

**ADOPTING SOCIAL MEDIA IN THE INTEGRATED MARKETING
COMMUNICATION PROCESS BY AUTOMOTIVE LUBRICANT COMPANIES IN
INDIA**

By

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To

Mom & Dad,

Vikram and Shauryaveer

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Dehradun, 29th December, 2015

Meenakshi Tomar

DECLARATION BY THE AUTHOR

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which has been accepted for the award of any other degree or diploma of the university or other institute of higher learning, except where due acknowledgement has been made in the text.

Meenakshi Tomar

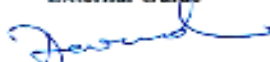
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THESIS COMPLETION CERTIFICATE

This is to certify that the thesis on **“Adopting Social Media in the Integrated marketing communication process by Automotive Lubricant Companies in India”** by **Meenakshi Tomar** in Partial completion of the requirements for the award of the degree of the Doctor of Philosophy (Management) is an original work carried out by her under our joint supervision and guidance.

It is certified that the work has not been submitted anywhere else for the award of any other diploma or degree of this or any other university.

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EXECUTIVE SUMMARY

The Indian lubricant Industry is highly correlated to the GDP as it provides solutions for many different parts of the economy. Currently the biggest challenge that is being faced by the market players is ensuring that the consumers are aware about the lubricants which are available in the market and which is the right one and its applications. In India, the lubricant users are focused on its performance. Hence due to the rise in demand of high performing products, creating awareness of these products has increased. The Indian lubricant market is the fifth largest market in the world when we talk about consumption of automotive lubricant in volumes after the US, China, Russia & Japan. Indian Lubricant market is unfolding many opportunities currently for many companies. The per capita consumption of Lubricant in India is low as compared to the developed countries; however research has shown that when compared with countries like China, Indonesia. India has shown a significant potential for growth in lubricant consumption. With the improvement in the economy there would be investments and the lubricant industry will also get impacted with the same. The rise in the disposable incomes, the increasing population of automobile users and parallel increase in industrial activities will be resulting in the increased expenditure on lubricants.

The major area of lubricant in India is taken up by Automobile sector which is 70%.The products here include Auto Engine Oils, Auto Gear Oils, Auto Greases, Turbine Oils, and Hydraulic & Circulation Oils etc. A recent study gave the estimate of lubricant consumption of 2 MMT in the year 2014-15 in India. India has seen an increase in the competition when we look at auto lubricant sector. This is mainly because of entry of various multinationals in the Indian market. Lubricants have the highest margin among refined petroleum products in India. The companies have administered that they earn 20-30 times more by the revenue generated from sales of lubricants than any other petroleum product. Aggressive marketing has also been one of the major contributors. The Indian markets have seen a change in the preferences of the consumers while they buy lubricants. Even in such an intensified competitive scenario the companies are

still working with the same traditional marketing communication mediums. The media spends have increased due to heavy expenditure on advertisements by public sector units for their lubricants. The companies have shifted to be aware of the influencers and the needs of the consumers while creating a line of brand and availability of various sizes and packaging of lubes in order to cater to the consumer needs. The companies are offering huge trade discounts therefore compromising on their own margins. Direct Marketing initiatives have still not been taken up by these companies inspite of the fact that brand building and brand image will help them in effective marketing. The focus has to be on customer relationship management activities in order to ensure sales. The consumer of a lube needs to be educated in order to make him understand the technological differences in the product.

A big challenge which the industry is currently facing is the awareness about available lubricants and right lubricant for right application within consumers. Many studies have proved the usage of social media as a new mechanism for addressing marketing issues. In Indian context, as proved with various facts and figures, the automotive lubricant companies have still not been able to utilize social media as one of the channel for marketing communication when the benefits of social media have been proved evidently in literature also. Therefore the business problem of this research is :

“Low usage of Social Media as a Marketing Communication Medium by Indian Automotive Lubricant Companies is leading to opportunity loss.”

In order to address this issue literature review has been carried out under four themes which are as under: literature review on integrated marketing communication channel selection and its challenges in automotive lubricant companies where no study could be found which establishes the integrated marketing communication channel selection mechanism executed by automotive lubricant companies in India, literature review on factors that lead to the selection of integrated marketing communication mediums where there is a need to examine the applicability of factors

presently considered for Integrated Marketing Communications element selection while including the new mediums into Integrated Marketing Communications mix, literature review on factors leading to selection of social media where various studies have identified the factors of integrated marketing communication channel selection but the researcher could not find any comprehensive study about the factors to be considered while including social media into Integrated Marketing Communications channels and literature review on theoretical premise of integrated marketing communication planning process where there is a need to assess the applicability of Percy model in the Indian context.

The research problem that the study has addressed is “How to Integrate Social Media into Integrated Marketing Communication Strategy of Automotive Lubricant Companies in India.”

The research questions answered in this research are:

How do Automotive Lubricant Companies in India select Marketing Communication Channels?

What are the factors which influence the selection of Social Media as a Marketing Communication channel by Automotive Lubricant Companies in India?

To answer these research questions mixed methodology has been which involved used of qualitative method for first objective and quantitative method for second objective. The research design and methodology has been discussed with all the details pertaining to both the objectives.

Multi case study addresses the entire process adopted by automotive lubricant companies currently. The constructs were further used to find out the factors that influence the selection of social media by automotive lubricant companies in India. The consolidated findings of the entire research have been presented in the chapter 6 of the theses. The recommendations have also been laid out in the same chapter.

LIST OF ABBREVIATIONS

Abbreviation	Expansion
AGFI	Adjusted Goodness of Fit Index
ALC	Automotive Lubricant Company
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CR	Composite Reliability
EFA	Exploratory Factor Analysis
GFI	Goodness of Fit Indicator
IMC	Integrated Marketing Communications
KMO	Kaiser-Mayer-Olkin
MI	Modification Indices
RMSEA	Root Mean Square Error of Approximation
SM	Social Media

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CHAPTER 1

INTRODUCTION

1.1 OVERVIEW

This chapter outlines the need of the study to be conducted and states the importance of adoption of social media by automotive lubricant companies in India. It also highlights the business problem and discusses related facts and figures that enlighten the need of this research. The conclusion of the chapter ends with the outline of the study.

1.2 INTRODUCTION

The Indian lubricant Industry is highly correlated to the GDP as it provides solutions for many different parts of the economy (Anand M. , 2009). Currently the biggest challenge that is being faced by the market players is ensuring that the consumers are aware about the lubricants which are available in the market and which is the right one and its applications (C.R, 2007). In India, the lubricant users are focused on its performance. Hence due to the rise in demand of high performing products, creating awareness of these products has increased (Cobler, 2009). The Indian lubricant market is the fifth largest market in the world when we talk about consumption of automotive lubricant in volumes after the US, China, Russia & Japan. Indian Lubricant market is unfolding many opportunities currently for many companies (Anand M. , 2005). The per capita consumption of Lubricant in India is low as compared to the developed countries; however research has shown that when compared with countries like China, Indonesia (Verma, 2015). India has shown a significant potential for growth in lubricant consumption. With the improvement in the economy there would be investments and the lubricant industry will also get impacted with the same (Verma, 2015). The rise in the disposable incomes, the increasing population of automobile users and parallel increase in industrial activities will be resulting in the increased expenditure on lubricants.

1.2.1 GLOBAL SCENARIO OF AUTOMOTIVE LUBRICANT INDUSTRY

The overall demand of automotive lubricants across globe accounts to 41 million KL per year. Previous five years have seen an increase in this overall number by 5-7%. The growth of automotive lubricant market is yet at a very slow pace in developed countries because of availability of modern infrastructure like metros, improvements in the technology of the engines and improved quality of the oil used. The region wise demand of lubricants can be segregated into 4 parts namely Asia pacific contributing 25%, Europe 35%, North America 28% & Central Southern America 12% (Verma, 2015).

In the global scenario, Asia is the third leading market where the growth rate has been predicted to grow at 35% per annum which is recorded to be the fastest one as compared to other developed markets (Ken Research, 2014). There are 1700 players that form the global lubricants industry and out of these nearly 4% control 80% of the worldwide sales (Ken Research, 2014). There has been a lot of technological development in automotive engineering. The oil equipment managers and customers have started demanding for better automotive lubes that have a longer duration of performance, ensuring properties & can meet decent standards of the emissions (Chaugh, 2011). Manufacturers of automotive lubricants have started changing their approach in order to ensure that the specific demand of the consumers is met (Chaugh, 2011). Therefore they have segregated the lubricants on the basis of their performance and also on features like synthetics and semi synthetics. The volume of the automotive lubricants has been expected to grow from 42,400 KT into 2015 to 46,780 KT by 2019 with a CAGR of 2.4 % which certainly shows an economic growth platform for a country like India (Verma, 2015). The consumers of automotive lubricants have shown a shift in their preferences when they buy lubricants. They are now focusing on brand name, services & price before they decide while choosing a particular automotive lube brand (Ken Research, 2014). Therefore lubricant is moving from being merely a commodity to a fast moving consumable good where a vast distribution network is needed and a high brand image account to the success factors of the brand. This also indicates that the players

in the market should increase expenses related to advertisements where the focus should clearly indicate development of a high brand image and improved brand equity. (Ken Research, 2014)The competition in this industry has highly intensified where the competition has been with prices leading to small players either moving out of the market or merging with other big players (Ken Research, 2014).

1.2.2 INDIAN LUBRICANT MARKET

India is the seventh largest auto lubricant market in the world and is dominated by national oil companies which are IOC, BPCL & HPCL which together account for more than half of the market share (Ken Research, 2014). The other part includes private multinational players like Shell, Exxon Mobil, Total, Petronas, and IPOL etc. In the Indian automotive lubricant market, the growth has been registered at 7% on the year on year basis (Ken Research, 2014). The market is basically revolving around pricing which is a biggest challenge for the market players. The only differentiator here is the services and the value addition that the market players create on the product in order to stand in the market.

The major area of lubricant in India is taken up by Automobile sector which is 70% (Verma, 2015). The products here include Auto Engine Oils, Auto Gear Oils, Auto Greases, Turbine Oils, and Hydraulic & Circulation Oils etc. A recent study gave the estimate of lubricant consumption of 2 MMT in the year 2014-15 in India. India has seen an increase in the competition when we look at auto lubricant sector (Verma, 2015). This is mainly because of entry of various multinationals in the Indian market. Lubricants have the highest margin among refined petroleum products in India. The companies have administered that they earn 20-30 times more by the revenue generated from sales of lubricants than any other petroleum product (Verma, 2015). Aggressive marketing has also been one of the major contributors. The Indian markets have seen a change in the preferences of the consumers while they buy lubricants. Even in such an intensified competitive scenario the companies are still working with the same traditional

marketing communication mediums. The media spends have increased due to heavy expenditure on advertisements by public sector units for their lubricants (Ken Research, 2014). The companies have shifted to be aware of the influencers and the needs of the consumers while creating a line of brand and availability of various sizes and packaging of lubes in order to cater to the consumer needs. The companies are offering huge trade discounts therefore compromising on their own margins. Direct Marketing initiatives have still not been taken up by these companies inspite of the fact that brand building and brand image will help them in effective marketing. The focus has to be on customer relationship management activities in order to ensure sales. The consumer of a lube needs to be educated in order to make him understand the technological differences in the product.

Indian automotive lubricant industry has shown the capability to unfold various market opportunities. In order to understand the market behavior of the consumers of the auto lubricant market, it is important to define who the consumer is first. A consumer is one who is the owner of any vehicle. The main influencer or the motivator while he purchases a lube is a retailer, mechanic or dealer. This clearly indicates that the owner of the vehicle has limited intricacies of the lubricants. He definitely goes with the brand which gives him value for the money. For automotive lubricants in India, the consumers can easily shift their loyalty of a brand for another just for a very little price different. This fact can be attributed to his low involvement while he makes the purchase. Therefore in order to make this choice the companies are adopting customer oriented approach where the main objective to create brand awareness and this activity is basically carried out with the use of traditional marketing communication mediums.

1.2.3 MARKETING STRATEGIES ADOPTED IN THE OVERSEAS MARKET TO PROMOTE AUTOMOTIVE LUBRICANTS

In the overseas automotive lubricant market, the marketers have focus on brand awareness, brand equity and informing and updating the consumers about the changes happening in the product

(Dresel, 2012). The reliability for marketing communications was previously on the traditional mediums but adhering to the changes and shifts which were seen in consumer behavior for deciding on purchase of lubricants, the marketers explored new mechanism that were in use by their consumers already. The new mechanism made it easy for the marketers to reach their target audience in their preferable manner. This new mechanism is known as Social Media (Duo, 2010). Social media has become a part of lives of people overseas also. The automotive lubricant marketers in the overseas market are clearly using Social Media as a business tool where they are doing a lot of networking with clear cut marketing goals and making a lot of effort with positive result orientation (Duo, 2010). The lubricant industry like any other industry has seen a positive impact by using social media in their business. The consumers in the overseas market have given a positive nod to the way they have got quick access to lubricant recommendation via any social media platform. They are able to find and choose the right lubricant for their vehicle, therefore cutting down on getting confused while electing a product (Duo, 2010). This in turn has made consumers made loyal towards the brand. The consumers are able to learn about the availability of new lubricants in their own language. The easy access to contact forms, information about lubricants, frequently asked questions through social media have made the companies look more interactive. This has also given consumers ease to shop through their mobile device and therefore enhancing m-commerce (Duo, 2010). In overseas market the automotive lubricant companies have made their presence on social media platforms with a complete brand and product presence and also reported that an investment in social media platform gives an outcome for a longer period. Social Media applications have received a huge positive media attention, thereby making the brand presence felt stronger. The companies are using social media as a direct marketing communication tool and have seen an increase in the sales also. Social Media according to these companies is one tool which has got strong power for word of mouth marketing. The most important factor is the lower marketing budget and low marketing cost involved in the use of Social Media.

1.2.4 SOCIAL MEDIA MARKETING-INDIAN TRENDS

The use of social media in India has increased drastically as the strength of Internet users nationwide has reached 302 Million users as on Dec 2014 (Ken Research, 2014). Social Media giants see India as one of the key markets as the active numbers of social media users is around 106 million, where India tops the chart amongst being in top three countries with Facebook with 100 Million + users (Ken Research, 2014). The key contributors of this increased growth in Social Media usage is the increasing mobile web penetration. A study showed that 81% of the brands have considered Facebook among their most important platforms for marketing followed by twitter and YouTube (Ken Research, 2014). The Indian users and business see social media platforms as one of the most important and comfortable mechanism to engage with each other. Primarily the Indian companies have few objectives to ensure their presence on social media which includes building brand awareness, building a community and customer engagement. In India, companies who are using social media for their marketing purposes spend up to 15 % of their annual marketing budget exclusively on this platform. 75 % of the Indian online population is digital consumers (Ken Research, 2014). The spend on the television medium accounts for almost 44% of the overall marketing spend which in terms of money equals to INR 386 Billion (Ken Research, 2014). If the same expenditure is equalized to social media marketing the same amounts come to INR 12.17 Billion, therefore the companies have the opportunity to save on money (Ken Research, 2014). The Brands that have used Social Media in the year 2013 have spent approximately INR 1 Million on their activities (Ken Research, 2014).

1.3 BUSINESS PROBLEM

The lubricants industry is highly correlated to GDP as it provides solutions for many different parts of the economy. Hence, a strong progressive government that is able to grow the economy will mean strong growth for the lubricants industry in India. A big challenge which the industry

is currently facing is the awareness about available lubricants and right lubricant for right application.

According to Social Media Examiner India Report 2013, there has been a huge growth in the number of internet users throughout the country. 91% of urban and 62% of rural population has started accessing social media every via mobile phones (Emerald, 2013).

According to Neilson Global Ad View report 2012 (View, 2012), internet has grown as a very fast media for marketing communications as shown in (Figure 1.1)

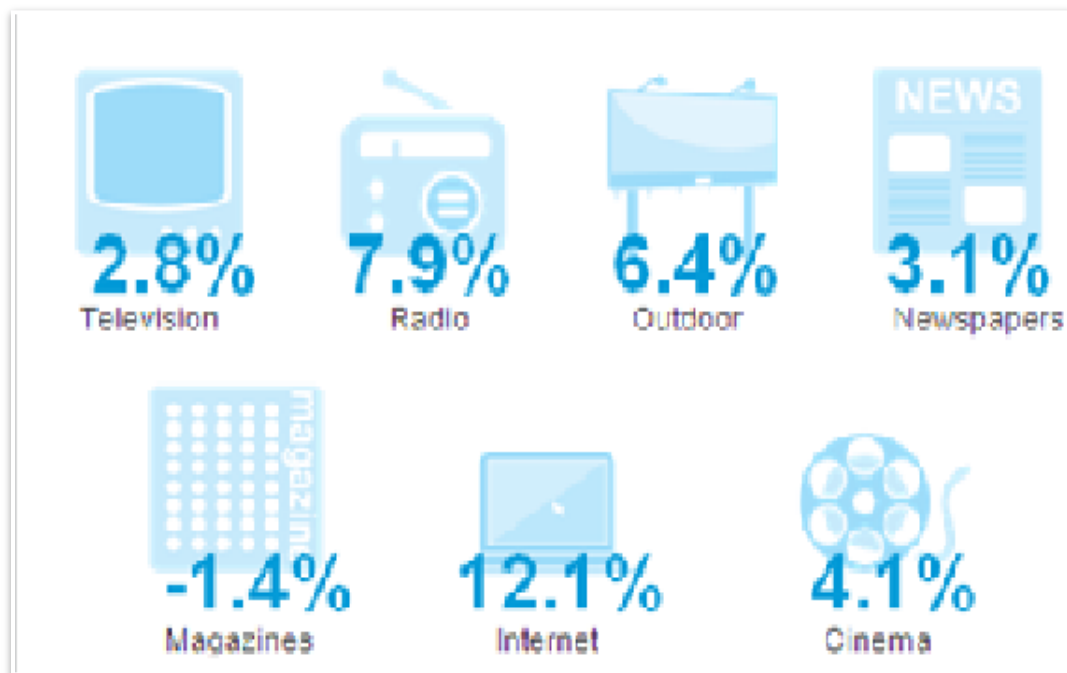


FIGURE 1.1: MEDIA % CHANGE YEAR ON YEAR (View, 2012)

It can be inferred that apart from the traditional medium, the new medium like internet has made its place giving potential avenues to marketers to make digital presence.

According to Group M report the growth in advertising expenditure has grown in digital. It is clearly indicated in the Figure1.2 that digital media expenditures have grown thereby making expenditures in traditional medium fall down (M, 2015) .

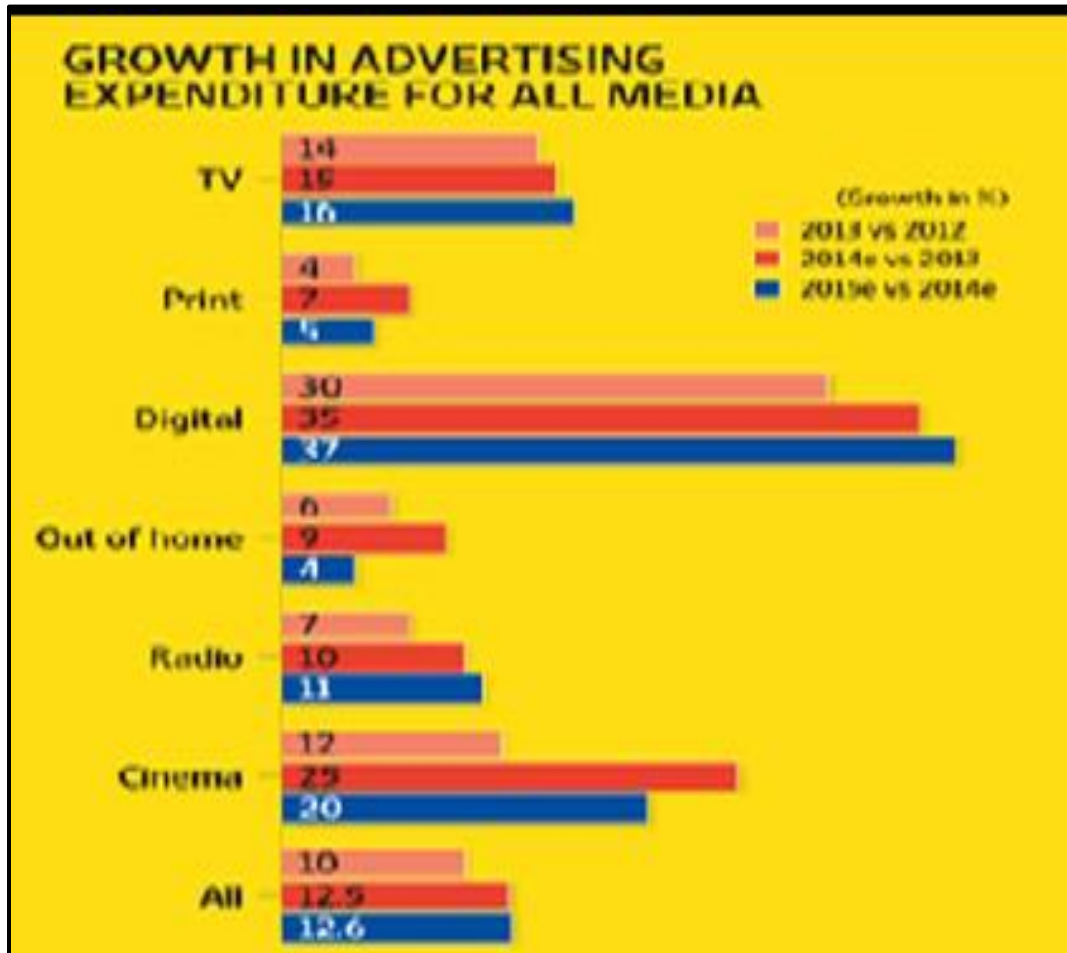


FIGURE1.2: GROWTH IN ADVERTISING EXPENDITURE FOR ALL MEDIA (M, 2015)

To see how well social media has been able to make its image in the market Figure 1.3 can be referred. In the Figure 1.3, it can be said that all the social media platforms have different competencies and have been able to provide reach to different companies.



FIGURE 1.3: GLIMPSE OF VARIOUS SOCIAL MEDIA PLATFORMS (M, 2015)

Digital penetration is growing and so are the advertising budgets in the country. In the latest findings of the ‘Digital Advertising in India’ report, jointly published by the Internet and Mobile Association of India (IAMAI) and IMRB International, it is stated that the online advertising market in India was projected to reach INR 3,575 Crore by March 2015 with a year-on-year growth rate of 30% (IMRB, 2014).

The online advertising market was pegged at INR 2,750 Crore in March 2014. The extensive report focuses on areas like digital advertisement industry spends, ad avenues, spends and growth, ad effectiveness, among other areas (Ken Research, 2014). As of June 2014, there were 243 Million claimed Internet users where contribution of urban users is 65% and rural is only 35% (Ken Research, 2014). Out of these, 192 Million are active Internet users who access Internet at least once a month (IMRB, 2014). Digital advertising spend in India was INR 2,260

Cr by the end of FY'13 and it reached INR 2,750 Cr by the end of FY'14 with a CAGR of 25% year-on-year since 2011 as shown in Figure 1.4 (IMRB, 2014).

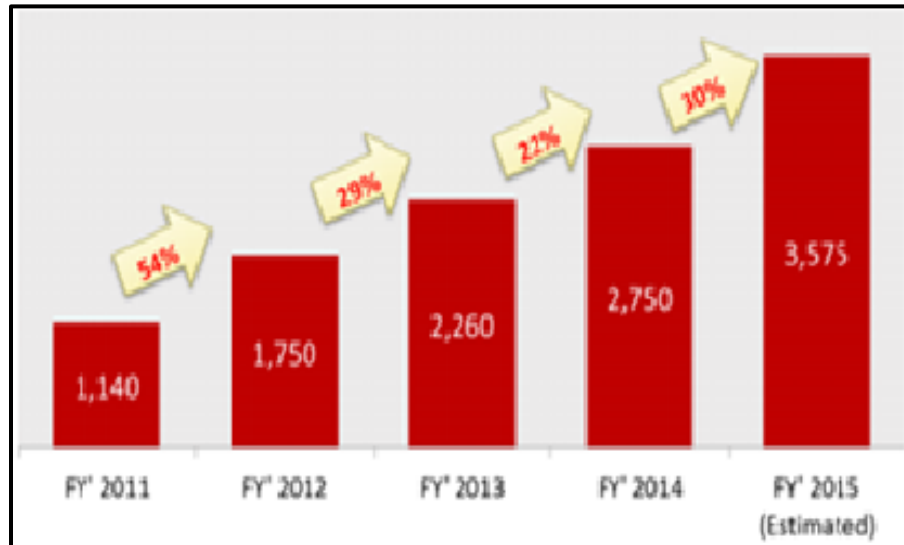


FIGURE 1.4: DIGITAL ADVERTISING MARKET IN INDIA

E-Commerce, Telecom and FMCG & Consumer durables are the top 3 verticals in terms of spending in digital advertisements till the end of FY'2014 as shown in Figure1.5 (IMRB, 2014). Of these verticals, ad spends by E-Commerce companies constitute nearly 18%.The lube companies can also see the benefits retained by these industries (IMRB, 2014).

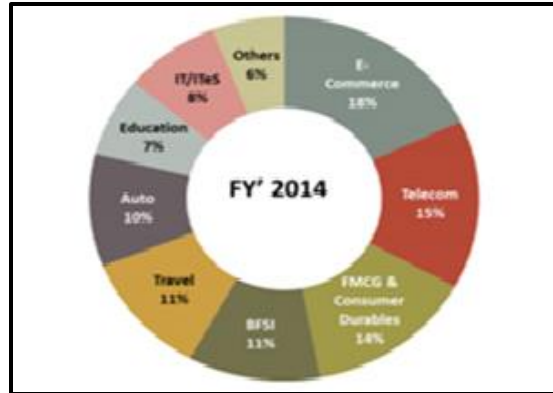


FIGURE 1.5: DIGITAL SPENDS ACROSS INDUSTRY VERTICALS

Figure 1.6 shows the absence of lubricant industry which means that the spending is still low even when it is one of the major contributors in GDP of our country (Ken Research, 2014).

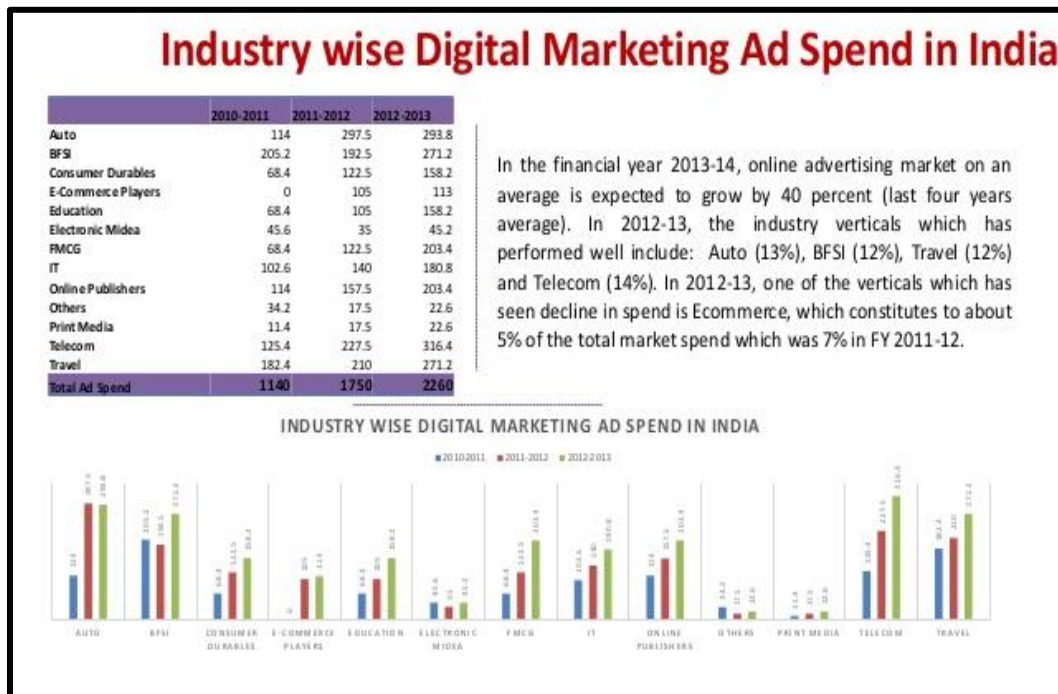


FIGURE 1.6: INDUSTRY WISE DIGITAL MARKETING AD SPENDS IN INDIA

Lubricant industry is one industry which is still deprived of the usage of social media as per the following Figure 1.7 (IMRB, 2014). It can be inferred that the presence of other related sectors that account to the GDP of our country directly.

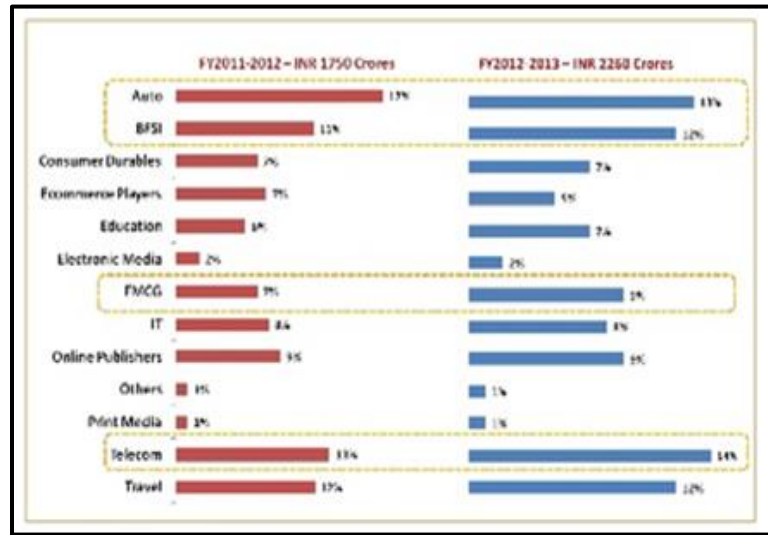


FIGURE 1.7: INDUSTRY WISE SPENDS ON SOCIAL MEDIA

There are certain facts about automotive lubricant industry in India which we must go through before defining the business problem. These are as follows:

- The Indian lubricants market is the fifth largest market in the world in terms of consumption volume after the US, China, Russia and Japan (IMRB, 2014).
- 3rd largest market in Asia –Pacific, Volume of Indian Lube Market- 1200 million litres (IMRB, 2014).
- Indian lubricant market worth- 1, 02,000 million in INR (IMRB, 2014).
- The Indian lubricants industry revenues have increased from USD 1611.7 million in 2006 at a CAGR of 18.6% during FY’2006-FY’2012 (Ken Research, 2014). The Indian lubricants market will exceed revenue of 7713 million by 2017 due to rise in sales in

automobile market in India. Therefore, keeping in mind this fact we can use social media to increase the revenue more than what has been forecasted hence avoiding opportunity cost

- With rising disposable incomes, the growth in automobile users will lead to increased spending on lubricants in India (Ken Research, 2014).

The market share of various lubricant companies has been shared in the Figure1.8 below where it can be stated that IOCL has the highest share. The other companies would definitely plan to increase their market presence which can easily be done by involved new mediums of communications for creating brand awareness (Ken Research, 2014).

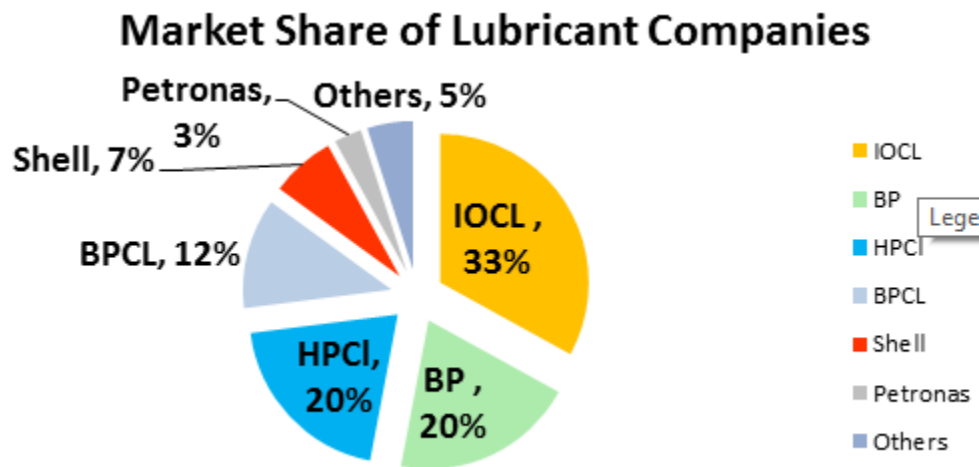


FIGURE1.8: MARKET SHARE OF LUBRICANT COMPANIES (Ken Research, 2014)

The Nielson Report 2014 shows the use of various mediums by automotive lubricant companies (Figure 1.9) (Neilson, 2014). In the diagram it can be inferred how less social media is being used by automotive lubricant companies in India. The other mediums have been given due importance and spending has also been above average for what has been estimated and considered in this industry. The low usage, when compared with the benefits and penetration seen in social media in our country, indicates clearly that one needs to study the factors

enhancing the selection of social media by automotive lubricant companies in India. The automotive lubricant companies in India have yet to acclimatize themselves with the benefits of using social platforms for marketing purposes. As compared to the uses automotive lubricant companies have made overseas with companies like Shell and Castrol doing huge campaigning over social platforms where the companies claimed to have saved huge costs over marketing, automotive lubricant companies in India are yet to experience this claim (Neilson, 2014). Moreover, Shell has also claimed to have saved on spending on other mediums because of the reach that unfolded itself by using social media.

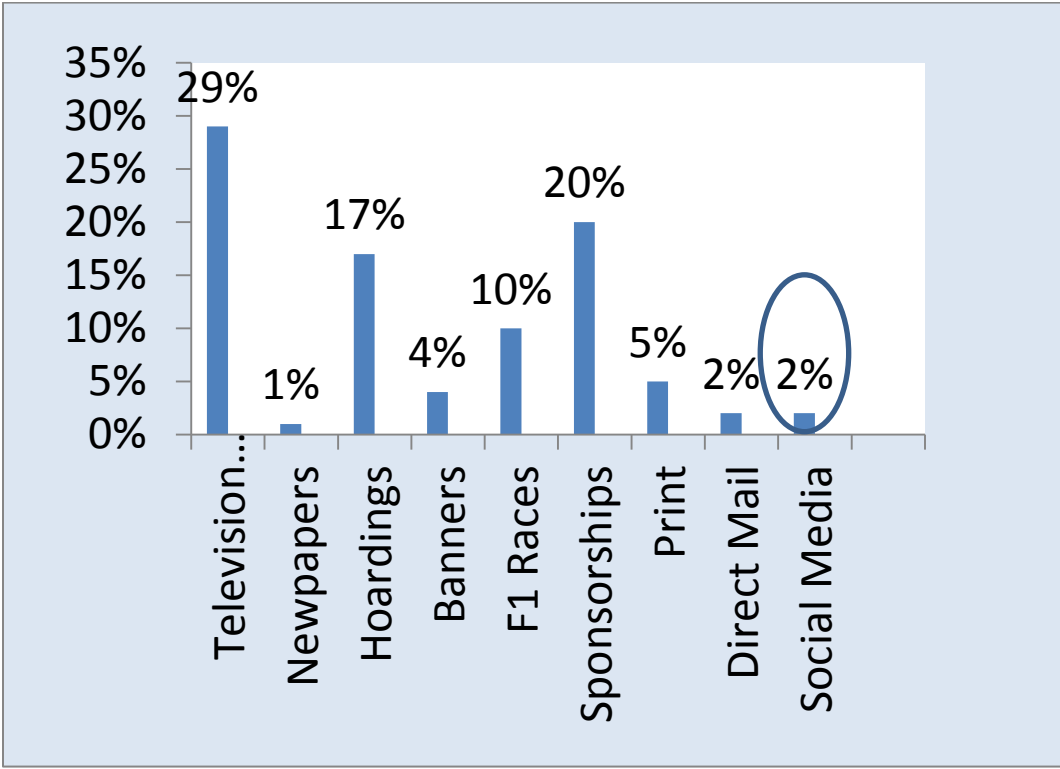


FIGURE 1.9: GLIMPSE OF VARIOUS MEDIUMS USED BY AUTOMOTIVE LUBRICANT COMPANIES IN INDIA (Ken Research, 2014)

After looking at the related facts we can say that:

“Low usage of Social Media as a Marketing Communication Medium by Indian Automotive Lubricant Companies is leading to opportunity loss.”

1.4 RATIONALE AND MOTIVATION

The rationale of this study is to highlight the factors that influence the adoption of social media in the integrated marketing communication strategy of automotive lubricant companies in India. The aim of the study is to explore the integrated marketing communication process which was developed for traditional media formats such as television and print. This study seeks to provide automotive lubricant companies with insights to enhance the successful implementation of social media within their integrated marketing communication program. It does that by providing a deeper understanding of process and factors identified in the research findings. Using mixed method and analysis procedures, a rich account of the process will arrive at the essence of the research problem. Using an exploratory approach, this study aims to provide factors that shall influence the adoption of social media in the integrated marketing communication strategy of automotive lubricant companies of India. Henceforth, the outcome aims to propose influencing factors for this context and offer further avenues for academic investigation.

1.5 OUTLINE OF THE STUDY

Using a qualitative approach, the study seeks to explore the stages of process where decision makers decide the media. Using quantitative technique, factors have been explored which influence the adoption of social media .While the majority of the influencing factors are identified in the literature; there is a deliberate intention to look for new factors encountered.

1.6 CONTRIBUTION OF THE STUDY

The study will make contribution to the existing research by providing contemporary insight based on qualitative research methods, quantitative research methods and analysis. The conclusions from this study will shed light on the process of integrated marketing communication channel selection, and then offer factors for adoption of social media in the

marketing communication strategies of automotive lubricant companies in India. This study puts forward tentative guidelines for marketing managers, as well as research propositions for further qualitative and quantitative research.

1.7 ORGANISATION OF THE REPORT

The research has been compiled in the following sections:

Chapter 1: Introduction: This chapter highlights introduction of the research study and highlights the need of social media for automotive lubricant companies in India. The chapter includes business problem along with various facts and figures. The inclusions also show various reports that have been employed to gather relevant facts related to the study. The establishment of business problem has given way ahead to establish the foundations to carry literature review. This chapter concludes with the overview of the entire research.

Chapter 2: Literature Review: This chapter includes four broad themes under which rigorous literature review has been carried out. These themes include: review on integrated marketing communication channel selection and its challenges in automotive lubricant companies in India, review on factors that lead to the selection of integrated marketing communication mediums, review on factors leading to selection of social media and review on theoretical premise of integrated marketing communication planning process. The chapter summarizes the outcomes in the form of the research gaps that have risen from the literature viewed.

Chapter 3: Research Design and Methodology: This chapter throws light on the research design and method adopted for executing this study. The chapter highlights research problem, research objectives and the overall approach that has been adopted to address the objectives. The research design and methodology have been designed differently for both the objectives. The research involves use of both qualitative and quantitative methods depending on the nature of the problem. The techniques and tools have been detailed out in this chapter.

Chapter 4: The IMC Process of ALCs in India: This chapter shows the details of the integrated marketing communication process as executed by automotive lubricant companies in India in the current scenario. The stages of the process and the various steps involved in the process have also been discussed. The involvement of various people throughout all the stages and the steps has been highlighted and use of various, sources has also been discussed.

Chapter 5: Data Analysis and Interpretation: The chapter shows the execution of research design and methodology to arrive at the outcome to answer the objectives of this research. The analysis of the research objectives has been done for both the objectives. The analysis of the process has been detailed out and use of SPSS has been highlighted to arrive at the factors. The interpretations of the process and factors have been done in detail. The chapter concludes with the validity and reliability.

Chapter 6: Findings, Conclusions and Recommendations: The chapter highlights the entire process adopted by automotive lubricant companies in India towards integrated marketing communication channel selection mechanism. The chapter shows various elements considered while making this selection. The factors have are important for adoption of social media have been discussed. The recommendations for future research for academicians and adoption of social media for marketers has been made.

1.8 CONCLUDING REMARKS

The establishment of business problem has given direction to the research to be conducted and gives roots to the existence and need of the research conducted. The literature review discussed in the subsequent chapter shall allow the researcher to find research gaps and strengthen the need of the study. The outline of all the chapters has been discussed in this chapter. Overall six chapters have been designed that justify the overall study. Each chapter outline gave a blue print of what the chapter comprises of. The need of the study has been established with the business problem. The themes have been discussed under which the literature review will be carried out.

CHAPTER 2

LITERATURE REVIEW

2.1 OVERVIEW

This chapter provides a review of the literature; which comprises academic and practitioner literature in the areas of integrated marketing communication channel selection, social media, and Integrated Marketing Communications theoretical premise. Key concepts are synthesized to provide a background to the research framework and research questions. Topics of the chapter are reviewed in the following order: literature review on integrated marketing communication channel selection and its challenges in automotive lubricant companies, literature review on factors that lead to the selection of integrated marketing communication mediums, literature review on factors leading to selection of social media and literature review on theoretical premise of integrated marketing communication planning process. The chapter concludes by providing research gaps leading to research questions.

2.2 INTRODUCTION

Four types of Literature have been used

- I. Research reports by individuals in journals.
- II. Articles in Journals and Agency reports on the Subject.
- III. Research papers available across different databases
- IV. Literature available on Larry Percy Theory

Four themes emerge from literature review pointing to the research gaps and leading to need for research:

- a. **Literature review on integrated marketing communication channel selection and its challenges in automotive lubricant companies** where no study could be found which

establishes the integrated marketing communication channel selection mechanism executed by automotive lubricant companies in India.

- b. **Literature review on factors that lead to the selection of integrated marketing communication mediums** where there is a need to examine the applicability of factors presently considered for Integrated Marketing Communications element selection while including the new mediums into Integrated Marketing Communications mix.
- c. **Literature review on factors leading to selection of social media** where various studies have identified the factors of integrated marketing communication channel selection but the researcher could not find any comprehensive study about the factors to be considered while including social media into Integrated Marketing Communications channels.
- d. **Literature review on theoretical premise of integrated marketing communication planning process** where there is a need to assess the applicability of Percy model in the Indian context.

2.3 INTEGRATED MARKETING COMMUNICATION CHANNEL SELECTION AND ITS CHALLENGES IN AUTOMOTIVE LUBRICANT COMPANIES

According to (Kieran, 2010) when the entire market got deregulated with the introduction of administered price mechanism, the private companies got a change to offer their products at a pre-determined price which will be equally prevalent in the market. This has led to the difficulties in prices according to competition. Since there are no major differences in the offerings that the Automotive Lubricant companies in India are making right now, it has become difficult for consumers to make major choices (IBEF, 2004). It has become important for automotive lubricant companies to see what influences the Indian customers to make choices towards a lubricant. In yet another study by (Annirvinna, 2011) it has been clearly stated that the automotive lubricant companies have increased their focus on not just merely offering a product but also on establishing their own brand identity as this shall lead to the success of petro retailing

of the company and will also help the companies to increase their market share. The customer today has started believing that there are definitely some differences and brand superiority within the products available in the market (IBEF, 2004). The study conducted on the challenges that the automotive lubricant companies face today highlighted that there is a great influence of choosing any channel since each channel has its way of approaching the consumers (Annirvinna, 2011). The other major challenge that the automotive lubricant companies face while choosing a marketing communication channel is their dependency on external agencies which has led to failure of many campaigns in the past. It has been observed that the decisions which are made towards channel selection are routed at the agency level therefore it decreases the positive potential of the company and it becomes difficult for automotive lubricant companies to ensure proper communication (Dugar, 2007). This has led to a need to explore how these companies in India are executing their IMC process.

In another study with the view of heterogeneity towards individual choices after the deregulation of market has again made automotive lubricant companies to rethink about the ways of communication. A lot of communication clutter has been seen when these companies are still adopting traditional mediums for communication (Sunder, 2005). There are certain challenges that have been highlighted which are faced while channel selection of IMC by these companies. These are as follows:

- Increased growth in marketing with the use of databases
- Emergence of new mediums
- Competitors shift from traditional promotions
- Movement of power of Company to middlemen thereby increasing channel power
- A non-focused approach towards advertising
- Increased compensation of advertising agencies
- Increase in the way of Internet marketing
- Shift from the delivery of information to value driven delivery

- Increased relationship marketing
- Media fragmentation
- High clutter in advertising
- Increased accountability of companies
- Consumer empowerment

The IMC of automotive lubricant companies are dependent on budgets and agencies alone. Therefore there is a need to have the planning process in a systematic way (Kieran, 2010) .The issues raised above have consolidated agreement of marketers who have mentioned that they definitely wish to relook their IMC process in Indian context (Annirvinna, 2011). Various studies demonstrate that there is inadequacy of research when it comes to the IMC process of ALC in India.

No study could be found which establishes the integrated marketing communication channel selection mechanism executed by automotive lubricant companies in India.

2.4 FACTORS LEADING TO THE SELECTION OF INTEGRATED MARKETING COMMUNICATION MEDIUMS

IMC is the backbone of enhancement of clarity of communication made in the market with consolidation of entire marketing communication channels (Duncan & Mulhern, 2004). With the increase in the level of competition, the companies are facing difficulties in adapting to the changing market trends that call for development and selling of differentiated products when compared to those of competitors. People in today's era have started demanding value in communication whether it pertains to the product or brand. The effectiveness of traditional mediums has certainly dropped down in the recent past and this ineffectiveness has greatly impacted the reach targeted towards audience of specified segments. The recent technological developments and the new ways of disseminating information is also a key challenge for companies today as they find it difficult to migrate from traditional channels to new channels.

The new channels are also diversified in nature. The only way of attracting consumer in today's era is to have more focused marketing communications and ensure the right information reaching the targeted audience at the right desired time. To achieve this objective companies face a lot of overlapping and at times a clutter in information which is perceived as an uninvited crowd in the perception of consumers. This leads to extra information getting delivered to the people who do not even need it. The need that the companies have started facing today is an efficient channel that ensures effectiveness of communication along with overall cost efficiency of the desired and adopted media vehicle (Duncan & Mulhern, 2004)

At the same time, brand loyalty has become a challenge for these companies including brand and product proliferation. The consumers are carrying sensitive towards the prices also. The needs of the consumers are getting very specific towards, quality, volumes at lesser prices and best services. The companies are reacting instantaneously towards the changes in the lifestyle and empowerment of the consumers, with the help of advertisements (Duncan & Mulhern, 2004).

The externally influencing factors have also become critical for companies to consider which choosing IMC mix. The advertising agencies have also started creating issues for the companies as they have their own set of requisites including higher compensation while enabling companies to choose IMC mix (Duncan & Mulhern, 2004).It has become very vital for companies to integrate as many new mechanisms as available to communicate with the market. There are many other facets that need to be relooked into.

Brand relationships are becoming important and they need to be created and nurtured through communication. This needs personal touch with the consumers which calls for a shift from mere transaction to an enhanced relationship between companies and consumers. The outcome of brand relationship is that it ensures profitability to the company by ensuring increase in sales and growth in profits (Duncan & Mulhern, 2004).The other outcomes of enhanced brand relationship is the creation of trust within consumers.

The IMC mix, commonly known as promotional mix (P J Kotler, 2006), has witnessed a drastic shift in its initial meaning itself. The promotional mix referred here comprises of five elements:

- Advertising,
- Sales promotion
- Public relation and Publicity
- Personal selling
- Direct marketing

The IMC strategy is composed of one or more of these elements. The focus of the companies is to ensure effectiveness of the information which has to be passed through one or more of these mediums by ensuring following basic requisites:

- What does the target audience desire from the communication?
- What information are they looking for?
- What is the measures effectiveness of the communication tool to be employed?
- How best is a company in communicating as compared to its competition?
- What is the budget of the company for this communication? (Duncan & Mulhern, 2004)

In the past, the companies were relying only on external agencies for any kind of communication they wanted to make with the target market. The reason behind this reliability was the sales that were ensured to the companies and undoubtedly the companies were achieving the targeted sales. The products were highly undifferentiated in nature, the volumes were very high and the people were also purchasing whatever was available. Therefore the companies only focused towards mass marketing (Schultz, IMC Measurement: The challenges of an interactive marketplace, 2011). During this time, the other mediums were much ignored and were used once in a while. The other elements were taken to be used by the external agency most of the times (Belch, 2012). The companies also faced numerous issues while creating budgets which generally were less, creation of marketing objectives and understanding views of the consumers. This led to the dark mark on the image of the product. The companies now felt the need to establish proper

integration of mix along with coordinated marketing efforts. This integration called for utilization of all the promotional tools available with proper allocation of budget to each of the tools employed (Kitchen, 2013). With this, there has been a drastic change of how IMC works for different companies (Belch, 2012).

The outcomes of the integration have been reflected as under:

- Decrease on reliability on mass media marketing unlike before
- Increase in the advertising budgets
- Fragmented target audience
- Changed consumer perception
- Complexity in consumer behavior
- Use of coordinated marketing efforts
- Technological advancements
- Increased middlemen power
- Return on investment of (Belch, 2012) (Kitchen, 2013)

Certain verified objectives of communication for any company include:

- a) Information: providing information to the target market with respect to products
- b) Persuasion: This aims at influencing the consumers to transact for products
- c) Inducing: immediate action by people with positive thoughts of product.

With context to these objectives, it stands important for the companies to integrate all the tools towards communication (PJ Kitchen, 2004)

The identification of need of IMC program begins with the identification of the complexity of the elements prevailing in the market where the company is currently operating. These elements include the complex issues of target audience, complexities in the product and complexities in the distribution. The elaboration of these elements is given below:

- (a) Target Audience: Here there are too many persons whose involvement is witnessed in the final decision, thus creating a complexity with respect to what a person wants and what the changed habits of people influences him to buy.
- (b) Product: Technicalities and too many innovations in the product lead to this complexity. People are unable to retain too many attributes of the product at the same time.
- (c) Distribution: Too much specialization or limitation creates this complexity (Belch, 2012).

The other complexities include isolation of people, multiple messages and the duration of objective in terms of short and long (Kitchen, 2013).

Every element of the promotional mix has its own importance. Any strategically planned IMC program shall include all probabilistic ways of having the entire IMC mix (Hurtwitz, 2012). Practitioners and academicians have entirely different set of perceptions towards IMC strategy (Hurtwitz, 2012). Marketers now need to identify ways of integration of new mediums in IMC in order to improve their communication plan. Limited studies have shown how the decision is made to include all the tools of promotional mix in the IMC. Very few studies show the decision making process in the selection of marketing communication tools that help in formulation of IMC strategy. Less studies show how to handle individual tools. Very few studies have shown the factors that influence the choice and selection of communication tools in development of IMC strategy.

2.5 FACTORS LEADING TO SELECTION OF SOCIAL MEDIA

The marketing academicians have started taking a lot of interest in social media with a focus on its usage, tactics and tools rather than understanding its fitness in the IMC strategy (Peltier, 2013). Social Media gathers its foundation on Web 2.0, which is a group of internet based applications where social media enables creating of content and further exchange of that content which is coined as user generated content (Haenlien, 2010).

Web 2.0 is a conceptual platform which is based on technology and social media seeks its operation and evolution on the same (Haenlien, 2010). Web 2.0 is the name of the movement of an activity which was driven individually based on certain programming on the www(world wide web) which is interactive and user driven in nature (Haenlien, 2010). Due to this people started developing new applications that also drew their attention towards creation of interactive sites and functions to perform generation and sharing of content (Faulds, 2009) . The users of social media are able to generate their own content, publish it in the manner they like, upload on various sites, comment on others posts, do necessary sharing and publicizing of the content. It is completely online activity which has been created by users and is used by other users as well. Texts, images, conversations as well as shared documents are what it takes the form of. Because of the reasons social media is perceived very differently as compared to the traditional media. Another group of authors have defined social media as a form of electronic communication that includes websites for social networking and blogging through which the users are able to create their own communities which are online through which they can share information, ideas, personal messages and any other content of their choice (Edosomwan, 2011).

With the formation of online community people are able to do self-segmentation (Canhoto, 2013). (P Blackshaw, 2004) have described social media as a bunch of new sources of information gathered online which are witnessing their creation, initiation, circulation and the usage with an intention of imparting education about products, services, brands, personalities and issues (P Blackshaw, 2004).

The interactive nature of social media differentiates it from traditional mediums. Marketers look at this interactivity for brand engagement with consumers and agree that social media includes all potential touch points for the brand with the consumers (Schultz, IMC Measurement: The challenges of an interactive marketplace, 2011). The interaction happens because of the two way communication between consumers and brands. This high level of engagement helps in increasing brand equity, retaining consumers, return on investment, increased sales and positive

WOM (Vivek SD, 2012) . These characteristics are definitely different from what traditional mediums offers. Social media platforms which have been most commonly used include Facebook, YouTube, LinkedIn, Twitter and Blogging. Out of these Facebook has been the leader since 2013. The other platforms apart from these are less popular (Stelzner, 2013).The two way communication has enhanced the importance of social media and it also has the ability to extend the communication amongst consumers with each other (Faulds, 2009). Social media has been able to create global nature and user driven benefits (Winer, 2009). Market research reports have also shown that social media has been fruitful in building relationships, increasing web traffic to the websites of the company, helping in identification of new business opportunities for the companies, identification on ongoing trends and keeping abreast with competitors, creation of communities, distribution of content, demonstration of product, collection of feedback from customers and supporting brands (Barnes, 2010) (Bresauler & Smith , 2009)

With the integration of social media, IMC happens to become much faster, cost efficient, highly efficient in creating brand equity. Social media ensures wider reach as compared to traditional media, utilizing less time required at a much cheaper cost (Keller, 2013). Social media is further used to collect feedback from consumers (Haenlien, 2010). The marketing efforts become highly targeted as social media offers dynamism in its nature, as it is able to offer good and high speed of information along with volume and much needed customer insights when people share their usage experiences (Canhoto, 2013).This also allows marketers to see online communities as an important source of data which they would have otherwise employed through marketing research (Kozinets, 2002). Social media also offers access to data on consumer buying behavior (Brito , 2013). Social media enhances the mix by getting data on the ever changing segment of the market, identification of valuable demographics, tracking of people behavior, and development in products with the help of conversations and uninterrupted customer service (Canhoto, 2013). Being an open source it allows people and companies to exchange personalized

prices and unique promotions that enhance the usage among individuals. Social Media is a big influencer towards likability of a brand (Nguyen, Melewar, & Chen, 2013).

Stimulation of positive e WOM has also enhanced associations with the brand and is able to create wonderful engagements (Haenlien, 2010). WOM referrals have been able to create two ways communication, enabled positive brand messages, gained trust and reliability and has been the most trusted source where 70% of consumers are now trusting the posting that are happening on Social Media about the products (P Blackshaw, 2004).

With the help of online communities companies have started creating online panels of experts and people who are advocating their brand are becoming ambassador's online (Peltier, 2013). The other benefits included free to join platform, easy accessibility and real time usage leading to online lead generation, online idea generation and extended communication (P Blackshaw, 2004). The speed with which Social Media works is tremendous and is able to convert communications to a global level (Faulds, 2009).

The creativity and types of campaign that are offered have been proved by various campaigns (P Blackshaw, 2004) . Various types of platforms extended by social media have been shown in the table given below:

TABLE 2.1: EXAMPLES OF SOCIAL MEDIA.

Social Networking Sites	Facebook, MySpace, Faceparty, Google+
Creativity works sharing sites	Video sharing sites: YouTube Photo sharing sites: Flickr, Tumblr, Instagram, Pinterest Music sharing sites: Spotify Content sharing combined with assistance: Piczo.com General intellectual property sharing sites: Creative Commons
User-sponsored blogs	The Unofficial Apple Weblog, Cnet.com
Company-sponsored blogs/websites	Apple.com, P&G's Vocalpoint
Company-sponsored cause/help sites	Dove's Campaign for Real Beauty, click2quit.com
Invitation-only social networks	ASmallWorld.net
Business Networking Sites	LinkedIn
Collaborative websites	Wikipedia
Virtual Worlds	Second Life
Commerce Communities	eBay, Amazon.com, Craig's List, iStockphoto, Threadless.com
Podcasts	'For Immediate Release: The Hobson and Holtz Report'
New delivery sites	Current TV
Educational materials sharing	MIT OpenCourseWare, MERLOT
Open Source Software communities	Mozilla's spreadfirefox.com, Linux.org
Social bookmarking sites allowing users to recommend online news stories, music, videos, etc.	Digg, del.icio.us, Newsvine, Mixx it, Reddit

*Adapted from (Faulds, 2009)

2.6 THEORETICAL PREMISE OF INTEGRATED MARKETING COMMUNICATION PLANNING PROCESS

A number of models were considered when looking for underlying theory to guide the aims of this study and the methodology.

The IMC construct in terms of its concept and processes has been the subject of much theoretical discussion and debate. Integrated marketing communications is considered by some academics as simply incorporating the marketing communications mix and its components (advertising, sales promotion, public relations, the internet and direct marketing) and often referred to as 'channels' or 'media'. Nevertheless this allows a solid foundation upon which to develop the conceptual base, and analysis of integrated marketing communications activity (Lee & Park, 2007)

All marketing communications are customer oriented and driven by knowledge derived from consumer data to ensure strategic goals are met and returns on investment are monitored.

According to the academic literature, a consensus on appropriate measurement of integrated marketing communications outcomes has not yet occurred. Integrated marketing communications' initial conceptualization describing the coordination and interaction of the promotional mix elements is owed largely to Don Schultz (Schultz, 1996) (Schultz, 2011) (Schultz & Kitchen, 1997) (Schultz & Schultz, 1998) (Schultz, DE; Tannenbaum, SI; Lauterborn, RF;, 1992). Effective coordination of the integrated marketing communications marketing communication mix was said to culminate in a 'one-voice' phenomenon (Kitchen et al. 2004, p. 19) with much research dedicated to the development of this concept (Duncan, TR & Everett 1993; Nowak & Phelps 1994; Phelps & Johnson 1996; Schultz, Don E, Tannenbaum & Lauterborn 1992). The aim of integrated marketing communications is to maintain consistency between the elements of the promotional mix and yet provide a clear message via different forms of media. The immense academic literature on IMC questions on achievement of integration and understanding a holistic view of IMC. The authors who have summarized this concept are

(Phelps, J.; Johnson, E., 1996) (Lee & Park, 2007), and (Kliatchko, 2008). Integrated Marketing Communications is constantly evolving, and these authors sought rather to develop the conceptual base and the measurement of Integrated Marketing Communications. Subsequent research used this approach to enable development of new rigorous research frameworks and went beyond the scope of much Integrated Marketing Communications research up to that point (Lee & Park, 2007) (Peltier, 2013) .

(Winer, 2009) lists the typical management decisions involved in applying the Integrated Marketing Communications process to achieve clear positioning and a similar ‘look and feel’ across communications:

- The objective of the communications,
- The target market,
- The strategy (copy, media, timing),
- Budgeting,
- How to evaluate whether the objectives were being met.

(Lee & Park, 2007) addressed two of the most urgent issues in IMC: theoretical and conceptual research. Firstly, approaching a definition of the IMC concept incorporating its multidimensional nature to enable more rigorous study; and secondly, to develop a universally acceptable measurement tool for the IMC construct.

Schultz and Schultz used the ‘four levels of Integrated Marketing Communications’ framework to break down integration tasks of the Integrated Marketing Communications process as it moves up through tactical coordination, to redefine the scope of marketing communications, then the application of information technology and finally incorporating financial and strategic goals at the top level (Schultz & Schultz, 1998). They argue that marketing and marketing communications are in transition due to technological advances, so an organization moves from one stage of integrated marketing communication development to another as a result of the organization’s ability to capture and manage information technology. This conceptual

framework although effective in describing the Integrated Marketing Communications process of integration, fails to include the importance of outcomes and feedback mechanisms for future improvement and shared learning of Integrated Marketing Communications programs.

A further alternate Integrated Marketing Communications model was devised by (Chitty, Barker, Valos, & Shimp, 2011). It was designed as a framework for making brand-level marketing communication decisions and achieving the expected outcomes. A marketing communications program comprises of first making fundamental decisions, which further influence implementation decisions. In combination they create two desirable program outcomes: to enhance brand equity and affect behavior. These outcomes are co-dependent in that it is thought that if a consumer favours a brand with increased brand equity, then they are more likely to purchase it, or change their behavior towards it. Likewise, a favorable experience with a brand can create loyalty and repeat purchase behavior and ultimately retain a customer.

The basic premise of Integrated Marketing Communications is that there are a number of communication objectives for a brand and a number of different means of communication to achieve each of those different objectives, suggesting that it therefore makes sense to employ multiple communication options in marketing communication programs (Keller, 2013). A marketer will set objectives based on the goals and values of both the organization and the marketing department.

The Generic IMC Model does not cover marketing strategy. Other elements like budgeting and integration have been included but emphasis on brand networking is also missing which have been covered by other authors. The Moore Thomson Model does not covers review of marketing plan, selection of target audience and other key steps that one goes through while strategizing IMC. The Schultz et al. model excludes the majority of the steps that include review of marketing plan, decision roles and other important stages that play a key role towards devising. Model by Sirgy (Sirgy, 2006) does not talks about review of marketing plan and budgeting. Model by

Larry Percy (Percy, 2012) covers entire process and has been widely accepted and used but the same has not yet been examined in case of automotive lubricant companies in India.

2.7 THE STRATEGIC INTEGRATED MARKETING COMMUNICATION PROCESS- LARRY PERCY MODEL

There are many general planning processes which companies use but, the actual strategic planning process is very specific. A good planning process requires a connect between planning and communication therefore there is a need to see how companies determine the final challenge for media communication. In this chapter, the strategic integrated marketing communication process has been discussed in detail. All the steps have been considered in order to arrive at the conclusiveness of the selection and explore the important steps involved in the entire process.

2.7.1 PRE-PLANNING PROCESS

Before the actual process begins, the marketer has to undergo the following steps which a marketer has to follow in order to ensure that the final selection is done after a rigorous review of certain areas

(A) REVIEW OF THE MARKETING PLAN

The overall marketing plan is created first by the managers and it is expected that all marketing communications have to be very consistent with the overall marketing plan. Before thinking about any specific communication issues, it becomes very important for the managers to review the marketing plan. Upon completion of this review it is helpful to highlight briefly ‘what is known’ with respect to market and any specific marketing objectives and goals planned for the brand. The significance of this information is what is that the company wants to communicate to the target audience and therefore it acts the background information for the creative team.

(B) PRODUCT DESCRIPTION

Product description simply specifies what a company is marketing. This description is certainly not in general. Here the manager thinks very carefully and writes about the description of the product or the service which needs to be advertised or promoted. The reason for this exercise is that any unfamiliar person who has no clue about the product or the service should be able to understand what exactly it is. Further this description becomes helpful for the creative team as they treat it as a background and this team is responsible for the execution of the marketing communication of the brand.

(C) MARKET ASSESSMENT

Market assessment relates to the overall assessment of the market in which a company competes. The importance of market assessment is to update the source of information. Year old information is treated to be good enough to serve as background information towards marketing plan. The marketer has to be very vigilant to see that nothing important has happened in the market which might challenge this information. The information over here about the market is anything that might impact the potential success of the brand. The performance of the brand in their respective category is also assessed. The direction of the market is also predicted. Predictions on any new upcoming innovations or new people entering in the market are also explored. Within the market assessment, any new market research which has been executed for the brand is also reviewed. The important thing over here is to have enough information to look at the market in all aspects but closely look on the things which will have a real influence on the brands performance.

(D) SOURCE OF BUSINESS

This signifies from where the company is expecting the business to come from. Here both potential customers as well as competitors are considered. Is the company expecting to increase the market share or the share of the business by seeking attention from customers within the category or by attracting those people who are using other brands or is the target to increase the

current use by the existing customers? The company over here also looks at what they should know about the purchase behavior of the potential customers and extent to which the brand is competing with products or services outside its category?

(E)COMPETITIVE EVALUATION

This refers to the meaning of competition for the company and how does it position itself? It is very important to have a very good understanding about the competition and to see how it is perceived among the consumers. Is the competition environment changing depending upon the usage of the product, what are the creative strategies of the competition? Over here the companies try to see and compare the marketing communications of the competitors and see what benefits do they emphasize upon and what is their execution strategy. The media tactics that are used by the competitors are also closely evaluated. The employment of various media vehicles used by the competition is also seen.

(F) MARKETING OBJECTIVES

This tells us about the marketing objectives of the brand. The company includes the marketing objectives of the brand, specific market share and sales goals. Basically all these descriptions are available in the marketing plan but still here specifications in terms of brand are seen. The evaluation here is about the success and its estimation in case if the marketing communication program goes well. This also involves determination of marketing communication budget.

2.7.2 IMPLEMENTING THE 5 STEP STRATEGIC PLANNING PROCESS

As discussed earlier the strategic planning process starts with the review of the marketing plan and the constituents of the target market. Although it is known that the customer is kept in focus while planning marketing communication plan there is a possibility and likelihood that certain other people add equal involvement and therefore it becomes necessary to consider them while planning. The strategic planning process starts with the decision on with whom the company has

to communicate. While the general target market has already been identified in the marketing plan there are certain other specifications that the manager must know about them.

In an effective planning process the first step is to select the target audience consistently with the overall marketing strategy. In step 2 understanding on the decisions of target audience is developed. In step 3, establishment of the best positioning for the brand is made within its marketing communication. Step 4 is when the development of communication strategy takes place. In the 5th step in the setting of media strategy is done by considering the best method of the accomplishment of the communication tasks that are needed by using the available marketing communication options and selection of the specific media for delivery of the message to be communicated. The overview of the model has been presented in Figure 2.1

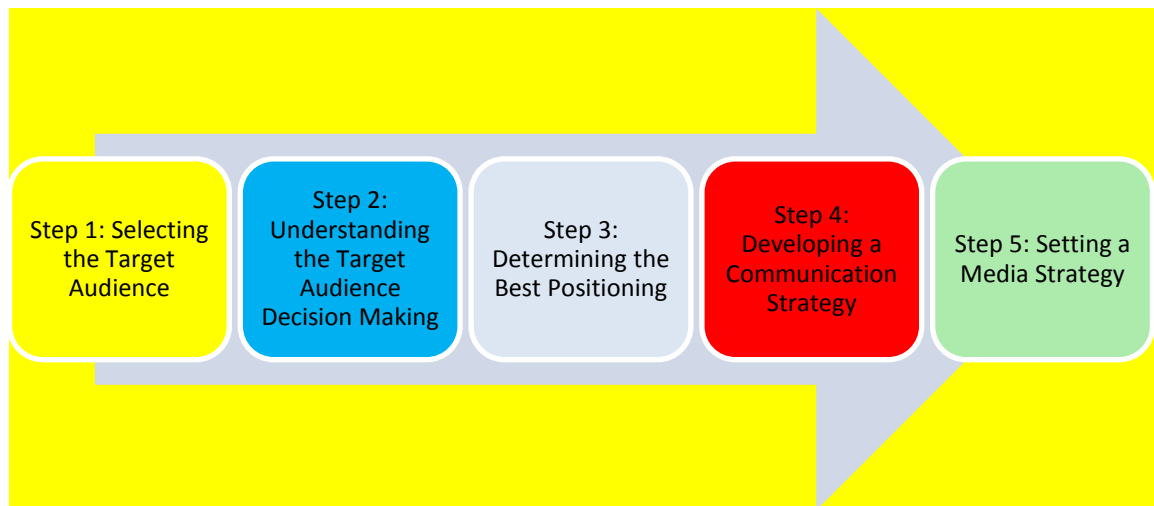


FIGURE 2.1: LARRY PERCY MODEL

(A) STEP ONE: SELECT THE TARGET AUDIENCE

The very first step in the process is to make decisions on which the target audience is. Who so ever the company selects has to be very consistent with the marketing objectives of the brand. If the specifications of marketing strategy say that the company needs to build the category it

directly says that the company is looking for new users with the objective of trial action, where as if the strategy is to increase the usage it reflects upon existing users and relate to repeat purchase action objectives. Now the decision is on the emphasis of whether the target audience is users or non-users. On the other hand it also gives us an indication whether it is trial or repeat purchase target audience objectives which directly relates to brands marketing objectives. While reviewing the marketing plan the marketer has already seen from where his business is expected to come. Now the decision is on the users or non-users of the brand and also whether the objective is trial or repeat. The communication strategy will differ depending upon the objectives. Over here the determination of appropriate user groups is also done the next step is to profile. For the marketing communication effectiveness it is very important to know the attitude and behavioral patterns of the target audience as they impact the media strategies.

(B) STEP 2 –UNDERSTAND TARGET AUDIENCE DECISION MAKING

Once the decision of selection of target audience has been done the marketer has to gain an understanding of how the target audience goes about making purchase decision in the category. This stands important because if the objective of the marketer is to convert the purchase decision positive and increase the probability of the brand being selected he must understand the involvement of different things with which the consumer makes that decision. Here the marketer seeks the answer to the questions like, who is involved in making the decision? How do they go about it? Where advertising and promotions or other marketing communications can influence the process? With the basis of consumer behavior the marketer knows that many people might be involved when a person makes a decision to use a product or a service and they might come up with different roles playing in the decision process. There are five possible roles which are involved here. These are initiators ; people who propose purchase or usage; influencers; who recommend (or discourage) purchase or usage; deciders; who make the actual choice; purchasers ; who make the actual purchase; users ; who use the product or service. There is a possibility that a single person might play all the five roles mentioned in the decision process. Therefore it

becomes important to understand who is involved and what roles are they playing. Once this understanding is built it becomes clear how the consumers might be making this decision. The understanding of why people do, what they do is critical in establishing an appropriate brand attitude strategy which is the heart of successful advertising and promotion with any marketing communication.

(C) STEP 3- DETERMINE THE BEST POSITIONING

While the basic brand positioning has already been established the role of the strategic planning process is to address the particular communication positioning that has to be adopted for a brand. The manager has to make a decision whether he wants to link the brand with the existing perception in the minds of the target audience or reposition it. The questions here are how will the brand be presented to target audience? What are the benefits that the Brand offers or shall be offering? The answers to these questions are critical for successful positioning of a brand and are addressed as a part of strategic planning process.

(D) STEP 4- DEVELOP A COMMUNICATION STRATEGY

While developing a communication strategy it is important for a manager to establish communication objectives by making appropriate selection of the desired communication effects. For better understanding it is important to know certain operative meaning of the laid down objectives.

(i) COMMUNICATION EFFECTS

The Communication effects are a glimpse of communication objectives. There are basically four types of Communication effects: Category Need, Brand Awareness, and Brand Attitude & Brand Purchase Intentions. It is out of this set that all the possible communication effects are linked to communication objectives.

(ii) CATEGORY NEED

There is no sense to try and market a brand if there is no felt need for the product. This becomes much more relevant for new products. It becomes necessary to give emphasis on the initial marketing communication for the new product category in order to create interest.

(iii) BRAND AWARENESS

The communication objective will always have an aim for creating or reinforcing brand awareness, irrespective of whatever type of marketing communication a marketer might be using in a campaign. Without a link between message and the brand the marketing communication cannot be effective.

(iv) BRAND ATTITUDE

Just like brand awareness a communication objective will also aim at creation or development of brand attitude in every type of marketing communication that is used in a campaign. Brand attitude strategy is at the heart of developing a communication strategy for advertising and all other forms of marketing communications. While brand attitude strategy is a function of how involved a person is in the decision to purchase or use a product or service, along with what motivates them, the brand attitude itself relates more specifically to the brand. It may be thought of as a summary of what a person knows and feel about a brand, providing a link between the brand and the motive to buy or use it.

(v) BRAND PURCHASE INTENTION

This is almost always a marketing objective; it is not often a primary communication objective. The marketer will always want to help contribute to an intention to buy or use the brand but this is rarely the primary objective. Without brand awareness and brand attitude there can be no purchase intention.

(vi) BRAND AWARENESS AND BRAND ATTITUDE STRATEGY

In the development of a communication strategy for a brand marketing communication getting the brand awareness and brand attitude strategy is a critical work. Step 2 of this process helps the manager in determining whether the purchase decision follows from recognition or recall of the brand, if there is perceived risk in making the brand choice and whether positive or negative motives are driving behavior in the category. It is these determinations that will inform brand awareness and brand attitude strategy.

(vii)WHAT IS THE BRAND AWARENESS STRATEGY?

The brand awareness involves two types which a manager must consider recognition and recall. The objective of brand awareness strategy is to get these rights. Recognition brand awareness is when someone 'sees' the brand at the point of purchase and is reminded of a need for it. Recall brand awareness occurs when someone has a need and must remember the brand as something that will satisfy that need. There are important strategic and tactical issues that are considered here.

(viii)WHAT IS BRAND ATTITUDE STRATEGY?

The brand attitude strategy is a function of the two fundamental considerations that is (a) whether there is low or high involvement with the purchase or use decision, based primarily upon the target audience's perceived risk (either in fiscal or psychological terms); (b) whether the underlying motivation that drives behavior in the category is positive or negative.

(E)STEP 5- SETTING A MEDIA STRATEGY

In this step, the manager selects the best communication options to deliver the message executions. This is the first step in determining media selection and one of the most important things the manager needs to think about at this point is the different relative strengths of advertising and promotion in satisfying the four possible communication objectives. After this

consideration of how to best integrate advertising and promotion communication options in the marketing communication program for the brand, specific media are considered in terms of communication objectives.

2.8 RESEARCH GAPS

The central research gaps as found from the literature indicated two major ones which are as under

- No study could be found which establishes the IMC channel selection mechanism executed by ALCs in India.
- Though various studies have identified the factors of integrated marketing communication channel selection but the researcher could not find any comprehensive study about the factors to be considered while including social media into IMC channels.

2.9 CONCLUDING REMARKS

The literature survey has helped in the establishment of broad gaps related to the research. The integrated marketing communication channel selection mechanism of automotive lubricant companies in India needs to be answered in detail. Thereafter, adoption of social media in the integrated marketing communication channel selection process of automotive lubricant company has to be studied carefully. This chapter also highlighted the integrated marketing communication process laid down by Larry Percy in detail. All the stages have been discussed in brief. The Larry Percy model is the underpinning theory used for this research work.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 OVERVIEW

In this chapter the detailed research design and methodology has been discussed which is used for conducting the study. The research design and methods for each of the objectives have been discussed in detail along with tools and techniques that have been employed in order to conduct the study.

3.2 INTRODUCTION

Research design describes the connection between empirical data to the study's initial research questions logically and finally to the conclusions of the research study (Yin, 2003). In other words research design is also said to be the framework that provides the blueprint of the study. The research design specifically addresses various scientific paradigms, scientific approaches, research approaches, research methods, research strategy, and data collection methods and data analysis strategy. The research design is basically classified into exploratory research and conclusive research. Conclusive research is further segregated into descriptive and causal research. Exploratory research is related to qualitative studies whereas conclusive research bonds its association with quantitative study. In this thesis both the research designs have been used in different roles.

The qualitative method was used while carrying out literature survey, formation of research objectives, validation and achievement of first objective of the study. An explanation of the overall approach and rationale for the selection of qualitative method has been given. A discussion on the case study design including the number of cases, their selection, structure and sampling has been done. An explanation of the data collection method used in the study for qualitative work has been given. The description about data analysis strategy has been given

where the researcher has used grounded theory, (Charmaz , 2006), within case analysis (Tsang, 1997) , & Multi-case analysis (Tsang, 1997) has been given the construct validity, internal validity, external validity and reliability (Yin, 2003)has been discussed with respect to qualitative research method. Discussion on the use of Interview protocol, conceptual lens has been presented.

The quantitative method have been used to address the second objective where the research questions were followed by identification of sampling procedure (Sampling frame , sample size), designing of the questionnaire, formation of scale, validity and reliability test of the instrument , pilot testing, data collection and its analysis have been done.

3.3 BACKGROUND

Indian automotive lubricant industry has unfolded numerous opportunities for marketers to grow their businesses as well as their market share. These opportunities require the marketers to relook at their integrated marketing communication strategies and also explore how well they have adapted to the new mechanism available to communicate with the target audience in the existing strategies. In Indian context the Automotive Lubricant Marketers have been relying on traditional mediums for promotional aspects, creating awareness, building brands and approaching new markets. They now need to study the modern mechanism used by people in their daily lives to communicate with each other. The Automotive Lubricant companies in India continue to witness a static growth which has proved to be a hurdle to increase their market share because of their reliability on traditional mediums. The Automotive Lubricant companies in India have nowhere tried to imbibe the new ways of communication like Social Media in order to be more proactively reachable and achieve their marketing goals. It is apparent from the literature review that the automotive lubricant companies have so far not been able to explore the advantages and benefits that can accrue to them by the use of Social Media. The researcher could not find any relevant literature that establishes the Integrated Marketing Communication Channel

selection mechanism executed by Automotive Lubricant Companies in India. Therefore an attempt has been made to arrive at the channel selection mechanism of Integrated Marketing Communications currently employed by Automotive Lubricant companies in India. Though various studies have identified the factors contributing to Integrated Marketing Communication channel selection but the researcher could not find any comprehensive study about the factors to be considered while including Social Media into integrated marketing communication channels of Automotive Lubricant Companies in India. This research attempts address this gap by identification of such factors that could possibly contribute to adoption of Social Media by Automotive Lubricant Companies in India.

3.4 PROBLEM STATEMENT

Although in the existing literature the applicability of integrated marketing communication channel mechanism is well known for various industries but no study could be found which establishes the integrated marketing communication channel selection mechanism executed by Automotive Lubricant companies in India. Though various studies have identified the factors of Integrated Marketing Communication Channel selection but the researcher could not find any comprehensive study about the factors to be considered while including social media into integrated marketing communication channels. The research problem that the study will address is *“How to Integrate Social Media into Integrated Marketing Communication Strategy of Automotive Lubricant Companies in India.”*

3.5 RESEARCH QUESTION

How do Automotive Lubricant Companies in India select Marketing Communication Channels?

This question is exploratory in nature and its scope is to find out the existing process of devising an integrated marketing communication channel strategy currently in practice by Indian

Automotive Lubricant companies. The question broadens its scope to understand the selection of the available mediums currently employed by Automotive Lubricant Companies.

What are the factors which influence the selection of Social Media as a Marketing Communication channel by Automotive Lubricant Companies in India?

This question is exploratory in nature. It seeks to find out the various factors that are employed in selection of the various mediums of the marketing communication and details out to find the specific factors that influence the selection of the Social Media in particular.

3.5.1 NATURE OF RESEARCH QUESTION

The central research problem is exploratory in nature as it seeks to understand the process of selection. (Yin, 2003) In support of this, both the questions are exploratory in nature as expressed in Table 3.1. The research question seeks to understand the process of integrated marketing communication channel selection currently adopted by Automotive Lubricant Companies in India and thereafter arriving on the factors that influence the selection of these mediums and adoption of Social Media. The study is aimed to highlight the selection of mediums through the process of Integrated Marketing communications.

TABLE 3.1: RESEARCH QUESTIONS: TYPES AND TEMPORAL ORIENTATION

Type of Research Question	Temporal Orientation of Research Questions		
	Backward Looking	Current	Forward Looking
Exploratory Less Factual, more oriented towards understanding a trend/pattern	Exploratory Backward Looking What could have been done? What would have made more effective? Yin (2003) Exploratory, What questions	Exploratory Current What could be done in this situation? What is the background of this trend? Yin(2003) Exploratory, What questions	Exploratory Forward Looking What will happen? What will be the impact of this initiative? How will people respond? Yin (2003) Exploratory, What questions
Descriptive and Predictive Factual representation or estimation of study object	Descriptive Backward Looking What were the outcomes of this process? How many times has this process worked? Yin (2003) Who, what, where, questions	Descriptive Current How many companies employ these processes? Who are currently involved in this process? Yin (2003) What, who, where questions	Descriptive Forward Looking What will be the outcome of these processes? Yin (2003) Who, what where questions
Explanatory Factual ,focused on understanding a limited number of events	Explanatory Backward Looking What happened? Why did it happen? What is the current status? Yin (2003) How, why questions	Explanatory Current What happened? Why did it happen? What is the current status? Yin(2003) How, why questions	NA

Source: Yin, 2003

3.6 RESEARCH OBJECTIVES

The specific objectives of the research work here are:

1. To study the Integrated Marketing communication channel selection mechanism adopted by Automotive Lubricant Companies in India.
2. To identify the significance factors to be considered while selecting social media as marketing communication channel by automotive lubricant companies in India.

3.7 OVERALL APPROACH

In the research process the researcher has defined the problem which is currently in action. The researcher tries to explore and understands the nature of the problem completely through a systematic study. Research questions and research designs are developed to understand the problem logically. The existing theory related to the problem has been explored. Based on that, a conceptual lens is developed to study the problem. The empirical research design and data analysis approach are developed on the basis of conceptual lens framework. The researcher starts data collection for the understanding of process as per defined design methodology. The data collected for process is analyzed based on conceptual lens and the outcomes of data analysis form the initial findings of the study. Thereafter with the help of the questionnaire the variables have been used together to arrive at the factors. The specific factors form the findings of the study. The overall research design for objective 1 and 2 have been shown separately.

3.8 RESEARCH DESIGN AND METHODOLOGY FOR OBJECTIVE 1

The First objective aims to find out the integrated marketing communication channel selection mechanism adopted by Automotive Lubricant Companies in India. The research approach (Figure 3.1) will help us to understand the process of selection.

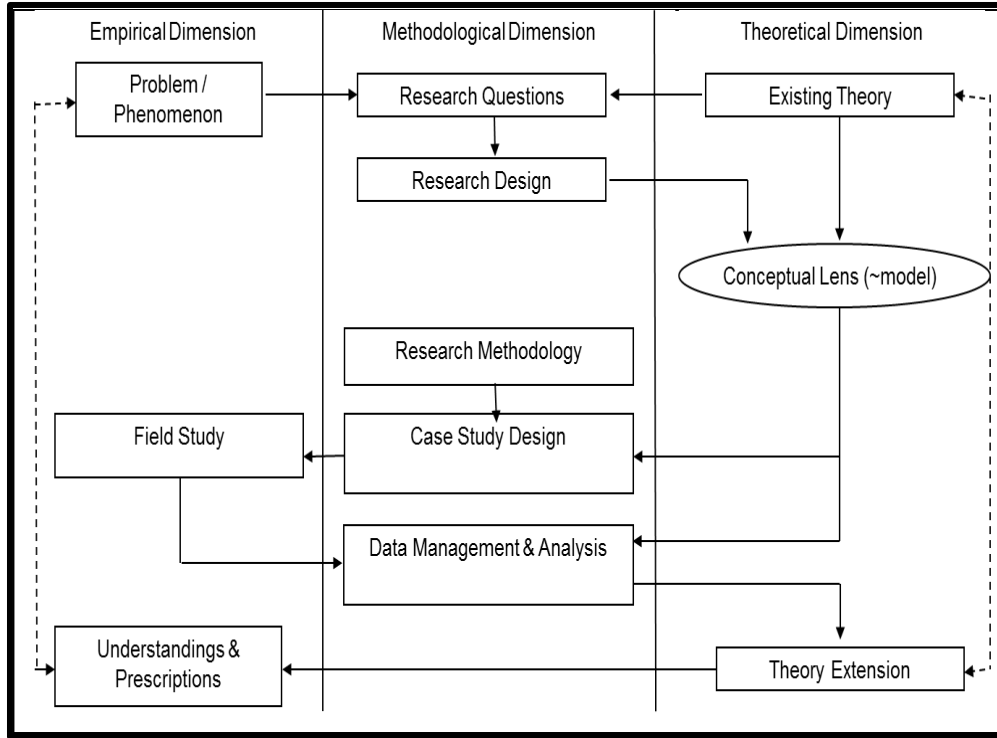


FIGURE 3.1: RESEARCH PROCESS

Limited Literature is available in the area of process selection mechanism and there is also a lack of study that shows specific selection mechanism adopted by Automotive Lubricant Companies in India. The Integrated Marketing communication channel selection processes, related strategies and theories cover the major elements related to channel selection. However these frameworks and theories do not give an insight about channel selection process adopted by Automotive Lubricant Companies in India.

In view of the above background and research questions, the researcher decided to undertake a study on the Integrated Marketing Communication Channel selection mechanism currently employed by Automotive Lubricant Companies in the Indian context. Qualitative Research Method and Case Study Method have been used to address the subjective. The reasons for the adoption of these methods are explained in the subsequent sections.

3.8.1 PHILOSOPHICAL ASSUMPTIONS

The research study depends upon the appropriateness of research methods employed, validity of the research and existing assumptions about the nature of reality (Myers, 2013). These philosophical assumptions consist of a position towards the nature of the reality and how it should be constructed (Ontology), How the Researcher knows about the Reality and what is the basis of his or her knowledge (Epistemology), What are the values put into the research (Axiology), how the researcher writes about it (Rhetoric), and the methods used in the research process (Methodology). The explanation of all these have been given by (Creswell, 2007). In the table (Table 3.2) below, a summary of the assumptions and their implications related to the objective have been given.

TABLE 3.2: PHILOSOPHICAL ASSUMPTIONS ALONG WITH IMPLICATIONS FOR THIS RESEARCH STUDY

Assumptions	Question	Characteristics	Implications in this research study
Ontological	What is the nature of reality and how it should be constructed?	As described by participants in the research study, reality is subjective and multiple in nature. The nature of the world and what we can know about it.	Quotations and concepts are described in words of participants and evidences have been provided to explain different perspectives.
Epistemological	What is the nature of knowledge and the relationship between the knower and the would-be known?	Researcher attempts to understand thoroughly and be in continuous touch with subjects being studied in this research work.	Researcher spent time at various Marketing departments of Automotive Lubricant Companies and observed the decision making at channel selection level.
Axiological	What values go into research?	Researcher acknowledges the value addition in this research study	Inferences and interpretations of researcher are validated with the interpretations of interview participants.
Rhetorical	How the researchers write about his/her research study?	The writing style adopted in this research study is of literary and informal style using the personal voice. It also uses qualitative terms and limited definitions	First person pronoun is used in the research; provided rich description of the problem.
Methodological	What is the process of research? (or) How can the knower go about obtaining the desired knowledge and understanding?	To study the topic within its context inductive logic with good design is used.	Research had described the context of mechanism of integrated marketing communication channel selection adopted by automotive lubricant companies in India.

Source: (Creswell, 2007)

These assumptions gave a reflection of a particular view that researcher make while selection of Qualitative Research Methods. Here the researcher aims at following a particular paradigm. A

paradigm is “A broad view or prospective of something” (Taylor, Kermode, & Roberts , 2007).Research could be affected and guided by a certain paradigm and it can be defined as “Patterns of belief and practices that regulate enquiry within a discipline by providing lenses, frames and processes through which investigation is accomplished”. Therefore in order to seek clarity of the researcher’s developed structure of investigation and the choice of methodology, there is a need to discuss the paradigm adopted in particular for this research before going ahead with specific methods. This study has employed interpretive paradigm & the explanation has been provided in the subsequent sections.

3.8.2 SCIENTIFIC PARADIGMS

There are five underline Paradigms which are available for qualitative research. These are positivism, post-positivism, critical theory, constructivism, & participatory (Guba & Lincoln, 2005).

Positive Paradigm unfolds many options to conduct research based on natural science. The Positivists are of the belief that reality can be backed up by a description which is objective in nature with measurable properties. These properties have their own independence from researcher and the instruments employed (Myers, 2013).In this paradigm, the testing of the theory is based on hypothesis so that the researcher can do improvements in the predictive understanding of the problem. An evidence of formal propositions, testing of hypothesis, quantifiable measures of variables and the influence about a problem which can be drawn from the sample to a stated population is when a research can be categorized into positivist approach. In this study the objective is to explore the process of selection of Integrated Marketing communication channel selection process by Automotive Lubricant Companies in the Indian Context therefore it is not possible to develop the hypothesis for testing an also the measurable variables. Therefore positivist paradigm is not suitable for this study.

The constitution of social reality is in history and people are responsible for its production as well as reproduction. It is likelihood that people change their circumstances socially as well as economically with complete consciousness. This particular paradigm with such an underline assumption is called as critical research paradigm. The critical researchers are of the belief that there is an apprehension between control and resistance by various forms of social, cultural and political domination (Myers, 2013) .The critical researchers have to do social critique by bringing restrictive conditions to reality. Their objective is to eliminate the causes of restrictions and dominating issues of society therefore their focus is on the contradictory issues and conflicts existing in current society. This research study is not looking for any such conditions in the society. The research would emphasize on the social contractedness of reality hence an interpretive approach has been selected here. Hermeneutics and phenomenology is the philosophical base of interpretive approach (Myers, 2013).The interpretive research works on the basic assumption that social reality can be interpreted only with language, conscious state and meanings which are common and shared in the society. Interpretive paradigm works on the principal that there are many realities and the focus lies on holistic perspective of both people and environment. The basic understanding of the problem gets developed with the perception of meaning that people have and interpretive methods are employed to understand the context of the problem and other influences caused by these. The study has adopted a social constructivist vision of reality which says that the observer construct the reality in social terms .The comparison has been shown in the table below (Table 3.3).

TABLE 3.3: COMPARISON BETWEEN SCIENTIFIC PARADIGMS

Characteristic	Positivist View	Interpretive View
Purpose	The researcher will predict and explain changes in phenomena of study	The researcher will interview the key decision makers and recognize the value of depth of the individual content
Beliefs	<ul style="list-style-type: none">• One truth exists• Must be objective	<ul style="list-style-type: none">• Many truths and realities• Different people have different perceptions, needs and experiences
Research Methods	Quantitative	Qualitative
What study is based upon	Measurable outcomes from questionnaire data	Descriptive, explanatory and contextual words of interview data
Study Sample	Clear and precise inclusion and exclusion of data	Representatives who are able to provide expertise from different point of view

Source: (Creswell, 2007)

The characteristics that a hermeneutics researcher bears include their individual interpretation of the process in order to understand the problem and also to look at the research problem from a holistic view. Researchers of this view are permitted to be devoted and more subjective in order to understand and be more interpretive with the conditions, the researchers in the Hermeneutic perspective are allowed to have some pre understanding since it gives direction to the research.

With the help of studying the human nature, action and language, the researcher can carry out interpretation and understanding of situation in a well-structured manner. (Bell, E; Bryman, A;, 2007)In this study the researchers has used an adapted version of grounded theory (Charmaz , 2006)which is also referred as constructivist grounded theory. The two processes involved here are ascertaining and emerging which are executed by a thorough interpretative process which result in concepts & development of theory. The outcomes of the research will produce interpretation out of multiple interpretations which are shared and hold reality as perceived by individual (Charmaz , 2006).

3.8.3 SCIENTIFIC APPROACH

In order to relate the existing theories with empirical data, there are three types of Research approaches that are followed. The research approach referred here are deductive, inductive & abductive approach.

The deductive approach begins with the theories already existing in a specific research area. The testing of these theories is done by employing hypothesis and formulating research question for the study. These hypothesis and research questions form the basis for empirical data collection so that the researcher can arrive at a comparison between empirical data and existing theories. An analytical process is used to arrive at a conclusion (Bell, E; Bryman, A;, 2007).

The inductive approach lies on the foundation of empirical facts. The first for this approach is to collect empirical data on the basis of which the researcher further develops a concept which is used to give structure to the theories. The difference between the previous approach and Inductive is that former tests the existing theory and later helps in generation of new theory.

In this study the researcher has used the Inductive Approach. The empirical data are collected from top level marketing managers of the automotive lubricant companies in India through semi structured interview with respect to their existing practices while forming integrated Marketing

communication strategy that involves marketing communication , channel section for marketing automotive Lubricants. The concepts have undergone development with the help of systematic analysis of data by using qualitative software. These concepts have been used to develop the process that automotive lubricant companies follow while choosing final media for communication.

The Abductive Approach is the iterative process when seen among framing of theory, empirical data and case analysis. The outcomes are generated on the basis of a theory that matches with other or the extension of a theory which is already existing (Spens & Kovacs, 2006).Therefore an extension is possible in this approach. The steps that are involved include: theory development by using inductive approach, theory explanation, testing of new theory with the help of case study. All these steps demand a vast experience which calls for a schematically method. This approach is not used here since the researcher has no objective to create a new theory. Figure 3.2 shows the three different research processes.

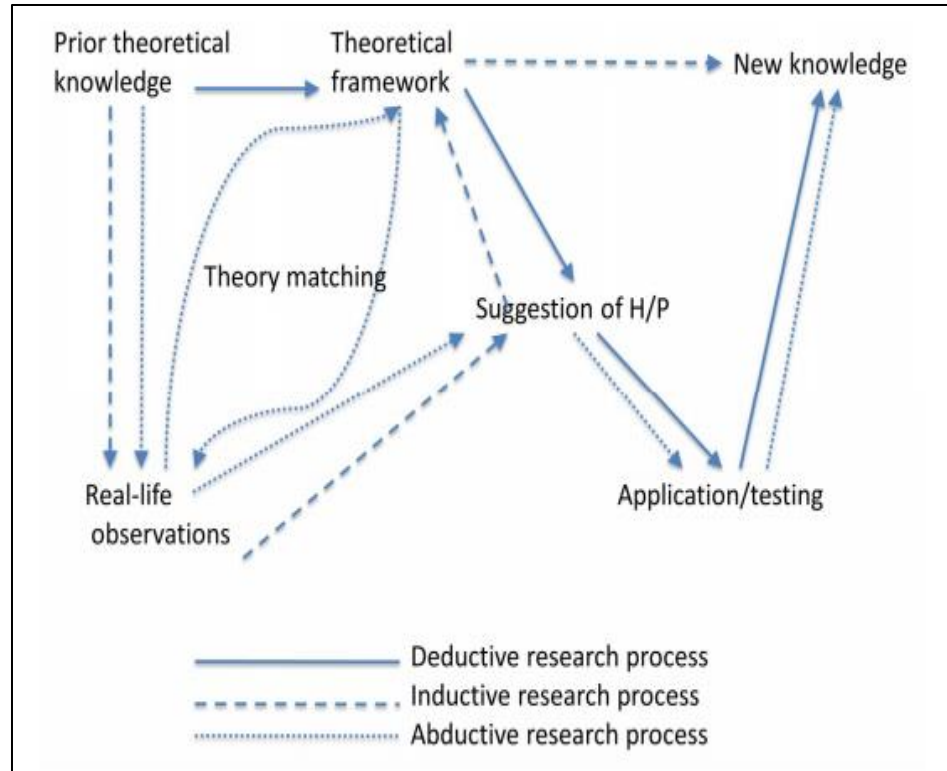


FIGURE 3.2: THE THREE DIFFERENT RESEARCH APPROACHES

3.8.4 RESEARCH METHOD FOR OBJECTIVE 1

Social science research involves many ways of research method. The major of them are Quantitative Research method and Qualitative Research method. Quantitative Method involve testing of theory where researcher undergoes identification of a relationship between variables and arrives at questions and hypothesis which are further administered with the help of instruments like surveys and experiments for understanding of natural phenomena and research. Qualitative Research Method has been developed to have a basic understanding about social and cultural phenomenon in social sciences. The method includes case study research, action research and ethnography.

Qualitative researchers have to understand the context of the research problem and the participants involved. By doing this exercise the researchers are able to collect information personally and the interpretation is made on their findings and the experience of the researchers which further gets concluded by proper organization. The nature of the research questions is exploratory (Yin, 2003) therefore the researcher has adopted qualitative research method for this objective. The objective to adopt this method is to study the details of the problem and develop proper understanding of people and context of the environment in which the researcher intends to conduct the study (Myers, 2013). With the help of this research method the researcher can build proper understanding of the research problem by understanding the patterns and relations in dialogue, documents which are archived, diagrams which exist in work place etc. The strength of the qualitative research method is the Inductive approach. The focus here is on circumstances or people which are very specific in nature and their emphasis is on words rather than numbers (Myers, 2013). The eight characteristics of Qualitative research and researcher are given below in the table 3.4

TABLE 3.4: CHARACTERISTICS OF QUALITATIVE RESEARCH METHOD

Research Method	Characteristics
Qualitative Research	<ul style="list-style-type: none">• Naturalistic- takes place in the natural world• Uses multiple methods that are interactive and humanistic• Is emergent rather than tightly prefigured• Is fundamentally interpretive• Views social worlds as holistic or seamless• Engage in systematic reflection on his own role in the research• Is sensitive to his personal biography and how it shapes the study• Uses complex reasoning that is multifaceted and iterative

The Table 3.5 below shows the comparison of Qualitative and quantitative research

TABLE 3.5: COMPARISON OF QUALITATIVE AND QUANTITATIVE ELEMENTS IN DESIGN

	Quantitative	Qualitative
Purpose	<ul style="list-style-type: none"> Precise management and comparison of variables Establishing relationships between variables Inference from sample to population 	<ul style="list-style-type: none"> Meaning, context & process Discovering unanticipated events, influences and conditions Understanding single cases inductive development of theory
Conceptual Framework	<ul style="list-style-type: none"> Variable Theories 	<ul style="list-style-type: none"> Process theories
Research Questions	<ul style="list-style-type: none"> Variable questions Truth of proposition <ul style="list-style-type: none"> Presence or absence Degree or amount Correlation Hypothesis testing Causality(factual) 	<ul style="list-style-type: none"> Process questions How and why Meaning Context(Holistic) Hypothesis as part of conceptual framework Causality (physical)
Research Methods		
Relationship	<ul style="list-style-type: none"> Objectivity/ reduction of influence (researcher as extraneous variable) 	<ul style="list-style-type: none"> Use of influence as tool for understanding (researcher as part of process)
Sampling	<ul style="list-style-type: none"> Probability Sampling Establishing valid comparisons 	<ul style="list-style-type: none"> Purposeful sampling
Data collection	<ul style="list-style-type: none"> Prior developments of instruments Standardization Measurement /testing-quantitative Categorical 	<ul style="list-style-type: none"> Inductive development of strategies Adapting to particular situation Collection of textual or visual material
Data Analysis	<ul style="list-style-type: none"> Numerical descriptive analysis (statistics, correlation) Estimation of population variables Statistical hypothesis testing Conversion of textual data into number of categories 	<ul style="list-style-type: none"> Textual analysis(memos, coding, connecting) Grounded theory Narrative approaches
Validity		
Internal validity	<ul style="list-style-type: none"> Statistical conclusion validity Construct validity Causal validity (control of extraneous variables) 	<ul style="list-style-type: none"> Descriptive validity Interpretive validity Construct validity Causal validity(identification and assessment of alternative explanations)
Generalizability	<ul style="list-style-type: none"> External validity (comparability) 	<ul style="list-style-type: none"> Transferability Generalizing to theory

For this objective qualitative research method has been selected. The reasons for selecting qualitative research method include the nature of research questions that indicate qualitative

approach and the objective of the study to explore the process of integrated marketing communication, channel selection in India which needs to focus on the process. Involvement of researcher is needed to understand the entire process. Semi structured interviews have been used for data collection.

Qualitative Research further includes 5 approaches. The table 3.6 below shows the comparison of these five approaches.

Table 3.6: Contrasting Characteristics of Five Qualitative Approaches

Characteristics	Biography	Phenomenology	Ethnography	Case Study	Grounded Theory
Focus	Exploring the life of an individual	Understanding the essence of the experience	Describing and interpreting a culture-sharing group	Developing an in-depth description and analysis of a case or multiple cases	Developing a theory grounded in data from the field
Type of problem best suited for design	Needing to tell stories of individual experiences	Needing to describe the essence of a lived phenomenon	Describing and interpreting the shared patterns of culture of a group	Providing an in-depth understanding of a case or cases	Grounding a theory in the views of participants
Discipline background	Drawing from the humanities including anthropology, literature, history, psychology and sociology	Drawing from philosophy, psychology, and education	Drawing from anthropology and sociology	Drawing from psychology, law, political science, medicine	Drawing from sociology
Unit of analysis	Studying one or more individuals	Studying several individuals that have shared the experience	Studying in a group that shares the same culture	Studying an event, a program, an activity, more than one individual	Studying a process, action, or interaction involving many individuals

Source: (Creswell, 2007)

3.8.5 RESEARCH STRATEGY

Investigation of the current process, the context to real life situation where there is no clear evidence between what is happening and why is it happening is the main focus of case study method. Case study research is executed with the help of various sources of evidence for triangulation of data (Yin, 2003). In this research we have to understand the process of integrated

marketing communication, channel selection mechanism adopted by automotive lubricant companies in India. In this integrated marketing communication channel selection process, the tacit and explicit knowledge available with top level marketing managers in the Automotive Lubricant Companies in India needs to be captured to develop understanding about existing process in integrated marketing communication process. Therefore there is a need to gather an in-depth understanding of the entire process. Qualitative Research method is the best suited method here.

Case study method was chosen as it matches best with the requirements of the research. This method is used when questions bear the nature of how, and when the focus is on real life context (Yin, 2003). Case study method allows a researcher to pursue to understand the answer to how in a real life context and the outcome is based on a huge number of relevant variable (Yin, 2003) therefore this research adopted Case Study Method.

The purpose of this research is to study the integrated marketing communication selection channel mechanism adopted by Automotive Lubricant Companies in India. Case study approach has been adopted for the study as the definition of the case study method goes as “ the central tendency among all types case study is that it tries to illuminate a decision or set of decisions ; why they were taken , how they were implemented and with what results” (Yin, 2003) .

The design and methodology decisions which have been chosen for the study is summarized by enclosing the methods and techniques used in the figure 3.3 below.

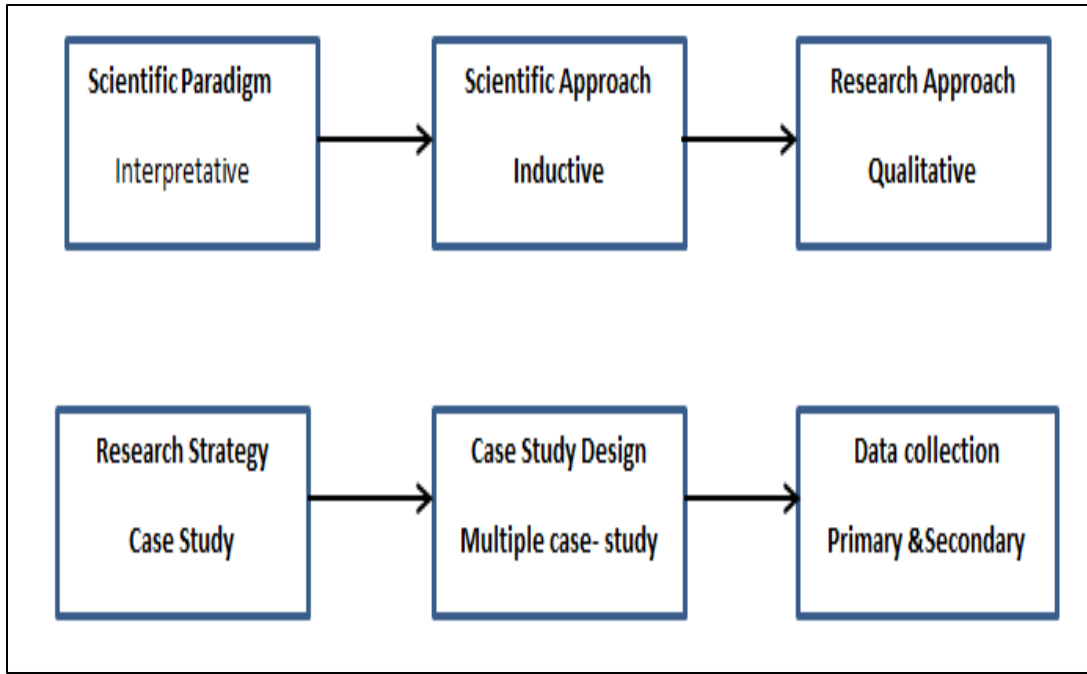


FIGURE 3.3: SUMMARY OF RESEARCH DESIGN & METHODOLOGY

3.8.6 CASE STUDY DESIGN

The case study design specifies the process of execution of case study, the selection of cases, unit of analysis, and criteria of case selection. The figure 3.4 below explains case study design used in this study.

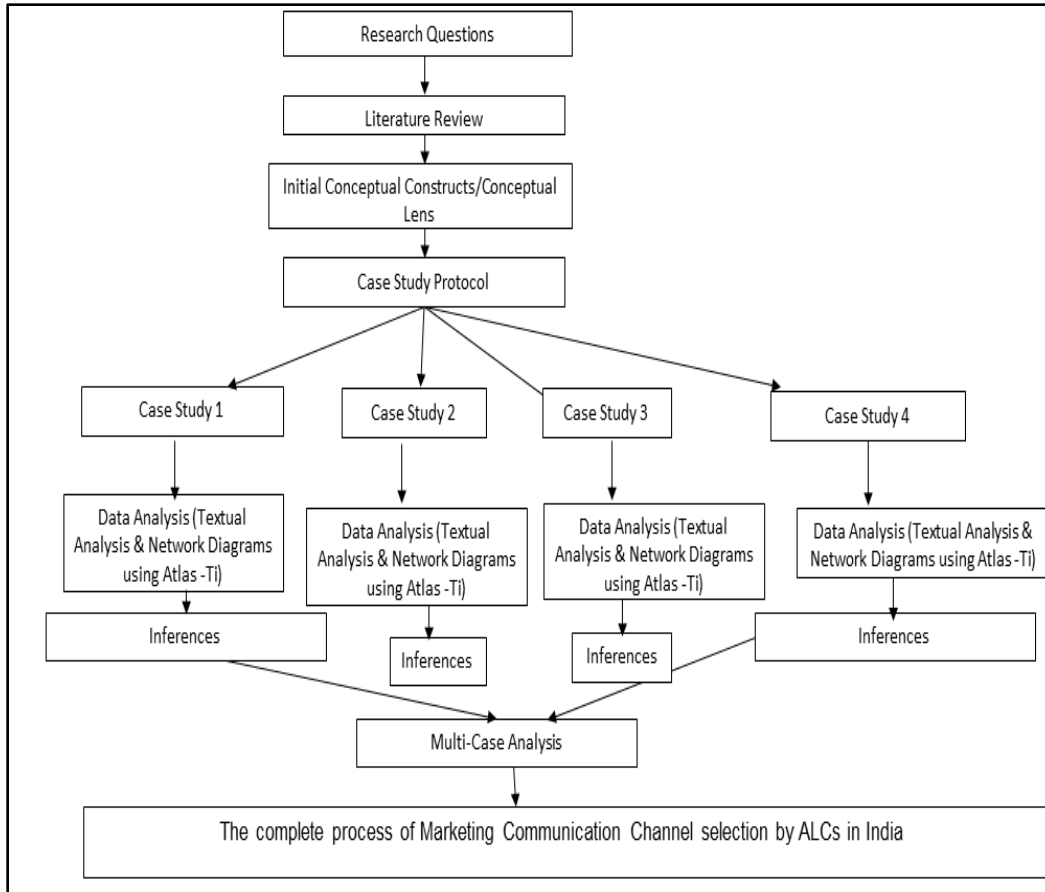


FIGURE 3.4: CASE STUDY DESIGN

As a research strategy the case study method includes all the aspects like data collection, data analysis and data presentation (Yin, 2003) therefore in this method the researcher starts the study with discussion of existing literature , data collection and analysis of the evidences through an interpretive perspective (Yin, 2003). The same strategy has been used here.

For this study there researcher has chosen two PSU's and two private sector companies which are Automotive Lubricant Companies in India holding 72 % of the overall market share of Automotive Lubricant Market in India.

(i) NUMBER AND TYPE OF CASES

One of the important aspects in case study method is the selection of case. In case the researcher aims at testing of a well formulated theory or a unique case then the method suggested is a single case study design (Yin, 2003) . None of these conditions are applicable in this research therefore the researcher has chosen multiple case designs. In this design every singular case tends to serve a purpose which is explicit in nature within an overall scope of examination (Yin, 2003) . In such design replication logic is needed and this tends to increase the external validity of research (Yin, 2003). HPCL, BPCL, PETRONAS, TOTAL are the leading Automotive Lubricant companies in public and private sector respectively. The replication logic says that the examination of series of cases should be treated as a series of experiment. Every case helps the researcher to either confirm or not confirm the conceptual lens which is framed during the study. The aim of the replication logic is to show similar results and also give reasons for contrasting results. (Yin, 2003)For this research work, multi case holistic design (Yin, 2003)has been selected. The reason to choose this design is because of the evidence of the fact that multiple faces given outcome which are mere compelling and the overall study is considered to be robust (Yin, 2003). The figure 3.5 below shows the basic type of designs of case study.

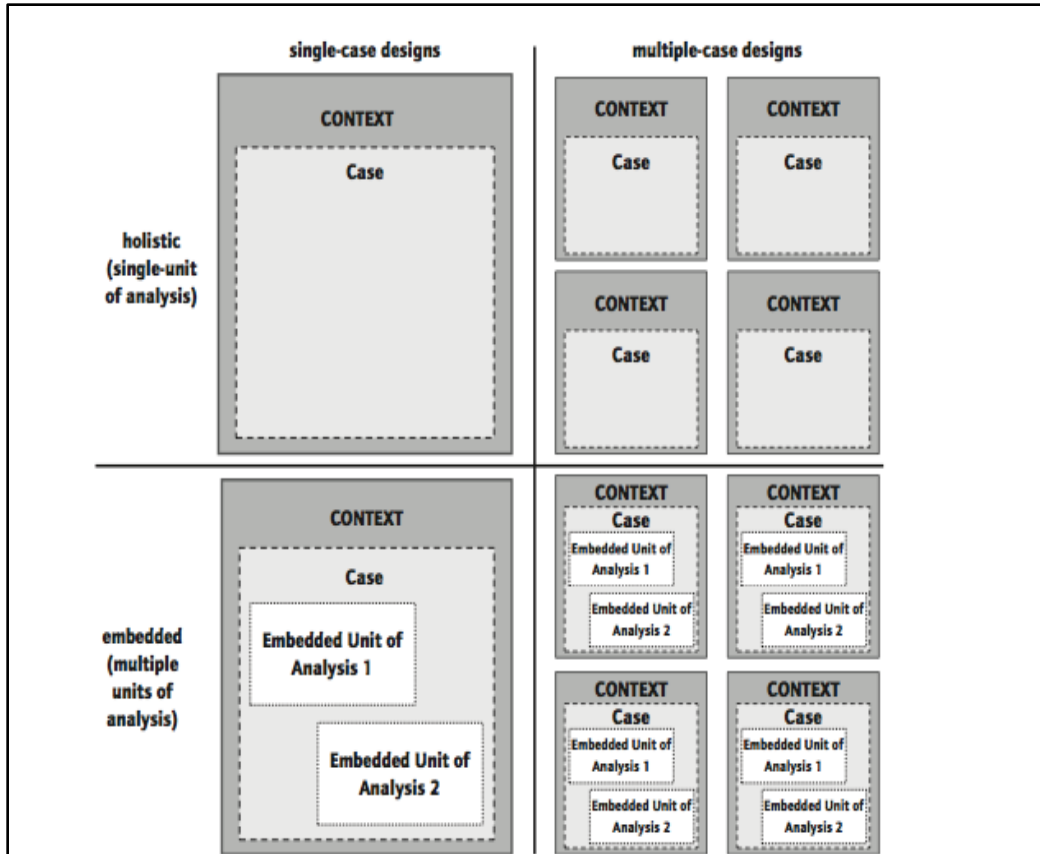


FIGURE 3.5: BASIC TYPES OF DESIGNS FOR CASE STUDIES SOURCE: YIN (2003); COSMOS CORPORATION

(II) SELECTION OF CASES

The cases were selected on the basis of theoretical and pragmatic consideration. In the automotive lubricant industry in India, HPCL hold a market share of 25%, IOCL 33%, Shell 7%, and PETRONAS 3% of the overall market share. Therefore these four cases have been chosen for the study on the Integrated Marketing Communication Channel selection mechanism adopted by Automotive Lubricant companies in India.

The topmost levels have been selected to cover the decision making in the process at various levels. A common process which is applicable has been identified for the automotive lubricant companies in India. Based on the study of these four case studies, the process of Channel Selection and final media selection has been executed for Automotive Lubricant Companies in India.

(iii) SAMPLING

Theoretical Sampling has been employed for the study. For data sample, the top most employees were at decision making level were identified across automotive lubricant companies. These people were identified through various networks. These included General Manager Marketing, Vice President Marketing & Branding, Chief Marketing Officer working in these Automotive Lubricant Companies in India. They were interviewed on the basis of their availability at their respective offices. The names and contact details of these samples were obtained from the resources and networks that were used to identify these people. Finally the interviews were conducted for all four Case Studies.

3.8.7 DATA COLLECTION METHOD

“Immersion in the details and specifics of the Data to discover important categories , dimensions & inter-relationships ; exploring genuinely open questions rather than testing theoretically derived hypothesis ” (Patton, 1990). The data so gathered in this research has been analyzed and the interpretation has been done inductively. Further Qualitative data is detailed, thick description, enquiry in depth, direct quotations capturing people’s personal perspective and experiences (Patton, 1990).

The advantages of Case study Method are:

- (A) This method specifically focus on the collection of data in a systematic manner which is further organized to execute the data analysis in such a manner that the researcher can ensure detailed and deep information with respect to each case which is being studied.
- (B) Interviewees have the freedom to voice their experiences as per their own way and in their own preferred language rather than what the researcher prefers.
- (C) The collection of evidences for data is executed by approaching various resources like interviews, Archival records, documents, questionnaire, observations and physical artifacts (Yin, 2003).
- (D) With the help of triangulation of data which is collected from multiple sources the research findings get validity by using this method.

The data collection primarily starts when the researcher visits the offices of the sample units for the case studies, and collects the data after a visit is confirmed. The empirical investigation of this research study involved collection of data from the marketing departments of Automotive Lubricants Companies in India. The data of these companies was collected through Interviews and informal discussion. The researcher compiled all the notes in detail pertaining to the field and made a note of all the interactions that took place between the researcher and the Interviewee. The Data was collected from the top level marketing personnel with the help of case study protocol. A Case study protocol is a valid document which comprises of a questionnaire which is used for the purpose of data collection as well as includes the general rules which are followed while the protocol is in use. During the stage of data collection, construct validity was determined with the help of multiple sources of the evidence and reliability has also been ensured by using case study protocol (Yin, 2003). Later in the section the data collection protocol which has been used for the interview has been discussed in detail. The case study protocol was developed with details before the researcher began the data collection and semi structured interviews with the top most marketing divisional personal of the automotive lubricant companies in India were conducted. Before the interview was started the Interviewee was given

an explanation that the case study material and the data collected through interview shall be used in two ways. The foremost aim was to understand the mechanism of Integrated Marketing communication channel selection for the research study and secondly to make effective use of data for the publication in thesis and conference papers. The interviews were conducted at top most marketing divisional level in order to collect the data in order to study the Integrated Marketing Communication Channel selection process in India.

The Interview is lasted between 60-90 minutes. While the interviews were executed they were completed recorded and a full transcription of the same has been done. Once the scripts were typed these were shown to the Interviewees which included the questions that were asked in order to follow up. The summary of the main steps of data collection for all the cases have been summarized in the table 3.7 given below.

TABLE 3.7: MAIN STEPS IN DATA COLLECTION

Steps in data collection	Case studies
Development of Case study Protocol(CSP), Review and Final CSP development	December, 2013 to April, 2014
Initial Contact and Arrangements	May 2014- June 2014
Data Collection Interviews	July 2014 to August 2014
Company visits for observations	September 2014
Review of case report for internal validity	October 2014
Total number of interviews	4

3.8.8 DATA ANALYSIS STRATEGY

The main purpose of the qualitative investigation is to ensure that the investigation has been systematic and the analysis of the data is also systematic in nature in order to present the complete interpretation and findings which are meaningful in nature. The challenges in data analysis are “Making sense of massive amount of data , reducing the volume of information , identifying significant patters and constructing a frame-work for communicating the essence what the data reveals ” (Patton, 1990). The interpretations of the researcher and description of the process is the foundation of data analysis in this research. The interpretations so presented are subjective on the basis of actor’s experiences in a context. Such kind of approach has been classified in the modified form of Grounded theory (Patton, 1990).The aim of the data analysis is to identify the mechanism of Integrated Marketing Communication Channel Selection adopted by Automotive Lubricant Companies in India. The two major steps for the data analysis in this research include Within Case Analysis and Multi Case Analysis. With the case approach has been adopted in order to bear an understanding about each case individually and providing it a thorough documentation. The Multi case Analysis on the other hand allows researcher to explore similarities across cases.

With the help of Within Case Analysis the researcher is able to organize each case individually for in-depth study and further manages the massive accumulation of data (Yin, 2003).After completing the data collection and the analysis of each and every individual case, the multi case patterns have been researched from Qualitative data. These patterns are accounted as categories, code, dimensions & theme / scheme classifications (Patton, 1990).

In order to carry out within the case similarities and between case differences, the initial conceptual constructs have been identified for conceptual lens. The conceptual lens has been presented in the figure 3.6 below:

FIGURE 3.6: CONCEPTUAL LENS

The data analysis has been executed with the Textual Analysis and Multi case Synthesis. Textual Analysis has been carried out with the help of Atlas TI software; formulation of network diagrams have been done with Quotations put at necessary places and frequency analysis.

(I) DATA ANALYSIS USING GROUNDED THEORY

The data analysis using grounded theory is an iterative process involving several iterations between interview data, existing theory and observation data (Charmaz , 2006) .The steps that were followed while conducting data analysis are given as under;

1. Open Coding
2. Axial Coding
3. Selective / Focused Coding

The three steps are more involved in exploration and creating a basic understanding about the process of integrated marketing communication channel selection adopted by Automotive Lubricant companies in India with the help of development of codes, categories and concepts of integrated marketing communication strategies channel selection mechanism. The last step helps in the identification of factors that contribute to the process of channel selection mechanism adopted by Automotive Lubricant Companies in India. The activities have been explained in detail as under;

STEP 1: OPEN CODING – Open coding method starts with the selection, categorization and combination of data feeded in order to understand the main concepts. Identification of the relevant constructs is also done with the help of open coding. Part of the text which are sentences or paragraphs (Strauss, AL; Corbin, JM, 1990) describing the process of integrated marketing communication channel selection by Automotive lubricant companies have been assigned with

relevant labels so that they can be easily retrieved and categorized has been done while using the technique of open coding (Strauss, AL; Corbin, JM, 1990).

Identification of potential themes executed by investigator with the help of pulling the data from the text considered as real example is the process of open coding. The implication of open coding says that the discovery of the codes is done from the empirical data. Fresh codes are created as absolutely new evidences that emerge from data. Investigation of any new occurrence is done with the help of open coding. The focus of research is on the outcomes of theoretical categories from empirical evidences (Strauss, AL; Corbin, JM, 1990). The figure 3.7 below shows how the open coding has been done from the statements made in the interview.

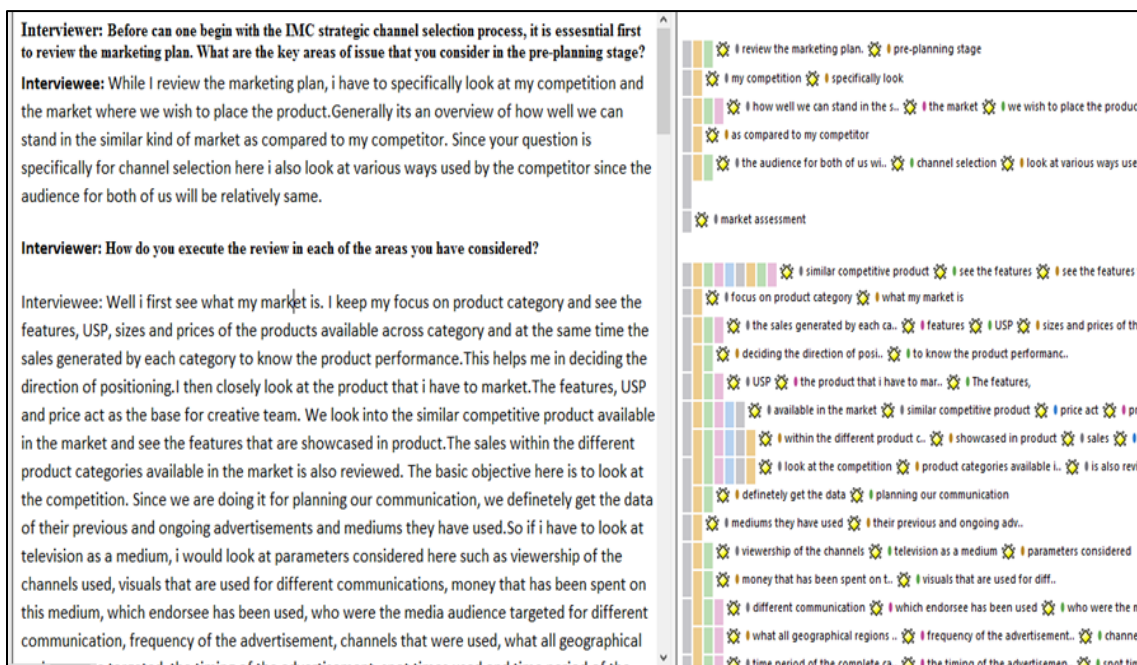


FIGURE 3.7: EXAMPLE OF CODES

The coding of the Interview scripts has been done with the help of qualitative analysis software known as Atlas Ti. With the help of Atlas Ti the data analysis process was made smoother by

executing coding, linking codes and texts segments, creating memos, searching, editing and reorganizing and for visual display of data and findings (Creswell, 2007)

STEP 2: AXIAL CODING - In the axial coding the codes carrying common attributes are combined in order to create conceptual categories from the empirical data. In this coding the researcher explores how the concept and categories are related. Axial Coding is the process of relating categories to their sub categories. The essence of axial coding lies in the identification of a central characteristic or a phenomenon where the researcher can look into the differences in properties that exist. Axial Coding is therefore a process of reassembling or disaggregating data in a way that draws attention to the relationships between and within categories.

STEP 3: SELECTIVE / FOCUSED CODING - In this coding conceptual category are created. Selective coding helps in the consolidation of attributes in order to create meaningful categories which help in reduction of the number of codes that a researcher has to work with. Selective coding also helps in creation of the main things that emerge from the empirical data (Strauss, AL; Corbin, JM, 1990). These codes are grouped into categories with the help of a bottom-up approach as shown in the figure 3.8 below.

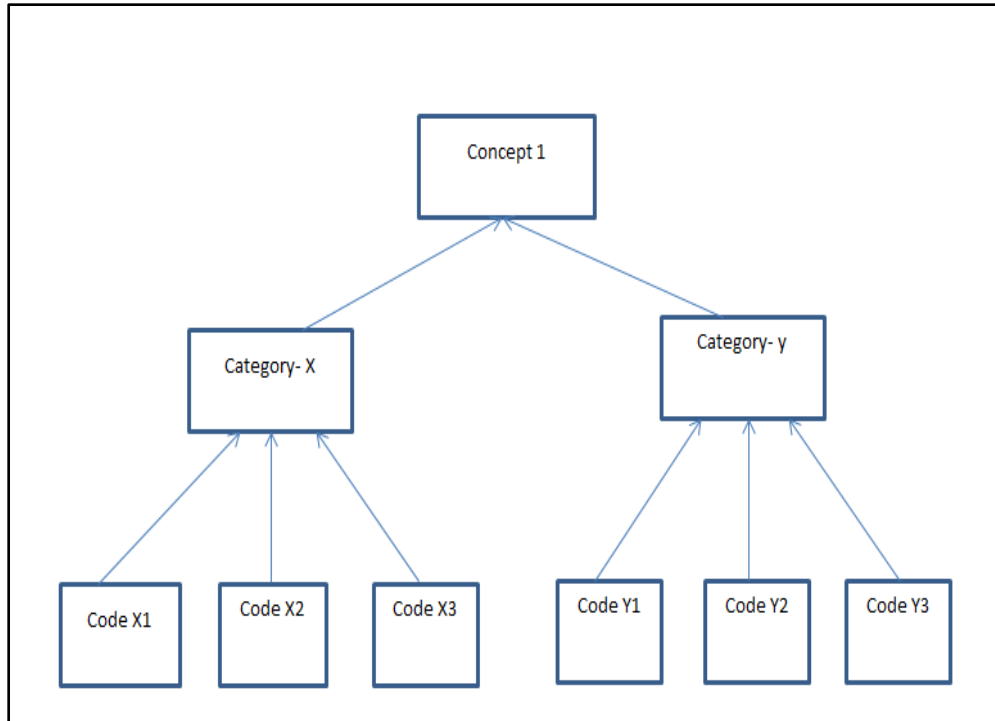


FIGURE 3.8: CODES, CATEGORIES AND CONCEPTS

The open coding illustrated various codes involved in the Integrated Marketing Communication channel selection mechanism which were discovered by using empirical data. These codes have been further consolidated into categories which are broader in nature. The categories have been further classified into various concepts and themes. These concepts further form the basic unit of analysis that are used in grounded theory since the data has been conceptualized. Initially conceptual constructs identified related to Integrated marketing communication process from literature served as basis of identifying concepts. The first coding is done to the statements that illustrate these initial conceptual constructs. These codes are then consolidated into various categories; each category represented the factors which are related to integrated marketing communication channel selection process adopted by automotive lubricant companies in India. Each category is finally linked to the categories of initial conceptual constructs. The figure 3.9 below shows the categorization and linking process in detail.

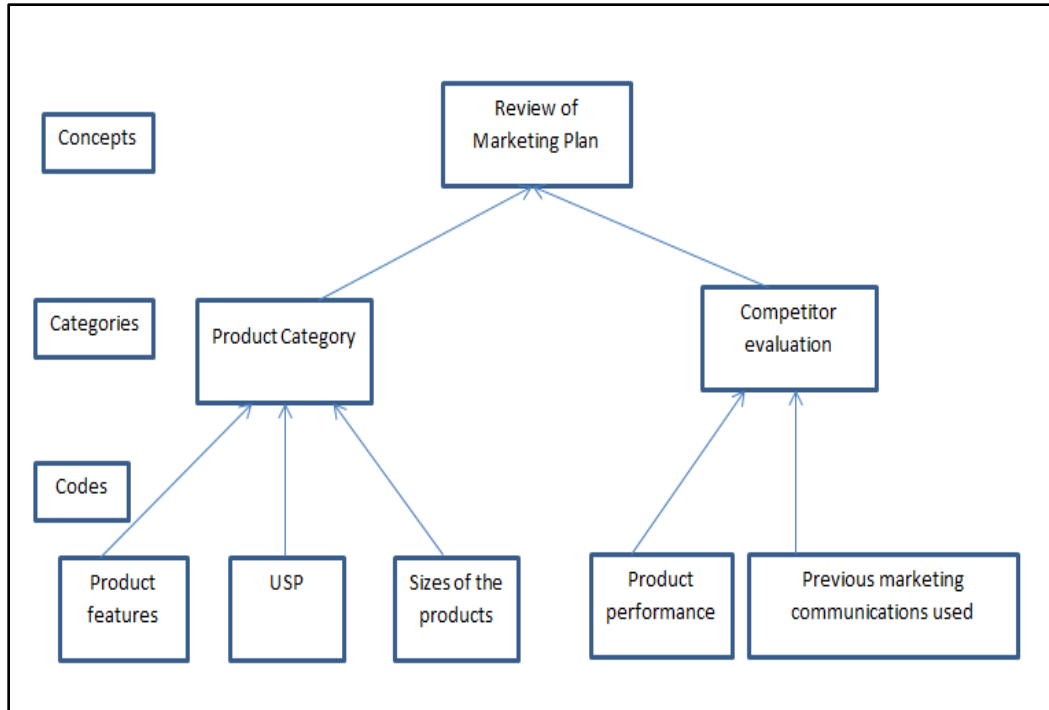


FIGURE 3.9: CATEGORISATION AND LINKING OF CODES, CATEGORIES AND CONCEPTS

With the help of open coding, axial Coding and focused coding the labeling of all the interview data into various codes, categories and concepts have been carried out. The relationships among codes and categories are compositional in nature. The relationships are generally of ‘leads to’, ‘consists of’, and ‘is associated with’. These causal relations are the basis of recognition of relationships between codes, categories and concepts.

(II) WITHIN CASE DATA ANALYSIS

On the basis of Interview data interpreted in terms of research question the within the case data analysis is carried out: How do automotive Lubricant Companies in India select the Marketing communication channel. This approach helps to identify the various factors that contribute to selection of marketing communication channel. These factors further form the basis for marketing communication channel selection by the automotive lubricant companies in India. The relationship between the identified factors of marketing communication channel selection and

specific process of integrated marketing communication channel selection by automotive lubricant companies in India has been analyzed thoroughly.

The data analysis has been executed at two levels, conceptual and detailed. The findings of the conceptual analysis are descriptive in nature. These findings give a description about the nature of process and selection of integrated marketing communication channel selection. The detailed analysis findings hold perspective nature (Tsang, 1997). Therefore it describes the relationship among the factors that contribute to integrated marketing communication channel selection process. Two Level data Analysis provides better internal validity of the research study by triangulation of perspectives on the same data set. This is known as theory triangulation (Patton, 1990).

(III)MULTI CASE ANALYSIS

In the multi case analysis, replication logic is used. This analysis is done to seek comparison and explain common, different and complimenting findings in the study of channel selection mechanism of marketing communication by automotive lubricant companies in India. The findings across cases are integrated to form common analysis background.

3.8.9 QUALITY OF EMPIRICAL RESEARCH

This study does not claim the objectivity in line with the view of reality which is socially constructed. However it gives the argument that the evolving process is the outcome of all possible explanations of reality constructed with the researcher as active instruments. The theory replicates the observation as well as the observed. This research focuses on rich description of the mechanism of integrated marketing communication channel selection followed by automotive lubricant companies in India rather than on generalized statements that survive in the society (Yin, 2003). This kind of approach hold critique since it supports only the real generation of a local empirical work which is not generalized. Other author gave an argument that the

aforesaid approach bears the use by contributing to the existing body of knowledge. For evaluating quality of any research study following tests are used; Construct validity, internal validity, External Validity & reliability (Yin, 2003). The details of each of these are discussed further.

(a) CONSTRUCT VALIDITY

Construct validity refers to ascertaining the correct measures for the concepts that are being studied (Yin, 2003). The only need here is that the selected concepts are measured correctly. When the evidences are collected from multiple sources, data triangulation is employed for addressing the potential problems of construct validity (Yin, 2003). In order to address construct validity triangulation is used as a technique that offers combination of different sources of evidence in a single study. The case study approach offers an advantage of combining of different sources (Yin, 2003). This case study includes various sources for collecting relevant data like interviews, documents, observations and artifacts. For data analysis the Interviews and field observations are transcribed and used. This approach helps in the enhancement of construct validity by providing different perspective of the phenomenon. The review of the process reports is done by the key informants (Yin, 2003). The tool level of analysis including conceptual and detailed are carried out during data analysis. This analysis enhances the improvement of the construct validity of the research by triangulation of perspective on the same data set (Theory triangulation) (Patton, 1990). The details of the triangulations are presented below in the table 3.8.

TABLE 3.8: DATA EVIDENCES FOR DATA TRIANGULATION OF PROCESS

Concepts	Categories	Evidence Types	Details of evidences
Integrated Marketing Communication Channel Selection	Review of the Marketing Plan in Terms of the Key areas of Issue	Interviews; Company's Intranet; Documents; Informal Discussion;	Audio records and field notes of interviews; company's internally filed documentation, Information available on intranet
	Selecting the Target Audience	Interviews; Company's Intranet; Documents; Informal Discussion;	Audio records and field notes of interviews; company's internally filed documentation, Information available on intranet
	Understanding The Target Audience Decision Making	Interviews; Company's Intranet; Documents; Informal Discussion;	Audio records and field notes of interviews; company's internally filed documentation, Information available on intranet
	Determining the Best Positioning	Interviews; Company's Intranet; Documents; Informal Discussion;	Audio records and field notes of interviews; company's internally filed documentation, Information available on intranet
	Developing a Communication Strategy	Interviews; Company's Intranet; Documents; Informal Discussion;	Audio records and field notes of interviews; company's internally filed documentation, Information available on intranet
	Setting a Media Strategy	Interviews; Company's Intranet; Documents; Informal Discussion;	Audio records and field notes of interviews; company's internally filed documentation, Information available on intranet

(b) INTERNAL VALIDITY

The implication of internal validity is the establishment of causal relationship between the conditions in order to ensure that one leads to other with visible differentiation from the false relationships (Yin, 2003). Two types of problems arise with internal validity. Researcher cannot make an observation directly in an event every time further resulting into making inferences. The second is the existence of additional constructive factors that are termed as spurious effects. In this research various methods have been used to ensure that the above mentioned problems are addressed with the help of internal validity. The first employed in this study is theory triangulation where the perspective has been used on the same data set (Patton, 1990) and secondly the case reports have been reviewed by the key participants.

(c)EXTERNAL VALIDITY

External validity can be defined as generalization of findings by establishment of the domain of the study. Multiple case studies strategy helps in strengthening the generalization of the research findings. With reference to replication logic in case study, a major step of designing the multiple case studies has been carried out. This approach is replicated to suing of experiments in which the researcher generalizes the theory using one experiment to another (Yin, 2003). External validity is addressed using replication logic. The case study relies on the analytical generalization (Yin, 2003).The results of the case study research are at an acceptable level even if the replication logic is applied once. There is no need to perform multiple replications (Yin, 2003).

The reliability test is based on the objective of looking at errors and biasness. The operative portions of the study including data collection procedures can be repetitive in nature to produce a similar result using reliability test (Yin, 2003).In order to ensure consistency in applying the procedures for data collection and analysis various methods have been used in this research. A case study protocol has been used for seeking guidance in the research process. Development of protocol is a major method that helps to increase the reliability of case study research. The case

study protocol helps in executing the case study research (Yin, 2003). The protocol is inclusive of interview questions as well as the process and basic rules that should be followed while executing interviews. This further ensures the consistency in the areas covered within cases.

Interviews are recorded and transcription is done in order to capture all the data which allows independent data analysis by any other researcher also. Use of Atlas Ti software enables systematic and consistent analysis of the qualitative data and lastly the field notes are made and transcribed for future reference.

3.8.10 CASE STUDY PROTOCOL DEVELOPMENT

Here we shall discuss the use of case study protocol and also describe the process of development of the case study protocol for this research. As mentioned earlier the use of case study protocol helps in enhancement of reliability of the case study research and acts as a guide for the researcher in executing data collection from a single case study (Yin, 2003).

(a)PROCESS OF DEVELOPING CASE STUDY PROTOCOL

The case study protocol is directed at collection of data from a single data point. It is more directed towards the researcher (Yin, 2003). The case study protocol includes following main sections (Yin, 2003) :-

- a) Introduction to case Study and purpose of Protocol –this highlights the research objectives, issues that are covered in case study research.
- b) Data Collection Procedures- This includes the process to be followed while conducting the research which shall include access to the case study sites and explicit sources of information.
- c) Outline of Case Study Report- this shall include format of data, use of other document and bibliographic information

- d) Case Study Questions- This includes the questions that the researcher has in his mind while collecting data.

On the basis of conceptual framework, a case study protocol was developed. The draft case study protocol was presented to the subject matter expert in the marketing division of an Automotive Lubricant Company in India. A presentation was made on the construct of channel selection mechanism. The feedback from the team members on these construct was taken and incorporated in the final case study protocol.

(b)CASE STUDY PROTOCOL FORMAT

1) INTRODUCTION TO CASE STUDY AND PURPOSE OF PROTOCOL

Marketing communication process is continuous in automotive lubricant sector where different channels are selected. Although companies follow various mediums, yet there are certain new mediums like social media which are still not used in the Indian context, therefore this case study protocol has been prepared to study on how do automotive lubricant companies in India execute their marketing communication channel selection mechanism. To conduct the case study different automotive lubricant companies in India have been chosen to execute the study.

(2)PURPOSE OF CASE STUDY PROTOCOL

A case study protocol is a document that contains the questionnaire for data collection as well as the procedures, general rules to be followed while using protocol. In this purpose of case study protocol the researcher has used case study as research strategy to understand how automotive lubricant companies in India execute their marketing communication channel selection mechanism?

c) DATA COLLECTION PROCEDURES

(1) Names of the sites to be visited, including contact persons

In this case study protocol the researcher has considered four companies. For all these case studies, data collection is done from the serving employees of these companies.

1) Data Collection Plan

The data collection from these employees was planned in the calendar year 2014. The data collection was planned by semi structured interviews with all individuals using case study protocol. The interviews were proposed to be conducted in the offices of these respective companies.

TABLE 3.9: DATA COLLECTION PLAN

Description	1-15 th July 2014	16-31 st July 2014	1-15 th August 2014	16-31 st August 2014
Data Collection for Case study 1				
Data Collection for Case study 2				
Data Collection for Case study 3				
Data Collection for Case study 4				

2) Expected preparation prior to Data Collection

- a) Intimation of interview schedule and getting permission well in time from the employee regarding interview.
- b) Preparation of Interview tool kit including interview, guide, recording format, audio recorder etc.

d) CASE INTERVIEW GUIDE

This document serves as guideline specifying the type of questions in conducting Interview for this case study. The construct will be used for validation purpose. Documentary evidences will be identified during interview and same shall be recorded.

1. Description of the Case Study Identity

- A) Company :
- B) Name
- C) Designation
- D) Location
- E) Experience
- F) Date

2. The Interview Protocol

This section of interview will cover the primary research questions of this case study which deal with the study on mechanism of channel selection executed by Automotive Lubricant Companies in India.

Question 1: Before can one begins with the IMC strategic channel selection process, it is essential first to review the marketing plan. What are the key areas of issue that you consider in the pre-planning stage?

Question 2: How do you execute review of these areas in the preplanning stage of IMC channel selection process?

Question 3: The first thing that needs to be done to implement IMC strategic channel selection process is to select the appropriate target audience. In this context what are the parameters in which you first handedly group your target audience? Kindly reflect on the depth of the selection.

Question 4: How do you group audience in terms of loyalty?

Question 5: When the manager selects a specific target audience, it is not enough simply to look at the projected market share or revenue potential. What are the other factors that you consider while selecting a target audience?

Question 6: How do you link the selected and profiled target audience categories to the marketing strategy?

Question 7: How do you attempt to understand the decision roles (Initiator, influencer, decider, purchaser and user) of the participants in the identified target audience?

Question 8: What format do you use to arrive at the decision stages and how do you use them further in defining your communication objectives?

Question 9: How do you determine the positioning in case of communication? Is there any specific criterion on which the positioning is based?

Question 10: How and when do category need becomes a communication objective while developing the IMC strategic channel selection process?

Question 11: How do you decide which brand awareness response should form the basis of communication objectives while executing the IMC strategic channel selection process?

Question 13: How do you look at the brand attitude response that also forms the basis of objectives while executing the IMC strategic channel selection process?

Question 14: While setting the media strategy what are the requisites that you consider for arriving at the selection of media?

Question 15: How do you finally select and decide the IMC elements that you choose for marketing communication considering brand attitude and awareness?

3.9 RESEARCH DESIGN AND METHODOLOGY FOR OBJECTIVE 2

The second objective aims at identifying the significant factors to be considered while selecting social media as marketing communication channel by Automotive Lubricant companies in India.

3.9.1 RESEARCH MODEL AND HYPOTHESIS

The research model employed in the analysis for this objective is quantitative model, as there is a requirement to use an objective looking at the nature and audience to be studied. For this objective data is collected by using a quantitative instrument (Questionnaire), which is further analyzed by using statistical procedure to understand the relationship among the variables to judge the impact of independent variables on dependent variables. Hence quantitative research model is used in this objective as discussed (Creswell, 2007).

3.9.2 THE PHILOSOPHICAL WORLD VIEW PROPOSED IN THE OBJECTIVE

The present objective has the characteristic of being post positivist world view (Creswell, 2007). This objective has adopted a scientific way of executing research by holding a deterministic philosophy of cause and effect (factors that influence the selection of social media), identify the factors that influence selection, reductionist in the intent to reduce ideas into a small, discreet sect such as variables that comprise hypothesis and research questions. Measurement, objective analysis, collection of data on instrument based on measures completed by participant's to develop relevant understanding of casual relationship of interest, adhering to the standards of reliability and validity, use of deductive logic are some of the hallmarks of this world view (Creswell, 2007). A replication of the same has been used in this research objective

making it aligned with the post positivist world view. The pragmatic world view emphasis the research problem and employs all the approaches that are available to build understanding of the problem (Creswell, 2007).

3.9.3 STRATEGIES OF ENQUIRY

The Quantitative research goes on with either survey research or experimental research. For this research objective , survey and quantitative methodologies were used which helped in identification of variables, using closed ended pre-determined questions for data collection and employed statistical procedures for testing a hypothesis. All these are characteristics of quantitative research methods.

3.9.4 RESEARCH METHODOLOGY

The strategy of enquiry used was Survey which employed predominantly closed ended questions, pre-determined approaches, quantitative research methodology was chosen. The present research objective involved identification of variables, validity and reliability of instrument and extensive use of statistical tool to arrive at the conclusion, the appropriate methodology that the researcher found was Quantitative approach for research design.

3.9.5 SAMPLING PROCEDURES

(A) TARGET POPULATION

The target population for the survey was any company which is in the business of Automotive Lubricants in India. This included companies that have an active presence and market share in India and use marketing communications.

(B) SAMPLING FRAME

The respondents who have an employment in the marketing division of Automotive Lubricant Companies in India were identified as part of the Sampling frame. These included Marketing Managers, Regional Marketing Managers, Senior Marketing Managers, Product Managers, Brand Managers, Marketing Communication officers.

(C) SAMPLING ELEMENT

Since the survey was to design to see the factors to be considered while selection Social Media as marketing communication channel by Automotive Lubricant Companies in India, the sampling element was defined as people those who were serving in the middle level management of marketing division of these companies.

(D) SAMPLING UNIT

The Sampling unit was defined as those employees who were reporting in the marketing division in their respective Organizations while are automotive lubricant companies in India.

(E) EXTENT

The extent of data collection exercise has been restricted to Indian geography.

(F) TIME PERIOD

The data collection exercise was targeted at mid and senior level management with five to ten years of experience in the marketing of Automotive Lubricants in India.

(G) SAMPLING TECHNIQUE

Quota Sampling was used during the data collection process.

(H) SAMPLE SIZE

To calculate the sample size needed for the research, Yamane's formula was used (Yamane, 1967). The formula is given below:

$$n = \frac{N}{1 + Ne^2}$$

Overall 680 people were identified as the target population for the survey who were senior marketing professionals in their respective organizations. Incorporating $N = 680$ & $e = 0.05$ in the above equation, the sample size was arrived at 251. Originally the questionnaire was administered to 550 respondents but some of the responses received were incomplete. So those who submitted incomplete questionnaire were removed from the list. Finally 390 respondents were found to have submitted their responses that were complete in all aspects- a response rate of 70% is achieved which is acceptable (Malhotra & Dash, 2010). Also to conduct factor analysis, it is the norm (Malhotra & Dash, 2010) to have 6 respondents to have each variable. In this survey there are 57 variables which would need 342 respondents to participate in the survey. 390 respondents are higher than the number needed to do factor analysis and therefore satisfy the condition.

3.9.6 INSTRUMENT DESIGN

The instrument that was used in the data collection exercise for this research was a questionnaire which contained 60 questions in 7 sections. The questionnaire had all the questions with pre-defined choices. The details of instrument development, scale formation, questionnaire format, data collection, validity and reliability test are given further.

(A) QUESTIONNAIRE DEVELOPMENT

Structured-undisguised questionnaire was used in the survey-as they are reliable, standardized, simple to administer, easy to tabulate and analyze where the responses permitted to the respondents were pre-determined on a 1-7 likert scale.

i) INFORMATION SOUGHT- The list of variables found from literature survey was presented to the respondents in the form of questions and they were asked to choose an option (In the 5 point likert scale) whether a particular variable will influence the selection of Social Media in the integrated Marketing Communication of Automotive Lubricant Company in India (Not at all significant to Very Significant).

ii) METHOD OF ADMINISTRATION- The questionnaire was handed over predominantly in person at the respective offices of these companies in India where people from marketing division were also functioning to ensure that we were assessing the right respondents and their response rates could be better compares to mail Interview. The respondents completed answering the questionnaire at their convenience. However questionnaire was also sent by email to respondents who specifically requested for emails.

(B)SCALE FORMATION

In this research the variables that were identified from the literature survey are converted into questions which were administered to the senior marketing professionals of automotive lubricant companies in India. The respondents were then asked to give their opinion on whether a variable is significant in influencing the selection of Social Media or not. Since this is a one dimensional activity, one of the unique dimensional scaling methods needs to be chosen to develop the scales for the questionnaire. There are 3 such methods;

1. Thurstone or Equal – appearing Interval Scaling
2. Likert or “Summative” Scaling
3. Guttman or “Cumulative Scaling”

Likert Scale is predominantly used scaling technique as it is easier to construct and administered. Likert is an interval scale where the distance between attributes are constant and can be interpreted, subsequently exploited using Quantitative techniques like factor analysis and

regression. The items that need to be rated as part of the thesis were generated using Literature survey (57 variables). The scales developed were:

1= Not at All Significant

2= Not so Significant

3= nether Significant nor Insignificant

4= Quite Significant

5= Very Significant

The responses from the respondents were captured and fed into SPSS software for further analysis.

3.9.7 PILOT TESTING

The questionnaire was pre tested with 50 respondents. The responses were added in a dummy table to make sure that the questions were understood correctly and the answers were in line with the questions asked. A couple of ambiguous questions were reworded, ordering of the questions were changed as per the feedback received before the questionnaire were administered again.

(i) INSTRUMENT RELIABILITY

Reliability is concerned with the consistency of the measurement, which means whether the questions in the survey get same type of response when the conditions remain the same. Reliability has its association with internal consistency also which means whether the same characteristic is measured by different persons. There are four ways to estimate the reliability of the instrument (Questionnaire). They are inter rater or inter observer reliability, test –retest reliability, parallel forms reliability and internal consistency reliability. Each of these estimates

evaluates the reliability of the questionnaire differently. Among these internal consistency is the most frequently used method to validate the reliability of the instrument.

The reliability of the instrument is estimated when similar results are obtained by the items that measure similar constructs. Hence a group of people are administered a single measurement instrument, with different items, to check whether the results are consistent as they measure the same construct. There are several internal consistency measures that are used. One of the most frequently used estimates of internal consistency is Cronbach Alpha.

In this thesis Cronbach Alpha is used to estimate the reliability of the survey instrument. As the survey instrument used in the research work adopts a five point likert point scale, it is Cronbach Alpha coefficient which is calculated to check the internal consistency and reliability of the instrument. Cronbach Alpha measures the inter relatedness of the items within the test. In other words Cronbach Alpha measures how closely a set of variables are related as a group and the extent to which all the items in a test measures the same concept or construct. Cronbach's Alpha reliability coefficient normally ranges between 0 to 1. The closer cronbach Alpha coefficient is to 1 the greater the internal consistency of the items is in the scale.

The Cronbach alpha scores conclusively prove the reliability of the instrument used for the research purpose of this thesis.

3.9.8 QUESTIONNAIRE FORMAT

The questionnaire has a total of 60 questions divided into 7 sections(Annexure ii). All the sections have questions on the identified 57 variables that the respondents answer on a 5 point likert scale which get fed on the SPSS software for data analysis.

3.9.9 QUESTIONNAIRE ADMINISTRATION FOR DATA COLLECTION

The questionnaire was administered to 390 marketing professionals who are at mid and top level leadership in their organizations which includes Automotive Lubricant Companies in India. The Validity and reliability of the questionnaire was pre tested using Cronbach Alpha test and was found to be in compliance with the qualification criteria of $\alpha > 0.7$. The sources of data were primary.

3.10 CONCLUDING REMARKS

In this chapter, research design and methodology have been discussed extensively. Case study format, interview protocol and method of interviews have been discussed in detail. Further, for second objective details of sampling, questionnaire and questionnaire administration have been discussed.

CHAPTER 4

THE IMC PROCESS OF ALCs IN INDIA

4.1 OVERVIEW

This chapter presents the detailed process of integrated marketing communication constructed at the automotive lubricant companies in India. Data collection details related to the process has been discussed later. The detailed data analysis findings are reported in the subsequent sections on integrated marketing communication channel mechanism in Automotive Lubricant Companies in India.

4.2 INTRODUCTION

The marketing communications of Automotive Lubricant companies are undergoing changes since most of the companies who are in this business are of belief that lubricant selling makes them achieve good margins. Automotive Lubricant today is every man's need in India as every household has either a two wheeler or a four wheeler. The automotive lubricant companies therefore require continuous marketing communications to keep the customers informed and also tell about the prevailing discount. A big challenge today is the shift of consumers from traditional medium to digital mediums. Meeting this shift will need the new mediums to be used in place of or in integration with traditional mediums. The companies have also recognized the need to augment the integrated marketing communication strategy by involving the new mediums. In this study the existing process has been studied in detail and all the constructs have been looked into very carefully.

4.3 THE INTEGRATED MARKETING COMMUNICATION PROCESS AS ADOPTED CURRENTLY BY AUTOMOTIVE LUBRICANT COMPANIES IN INDIA

The process that has been described below has been taken out from the data collected from all the four companies that were considered while doing sampling for the case study method for this research. The process adopted currently by these companies is similar. The detailed stage wise discussion has been represented below:

STAGE 1: REVIEW OF THE MARKETING PLAN

In India the Automotive Lubricant Companies start the formulation of marketing communication strategies by reviewing the marketing plan which has been preplanned. Within the review of marketing plan the objective of the designated person is to have a close look of key areas of marketing background. This objective has been coined as objective 1 of stage one of the process and the executions included in this stage has been named as step 1, step 2 and step 3 of this respective objective to be achieved. This has been represented in the figure 4.1 given below.

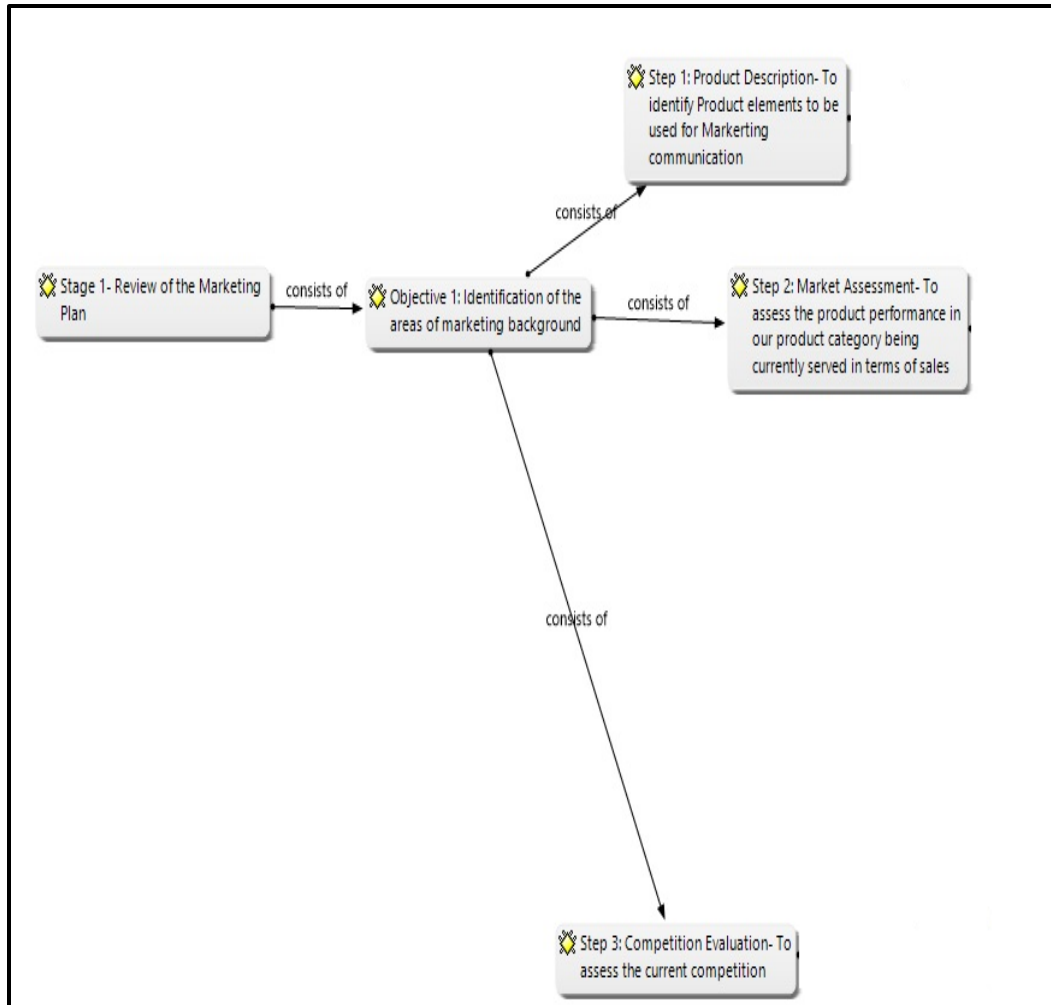


FIGURE 4.1: STEPS IN STAGE 1

These steps include description of the products that have to be advertised by the company, assessment of the market to be served and evaluation of the competition as shown in the figure 4.1 above. The Step 1 of stage 1 is the description of the products to be advertised by the company which includes close scrutiny of the product biography which is done by preparing a product grid; The Company assigns product managers for the execution of this step who prepare the product biography. This product biography includes USP of the product, packet size offered

of the product, features, price of the product and finally the entire description is handed over to the creative team which utilizes this information as a background of message.

In the step 2 of objective 1 of stage 1, the marketer assesses the market that has to be served. This is done by using internal products and sales report. The execution is done by market research manager. The manager here prepares the product category comparison sheet. This sheet includes the information about products offered within the same category and sales of different products within the sales category. The comparison is made on the basis of product features, prices of different products, USP of different products, sizes available of different products and the sales comparison of different products within the same product category. The entire information helps in understanding product performance which further leads to decision on positioning.

The third step is the evaluation of competition. This starts with looking at the product biographies of products offered by the competitors within the same category with the help of market research report, understanding the competitor performance when it uses marketing communication. This includes the previous marketing communication used by competitor using agency or market research report. Within the product categories the companies look into the products offered by the competitor, revenue contribution by different products and differences in the prices. In the marketing communications various mediums are studied. Each and every media vehicle is studied closely with every single detail. In this case also each and every media vehicle used by the company is closely looked into.

The first medium included hoardings, banners & posters within which number of banners, posters and hoardings used, sites of placement of banners, posters and hoardings, sizes of banners, posters & hoardings, money spent, media audience, geographies Targeted, use of number of lit and non-lit hoarding were accounted for.

The next medium studied was Shutter paints and wall paints under which the creative used, paint size of the, wall, contract amount per region, contractors employed, quality of paint used, colors used, workshops included, money spent, media audience, geographies targeted, sizes of the shutters painted, number of shutters painted, time period of the campaign and sites of wall paints were looked into.

In the television advertisements, money spent, media audience, frequency of the advertisement, channels targeted, geographies targeted, time period of the campaign, the visuals used, endorsee used advertisement length in seconds; time slots used and viewership were seen.

In the radio the channels targeted, frequency of the advertisement , time period of the campaign, time slots used, geographies targeted and message dictated were seen. In the newspaper advertisement the quality of the paper, choice of page, colors preferred, subscriptions, news agency employed, space used in centimeters, readership, frequency of the advertisement, money spent, media audience, geographies targeted and creative used were studied. In the sponsorships and events, media audience, geography targeted, money spent, details of the event sponsored, time period of the campaign and tools employed at the event were seen. The entire exercise leads to the analysis of the product performance and impact on revenue after using marketing communication given to accounts executive.

The pictorial representation of entire stage 1 is given below in figure 4.2

FIGURE 4.2 PICTORIAL REPRESENTATION OF STAGE 1

STAGE 2: SELECTING THE TARGET AUDIENCE

In the next stage the ALC selects the target audience. This stage involves marketing manager who begins the execution of this stage by having one objective that is description of the target audience. The selection is done on the basis of certain classifications. These classifications are general classification, domain classification, brand classification and thereafter profiling of target audiences done.

Step one includes general classification that determines the general characteristics of the target audience. In the General Classification the manager prepares general audience demographic table which involves use of market research report that studies various aspect like number of service centres, number of petrol pumps, usage of vehicle, number of dealers, number of vehicles owned, number of mechanics, different vehicle companies, occupation of the owners of the vehicle, number of individual users, general income of these individual users, number of commercial houses, geographical distribution and age segregation of the users. This set of information is generated from market research reports, reports from service centers, information available from RTO, financial institutions and company's sales reports. The entire information is used to prepare a grid that shows the classification available for profiling.

In the step 2 domain classification is done where the objective of the marketing manager is to determine use of attitude of target audience in a particular product category. The domain grid is prepared based on products served. This includes internal reports of variants and consider category used behavior also which reflects the usage of diesel engine oil, passenger car motor oil and motorcycle oil and the overall grid which is the outcome of this step shows overall usage in a particular category for brand classification.

The third step is the brand classification where the job of the marketer is to classify target audience on the basis of brand purchase intentions. In the brand classification a common grid is prepared using domain classification and brand usage reports that includes Diesel engine oil,

passenger car motor oil and motorcycle oil within which the various brands in the category are placed on the grid and thereafter this information is utilized for classification of profiling the target audience.

The second objective in the same stage is to profile the target audience with the help of description achieved in objective one. This objective includes one step which is profiling of target audience. This step is executed by marketing manager. The profiling of the target audience includes preparation of target audience analysis report where the profiling is done on the basis of trade target audience, consumer target audience and industrial target audience and this information is passed to accounts executive.

The entire stage 2 has been summed up in the figure 4.3 given below.

FIGURE 4.3: PICTORIAL REPRESENTATION OF STAGE 2

STAGE 3: DECISION ON POSITIONING ELEMENTS TO BE USED

In the next step the automotive lubricant companies decide the positioning elements that they want to use. This step has single objective which is to decide the positioning elements. The single step targets on deciding and determining the positioning elements that will help in creating the base for communication strategy. To decide the positioning elements the company uses the output from marketing plan for positioning where product benefit orientation and user orientation are accounted for. In the product benefit orientation the company chooses the selection of benefit whether it is emotion, character or an attribute whereas in user orientation reference to brand attitude is made with the help of market research report. The output leads to creation of base of communication. This stage has been represented in the figure 4.4 given below.

FIGURE 4.4: PICTORIAL REPRESENTATION OF STAGE 3

STAGE 4: DECISION ON FINAL COMMUNICATION OBJECTIVE

In the next stage is decision on final communication objective where the communication objective has to be framed by determining and choosing elements for setting the communication objectives. This is done by using the output of the previous step, category need, brand awareness and brand attitude. In the category need the requirement is based only if the company is launching new product. In the brand awareness the company decides whether it wants recall or recognition. In the brand attitude the company focuses on the involvement of the consumer in the product and decides the action on the basis of the involvement. The two types of involvement referred here are low involvement and high involvement and the actions targeted are transformational or informational. These elements together lead to the development of statement for communication which helps in the final selection of media element. This stage has been represented in figure 4.5 below.

FIGURE4.5: PICTORIAL REPRESENTATION OF STAGE 4

STAGE 5: FINAL MEDIA SELECTION

The last stage is the final decision on selecting marketing communication vehicle where the company aims at providing final allocation of media vehicles to accounts executive. This stage involves single step which is choosing the required elements needed for communicating the objective and comparing mediums across the requisites. The primary elements are considered using internal approvals and discussions. These include communication objectives decided, volume and sales target and the budget that has got sanctioned. After this decision on necessary media selection component is made. These include opportunities to see and reach. Here the necessary elements which are important for achieving communication objectives are taken into account. These elements include frequency needed, time available to process the message and visual content. In the frequency there are two types of bifurcations which are done-one is high and the other is low. When the company aims at high frequency the mediums targeted are television ads, radio, newspaper, hoardings, banners and posters. When the company targets low frequency the mediums are sponsorships and events, wall paints and shutter paints and magazines. The next requisite is the time available to process the message. There are basically two time slots that are considered which are long and short. In the long one, the company chooses wall paints and shutter paints, newspaper, magazines, sponsorships and events, hoardings, banners & posters. In the short time slots the company chooses radio or television ads. The third requisite is the visual content where the company decides whether there is a need for a visual content or not. In case if the visual content is needed the company selects from television, sponsorships and events, magazines, newspaper, wall paints & shutter paints, hoardings, banners and posters. On the other hand if the company does not require visual content to communicate the message then radio acts as the best medium.

After considering these elements, the media selection option is looked into for achievement of communication objectives. Here brand recall, brand recognition, brand attitude and brand awareness strategies are considered. If the objective is brand recall then the selection is made

from radio, wall paints, shutter paints, television ads, sponsorships and events, hoardings, banners & posters. If the communication objective is brand recognition the company selects television ads, hoardings, banners and posters, magazines, wall paints & shutter paints. If the objective seeks high involvement of the consumer and the message is informational then the company chooses from newspaper, magazines, sponsorships & events. If the company aims at high involvement and action based results from consumers which are known as transactional the company chooses from television ads, magazines, hoardings, banners & posters. If the involvement of the consumers is low and the message is informational in that case the selection is made from television, radio, newspaper, magazines, wall paints, shutter paints, sponsorship and events. If the involvement of the consumers is low but the company aims at transactional nature of the message then the selection is made from television ads or newspaper.

After this complete selection and consideration of elements and looking into brand recall, brand recognition, brand attitude strategy and brand awareness strategy the memo that is created here is handed over to the accounts executive of the creative company. This memo has minutest of the detail which goes into the selection of any medium chosen for communication.

The entire stage has been summed up in the figure 4.6 below.

FIGURE 4.6 PICTORIAL REPRESENTATION OF STAGE 5

4.4 CONCLUDING REMARKS

All the stages of integrated marketing communication have been seen carefully as executed currently by automotive lubricant companies in India. The specific steps in each of the stages in also seen in detail. Various constructs have been highlighted which play a key role for decision maker in each of the steps. The entire process has been explained with view to the current scenario.

CHAPTER 5

DATA ANALYSIS AND INTERPRETAION

5.1 OVERVIEW

This chapter presents the multi case analysis of integrated marketing communication channel selection mechanism of automotive lubricant companies in India. The crux of process has been put together since all these companies are using and executing the same process. Various constructs contributing to channel selection in integrated marketing communication strategy of automotive lubricant companies in India have been developed.

Further, verifying the validity of the questionnaire with the help of Cronbach Alpha and factor analysis using SPSS tool has been discussed.

As has been discussed previously the researcher has identified 57 variables with the help of literature survey and then designed a questionnaire using these variables. The objective of the questionnaire was to find out the factors that influence the selection of social media as a marketing communication channel by automotive lubricant companies in India.

5.2 MULTI CASE ANALYSIS OF THE INTEGRATED MARKETING COMMUNICATION CHANNEL SELECTION MECHANISM OF AUTOMOTIVE LUBRICANT COMPANIES IN INDIA

The actual strategic planning process is much more specific than what was discussed in the previous chapter. While the previous analysis gave a way of relating planning overall with the communication response, the detailed process has been discussed below. The pre planning of strategic integrated marketing communication starts from some of the things that managers look into in the marketing plan. For this research this particular step has been discussed as stage one.

5.2.1 STAGE 1: REVIEW OF THE MARKETING PLAN

The marketing managers are of the belief that there has to be consistency between marketing communication and overall marketing plan. The first steps for an Automotive Lubricant Company is reviewing the marketing plan and look into some of the specific key areas which briefly outline what they know about the market and also arrive at the specific marketing objectives. Therefore this review starts with identification of the areas of the marketing background. This identification is done by creating three broad objectives. The first objective is the identification of product elements to be used or marketing communication. This objective is executed with the help of product description where the designated person prepares the product grid by taking into account the product biography which further leads to become the background of the message for creative team to be passed to accounts executive of the agency.

The second objective for the decision maker is the assessment of the product performance in their own company's product category which has been currently looked into in terms of sales. Here step two of the process is market assessment. In the market assessment the preparation of product category comparison sheet is done. This sheet consists of product category review and sales review. The product category review is done taking into account the promotional potential. On the other hand sales review is done considering revenue. Both the reviews lead to decision on positioning in terms of product and price. It is important here that the reviews so considered should be up to date. The marketer here wants to look at this information in order to understand the factors that might influence the potential success of the product or the brand.

In the same stage the third objective is the assessment of current competition. It is essential for a company and its managers to have an accurate understanding of who the competition in the minds of consumers. This involves step 3 which is competition evaluation. Here the manager tries to understand the competitor performance when they employed marketing communication vehicles. This is done by conducting analysis of competitor's product biographies and review of communication vehicles used by competitor. The analysis of competitor product biographies is done by looking at product features, price and revenue generated. The review of communication

vehicles used by competitor is executed by taking into account media customer interaction, virality, customer reach, visibility, cost reduction potential, positioning, and duration & platform dynamism. The entire step leads to analysis of product performance and impact on revenue given on media review sheet which is further passed to account executive. The marketer here achieves the answer to the questions like what are the media tactics and vehicles employed by the competition.

The entire stage 1 has been represented in the figure 5.1 given below.

FIGURE 5.1: STAGE ONE: REVIEW OF THE MARKETING PLAN

5.2.2 STAGE 2-SELECTION OF THE TARGET AUDIENCE

The company initially decides the target market to be served while creating its overall marketing strategies. The marketing plan establishes marketing goals and defines the target market. In stage 2 the selection of target audience starts with description of target audience to understand the potential customers and profiling of the target audience with the help of this description. On the first hand the description of target audience to understand the potential customer is executed through determination of general characteristics of the target audience, determination of use and attitude of target audience in a particular domain and classification of audience on the basis of brand purchase intention.

The marketer starts with the determination of general characteristics of the target audience. This is done by executing a general classification that leads to the preparation of general audience demographic table taking into account the consumer demographics that leads to the grid which shows classification available for profiling. In the next step the determination of use and attitude of target audience in a particular domain is executed through domain classification. This is done by preparation of a domain grid based on products which are currently served by considering category used behavior. The outcome of this step is the grid that shows overall usage in a particular category available for brand classification. The next step is the classification of target audience based on brand purchase intention which is executed through brand specific classification. This classification leads to preparation of a common grid taking into account different product variants and various brands within the category which is further associated with promotional potential. The outcome of this step is the classification which is available for profiling that is used in the next step.

In the stage 2, the second objective for the company is to profile the target audience with the help of description achieved in the previous step. The profiling starts with compilation of grids of target audience that are to be given to the agency. This compilation is executed by profiling the

target audience where the dedicated team prepares the target audience analysis report that leads to the preparation of final profiled memo. This memo is passed as a piece of information to the accounts executive.

The stage has been briefly summed up in the figure 5.2.

FIGURE 5.2: STAGE TWO-SELECTION OF THE TARGET AUDIENCE

5.2.3 STAGE 3- DECISION ON POSITIONING ELEMENTS TO BE USED

The decision makers by now have understood who the target audiences are and now they shall address the issue of how best they can position the brand within its advertising and marketing communications. Effective positioning helps the company to address Brand awareness and Brand attitude. This stage starts with deciding the positioning elements that are needed for creating base for communication strategy. The team here identifies the elements that are to be used towards positioning. The determination of positioning elements is done by considering products benefit orientation and user orientation. The product benefit orientation addresses the underlying motivation for a person to purchase the product on the basis of social approval. When the marketer considers product benefit orientation, the product is the attraction of the positioning and the positioning elements are defined by specific benefits related to the product.

In the user orientation the positioning is defined by specifically addressing the user. Here the user is the focus and the characteristics of the users go in the message. In the product benefit orientation selection of benefit is done on the basis of the reach of consumer in terms of attributes, characteristic and emotion. While in the user orientation the elements are chosen on the basis of promotional potential. Once the elements to be used for positioning are decided the analysis of the memo created for positioning is done that leads to using of the memo as the base of communication. The pictorial representation of this stage has been given below in figure 5.3.

FIGURE 5.3: STAGE THREE- DECISION ON POSITIONING ELEMENTS TO BE USED

5.2.4 STAGE 4- DECISION ON FINAL COMMUNICATION OBJECTIVE

Once the positioning strategy is developed, brand attitude and brand awareness are also addressed. Now the manager establishes communication objectives and specific brand awareness and brand attitude strategies which are done on the basis of what the marketer knows about the target audience. The decision on final communication objective is achieved by framing the communication objectives. This is done by determining the communication elements which lead to choosing elements from the need derive out of product category and objective of brand awareness on the basis of promotional potential. The outcome of the stage is the statement which is developed for communication which is passed to the accounts executive of the advertising agency. The diagrammatical representation of this stage has been given in figure 5.4.

FIGURE 5.4: STAGE FOUR- DECISION ON FINAL COMMUNICATION OBJECTIVE

5.2.5 STAGE 5- FINAL DECISION ON SELECTING MARKETING COMMUNICATION VEHICLES

This is last stage; final decision is made towards selecting the marketing communication vehicles. Here, the designated team provides final allocation of mediums to the accounts executive. The objective of this team is to choose the communication elements for mediums to be considered. The team here chooses the required elements needed for communicating the objectives and comparing mediums across the requisites. To achieve this step the team prepares a grid of primary elements to be considered using internal approvals and discussions. This preparation includes elements like cost reduction potential, media platform, commercial inter activity and communication objectives decided. After this the decision on necessary media selection components is done taking into account virality, promotional potential, customer reach and duration. The entire exercise leads to creation of a memo having decision towards selection criteria of marketing communication vehicles and this memo is handed over to the accounts executive as shown in figure 5.5.

FIGURE 5.5 STAGE FIVE- FINAL DECISION ON SELECTING MARKETING COMMUNICATION

VEHICLES

5.3 DATA ANALYSIS OF RESEARCH OBJECTIVE 2

The start of any analysis begins with the reliability of the instrument and concluding with the factor analysis.

5.4 INSTRUMENT RELIABILITY

The reliability of the questionnaire scale was checked by employing cronbach alpha. It is important to calculate cronbach Alpha coefficient when using likert type scale in order to check the internal consistency and reliability of the instrument. Cronbach alpha is nothing but a measure of internal consistency which means the researcher here looks at how closely a set of variables are related as a group. The internal consistency can be defined as the extent to which all the items in a test measure the same concept or construct and therefore it is connected to the interrelatedness of the items within the test. The alpha with a higher value indicates that the variables measures an underline construct. Cronbach Alpha coefficient ranges between 0 & 1. The closer cronbach alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. Cronbach alpha can be written as a function of the number of test items and the average inter correlation among the items. The formula for the standardized Cronbach alpha is

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Where N= the number of items

c-bar = the average inter items covariant among the items

v- bar = the average variance.

The observation from this formula is that if the number of items increases Cronbach alpha increases. If the average inter items correlation is low, alpha will be low. Cronbach alpha

increases when the averages inter items correlation increases. (George, D; Mallery, P., 2003)
provides the following rules of thumb:

$\alpha > 0.9$ - excellent

$\alpha > 0.8$ - good

$\alpha > 0.7$ - acceptable

$\alpha > 0.6$ - questionable

$\alpha > 0.5$ - poor

$\alpha > 0.4$ - unacceptable

Case Processing Summary

		N	%
	Valid	390	100.0
Cases	Excluded ^a	0	.0
	Total	390	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.961	57

5.5 KMO AND BARLETT'S TEST

The KMO stands for the names of statisticians Kaiser –Meyer- Olkin and is a measure of sampling adequacy. It assesses the adequacy of the correlation among the variables to be eligible for factor analysis. KMO measure of sampling adequacy of 0.50 or more is recommended. In this KMO exercise KMO output of 0.936, as shown in the table is adequate to proceed with factor analysis.

The Bartlett Test of Sphericity is a statistical measure which is used in testing the statistical significance of the inter correlation among the variables submitted for factor analysis. It verifies the null hypothesis that the variables are independent of each other. If the null hypothesis is accepted it would mean that the variables are independent and therefore there is no likelihood of any factor emerging. This null hypothesis of independence of variables should be rejected to conform to the factor analysis assumption that there exists significant correlation among the variables. The Bartlett test of Sphericity is significant which rejects the null hypothesis that the variables are independent. This means that the variables are correlated which happens to be a necessary condition to proceed with factor analysis. Both KMO and Bartlett score, as shown in the table below gives the confidence to proceed with the factor analysis.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.936
Approx. Chi-Square	9859.435
Bartlett's Test of Sphericity	df
	1326
	Sig.
	.000

TABLE 5.1: KMO AND BARLETT'S TEST

Interpreting KMO Store	
$\alpha \geq 0.9$	Excellent (High-Stakes testing)
$0.7 \leq \alpha < 0.9$	Good (Low-Stakes testing)
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

TABLE 5.2: INTERPRETTING THE KMO SCORE

The KMO score is .936 is deemed as excellent and confirms the sampling adequacy of the research.

5.6 EXPLORATORY FACTOR ANALYSIS (EFA) RESULT

EFA is statistical technique that deals with multiple variables. EFA focuses on identifying a structure or factor that explains the inter-relationship amongst a set of observed variables. It is thus a data reduction technique that where a number of observed variables are “reduced” or “grouped” into a smaller number of factor. EFA transforms the correlations in the set of observed variables into a smaller number of underlying factors that still retains the essential information about the linear interrelationships among the original variables. There are three decision points in factor analysis that would need to be considered. The decision points are listed below and discussed in the subsequent sections.

- Extraction - Component vs. Factor Extraction,
- Number of Factors to Retain

- Rotation: Orthogonal vs. Oblique

5.6.1 EXTRACTION

There are a number of different approaches to Extraction and (Costello, Anna B; Osborne, Jason;, 2005), highlight the challenge faced by the researchers in narrowing down to the appropriate method. They point out the lack of literature on the merits and demerits of the various options and a more basic disagreement on the very nomenclature of the extraction methods. Principal Component Analysis and Common Factor Analysis are by far the two most popular choices amongst the researchers (Costello, Anna B; Osborne, Jason;, 2005)

Principal Component Analysis considers all of the available variables and seeks a linear combination of variables such that maximum variance is extracted and this process is repeated till the factors are extracted. It results in an orthogonal array of uncorrelated factors (Lowry & Gaskin, 2014).

Common Factor Analysis or Principal Axis Factoring considers only the common variance. It seeks to identify the least number of factors that can account for the common variance or correlation of a set of variables.

There are multiple schools of thought that favor one extraction method over the other with some statistical theorists arguing that component analysis is not a true method of factor analysis, while the researchers arguing for component analysis and suggest that there is no difference between the two (Costello, Anna B; Osborne, Jason;, 2005). This research uses the Principal Component Analysis for Extraction.

5.6.2 NUMBER OF FACTORS TO RETAIN

The next decision point after extraction is to decide on the number of factors to retain. Costello & Osborne suggest that the “cleanest” factor structure would imply that all item loadings above 0.30, there no or very few item cross-loading and no factors with fewer than three items (Costello, Anna B; Osborne, Jason;, 2005). There are a variety of approaches to arrive at the number of factor that has the best fit to the data

- Retain all factors with Eigenvalue of 1 or more.
- Examining the scree plot of Eigenvalues for the break point in data where the curve flattens out. The number of data points above the “break” is the number of factors to retain.

This research uses the first approach of retaining all factors with Eigenvalues of 1 or more to arrive at the number of factors for retention.

5.6.3 ROTATION

Rotation facilitates interpretation by differentiating the data (Lowry & Gaskin, 2014), Exploratory Factor Analysis, 2012). Orthogonal and Oblique are the two alternative approaches to rotation. An orthogonal rotation produces factors that are uncorrelated while oblique rotation methods allow the factors to correlate.

5.7 COMMUNALITIES TABLE

The communalities table provides the initial and extraction value of communalities. The initial communalities of 1.0 for each variable suggest that all the variables are fully involved in the factor analysis solution. The extraction communalities, usually less than initial communalities, indicate the proportion of variation in the variable that is accounted for by the factor whose

eigenvalues are greater than 1.0. These values are the proportions of the variance in the variables accounted for by the first factor.

Here it is observed that all selected variables are largely contributing to the factor solution model.

TABLE 5.3: COMMUNALITIES TABLE		
	Initial	Extraction
SM1	1.000	.389
SM2	1.000	.619
SM3	1.000	.658
SM4	1.000	.548
SM5	1.000	.570
SM6	1.000	.556
SM7	1.000	.569
SM8	1.000	.619
SM9	1.000	.577
SM10	1.000	.610
SM11	1.000	.595
SM12	1.000	.623
SM13	1.000	.604
SM14	1.000	.588
SM15	1.000	.590
SM17	1.000	.547
SM18	1.000	.657
SM19	1.000	.695
SM21	1.000	.519
SM22	1.000	.661
SM23	1.000	.698
SM24	1.000	.646
SM26	1.000	.600
SM27	1.000	.596

SM28	1.000	.548
SM29	1.000	.589
SM30	1.000	.571
SM31	1.000	.693
SM33	1.000	.546
SM34	1.000	.622
SM35	1.000	.669
SM36	1.000	.481
SM37	1.000	.527
SM38	1.000	.695
SM39	1.000	.570
SM40	1.000	.643
SM42	1.000	.527
SM43	1.000	.661
SM44	1.000	.679
SM45	1.000	.631
SM46	1.000	.656
SM47	1.000	.691
SM48	1.000	.465
SM49	1.000	.671
SM50	1.000	.652
SM51	1.000	.644
SM52	1.000	.594
SM53	1.000	.694
SM54	1.000	.557
SM55	1.000	.655
SM56	1.000	.670
SM57	1.000	.538
Extraction Method: Principal Component Analysis.		

The total variance explained in the table gives the amount of variance explained by each component after the initial and extraction part of the analysis. In the initial eigenvalue column,

57 components, representing 57 variables are included. The total variance explained by all the components amount to 100 % of the variance, first component has the highest (32.775%) percentage of the total variance in the factor solution. The second component accounts for 4.4 % of the variance. The 3rd component 3.8 % , forth-3.03 % , fifth-2.85 % , Sixth-2.60 % , Seventh-2.50% , eighth-2.32% , Ninth-2.17 % , Tenth-2.11 % & Eleventh—1.95 % . So the eleven factors account to 61% of the total variation in the 33 variables as shown in Table 5.4 below.

TABLE 5.4: TOTAL VARIANCE EXPLAINED

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.043	32.775	32.775	17.043	32.775	32.775	4.358	8.382	8.382
2	2.300	4.422	37.197	2.300	4.422	37.197	4.208	8.091	16.473
3	1.969	3.786	40.983	1.969	3.786	40.983	3.530	6.788	23.261
4	1.580	3.039	44.022	1.580	3.039	44.022	3.253	6.256	29.517
5	1.480	2.846	46.869	1.480	2.846	46.869	2.782	5.351	34.868
6	1.354	2.603	49.472	1.354	2.603	49.472	2.529	4.863	39.732
7	1.301	2.502	51.974	1.301	2.502	51.974	2.445	4.703	44.434
8	1.204	2.316	54.290	1.204	2.316	54.290	2.264	4.354	48.788
9	1.128	2.170	56.460	1.128	2.170	56.460	2.173	4.178	52.966
10	1.013	1.948	58.575	1.013	1.948	58.575	2.029	3.890	56.856
11	1.013	1.948	60.523	1.013	1.948	60.523	1.907	3.667	60.523
12	.973	1.871	62.394						
13	.944	1.814	64.208						
14	.903	1.736	65.944						
15	.865	1.663	67.607						
16	.827	1.591	69.198						
17	.782	1.504	70.702						
18	.770	1.480	72.182						
19	.750	1.442	73.624						
20	.723	1.391	75.015						
21	.711	1.367	76.382						
22	.687	1.320	77.702						
23	.660	1.268	78.971						
24	.637	1.224	80.195						
25	.579	1.114	81.309						
26	.558	1.072	82.381						
27	.540	1.038	83.419						
28	.532	1.023	84.442						
29	.522	1.003	85.445						
30	.489	.941	86.386						
31	.476	.916	87.301						
32	.462	.888	88.190						
33	.450	.865	89.055						

5.8 ROTATED COMPONENT MATRIX

The varimax rotation distributes the variation across 11 factors. The rotated component matrix, in the table below shows that each variables load significantly on only factor that leads

Rotated Component Matrix ^a											
	Component										
	1	2	3	4	5	6	7	8	9	10	11
Availability of a number of promotional avenues on the same platform	.697										
Potential of emotional reach for companies products and services	.627										
Ability to build positive brand association	.575										
Scope of word of mouth marketing	.550										
Ability to increase brand awareness	.542										
Easy mode of communication	.508										
Potential platform of product positioning	.504										
Scope of building customer loyalty		.548									
Scope of seeking suggestion from customers		.589									
Scope of immediate response		.573									
Scope of reaching huge diversity of consumers over one platform		.527									
Potential of eliminating shelf space cost			.754								
Excluding of middle party costs			.691								
Ability to reduce marketing costs			.537								
Feature of being an easy tool of CRM				.606							
Potential of incorporating greater degree of creativity				.570							
Potential platform of e-commerce				.568							
Potential of incorporating entertainment into marketing communication messages				.546							
Potential of gathering information on marketing intelligence					.748						
Potential platform for societal marketing					.574						
Feature of being time independent						.690					
High speed of information dissemination						.668					
Scope of gathering review and product rankings							.634				
Potential of spreading awareness							.631				
Feature of being an open source								.745			
A platform for chats and video conferences								.581			
Global reach									.585		
Nature of viral approach									.558		
Effective platform for push and pull online communication										.554	
Potential to analyse the buying role of consumers										.535	
Scope of providing onscreen order forms											.695
Platform for offering discount to consumers											.657

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 12 iterations.

TABLE 5.5: ROTATED COMPONENT MATRIX

Variables grouped under various Factors

1. Factor 1- Promotional potential

- Availability of a number of promotional avenues on the same platform
- Potential of emotional reach for companies products and services
- Ability to build positive brand association
- Scope of word of mouth marketing
- Ability to increase Brand awareness
- Easy mode of communication
- Potential platform of product positioning

2. Factor 2- Customer Reach

- Scope of Building Customer loyalty
- Scope of seeking suggestion from customer
- Scope of immediate response
- Scope of reaching huge diversity of consumers over one platform

3. Factor 3- Cost reduction Potential

- Potential of eliminating shelf space cost
- Excluding of middle party cost
- Ability to reduce marketing costs

4. Factor 4- Platform Dynamism

- Feature of being an easy tool of CRM
- Potential of incorporating greater degree of creativity
- Potential platform of e-commerce
- Potential of incorporating entertainment into marketing communication messages

5. Factor 5- Potential of social marketing intelligence

- Potential of gathering information on marketing intelligence

- Potential platform of societal marketing
6. Factor 6- Rate of information dissemination
 - Feature of being time independent
 - High speed of information dissemination
 7. Factor 7- Media Customer Interaction
 - Scope of gathering review and product rankings
 - Potential of spreading awareness
 8. Factor 8- Accessibility
 - Feature of being an open source
 - A platform for chats and video conferences
 9. Factor 9- Virality
 - Global reach
 - Nature of viral approach
 10. Factor 10- Potential of push and pull communication
 - Effective platform for push and pull online communication
 - Potential to analyze buying role of consumers
 11. Factor 11- Media platform commercial interactivity
 - Scope of providing on screen order forms
 - Platform for offering discounts to consumers

5.9 CONFIRMATORY FACTOR ANALYSIS

Both exploratory factor analysis (EFA) & confirmatory factor analysis (CFA) are employed to understand shared variance of measured variables that is believed to be attributable to a factor or a latent construct. Despite this similarity, EFA & CFA are conceptually and statistically distinct

analysis. CFA is a confirmatory technique. The planning of the analysis is driven by the theoretical relationships among the observed and unobserved variables. Technically, the researcher wants to minimize the difference between the estimated and observed variables.

The goal of EFA is to identify factors based on data and to maximize the amount of variance explained. The researcher is not required to have any specific hypothesis about how many factors will emerge and what items or variables these factors will comprise. If these hypothesis exist, they are not incorporated and do not affect the research of the statistical analysis. By contrast, CFA evaluates *a priori* hypothesis and is largely driven by theory. CFA analysis requires the researcher to hypothesize, in advance, the number of factors, whether or not these factors are correlated, and which items and measures load on to and reflect which factors. As such, in contrast to exploratory factor analysis, where all loading are free to vary, CFA allows for the explicit constraint of certain loading to be zero. The figure 5.6 below shows the confirmatory factor analysis.

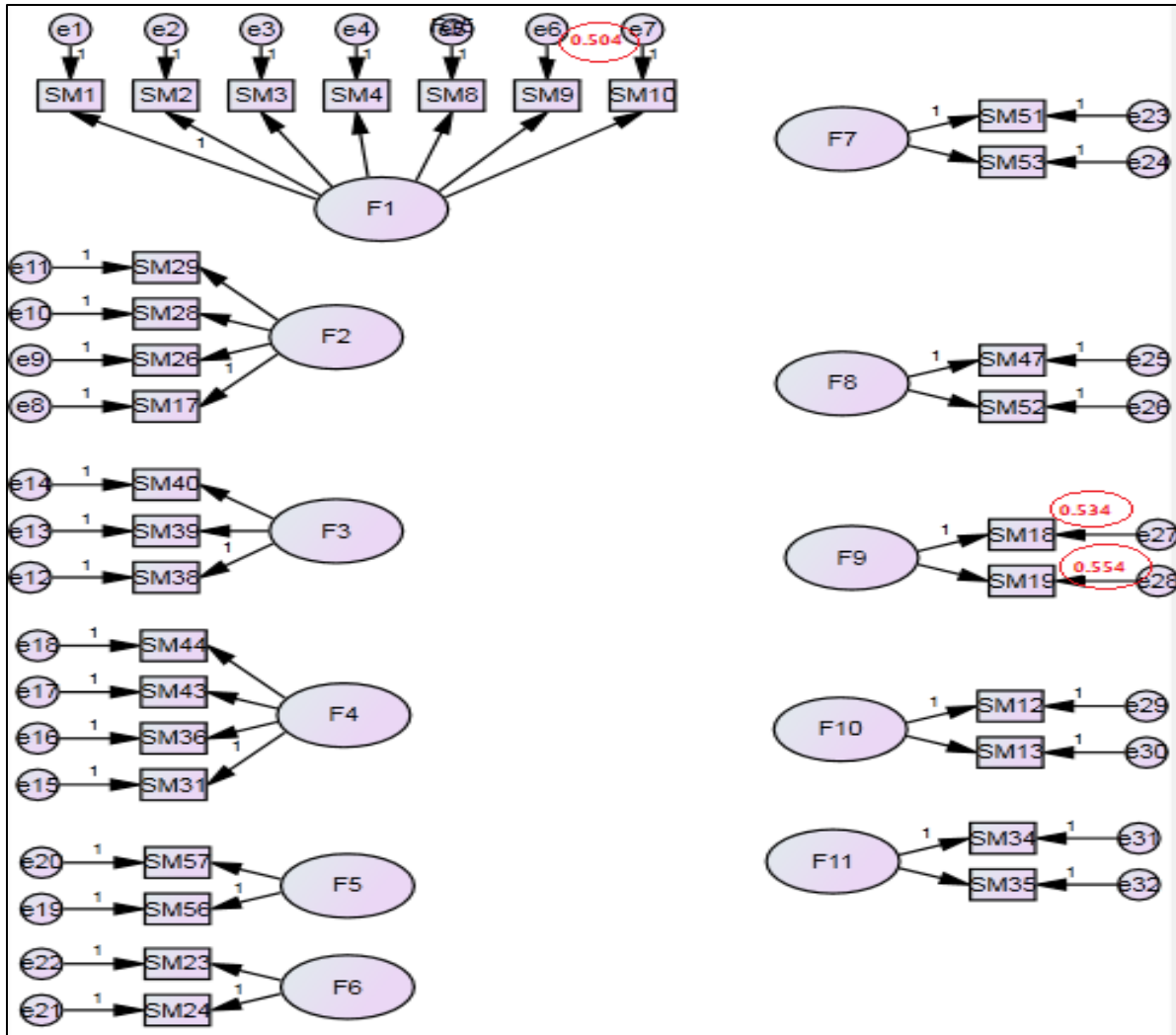


FIGURE 5.6: CONFIRMATORY FACTOR ANALYSIS

5.10 HARMAN'S SINGLE FACTOR TEST

Since all the data are self-reported and collected through the same questionnaire during the same period of time with cross sectional research design, common method variance, variance that is attributed to the measurement method rather than the construct of interest, may cause systematic measurement error and further bias the estimate of the true relationship among theoretical

constructs. The variance can either inflate or deflate observed relationship between constructs, thus leading to type one and type two errors. Harmon's Single factor test and confirmatory factor analysis, post hoc statistical test, were conducted to test the presence of common method effect. All the variables were entered into an exploratory factor analysis, using un-rotated principle components factor analysis, principle component analysis with varimax rotation and principle axis analysis with varimax rotation to determine the number of factors that are necessary to account for the variance in the variables. If a substantial amount of common method variance is present, either (a) single factor will emerge from the factor analysis, or (b) one general factor will account for the majority of the co-variance among the variables. Moreover, all variables were loaded on one factor to examine the fit of the confirmatory factor analysis module. If common method variance is largely responsible for the relationship among the variables, the one factor CFA model should fit the data well. The un-rotated principle component factor analysis, principle component analysis with varimax rotation, and principle axis analysis with varimax rotation all reveal the presence of their distinct factors with eigenvalue greater than 1.0 rather than a single factor. The single factor itself accounted for 32% of the total variance. While the result of these analyses does not preclude the possibility of common method variance, they do suggest that common method variance is not of great concern and thus is unlikely to confound the interpretation of results. Therefore there is no common method bias in the data. The table below shows the total variance explained.

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.043	32.775	32.775	17.043	32.775	32.775
2	2.300	4.422	37.197			
3	1.969	3.786	40.983			

TABLE 5.6 HARMAN'S SINGLE FACTOR TEST RESULT

5.11 EVALUATING MODEL FIT

Most statistical method only requires one statistical test to determine the significance of analysis. However, in CFA, several statistical tests are used to determine how well the model fits to the data. A good model fit only indicates that the model is plausible. It recommends reporting the Chi-Squared test, the RMSEA, CFI, GFI, and AGFI. Absolute fit indices determine how well the a priori model fits. In the table below, model fit threshold limits and actual value of the initial model have been represented. The Chi-square is said to be good when it is said to be less than 3. The actual Chi-square value is 1.431 of the initial model. The CFI should be greater than .90 and in the study it has come to 0.938. The reliability and validity threshold limits are represented in the table below.

Measure	Ideal Threshold	Actual
Chi-square/df (cmin/df)	< 3 good;	1.431
p-value for the model	> .05	.025
CFI	> .95 great; > 0.9 traditional	.938
GFI	> 0.95	.890
AGFI	> 0.80	.86
RMSEA	< 0.05 good; 0.05 - 0.1 moderate;	.047
PCLOSE	> 0.05	.595

TABLE 5.7 THRESHOLD METRICS

The square root of AVE is greater than inter-construct co-relations. AVE is a strict measure of convergent validity. (Malhotra & Dash, 2010) note that AVE is a more conservative measure than CR. On the basis of CR alone, the researcher may conclude that the convergent validity of the construct is adequate, even though more than 50% of the variance is due to error.” (Malhotra & Dash, 2010)

5.12 REVISED MODEL FIT

The revised model fit was run with confirmatory factor analysis (Figure 5.7). After running revised model fit with CFA, variable six from factor one i.e. easy mode of communication, variable 18 which is global reach and variable 19 which is major of viral approach, both from factor 19 were dropped based on low loading score to the parent factor which resulted in improved model fit that needs all threshold limits as shown in the Table 5.8 below.

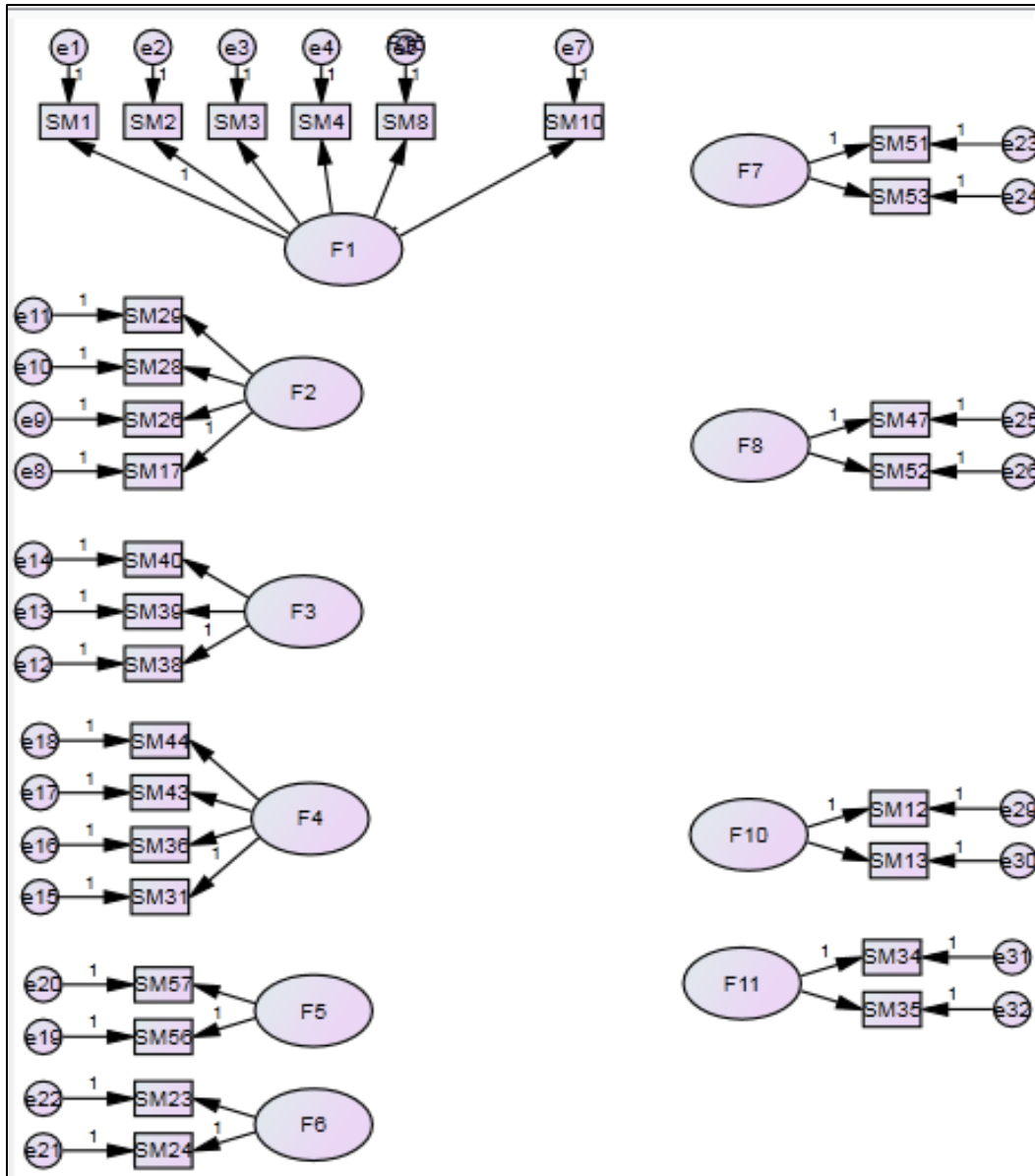


FIGURE 5.7 REVISED CFA

After rerunning the model fit strong variable loading has been seen on to the factors. There is low co-variance between the factors. The model fit meets the threshold limits for reliability and

validity as shown in the figure below. Overall 10 factors meet the criteria of a good model fit and reliability and validity metrics as shown in figure

Measure	Ideal Threshold	Actual
Chi-square/df (cmin/df)	< 3 good;	1.63
p-value for the model	> .05	.005
CFI	> .95 great; > 0.9 traditional	.90
GFI	> 0.95	.92
AGFI	> 0.80	.82
RMSEA	< 0.05 good; 0.05 - 0.1 moderate;	.062
PCLOSE	> 0.05	.45

TABLE 5.8: REVISED THRESHOLD METRICS

The review of the table shows that 6 of the 7 metrics meet the threshold limits. These factors are: After conducting the factor analysis a total of 10 factors have been found that contribute towards selection of social media. These factors are:

1. Promotional Potential
2. Customer reach
3. Cost reduction potential
4. Platform dynamism
5. Potential of Societal Marketing Intelligence
6. Information dissemination
7. Media Customer Interaction
8. Accessibility

9. Potential of Push and Pull Communication

10. Media Platform commercial Interactivity

5.13 CONCLUDING REMARKS

The data analysis and interpretation highlighted what was previously discussed in research design and methodology. The execution of the same has been laid in detail. Firstly the process of channel selection mechanism of ALCs in seen with each constructs in detail showing the decision makers and key decisions at each of the stages and the flow of output of one stage to other. Secondly factors influencing social media selection have also been covered with the use of SPSS and model fit arrived with the help of various tests.

CHAPTER 6

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1 OVERVIEW

This chapter presents the multi case analysis of Integrated Marketing communication channel selection mechanism of Automotive Lubricant Companies in India and the factors that have emerged towards adoption of social media by Automotive Lubricant Companies in India. In the first section the findings of the process have been presented along with summary of major observations. In the second section the factors influencing the selection of social media have been discussed.

The conclusions and recommendations of the study have been discussed later in the chapter.

6.2 FINDINGS OF THE RESEARCH OBJECTIVE ONE

The findings of the research objective 1 have been represented stage wise and construct wise.

6.2.1 STAGE 1-REVIEW OF THE MARKETING PLAN

In this stage there are five areas which are looked into as per the Larry Percy model. These are (a)Product Description, (b)Market Assessment, (c)Source of Business, (d)Competitive Evaluation, & (e)Marketing Objectives. When the same stage is applied to the integrated marketing communication channel selection process of automotive lubricant companies in India, it has been found that these companies are undergoing describing the product, market assessment and competition evaluation. In this research various dimensions like product features, USP of the product, packet size of the product and price of the product under which the product description is carried out in Automotive Lubricant companies were found. While conducting the case study, the market assessment has been presented with very broad views and specific sections under which these are studied have been seen. The market assessment included preparation of product

category comparison sheet with certain details. These grids are specifically used by Automotive Lubricant Companies and are similar across industry. The competition evaluation gave very specific perspective under which the automotive lubricant companies understand what the competitor used towards marketing communication and understand performance. The case study gave minutest detail of the media communication vehicles. The basis of evaluation of media vehicles has been studied explicitly as under;

(a) Television Advertisement

- Viewership
- Visuals Used
- Money Spent
- Endorsee Used
- Media audience
- Frequency of the advertisement
- Channel targeted
- Geography targeted
- Advertisement length

(b) Shutter Paint & Wall Paints

- Number of shutters painted
- Workshops included
- Quality of paints used
- Creatives used
- Paint size of the wall
- Contract amount per region
- Contractors employed
- Colors used
- Time period of the Campaign
- Size of the shutter painted

- Geographies targeted
- Media Audience
- Money spent

(c) Newspapers

- Quality of Paper
- Choice of page
- News Agency employed
- Creatives used
- Colors preferred
- Time period of Campaign
- Frequency of the advertisement
- Subscription
- Readership
- Space used (in cms)
- Money spent
- Media audience
- Geographies targeted

(d) Hoardings / Banners & Posters

- Number of banners, posters & hoardings used
- Use of number of Lit & Non-lit boards
- Sizes of posters, banners & hoardings
- Sites of placement of Banners, posters & hoardings
- Money spent
- Media audience
- Geographies targeted

(e) Radio

- Time period of the Campaign

- Channel targeted
- Message dictated
- Frequency of the advertisement
- Time slots used
- Money spent
- Media Audience
- Advertisement Length (in sec)
- Geographies targeted

(f) Sponsorships & Events

- Details of event sponsored
- Tools employed at event
- Time period of campaign
- Media audience
- Geographies targeted
- Money spent

These areas gave an insight about the details that a marketer looks while evaluating the competition. The various constructs that have been found are promotional potential, media customer interaction, virality, customer reach, cost reduction potential, visibility, potential of push & pull, positioning, duration, platform dynamism.

6.2.2 STAGE 2- SELECTING THE TARGET AUDIENCE

The Automotive Lubricant companies in India are classifying the target audience in there different ways which are as follows:

- (a) General Classification
- (b) Domain Classification
- (c) Brand Classification

In the general classifications grids are prepared which are very specific to automotive lubricant companies. In the Domain classification, domain grids are prepared on the basis of products that are being served. In the brand specific classification, promotional potential of different brands within the category are considered and this classification is used for profiling. This profiling is very specific to automotive lubricant companies in India. The research has been able to provide detailed description of classification and profiling.

6.2.3 STAGE 3- DECISION ON POSITIONING ELEMENTS TO BE USED

The Automotive Lubricant companies decide on the positioning elements based on both product benefit and user benefit. The product benefit orientation is specific to emotion, character and attribute of the product. The promotional potential has been accounted for here while looking at the user orientation. The Automotive lubricant companies have nothing different among each other while deciding elements of the positioning.

6.2.4 STAGE 4 – DECISION ON FINAL COMMUNICATION OBJECTIVE

Over here the automotive lubricant companies consider brand awareness and brand attitude strategies so that they are in proper synchronization with communication towards their target audience. The need is derived out of product category and promotional potential is considered while the brand awareness is considered. The communication objective is framed on the basis of both product and brand.

6.2.5 STAGE 5 – FINAL DECISION ON SELECTION OF MARKETING COMMUNICATION VEHICLES

In the final selection which is the heart of the question to be answered through this research the study has been able to address this stage in a very detailed manner. The companies first choose primary elements which are same for all the automotive lubricant companies. The first primary element is the communication objective decided by the team. The second element is the volume and sales target of the company for which the marketing communications have to be in place and

a very important factor which is budget that has been sanctioned for executing the marketing communication. The marketer then decided on what he compulsorily needs in his media. These components include opportunities to see and reach. The important elements that are necessary for achieving communication objectives are decided thereafter. Here the Automotive lubricant companies consider frequency needed, time available for message processing and visual content. The sum of all these requirements is termed as cost reduction potential, media platform, and commercial interactivity and communication objectives decided. The last key decision is towards selection of necessary media components that address brand recall, brand recognition, high and low involvements and informational and transactional nature. Finally the decision is made on components like virality, promotional potential, customer reach and duration. And this decision is handed over to the accounts executive in the form of a memo.

6.3 FINDINGS OF THE RESEARCH OBJECTIVE 2

After conducting the factor analysis a total of 10 factors have been found that contribute towards selection of social media. These factors are:

1. Promotional Potential
2. Customer reach
3. Cost reduction potential
4. Platform dynamism
5. Potential of Societal Marketing Intelligence
6. Information dissemination
7. Media Customer Interaction
8. Accessibility
9. Potential of Push and Pull Communication
10. Media Platform commercial Interactivity

6.3.1 DETAILED DISCUSSION ON FACTORS

(A) FACTOR 1- PROMOTIONAL POTENTIAL

The promotional potential reflects what is the capability of medium to showcase its potential towards marketing communications. This factor includes 6 variables which are as follows:

- Availability of a number of promotional avenues on the same platform
- Potential of emotional reach for company's product and services
- Ability to build positive brand association
- Scope of word of mouth marketing
- Ability to increase brand awareness
- Potential platform of product positioning

All these factors highlight the promotional capabilities and elements which are present in social media as a marketing communication vehicle which a company might employ for its marketing communication.

(B) FACTOR 2- CUSTOMER REACH

This factor has the potential of being in the hands of consumers for purposes like seeking suggestions, building loyalty and above all to reach a large number of populations at the same time. This factor includes four variables which are:

- Scope of building customer loyalty
- Scope of seeking suggestion from customer
- Scope of immediate response
- Scope of reaching diversity of consumers over one platform

(C) FACTOR 3- COST REDUCTION POTENTIAL

Every company wants to achieve the outcome of its marketing activities at a minimum cost possible. A marketer will look at the best possible reduction in the costs related to the marketing activities therefore even when it is a marketing communication vehicle there are associated costs

which the company wants to bring down. The three variables accounting for this particular factor are :

- Potential of eliminating shelf space cost
- Excluding of middle party cost
- Ability to reduce marketing cost

(D) FACTOR 4- PLATFORM DYNAMISM

Platform dynamism means the number of ways and types in which a platform can be used for multiple purposes. Any media vehicle should offer multi utility for an effective marketing communication. The four factors accounting to platform dynamism are:

- Feature of being an easy tool of CRM
- Potential of incorporating greater degree of creativity
- Potential platform of e-commerce
- Potential of incorporating entertainment into marketing communication messages

(E) FACTOR 5- POTENTIAL OF SOCIAL MARKETING INTELLIGENCE

This means that social media not just performs a vehicle to communicate with the market but it also has the potential of gathering some more information which is relevant for the company as it pertains to the market. The two variables that account here are:

- Potential of gathering information on marketing intelligence
- Potential platform of Societal Marketing

(F) FACTOR 6- RATE OF INFORMATION DISSEMINATION

Social media can be used at any point of time irrespective of any campaign limitations. One can easily post the content over social media as per their own convenience of time. On the other hand

the rate by which the information spreads across this platform is indeed very high therefore the two variables that are considered here are:

- feature of being time independent
- High speed of information dissemination

(G) FACTOR 7- MEDIA CUSTOMER INTERACTION

The customers definitely have suggestions and reviews for the products but it is not possible for them to communicate with the help of television or radio as a medium to provide reviews. Therefore social media gives this opportunity to the company to gather reviews and rankings for their product and also spread relevant information. The variables that contribute here are:

- Scope of gathering review and product rankings
- Potential of spreading awareness

(H)FACTOR 8- ACCESSIBILITY

Social Media is one platform which can be used by anyone without any third party intervention. It is not only a platform that gives provision to share comments but also provides video chat facilities. The variables considered here are:

- Feature of being an open source
- A Platform for chats and video conference

(I)FACTOR 9- POTENTIAL OF PUSH & PULL COMMUNICATION

The push and pull methods are very relevant for marketers to promote their products and generate sales revenue. This also helps them to understand how consumer behaves in a particular market. Social Media successfully caters to both these elements. The two contributory variables here are:

- Effective platform for push & pull online communications
- Potential to analyze buying role of consumers

(J) FACTOR 10- MEDIA PLATFORM COMMERCIAL INTERACTIVITY

The commercial interactivity through a platform means how well a marketing communication vehicle can contribute to sales and also encourage and motivate people to buy the targeted product or services. The two contributing variables here are:

- Scope of providing order forms
- Platform for offering discount to consumers

6.4 FACTORS CONTRIBUTING TO VARIOUS STAGES IN THE CHANNEL SELECTION PROCESS

As seen above 10 factors have emerged out from the analysis of the data collected. When these factors were studied carefully the appearance of these factors has been seen visible in the process also. In the stage 1 which is the review of the marketing plan it is seen that while evaluating competition factor 1- promotional potential, factor 7- media customer interaction, factor 2- customer reach, factor 3-cost reduction potential, factor 9-potential of push and pull communication, have been seen contributing in this stage. In the stage 2 while selecting the target audience promotional potential is seen to be taken into account while preparing target audience report.

In the stage 3 , determining the best positioning factor 1 –promotional potential and factor 2- customer reach have been seen contributing while making decision on positioning elements. In the stage 4, deciding the communication objective, factor 1 – promotional potential has been considered while developing statement for communication. In the last stage 5 which is deciding the final media vehicle factor 1, promotional potential, factor 2-customer reach, factor 3 –cost reduction potential and factor 4 – media platform commercial interactivity have contributed

while deciding on final media vehicle selection. Therefore with the above description it is seen that the afore mentioned factors have contributed in one or more stages of final media selection. This has been expressed diagrammatically in the figure 6.1 as shown below.

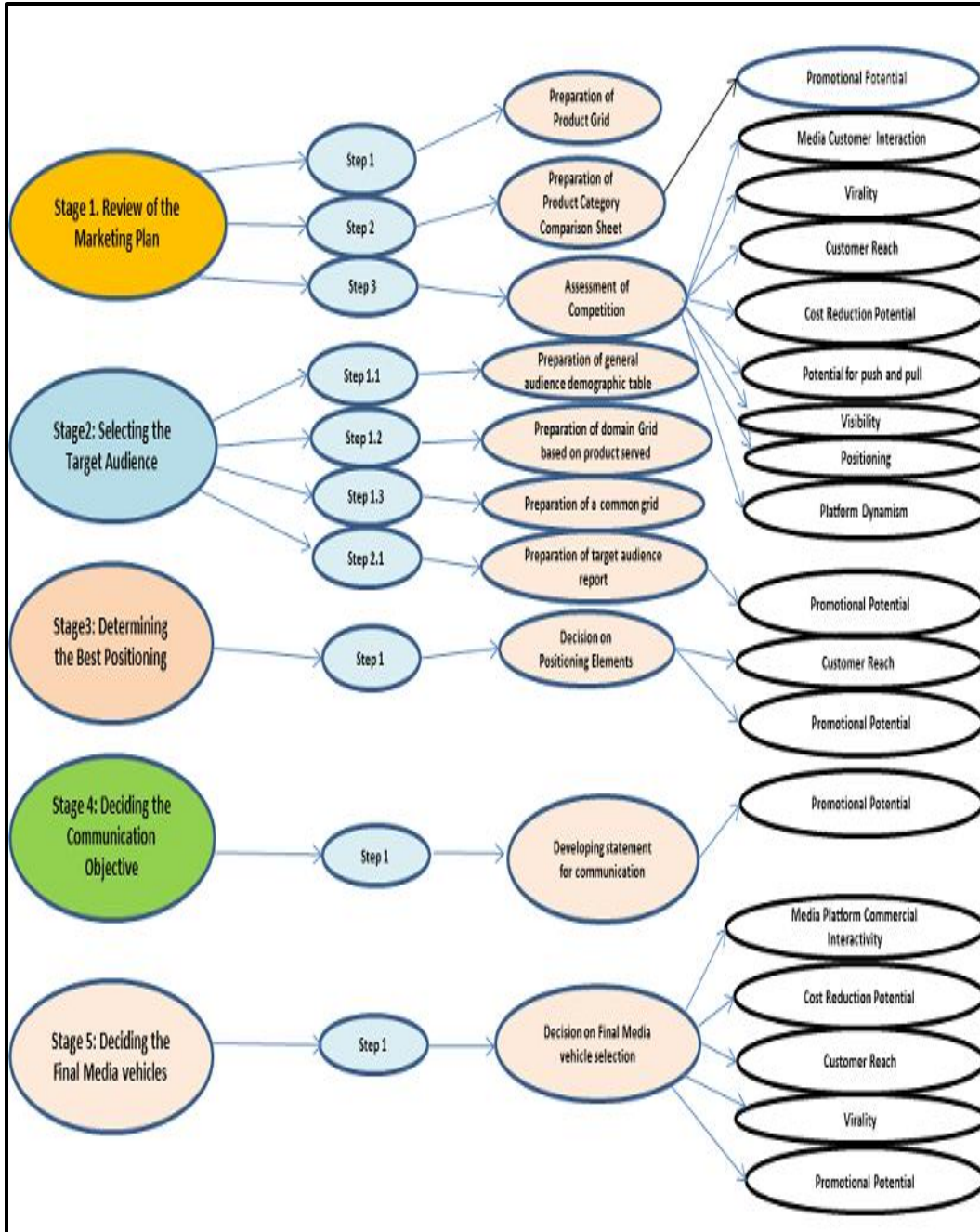


FIGURE 6.1: STAGE WISE AND STEP WISE CONTRIBUTION OF FACTORS

6.5 FACTORS PECULIAR TO SOCIAL MEDIA SELECTION

Although there are 10 specific factors that are influencing the selection of Social Media as a marketing communication vehicle but there is also a need to look at particular factors that contribute to the selection of social media activities. Out of the 10 factors four factors emerged out to be very specific to be considered while choosing social media as one of the marketing communication vehicles. These factors are:

1. Factor no 4 – Platform dynamism
2. Factor no 5- Potential of Societal marketing intelligence
3. Factor no 6- Rate of Information dissemination
4. Factor no 8- Accessibility

These 4 are the determinants of inclusion of social media into integrated marketing communications apart from the factors used for traditional selection. This implies that apart from the benefits including what traditional mediums provide, social media along with those benefits also extend basket of these four benefits.

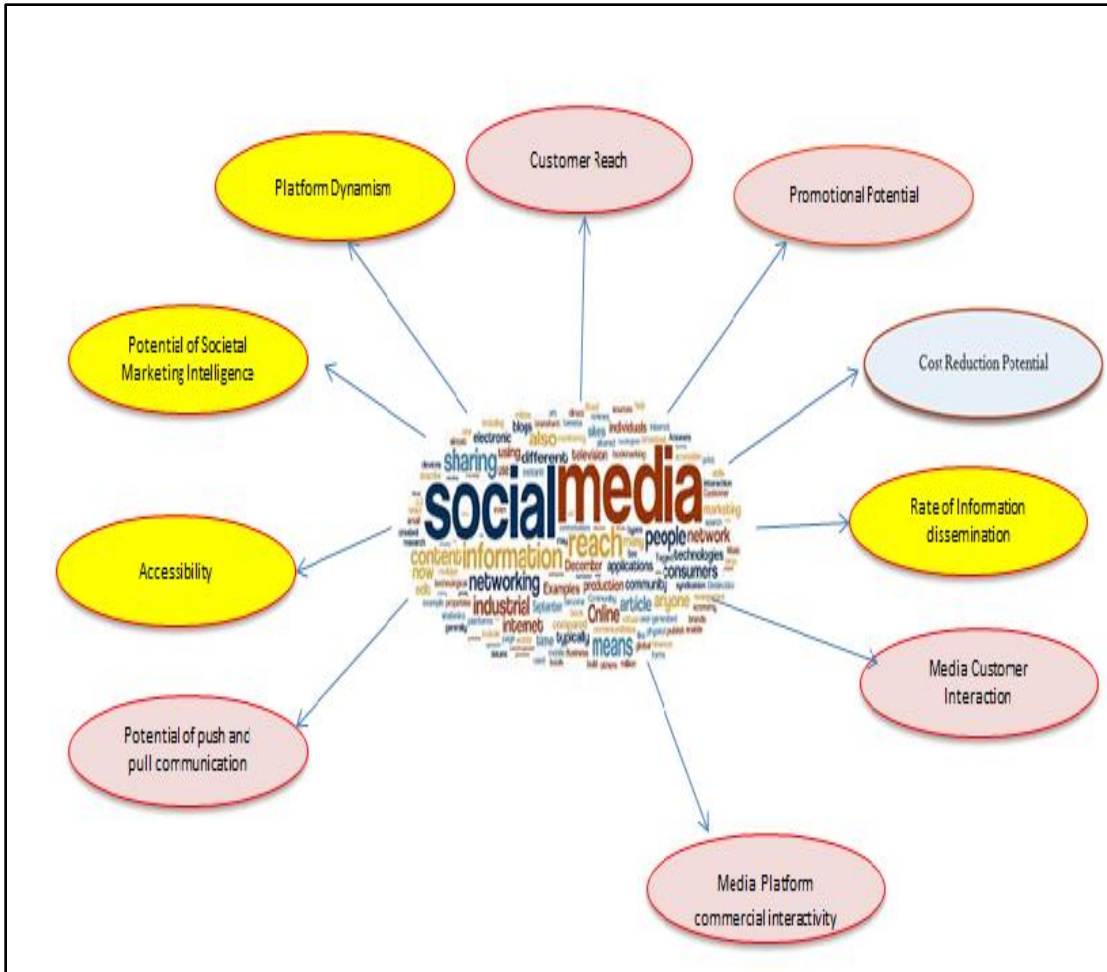


FIGURE 6.2: FACTORS PECULIAR TO SOCIAL MEDIA SELECTION

6.5.1 REVISITING THEORETICAL FRAMEWORK

In the literature review the theoretical premise adopted for integrated marketing communication channel selection mechanism was discussed. Initial conceptual constructs and sub constructs are discussed in literature review. This section presents the actual conceptual process by incorporating the findings of the research for integrated marketing communication channel selection mechanism of automotive lubricant companies in India.

(A) INTEGRATED MARKETING COMMUNICATION CHANNEL SELECTION PROCESS

As shown in the table below earlier literature discussed six stages of Larry Percy model which forms the theoretical premise for integrated marketing communication channel selection mechanism followed by automotive lubricant companies in India. These stages were expected to be found in the process of integrated marketing communication channel selection mechanism of automotive lubricant companies in India. Six stages were found from the theory while five relevant stages have been found from the empirical data in this research study which includes the new dimensions under which the processes were carried out. ALCs do not follow the third stage of Larry Percy Model as shown in the figure below.

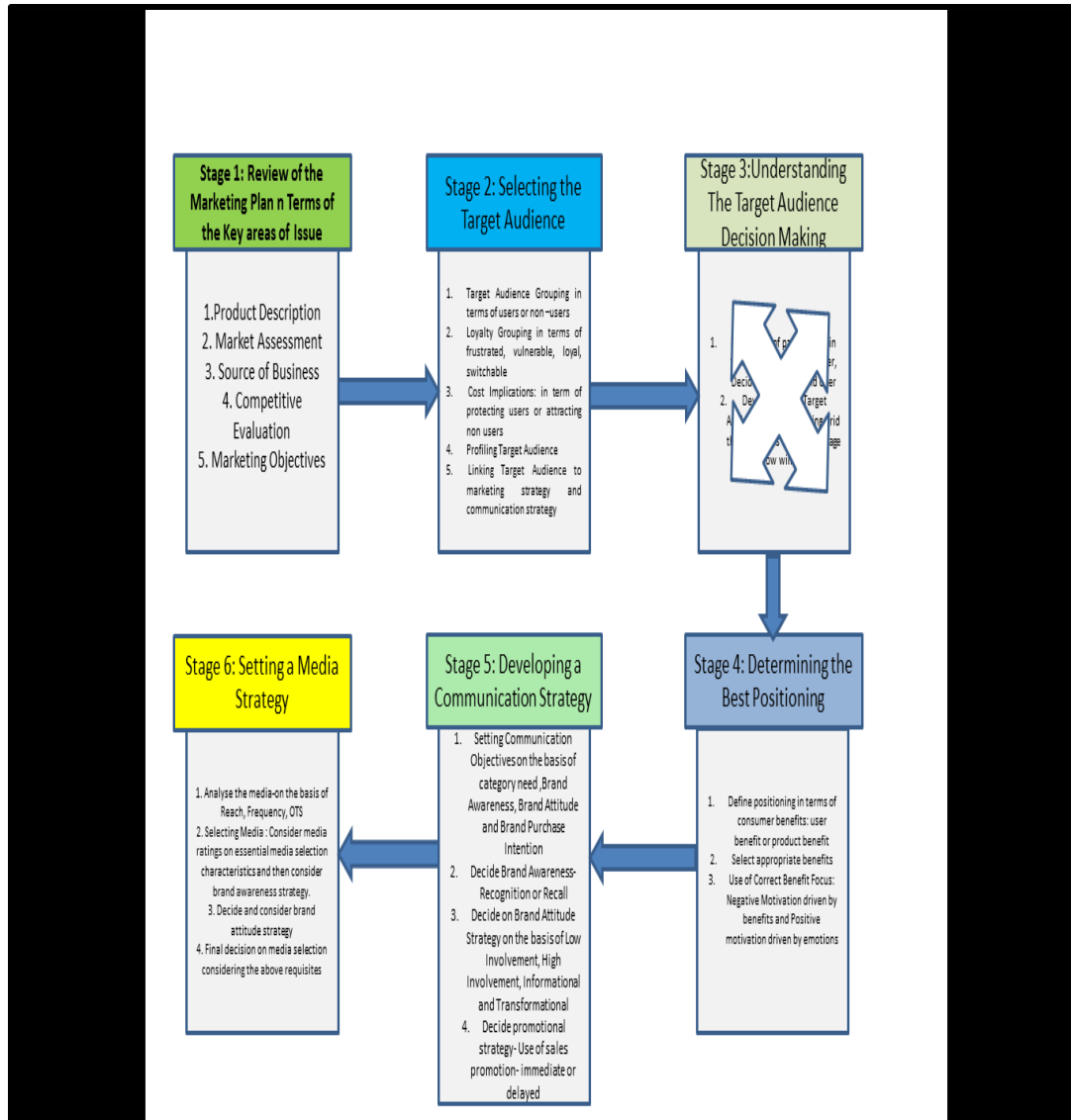


FIGURE 6.3 CONTRIBUTING STAGES OF IMC PROCESS OF ALCs

The dimensions are in the form of relevant factors pertaining to specifically automotive lubricant companies in India. Further this research uncovered the categories within the stages that are related to integrated marketing communication channel selection of automotive lubricant companies in India in detail. Even though almost all of the categories and sub categories

emerged out of empirical data are all the same for all the companies, the extent of which the dimensions are followed is also the same within all these companies. It is clearly evident from the empirical findings that the lubricant companies have single process in common and are following a five stage process as depicted in the figure given below.

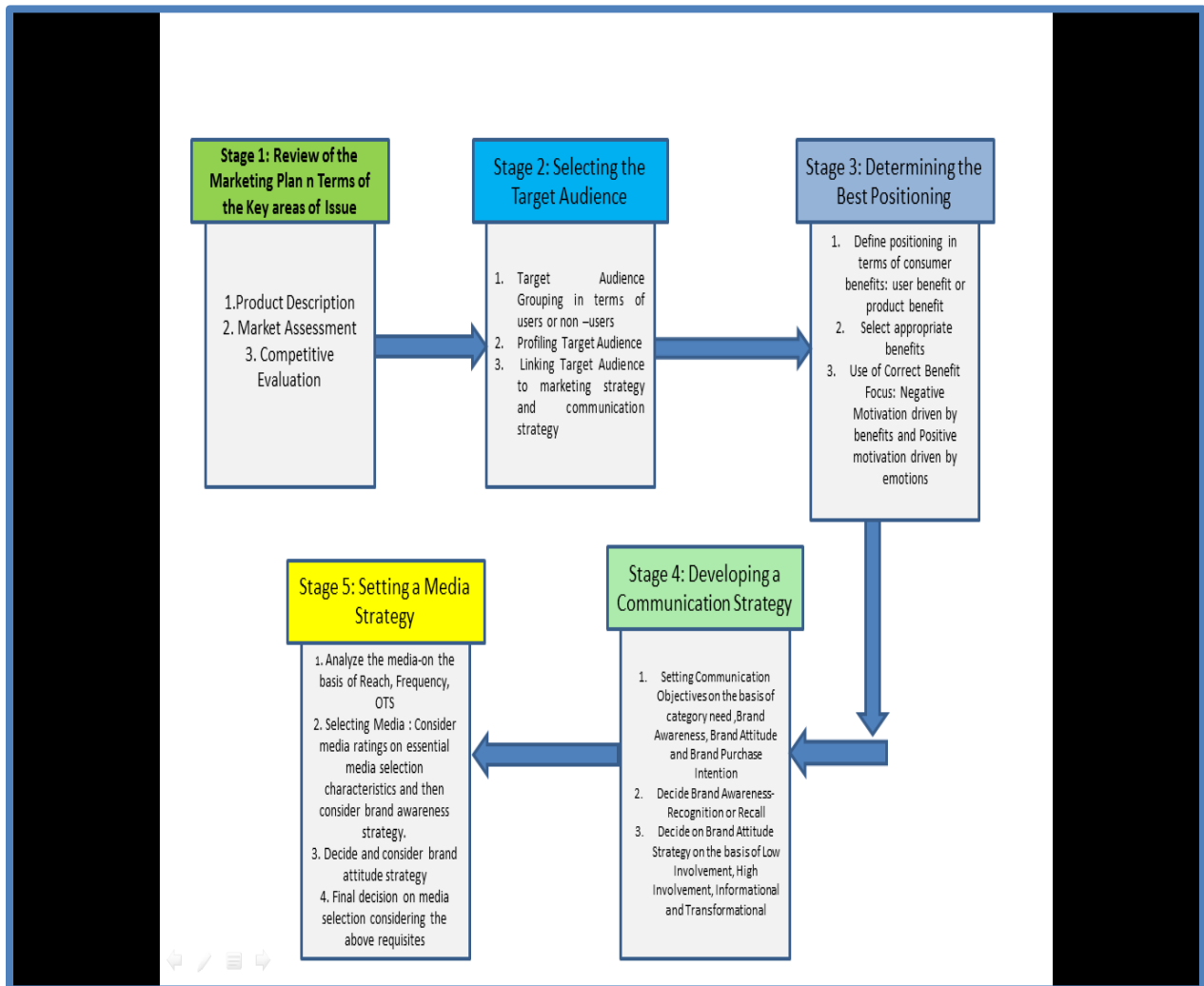


FIGURE 6.4: CHANNEL SELECTION PROCESS OF ALC's IN INDIA

As shown in the previous figure, earlier literature on integrated marketing communication process covers six stages which include;

Stage 1- Review of the marketing plan in terms of key areas of issue

Stage 2- Selection the target audience

Stage 3 – understanding the target audience decision making

Stage 4 – Determining the best positioning

Stage 5 – Developing a communication strategy

Stage 6- Setting a media strategy

The key findings based on empirical data analysis show that the automotive lubricant companies follow a five stage process which is as follows;

Stage 1- Review of the marketing plan in terms of key areas of issue

Stage 2- Selection the target audience

Stage 3 – Understanding the target audience decision making

Stage 4 – Developing a communication strategy

Stage 5- Setting a media strategy

It is clearly evident that the automotive lubricant companies have five stage model instead of six. As shown in the previous figure, earlier literature identified that in stage one review of the marketing plan in terms of key areas of issues include product description, market assessment, source of business & marketing objectives. In the purview of automotive lubricant companies in India the lube companies are using product description, market assessment & competition evaluation.

As shown in the previous figure, earlier literature on stage 2, which is selecting the target audience, included the target audience grouping in terms of users and non-users. The second part of the same stage was to group the target audience in terms of loyalty and also consider cost implications followed by profiling the target audience and further linking the marketing strategy and communication strategy. In case of automotive lubricant companies the profiling of the target audience is done on the basis of general domain and brand and detailed grids are also made for the same.

As shown earlier in figure, the stage 3 is understanding the target audience decision making where the roles of the participants are defined in terms of initiators, influencers, deciders, purchaser and user and further a target audience decision making grid is developed that describes the time of stage and its nature of occurrence. In case of automotive lubricant companies this stage is not followed.

As discussed earlier the stage 4 of the model is determining the best positioning. In this stage positioning is defined in terms of consumer benefits, user benefits or products benefits. The selection of appropriate benefits is done and the job of the marketer is to use correct benefit focus and convert positive motivation to put a product into an emotion based message. The automotive lubricant companies in India follow defining the positioning and looking for the appropriate benefits.

As seen before in figure, the stage 5 is the development of communication strategy where the communication objectives are set on the basis of category need, brand awareness, brand attitude and brand purchase intention. Decision on brand awareness is made in terms of recognition and recall. The decision on brand attitude strategy is based on low involvement, high involvement, informational and transformational and lastly decision on promotional strategies i.e. use of sales promotion on the basis of immediate sales or delayed sales is looked into. For automotive lubricant companies the communication strategies is developed on the basis of category need,

brand awareness, brand attitude and brand purchase intention and decision on brand awareness is made in terms of recognition and recall. The decision on brand attitude strategy is based on low involvement, high involvement, informational and transformational.

As seen earlier, the last stage is setting a media strategy where the analysis of media is done on the basis of reach, frequency, opportunities to see and media ratings are considered on essential media selection characteristics and thereafter brand awareness strategies are considered. The outcome of the entire strategy is the final decision on selecting media considering the before mentioned requisites. This stage is followed as it is in case of automotive lubricant companies in India.

This study made a contribution to the existing theory as to how the integrated marketing communication channel selection process is executed in the automotive lubricant companies in India. The study unveiled unique grids and formats that are used by marketers of automotive lubricant companies while executing integrated marketing communication process and the stages that they pass through various people involved in the process is also known.

An inference can be made that the company must dedicate time and effort to review the process in order to incorporate the stages that they are not following right now.

6.6 RECOMMENDATIONS

Determinants of inclusion of social media into integrated marketing communication apart from the factors used for traditional selection are; Potential of societal marketing intelligence, platform dynamism, accessibility and rate of information dissemination. This implies that apart from the benefits including what traditional media provides, social media along with those benefits also extends additional four new benefits. The strategic fit of social media in the integrated marketing communication channel selection mechanism of the automotive lubricant companies in India is

largely attributed to these four new constructs. The academic significance of this research is to enhance and deepen the body of knowledge on social media inclusion in the integrated marketing communication of the companies and provide research avenues for the future.

Marketers must leverage new benefits to allow for fuller implementation of social media initiatives beyond pure 'short term promotion' or sale promotion efforts. The unique characteristics of SM must be accounted for, from the strategic planning at the outset, to the creation of content for SM platform use.

6.6.1. RECOMMENDATIONS FOR FUTURE RESEARCH

Social Media is the fastest growing interest area in marketing journals, with nearly 200 articles published in the last two years alone. The research must move beyond use and usage, tools and tactics, and more focus must be given to questioning where SM fits into the IMC mix. The research conducted here has illuminated some opportunities for further study of SM, namely within the context of IMC as a concept, and as a process in and of itself. Although this study narrows the SM implementation, there are still gaps existing between the current research and what organizations are doing in practice.

6.7 LIMITATIONS AND CHALLENGES OF THE STUDY

The arrival of SM in the IMC mix creates further developmental issues for research in this field. Although this exploratory study was limited to a narrow band of participants, their relative homogeneity allowed for a holistic look at how they execute IMC process. The study would have benefitted greatly had there been time for more in-depth questioning of the participants, a quantitative follow up and scope to report the findings in a more conclusive and exhaustive manner perhaps incorporating a grounded theory approach to data collection and analysis. Despite these limitations, the strengths of the methodology were gaining rich personal insights from the marketers via in-depth interviewing. The challenges and successes experienced by the participants were appropriately captured as a result of the interviews and methodological approach.

General limitations experienced were: gaining access to the appropriate participants, the small sample size and limited time for data collection and analysis. The participants themselves were generous with their information, but there was an inherent conflict of interest, in that most marketers interviewed were assured anonymity and therefore some information could not be shared due to the public nature of the brand's profiles. It could be said that had the data been more anonymously collected, via survey for example, that the participants might have been more inclined to give more detail in their answers in terms of results, successes and failures.

6.8 CONCLUDING REMARKS

This section summarizes the findings, conclusions and recommendations of this research study. The contribution of this research to theory and process are discussed in detail. First, the theoretical framework is revisited covering all qualitative associative networks for integrated marketing communication channel selection process. Next emergent factors of influencers of social media have been discussed where factors specifically influencing selection of social media have been seen.

APPENDIX A: Questionnaire

Dear Sir / Ma'am,

Warm Greetings,

At the outset I would like to introduce myself, I am Meenakshi Tomar a Doctoral Research Fellow at **University of Petroleum & Energy Studies (UPES)**. I am currently pursuing my PhD. in the field of Marketing Sector. The purpose of the study is to find out the Factors That Influence The Selection of Social Media as a Marketing Communication Channel by Automotive Lubricant Companies in India. I shall be grateful to you for valuable response on the suggested questionnaire.

I assure you that the your response will be used for the academic purpose only & will be confidential

Your inputs undoubtedly will help me in validating the variable and will go a long way in carrying out this study effectively

Please read each question given below & indicate your response by marking against the preferred option.

**Kindly rate the variables to the degree of confirmation on a five point Likert Scale, which are represented as follows: 1 Not at all significant , 2 Not so significant , 3 Neither significant nor insignificant, 4 Quite significant, 5 Very significant*

SECTION 1

This section intends to know the significance of variables pertaining to promotion, branding and positioning that influence the selection of Social Media as a Marketing Communication Channel by Automotive Lubricant companies in India.

1. Scope of word of mouth marketing.

Help text: Word of Mouth marketing refers to informal spreading and sharing of information about product or service among people.

1	2	3	4	5
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2. Potential of emotional reach for company's products and service.

Help Text: Emotional reach creates memories based on posts that reveal emotional nature of the message and trigger the minds of customers with respect to emotions.

1	2	3	4	5
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3. Availability of a number of promotional avenues on the same platform .

Help Text: Facebook , LinkedIn , Twitter etc

1	2	3	4	5
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4. Easy mode of communication

1	2	3	4	5
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5. Faster dissemination of product information

1	2	3	4	5
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6. Effective platform for push and pull online communication.

Help text: People on social media react to advertisements and discounts placed on social media much faster.

1	2	3	4	5
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7. Effective platform for brand promotion

Help text: Brands get easily identified over social media with the use of unique posts and information.

1	2	3	4	5
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8. Ability to increase brand awareness.

Help text: The more the number of posts about brands are posted , the more awareness gets created.

1	2	3	4	5
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9. Ability to build positive brand association.

Help Text: With the use of all positive elements pertaining to brand over social media, marketers are able to create positive brand associations.

1	2	3	4	5
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10. Potential platform of product positioning.

Help text: Products gets positioned in the mindsets of the people creating positive perceptions through visuals and creative used over social media by the company.

1	2	3	4	5
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SECTION 2

This section intends to know the significance of variables pertaining to influence on consumer behaviour that influence the selection of Social Media as a Marketing Communication Channel by Automotive Lubricant companies in India.

11. Potential to develop sense of community.

Help text: A group of people having certain features in common develop community over social media e.g., cake lovers, bike crazy people etc.

1	2	3	4	5
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12. Potential to act as motivator for people to connect with company.

Help text: With the help of creative and moral message over social media there is a motivation for people to get connected with the company

1	2	3	4	5
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13. Potential to analyse the buying roles of consumers.

Help text: it becomes easier for the marketer to decide with the help of comment posted whether the person is initiator, user or a prospect.

1	2	3	4	5
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14. Ability to engage people into loyalty programs.

Help text: People who are continuously in touch with the companies over social media may be offered loyalty program easily as they are regularly getting updated with the company's information

1	2	3	4	5
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15. Perception of being easy to use among people.

Help text: People can access social media from home, office , mobile with their most preferred language.

1	2	3	4	5
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SECTION 3

This section intends to know the significance of variables pertaining to reach and time that influence the selection of Social Media as a Marketing Communication Channel by Automotive Lubricant companies in India.

16. Ability to reach specific target audience.

Help Text: The people present over social media express their likes and dislikes in some form or other which help companies to target specific kind of people.

1	2	3	4	5
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17. Scope of reaching huge diversity of consumers over one platform.

Help text: The number of the people accessing various social media platforms is very high hence giving companies opportunity to increase reach.

1	2	3	4	5
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18. Nature of viral approach.

Help text: People accessing various social media platforms have the habit of sharing and reposting messages to making it viral.

1	2	3	4	5
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19. Global reach

Help text: Social media is a platform which is accessed worldwide.

1	2	3	4	5
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20. Scope of importing contacts of consumers.

Help text: The number of people associated with a single person over social media can be accessed easily through the feature of import contacts provided on this platform.

1	2	3	4	5
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21. Scope of gathering profile information of consumers.

Help text: There is a scope of gathering profile information of people pertaining to demographics, profession, income, likes, dislikes etc. over social media.

1	2	3	4	5
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22. Ability to provide ease of location for use.

Help text: Geographically there are no constraints to use social media.

1	2	3	4	5
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23. Feature of being time independent.

Help text: People don't have to wait for particular time to watch an ad or wait for newspapers. Social media can be accessed anytime.

1	2	3	4	5
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24. High speed of information dissemination.

1	2	3	4	5
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25. Longer presence of visual communication.

Help text: Visual communications that are posted over social media can be assessed for a very long period thereby increasing the life of the advertisement.

1	2	3	4	5
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26. Scope of immediate response.

Help text: People who access a particular post generally respond in terms of like, share or comment on real time basis.

1	2	3	4	5
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SECTION 4

This section intends to know the significance of variables pertaining to customer relationship management and sales that influence the selection of Social Media as a Marketing Communication Channel by Automotive Lubricant companies in India.

27. Potential of customer engagement.

Help text: Customer engagement refers to customer's involvement through messages and feedback that the customers give and keep themselves updated with the company and product information.

1	2	3	4	5
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28. Scope of seeking suggestions from customers.

1	2	3	4	5
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29. Scope of building customer loyalty.

1	2	3	4	5
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30. Potential platform of consumer grievance redressal.

1	2	3	4	5
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31. Feature of being an easy tool of CRM.

1	2	3	4	5
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32. Scope of consumer involvement in new product development.

1	2	3	4	5
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33. Scope of online lead generation.

1	2	3	4	5
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34. Scope of providing on screen order forms.

1	2	3	4	5
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35. Platform for offering discounts to consumers.

1	2	3	4	5
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36. Potential platform of e-commerce.

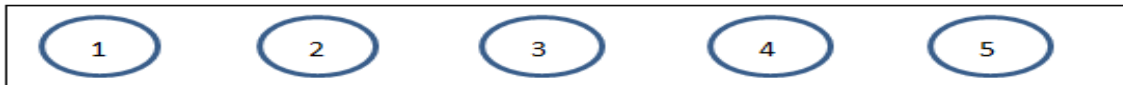
1	2	3	4	5
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SECTION 5

This section intends to know the significance of variables pertaining to cost and finance that influence the selection of Social Media as a Marketing Communication Channel by Automotive Lubricant companies in India.

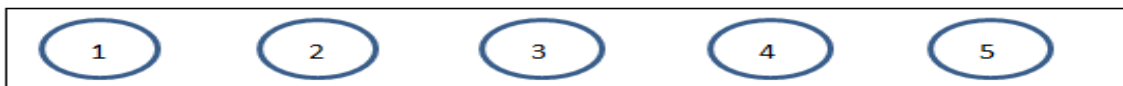
37. High return on investment.

Help text: The number of people getting associated with a company over social media is usually higher at a given cost implication.



38. Potential of eliminating shelf space cost.

Help text: Since no physical display of products is required, no shelf space cost is involved.



39. Ability to reduce marketing costs.

Help text: One can market using multiple creatives with the least cost possible reaching of a higher number of people thereby reducing costs.

1	2	3	4	5
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40. Excluding of middle parties costs.

Help text: companies are able to save the cost of promotional material used by distribution channel partners by advertising over social media thereby saving extra costs.

1	2	3	4	5
---	---	---	---	---

41. Flexibility to shift from uncertain marketing variable cost to a forecastable fixed cost.

Help Text: The cost to promote over social media is absolutely fixed.

1	2	3	4	5
---	---	---	---	---

SECTION 6

This section intends to know the significance of variables pertaining to scope of creativity, technology and communication that influence the selection of Social Media as a Marketing Communication Channel by Automotive Lubricant companies in India.

42. Potential of incorporating description into communication messages.

Help Text: With the availability of modern softwares and applications over social media once can easily add description to the visual communication.

1	2	3	4	5
---	---	---	---	---

43. Potential of incorporating greater degree of creativity.

1	2	3	4	5
---	---	---	---	---

44. Ability to provide full colored virtual catalogue.

1	2	3	4	5
---	---	---	---	---

45. Potential of incorporating entertainment into marketing communication messages.

1	2	3	4	5
---	---	---	---	---

46. A potential platform for online events

Help Text: With the help of interactive features and huge reach, online events and campaigns are organized over social media very frequently.

1	2	3	4	5
---	---	---	---	---

47. Feature of being an open source.

Help text: Social media can be accessed at a person's own will and convenience and is allowed to use or modify without waiting for any permission.

1	2	3	4	5
---	---	---	---	---

48. Scope of two way communication.

1	2	3	4	5
---	---	---	---	---

49. Feature of continued communication.

Help text: With replies over a particular post or message by the customer and company over social media the continuity remains intact.

1	2	3	4	5
---	---	---	---	---

50. Scope of gathering immediate response

1	2	3	4	5
---	---	---	---	---

51. Potential of spreading awareness.

1	2	3	4	5
---	---	---	---	---

52. A platform for chats and video conferences.

1	2	3	4	5
---	---	---	---	---

53. Feature of being a platform a microblogging.

1	2	3	4	5
---	---	---	---	---

54. Scope of gathering review and product rankings.

1	2	3	4	5
---	---	---	---	---

55. Scope of reducing barriers to communication

1	2	3	4	5
---	---	---	---	---

SECTION 7

This section intends to know the significance of variables pertaining to marketing research and intelligence that influence the selection of Social Media as a Marketing Communication Channel by Automotive Lubricant companies in India.

56. Ease of gathering local business review.

1	2	3	4	5
---	---	---	---	---

57. A potential platform for conducting for polls.

1	2	3	4	5
---	---	---	---	---

58. Scope of getting connected to market trends.

1	2	3	4	5
---	---	---	---	---

59. Potential of gathering information on marketing intelligence.

1	2	3	4	5
---	---	---	---	---

60. Potential platform for societal marketing.

1	2	3	4	5
---	---	---	---	---

Kindly provide your personal details

Name: _____

Email ID: _____

Designation: _____

Phone Number: _____

Organization: _____

Location: _____

APPENDIX B: BIBLOGRAPHY

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List of Publications

- A paper titled “**Revisiting Social Media: A review of various perspective for Modern Era Marketing**” was published in International Journal of Advanced Research in Science & Engineering in March 2015 , Vol.no 4 , Special Issue (01) with ISSN-2319-8354 (E)
- A Paper titled “ **A study on critical issues existing between Social Media & Brand Engagement** ” was published in International Journal of Advanced Research in Science & Engineering in Feb 2015 , Vol.no 4 , Special Issue (02) with ISSN-2319-8354 (E)

List of Papers Presented at Various Conferences

- A paper titled “ Social Media Marketing: Opportunities and Risks” was presented at International Conference on Social Media Marketing held at **IIM Raipur** on 10th- 11th January 2014.
- A Paper titled “Connectivity between brand engagement and social media- the critical learnings” was presented at GCMRM-2014 Global Conference on “Managing in Recovering Markets” held at **MDI Gurgaon** on 5th-7th March 2014.
- A paper titled “Factors Influencing buying Behavior of Power bikes in India- A study with focused insight on impact of Advertisement on purchase decision was presented at MARCON held at **IIM-Kolkata** on 28th-30th Dec 2012.
- A paper titled “Economic Analysis of High Input Large Scale Jatropha Bio Diesel Production in Uttarakhand” was presented at AIMS 10 held at **IIM Bangalore** on 4th-6th Jan 2013.
- A paper titled “Meeting Renewable purchase Obligations: A study of Kolkata Electricity Supply Limited was presented at 3rd Annual International Conference on Sustainability: Ecology, Economy and Ethics held at **IIM Shillong** on 4th-6th march 2013.
- A paper titled “Indian Bio Fuel Policy: Current state of the Art and Challenges” was presented at ICMI 2013 held at **UPES** on 15-16th Feb 2013.