mentioned before in order to provide for a current evaluation of the field of advertising, from the points of view of the different advertising mediums and aspects involved in business-to-business relationships between the advertisers and the providers.

In order to achieve this, the aim was set on deriving results by utilizing a survey of comparative nature. For this purpose, the modeling of the survey was determined to follow the format of a general business-to-business relationship study, "Buyer-Seller Relationships in Business Markets" by Cannon and Perreault (1999) which highlights the essential areas of interest in these relationships, and expanding on this by including market/situational determinants (e.g. alternatives) and evaluations of the supplier. Although most of the core features of the survey were designed on basis of this study, modifications and adaptations were made in order to design the survey in a way that it is particularly aimed at the advertising industry. The respondents for the survey were selected to cover the companies listed in the Talouselämä 500 -list, consisting of the top 500 companies in Finland measured by revenue (Talouselämä 2012) and therefore representing the advertisers. The assumption was made that the decision makers in these nationally large-scale organizations would provide for valuable insights on relationship practices and in likelihood utilize advertising in a noticeable way if applicable for the organization.

The survey (Appendix 2) was also localized in the Finnish language (Appendix 1) and was made available for completion solely online.

In this research, the decision was also to utilize configurational analysis and in particular Qualitative Comparative Analysis (QCA) and its fuzzy-set variant. This was done especially to allow for a great deal of flexibility in the number of responses (Vassinen 2012, p. 42) collected by the survey in production of academically viable analysis. As an additional example, the configurational nature of enabling multiple

possible combinations (Ibid. p.44) that can lead to a favorable outcome – in this case the advertising performance considerations mentioned earlier – was seen to serve the purpose to provide for managerially useful results. The method itself with its further reasoning is described in more detail during this chapter.

3.1.Survey design

In order for the survey to facilitate the research interests, the aspect of relationships and mediums were implemented in the structure along with the gathering of information from the respondent to enable further analysis. As such the structure contained the following aspects:

- ⤴ Respondent and business unit information
- ⤴ Advertising medium specific questions (newspapers, magazines, tablet)
- ⤴ Company specific details and performance

The contents of the survey were designed to facilitate the joint key elements mentioned in the literature (e.g. information exchange, bonds, etc.), and whilst the study by Cannon and Perreault (1999) was utilized in the creation of the survey, there were some changes that were involved. Primarily, the satisfaction analysis included by Cannon and Perreault (1999) was replaced with the researched advertising performance aspects (e.g. success of advertising campaigns) to facilitate the industry-context further. In addition, while the literature provides implications that adaptation is a vital part of the relationship in most business-to-business endeavors, for the purposes of this research the assumption was taken that adaptations regarding the exchange of a professional service such as advertising are bound to happen in one form or another. This is also confirmed by Halinen (1994, p. 67) who once more points out the customization aspect

of advertising, which ultimately leads to some adaptations always taking place in the relationship. Taking that into account, this aspect was also therefore taken out in order to reduce the complexity of the survey and its sections that are described in more detail below.

3.1.1. Respondent and business unit information

In this section, the focus was to acquire some information about the respondent in order to formulate background evaluations in the study that might also provide for usable results or connections in the evaluation.

Effectively, the questions that were asked in this part of the survey regarded respondent's position within the firm among other details. In addition to this, the section also included questions about the market conditions perceived by the respondent in order to establish into what kind of market situation the respondent sees their company fitting.

The section was ended by the first linking question into the advertising mediums by asking about the usage of newspapers for these efforts.

3.1.2. Advertising medium specific questions

This section of the survey prompted the respondent to answer a set of questions specific to the mediums selected for the research (newspapers, magazines and tablets).

Effectively, the section carried out most of the adaptations derived from the study by Cannon and Perreault (1999), with the following scales being taken into account as bases for survey questions:

Concept	Reasoning
Availability of Alternatives	The review discovered that there has been an increase in advertising providers, particularly in the specializations. These sets of questions can be used to determine the competitiveness of the market and whether the advertiser feels there is room to maneuver in getting the same service elsewhere.
Operational Linkages	These questions can be seen to relate to the element of operational bonds mentioned by Halinen (1994), and thus describe how powerfully the activities are linked between the parties.
Legal Bonds	The amount of detail included in the agreements and the contracts themselves are a governance mechanism that might also provide for an element of difference, e.g. between traditional and digital advertising.
Information Exchange	Once more, a prime notion mentioned by both Halinen (1994) and Duhan and Sandvik (2009) that is essential in the relationships in the advertising industry. These questions also look into which kind of information could be shared.
Cooperative Norms	Cooperation is another key concept proposed by the literature, such as via shared problem solving introduced by

	Duhan and Sandvik (2009) and these sets of questions can be used to measure the strength of notions related to it.
Supply Importance	These questions on the other hand can be seen to describe the extent of how the respondent feels the advertising medium in question is relevant to their company.
Supply Complexity	The complexity of the supply also takes into account whether the respondent thinks the form of advertising is complicated in some ways (e.g. technically)

In regard to the literature, the survey also included a question whether the company uses a specific form of advertising for product and service advertising purposes and/or brand advertising. This was utilized to examine whether differences arise from these considerations.

In terms of the formulation of the survey questions, there was also focus to shift the general question phrasing into a more advertising-specific context (e.g. this product is -> this advertising medium is).

The questions were then repeated for other advertising mediums. However, if the respondent selected that they did not use a particular form of advertising, the survey would then prompt a question that asks the reason why this is the case. Also, the survey was formulated to include the function whether the advertiser is using the same partner for more than one form of advertising. For tablet advertising, future perceptions were also asked.

3.1.3. Company-specific details and performance

As a conclusion to the survey, the background information idea was extended to the company level, including questions on the size of the personnel and the market share of the company, along with evaluations in regard to competitors. This section also included the performance related questions such as the perception for the success of advertising campaigns.

3.2. Survey outcome

The survey was sent out to approximately 280 companies whose relevant contact information could be extracted for receiving the survey. This action took place during mid-January, 2013 with the aim particularly on marketing management personnel and was ended by the end of the month with a total of 46 full respondents filling the survey. This represents an approximately 16% response rate, which suggests that there can be some limitations to attempts at statistical analysis through certain methods, and as such this was taken into account when choosing an appropriate method for the evaluation of the results for this research. The particular positive notion relies on capturing the mindsets and views of large-scale companies, which is likely applicable factor also for the outcome of the study.

The purpose of the survey was to specifically reach out to marketing decision makers from the selected companies in order to achieve particular relevance in the response. At the end of the survey period, the title breakdown was as follows with the total respondents accounting for 46:

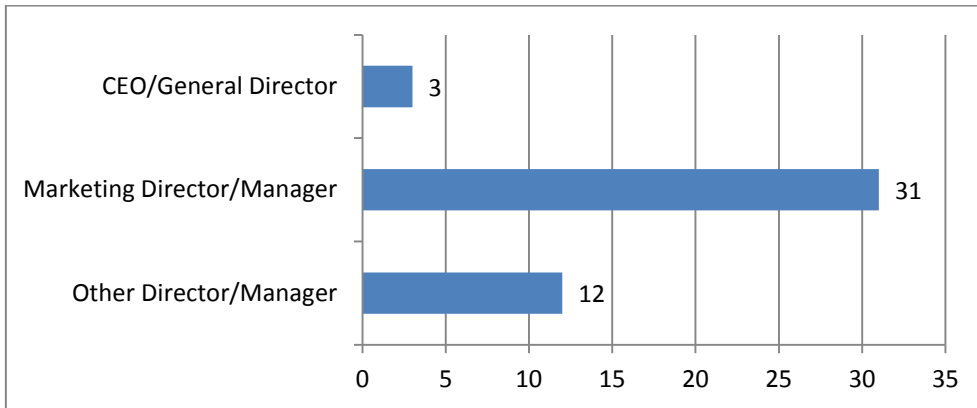


Figure 4: Respondent titles

Therefore, it could be said that the goal to focus on marketing decision makers was successful, with the majority of the respondents (~67%) representing the target, although the top-decision makers such as CEOs also provide a valuable addition with their share (~7%). The other personnel remain unspecified; however the assumption for this research is that they are relevant to represent the company in advertising matters.

Question 3 of the survey (Appendix 2) also took into account the industries in which the companies operate, and as a result it could be determined that the dispersion was relatively high, with a large number of different industries being present with none representing a considerable majority. Effectively, this can be seen as a positive notion in capturing viewpoints from several industries.

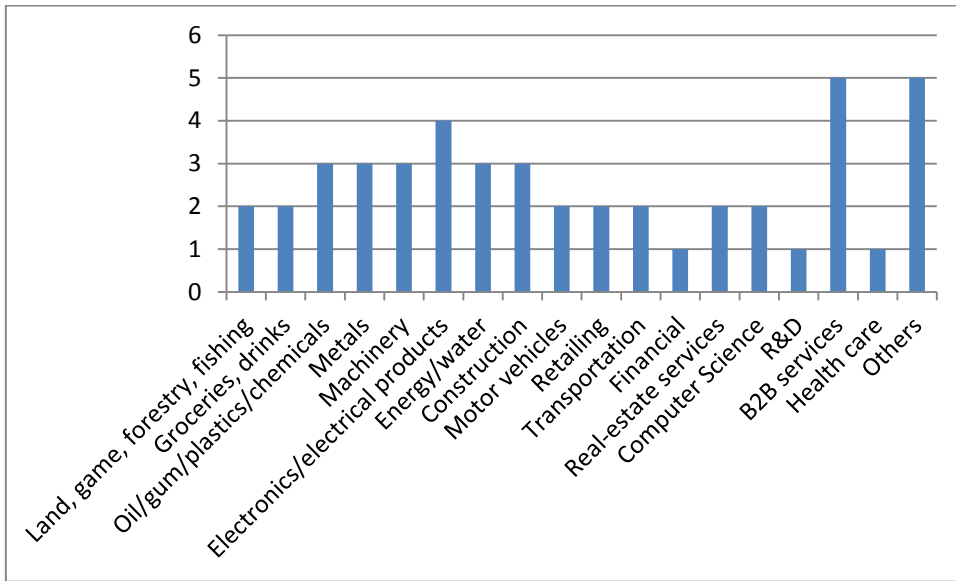


Figure 5: Represented industries

Question 4, on the other hand, was constructed for the respondent's view on the status of the markets in which their business unit operates. This yielded the following:

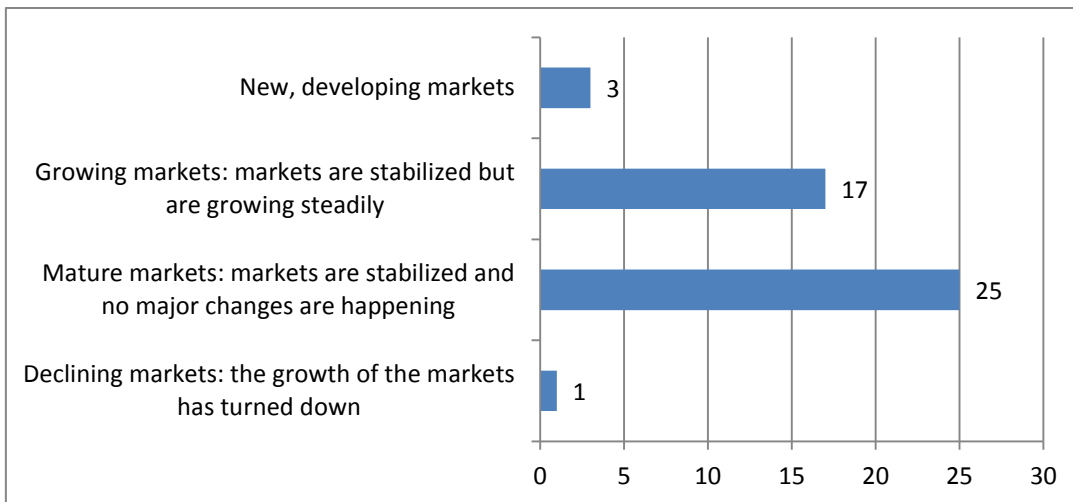


Figure 6: Respondent market descriptions

The highlight of this finding is that there are few extreme ends in terms of the market situation for the respondent companies, whereas the majority resides in a stabilized market situation either with some growth or in no danger of a decline in the current situation.

Furthermore, Question 5 was included to determine the market position of the respondents. The results for this question comprised of:

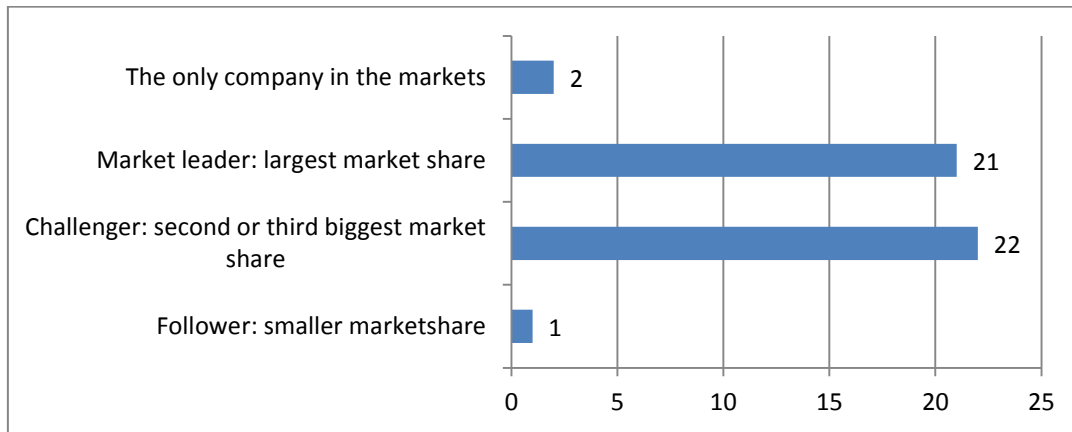


Figure 7: Respondent company size vs. the market

With this question in mind, it could be said that particularly when taking into account that the respondents were sought out to be from the top 500 companies in Finland by revenue; it could be assumed that their market shares in their respective industries would likely be relatively high. Effectively, this question seems to validate this notion, with some cases of exceptions also existing in the profile.

To further add into the description of the respondents, some descriptive questions were also included in the end of the summary with the potential to be used in comparative analysis, but also providing for additional notions about the companies at hand. Particularly, question 16 taps into the number of employees, presenting the breakdown of:

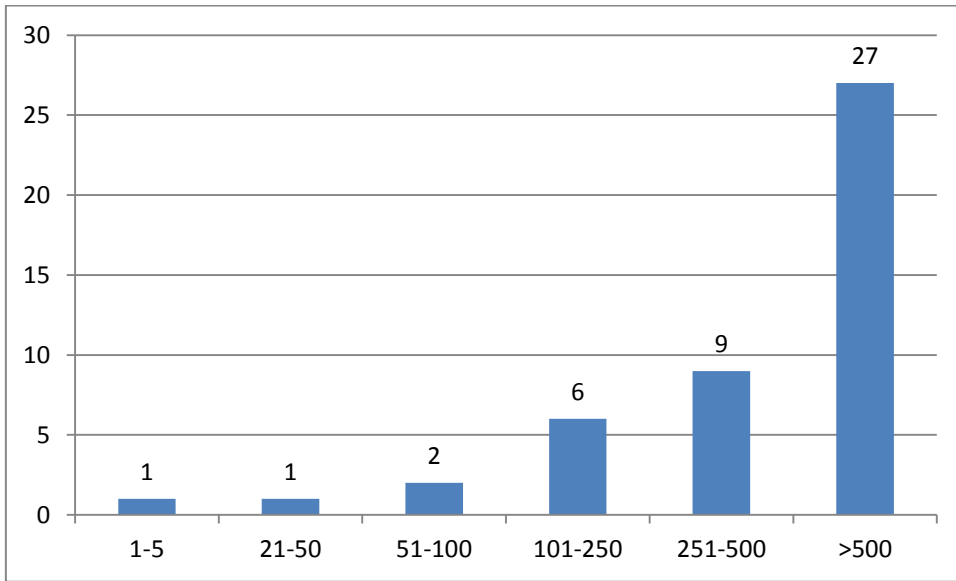


Figure 8: Respondent employee count

The relevance of this chart is in underlining the fact that a large majority of the companies have a generally high number of employees, with companies having more than 100 employees comprising of approximately 91% of the respondent base.

In addition, question 17 can also be taken into consideration in the descriptive phase of this analysis, tapping into the notion of market share of the companies.

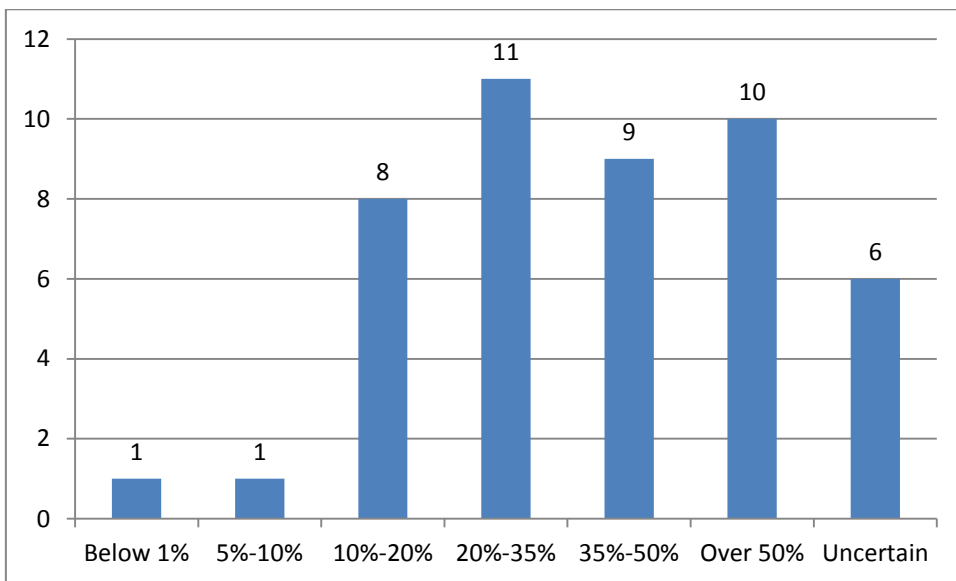


Figure 9: Respondent market share

As can be seen from this set of responses, there is a variety of market shares that are represented by the companies in their respective fields, as a generalization for the purposes of the survey it could be mentioned that the respondent base consists largely of companies with a 10% or higher market share (approx. 83%), although some couldn't provide their estimation.

In total, the profile of the companies that have taken the survey could be seen to carry a range of responses from various fields, with sufficient key personnel being represented for the purposes of the analysis. In addition, the companies who are included in the survey do not generally act in markets that are in the decline, with the market positions being rather strong as the market leaders and companies that are in close proximity consist the bulk of the responses. Although the total number of responses could've been higher, for the purposes of the study they can be seen to represent high profile companies and cases from the Finnish industries and as such can be taken into appropriate analysis, such as the fs/QCA method in an attempt to provide meaningful implications for the field of advertising.

3.3.Methodological selection: FS/QCA

In marketing studies, there are some known statistical methods that are most often used, such as factor analysis and linear regression (Zuccaro 2010) in order to detect phenomena that can yield usable results from a set of variables. The purpose of this research was also to employ an academically viable method that can be used to assess the data and produce useful results. However, methods such as factor analysis require a set of observations (Malhotra, Birks 2006, p. 575) to be effective. In this research, the observations, or responses, needed for suitable results was sought out to be flexible also due to the relatively small nature of possible respondents (280). In contrast to the conventional statistical methods, the QCA represents a way to achieve this, while promoting the configurational standpoint that can produce multiple causal factors arranged in configurations of varying degrees of complexity that can also be considered to be of relevance to a marketing management in a broad way (Vassinen 2012, p. 49).

Thus, QCA and particularly its fuzzy-set variant were selected as the method for this research.

In general, QCA is a statistical method that highlights qualitative understanding and logical analysis in building causal propositions. It has been used in the past particularly in areas such as political science, with a high association in being a capable method for analyzing limited number of cases, tackling many analytical challenges that arise in small populations (Ibid., p. 42). The prime reason for using QCA is to search these causal regularities via parsimonious explanations that link conditions and empirical cases together to build approximations that are meaningful in practice.

The defining notion about QCA is that it is specifically designed to deal with cases, not variables. In other words, each case is an integral whole instead of anonymous source of values for possibly independent variables. Therefore, a case is a configuration, i.e. a combination of properties.

The QCA method loosens some of the common assumptions in analysis, effectively making them to be in direct contrast against the key assumptions in conventional statistical techniques (Ibid. 46). For instance, if a change happens in a value of an independent variable, it is not assumed that there is an incremental effect on the outcome across all cases (Ibid.). Further, causality in itself is not assumed to be permanent, but is linked to the specific context; thus correlations and regressions calculated across time are not seen relevant in understanding real-world causality (Ibid.). In addition, absence or presence of a condition may work for or against the outcome (Ibid. 47), representing an approach that can be practically impossible to assess with conventional techniques. QCA effectively can also produce causal configurations that are hypothetical and cannot be applied for generalizations (Ibid.), yet they can contribute to theory building, such as via the minimization procedure that is mentioned further in this chapter. These notifications can be seen to serve as examples of the unique characteristics that the QCA method possesses.

A brief example of utilizing QCA in the case for this research could include finding out whether information sharing and cooperative norms within tablet advertising lead to success in a company's advertising in relation to its competitors.

In order to achieve this, the analysis involves the certain steps that are described as follows.

The first stage involves a procedure called calibration. In terms of fuzzy-set QCA, there are some particular notions involved in the process, most notably the potential in evaluating quantitative diversity, in other words differences in degree of membership, by offering this membership to vary between 1.0 and 0.0 where 1.0 denotes full membership in the set, and 0.0 the opposite. Effectively, the degree of membership shows the extent to which the case is a part of a group defined by a condition.

Ragin (2008) makes an example out of this situation by mentioning that conventional – or “crisp” – sets are dichotomous: A case is either “in” or “out” of a set, yet a fuzzy-set permits variety with ideas such as “almost fully in” the set with a membership of 0.90, neither “more in” nor “more out” with 0.5, or “barely more out than in” with 0.45. Effectively, he mentions that it is up to the researcher to specify procedures that lead to assigning these scores, and that they must be open and explicit to be evaluated by other researchers.

In terms of the survey data, the notion was to convert the values retrieved into these membership scores. Effectively, as mentioned by Ragin (2008) the calibration entails a degree of judgment from the researcher, as the cases have to be evaluated qualitatively to determine where the middle position, i.e. 0.5, would be situated, representing the highest ambiguity to a causal condition. For the research, this was mostly set to correspond with answers depicting “Not agreeing/Not disagreeing” or “Unsure” - answers, with the values around being calibrated in relation accordingly. For example, if a respondent was to state that he/she considers newspaper advertising to be highly prioritized in relation to other advertising mediums, the answer would be calibrated as a 0.95 which serves as a full-membership threshold, stating that the case contributes to the condition strongly. Accordingly, no-membership threshold was set to be 0.05. The calibrations are described in further detail in the analysis of the results to fulfill the requirement for openness and transparency that is needed for the validity of the research.

After the calibration process, FS/QCA method is used to create truth tables which depict whether a set of conditions contribute to an outcome. The set of conditions used in the truth table analysis for all advertising mediums included all the scales mentioned previously, with the outcome being selected from the survey details. In short, “A truth table lists all logically possible combinations of conditions, and fits the empirical cases into rows according to which ‘causal recipe’ they best match.” (Vassinen, 2012, p. 62).

Ragin (1987) further explains this by stating that “each logical combination of values on the independent variable is represented by one row of a truth table” and that once the table is constructed, each row is assigned an output value of either 1 or 0 “based on the scores of the cases which share that combination of scores on the independent variables”. Furthermore, each row is not considered a single case but rather a summary of all the cases with a certain combination of input values (Ibid.).

The construction of these truth tables is based on Boolean algebra, which is further utilized to derive reduced sets combinations which lead to causal configurations with the application of de Morgan’s law (Ragin, 2006). For the purposes of this research, the fuzzy-set truth table algorithm (Ragin, Drass, Davies 2006) was used to construct these truth tables to be used for the analysis.

When the causal combinations that are empirically relevant are identified, the consistency of each subset of the outcome needs to be evaluated to judge the degree of empirical support for the entire configuration (Vassinen, 2012, p. 63). Effectively, if the consistency is low, it is not strongly supported by empirical evidence. In general, the recommendation is that the consistency level should be at least 0.75 and preferably as close to 1.0 in order to be applicable for theory building (Ibid.). In addition, the truth table analysis includes the notion of frequency, signaling the relevance of configurations depending on how many cases belong in the configuration (greater than 0.5 membership), with the recommendation that the threshold for this should be either 1 or 2 (Ragin 2006, p. 77-78). With this research in mind, this was determined to be 1.

The analysis process then continues with the minimization process, where configurations are limited by the thresholds set for consistency levels and frequencies and are then subjected to a minimization algorithm, in this research the Quine-

McClusley algorithm included in fs/QCA software (Ragin, Drass, Davies 2006) which leads to a “minimal solution of combinations of conditions that explain the outcome to a selected degree of consistency” (Vassinen 2012, p. 65). The process may also yield ‘remainders’ which indicate configurations excluded by the consistency threshold, but that may be usable for creating a logically simpler, parsimonious solution (Ragin 2006, p. 81). The solutions also include the notion of coverage, which effectively takes into account how much of the outcome is covered by the whole solution or by each solution term (Ibid., p. 85), which can also be noted in the analysis and its discussions to evaluate the meaningfulness of the implications.

Thus, with these in mind, the fs/QCA analysis process is finalized by the qualitative element where the solutions are discussed and evaluated by the researcher, with the weight residing on personal interpretation of the results in narrative form with the quantitative elements of the approach supporting the verbalization.

This method was aimed to be utilized for all forms of advertising covered by the survey (newspaper, magazines and tablet) and to be compared to relevant outcomes that support the solving process of the research problem.

To provide for an example of using the fs/QCA software, the following represents a completed truth table (Ibid., p. 79) with conditions (gdpf, inqf, manf, unf) and an outcome (weakcv) with the frequencies (number) and consistencies (consist) ready for the minimization procedure with selected configurations (weakcv=1):

gdpf	inqf	manf	unf	number	weakcy	consist	pre	product
1	1	0	0	3	1	0.950000	0.909091	0.863636
1	0	0	0	1	1	0.928571	0.833333	0.773809
0	1	1	1	1	0	0.812500	0.571429	0.464286
1	1	0	1	1	0	0.789474	0.600000	0.473684
0	1	0	1	1	0	0.764706	0.529412	0.404844
1	0	0	1	2	0	0.736842	0.523810	0.385965
1	1	1	1	1	0	0.722222	0.411765	0.297386
1	0	1	1	2	0	0.666667	0.333333	0.222222

Figure 10: Example of a completed truth table with the terms above included, using the fs/QCA program. Adapted from Ragin (2006, p. 79)

This in return yields a complex solution (remainders excluded), where conditions (gdpf, manf, unf) contribute to an outcome as follows:

```

--- TRUTH TABLE SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 0.928571

      raw coverage   unique coverage   consistency
-----
GDPF*manf*unf    0.563380    0.563380    0.952381
solution coverage: 0.563380
solution consistency: 0.952381

```

Figure 11: Example of a solution through fs/QCA with outcome values reported in coverage and consistency information ready for interpretation, using the fs/QCA program. Adapted from Ragin (2006, p.82)

Therefore, with all the above in mind, it could be stated that utilizing fs/QCA requires the following procedures:

- 1) Data calibration, which involves assigning the fuzzy membership scores (between 0 to 1) to the cases that are to be taken into analysis. As mentioned by Ragin (2008), this procedure is up to the researcher to define, but it must be done with absolute transparency.
- 2) Construction of the appropriate truth table.
- 3) Solution generation which involves a minimization process, where suitable thresholds are applied to the consistency and frequency aspects and applying the algorithm.
- 4) Discussing the results using personal interpretation that are appropriately supported by the empirical findings produced by the fs/QCA method.

4. Analysis

In this chapter, the focus and structure lies particularly on facilitating the application of the methodology by applying the fs/QCA method to the B2B relationships depending on the advertising mediums (newspaper, magazine and tablets) accordingly to the respondent data received through the survey. The process of reaching the results is formulated with transparency in mind and to facilitate discussion.

4.1.Fuzzy-set QCA

In order to initiate the use of QCA for this research, there were certain sets of scales that were used as the assumptions that might lead to an outcome. For consistency, they were sought out to be the same for all advertising mediums to be assessed along with the appropriate outcome, while at the same time taking into account all the important business-to-business relationship mentioned previously. Thus, the scales taken into the analysis as assumptions to an outcome were selected as follows:

Handle (news/mag/tablet)	Description
impact	This question was used to measure the importance of the advertising channel (Cannon and Perreault 1999) to the business of the company, while also asking whether the advertising channel is used. Question 6 takes into account this for newspapers, and the similar question exists for magazine and tablet advertising.
rel	The relevance of the advertising channel in comparison to other channels, i.e. Q8 for newspapers, adapted from Cannon and Perreault (1999)

prio	How highly prioritized the advertising channel is compared to other advertising efforts, i.e. Q9, adapted from Cannon and Perreault (1999)
signif	The significance of the advertising channel in comparison to other channels, i.e. Q10, adapted from Cannon and Perreault (1999)
com	The complexity of acquiring advertising from the specified channel in comparison to others, i.e. Q11, adapted from Cannon and Perreault (1999)
aax	Questions related to the “Availability of alternatives” as adapted from Cannon and Perreault (1999) to the advertising context, these were contained in Q12, and comprised of a total of four (4) statements.
olx	Similarly, these were questions about “Operational Linkages”, consisting of a total of two (2) statements as stated by Cannon and Perreault (1999)
lhx	The questions regarding “Legal Bonds”, consisting of a total of three (3) questions, adapted from Cannon and Perreault (1999)
hex	The questions regarding “Information Exchange”, consisting of a total of four (4) questions, adapted from Cannon and Perrault (1999)
cnx	The questions regarding “Cooperative Norms”, consisting of a total of six (6) questions, adapted from Cannon and Perreault (1999)

The scales that contained multiple statements to be answered, such as questions regarding information exchange, were calculated together as an average, and denoted by the ‘x’ –suffix at the end of the handle. Possible reversed statements were also mirrored appropriately in this process. This was done to facilitate the analysis more favorably with the amount of responses that the survey received. For the purposes of the research, the assumption was therefore taken that the scales used by Cannon and Perreault (1999) are proven to be applicable to measure the areas of business-to-business relationships for which they were intended.

In addition, there were three particular outcomes which were intended to be used for the analysis. Effectively, these consisted of the last question of the survey (Q19) and were as follows for the fs/QCA process:

Handle	Description
adtgoals	The success of the advertising campaigns in comparison to their set goals, as suggested by research done by Halinen (1994) and Hassens (2009).
adtocomp	The success of the advertising campaigns in comparison to those of competitors’ due to the competitive advantage that advertising can yield as suggested by Rogers and Tokle (1995).
bizsuc	The overall success of the business operations as further seen possible by Hassens (2009).

4.1.1. Newspaper advertising

In order to begin the analysis process for the fs/QCA approach, the first step is to engage in the appropriate calibration of the values reported by the companies that are present in the survey. With this in mind, an initial chart was composed, consisting of the original values that the companies had reported. In this stage, the calculation of averages for some of the scales was also taken into account prior to the calibration. As, such with a total of 25 companies reporting the use of newspaper advertising in the marketing efforts, the chart was as follows:

Case	newsimpact	newsrel	newsprio	newssignif	newscom	newsaaax	newsolx	newslbx	newsiex	newsctx	adtgoals	adtocomp	bizsuc
1	5	7	6	6	5	4.5	5	5	4.25	3.6666667	1	1	1
2	4	3	3	3	1	3.75	3.5	1.6666667	3.25	2.8333333	3	3	3
3	5	6	5	6	4	4.5	5	4.6666667	5.25	4.8333333	2	2	3
4	3	6	5	6	2	4.25	2.5	3.3333333	2.5	2.6666667	3	3	3
5	5	6	5	5	2	3.75	3	1	2	4.3333333	3	4	3
6	6	7	3	3	1	7	5	2	4.25	3.6666667	4	2	4
7	3	5	4	5	2	6.25	2	5	2.5	2.5	2	1	2
8	1	3	2	3	4	4	4	4	4	4	3	2	2
9	1	1	1	1	1	3.75	4	2	2	2.3333333	3	3	2
10	1	3	2	2	2	6.5	1	1	4	4.5	3	3	3
11	6	6	6	6	2	4.5	4.5	4.3333333	2.75	4.3333333	2	2	2
12	1	4	4	4	1	4.25	1.5	1	1.5	3.8333333	2	3	3
13	6	7	5	6	2	4.5	4.5	5	4.5	5.6666667	3	3	3
14	3	4	2	4	2	5.75	3	2.3333333	6.25	4.5	2	2	3
15	1	2	1	3	4	5.25	1.5	2	1.5	2.5	3	3	3
16	1	1	1	1	4	4	4	4	4	4	2	1	2
17	3	5	4	5	2	6.25	3.5	2	3.75	4.1666667	1	1	2
18	5	6	6	6	6	3.75	2	2.3333333	2	3.5	3	3	3
19	4	5	5	5	1	4.25	5.5	4.6666667	4.25	4.3333333	3	2	3
20	1	1	2	3	2	5	3	2	2.75	3	2	2	2
21	3	6	6	6	2	6.5	2	3.3333333	5.75	4.3333333	3	3	2
22	3	5	5	5	5	6	3	4	3.5	4.6666667	3	3	3
23	2	3	3	4	3	5.5	4	2	3	3.6666667	2	2	2
24	4	5	6	5	5	4.25	5	4.6666667	5.5	5.8333333	2	2	3
25	6	7	7	7	2	2.25	5	3.6666667	3.25	2.6666667	3	3	3

Figure 12: Uncalibrated respondent data for newspaper advertising

4.1.1.1. Newspaper advertising: Calibration process

As per the fs/QCA approach, it is up to the researcher to decide on the cross-over point which will be calibrated as 0.5 and thus representing the value above which the responses are considered more of a member in the category; or from the point of view of the survey, having a higher status, e.g. higher priority.

As a general principle in this calibration process, the cross-over point was determined to be the closest to the notion of “neither yes/no”, or if such a response wasn’t directly applicable for the scale, the value was set to be as near to the idea as possible and as close to the actual center of the scale. As an example, in the case of Question 6, which deals with the importance of the advertising medium for the business itself in comparison to other channels, the cross-over point was set to the answer corresponding with “Somewhat important”. In total, the calibrations were carried out in according to the following:

Handle	Highest value (0.95)	Cross-over point (0.5)	Lowest value (0.05)
newsimpact	6	3	1
newsrel	7	4	1
newsprio	7	4	1
newssignif	7	4	1
newscom	7	4	1
newsax	7	4	1
newsolx	7	4	1
newsbx	7	4	1

newsix	7	4	1
newscnx	7	4	1
adgoals	1	3	5
adtocomp	1	3	5
bizsuc	1	3	5

Answers where the respondent stated that he/she didn't know how to answer the question were also considered as cross-over point responses which also represent highest possible ambiguity in the particular response.

Although the QCA approach enables the researcher to select the cross-over point on a case-by-case basis depending on the scale, up to the situation where it isn't necessarily the center-point or close to it, the calibration process in this case sets the cross-over point in the center in most situations, besides from the handle "newsimpact" where the cross-over had to be determined otherwise.

With these notions in mind, the calibrated values appeared as follows:

Case	newsimpact	newsrel	newsprio	newssignif	newscom	newsaaax	newsolx	newslibx	newsix	newsctx	adgoals	adcomp	bizsuc
1	0.88	0.95	0.88	0.88	0.73	0.62	0.73	0.73	0.56	0.42	0.95	0.95	0.95
2	0.73	0.27	0.27	0.27	0.05	0.44	0.38	0.09	0.32	0.24	0.5	0.5	0.5
3	0.88	0.88	0.73	0.88	0.5	0.62	0.73	0.66	0.78	0.7	0.82	0.82	0.5
4	0.5	0.88	0.73	0.88	0.12	0.56	0.18	0.34	0.18	0.21	0.5	0.5	0.5
5	0.88	0.88	0.73	0.73	0.12	0.44	0.27	0.05	0.12	0.58	0.5	0.18	0.5
6	0.95	0.95	0.27	0.27	0.05	0.95	0.73	0.12	0.56	0.42	0.18	0.82	0.18
7	0.5	0.73	0.5	0.73	0.12	0.9	0.12	0.73	0.18	0.18	0.82	0.95	0.82
8	0.05	0.27	0.12	0.27	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.82	0.82
9	0.05	0.05	0.05	0.05	0.05	0.44	0.5	0.12	0.12	0.16	0.5	0.5	0.82
10	0.05	0.27	0.12	0.12	0.12	0.92	0.05	0.05	0.5	0.62	0.5	0.5	0.5
11	0.95	0.88	0.88	0.88	0.12	0.62	0.62	0.58	0.22	0.58	0.82	0.82	0.82
12	0.05	0.5	0.5	0.5	0.05	0.56	0.08	0.05	0.08	0.46	0.82	0.5	0.5
13	0.95	0.95	0.73	0.88	0.12	0.62	0.62	0.73	0.62	0.84	0.5	0.5	0.5
14	0.5	0.5	0.12	0.5	0.12	0.85	0.27	0.16	0.9	0.62	0.82	0.82	0.5
15	0.05	0.12	0.05	0.27	0.5	0.78	0.08	0.12	0.08	0.18	0.5	0.5	0.5
16	0.05	0.05	0.05	0.05	0.5	0.5	0.5	0.5	0.5	0.5	0.82	0.95	0.82
17	0.5	0.73	0.5	0.73	0.12	0.9	0.38	0.12	0.44	0.54	0.95	0.95	0.82
18	0.88	0.88	0.88	0.88	0.88	0.44	0.12	0.16	0.12	0.38	0.5	0.5	0.5
19	0.73	0.73	0.73	0.73	0.05	0.56	0.82	0.66	0.56	0.58	0.5	0.82	0.5
20	0.05	0.05	0.12	0.27	0.12	0.73	0.27	0.12	0.22	0.27	0.82	0.82	0.82
21	0.5	0.88	0.88	0.88	0.12	0.92	0.12	0.34	0.85	0.58	0.5	0.5	0.82
22	0.5	0.73	0.73	0.73	0.73	0.88	0.27	0.5	0.38	0.66	0.5	0.5	0.5
23	0.18	0.27	0.27	0.5	0.27	0.82	0.5	0.12	0.27	0.42	0.82	0.82	0.82
24	0.73	0.73	0.88	0.73	0.73	0.56	0.73	0.66	0.82	0.86	0.82	0.82	0.5
25	0.95	0.95	0.95	0.95	0.12	0.15	0.73	0.42	0.32	0.21	0.5	0.5	0.5

Figure 13: Calibrated respondent data for newspaper advertising

4.1.1.2. Newspaper advertising: Truth table generation

At this point of the research, the values were then entered into the fs/QCA program in order to utilize the fuzzy-set truth table algorithm for the next phase of the analysis (Ragin, Drass, Davies 2006). For the truth table analysis, the outcome must also be determined, and for this analysis it was selected to be the handle depicting the success of advertising campaigns to set goals (i.e. ‘adgoals’). When initiated, the following truth table was generated:

newsimpact	newsrel	newsprio	newssignif	newscom	newsaaax	newsolx	newslibx	newsix	newsctx	number	adgoals	raw consist.	PRI consist	SYM consist
1	1	1	1	0	1	1	1	1	1	2 (18%)		0.958810	0.804347	0.548429
0	0	0	0	0	1	0	0	0	0	1 (27%)		1.000000	1.000000	0.583181
1	0	0	0	0	0	0	0	0	0	1 (36%)		0.977695	0.454546	0.504798
1	1	0	0	0	1	1	0	1	0	1 (45%)		0.897019	0.500000	0.530449
1	1	1	1	0	0	0	0	0	1	1 (54%)		0.984694	0.894737	0.535368
1	1	1	1	0	0	1	0	0	0	1 (63%)		0.980050	0.864407	0.534694
1	1	1	1	0	1	1	1	0	1	1 (72%)		1.000000	1.000000	0.550484
1	1	1	1	1	0	0	0	0	0	1 (81%)		0.979789	0.837838	0.528131
1	1	1	1	1	1	1	1	1	0	1 (90%)		1.000000	1.000000	0.565543
1	1	1	1	1	1	1	1	1	1	1 (100%)		1.000000	1.000000	0.597270
0	0	0	0	0	0	0	0	0	0	0 (100%)		1.000000	1.000000	0.543584
0	0	0	0	0	0	0	0	0	1	0 (100%)		1.000000	1.000000	0.548387

Figure 14: fs/QCA truth table for newspaper advertising

As is the nature of the truth table algorithm, all possible configurations are listed in the table output; however the above figure shows the area of relevance due to reasons discussed below.

In general, as the truth table depicts, there are quite a few combinations of conditions that lead to the outcome, in other words which contribute to the success of advertising campaigns to their set goals. However, in order to continue with the analysis, the notions of frequency and consistency become highlighted, as mentioned previously.

In this case, the minimum number for the frequency was set to be 1, which was determined to be the norm in all further fs/QCA implementations as recommended by Ragin (2006).

However, the immediate finding is that the truth table shows high degrees of consistency for all the configurations that meet the frequency threshold. This can be seen as a positive notion, as the configurations meet the minimum consistency recommendation of 0.75 rather clearly.

4.1.1.3. Newspaper advertising: Solution generation

Following the truth table, it was determined that the consistency threshold could also be set fairly rigorous for the initial analysis, and thus it was selected to be 1.0 for the first run of the program.

With these thresholds activated, the next phase was to allow the fs/QCA software to utilize Quine-McClusley in order to minimize the configurations into a solution that explains the outcome.

Effectively, a solution was reached with the specific software generated table included in Appendix 3. Accordingly, all of the combinations shared a consistency of 1.0 with the total coverage of the solution reaching 0.568922 and thus accounting for the majority of the cases.

Accordingly to Vassinen (2012, p. 104), the standard QCA notations were used with “*” denoting connection between conditions, “+” denoting alternate paths to solution and “~” denoting a negative condition. As such, the solution can be seen as a formula of:

Business Impact * Relevance * Priority * Significance * Complexity * Availability of Alternatives * Operational Linkages * Legal Bonds * Information Exchange

+ ~Business Impact * ~Relevance * ~Priority * ~Significance * ~Complexity * Availability of Alternatives * ~Operational Linkages * ~Legal Bonds * ~Information Exchange * ~Cooperative Norms

+ Business Impact * Relevance * Priority * Significance * ~Complexity * Availability of Alternatives * Operational Linkages * Legal Bonds * ~Information Exchange * Cooperative Norms

→ Success of advertising campaigns to set goals

These paths to the favorable outcome could therefore be reviewed as follows:

- 1) Business Impact * Relevance * Priority * Significance * Complexity * Availability of Alternatives * Operational Linkages * Legal Bonds * Information Exchange

Advertisers see newspapers being of high impact to their business, consisting of relevance, being highly prioritized in their marketing and being significant to the organization. Yet, they also see newspaper advertising being complicated somehow in

comparison to other advertising means. They feel the market is competitive and they have options from agencies or providers to get the same service. With that in mind, they also prefer have their business activities closely linked to the supplier, liking to have close connections in some operations. They also wish well-detailed agreements which include formality and contractual rigor. In addition, they also engage in sharing proprietary information with the supplier, which may even include mutual presence in product development meetings. When all this is in place, advertising campaigns succeed.

- 2) ~Business Impact * ~Relevance * ~Priority * ~Significance * ~Complexity * Availability of Alternatives * ~Operational Linkages * ~Legal Bonds * ~Information Exchange * ~Cooperative Norms

The second path can be seen as to highlight the fact that the companies see the marketplace as very competitive, and thus this factor alone can already contribute significantly to the success.

- 3) Business Impact * Relevance * Priority * Significance * ~Complexity * Availability of Alternatives * Operational Linkages * Legal Bonds * ~Information Exchange * Cooperative Norms

Third path is similar with the first, except that if newspaper advertising is not seeing very complicated to arrange, companies are hesitant to share information, although other notions still apply, in addition to cooperative norms in which the companies see ideas such as cooperative changes and working together important.

In effect, according to the fs/QCA method, this solution in itself could be said to cover the majority of the cases with the maximum consistency 1.0 and thus represents a finding can be seen to be significant.

However, as mentioned previously, the fs/QCA method also includes the notion of finding the most parsimonious solution, which in effect takes into account the remainders, i.e. the solutions that have a frequency of 1 or higher, but did not meet the consistency criteria, in order to generate a simpler solution that covers a wider range of the cases. Taking into consideration that the initial process set the consistency threshold

to the highest it can be, it is also useful to look into the parsimonious solution. Applying the algorithm, the following solution, with the program output included in Appendix 3, was generated with a total coverage of 0.761905 and consistency of 0.936105:

Availability of Alternatives * ~Information Exchange

+ Complexity * Availability of Alternatives

+ Complexity * Operational Linkages

+ Complexity * Legal Bonds

+ Complexity * Information Exchange

→ Success of advertising campaigns to set goals

Effectively, as per the nature of the parsimonious solution, there is simplification in the background of the solution, however with this process the consistency is still very high and the coverage is further extended to take into account approximately three quarters of the cases, which also corresponds to a major finding. This solution could therefore be described in the following way:

1) Availability of Alternatives * ~Information Exchange

In general, the availability of alternatives for providing the advertising services is a contributing factor to the success of advertising campaigns, when taken into conjunction with the notion that information isn't shared between the parties. This effectively becomes close to the third configuration discussed previously, however highlighting further the two elements that are the areas of the highest amount of significance to the success. Thus, it becomes clear that proprietary information sharing in terms of newspaper advertising is generally not something that leads to success.

2) Complexity * Availability of Alternatives + Complexity * Operational Linkages
+ Complexity * Legal Bonds + Complexity * Information Exchange

However, when the complexity of purchasing newspaper advertising becomes high in the view of the companies, there are some distinct factors that ensure the success of the advertising campaigns. These are, in effect, stringent contractual agreements with the two parties, outlining the responsibilities of the two parties, the sharing of proprietary information, which in effect is in large contrast with the situation where the advertising is considered simple to arrange. In addition, operational linkages are preferred as well as a contributing factor, effectively highlighting the benefit of close connections with the advertising provider which have to be established beforehand to conducting the business.

This analysis was also carried out with the outcome set as advertising campaigns' success in comparison to that of competitors' (adtocomp) and overall business success (bizsuc), however these paths reflected the previous discovery (adtogoals) with no changes in configurations and were thus excluded.

4.1.2. Magazine advertising

A similar analysis was also carried out for magazine advertising purposes, with a total of 13 companies engaging in magazine advertising filling out the necessary fields to completion. As such the values prior to calibration were as follows:

Case	magimpact	magrel	magprio	magazinesigni	magcom	magaax	magolx	maglxb	magiex	magcnx	adtogoals	adtocomp	bizsuc
1	4	6	6	5	3	4	4	4	4	4	1	1	1
2	1	2	2	3	1	5	2	2	2	2.3333333	3	3	3
3	1	3	2	3	2	4.75	2	1.3333333	1	1.5	3	4	3
4	3	5	5	6	1	3.75	4	3	3.75	3.8333333	4	2	4
5	3	5	4	5	2	6.25	2	5	2.5	2.8333333	2	1	2
6	3	6	6	6	2	6	5	3.3333333	3.25	3.8333333	3	3	2
7	2	5	6	5	2	4.25	4.5	2.3333333	1	3.3333333	3	3	3
8	2	4	2	4	2	4.75	3.5	1	3.5	4.8333333	2	3	3
9	2	2	2	2	1	3.5	4	4	4	4	3	3	3
10	2	5	4	5	5	4	5	5	4.5	4.8333333	3	3	3
11	2	6	5	6	2	6	5	3.6666667	3.5	5.3333333	2	1	1
12	3	5	4	5	2	6.5	1	1	2.25	4	3	3	3
13	2	5	3	5	4	5.5	4	3	4.5	4.5	3	3	3

Figure 15: Uncalibrated respondent data for magazine advertising

4.1.2.1. Magazine advertising: Calibration process

Calibration was carried out by using the same principles identically as with the case of newspaper advertising described previously, with only one exception rising from the ‘magimpact’ value that was calibrated with the highest value (0.95) represented by 5, cross-over point (0.5) being 2 and lowest value (0.05) being 1. This was due to the fact that the question assumed the company using magazine advertising, unlike in the previous case with newspapers where it was separately asked, resulting in a slightly different scale. With these considerations in mind, the calibrated values were calculated to be:

Case	magimpact	magrel	magprio	magazinesigni	magcom	magaax	magolx	maglhx	magiex	magcnx	adtgoals	adtocomp	bizsuc
1	0.82	0.88	0.88	0.73	0.27	0.5	0.5	0.5	0.5	0.5	0.95	0.95	0.95
2	0.05	0.12	0.12	0.27	0.05	0.73	0.12	0.12	0.12	0.16	0.5	0.5	0.5
3	0.05	0.27	0.12	0.27	0.12	0.68	0.12	0.06	0.05	0.08	0.5	0.18	0.5
4	0.5	0.73	0.73	0.88	0.05	0.44	0.5	0.27	0.44	0.46	0.18	0.82	0.18
5	0.5	0.73	0.5	0.73	0.12	0.9	0.12	0.73	0.18	0.24	0.82	0.95	0.82
6	0.5	0.88	0.88	0.88	0.12	0.88	0.73	0.34	0.32	0.46	0.5	0.5	0.82
7	0.18	0.73	0.88	0.73	0.12	0.56	0.62	0.16	0.05	0.34	0.5	0.5	0.5
8	0.18	0.5	0.12	0.5	0.12	0.68	0.38	0.05	0.38	0.7	0.82	0.5	0.5
9	0.18	0.12	0.12	0.12	0.05	0.38	0.5	0.5	0.5	0.5	0.5	0.5	0.5
10	0.18	0.73	0.5	0.73	0.73	0.5	0.73	0.73	0.62	0.7	0.5	0.5	0.5
11	0.18	0.88	0.73	0.88	0.12	0.88	0.73	0.42	0.38	0.79	0.82	0.95	0.95
12	0.5	0.73	0.5	0.73	0.12	0.92	0.05	0.05	0.15	0.5	0.5	0.5	0.5
13	0.18	0.73	0.27	0.73	0.5	0.82	0.5	0.27	0.62	0.62	0.5	0.5	0.5

Figure 16: Calibrated respondent data for magazine advertising

4.1.2.2. Magazine advertising: Truth table generation

As before, the fs/QCA program and its truth table algorithm was utilized providing the following result:

magimpact	magrel	magprio	magazinesigni	magcom	magaax	magolx	maglhx	magiex	magcnx	number	adtgoals	raw consist.	PRI consist.	SYM consist.
0	0	0	0	0	1	0	0	0	0	2 (50%)		0.891247	0.405797	0.521739
0	1	1	1	0	1	1	0	0	0	1 (75%)		0.896104	0.333334	0.514925
0	1	1	1	0	1	1	0	0	1	1 (100%)		0.917460	0.670886	0.550476
0	0	0	0	0	0	0	0	0	0	0 (100%)		1.000000	1.000000	0.518812
0	0	0	0	0	0	0	0	0	1	0 (100%)		1.000000	1.000000	0.524027

Figure 17: fs/QCA truth table for magazine advertising

The initial finding with the truth table was that there are once more some configurations that exist. And for this purpose, the same threshold setting procedure was also initialized, with the frequency set to 1.

4.1.2.3. *Magazine advertising: Solution generation*

The consistencies of the solutions were also relatively high, however this time, due to the lesser number of configurations; the threshold was set on the minimum of 0.75 which thus took into account all the applicable configurations for the analysis. With this in mind, the Quine-McClusley –algorithm was once more used.

With the solution emerging (Appendix 3), the consistency remains notably high with its total reaching 0.865562. Once more, this is well in line with the recommendations set by Ragin (2006) and thus represents a finding with an empirically sound background. The solution coverage also once more covers the majority of the cases (0.619236) which can further be considered significant.

As before, the produced formula can be described as follows:

\sim Business Impact * Relevance * Priority * Significance * \sim Complexity * Availability of Alternatives * Operational Linkages * \sim Legal Bonds * \sim Information Exchange

+ \sim Business Impact * \sim Relevance * \sim Priority * \sim Significance * \sim Complexity * Availability of Alternatives * \sim Operational Linkages * \sim Legal Bonds * \sim Information Exchange * \sim Cooperative Norms

➔ Success of advertising campaigns to set goals

As before, the solution can be looked by initially examining the combinations leading to the favorable outcome separately. In this case they are as follows:

- 1) ~Business Impact * Relevance * Priority * Significance * ~Complexity * Availability of Alternatives * Operational Linkages * ~Legal Bonds * ~Information Exchange

In this occasion, magazine advertising as such is not seeing as notable enough to have an impact on the business in a general sense, however it is still seen important enough to be considered prioritized, very relevant and significant for the company. The advertising campaigns succeed when the medium is not complex to use for the specific advertising, and in this case the aspects that ensure the success are the competitive marketplace with its alternatives, the operational bonds or linkages between the supplier, and the absence of strict contractual agreements and proprietary information exchange.

- 2) ~Business Impact * ~Relevance * ~Priority * ~Significance * ~Complexity * Availability of Alternatives * ~Operational Linkages * ~Legal Bonds * ~Information Exchange * ~Cooperative Norms

Once more in this case, the highlighting factor is the availability of alternatives and the competitive marketplace. This is also perceived in terms of business relationships regarding newspaper advertising previously and contributes as a carrying theme for success.

As before, alternative outcomes (i.e. 'adtocomp', 'bizsuc') did not yield differences.

4.1.3. Tablet advertising

Once more, similar fs/QCA approach was utilized for the purposes of tablet advertising, with the amount of companies utilizing tablet advertising and fully filling this section of the survey reaching a total of 8. The values of the responses prior to the calibration process were as follows:

Case	tabletim	tabletre	tabletpri	tabletsigni	tabletcom	tabletaax	tabletolx	tabletlbx	tabletiex	tabletcnx	adgoals	adtocomp	bizsuc
1	4	6	5	4	4	4	4	4	4	4	1	1	1
2	2	4	3	2	6	4	4	4	4	4	2	1	2
3	2	4	4	4	3	4	4	4	4	4	3	3	2
4	1	3	3	3	2	6	5.5	5	4.75	4.5	3	3	3
5	2	6	5	5	3	4	4	5	4.25	4.3333333	2	3	3
6	3	6	4	5	5	5.5	1.5	3	3.5	5	3	3	3
7	1	3	5	4	3	5.5	4	5	4.5	4.1666667	3	3	2
8	2	3	3	4	3	5.75	2.5	2.6666667	4	4.3333333	3	3	3

Figure 18: Uncalibrated respondent data for tablet advertising

4.1.3.1. Tablet advertising: Calibration process

In the case of the calibration process itself, there were no differences in comparison to the calibration that was carried out for magazine advertising, and therefore the calibrated values become to comprise of the following:

Case	tabletim	tabletre	tabletpri	tabletsigni	tabletcom	tabletaax	tabletolx	tabletlbx	tabletiex	tabletcnx	adgoals	adtocomp	bizsuc
1	0.82	0.88	0.73	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.95	0.95	0.95
2	0.18	0.5	0.27	0.12	0.88	0.5	0.5	0.5	0.5	0.5	0.82	0.95	0.82
3	0.18	0.5	0.5	0.5	0.27	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.82
4	0.05	0.27	0.27	0.27	0.12	0.88	0.82	0.73	0.68	0.62	0.5	0.5	0.5
5	0.18	0.88	0.73	0.73	0.27	0.5	0.5	0.73	0.56	0.58	0.82	0.5	0.5
6	0.5	0.88	0.5	0.73	0.73	0.82	0.08	0.27	0.38	0.73	0.5	0.5	0.5
7	0.05	0.27	0.73	0.5	0.27	0.82	0.5	0.73	0.62	0.54	0.5	0.5	0.82
8	0.18	0.27	0.27	0.5	0.27	0.85	0.18	0.21	0.5	0.58	0.5	0.5	0.5

Figure 19: Calibrated respondent data for tablet advertising

4.1.3.2. Tablet advertising: Truth table generation

As before, the truth table algorithm was used to provide for configurations that lead to the selected outcome which was once more set out to be the success of the advertising campaigns in comparison to set goals (‘adgoals’) – with this being the case, the truth table that was generated became as follows:

tabletim	tabletre	tabletpri	tabletsigni	tabletcom	tabletaax	tabletolx	tabletlbx	tabletiex	tabletcnx	number	adgoals	raw consist.	PRI consist.	SYM consist.
0	0	0	0	0	1	1	1	1	1	1 (100%)		0.940299	0.368421	0.509434
0	0	0	0	0	0	0	0	0	0	0 (100%)		1.000000	1.000000	0.512545
0	0	0	0	0	0	0	0	0	1	0 (100%)		1.000000	1.000000	0.512545

Figure 20: fs/QCA truth table for tablet advertising

Effectively the initial finding is that there is only one apparent configuration that meets the frequency threshold for the research. This is undoubtedly due to the lower number of responses in terms of the full scales in the tablet advertising section of the survey. However, the initial consistency (0.940299) is once more showing more than sufficient empirical base.

4.1.3.3. Tablet advertising: Solution generation

With the above in mind, the minimization algorithm was pursued, along with the following solution (Appendix 3) emerging:

~ Business Impact * ~ Relevance * ~Priority * ~Significance * ~Complexity *
Availability of Alternatives * Operational Linkages * Legal Bonds * Information
Exchange * Cooperative Norms

➔ Success of advertising campaigns to set goals

As is apparent, the solution emerging is already in existence in the truth table, with the consistency unchanged, and showing a level of coverage that accounts for 0.371316. Although this does not represent the majority and shows a degree of ambiguity regarding tablet advertising, it shows an empirically strong base, which should thus be taken into analysis.

As before, the above configuration can be looked into more clearly previously:

1) ~ Business Impact * ~ Relevance * ~Priority * ~Significance * ~Complexity *
Availability of Alternatives * Operational Linkages * Legal Bonds *
Information Exchange * Cooperative Norms

As can be detected from the solution, there are some distinct differences in the nature of the configuration in comparison to the results found in regard to print advertising. Importantly, the suggestion is that advertising campaigns succeed in the case of tablets even without companies considering the medium to have impact on their business, being of relevance or prioritized in terms of other channels or being otherwise significant. With the medium not considered complex to utilize, the success stems from particularly tight relationships which include operational linkages to the provider, as well as sound contractual agreements along with the possibility for proprietary information exchange and cooperation in which working together in various ways is seen important. In addition, the competitive market situation in terms of providers is seen as an asset and a contributing factor to success, as was the case with the previous mediums.

This section of the analysis once more showed that there was no difference between the outcome variables (adgoals, adtocomp, bizsuc) and as such the initial outcome variable (adgoals) is the only one taken into account in this research.

5. Discussion

Accordingly to the notions mentioned in throughout the analysis, it can be seen that there are some distinct implications that can be derived from this research. Perhaps the most notable are the considerations that regard the business-to-business relationships themselves across the advertising mediums, which have yielded results that ultimately serve to fulfill the research objectives for the thesis, especially when complemented by the notions related to tablet advertising. Thus, these two aspects bear the primary weight for this chapter.

5.1.B2B relationships and newspaper advertising

When looking the first solution presented for newspaper advertising previously, it could be said that for advertising providers it's important to realize that the companies who engage in newspaper advertising consider it very important to their business, and see it as a high-priority issue when it comes to advertising. However, because of the competitive marketplace, the message could be that the suppliers can find advantage in excelling in areas such as cooperative norms, in which problems are actively seen as joint-responsibilities, changes to facilitate cooperation can be made and actively working together is essential. This can also lead to linkages, which the companies see as important. Thus, suppliers should actively seek out the situation where some of the advertiser's operations become closely linked to them.

Willingness to engage in very specific contractual agreements should also be tried, even though that may be problematic through the highly specialized nature of advertising services industry (Halinen 1994). In case there is signal from the advertiser that the newspaper advertising that is planned becomes complicated, including one another in mutual meetings as well as extracting proprietary information from the advertiser can be beneficial, however otherwise it should not be sought out in the service exchange.

When moving onto the parsimonious solution, it brings forth some notions that could be taken into consideration. Importantly, from the advertiser's point of view the situation is

clear. If arranging or purchasing the newspaper advertising seems simple enough, there is not much that really needs to be done to ensure the success to the goals that the company has in mind – the competitive market situation is a major benefit, and also the fact that no information beyond what is absolutely need to be transferred between the parties. Thus, this situation represents a fairly straight-forward scenario with these two themes.

However, when the arranging the advertising effectively reaches a point where the advertiser sees the effort to be complicated, the way for the advertising campaign to succeed comes from making a strategic shift in orientation, where the preferred partner is someone who is familiar to the company and has dealings with it, in conjunction with strict contractual agreements. With these effective, the companies can engage in sharing of information which may go beyond that is needed for the advertising itself, as demonstrated by Cannon and Perreault's scales (1999) and expect success.

For the advertising provider, the opportunity lies particularly in the situation where the advertising is considered complex. If such a signal is present, the provider can bring forward the idea of contractual agreements and facilitate the information sharing aspect in an attempt to yield success for the client's campaign in view of the generated solution.

When viewing the total relevance of these two solutions, i.e. the parsimonious and the more stringent, the primary focus should be on the details revealed by the parsimonious finding, however the other can also be viewed as a finding due to its majority coverage, effectively bringing forth the idea of newspaper advertising importance to the companies, which can be seen to be relatively high, and also some other notions that can be of use.

5.2.B2B relationships and magazine advertising

Although there are similarities to the areas of importance in regard to newspaper advertising, there are also differences that are specific to the magazine advertising

context. Importantly, the fact that availability of alternatives is high remains intact, and it seems to be a carrying theme in print advertising, having a relevance to advertising campaign goals being met.

However, for the success in that area, advertisers don't need to consider magazine advertising to actually have large-scale meaning on their business itself, yet they should still see magazines as highly priority aspect of marketing efforts, relevant and significant in comparison to other advertising forms in order to be successful in their advertising campaigns. In addition, they should favor suppliers that share linkages with their operations to some context instead of perhaps considering other possibilities. Contracts should also be loose in the case of magazines, and information sharing once more in this case doesn't equate to the actual success of the advertising campaigns. The aspect of the competitiveness of the marketplace can perhaps be seen to act as a contingency factor which comes to state the although there may be strong linkages to the current provider, the advertiser does not believe that the provider is the only player in the markets that can facilitate their magazine advertising efforts. One of the reasons why the situation might be as such is the perceived importance of the magazine medium for brand advertising - as discussed further in this research (Figure 22) - which can lead the advertiser to exercise a sense of protectionism and not to engage in particularly tight relationships, preferring partners that have prior linkages to the company.

For the suppliers themselves, the magazine advertising is a more challenging area where the pursuits to either remain or become the actor with operational linkages to the advertiser is exceedingly important and as such for those suppliers that are already engaged with providing magazine advertising to an advertiser, it is very highlighted to make sure that these connections are kept in place, when failure to do so can be seen as a threat in this situation.

5.3.B2B relationships and tablet advertising

In effect, tablet advertising can be seen to show a significant difference to the print advertising mediums in terms of what are the elements and conditions that contribute to

advertising campaigns to meet their goals. More specifically, it could be said that the results show that the advertising medium is new and thus for the major companies at this stage, it isn't a format that is considered to really have an impact on their business, not being highly prioritized or relevant in comparison to other advertising channels. In the solution, the advertising medium is also not considered to be complex in nature when compared to other mediums.

However, a great importance lies in the actual relationships that are a key element to make the tablet advertising to work. This includes that there should be close linkages to business activities between the parties and contracts should be made specific, which may signal slight uncertainty toward tablet advertising in general. Also, information exchange should be active and pursued in R&D efforts and otherwise in addition to truly working together in cooperation, with concern for the other party's business activities. Thus, tablet advertising is a medium that highlights strong relationships between the advertiser and the supplier, distinctly exceeding the traditional advertising mediums in this regard. The competitiveness of the field once more contributes to the success, likely allowing the advertiser to have plenty of options also for tablet advertising, although eventually only the relationship itself provides the success, which is also a notion that the supplier should grasp, as there are several ways through these findings on how a supplier can appeal to the advertiser.

Indeed, it can be said that tablet advertising is a medium that offers the advertising provider with the absolute most possibilities in terms of relationship development, as there are various notions where the provider can excel – for instance in active pursuit of cooperative practices, which are also seen as a favorable aspect by the advertisers themselves. With the advertisers seeing the cooperative, tight relationships focus as a factor that leads to success, the situation is unique in terms of the research.

In essence, this situation highlights the need for eagerness and a proactive attitude to tap into the relationship possibilities, which is important particularly for the advertising provider but also for the advertiser in the hopes of success.

5.4. Tablet advertising market status

As a part of this research, conducting the survey also made it possible to look into tablet advertising and its use in current markets. Considering the distinct findings in terms of the relationships in regard to tablet advertising, this information can be used in conjunction to formulate a more thorough view into tablet advertising and was as such included for additional benefit.

The first notion that could be looked into is the whole idea of how tablet advertising is used as an advertising channel. For this purpose, the question 6 of the survey reveals the fact that approximately 37% of the respondents do actually use tablet advertising in their marketing efforts. When taking into account that the survey particularly tapped into companies that define themselves either as market leaders or as holders of second or third position in terms of market share, it could thus be derived that tablet advertising in itself is not an uncommon advertising channel for such companies.

When further evaluating the issue, the survey also takes into consideration the partners that are used to provide the tablet advertising (Q13). In this regard, the following findings were discovered in terms of the nature of the provider in the case of a total of 17 companies:

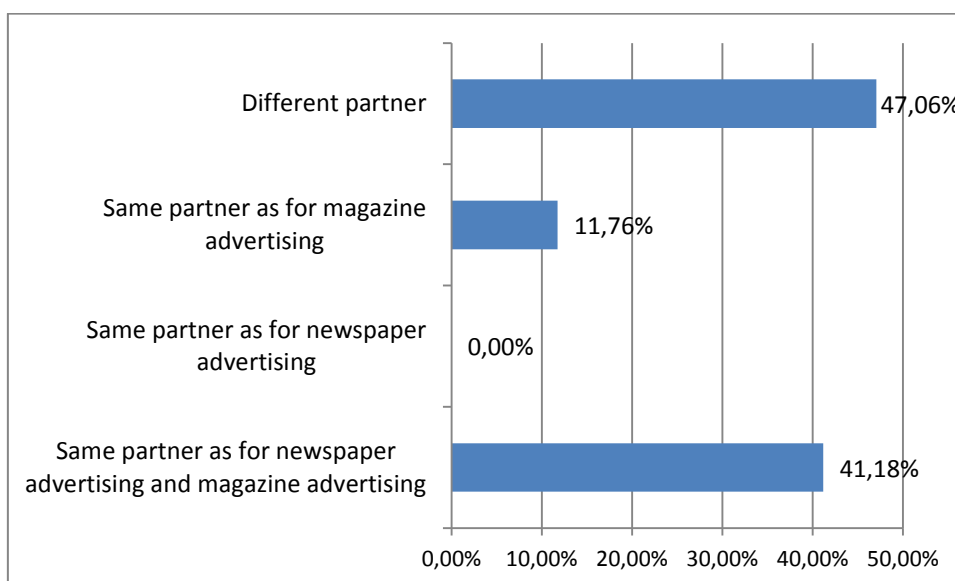


Figure 21: Tablet advertising partners/providers

Effectively, this can be seen to indicate that it is quite commonplace for the advertiser to utilize previously used providers for tablet advertising, in the case if they have been the traditional provider for both newspaper and magazine advertising. However, if this is viewed in terms of newspaper or magazine advertising providers separately, the situation becomes different, indicating that long-term partnerships between more than one medium may indicate that the advertiser will also prefer to acquire tablet advertising from the previous provider as well, which perhaps can be seen the tap into the notion of operational linkages which became as a highlighted factor in the business-to-business relationships in the case of tablet advertising, as mentioned previously.

Yet, when further looking at the situation, the most common response from the companies was that completely new providers are used for tablet advertising purposes. In essence, this notion can be seen to tap into the perceived concept of a competitive marketplace, which the advertisers are also utilizing keenly, highlighting the possibilities for advertising providers in this regard.

In addition, the survey also looked into the concepts of the advertising types, effectively underlining the importance of advertising in terms of product/service –advertising and brand advertising purposes. With this notion in mind, the results were as follows for all of the mediums, i.e. through question 7:

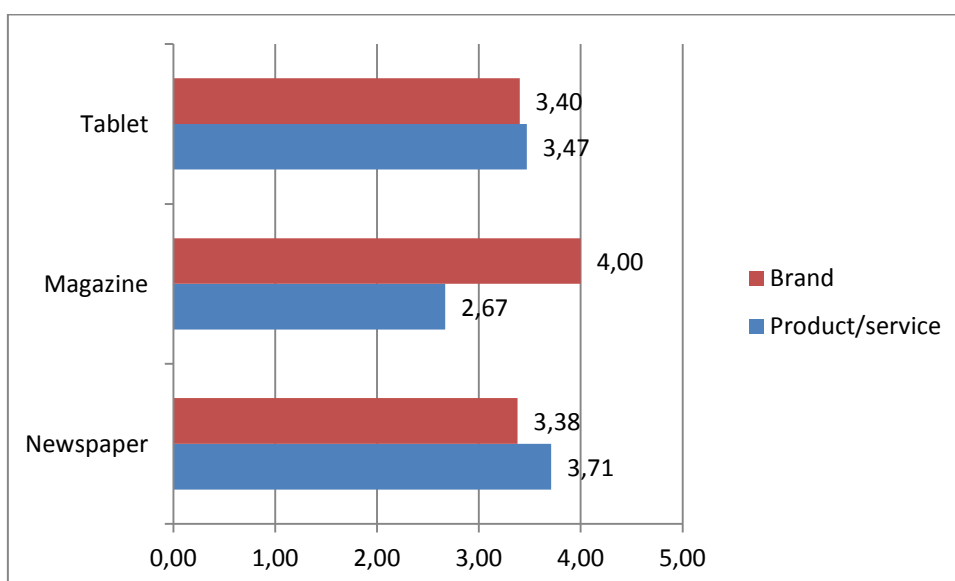


Figure 22: Brand/product advertising importance per medium

As can be seen from the graph that evaluates the perceived importance of the advertising type by the respondents, tablet advertising is noted to be effectively a medium where both brand and product advertising are approximately equally as important and usable, whereas newspaper advertising for instance is slightly in the favoritism of product advertising. Magazines are, on the other hand, seen to be a particularly important advertising channel for brand advertising purposes.

When further evaluating this in terms of the usage of both advertising types at the same time, with the assumption that a denial of a single advertising type meant the use of the other advertising type solely, the following implications were derived:

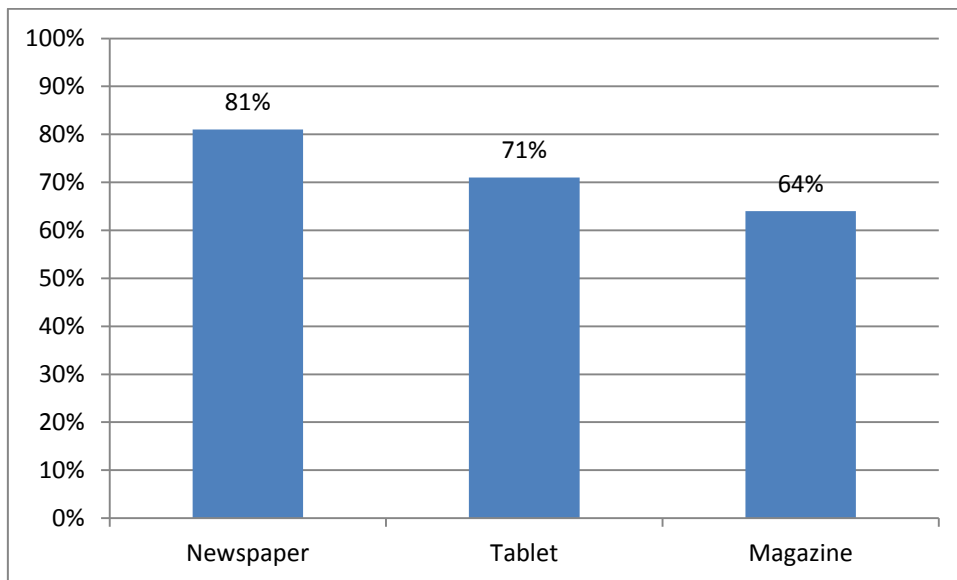


Figure 23: Simultaneous usage of brand/product advertising per medium

The major indication that could be extracted from these findings is that tablet advertising in itself is perceived to be a balanced medium in terms of importance of advertising types; however companies use both of them at the same time less than when using newspaper advertising. In this regard, the real differences arise when comparing magazine and tablet mediums together, highlighting that companies see tablet advertising with wider potential for advertising types than magazine advertising, being perhaps more akin to newspaper advertising at this point in time.

Another area of importance was to detect the reasons as to why companies are not using tablet advertising at the time of the research and what could be the most relevant findings in this regard. The survey facilitated this area (Q14), and the following themes could be detected from the companies not utilizing tablet advertising at the moment (Note: A company may have selected more than one reason during their response):

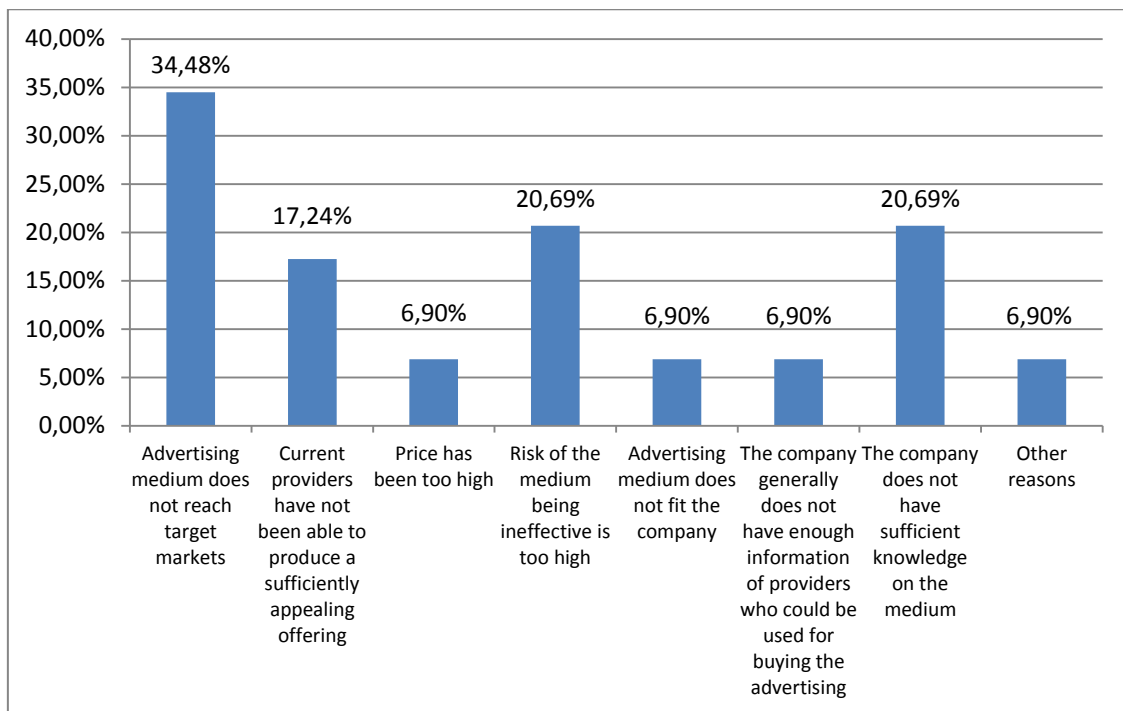


Figure 24: Perceived reasons for not utilizing tablet advertising

From this observation, there are some distinct notions that could be highlighted. Importantly, although the most frequent single reason is said to be the fact that the advertising medium cannot reach the target audience or markets that the company has specified, there are also several other factors that come into play. Particularly, there are issues such as the risk of ineffectiveness and the lack of sufficient knowledge that the companies have that in total could be perceived to represent clear general uncertainties that exist in terms of tablet advertising which may be complemented by the fact that it is also perceived that the services offered are not sufficiently appealing, which may indicate lack in determination of what exactly is wanted from tablet advertising. Thus, these factors could then perhaps be seen to have a legacy also for companies that are using tablet advertising, as the findings have been that in tablet advertising context, the

business-to-business relationships are generally the most tightly knit together, representing the most cooperation to tackle these issues related to general uncertainties.

Importantly, however, the notion of price seems to be largely irrelevant which may also be seen as a finding of great interest, further emphasizing the theme that advertisers see some distinct challenges in tablet advertising, but the price is not among them.

These challenges are important to take into account, particularly when further discussing the perceived willingness of companies to engage in tablet advertising in the future. Through the survey (Q15), the likelihood of the respondents to utilize tablet advertising within the next 1-3 years was measured accordingly:

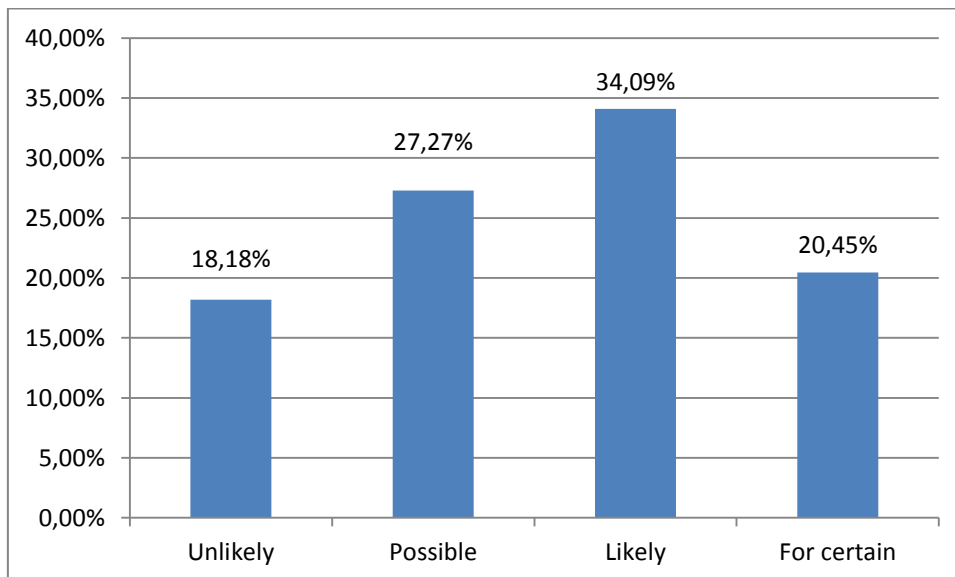


Figure 25: Tablet advertising utilization likelihood in 1-3 years

Although the responses also include the advertisers who are already utilizing tablet advertising in their marketing efforts, it is important to note that the amount of advertisers who at least consider it possible that they will use tablet advertising in the near future is relatively high with approximately 82% of the respondents falling into that category. From the point of view of the advertising providers, it could therefore be seen particularly valuable to reach out and tackle some of the aspects that are currently perceived as challenges, with particularly those that account for general uncertainties (e.g. lack of sufficient knowledge about the advertising medium) being a fair basis for

priorities in communication attempts to the advertisers that could potentially be interested in tablet advertising.

When further taking into consideration that approximately 51% of the advertisers find it at least possible, e.g. possible, likely or for certain, that tablet advertising will supersede print advertising in 3 years and furthermore that out of the same respondents, 87% feel the same when discussing the time interval of 10 years, it can be seen quite apparent that the medium holds notably high potential in the view of the respondents and thus indicates significance in the themes and findings discussed in this chapter.

5.4. Summary of the B2B relationships in terms of the mediums

With the above in mind, and in order to be more specific about the different advertising mediums and the business-to-business relationships related to them, it could be useful to look back into the case of newspaper advertising which already promotes a few interesting aspects. One of those is the definite notion that the advertisers who engage in newspaper advertising largely consider the medium to be notable with their impact on their business operations. When taking into consideration the previous theoretical findings where the investments into print advertising have been dwindling (Nyilasy, Whitehall King, Reid 2011) and their relevance to advertising efforts as of today slightly questioned in the era of digital advertising, it is useful to make note that advertisers who do engage in using the medium do take it rather seriously and that it holds much weight in the field of advertising as of today. However, as seen from the results, the medium seems commonplace enough for the advertisers to consider that proprietary information does not need to be shared among parties at all, unless if the newspaper advertising intended turns out to be complicated to arrange, resulting in the conclusion that while newspaper advertising is considered important, the relationships for arranging the medium into use do not need to be tight, unless if the situation is exceptional.

When considering the other form of print advertising discussed in this research, i.e. magazine advertising, it could be said that some of the notions of the newspaper advertising hold true also in this case, highlighting that print advertising relationships share some commonalities, yet in the case of magazine advertising, the relationships were even more loose than in the case of newspapers. A question could be raised why this is the case, and the reasons could be various – yet, as discovered from the survey, magazine advertising is considered particularly important for conveying the brand of the company who does the advertising, which may also be an indication that the relationships are kept loose in order to protect the brand advertising efforts, with the advertiser effectively holding the reins and preferring partners who are also somehow tied to the operations to the company itself. As mentioned, this is a tight situation for the advertising provider who might be interested in offering magazine advertising services but who might fall into the new provider –category. However, with these two mediums considered, the finding is that among print media, it cannot be singularly said that there is a general way how to deal with the relationships in print context as a whole, as newspaper and magazine advertising may have varying purposes for what they are used, and through this and other potential issues, relationships become favorable in a slightly different manner. This can be considered to be one of the prime findings of the research in itself.

Yet, tablet advertising was also given specific focus in the research process and for that reason it was particularly interesting to look into the business-to-business relationships in that context additionally. As discussed previously, the notion of tablet advertising conveys ideas in relationships that represent a larger gap between advertising mediums, showing the distinct difference of how relationships must be handled. Effectively, it could be said that the novelty of tablet advertising is a determining factor at the point of conducting this research during the first quarter of 2013, highlighting the fact that unlike print advertising, the medium is not considered to be important or prioritized compared to other advertising mediums. However, when companies do engage in tablet form of advertising, the relationships can become quite tight, highlighting that while the form of advertising may not be directly considered to be complicated to arrange, the advertisers do want to engage in mutual cooperation in arranging the advertising which

is interpreted to lead to success in the end. With this said it could perhaps be stated that the advertisers perceive the form to be interesting and are more eager to co-produce value with the providers than in the case of print advertising that represents a more traditional mode of advertising.

The further considerations and findings in terms of tablet advertising also bring about emphasis on the medium, particularly with the optimistic views that were highly reported particularly for the usage of tablet advertising in the near future by many of the advertisers. Thus, it could be realistic to assume that the importance of the medium is going likely going to rise over time, which may have a bearing on the relationships once more in the future. Thus, the relationship themes detected in this research may represent a transition stage consideration for tablet advertising, whereas the print advertising relationships are more prone to remain as they are, although their importance may also be shifted over time, particularly with the notions where the companies have reported tablet advertising possibly overtaking print advertising over a longer period of time. Importantly, though, it could be said that tablet advertising in itself represents one of the most interesting mediums as of today, with apparent interest in utilizing it existing, although elements of skepticism also naturally remain.

In terms of the three advertising mediums in total, it can be said that while print advertising in itself represents situation where generalizations shouldn't be made between the mediums, the whole idea is made even broader when tablet advertising is taken into the picture. This once more highlights the importance of the relationships and their tendency to be specified on a case-by-case basis depending on the advertising medium.

As a finding, the relationships could roughly be summarized as follows:

Advertising medium	Perceived importance	Relationship intensity
Newspapers	<i>High</i>	<i>Loose/Tight, depending</i>
Magazines	<i>High</i>	<i>Loose</i>
Tablet	<i>Low</i>	<i>Tight</i>

Although the above can be considered to be a rough sketch of the situation, the underlining notion of variety between the relationships depending on advertising mediums exists, representing the prime outcome of this research.

6. Conclusions

The purpose of this section is to particularly view the managerial and theoretical implications that could be discussed on the basis of the research findings. In addition, the aim is to view the possible limitations that are inherent and consider some of the possible aspects for future research that could be used to further complement the study.

However, the primary area of importance is also the reviewing the feasibility to answer the research question that was determined as a guide for the study. In effect, the research process discovered a variety of ways of how marketing decision makers view B2B relationships depending on the advertising medium, and as such the research question could be approached as follows:

What kinds of B2B relationships drive advertising success?

Throughout the research, an important notion to consider is that there isn't a singular answer that could fully respond to the research question. In effect, it has become apparent that the medium-oriented approach has been notable in producing variety to the question and this has even further been facilitated by the configurational approach of fs/QCA which effectively has lead the research into the situation that the answer depends largely on the medium.

The only carrying theme that could be mentioned in terms of the research question is that generally the competitive market situation and the availability of alternatives that the companies have is a situation that is seen to contribute to general advertising success. However, when going beyond this view, the answer can only be approach via the considerations that have been discussed previously in terms of the advertising mediums.

In total, the relationships can vary between tight and loose and the research has been able to produce medium-centric responses to the research question that have empirical foundation through the application of QCA. Thus, the findings presented previously can be seen to contribute toward the research question and were therefore considered viable.

In view of this, the research also acknowledges that the results can be interpreted further on an individual basis.

6.1. Managerial implications

One of the prime goals of the research was to be able to produce information that could be used for managerial decision making and practical use. As already mentioned during the discussion, the results of this study can be viewed in terms of both advertisers and advertising providers. In this regard, such a division could be approached two-fold as follows:

1) Advertisers

In terms of implications that could be considered valid for advertisers, the main benefit can be seen to rise from the way how the respondent organizations perceive B2B relationships to end up in advertising campaign success. As an example to this, it can be useful for an advertiser interested in engaging in tablet advertising to take into consideration the finding that relatively tight relationships are considered to be necessary for success generation. Naturally, possible limitations further described in the study also apply when approaching this aspect.

In addition to this, the actual finding that there are differences between different mediums in regard to the paths to advertising success may also be of significance to take into account. The views generated by the survey tap into the opinions of some of the largest organizations in Finland and how their decision makers view advertising success in the context of B2B relationships. With this in mind, the findings of the research can serve as additional guidelines that can be taken into account in marketing decision making.

2) Advertising providers

When looking into the implications that apply for the organizations, such as advertising agencies, that provide the advertising, the research can particularly be of benefit.

The main focus point in this case is that the views into B2B relationships in a medium-context enable the advertising provider to have information on how they can approach the advertiser when offering service in a certain medium. When looking at the case of newspapers for example, findings such as the differences caused by the perceived complexity of carrying out advertising through the medium represent aspects that can be prepared for in advance. Thus, advertising providers can look into the aspects that generate success in certain situations, such as information sharing in terms of tablet advertising, and try to formulate the business relationship in a way that facilitates these elements. In doing so, mutual benefit can be created and performance considerations such as the success of the advertising campaigns are achieved as previously discussed throughout the research.

As an additional focus point, the information gathered about the market status for tablet advertising and perceptions offered by the respondents in this regard can also be of value particularly by showing the relatively notable eagerness for the medium, along with other useful aspects such as the current constraints that are perceived for utilizing the medium.

Thus, managerially the indications of the research are particularly of use to the advertising providers in mind and can be thus taken into consideration in marketing decision making, although they are also inclusive to advertisers in the mentioned extent.

6.2. Theoretical implications

When discussing the theoretical – or academic – implications rising from the research, the main focus lies particularly on the major foundations that rise largely from the B2B relationship study by Cannon and Perrault (1999) and the more specific advertising-industry relationship research done by Halinen (1994) as featured on several occasions in this research.

In terms of Cannon and Perreault's (1999) study, one of the prime notifications is that the scales adapted from the study can be seen to have been successful in yielding usable

results at the end of the research. The methodology in this research was able to fit these scales into the advertising context and produce a variety of information depending on the advertising medium. However, the importance is that these results were not used in a similar manner toward taxonomy creation as was the case in Cannon and Perreault (1999) and from this point of view, there cannot be effective comparisons that could be made between the advertising industry and the generic B2B study that may have further enabled discussion. From this view, this research mostly acts as an example that the research done by Cannon and Perreault (1999) can provide for applicability in business-to-business relationship aspects that carry onto other contexts, such as an industry-specific view.

When specifically focusing on this aspect of industries, the notability of Halinen's (1994) dissertation was highlighted, particularly with the compatibility toward the relationship research done by Cannon and Perreault (1999). Halinen (1994) underlined some of the important aspects within relationships such as personal connections between the advertising provider (agency) and the provider among others; however the medium-specific approach by this research was not as such part of the scope. In this regard, the findings produced by this study can be seen to be theoretically complementary to Halinen's (1994), exploring an aspect not previously discussed and at the same time being greatly founded by the prior research produced by her. In addition, the context remained within the Finnish business markets.

In total, these ideas highlight the most theoretical implications derived from this research with the research done by Halinen (1994) becoming particularly emphasized.

6.3.Limitations and implications for future research

Naturally, when discussing the applicable results of the research, there are some limitations that have to be taken into consideration.

One of the aspects that count as a limitation is that the research tapped to a relatively small pool of potential respondents, with applicable companies selected from the top

500 Finnish companies by revenue. Thus, the emerging number of respondents can be a limiting factor, yet the determination to use QCA and its fs/QCA variant in analyzing the results was seen as a suitable course of action with the possibility to yield meaningful results by using a method that can be usable in marketing decision making as mentioned by Vassinen (2012). At the end of the research period, this was seen successful particularly with the high-profile nature of the participating decision makers. Yet, in terms of possible further studies, an approach toward a less limited source of respondents in a B2B study for advertising industry can also be pursued to further explore the area.

Furthermore, as is the nature of the QCA method, the element of interpretation in a qualitative manner is a strong factor in this analysis, and as such a lot of the results discussed are based on the personal interpretation of the researcher and are as such subject to areas such as potential personal bias. For this purpose, however, the process of using the fs/QCA method in this research was paid particular attention to be as transparent as possible with the possibility for the reviewer of the research to derive personal interpretations from the results that might slightly vary from the view of the researcher. This idea of openness is therefore an element in the QCA approach, and as such was also an important aspect in this research.

Importantly, however, it was found that the method was capable of providing empirically relevant (via consistency) results in the case of all of the advertising mediums and the relationships in their respective cases. Yet, as a limitation, there has to be taken into consideration the case of tablet advertising and the relatively low number of companies currently using the method from the respondents. Thus, the solution coverage didn't account for the majority of the cases and the determination is that for the relationships in tablet advertising, the suggested notions in this research do not represent the absolute situation – yet, due to the empirical relevance, they were still seen as viable to take into consideration, although future research with particularly tablets in mind can be seen to be warranted.

In addition, the results do not account for all mediums used in the field of advertising, as it was determined to be out of scope for the research, and as such business-to-

business relationships in the advertising sector as a whole are not a notion that can be discussed, with only print media and tablets taken in as representatives of advertising mediums. As such, the nature of this research is that it attempts to loosely take into account the traditional advertising as a concept via the print media, and the digital advertising aspect via tablets, and as such perhaps the most useful way to look into the results of the research is to consider that it is about these three advertising mediums individually, without major generalizations that would take a stand on the whole industry, particularly in view of the relationships. In terms of future considerations, this is an aspect that could greatly be extended by involving a variety of other mediums and researching business-to-business relationships within in the industry on a larger scale.

With all these in mind, the notion of global relevance is also a consideration on which there has to be emphasis. Effectively, as was determined previously, this research taps only to the Finnish advertisers and advertising decision makers and as such is culturally bound to a single context. The decision to see how applicable the results are in an international context is therefore a complex one and not easily determined. As with all international operations, the field of advertising is also subject to issues that vary between regions and cultures. In essence, the advertisements themselves and the messages they convey can be starkly different across regions, together with favoritisms to different mediums and also various advertising regulations can have an impact on advertising efforts as a whole (Stafford 2005). As such, it could be assumed that there are many issues that may have a bearing on the relationships built between the actors, depending on regions. On a global scale, this notion limits the way the results of this paper can be viewed.

Yet, as the decision was to take into account the largest companies in Finland by revenue, the assumption is that international operations are commonplace for these organizations, and as such the respondents can convey notions that have an international element reflected in their responses. However, as this was not particularly reviewed in the research, such an implication cannot be systematically claimed to exist.

With the following in mind, it can nevertheless be determined that the research provides a view on how the relationships can be evaluated and from this regard can be executed on a global level.

In terms of future implications, this aspect of internationality represents a way that could be used to broaden the study. However, with the various excluded mediums in mind, combined with other previously mentioned possibilities, there are many ways on how the research can be extended with the potential for favorable further information.

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APPENDIX 1: Electronic survey (Finnish)



Markkinointiviestinnän kanavat 2012: Aalto yliopiston kysely

Yrityksen liiketoimintaympäristö ja asema päämarkkinoilla

Ensimmäisessä osiossa käsitellään edustamasi liiketoimintayksikön (yrityksen) toimintaympäristöä ja asemaa päämarkkinoilla.

Q1: Asema organisaatiossa (tehtävänimike)

- Pääjohtaja/konsernin johtaja
- Toimitusjohtaja
- Hallituksen puheenjohtaja
- Varatoimitusjohtaja
- Partneri
- Markkinointijohtaja
- Myyntijohtaja
- Aluejohtaja
- Yleisjohtaja
- Kehitysjohtaja
- Toimialajohtaja
- Markkinointipäällikkö
- Myyntipäällikkö
- Muu johtaja
- Muu päällikkö

Q2: Edustamasi liiketoimintayksikkö/yritys

Ellei erikseen mainittu, vastaa kaikkiin tämän kyselyn kohtiin liiketoimintayksikkösi ja valitsemasi päätoimialan näkökulmasta. Mikäli yrityksestäsi ei voida erottaa selkeästi toiminnaltaan tai markkinoiltaan poikkeavia yksiköitä, vastaa koko yrityksen näkökulmasta. Pienten yritysten kohdalla liiketoimintayksikkö ja yritys tarkoittavat yleensä samaa.

Q3: Mikä on liiketoimintayksikkösi pääasiallinen toimiala?

- Maa-, riista-, metsä-, ja kalatalous
- Kaivostoiminta ja louhinta
- Elintarvikkeiden ja juomien valmistus
- Tekstiilien, vaatteiden, nahan ja nahkatuotteiden valmistus
- Puutavaran ja puutuotteiden valmistus
- Paperiteollisuustuotteiden valmistus, kustantaminen ja graafinen tuotanto
- Öljy-, kumi- ja muovituotteiden sekä kemikaalien ja kemiallisten tuotteiden valmistus
- Ei-metallisten mineraalituotteiden valmistus
- Metallien jalostus ja metallituotteiden valmistus
- Koneiden ja laitteiden valmistus
- Elektroniikka- ja sähkötuotteiden valmistus
- Kulkuneuvojen valmistus
- Energia- ja vesihuolto
- Rakentaminen
- Moottoriajoneuvojen kauppa, korjaus ja huolto sekä polttoaineen vähittäismyynti
- Agentuuritoiminta ja tukkukauppa
- Vähittäiskauppa
- Majoitus- ja ravitsemistoiminta
- Kuljetus, varastointi ja tietoliikenne
- Rahoitus- ja vakuutustoiminta, pankit
- Kiinteistöalan palvelut ja vuokraustoiminta
- Tietojenkäsittelypalvelu
- Tutkimus ja kehittäminen
- Muu liike-elämää palveleva toiminta (B-to-B-palvelut)
- Julkinen hallinto ja maanpuolustus
- Koulutus
- Terveystenhoito- ja sosiaalipalvelut
- Ympäristöhuolto
- Järjestötoiminta
- Virkistys-, kulttuuri ja urheilutoiminta
- Muu

Q4: Mikä seuraavista kuvaa parhaiten liiketoimintayksikkösi markkinoita tai päätoimialaa?

- Uudet, kehittyvät markkinat
- Kasvavat markkinat: markkinat ovat vakiintuneet, mutta kasvavat tasaisesti
- Kypsät markkinat: markkinat ovat vakiintuneet, eikä merkittäviä muutoksia enää tapahdu
- Taantuvat markkinat: markkinoiden kasvu on kääntynyt laskuun

Q5: Mikä seuraavista parhaiten kuvaa liiketoimintayksikkösi asemaa päämarkkinoilla?

- Ainoa yritys markkinoilla
- Markkinajohtaja: suurin markkinaosuus
- Haastaja: toiseksi tai kolmanneksi suurin markkinaosuus
- Seuraaja: pienempi markkinaosuus

Q6: Käytetäänkö sanomalehtiä mainonnan kanavana yrityksessä? Entä millainen on tämän mainoskanavan liiketoiminnallinen merkitys tällä hetkellä? (*Huom: Tämä kysymys toistettiin kaikille mainonnamuodoille, alkaen sanomalehtimainonnasta*)

- Käytössä, ei lainkaan tärkeä
- Käytössä, jokseenkin tärkeä
- Käytössä, melko tärkeä
- Käytössä, tärkeä
- Käytössä, erittäin tärkeä
- Ei käytössä

Sanomalehdet/aikakauslehdet/tablet mainonnan kanavana

Huom: Kysymykset 7 - 14 toistettiin kaikille mainonnanmuodoille, alkaen sanomalehtimainonnasta joka on kuvattu ohessa.

Q7: Minkätyyppiseen mainontaan sanomalehtiä käytetään? Entä kuinka tärkeässä roolissa kyseinen kanava on eri mainontatyypeille?

	Käytössä, ei lainkaan tärkeä	Käytössä, jokseenkin tärkeä	Käytössä, melko tärkeä	Käytössä, tärkeä	Käytössä, erittäin tärkeä	Ei käytössä
Tuote- tai/ja palvelumainonta	*	*	*	*	*	*
Brändimainonta	*	*	*	*	*	*

Q8: Verrattuna muihin mainonnan kanaviin, sanomalehdet on yrityksellemme (Epäoleellinen vs. oleellinen):

- Erittäin epäoleellinen
- Epäoleellinen
- Jokseenkin epäoleellinen
- Ei epäoleellinen eikä oleellinen
- Jokseenkin oleellinen
- Oleellinen
- Erittäin oleellinen

Q9: Verrattuna muihin mainonnan kanaviin, sanomalehdet on yrityksellemme (Korkealle priorisoitu vs. matalalle priorisoitu):

- Erittäin matalalle priorisoitua
- Matalalle priorisoitua
- Jokseenkin matalalle priorisoitua
- Ei matalalle eikä korkealle priorisoitua
- Jokseenkin korkealle priorisoitua
- Korkealle priorisoitua
- Erittäin korkealle priorisoitua

Q10: Verrattuna muihin mainonnan kanaviin, sanomalehdet on yrityksellemme (Merkityksetön vs. merkityksellinen):

- Erittäin merkityksetön
- Merkityksetön
- Jokseenkin merkityksetön
- Ei merkityksetön eikä merkityksellinen
- Jokseenkin merkityksellinen
- Merkityksellinen

- Erittäin merkityksellinen

Q11: Verrattuna muihin mainonnan kanaviin, mainonnan ostaminen sanomalehdistä on (Yksinkertaista vs. monimutkaista):

- Erittäin yksinkertaista
- Yksinkertaista
- Jokseenkin yksinkertaista
- Ei yksinkertaista eikä monimutkaista
- Jokseenkin monimutkaista
- Monimutkaista
- Erittäin monimutkaista

Q12: Mieti keskeisintä mainonnan toteutuskumppanianne sanomalehti-kanavan osalta ja vastaa seuraaviin väittämiin:

	Täysin erimielistä	Eri mieltä	Jokseenkin erimielistä	Ei samaa eikä erimielistä	Jokseenkin samaa mieltä	Samaa mieltä	Täysin samaa mieltä	En osaa sanoa / Ei relevanttia meille
Markkinatarjonta on hyvin kilpailukykyistä	*	*	*	*	*	*	*	*
Muut tarjoajat voisivat toimittaa saman mitä saamme nykyiseltä tarjoajalta	*	*	*	*	*	*	*	*
Kyseisellä tarjoajalla on lähes monopoli tarjontansa suhteen	*	*	*	*	*	*	*	*
Tämä on todella ainoa tarjoaja jota voisimme käyttää tuotettamme(mainont aamme) varten	*	*	*	*	*	*	*	*
Liiketoimintamme on läheisissä tekemisissä kyseisen tarjoajan kanssa	*	*	*	*	*	*	*	*
Tämän toimijan	*	*	*	*	*	*	*	*

järjestelmät/ratkaisut ovat avainasemassa toimintoihimme Jotkut toiminnoistamme ovat läheisesti yhteydessä kyseiseen tarjoajaan								
Meillä on tarkkoja, hyvin yksityiskohtaisia sopimuksia tarjoajan kanssa	*	*	*	*	*	*	*	*
Meillä on muodollisia sopimuksia jotka kuvailevat molempien osapuolien velvollisuudet	*	*	*	*	*	*	*	*
Meillä on lakiteknisesti yksityiskohtaisia sopimuksia tarjoajan kanssa	*	*	*	*	*	*	*	*
Liiketoimintatietoa jaetaan osapuolten kesken	*	*	*	*	*	*	*	*
Molemmat jakavat asiaan kuuluvaa kustannustietoa	*	*	*	*	*	*	*	*
Molemmat osapuolet ovat paikalla tuotekehitystapaamisissa	*	*	*	*	*	*	*	*
Jaamme aina kysyntään ja tarjontaan liittyviä ennusteita	*	*	*	*	*	*	*	*
Riippumatta siitä kumpi on ongelman aiheuttaja, asiat hoidetaan yhteisvastuullisesti	*	*	*	*	*	*	*	*
Molemmat osapuolet ottavat huomioon toisen osapuolen	*	*	*	*	*	*	*	*

kannattavuuden kehittämisen								
Yksittäinen osapuoli ei hyväksikäytä vahvaa neuvotteluasemaansa	*	*	*	*	*	*	*	*
Molemmat osapuolet ovat valmiita tekemään yhteistyöhön liittyviä muutoksia	*	*	*	*	*	*	*	*
Meidän täytyy työskennellä yhdessä ollaksemme menestyksekkäitä	*	*	*	*	*	*	*	*
Meitä ei haittaa jäädä palveluksia velkaa toisillemme	*	*	*	*	*	*	*	*

Q13: Seuraavassa osiossa keskitytään aikakausilehtiin/tablet mainonnan kanavana. Mieti keskeisintä mainonnan toteutuskumppaniaanne aikakausilehti/tablet-kanavan osalta, kyseessä on:

- Sama kumppani kuin sanomalehtimainonnassa/aikakausilehtimainonnassa
- Eri kumppani
- Emme käytä aikakausilehtiä/tablet mainonnan kanavana

Q14: Mitkä ovat keskeisimmät sanomalehtimainonnan esteet tällä hetkellä? (Huom: Tämä kysymys esitettiin aina vastaajan mainitessa ettei yllä oleva mainonnanmuoto ole käytössä)

- Mainonnan muoto ei tavoita kohdemarkkinoita/kohderyhmää
- Nykyiset toimijat eivät ole kyenneet tuottamaan riittävän houkuttelevia palveluita
- Hinta on ollut liian huomattava
- Riski mainonnan tehottomuudesta on liian suuri
- Mainonnan muoto ei sovi yritykselle
- Yrityksellä ei ole ylipäättään/tarpeeksi tietoa toimijoista, joilta kyseisestä kanavasta voisi ostaa mainontaa

- Yrityksellä ei ole tarpeeksi tuntemusta kyseisestä mediasta
- Muu, mikä:

Mainonnan tulevaisuudennäkymät ja yrityksen taustatiedot

Viimeisessä osiossa keskitytään mainonnan tulevaisuuden näkymiin ja yrityksen taustatietoihin.

Q15: Miten todennäköisenä pidät seuraavia asioita?

	Epätodennäköinen	Mahdollinen	Todennäköinen	Varma
Yrityksemme tulee käyttämään tabletmainontaa lähitulevaisuudessa (1-3 vuoden sisällä)	*	*	*	*
Tabletmainonta tulee syrjäyttämään sanomalehti- ja aikakauslehtimainonnan 3 vuoden kuluessa	*	*	*	*
Tabletmainonta tulee syrjäyttämään sanomalehti- ja aikakauslehtimainonnan 10 vuoden kuluessa	*	*	*	*

Q16: Työntekijöiden lukumäärä yrityksessäsi:

- 1-5
- 6-10
- 11-20
- 21-50
- 51-100
- 101-250
- 251-500
- >500
- En osaa sanoa

Q17: Yrityksesi markkinaosuus:

- Alle 1%

- 1% - 3%
- 3% - 5%
- 5% - 10%
- 10% - 20%
- 20% - 35%
- 35% - 50%
- Yli 50%
- En osaa sanoa

Q18: Pyydämme vielä arvioimaan, miten yrityksesi menestys suhteutuu tärkeimpiin kilpailijoihin nähden:

	Huomattavasti suurempi kuin kilpailijoilla	Suurempi kuin kilpailijoilla	Jonkin verran suurempi kuin kilpailijoilla	Ei eroa kilpailijoihin nähden	Jonkin verran pienempi kuin kilpailijoilla	Pienempi kuin kilpailijoilla	Huomattavasti pienempi kuin kilpailijoilla	En osaa sanoa
Liikevaihto	*	*	*	*	*	*	*	*
Suhteellisen liikevoitton edelliseltä tilikaudelta	*	*	*	*	*	*	*	*

Q19: Mikä on yrityksenne/yksikkönne ylimmän johdon arvio toiminnan tämänhetkisestä menestyksellisyydestä?

	Erittäin hyvä	Hyvä	Keskitasoa	Heikko	Erittäin heikko	En osaa sanoa
Mainontakampanjoiden menestyksellisyys suhteessa asetettuihin tavoitteisiin	*	*	*	*	*	*
Mainontakampanjoiden menestyksellisyys	*	*	*	*	*	*

suhteessa kilpailijoihin						
Liiketaloudellinen menestyksellisyys	*	*	*	*	*	*

APPENDIX 2: Electronic survey (English)



Marketing communication channels 2012: Aalto University survey

Company business environment and position in the primary markets

The first section discusses the business unit (company) that you represent and its business environment and position in the primary markets.

Q1: Position in the organization (title):

- General director
- Chief Executive Officer
- Chairman of the board
- Vice president
- Partner
- Marketing director
- Sales director
- Area director
- General manager
- Development director
- Branch director
- Marketing manager
- Sales manager
- Other director
- Other manager

Q2: Your business unit /company:

Unless stated otherwise, reply to all of the sections of the survey from the point of view of your business unit and the industry of your choosing. If specifically distinguishable units in terms of functions or markets cannot be identified, reply from the point of view of the whole organization. In terms of small businesses, the business unit and the company usually mean the same.

Q3: What is the primary industry of your company?

- Land, game, forestry, fishing
- Mining
- Groceries, drinks
- Textile, clothes, leather and leather products
- Timber and related products
- Industrial paper products, publishing, graphical services
- Oil, gum, plastics, chemicals
- Non-metallic mineral products
- Metals
- Machinery
- Electronics, electrical products
- Transportation manufacturing
- Energy, water
- Construction
- Motor vehicles
- Agencies, wholesaling
- Retailing
- Accommodation, restaurants
- Transportation
- Financial
- Real-estate services
- Computer Science
- R&D
- B2B services
- Public administration and defence
- Education
- Health care and social services
- Environmental services
- Association activities
- Refreshment, culture, sports
- Others

Q4: Which of the following best describes the markets or industry of your business unit?

- New, developing markets
- Growing markets: markets are stabilized but are growing steadily
- Mature markets: markets are stabilized and no major changes are happening

- Declining markets: the growth of the markets has turned down

Q5: Which of the following best describes the position of your business unit?

- The only company in the markets
- Market leader: largest market share
- Challenger: second or third largest market share
- Follower: smaller marketshare

Q6: Are newspapers used as an advertising channel in your company? What is the importance of the advertising channel for the business at the moment? (*Note: This question was repeated for advertising mediums, beginning from newspaper advertising*)

- In use, not at all important
- In use, somewhat important
- In use, fairly important
- In use, important
- In use, very important
- Not in use

Newspapers/Magazines/Tablets as advertising channel

Note: Questions 7 to 14 were repeated for all advertising mediums, beginning from newspaper advertising as described below.

Q7: What kind of advertising is newspaper advertising used? How important a role does the channel have for different advertising types?

	In use, not at all important	In use, somewhat important	In use, fairly important	In use, important	In use, very important	Not in use
Product and/or services advertising	*	*	*	*	*	*
Brand advertising	*	*	*	*	*	*

Q8: Compared to other advertising channels, to our company newspapers are (Irrelevant vs. relevant):

- Very irrelevant
- Irrelevant
- Somewhat irrelevant
- Not irrelevant or relevant
- Somewhat relevant
- Relevant
- Very relevant

Q9: Compared to other advertising channels, to our company newspapers are (Highly prioritized vs. lowly prioritized):

- Very lowly prioritized
- Lowly prioritized
- Somewhat lowly prioritized
- Not lowly or highly prioritized
- Somewhat highly prioritized
- Highly prioritized
- Very highly prioritized

Q10: Compared to other advertising channels, to our company newspapers are (Significant vs. insignificant):

- Very insignificant
- Insignificant
- Somewhat insignificant
- Not insignificant or significant
- Somewhat significant
- Significant
- Very significant

Q11: Compared to other advertising channels, buying advertising from newspapers is (Simple vs. complex):

- Very simple
- Simple
- Somewhat simple

- Not simple or complex
- Somewhat complex
- Complex
- Very complex

Q12: Think about the most significant partner for newspaper advertising and answer the following statements:

	Fully disagree	Disagree	Somewhat disagree	Not disagreeing or agreeing	Somewhat agree	Agree	Fully agree	Unable to say / Not relevant to us
The supply market is very competitive	*	*	*	*	*	*	*	*
Other vendors could provide what we get from this firm	*	*	*	*	*	*	*	*
This supplier almost has a monopoly for what it sells	*	*	*	*	*	*	*	*
This is really the only supplier we could use for this product (advertising)	*	*	*	*	*	*	*	*
Our business activities are closely	*	*	*	*	*	*	*	*

linked with this vendor								
This supplier's systems are essential to our operations / Some of our operations are closely connected to this supplier	*	*	*	*	*	*	*	*
We have specific, well-detailed agreements with this vendor	*	*	*	*	*	*	*	*
We have formal agreements that detail the obligations of both parties	*	*	*	*	*	*	*	*
We have detailed contractual agreements with this supplier	*	*	*	*	*	*	*	*
Proprietary information is shared with each other	*	*	*	*	*	*	*	*
We will both share relevant cost information	*	*	*	*	*	*	*	*
We include each other	*	*	*	*	*	*	*	*

in product development meetings								
We always share supply and demand forecasts	*	*	*	*	*	*	*	*
No matter who is at fault, problems are joint responsibilities	*	*	*	*	*	*	*	*
Both parties are concerned about the other's profitability	*	*	*	*	*	*	*	*
One party will not take advantage of a strong bargaining position	*	*	*	*	*	*	*	*
Both sides are willing to make cooperative changes	*	*	*	*	*	*	*	*
We must work together to be successful	*	*	*	*	*	*	*	*
We do not mind owing each other favors	*	*	*	*	*	*	*	*

Q13: In the next section the focus is on magazines/tablets as an advertising channel. Think about the most significant partner for magazine/tablet channel; the partner is:

- Same partner as for newspaper/magazine advertising
- Different partner

- We don't use magazines/tablets as an advertising channel

Q14: What are the key preventing factors for utilizing newspaper advertising at the moment? (Note: This question was presented every time the respondent mentioned a certain medium was not used.)

- Advertising medium does not reach target markets
- Current providers have not been able to produce a sufficiently appealing offering
- Price has been too high
- Risk of the medium being ineffective is too high
- Advertising medium does not fit the company
- The company generally does not have enough information of providers who could be used for buying the advertising
- The company does not have sufficient knowledge on the medium
- Other reasons

Future outlook for advertising and company background information

In the last section the focus is on the future considerations of advertising and the background information for the company.

Q15: How probable do you consider the following statements?

	Unlikely	Possible	Likely	For certain
Our company will utilize tablet advertising in the near future (Within 1-3 years)	*	*	*	*
Tablet advertising will supersede newspaper and magazine advertising within 3 years	*	*	*	*
Tablet advertising will supersede newspaper and	*	*	*	*

magazine advertising within 10 years				
--------------------------------------	--	--	--	--

Q16: The number of employees in your company:

- 1-5
- 6-10
- 11-20
- 21-50
- 51-100
- 101-250
- 251-500
- >500
- I cannot say

Q17: The market share of your company:

- Under 1%
- 1% - 3%
- 3% - 5%
- 5% - 10%
- 10% - 20%
- 20% - 35%
- 35% - 50%
- Over 50%
- I cannot say

Q18: We also wish you to evaluate how the prosperity of your company compares to the most important competitors.

	Much larger than competitors'	Larger than competitors'	Some what larger than competitors'	No difference to the competitors	Some what smaller than competitors'	Smaller than competitors'	Much smaller than competitors'	I can not say
Revenue	*	*	*	*	*	*	*	*

Relative profit from the last fiscal year	*	*	*	*	*	*	*	*
---	---	---	---	---	---	---	---	---

Q19: What is the estimation of your company's/unit's top management in regard to current prosperity of the business?

	Very good	Good	Average	Weak	Very weak	I cannot say
The success of advertising campaigns to set goals	*	*	*	*	*	*
The success of advertising campaigns to competitors	*	*	*	*	*	*
Business success	*	*	*	*	*	*

APPENDIX 3: Fs/QCA software generated solutions

Newspaper advertising (consistency threshold 1):

```

frequency cutoff: 1.000000
consistency cutoff: 1.000000

raw      unique
coverage coverage consistency
-----
newsimpact*newsrel*newsprio*newssignif*newscom*newsaa*newsolx*newslibx*newsiex 0.228070 0.060777 1.000000
~newsimpact*~newsrel*~newsprio*~newssignif*~newscom*newsaa*~newsolx*~newslibx*~newsiex*~newscom 0.399749 0.258772 1.000000
newsimpact*newsrel*newsprio*newssignif*~newscom*newsaa*newsolx*newslibx*~newsiex*newscom 0.249373 0.071429 1.000000
solution coverage: 0.568922
solution consistency: 1.000000

```

Newspaper advertising (parsimonious):

```

Algorithm: Quine-McCluskey
True: 1-L

--- PARSIMONIOUS SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 1.000000

raw      unique
coverage coverage consistency
-----
newsaa*~newsiex 0.690476 0.370927 0.938671
newscom*newsaa 0.373434 -0.000000 0.962843
newscom*newsolx 0.325814 -0.000000 1.000000
newscom*newslibx 0.327068 -0.000000 1.000000
newscom*newsiex 0.326441 -0.000000 1.000000
solution coverage: 0.761905
solution consistency: 0.936105

```

Magazine advertising:

```

frequency cutoff: 1.000000
consistency cutoff: 0.891247

raw      unique
coverage coverage consistency
-----
~magimpact*magrel*magprio*magazinesigni*~magcom*magaax*magolx*~maglibx*~magiex 0.412385 0.176548 0.907246
~magimpact*~magrel*~magprio*~magazinesigni*~magcom*magaax*~magolx*~maglibx*~magiex*~magcnx 0.442688 0.206851 0.891247
solution coverage: 0.619236
solution consistency: 0.865562

```

Tablet advertising:

```

frequency cutoff: 1.000000
consistency cutoff: 0.940299

raw      unique
coverage coverage consistency
-----
~tablethimpact*~tabletel*~tabletprio*~tabletsigni*~tablecom*tabletaax*tabletolx*tablelibx*tabletiex*tabletcnx 0.371316 0.371316 0.940299
solution coverage: 0.371316
solution consistency: 0.940299

```