

**SUCCESSFUL COLLABORATION BETWEEN
MARKETERS AND AGENCIES:
TOWARDS A CLIENT PERSPECTIVE ON ADVERTISING
DEVELOPMENT**

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ABSTRACT

The relationship between clients and agencies involved in developing quality advertising campaigns has long been an area of interest for researchers. Much of the early research focussed on the factors which contributed to the origins, functioning and dissolution of client agency relationships in advertising. In addition much of this early research had considered these relationships from the point of view of the agency.

In comparison this research considers the importance of collaboration in the development of quality advertising campaigns. The research considers the contribution of process and outcome factors in the development of advertising campaigns.

To understand how these two groups of factors contribute to the development of quality advertising campaigns it was decided to use a mixed methods approach to conduct the research. Initially a series of exploratory in-depth interviews were undertaken with senior personnel from a range of major Auckland client companies and agencies. These interviews provided a range of rich qualitative data which was the basis for developing the quantitative questionnaire.

This was followed by a comprehensive quantitative questionnaire that surveyed a range of people working at major New Zealand and Australian advertisers. The data collected in the quantitative segment of the research was then analysed. The analysis identified four factors likely to influence the quality of advertising campaigns produced. These were relationship stability, agency flexibility, agency competency and expertise and client involvement.

The quantitative research showed clients who were involved in the development of campaigns were more likely to produce original campaigns that were also more creative, and as a result more effective. Clients and agencies that were in stable relationships were likely to produce campaigns which were both original and effective. Agencies that had high levels of competency and expertise were likely to produce campaigns which were more strategic and original.

There was an inverse U relationship between competency and expertise and the effectiveness of campaigns produced. That is those with high and low levels of competency and expertise were likely to produce less effective campaigns than those with moderate levels of competency and expertise. Those clients and agencies that are in stable relationships and agencies that had high levels of competency and expertise were also likely to produce more creative campaigns. Agencies that were either inflexible or highly flexible are likely to produce the most original campaigns. Situations where the client was not involved nor were

they in a stable relationship were likely to result in campaigns with less strategic focus.

The results overall suggest that the process factors make a contribution throughout the process of developing a campaign and that the outcome factors are those which help the client to judge whether a campaign is high quality. Those who consider process factors such as trust to be contributors to the development of quality advertising campaigns, may really only “hope” that quality campaigns will result.

This research has presented a clients’ view on the factors which are important to quality campaign development. This is in contrast to much of the earlier work developed which considered the agencies’ viewpoint. For agency managers who seek to develop quality campaigns it is important that they involve the client. They should also ensure that their relationship is stable, that they are flexible in their work with the client and they assign personnel who are competent and have the expertise necessary to develop quality advertising campaigns.

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CHAPTER ONE

INTRODUCTION

Recently, the advertising literature has been fairly negative on the role of advertising clients in developing advertising. For example, Koslow, Sasser and Riordan (2006) squarely place the blame on advertising clients, showing that half the variance in creativity rests on what the client brings to the relationship. Helgesen (1994) provides a different, yet still stinging critique of advertising clients, showing that few advertisers know what target markets they should target, have clear advertising objectives, nor even have coherent advertising strategies. Kulkarni, Vora & Brown (2003) use financial data to show that when sales are down, brand managers will sometimes scapegoat the agency for what are fundamental client-side problems. The most negative is Sullivan's (1998) legendary book, which openly ridicules clients as a group.

However, such negativity surely must be overdone because there is no evidence in the marketing or management literature supporting such an extreme conclusion. Certainly there are challenges in the brand management system (Das, Stenger & Ellis, 2009) but the wholesale dismissal of clients in developing advertising seems unwise. This is not to say that what Koslow, Sasser & Riordan (2006) report are not the opinions of agency employees, but rather there are two sides to any story.

Instead of poor client marketing skills being the source of advertising problems, this research proposes that clients have a great deal of difficulty in articulating strategies to firm outsiders like advertising agencies. Within a client's organisation, brand managers may be able to discuss, develop and articulate strategies using a common in-house *lingua franca*, but when they go outside the firm, these code words have little meaning to an advertising agency.

For example, it is unfortunately common that a client goes to an agency explaining their strategy is to "value the brand" or other similar phrases. The agency reads this brief and develops a brand image campaign, which the client does not buy. The client may be thinking, "The agency didn't understand us?" and the client sends the agency back to the drawing board with additional instructions to focus on certain key brand features. The agency, however, is frustrated and now does not trust that the client knows what they want.

This research proposes that apparent communications problems like the above example are only the visible symptom of a deeper inter-organisational problem: lack of collaboration between agencies and their clients. To diagnose a collaboration problem between clients and their agencies is difficult, often requiring detailed knowledge of both sides of the dyad and some observation of them. However, one can infer that there is a pattern of behaviour that supports a more fundamental collaboration problem by looking for certain telltale signs on the client side. A collaboration perspective on client agency interactions proposes that there are four main factors predicting successful campaign development.

The first factor is client involvement. Often it is unfortunately the case that the initial brief often does not contain all the needed information

(Sutherland, Duke and Abernethy, 2004). This may not be due to a lack of trying, but due to a lack of articulation. As a result client involvement in the whole campaign will be critical to the client's view of success. The second factor is relationship stability. If a client has had a long stable relationship with the agency, then the agency will know more about the client's needs and will be better able to fill in the blanks in an ambiguous strategy. Alternatively the agency will better know the client's internal code words and be able to better decipher a cryptic brief. Clients will also feel that flexibility on the agency's part is a positive because flexibility really means that agencies are willing to accept a client expanding and elaborating on a strategy as the campaign is worked through. Finally, more competent agencies just are better at understanding brand problems and responding to them.

Chapter Contents

- *Theory*
 - *Information Flows*
 - *Social Embeddedness*
 - *Key Factors Affecting Collaboration*
 - *Client Involvement*
 - *Relationship Stability*
 - *Competency and Expertise*
 - *Flexibility*
 - *Another Perspective*

Theory

To set the advertising agency-marketing client relationship in context, one approach is to look to the wider management literature on collaboration between firms or what is sometimes called strategic partnering. Hagedoorn's

(2008) authoritative review suggests that there are several levels of inter-firm partnership, including environmental embeddedness, inter-organisational embeddedness and dyadic embeddedness. Over time, partners should learn from one another and this knowledge will come to be reflected in the formal structure or social organisation of firms. That is, successful collaboration often results in firms becoming embedded in one another. Success in a collaboration leads to more sales, and even deeper collaboration, and hence a virtuous cycle (Singh & Mitchell 2005).

Applied to an advertising context, collaborative effects can stretch across a variety of issues like the environmental embeddedness issues where agencies and marketers are both focused on similar or different consumer markets, inter-organisational embeddedness issues concerning the traditional structure of advertising client-agency relationships, or dyadic issues arising out of repeated ties that take place between the individuals involved in client and agency organisations.

Information Flows

At the heart of understanding collaborative dynamics is the sharing of information (Hardy, Phillips & Lawrence 2003). Without some kind of knowledge transfer, it is difficult to find the kinds of collaborative advantage firms enter into partnerships to find. For marketing clients seeking successful advertising, they must share information with their agencies, and normatively this is in the form of an advertising brief (Helgesen, 1994). However, partnering with one's agency goes farther than writing a good brief. As Koslow, Sasser & Riordan (2006) note, the information in the brief is rarely enough. Hence, all agencies have developed

advertising development processes such that deeper and better strategies emerge (Sutherland, Duke & Abernethy, 2004).

Hardy, Phillips & Lawrence (2003) highlight the fact that information flows at higher levels in an organisation are often bi-directional rather than merely unidirectional. They emphasise that successful collaborations need to have deep interactions and partnerships as well as bilateral information flows. Hardy, Lawrence & Grant (2005) also emphasise that effective collaboration depends on these bilateral relationships, which are negotiated and renegotiated throughout the life of the collaboration.

For agencies, it is not enough for the client to present a brief, however detailed it might be, and expect that this will be enough information to develop a quality campaign. That is, the information that an agency needs is not a one way flow from client to agency. Realistically, it is unlikely that any brief can - or even should - be all the information an agency needs. Given the unpredictable nature of the creative process, no client can anticipate all the information that an agency might need. Yet there is more information to be exchanged than merely objective information about the product and consumers. West and his colleagues (West & Ford, 2001) note how the risk tolerance of clients affects the kinds of advertising developed. Koslow, Sasser & Riordan (2006) also note how client openness has the same affect. Neither of these factors shows up as points in a brief, but they are things that become evident as agencies work through issues with their clients.

Social Embeddedness

For those involved in collaborative activities social embeddedness is likely to play a significant role. Hagedoorn (2008) uses the concepts of environmental, inter- organisational and dyadic embeddedness to explore the development of collaborative partnerships in different business settings. Environmental embeddedness is seen to occur at both a macro, country level and at a meso industry level. Inter-organisational embeddedness in comparison considers the experience that organisations have had in partnership formation and the resulting networks that organisations have developed through their collaborative activities. Dyadic embeddedness considers the impact of repeated ties between collaborating partners.

For clients and agencies involved in the advertising development process, the different types of embeddedness will have a direct impact on the number and types of interactions occurring between clients and agencies involved in the collaborative process. The repeat interactions occurring at a macro and meso level will dictate the extent to which client and agency organisations are able to draw upon the expertise of their partner organisations in different settings. The embedded knowledge which is developed will lead to more effective campaigns being developed.

Key Factors Affecting Collaboration

Little attempt has been made by researchers to understand what clients believe are the factors which might contribute most to the development of effective advertising campaigns. This research suggests that a collaborative approach to campaign development will have a major impact on the

effectiveness of campaigns developed. Client organisations identify four factors that they consider are a most significant when developing effective advertising. These are client involvement, relationship stability, client and agency competency and expertise and agency flexibility.

Client Involvement

The literature suggests that client involvement is an important element of inter organisational collaboration. Huxham & Hibbert (2008) identify collaboration as a way in which organisations share knowledge at an individual, community and organisational level. This sharing of knowledge may impact on the effectiveness of the collaboration. To understand the impact of knowledge sharing on the effectiveness of collaborations they suggest that knowledge sharing may occur when one partner acquires knowledge from their partner for their organisations exclusive use, when collaboration partners share knowledge in a controlled fashion or when they share with collaborating partners in a broad manner. For clients and agencies involved in the advertising development process, it will be important that they acknowledge the differences in attitudes and perceptions within and between collaboration partners as well as any attitudinal differences which may develop between collaboration partners over the length of their relationships. Thus clients and agencies involved in collaboration need to encourage the sharing of knowledge with specific partners involved in collaborative activity. This sharing of knowledge between clients and agencies involved in the collaboration process is likely to enhance the development of effective advertising.

Other research suggests that client involvement may play an important role at different stages of the campaign development process. This involvement is known to have a number of impacts on the effectiveness of the collaborative process. Singh & Mitchell (2005) note that the collaboration which occurs at the entry and post entry stages of the collaborative process often contributes to superior performance of the collaborating partners and may in fact attract other partners to be involved in similar collaborative relationships. For clients and agencies involved in developing advertising campaigns, having high levels of involvement from both sides prior to and during the campaign development process is likely to lead to superior campaign outcomes and the possibility of others seeking to work with them. The role of agencies in that process is always assumed, but clients still need to be involved, too.

The repetitive nature of any collaborative activity occurring between client and agency is another area of interest for researchers. Those such as Skilton & Dooley (2010) suggest that the repeat collaboration which takes place between client and agency teams may have a negative impact on the creativity exhibited in future campaigns. They believe that this repetition may stifle idea generation, impact on disclosure, advocacy and the rate at which ideas developed converge. For clients and agencies it is important they are able to undertake collaboration throughout the process in order to avoid the development of less creative outcomes. It will be important that parts of client and agency teams are changed to ensure that the repeat collaboration does not have a negative impact on creative idea generation.

Relationship Stability

The second significant factor contributing to the inter-organisational collaboration which takes place between clients and their advertising agencies is relationship stability. Many clients seek long term partnerships with their agency. Such partnerships are based on the client and agency building up considerable knowledge about their relationship partners over a number of different campaigns. Research by Goerzen (2007) however, indicates that whilst firms will often enter into repeated equity based partnerships, such partnerships may result in inferior economic performance by one or other of the relationship partners. The research indicated that these negative impacts on repeated partnerships were often evident in environments where there was some degree of technological uncertainty. The reality is that for long term relationships to be effective client and agency need to exhibit the levels of competency and expertise required to reduce any uncertainty which is evident.

Other research suggests that relationship stability is a significant factor in the development of effective collaborative activities. Over a series of relationships managers in client and agency organisations establish a range of networks which are crucial to these collaborative activities. Moran (2005) considers two dimensions of social capital which effect managerial performance. The first of these, structural embeddedness considers the network of relationships that managers develop in their collaborative activities and the second relational embeddedness considers the quality of relationships managers develop within these networks. The research suggests that structural embeddedness has a stronger role to play in explaining routine tasks, whereas

relational embeddedness is more concerned with explaining new and innovative tasks. For clients and agencies involved in developing advertising, the networks which are established throughout the on-going collaborative process will be critical to developing effective advertising. The benefits established in these networks will provide confidence for relationship partners developing new and innovative advertising.

Competency and Expertise

The third of the factors identified in this research as being important to collaborative activities is the competency and expertise of relationship partners. It is often suggested that prior experience with the same partners in collaborative activities results in more effective collaboration than might be the case than when involving new partners to collaborative activities. Gulati, Lavie & Singh (2009) propose that the benefits of working with the same partners in collaborative situations may often be moderated by the degree to which the assets of the new relationship partners differ from what previous partners were able to bring to the relationship. For clients and agencies working in advertising development, working with a range partners who exhibit high levels of competency and expertise may provide a degree of “comfort” to the relationship which is not always evident in newer relationships where the client and agency are not readily able to judge each other’s competencies.

Research suggests that over time collaboration partners will develop considerable amounts of competency and expertise. Those such as Ahuja (2000) consider that this dual accumulation of technical, commercial and social capital means that collaboration partners are well placed to form linkages with other

associated businesses. For clients and agencies involved in developing advertising, it is important for relationship partners to have accumulated significant amounts of technical, commercial and social capital which complements the holdings of their relationship partners.

Competency and expertise are considered important elements in relationship partners developing an advantage from their collaborative activities. Research by Paulraj, Lado & Chen (2005) suggests that relational competency enhances organisational performance. They suggest that this competency may enable relationship partners to gain and sustain collaborative advantage. As part of their collaborative activities, organisations are able share critical information and knowledge in relationship development. It is important that clients and agencies use their competencies to best advantage in the development of campaigns. As a result the sharing of competencies will be critical in the collaboration process.

Flexibility

The willingness of collaboration partners to adopt a flexible approach to their collaborative activities is often seen to have a significant influence on the effectiveness of collaboration partner's activities. Molleman (2009) suggests that there is a relationship between task autonomy and task interdependence. Relationship partners who are able to complete tasks relatively autonomously are able to be more flexible in their approach to relationship partners than are those who are interdependent in terms of task performance. The research suggests that there are positive benefits of adopting a flexible approach to task activities. The reality is though that whilst one may adopt a flexible approach to

collaboration, the levels of flexibility achieved may be made more difficult to achieve if there are high levels of task interdependence. It is important for clients and agencies developing effective advertising campaigns, to be aware that they are able to be more flexible in their approach when involved in collaboration tasks which are performed autonomously by client or agency. They do however need to work harder to be more flexible in tasks for which their organisations or members of their respective organisations are involved in completing are interdependent tasks.

Research also suggests that collaboration requires relationship partners to adopt a flexible approach to the collaborative activities they undertake. This has led some such as Hibbert and Huxham (2005) to suggest that the learning process that occurs during collaboration is likely to impact on the levels of flexibility adopted by relationship partners. They identify three types of learning, transferable process learning, substantive (goal oriented) learning and local collaborative process learning. The first of these suggests that collaboration partners learn from the processes involved in their collaboration and are therefore able to be more flexible as they come to understand how each of these processes should work. The second substantive learning considers collaboration as a vehicle for learning. As relationship partners collaborate they are able to share knowledge. This allows them to adopt a more flexible approach based on what they learn from their collaborative activities. The third type local collaborative process learning suggests that the learning which takes place between specific partners and the knowledge that they develop in specific circumstances allows them to learn and as a result they are better placed to adopt a more flexible approach to different aspects of their relationship. For

clients and agencies involved in the development of advertising, knowing the processes involved in their relationship allows them to adopt a more flexible approach. As they share knowledge as part of the advertising development process, they are more able to be flexible based on the knowledge they have of likely outcomes. This is made even easier when those involved in the relationship have distinct relationships with different individuals on either side of the dyad. The relationship partners get to know how their specific partners are likely to operate in different circumstances and therefore are able to adopt a more flexible approach.

Agency flexibility is an important contributor to collaborative processes. To achieve successful outcomes from collaboration there needs to be significant levels of flexibility shown by the agency in the interactions which take place between them and the client. Franco (2008) suggests that consensus formation is an important element for developing successful relationships. This can be likened to the client agency relationship in advertising where the agency has to show differing degrees of flexibility as they interact with the client and come to a consensus as to what will be an effective advertising campaign.

Another Perspective

Whilst this review has thus far focussed on collaboration and the importance of collaboration in the advertising campaign development process, there are a number of other viewpoints that one can take when explaining the factors contributing to the development of successful advertising campaigns. For example, several scholars have considered issues such as trust, risk, respect, and

commitment (Duhan & Sandvik, 2009) in an attempt to predict client satisfaction with the advertising development process.

A question this research will at least partially, address is whether in fact the existence of trust, risk, respect, and commitment in client agency relationships is more important than the collaboration that takes place between those developing the advertising campaigns. A key problem is that if brand managers have difficulty articulating strategies, there may be a need for higher levels of collaboration. However, this research will focus on the successful outcomes of collaboration - quality advertising rather than merely look at client satisfaction. Indeed, arguments can be made that many factors that might increase short term client satisfaction may also harm the quality of advertising produced. Arguments can be put forward such that the opposite could be found if an outcome perspective is taken. Despite the process normally being viewed as having positive effects, the opposite can also be advanced.

One such argument might be that high levels, of trust, may actually have negative effects on campaign outcomes despite process effects still being positive. That is, if one trusts their relationship partners, one may consider that collaboration levels need not be as high as when relationship partners are less trustworthy. The consequence is that clients may fail to articulate what they really mean. Furthermore, trust may well be the wrong concept entirely. It may well be “hope” because whilst relationship partners can trust many of the processes of campaign development the right steps to take to develop a successful campaign may still be uncertain. Advertising services are not like accounting services, where one is able to put in a series of data and produce a

number of outputs. Advertising outcomes are more reliant upon an unpredictable creative element.

A second argument might be that being committed to ones relationship partners may mean that they both see less need to collaborate throughout the campaign than when they are in less committed relationships. The outcome might be that relationship partners may once again fail to articulate the details of a campaign and as such commitment does not mean that the right steps will be followed to produce a successful campaign. The high levels of commitment shown by the client may in fact mean that the agency moves along with little input from the client in terms of strategy. This may be compared to situations where there are low levels of commitment shown by relationship partners. In such situations the agency is only likely to produce campaigns based on the limited strategy that the client provides and the client may decide to walk away if the agency does not prepare a successful campaign. In both situations collaboration may have served as a critical element in campaign development. Collaboration may have served to reduce any negative impacts on campaign development resulting from a less committed client and agency.

It could also be suggested that if one is respectful of one's relationship partners that less collaboration may be required in the advertising development process. The reality, however, is whilst clients and agencies may respect each other in terms of ability and commitment to their relationship; a failure to collaborate may mean that the client fails to provide the necessary strategic information to enable the agency to produce the insightful work that they require. It is as though the client respects the agency to such an extent that they come to consider they know best in terms of creative strategy. A lack of respect

by either partner for each other is likely to have meant that they were unlikely to have got together in the first place. If as a result of international alignment they have been forced to get together, collaboration may be a means by which they are able to limit the impacts of this lack of respect on campaign development.

Some suggest that the level of risk involved for client and agency is likely to impact on the success of advertising campaigns produced. If client and agency are faced with what they consider to be high levels of risk in campaign development, it might be considered difficult for the relationship partners to believe that a successful campaign can be produced. The reality though is that the client and agency need to be involved in higher levels of collaboration throughout the process if they are to reduce such perceived risk.

To set the perspective used in this research, this research suggests that two parallel systems take place at various points in time. Certainly, issues like trust, respect, and similar process variables are valuable in predicting satisfaction with the advertising development process-right up to the point at which the advertising is delivered. Duhan & Sandvik (2009) is an example of this process. Then, managers make their own decisions about whether or not they value the tangible results of the development process in terms of how original, strategic or creative it is. If the advertising is approved and used, the campaign is further subjected to an evaluation of whether or not it is viewed as effective. Whether or not the client was satisfied with the process does not mean he or she will receive quality work.

An important point is that these two systems, process-and outcome-orientations, operate independently for much of the time in advertising development but not in other areas. Ordinarily, when considering technical

services like accounting services, a positive process should indicate the outcome will be positive as well. For example, trust, respect and other process factors can lead to better rapport, more information sharing and thus an improved ability for the accounting firm to give better advice on technical issues like tax minimisation. If needed, the accounting firm can use the trust built up in the process to convince the client that the accounting firm's advice is good. A good accountant can use his or her accumulated respect to walk a client through the accounting logic to get to a commitment to a tax strategy and a satisfactory outcome.

Advertising agencies are different. Like all creative enterprises they operate within a mysterious, even mystical, creative place (Sternberg & Lubart, 1996). Indeed, they may even come across every bit as strange and exciting as a Hogwart's School of Magic would to the average, non-magical person or 'Muggle'. Thus, clients only see-or probably only want to see-a small fraction of what goes on behind the veil in an advertising agency. There's also an account handler there to interpret what part of the process the client does see so to keep the creatives in a separate and protected domain far from the client (Sasser & Koslow 2008). Therefore, clients only ever see a tip of the iceberg and the submerged part of the iceberg isn't very predictable from looking at the visible part.

More importantly, the creative process itself is subject to a great deal of randomness. Sometimes one can follow the creative steps and produced brilliant work and other times one can follow the same steps and come up with nothing valuable (Sasser & Koslow 2008). From what researchers know about the process within agencies there are only a few inputs that have a positive effect on the

process: 1) access to top managers who understand and can explain the strategy, and 2) information about the consumer via formal research or tacit knowledge (Koslow, Sasser & Riordan 2006).

When clients receive advertising campaigns, they usually make evaluations of them independent of the process that has previously taken place. That is, the quality of the work stands on its own. Unlike other technical areas where there is a logical and objective answer, the answers to advertising problems are not as obvious. But more importantly, clients do have specific opinions independent of agencies and will make them known.

Agencies do need to work with clients to produce good work and therefore must interact with clients, but the kind of productive interactions should be looked at through a collaboration theory lens rather than a traditional process one. It may be that trust, respect, and similar concepts still do have effect on the development of successful advertising-especially at the margin-but this thesis will argue that a collaboration perspective of the interactions is a more fruitful perspective.

Thesis Outline

The thesis consists of 6 chapters. Chapter One: (Introduction) has presented an outline of the topic of this research, along with a brief overview relating to the research problem, objectives and theoretical contributions and practical implications of this thesis.

Chapter Two: (Literature Review)

- *This chapter starts with a conventional view of advertising development and moves towards a collaboration perspective. The first section of the chapter examines the literature on personal relationship*

development both within and between firms. Secondly a number of models relating to personal relationship development are discussed. The third segment of the first section considers the importance of business relationships through a number of business relationship models. Finally the section is concluded with a review of a number of models of buyer seller relationships in advertising.

- *The second section of the chapter considers the literature relating to trust. The first segment of this section provides definitions of trust followed by details of the different types of trust identified in the literature. The third segment of this section considers the different ways that trust has been conceptualised in the literature. This is followed by details on the different dimensions of trust. The final three segments of the section consider service provider dimensions of trust, the ways in which trust is identified in marketing relationships and the antecedents to trust developing.*
- *The third section of the chapter examines the literature relating to respect. The first segment of the section provides detail of the different definitions and types of respect identified in the literature. This is followed by details of how respect is considered at the interpersonal, organisational, and inter-organisational levels. The final segment of the section considers respect in service provider interactions.*
- *The fourth section of the chapter examines the literature relating to commitment. The first segment of the section provides details of the various definitions of commitment presented in the literature. This is followed by a segment that relates to the different types of commitment identified in the literature. The following segment considers the antecedents to commitment. The final segment of the section describes the literature relating to those factors that influence relationship commitment.*
- *The fifth section of the chapter examines the literature relating to risk. The first segment of the section provides detail of the various definitions given to risk and the different dimensions attached to risk. This is followed by segments relating to how risk is considered at an individual and organisational level. Finally the impact of risk on company performance is considered.*
- *The sixth section of the chapter examines the literature relating to competency. This section considers the various definitions and types of competency detailed in the literature.*
- *The seventh and final section examines the literature relating to creativity. The first segment considers the importance of domain specific knowledge in the development of creative ideas. The second*

segment considers the importance of priming to developing creative ideas. This is followed by detail relating to the impact of intrinsic and extrinsic motivation on workplace creativity. The third segment considers the various models that have been developed to explain the development of creative ideas. The fourth segment of the section describes the literature relating to organisational encouragement of creativity and work group encouragement of creativity. The final segments of the chapter consider the organisational impediments to creativity and the impact of organisational climate on organisational creativity.

- **Chapter Three: (Research Hypotheses)** the first section of this chapter presents the hypotheses that will be investigated in this study. These hypotheses relate to the outcome variables involved in the development of quality advertising campaigns. The second section of the chapter details the campaign process variables which relate to the variables affecting the process of campaign development. Whilst these may be important to the processes involved in developing campaigns, this research suggests that these variables may have little if any influence on the quality of advertising campaign produced. As a result hypotheses are not developed, as these process variables are not the focus of this research.
- **Chapter Four: (Methodology)** outlines the research design employed in this study to examine the factors which have the potential to influence the development of advertising campaigns. The introductory section provides a rationale for choosing to use a mixed methods approach to this piece of research. Details are provided of the way in which data and methodological triangulation are used and the sequential approach to triangulation adopted. The second section of the chapter provides detail of the qualitative component of the research. Details are provided of the exploratory in-depth personal interviews that were conducted with individuals at advertising agencies and client organisations. The process of sample selection interview schedule development and the method used for data analysis is detailed. The third section describes the quantitative component of the research. Details are provided on sample selection, questionnaire design, questionnaire distribution and collection and the ethical considerations for the research.
- **Chapter Five: (Quantitative Results)** presents an analysis of the results from the quantitative questionnaire. The first section describes the demographic characteristics of participants. Section two provides details of the principal components factor analysis completed from Part One of the questionnaire. Section three provides details of the principal components factor analysis completed from Part Three of the questionnaire. Section four provides details of the regression analyses completed to predict whether a campaign was original, on strategy, creative and or effective. The final section of the chapter considers the

regression analyses completed for the individual process factors of trust risk and respect.

- **Chapter Six: (Discussion)** *This chapter provides a general discussion of results obtained in Chapter Five that are pertinent to the research hypotheses and questions posed. The first section considers the implications of the exploratory qualitative research completed. Section two considers the implications of the quantitative research completed. Section three details the research contributions and implications from an academic and practitioner perspective. Section four addresses the limitations of this research and provides suggestions for future research in an attempt to provide a basis for advancing the contribution of this study and to provide the opportunity for future knowledge development and research in the area.*

Chapter One: Introduction

Overview of Research Problem, Research Gap, Research Gap, Theoretical Contributions, Practical Implications



Chapter Two: Literature Review

Personal and Client Agency Relationships, Trust, Respect, Commitment, Risk, Competency and Creativity



Chapter Three:

Research Hypotheses



Chapter Four:

Research Methodology



Chapter Five:

Quantitative Results



Chapter Six:

Discussion

Figure 1. Flow Chart of the Thesis Structure

Chapter Summary

The chapter has provided an introduction to the research, followed by a summary overview of collaboration theory and the key factors affecting collaboration. Finally the chapter provides a thesis outline which includes a brief introduction to the material covered in each chapter.

Chapter Two provides a review of the literature relating to relationship development and the literature associated with client agency relationships in advertising.

CHAPTER TWO

LITERATURE REVIEW

Introduction

To better understand how collaboration between agencies and clients helps to develop quality advertising, one place to start is contrasting the collaboration orientation with the more dominant “received wisdom” of the business relationship-process orientation (Dwyer, Schurr and Oh, 1987). If clients want to improve the quality of the advertising they get from their agency, the prevailing view would be to improve the quality of the rapport between them. Frequently invoked ideas include relationship bonding, trust development, risk reduction, respect enhancement, and commitment building. The assumption made is that if the agency and client are effectively “playing nice” with one another better work is achieved.

The irony about the agency and client “playing nice” with one another is that this seems rarely to be the context for creativity and innovation. Like many other researchers, Kanter’s (1983) seminal work, describes the process of innovation is anything but “nice”. Ideas are stolen, rewards diverted, and people’s feelings get hurt, but the march of innovation keeps on going. Within an advertising context, Kover & Goldberg (1995) show the many games copywriters play trying to protect and enhance work they think is creative. Likewise, Sullivan (1998), details other kinds of political gamesmanship rampant in advertising agencies-especially

games that involve clients. Apparently, those seeking quality advertising seem to accept obvious dysfunctional behaviour from puerile colleagues as the *de facto* rules-of-engagement.

What separates the collaboration perspective from the traditional business relationship-process orientation is that collaboration focuses on outcomes, not processes. Certainly, clients and agencies have to interact to gain information and other resources from each other, but that process need not be as amiable as the relationship-process approach presumes. What matters more is whether all the structural elements for success are present, rather than the process going in an amenable fashion.

The reason why client-agency creative processes are different from other relationships is because successful outcomes of the creative process are less than certain. One can follow all the “right” steps in the advertising development process and still end up with mediocre advertising. Accordingly, clients typically will talk about how strong relationships are with their agency and then immediately put them up for an account review. Clients also talk a language of trust with agencies, but really they never quite really mean trust when presented with a challenge in campaign execution. Risk reduction sounds great, but unfortunately worthwhile creative work often is fairly risky. Finally, clients will often claim to respect an agency, yet still not buy any of their most creative ideas. Possibly process isn’t what matters most, but rather getting to a breakthrough outcome-which is creative and effective work.

If one were focused only on organisational buying situations where a client organisation is buying expertise alone from a supplier - for example, accounting services or technical advising - then issues like bonding, trust, respect and the

like would certainly be critical. In these straightforward environments, one can predict outcomes of the relationship fairly well by considering the relationship processes that took place to get the outcomes. Advertising however, has that unpredictable creative quality to it that makes the outcomes uncertain at best (Sasser & Koslow, 2008), and thus from a client perspective a more limited range of collaboration-oriented structural issues come to the fore: client involvement, relationship stability, agency flexibility and agency competency. Each of these areas will be explored in more detail in the third chapter.

However, in this chapter, the focus is on the “received wisdom” of business relationship-process orientation issues-plus two alternative research areas that undermine this perspective and set the stage for Chapter 3. Thus, the first part of this chapter will review several major strands of the business relationship - process orientation: relationship rapport, trust, respect, commitment and risk. There is considerable literature in these areas to review so to economically report on it, tables are presented listing the major pieces of research and the text provides commentary on it.

The second part of this chapter will review two more areas that provide an alternative perspective for many observers. First, agencies can and do have variable levels of competency and expertise. As noted by Verbeke, Franses, Le Blanc & van Ruiten (2008), some agencies repeatedly come up with highly creative and effective campaigns, but others are less successful. While it is hard to identify exactly what causes these skill differences, many of these seem to be counter intuitive. Although competency is an area that the process-orientation does focus on, competency is an issue of wider significance that also incorporates issues such as creativity. To set these counter intuitive effects in

context, the second overlooked area that will be focused on is creativity theory. These two research streams serve as critiques of the received wisdom and lead to an alternative collaboration perspective. This then results in the hypotheses presented in Chapter 3.

To provide a foretaste of the empirical findings presented in Chapter 5, qualitative interviews confirmed the role of the traditional relationship-process orientation. However, these factors appear to fall apart in the quantitative portion of the research. That is, clients and agencies might like to talk about business relationship-processes, what matters most are the outcomes. Yet to begin this story, the author now focuses on the business relationship literature.

Chapter Contents

- *The Received Wisdom of Business Relationships*
 - *Personal Relationship Models and the Advertising Development Process*
 - *Business Relationships*
 - *Buyer Seller Relationship Models*
 - *Firm to Firm Interpersonal Relationships*
 - *Client Agency Relationship Models in Advertising*

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The “Received Wisdom” of Business

Relationship Processes

An alternative perspective to collaboration is that of understanding business relationships. On one level, these areas may initially seem to overlap and to a great extent the issues they usually deal with have a great deal of similarity. However, an unstated perspective in the extant research on business relationships is a focus on process-oriented effects and variables. That is if the process variables go in the correct direction, then the outcome is largely assured as positive. In contrast, the collaboration literature does not have as strong a

focus on processes, and in fact, the relationship might even be a challenging one, but nonetheless leads to superior outcomes.

Personal Relationship Models and the Advertising Development Process

To illustrate the process orientation of the relationship literature, consider the three models of personal relationship listed in Table 1.

Table 1. Personal Relationship Models and Client Agency Relationships in Advertising

Author(s)	Synopsis
Ford (1998)	Several models have been developed in an attempt to understand how relationships develop over time.
Knapp (1984)	Explains relationship development over time. Relationships are broken down into five stages; initiation, experimenting, intensifying, integrating, bonding.
Dwyer (2000)	Describes a five stage model which considers the factors necessary for relationships to develop in the first instance; proximity, similarity, physical attraction, reciprocal liking, complementarity, competence.

Ford's (1998) review discusses various stages in relationships and uses an implicit assumption that business relationships are like dating relationships. Likewise Knapp (1984) provides descriptive explanations of the stages in relationship development, again following a social framework suggesting that relationships can be broken down into five distinct stages; initiation, experimenting, intensifying, integrating and bonding. None of these individual models focus much on the kinds of productive work that is produced as a result of these relationships and instead these relationships are viewed as purely a social phenomenon, rather than cooperative behaviour towards certain achieved ends. This is very similar to the approach taken by Dwyer (2000) who identifies

the factors necessary for relationships to develop over time. These include proximity, similarity, physical attraction, reciprocal liking, complementarity and competence.

Business Relationships

There is a literature more focused on business relationships, but again, the goal oriented reasons for entering into relationship is often pushed in the background in support of the processes that take place and the people involved in these relationships.

Table 2. The Importance of Business Relationships

Author(s)	Synopsis
Dwyer, Schurr & Oh (1987) Frazier, Spekman & O’Neal (1998) Halinen (1997)	Suggest that there are two main types of business relationships market exchange and relational exchange relationships. Defines the two different types of relationships: Market exchange; relationships based on the purchase of goods and services. Relational exchange: long term based on commitment between the parties.
Ford, Gadde, Häkansson & Snehota (2003)	Consider that: <i>Every relationship is unique in its content, its dynamics, in how it evolves, in how it affects the parties involved and in what it requires from each of them for success (Ford, Gadde, Häkansson & Snehota, 2003, p. 38).</i> They consider how actor bonds, activity links, and resource ties impact on business relationship development. Actor bonds use social, technological and time-distance factors to help to explain the differences in contact which take place between individuals in organisations. Social distance measures the extent to which different individuals in a relationship might be unfamiliar with the ways in which their relationship partners think and work. Cultural distance is a measure of the extent to which the norms and values of the two organisations are similar. Technological distance refers to the differences in technologies available to the two organisations. Time distance relates to the need for the relationship to proceed in a timely fashion. The second group of factors identified are what they term “activity

	links". These might be organisational, campaign specific or long term. The third group of factors the resource ties refer to the types and volume of resources that partners bring to the relationship.
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Table 2 provides several examples of business relationships that are driven by process. Dwyer, Schurr & Oh (1987) and Frazier, Spekman & O'Neal (1998) consider business relationships from market exchange and relational exchange perspectives. In the first instance relationships are seen to be the result of the processes that are involved in the exchange of goods and services whereas in the second situation the relationships are developed on the basis of the parties making a long term commitment. Ford, Gadde, Häkansson & Snehota (2003) provide detail about the uniqueness of business relationships, indicating that the processes involved in developing business relationships is dependent upon the social, technological and cultural distances between the organisations involved in the business relationship and the different types of resources that partners are able to bring to the relationship. Again such models focus on the elements of process rather than the focussing on the outcomes of business relationships.

Buyer Seller Relationship Models

A further set of literature considers a series of models relating to buyer-seller relationships. Once again these models are concerned with the processes involved in buyer seller relationships, and do not attempt to provide details of the outcomes of such relationships.

Table 3. Models of Buyer Seller Relationships

Author(s)	Synopsis
Guillet de Monthoux (1975)	Develops a model called the “mating process” of industrial organisations. This model analyses relationships on the basis of exchange volumes, complexity, formalisation and interdependence. There are 5 stages to the model; romance, affair/marriage, divorce, new romance/affair/, marriage.
Ford (1982)	Develops a five stage model considering the importance of experience, uncertainty, distance, commitment and adaptation.
Frazier (1983)	Develops a framework to describe inter-organisational exchange behaviour. There are three main processes; the initiation process, the implementation process and the review process.
Wilson & Mummalaneni (1986)	Develop a framework to explain relationship development. They suggest that satisfaction, future investments and commitment are usually the result of repeated successful interactions.
Dwyer, Schurr & Oh (1987)	Develop a five stage model to describe relationship development. The phases are awareness, exploration, expansion, commitment and dissolution.

Table 3 outlines a number of models of buyer-seller relationships. Two such models are developed by Ford (1982) who develops a framework to describe inter-organisational exchange behaviour and Wilson & Mummalaneni (1986) who develop a framework which focuses on the importance of repeated successful interactions. The process again is the focus of their models.

Table 4. Firm to Firm Interpersonal Relationships

Author(s)	Synopsis
Haytko (2004)	Divides business relationships into firm to firm relationships and interpersonal relationships. The firm to firm relationships can be divided into three types: “the gopher”, true partnerships, and the “surrogate manager”. The interpersonal relationships can be divided into: “strictly business” (no personal interaction), “business friends” (some degree of information disclosure) and “personal” relationships (high levels of intimate disclosure and outside work interaction).

Firm to Firm Interpersonal Relationships

Haytko (2004) in Table 4 describes firm to firm relationships and interpersonal relationships. Both of these relationship types focus on the importance of the interactions between individuals in the relationship and the importance of the processes which take place. Little attention is paid to the extent to which successful outcomes result from such interactions.

Client Agency Relationship Models in Advertising

A number of researchers have developed models to describe client agency relationships in advertising Table 5. Again the focus of such models is largely process oriented. Wackman, Salmon & Salmon (1987) and Waller (2004) describe the stages involved in developing such relationships. Halinen (1997) in Table 5 uses a process model to describe the context for developing business relationships, the prerequisites for such relationships and the processes involved in relationship development. The success of the interactions between clients and agencies is dependent on factors such as the satisfaction with previous encounters, (Czepiel, Solomon, Suprenant & Gutman, 1985) and the success in previous relationships (Wackman, Salmon & Salmon, 1987). Those such as Möller & Wilson (1988) and Campbell (1985) examine factors influencing client agency interaction (Table 5). They suggest that the process of interaction is influenced by factors such as the frequency of purchase, complexity of purchase, task familiarity and the importance of purchase. As such the processes undertaken in the interaction will influence outcomes but do not provide any degree of certainty to the effectiveness of such outcomes.

Table 5. Client Agency Relationship Models in Advertising

Authors(s)	Synopsis
Wackman, Salmon & Salmon (1987) Waller (2004)	Describe the client agency lifecycle. They divide the lifecycle into four main stages: pre-relationship, development, maintenance and termination. Describes the client agency relationship from an account management lifecycle perspective. The model breaks relationships down into: agency evaluation/selection, relationship development/maintenance, agency review/ termination.
Halinen (1997) Johansson and Mattsson (1986) Halinen (1997) Häkansson (1982) Halinen (1997) Belch and Belch (1990) Halinen (1997)	Develops a process model of client agency relationships in advertising. The model is based on three main conceptual areas; the context for a business relationship, the prerequisites for a business relationship, and the content and process of relationship development. The content and processes involved in relationship development are based on interaction processes, interaction styles and evolving relational bonds. THE CONTEXT FOR A BUSINESS RELATIONSHIP Halinen identified the following factors as antecedents to relationship development: The first group of contextual factors are the environmental factors: The environmental factors involve understanding the environment in which they are working. They suggest that the environment can be divided into primary and secondary task environments. The second group of contextual factors are the company factors: The company factors are able to be divided into a number of sub-groups: The size of client and agency organisations/combined resources. The interaction orientation refers to the way in which relational partners interact with each other. This considers how the marketing strategy adopted by the client and agency impacts on relationship vulnerability and the organisational structures of the client and agency. Reputation of the agency The third group of contextual factors are the individual and group factors: There is a tendency for the client to buy the skills of individuals within the agency rather than the agencies services in general.

Authors(s)	Synopsis
Sheth (1976) Czepiel, Solomon, Suprenant & Gutman (1985) Wackman, Salmon & Salmon (1987) Morris & Holman (1988) Michell (1987); Wackman, Salmon & Salmon (1987)	Clients may consider: The interaction and communication styles of individuals. The levels of satisfaction experienced in previous encounters. Successes in previous relationships. Loyalty of relationship partners. “Personal chemistry” and the compatibility of interacting staff.
Halinen (1997) Campbell (1985) Möller & Wilson (1988) Halinen (1997) Wilson & Mummalaneni (1986) Belch & Belch (1990) Cunningham & Turnbull (1982) Wilson & Mummalaneni (1986) Halinen (1997) Håkansson (1982) Möller & Wilson (1988)	Task factors influencing the client agency relationship: The degree of task innovation, importance of task, task complexity, task familiarity and frequency of exchange. Identify three factors influencing the interaction strategy of buyers and sellers: frequency of purchase, switching costs and complexity of product. Identify factors influencing business interaction: complexity, importance, innovativeness, exchange frequency, exchange dimensionality, substitutability and task familiarity and frequency of exchange. PRE-REQUISITES FOR BUSINESS RELATIONSHIPS Suggest that complementary needs and recognising the need to share resources is important. Using agencies allows advertisers access to specific expertise. Client and agency are aware of the goals needs and resources of the other party. Client and agency need to be aware of the goals, needs and resources of the other party. It is likely that their needs and resources are complementary. THE CONTENT AND PROCESS OF RELATIONSHIP DEVELOPMENT Interaction processes refer to the way in which client and agency communicate with each other. The interaction processes can be divided into three groups: exchange processes, coordination processes and adaptation processes. Exchange Processes These refer to the individual tasks completed by the client and the agency. They often relate to product, service, financial and social exchange. Co-ordination Processes These refer to the norms and procedures for exchange and how both parties will respond to conflict. Interaction Processes
Möller & Wilson (1988)	Client and agency are able to adapt procedures, attitudes and goals to enhance relationships.

Authors(s)	Synopsis
Möller & Wilson (1988) Anderson & Narus (1990) Frazier (1983) Dwyer, Schurr & Oh (1987) Anderson & Narus (1990) Möller & Wilson (1988)	The outcomes of client agency relationships are related to the economic and functional performance of both parties and psychosocial rewards and costs of the relationship. Suggest the rewards and costs may have a degree of tangibility and intangibility. Are based on the perceived satisfaction or dissatisfaction for both parties. Are based on the fairness of the relationship, reciprocal understanding of the other parties needs and interpersonal trust.
Michell (1987) Wackman, Salmon & Salmon (1987)	Relate interpersonal chemistry of those involved in the relationship.
Halinen (1997)	Identifies two categories of bonds which result from the interaction of client and agency. These are operational and relational bonds. Operational bonds include: knowledge, social, economic, planning and legal bonds. Relational bonds include: attraction, trust and commitment.

Section Summary

This section has provided a review of the relevant literature relating to interpersonal relationships in business, buyer seller relationships in business, and a number of different models that have been developed to explain each of these different relationships. The final segment of the section considered client agency relationship models in advertising. The following section will consider the importance of trust in relationship development.

Trust

Trust is considered by many as important element in relationship development. As such it has been suggested by many that it is an important element in the relationship between clients and their agencies operating in the advertising sector. As such trust has received considerable attention across a

range of disciplines including psychology (Johnson-George & Swap, 1982; Rotter, 1967, 1980), in philosophy (Baier, 1986), in sociology (Barber, 1983; Luhman, 1979; Shapiro, 1987), in economics (Arrow, 1975; Williamson, 1975) in psychology (Deutsch, 1958) and in organisational theory (Zand, 1972; Zucker, 1986).

Researchers have suggested that there is a clear distinction to be drawn between the conceptual and operational definitions of trust (O'Malley & Tynan, 1997).

Research has shown that;

“Operational definitions provide the necessary bridge between generalising concepts on one hand, and concrete features of the specific research situation on the other hand. Hence, there is no one proper operational definition of the theoretical concept” (Emmerson, 1962, p.33).

Those completing research have suggested that a range of operational definitions are able to serve one theoretical concept, but in reality there are still considerable differences in the theoretical concepts being put forward by researchers. Many of the definitions are situation specific, which is fine for operational definitions, but not for theoretical definitions. Making comparisons between operational definitions across disciplines is not always easy as they often have little in common in terms of meaning (Tynan & O'Malley, 1997). This research will need to find an operational definition appropriate to client-agency relationships.

Defining Trust

Researchers agree that trust is an important element in human interaction;

“The variable most universally accepted as a basis for any human interaction or exchange” (Gundlach & Murphy, 1993, p.41).

“Trust can be conceptualised as an orientation towards society and towards others that has social meaning beyond rational calculations” (Tyler & Kramer, 1996, p.5)

As such trust is an important element in the exchanges that take place between client and agency involved in the process of advertising campaign development. While this may be a good high level definition of trust, something more specific will be needed in this research. Therefore a number of different kinds of trust will be reviewed and the appropriate “flavour” will be highlighted.

Types of Trust

Researchers have considered trust from a number of different perspectives. Table 6 identifies the different types of trust that are identified in the literature.

Table 6. Types of Trust

Author(s)	Synopsis
Ring (1996)	<p>Identifies two distinct forms of trust can be observed in economic exchanges: fragile and resilient trust:</p> <p>Fragile trust <i>“permits economic actors to deal with each other, but in guarded ways”</i> (Ring, 1996, p.152)</p> <p>Resilient trust on the other hand <i>“rests less on the predictability of outcomes and more in the belief in the goodwill of others”</i> (Ring, 1996, p.152).</p>
Barney & Hansen (1994)	<p>Develop three types of trust on the basis of strength. They consider trust as either being weak, semi-strong or strong. The category of trust that develops will often be based on how vulnerable participants in an exchange relationship might feel. To them:</p> <p><i>“Trust is a mutual confidence that one’s vulnerability will not be exploited in an exchange”</i> (Barney & Hansen, 1994 p.177)</p>
Jones & George (1998)	<p>Take a behavioural approach to trust and distinguish between two types of trust, conditional and unconditional trust.</p>

Author(s)	Synopsis
	<p>Conditional trust is seen to be</p> <p><i>“a state of trust in which both parties are willing to transact with each other, as long as each behaves appropriately, uses a similar interpretative scheme to define the situation and can take the role of the other” (Jones & George, 1998, p.536).</i></p> <p>The second type unconditional trust is viewed as <i>“An experience of trust when individuals abandon the ‘pretence’ of suspending belief, because shared values now structure the social situation and become the primary vehicle through which those individuals experience trust” (Jones & George, 1988, p.536).</i></p>
Das & Teng (2004)	<p>Develop two trust types goodwill and competence trust:</p> <p>Goodwill trust relates to the trustor’s expectations about the trustee’s good faith and his or intentions. This is compared to competence trust which refers to the trustor’s expectations about the trustee’s competence and capability.</p>
Murphy & Gundlach (1997)	<p>In their research they relate these definitions of trust to two distinct types of risk:</p> <p>Relational risk refers to the probability and consequences of one or other partner in the relationship not fully committing to the relationship and not acting in the manner that the other partner might expect.</p> <p>This is compared to performance risk which relates to the probability and consequences of not achieving the goals of the relationship given the good intentions of both partners in the relationship</p> <p>Goodwill trust reduces relational risk and competence trust reduces performance risk.</p>
Andaleeb (1992)	<p>Suggests a typology which proposes five different trust types, calculative, verifiable, reciprocal, earned and blind.</p>
Ring (1996)	<p>Identifies four different categories of trust that occur in exchange relationships:</p> <p>The first of these, Bonding Trust is where there is a mutual confidence and commitment to continue in a high quality stable relationship.</p> <p>The second Hopeful Trust is where the client has some doubt over the competence of the provider. In this case the trust is based on the hope that things will improve as the relationship develops.</p>

Author(s)	Synopsis
Ring (1996)	<p>The third type Unstable Trust is when the client questions the provider’s motives even though they are happy with the levels of competence that they exhibit.</p> <p>The last type is distrust where the client has negative perceptions of both the competence and intentions of the provider.</p> <p>Compares two types of trust calculative and affective trust: Calculative trust is based on an evaluation of the risks and rewards and controls in place to ensure that a partner does not operate opportunistically.</p> <p>Affective trust which is based on personal experience and relies on emotional inputs and information from within the relationship.</p>
Young & Wilkinson (1989)	<p>Compares general and specific trust:</p> <p>General trust is based on one having knowledge of the characteristics of the other party. This is compared to specific trust which is based on the personal experience of dealing with the other party in the relationship.</p> <p>Their research indicated that general trust was important for the establishment of new relationships and was particularly useful when the parties were unfamiliar with each other.</p> <p>In comparison specific trust is seen to be crucially important to developing a relationship further.</p>
Barber (1983)	<p>Distinguishes between three further forms of trust. These relate to a trust in the persistence and fulfillment of moral order, competence trust and fiduciary trust.</p> <p>In the first of these definitions of trust Barber implies;</p> <p><i>“that natural order both physical and biological and the social order will persist and will be more or less realised” (Barber, 1983, p.9)</i></p> <p>Competence Trust in comparison is the expectation;</p> <p><i>“Of technically competent role performance with those involved with us in social relationships and systems” (Barber, 1983, p.9).</i></p> <p>The final trust type fiduciary trust goes beyond the realms of technically competent performance in an attempt to understand the moral dimension of client agency interaction. This is the;</p>

Author(s)	Synopsis
Sztompka (1999)	<p><i>"Expectation that some others in our social relationships have moral obligations and responsibility to demonstrate a special a special concern for others interests above their own"</i> (Barber, 1983, p.14).</p> <p>Outlines three different types of trust with a focus on the risk involved in the relationship. The first type involves;</p> <p><i>"the meanings of instrumental conduct and includes expectations of regularity, reasonableness and efficiency"</i> (Sztompka, 1999, p.53).</p> <p>The second type identified is somewhat more risky and relates to the expectation.</p> <p><i>"Some moral quantities of actions performed by the other"</i> (Sztompka, 1999, p.53).</p> <p>The third trust type put forward by Sztompka (1999) is the most risky and relates to expectations of fiduciary conduct. The definition says that partners in the relationship will have;</p> <p><i>"duties in certain situations to place others interests before our own"</i> (Sztompka, 1999, p.53)</p>
Halinen (1997)	<p>Identifies two types of trust which are critical to the development of agency client relationships;</p> <p>The first of these types is general trust where the client is able to base trust on contact with others who have used the agency and the reputation the agency has in the marketplace.</p> <p>The second type of trust is specific trust which is based on the personal exchanges and interactions which occur during both relationship development and dissolution.</p>
Ali & Birley (1998)	<p>In their work on client provider relationships in marketing Ali & Birley identify two main types of trust;</p> <p>The first of these is institution based trust. This type of trust relies upon governance mechanisms which are put in place by professional bodies to ensure that those involved in client provider relationships behave in the appropriate manner befitting the relationship.</p> <p>The second trust type detailed by is individual based trust. In comparison to institution based trust this trust type is linked clearly to the individual through inherent characteristics or previous</p>

Author(s)	Synopsis
Davies & Prince (2005)	<p>behavior.</p> <p>In their work consider the development of trust from a client agency perspective. They consider that a client is able to develop confidence on the basis of three sources of experiential trust that develop in the relationship.</p> <p>The sources of experiential trust are based on (1) norms of institutional practice; (2) categorical norms (based on the qualities of a particular agency type) and (3) norms based on identifying and sharing similar values to their agencies.</p> <p>These in turn correspond to three different types of trust; They are institution based trust, cognition based trust and values based trust.</p> <p>Institution based trust exists when risk is not easily able to be assessed. To reduce this risk the client relies upon institution based trust. Agencies who convey high levels of integrity and professionalism are likely to develop higher levels of institution based trust with their clients.</p>
Baker, Faulkner & Fisher (1998) Keep, Hollander & Dickinson (1996)	<p>Consider that the levels of professionalism and integrity shown by agencies is influential in the levels of institutional based trust which develops between the client and agency and as a result the success of the relationship overall.</p>
Davies & Prince (2005)	<p>Secondly in comparison cognition based trust assumes that clients draw on their general experiences outside the focal relationship to develop an understanding of the particular agency and the sorts of offerings that it has. Clients are able to estimate how much risk is involved as they develop an understanding of the behavioural norms of the agencies that they are working with. To remain commercially competitive clients tend to choose agencies that are competent in terms of performance and those who are considered to be financially strong. The third of the trust types identified is value based trust.</p> <p>Having a common set of business strategies and goals are a sign of value based trust.</p>
Michell, Cataquet & Hague (1992)	<p>It is important that the client and agency's business are close and compatible are for relational harmony.</p>
Michell & Sanders (1995)	<p>The degree to which client and agency share similar values may also impact on the success of client agency relations. They go as far as to say that whilst</p>

Author(s)	Synopsis
	sharing similar values may provide a reason for initial attraction.
Michell (1984)	Long term the mutual understanding that develops can strengthen values and trust, leading to high quality creative work.
La Bahn (1996)	The ability to match client and agency personnel can foster good rapport from the early stages of the relationship bringing mutual benefits and a liking for the working relationship Value based trust is closely related to shared values and a productive working relationship.
McKnight, Cummings & Chervany (1998)	Note that trust can either be built prior to experience (as pre-experiential trust) or later as a result of the first hand experience of the relationship.
Mayer Davis & Schoorman (1995)	Pre - experiential trust is based on a willingness to assume risk in the expectancy of benefits, inferred from the perceived characteristics of the trustee
Bigley & Pearce (1998)	Initial trust between parties in relationships is usually not based on any kind of experience or knowledge of the other party. It is usually based on an individual's disposition toward trust and any institutional knowledge that they might have. In the initial phase the parties to the relationship are unfamiliar with each other.
Kim & Prabhakar(2004)	This lack of familiarity may be the result of the newness of the relationship and or some form of relationship distance. As such the level of trust may be higher than it is when interactions have taken place.
Oliver & Montgomery (2001)	Suggest that the information needed for trust to develop is different in the initial stages of a relationship to that required for ongoing interactive relationships.
Jackson (1999)	Suggests that whilst trust might be high initially, but because of frequent organisational changes it may deteriorate over time.
McKnight, Cummings & Chervany, (1998)	The Initial Trust model is based on the knowledge developed from five different research streams in trust.
Coleman (1990); Lewicki & Bunker (1995); Shapiro	The first of these research streams relates to calculative-based trust. This research stream

Author(s)	Synopsis
Sheppard & Cheraskin (1992) Williamson (1975)	suggests that individuals make trust choices based on the costs and benefits of the interaction.
Lewicki & Bunker, (1995)	Secondly knowledge-based trust theorists propose that trust develops over time as the partners to the relationship develop trust and relevant knowledge through experience with the other person.
Bowlby (1982)	The third of the research streams is personality based trust. Here researchers suggest that trust is based on the support given during a child’s early years. The result being a general tendency for those individuals to develop a trusting disposition.
Shapiro (1987); Zucker (1986)	The fourth of the research streams relates to institution based trust. Researchers in this stream consider that trust is developed as a result of the guarantees, safety nets and other structures in place for consumers.
Lewis & Weigert (1985); Meyerson, Weick & Kramer (2006)	Lastly in contrast to the other research streams there is the cognitive-based research which indicates that trust is developed on the basis of cognitive cues and first impressions rather than being interactive in nature.
McKnight, Cummings & Chervany (1998)	The initial trust model developed by McKnight, Cummings & Chervany (1998) draws on four of the five types of trust detailed above. The fifth knowledge base trust in contrast with the others expects that the trust will develop over the duration of the relationship and as such is not applicable to the initial stages of the relationship.
Cunningham & McGregor (2000); Gallivan & De Pledge (2003); Mayer, Davis & Schoorman (1995); Pavlou (2003)	<p>The model focuses on the four most commonly cited trusting beliefs; benevolence beliefs, competence beliefs, honesty beliefs and predictability beliefs.</p> <p>These are supported by two types of disposition to trust and two types of institution based trust.</p> <p>These dispositions to trust are based in the personality literature.</p> <p>The first of these “faith in humanity” is the consideration that one believes that others are typically well meaning and reliable.</p> <p>The second disposition “faith in humanity”, to trust “trusting stance” believes no matter whether people are reliable or not, if you treat them as though they are, you are likely to develop better interpersonal relationships.</p>

Author(s)	Synopsis
McKnight, Cummings & Chervany, 1998)	The model proposed indicated that those involved in developing relationships were often able to act in anticipation of successful outcomes.
Shapiro (1987); Zucker (1986)	<p>The literature suggests that there are two main dispositions to institution-based trust. The first of these “situational normality” suggests that success is likely because the situation is normal.</p> <p>The second “structural assurances”, assumes that this trust often developed as a result of the guarantees, safety nets and other structures in place for consumers.</p>

Some of the key themes of Table 6 above are highlighted below. Jones & George (1998) suggest that trust is either conditional or unconditional. For the client and agency new relationships are likely to be based on different forms of conditional trust where the relationship partners may establish conditions for their relationship to move forward. As the relationship is established there are likely to be fewer if any conditions imposed as relationship partners come to share the values of their relationship partners. Trust in these situations is unconditional. Murphy & Gundlach (1997) in their research identify five different types of trust: calculative, verifiable, reciprocal, earned and blind.

Each type of trust is in some way applicable to the client agency relationship in advertising. Clients and agencies may adopt different types of trust based on the relationships they are in. Some may be calculative when they are not sure of their relationship partners. Others may seek to verify their trust. Some may expect that the trust they have with their agency to be reciprocal and earned over a series of campaigns. Finally there are those clients and agencies

whose trust is blind and they are trusting of their partners no matter what has come before.

Andaleeb (1992) also identifies four different types of trust from the client's viewpoint. These are bonding trust, hopeful trust, unstable trust and distrust. For the client bonding trust is likely to develop when mutual competence has been developed over a number of campaigns. Hopeful trust and unstable trust exist when the client has some doubt over the agency's competence and may go as far as questioning the agency's motives. The outcome in these situations may be that the client just does not rate the competence and intentions of the agency and the result is distrust.

Ring (1996) identifies two types of trust: calculative trust and affective trust. Calculative trust is evident in many client agency relationships where client and agency will establish a number of check points to evaluate the relationship. These are often dependent on the risks and rewards involved in their relationship (Dutton & Jackson, 1987). For many such relationships the emotional components will dictate whether affective trust is established.

Young & Wilkinson (1989) in their work also suggest that there are two other types of trust, general trust and specific trust. General trust is based on developing knowledge of your relationship partners. Clients will often develop this knowledge through enquiry. Specific trust in comparison comes from having specific interactions with the other party. The client may develop this specific trust as a result of having worked with the other party on a number of different campaigns.

Barber (1993) takes a somewhat different stance, suggesting that trust may result from persistence and the fulfilment of moral order, competence and

as a result of a fiduciary interest. There will often be a hierarchical social order within the client and agency organisation that influences trust. This may be due to the level of technical competency exhibited by the different members of the client and agency teams. They also suggest that in some circumstances the agency has a moral responsibility to work for a client involved in charitable activities.

Once more Halinen (1997) identifies two distinct types of trust; general trust and specific trust. Trust in these circumstances is developed as a result of interactions that other clients have had with a particular agency and the personal interactions that a particular client has had with their agency.

Yet still Ali & Birley (1998) divide trust into two distinct types institutional and individual trust. In the first instance clients in industries such as pharmaceuticals will rely on industry regulations to develop trusting relationships with their agency. Other clients will rely on the previous behaviour of their agency to develop trusting relationships. Davies & Prince (2005) see trust being based on previous experiences with the agency and the esteem for which the agency is held within the industry.

The relevance of this research to client agency relationships is that for clients there are often institutional norms, categorical norms and values that they aspire for their agency to have and as such their trust is built around these. They will often choose their agency on the basis of the levels of professionalism and integrity which they exhibit. This stance is highlighted in research by Baker, Faulkner & Fisher (1998) and Keep Hollander and Dickinson (1998). A range of researchers such as (Davies & Prince, 2005; Michell, Cataquet & Hague, 1992; Michell & Sanders, 1995; Dwyer, Schurr & Oh, 1987) have suggested that having

similar values is often the basis for trust to develop in client agency relationships. Sharing similar values may often be the reason for getting together. La Bahn (1996). Researchers have suggested that the type of trust that develops is often different at different stages of the relationship. Some trust may develop prior to or as a result of the experiences that the client and agency have (McKnight, Cummings & Chervany, 1998; Mayer Davis & Schoorman, 1995; Bigley & Pearce, 1998). Clients may rely on previous experiences and the interactions which take place to build trusting relationships (Oliver & Montgomery, 2001). As clients interact with their agency it may well be that trust deteriorates as different people join the relationship on both sides (Jackson, 1999). It may well take time for trusting relationships to resume. Research also suggests that trust develops as a result of the costs and benefits that occur between clients and their agencies (Coleman, 1990; Lewicki & Bunker, 1995). Clients and agencies will usually contribute more to trusting relationships when the benefits of being involved outweigh costs.

Interpersonal Trust

A number of researchers have sought to define trust from an interpersonal perspective. Details of these definitions are provided in Table 7 below.

Table 7. Interpersonal Trust Definitions

Author(s)	Synopsis
(Creed & Miles, 1996, p.17).	<i>“trust is both the specific expectation of another’s actions will be beneficial rather than detrimental, and the generalised ability to ‘take for granted, to take under trust, a vast array of features of the social order”</i>
(Boon & Holmes, 1991 p.194) (Gabarro, 1978, p. 294). (Hosmer,1995, p.392) (Lewicki, McAllister & Bies, 1998, p.439) (Mayer, Davis & Schoorman,1995, p.712) (McAllister,1995, p.25) (McKnight, Cummings & Chervany,1998, P.474) (Schlenker, Helm & Tedeschi, 1973, p.41) (Sitkin & Roth, 1993 p.373) (Zucker, 1986, p.54).	<i>“a state involving confident positive explanations about another’s motives with respect to oneself in situations involving risk”</i> <i>“Trust has been defined or operationalised in the literature in many different ways including the level of openness that exists between two people, the degree to which one feels assured that another will not take malevolent or arbitrary actions, and the extent to which one person can expect predictability in other’s behaviour in terms of what is ‘normally’ expected of a person acting in good faith”</i> <i>“ the reliance by one person, group, or firm upon the voluntarily accepted duty on the part of another person, group, or firm to recognise and protect the rights and interests of all the others engaged in a joint endeavour or economic exchange”</i> <i>“... confident positive expectations regarding another’s conduct”</i> <i>“... the willingness of a party to be vulnerable to the actions of another party based on the expectation that they will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party”</i> <i>“the extent to which a person is confident in and willing to act on the basis of, the words, actions and decisions of another”</i> <i>“...that one believes in, and is willing to depend on, another party”</i> <i>“Interpersonal trust may be defined as reliance upon information received from another person about uncertain environmental states and their accompanying outcomes in a risky situation”</i> <i>“A belief in a person’s competence to perform a specific task under specific circumstances”</i> <i>“A set of expectations shared by all involved in an exchange”</i>

The definitions provided in Table 7 suggest that there is a reliance on the actions of others in any trusting situation. For trust to exist there needs to be openness between relationship partners, and those involved in the relationship need to feel that their partners are going to act in a positive manner towards them. For most trusting relationships the partners will rely upon each other for skills and information to play their role in the relationship and as such are willing to act based on the trust that they have for their relationship partners. For clients and agencies involved in the campaign development process, trusting their relationship partners is an important element in ensuring that the campaign development process proceeds as smoothly as possible. Having trustworthy partners ensures that information is able to be exchanged in a timely manner and that the campaign development process is able to proceed effectively.

Conceptualising Trust

Those attempting to conceptualise trust have suggested that trust involves a positive belief or expectation held by the customer that their relationship partner will operate positively towards them (Anderson & Narus, 1990; Anderson & Weitz, 1989; O'Malley & Tynan, 1997). This is certainly the case for the client agency relationship in advertising where the client expects the agency to operate in a positive manner towards them in the development of advertising. Others such as Murphy (1999) and Crosby, Evans & Cowles (1990) suggest that a customer's trust is based on the confidence they have in their relationship partner. The client will develop confidence that the agency will perform in a desired manner. O'Malley & Tynan (1997) suggest that effective service providers are likely to act with integrity of intent. The client will come to

trust the agency on the basis that they will act with integrity in the relationship. Others such as Schurr & Ozanne (1985) suggest that trust is based on the fact that the relationship partner can be relied upon to fulfil their obligations in exchange. Clients trust their agency to fulfil their obligations in preparing the campaign. Those such as Anderson & Narus (1990) suggest that relationship partners will perform positive actions towards their relationship partners and not take unexpected actions that will result in negative outcomes. Others such as (Bradach & Eccles, 1989; Creed & Miles, 1996; and Crosby, Evans & Cowles, 1990) suggest that trust is based on acting in the long term interests of the customer. Acting in this manner provides a basis for reducing vulnerability (Moorman, Deshpande & Zaltman, 1993). The trust the client places in their agency allows them to accept higher levels of vulnerability. Table 8 provides detail of the range of ways that researchers have sought to conceptualise trust.

Table 8. Attempts to Conceptualise Trust

Author(s)	Synopsis
O'Malley & Tynan (1997)	Identify six elements which are commonly used by the relationship marketing theorists to conceptualise trust. Applied to the customer-provider relationship, the common elements are: 1. A positive belief or expectation held by the customer. 'Belief' or 'expectation' is mentioned explicitly in many definitions, for example:
Anderson & Narus (1990)	writing in marketing state: <i>"the firm's belief that another company will perform actions that will result in positive actions for the firm as well as not take unexpected actions that would result in negative outcomes for the firm"</i> (Anderson & Narus, 1990, p.45).
Anderson & Weitz (1989)	This is similarly supported by Anderson & Weitz who indicate that: <i>"One party believes that its needs will be fulfilled in the future by the actions of another"</i> (Anderson & Weitz, 1989).

Author(s)	Synopsis
Morgan & Hunt (1994); Gundlach & Murphy (1993)	Speak of “a confidence” and “a faith or confidence” in their definition.
Crosby Evans & Cowles (1990)	Writing in the services marketing area suggest that: <i>“the customer’s trust in relational sales contexts can be defined as a confident belief that the sales person can be relied upon to behave in such a manner that the long-term interest of the customer will be served” Crosby Evans & Cowles (1990, p.70).</i>
Creed & Miles (1996) Dwyer Schurr & Oh (1987)	Use the term expectation to detail the same concept.
Garbarino & Johnson (1999); Nicholson, Compeau & Sethi (2001)	Theorists also refer this to confidence more specifically: as a confidence that the provider is benevolent and honest.
O’Malley & Tynan (1997)	2. This element indicates that providers are likely to act with integrity Use the phrase “integrity of intent” (O’Malley & Tynan, 1997, p.493). Whilst the word integrity is not used specifically in any definitions there are a number of times when other statements imply different degrees of integrity.
Schurr & Ozanne (1985)	Schurr & Ozanne (1985) in their definition of trust suggest that: <i>“A party’s word or promise is reliable and a party will fulfill his or her obligations in an exchange relationship” (Schurr & Ozanne, 1985, p 40).</i>
Dwyer, Schurr & Oh (1987)	<i>This is supported by (Dwyer, Schurr & Oh, 1987) in (Wilson 1985, p.338) who use the term “desires coordination” to highlight the concept of integrity. This is supported by (Dwyer, Schurr & Oh, 1987) in (Wilson 1985, p.338) who use the term “desires coordination” to highlight the concept of integrity. They consider that integrity is shown by:</i> <i>“A party’s expectation that another party desires coordination, will fulfill obligations and will pull its weight in the relationship” (Dwyer, Schurr & Oh, 1987, p.338 in Wilson (1995).</i>
O’Malley & Tynan (1997)	3. The third element identified by O’Malley and Tynan is the “integrity of behavior” (O’Malley & Tynan (1997:p.495). This concept encompasses expressions within the definitions such as: <i>“a party will fulfill his/her obligations in the</i>

Author(s)	Synopsis
	<p><i>exchange relationship” (Schurr & Ozanne, 1985, p.40),</i></p> <p><i>“the firm’s belief that another company will perform actions that will result in positive actions for the firm, as well as not take unexpected actions that would result in negative outcomes for the firm” (Anderson & Narus, 1990,p.45)</i></p> <p><i>“the party will pull its weight in the relationship” (Dwyer Schurr & Oh, 1987 in Wilson 1995, p.338).</i></p>
Morgan & Hunt (1994); Wilson (1995); Gundlach & Murphy (1996).	This element of <i>“integrity of behavior”</i> is also supported in the work of Morgan & Hunt (1994), Wilson (1995) and Gundlach & Murphy (1996).
Wilson & Möller (1995)	In their work on trust Wilson & Möller (1995) relate this integrity to the abilities, expertise and knowledge of the partners in the interaction where they say <i>“trust is critically related to the perceptions held by one party of another’s abilities, expertise and knowledge, as well as to the individual’s perceptions of the other party’s motives and intentions” (Möller & Wilson 1995 p.57).</i>
O’Malley & Tynan (1997)	4. The fourth element identified by O’Malley & Tynan relates to the positive outcomes which result from the interaction of parties in a trusting relationship.
Crosby Evans & Cowles(1990)	Crosby Evans & Cowles in their work state that: <i>“the customer’s trust in relational sales contexts can be defined as a confident belief that the salesperson can be relied upon to behave in such a manner that the long- term interest of the customer will be served” (Crosby, Evans & Cowles (1990, p. 70).</i>
Creed & Miles 1996; Bradach & Eccles (1989)	Other definitions such as those put forward by (Creed & Miles 1996; Bradach & Eccles 1989) suggest that: <i>“trust is both a specific expectation that another’s actions will be beneficial rather than detrimental and the generalized ability to ‘take for granted, to take under trust, a vast array of features of the social order” (Creed & Miles, 1996, p.17).</i>
O’Malley & Tynan (1997)	5. The fifth element identified by O’Malley and Tynan relates to B’s behavior having positive outcomes for A and at the same time A should not experience any negative outcomes as a result of B’s

Author(s)	Synopsis
O'Malley & Tynan (1997)	<p>behavior. This is highlighted by Bradach & Eccles (1989) who state: <i>"we implicitly mean that the probability that he will perform an action that is beneficial or at least not detrimental to us is high enough for us to consider engaging in some form of co-operation with him. Trust is a type of expectation that alleviates the fear that one's exchange partner will act opportunistically"</i> (Bradach and Eccles, p.104).</p> <p>6. The last element identified by O'Malley & Tynan relates to trust as a future oriented construct.</p>
Creed & Miles (1996); Dwyer, Schurr & Oh (1987) Gundlach & Murphy (1993)	<p>This is supported by (Creed & Miles 1996; Dwyer et al, 1987) who state that there is an <i>"expectation"</i>, and (Gundlach & Murphy, 1993) who consider <i>"that the other party will fulfill obligations"</i>.</p>
Bradach & Eccles (1989)	<p>This is further extended by Bradach and Eccles (1989) who consider the concept of <i>"the probability of future action"</i> and Crosby, Evans and Cowles (1990) who emphasise <i>"the long-term interests of the customer"</i>.</p>
O'Malley & Tynan (1997)	<p>O'Malley & Tynan (1997) propose that trust is <i>"an orientation-based on the faith or confidence that B will behave with integrity-which allows A to increase its vulnerability to B"</i> (O'Malley & Tynan 1997, p. 496).</p> <p>They believe that trust is not a belief as such but rather an orientation. They note that a firm is inclined or not inclined to trust an exchange partner (O'Malley & Tynan 1997, p.496). They consider that trust may have both rational and non- rational components, that is those that rely on confidence and faith components.</p>
Moorman, Deshpande & Zaltman (1993)	<p>Moorman et al, (1993) note that vulnerability and trust are interactive: <i>"without vulnerability, trust is unnecessary because outcomes are inconsequential for the trustor"</i> (Moorman et al, 1993, p.82).</p> <p>It has been suggested that trust is possibly a reason for a firm to be willing to increase its vulnerability and yet any involuntary increase in vulnerability may be a result of power and control.</p>

Dimensions of Trust

A considerable body of research has been completed in an attempt to understand the dimensions of trusting relationships. These dimensions are presented in Table 9. The literature presented considers the different dimensions of consumer trust. Consumer trust is able to be divided into three dimensions; cognitive, affective and behavioural. Swan, Trawick & Silva (1985) develop a framework to describe the cognitive dimension of trust. In doing so they identify a number of sub dimensions which are applicable to the client agency relationship in advertising. They suggest that there are those who are reliable and are available to their relationship partners (Butler, 1991), there are those who are consistent in their dealings with their relationship partners (Butler, 1991; Butler & Cantrell, 1984), there are those relationship partners who have developed a confidence in each other (Dwyer & La Gace, 1986), those who are loyal (Andaleeb, 1992; Berry & Parasuraman, 1991), and those whose behaviour is predictable (Dasgupta & Gambetta, 1988).

The second sub dimension influencing the development of cognitive trust proposed by Swan Trawick & Silva (1985) is that of competence. It is suggested that ability (Sitkin & Roth, 1992), character (Gabarro, 1978) and expertness (Griffen, 1967) all influence the development of cognitive trust.

The second dimension of consumer trust is the affective dimension. This relates to the emotional bonds that develop between relationship partners (Jeffries & Reed, 2000; McAllister, 1995). Clients and agencies will make emotional investments on the basis of the levels of vulnerability and anxiety that exist in their relationships. Swan, Trawick & Silva (1985) use friendliness as a

basis for explaining the affective dimension of relationships. This is often evident in client agency relationships where clients and agencies have got together on the basis of friendships that exist between relationship partners.

The final dimension of trust relating to the consumer is the behavioural dimension. This relates to the extent to which the client is prepared to accept vulnerability in the face of uncertainty (Smith & Barclay, 1997). Clients will often put themselves in vulnerable situations as they give the agency the right to prepare a campaign on their behalf.

Table 9. The Dimensions of Trust

Author(s)	Synopsis
Jeffries & Reed (2000)	The dimensions of trust as they relate to the individual consumer can be divided into three groups, the cognitive dimensions, the affective dimensions and the behavioural dimensions. The first of these are the cognitive dimensions of trust. Research on the cognitive dimension of trust evaluates the ability of one person in the dyad to carry out their obligations in relation to the other person in the dyad (Jeffries & Reed, 2000).
Swan, Trawick & Silva (1985)	Swan & Trawick (1985) have developed a conceptual framework to describe the cognitive trust which develops between the client and the service provider. Three of the dimensions from their framework clearly identify with the factors which impact on the levels of cognitive trust developed. These are able to be divided into a number of sub-dimensions: The first of these sub-dimensions is reliability. Within the sub-dimension of reliability there are a number of factors which are important to the client in the development of cognitive trust. These include:
Butler (1991)	the levels of availability of the partner in the dyad.
Butler (1991); Butler & Cantrell, (1984);	the levels of consistency in the dealings the client has with their service provider.
Dwyer & La Gace (1986)	the confidence the client has in the other party to the relationship.

Author(s)	Synopsis
Andaleeb (1992); Berry & Parasuraman (1991)	the loyalty shown by the other party to the relationship.
Dasgupta & Gambetta (1988)	the levels of predictability of the other person in the dyad.
Anderson & Narus (1990); Crosby, Evans & Cowles (1990); Butler (1991)	the ability to fulfill promises to the other partner in the relationship.
Swan, Trawick & Silva (1985)	The second of the sub-dimensions identified by Swan, Trawick and Silva that impacts on cognitive trust development is the dimension of honesty.
Butler (1991); Dwyer & La Gace(1991)	Research indicates that: Fairness.
Butler (1991); Hart, Capps, Cangemi & Caillouet (1986)	Openness of management both impact on the development of cognitive trust.
Swan, Trawick & Silva (1985)	The third of the sub-dimensions identified by Swan and Trawick and Silva that influence the development of cognitive trust is competence.
Sitkin & Roth (1992)	Research into the sub-dimensions of competence indicates that; ability
Gabarro (1978)	character
Griffin (1967)	expertness
Butler(1991); Hart, Capps,	integrity
Cangemi, & Caillouet (1986); Morgan & Hunt, (1994)	all influence the development of cognitive trust.
Jeffries & Reed (2000); McAllister (1995)	The second dimension of trust relating to the individual consumer is the affective dimension. The affective dimension relates to the emotional bonds which develop between the two people involved in the dyad.
Swan, Trawick & Silva (1985)	Research indicates that the client is willing to make varying degrees of emotional investment in the relationship and that the level of investment they are willing to make is dependent on the level of vulnerability and anxiety they consider is evident in the relationship.

Author(s)	Synopsis
Mayer, Davis & Schoorman (1995) Swan & Trawick (1987); Swan Trawick & Silva (1985)	Classify the sub-dimension related to the affective dimension as friendliness and suggest that the levels of friendliness which develop are based on the benevolence shown by both parties in the dyad and the degree of liking shown by the parties in the relationship.
Smith & Barclay (1997)	The final dimension of trust relating to the individual consumer is the behavioural dimension.
Ali & Birley (1998); Zineldin & Jonsson (2000)	This dimension relates to the willingness of the client to accept vulnerability in the face of uncertainty. This also relates to the friendliness sub-dimension. In this situation the client is willing to be involved in risk taking behavior in the knowledge that the provider will behave competently and benevolently.

The Antecedents of Trust

Research also suggests that there are a number of antecedents for trusting behaviours to develop. A number of these antecedent conditions are easily applied to agency client relationships in marketing. Table 10. provides details of a number of pieces of research on the antecedents to trusting behaviour. These include the frequency of interaction (Doney & Canon, 1997), the social similarity of relationship partners (Morgan & Hunt, 1994), the power of individuals in the relationship (Ali & Birley, 1998), the reputation of relationship partners of being trustworthy (Anderson & Weitz, 1990) and the structures and cultures of partner organisations (Moorman, Deshpande & Zaltman, 1993). Each of these factors is likely to impact on the levels of trust that develop in client agency relationships in advertising.

Table 10. Antecedents of Trust

Author(s)	Synopsis
Doney & Canon (1997)	The frequency of interaction between the relationship partners is likely to lead to more trust.
Morgan & Hunt (1994)	The perceived social similarity of individuals in the relationship.
Ali & Birley (1998); Crosby Evans & Cowles (1990); Doney & Canon (1997); Morgan & Hunt (1994); Smith & Barclay (1997)	The extent of communication between individuals and the relative power of each are all major influences on the development of trust.
Anderson & Weitz (1989); Doney & Cannon (1997); Ganesan (1994)	The reputation for being a trusted partner in a business relationship is also considered to be an important contributor to the development of a trusting relationship.
Moorman, Deshpande & Zaltman (1993)	Some researchers suggest that the similarities or differences between the structures or cultures of partner organisations may also impact considerably on the development of trust in their relationships.

Service Provider Dimensions of Trust

Researchers have also highlighted a number of different dimensions of trust from the service provider's perspective Table 11. The first of these relates to the qualifications, experience, specialised knowledge, and skills and expertise that the service provider brings to providing a technically competent service (Andaleeb & Basu, 1992). Agencies will want to work with clients who also exhibit these characteristics if they are to produce technically effective campaigns. The second of the service provider dimensions is benevolence (Andaleeb & Basu, 1992; Ganesan, 1994; Smith & Barclay, 1997). In being benevolent the agency will consider the needs and interests of the client. The result is that the client will develop confidence in the agency to operate in a consistent manner. The third of the service provider dimensions is that of

credibility (Doney & Cannon, 1997; Ganesan, 1994; Smith & Barclay, 1997). In these situations the client comes to believe that the agency is operating for the benefit of the client as well as themselves.

Table 11. Service Provider Dimensions of Trust

Author(s)	Synopsis
Andaleeb & Basu (1992); Swan, Bowers & Richardson (1999)	Researchers have indicated that there are a number of different dimensions of trust that are most applicable from the service provider’s viewpoint.
Andaleeb & Basu (1992); Ganesan (1994); Smith & Barclay (1997)	The first of these dimensions competence relates to the qualifications, experience, specialised knowledge, skills and expertise that the provider brings to providing a technically competent service.
Ganesan (1994); Smith & Barclay (1997); Doney & Canon (1997)	The second of these dimensions benevolence relates to the motive and intentions of the provider. They will constantly strive to consider the needs and interests of the client. In return the client develops confidence in the provider to operate in a consistent manner without acting opportunistically.
Ganesan (1994); Smith & Barclay (1997); Doney & Canon (1997)	The third dimension relating to the service provider is the dimension of credibility. This is based on the fact that the provider’s word can be relied upon and that they will operate with integrity and honesty. Doney & Canon (1997) support this dimension referring to two dimensions of trust; credibility and benevolence. The first of these relates to the buyer’s belief that the supplier has the required expertise to carry out their role effectively and reliably. The second benevolence is based on the fact that the buyer believes that the supplier acts on the basis of the intentions that are beneficial to the buyer himself. Both these dimensions relate to the concept of benevolence.
Andaleeb (1992)	Finally there are the dimensions which are related to the relationship.
Lewicki, McAllister & Bies (1998);	As in any relationship situation the success is based on: having coordinated behaviour to meet common goals. an ability to deal with any problems which might arise without degenerating into personal conflict.

Trust in Marketing Relationships

Marketers have considered the importance of trust in marketing relationships (Table 12.). A number of researchers have suggested that for trust to exist in marketing relationships there needs to be a belief that relationship partners will be reliable and fulfil their obligations in the relationship (Schurr & Ozanne, 1985; Wilson, 1995; Gundlach & Murphy, 1993). This is certainly the case for the client and agency preparing advertising campaigns. The client relies upon the agency to prepare campaigns on the basis of the brief given. Other researchers have suggested that trust in marketing relationships is developed when relationship partners act in such a way that their actions will result in positive outcomes and that any unexpected actions will not result in negative outcomes for their partner organisations (Anderson & Narus, 1990). The client relies upon the agency to prepare campaigns which at least are viewed positively by their target audiences. To this end the client does not expect to experience any negative outcomes as a result of the campaigns produced. Some suggest that trust in marketing relationships develops as a result of the client relying upon the agency following instructions provided in the campaign brief (Moorman, Zaltman & Deshpande, 1992). Trust is also developed in marketing relationships as a result of previous campaigns produced by agencies. The client will seek out agencies who they believe have high levels of expertise and knowledge as well as a genuine intention to service the client (Wilson & Möller, 1995). Clients also develop trust with agencies who they believe to have the necessary structures in place as well as a culture which they are able to work with effectively (Moorman, Deshpande & Zaltman, 1993).

Table 12. Trust in Marketing Relationships

Author(s)	Synopsis
(Schurr & Ozanne, 1985, p.940)	<i>“the belief that a party’s word or promise is reliable and a party will fulfill his or her obligations in an exchange relationship”</i>
(Wilson, 1995, p.338).	<i>“A party’s expectation that another party desires will fulfill obligations, and will put its weight in the relationship”</i>
(Bradach & Eccles, 1989, p.104).	<i>“We implicitly mean that the probability that he will perform an action that is beneficial or at least not detrimental to us is high enough for us to consider some form of engagement with him. Trust is a type of expectation that alleviates the fear that one’s exchange partner will act opportunistically”</i>
(Anderson & Weitz, 1990, p.312).	<i>“One party believes that its needs will be fulfilled in the future by the actions of another”</i>
(Anderson & Narus, 1990, p.45).	<i>“the firm’s belief that another company will perform actions that will result in positive actions for the firm, as well as not take unexpected actions that would result in negative outcomes for the firm”</i>
(Moorman, Zaltman & Deshpande, 1992, p.315)	<i>“a willingness to rely on an exchange partner in whom one has confidence”</i>
(Gundlach & Murphy, 1993, p.43)	<i>“a faith or confidence that the other party will fulfill obligations set forth in exchange”</i>
(Morgan & Hunt, 1994, p.23)	<i>“we conceptualise trust as existing when one party has confidence in an exchange partner’s reliability and integrity”</i>
(Wilson, 1995, p. 337)	<i>“most definitions of trust involve a belief that one relationship partner will act in the best interests of the other partner”</i>
(Wilson & Möller, 1995, p.57)	<i>“critically related to the perceptions held by one party of another party’s abilities, expertise and knowledge, as well as to the individual’s perceptions of the other party’s motives and intentions”</i>
(Andaleeb, 1996, p.79)	<i>“defined here as the willingness of a party to rely on the behaviours of others, especially when these behaviours have outcome implications for the party bestowing trust”</i>

Section Summary

This section has presented the relevant literature relating to trust. Firstly detail is provided on the various definitions and types of trust detailed in the literature. Secondly details are provided on the literature relating to interpersonal trust. The following sections detail the literature relating to

attempts to conceptualise trust, the various dimensions given to trust and the antecedents of trust. This is followed by sections that considered service provider dimensions of trust and trust in marketing relationships. The following section will present the literature relating to respect.

Respect

Respect is often considered an important element in the development of interpersonal relationships. This is certainly the case for those involved in client agency relationships and advertising. A summary of the literature discussed in the following sections is provided in Tables 13-15.

Defining Respect

Many of the attempts to define respect propose that respect is having a consideration and appreciation for others (Darwall, 1977; Quaquebeke & Eckloff, 2010). Those such as Dillon (1997) define respect from a self point of view suggesting that those who have self respect develop certain ways of acting in order to be respected by others. The work Dillon is supported by Frei & Shaver (2002).

Types of Respect

A number of researchers have attempted to define respect. A summary of the literature discussed in the following section is provided in Table 13. Darwall (1977) suggests that there are two fundamental types of respect. The first of these is recognition respect. Darwall believed that one should make decisions about respecting someone based on the circumstances in which the decision was

being made. Clients and agencies will develop respect for each other through interaction over a number of different campaigns. For others respect will be developed as a result of the desired characteristics of relationship partners. Clients will often choose the agencies on the basis of the characteristics that they exhibit. The same might be said for agencies who have worked for certain brands over a long period of time. In these circumstances it may rather be the brand that they respect rather than the individuals who represent the brand. Hudson (1980) divides respect into four further categories. The first of these, evaluative respect considers that respect is earned or deserved. For many client agency relationships, relationship partners need to earn the respect of their client or agency if effective campaigns are to be produced. The second type of respect identified by Hudson (1980) is obstacle respect. Clients and agencies may face obstacles to their decision-making process. These obstacles may influence the respect that they give to their relationship partners. The third type of respect is directive respect. For clients and agencies there may be clear sets of rules and procedures which guide their behaviour. Adhering to these rules and procedures may be the way that they show respect for each other. The fourth type of respect is institutional respect. Clients and agencies will often come to respect the institutions that they work with. This respect may be developed as a result of the way in which the client or agency enacts their social and institutional roles. Dillon (1992) goes a step further suggesting that a further respect type should be added to those proposed by Hudson. This is what is termed care respect. This is particularly relevant to the client and agency in the advertising setting. The care shown for the client by the agency is likely to have a bearing on the longevity of their relationship. Pope (1999) identifies three other forms of respect. Each of

these relate to some form of esteem or civility. Pope suggests that people are generally respected due to the moral stance that they take. Clients will often respect agencies who take into account moral issues when preparing campaigns. Today those agencies who choose not to, may find that the campaigns they produce are often not accepted by their target audiences. Darwall (1977) suggests that the way in which individuals show respect to each other may be a precursor to the development of mutual respect. The development of mutual respect is seen to lead to longer lasting relationships which exhibit high levels of trust and security for those involved in the relationship (Egge, 1999; Kesler, 1994; Frei & Shaver, 2002; Honneth, 1992; Murphy, Laczniak & Wood, 2007). For clients and agencies developing a mutual respect will often benefit relationship partners with relationships lasting longer and providing high levels of trust and security for both client and agency.

Table 13. Types of Respect

Author(s)	Synopsis
Darwall (1977)	<p>Distinguishes between two fundamental types of respect; recognition respect and appraisal respect:</p> <p>Recognition respect suggests that individuals should be respected when one is making decisions about how they might act towards others in different circumstances.</p> <p>Appraisal respect in contrast is the respect that is given to individuals based on the characteristics that they exhibit which are worthy of respect.</p> <p>There will be different ways in which we are able to evaluate respect. Some might be valued on the basis of what they have achieved whilst others are valued in on the basis of the respectful characteristics they exhibit.</p>

Author(s)	Synopsis
Hudson (1980)	<p>Divides respect into four different types:</p> <p>The first of these is evaluative respect. This is similar to the attitudes of esteem and admiration; it is earned or deserved depending on whether and to what degree the object of respect meets certain standards.</p> <p>The second type of respect is obstacle respect. This respect means that individuals need to take into account certain factors when making decisions. A failure to do so may mean that you are prevented from achieving ones goals.</p> <p>The third type of respect is directive respect. This relates to the rules, advice or laws that might guide a person's actions. It may often be important for people to follow a set of guidelines and rules which have been set down.</p> <p>The fourth type of respect is institutional respect. This relates to the social or institutional roles which individuals play. Respectful behaviour is that which conforms to the rules set in place by the institution.</p>
Dillon (1992)	<p>Identifies a fifth type of respect, care respect. Care respect sees the object of respect as having a profound or unique value which is worth protecting.</p>
Pope (1999)	<p>Suggests three different forms of respect:</p> <p>Esteem respect sees a person being respected, on the basis of some form of appraisal or because they are generally admired for what they do.</p> <p>Moral esteem is respect given to someone because of the moral stance which they take. In these situations people will take stances which they know are on the “moral high ground” rather than being prepared to be challenged with something that they know is morally incorrect.</p> <p>Civil respect relates to the way in which individuals are civil in a moral sense.</p>
Egge (1999); Kesler (1994)	<p>The way in which different individuals show respect to each other will lead to mutual respect.</p>
Frei and & Shaver (2002); Honneth (1992); Murphy, Lacznia & Wood (2007)	<p>Mutual respect is based on whether individuals value others. Mutual respect is likely to lead to positive personal relationships which tend to be long lasting and exhibit higher levels of trust and</p>

Author(s)	Synopsis
Frei & Shaver (2002); Honneth (1992); Murphy, Laczniak & Wood (2007)	<p>security for the participants in the relationship.</p> <p>The concept of mutual respect is important to those involved in client agency relationships as they develop mutual respect for their partners in the client or agency organisations.</p>

Interpersonal, Organisational and Inter - Organisational Respect

Respect is also an important contributor to effective interpersonal relationships. A commitment and respect for others within one's own and one's partner organisations is an important contributor to the success of relationships (Boeckman & Tyler, 2002; Boezeman & Ellemers, 2008; Lind & Tyler, 1998; Tyler & Blader, 2000; Tyler & Lind, 1992). Nowhere is this more important than in client agency relationships in advertising, where participants on either side of the relationship will talk about the respect they have for those at the agency or client organisation. These same individuals will also develop a respect for different individuals within their own client and agency teams. The respect that people receive may well impact on the self-identity that individuals develop (Boeckman & Tyler, 2002; De Cremer, 2002; DeCremer & Tyler, 2005). The respect that is shown for different individuals (Table 14) helps to strengthen organisational ties (Barreto & Ellemers, 2002; Boeckman & Tyler, 2002). For clients and agencies this is important when developing long-term relationships which are able to produce effective campaigns over a number of years. Having respect will help individuals to develop an affinity with those they work within their own organisation as well as those in other organisations they work with (Boeckman & Tyler, 2002). Respect is also likely to influence the extent to which individuals are prepared to contribute and co-operate in group activities (Barreto & Ellemers,

2002; Boeckman & Tyler, 2002; De Cremer, 2002; De Cremer & Tyler, 2005; Simon & Sturmer, 2003). This as such will influence whether individuals from client and agency teams are willing to work with group outcomes in mind.

Table 14. Interpersonal, Organisational and Inter-Organisational Respect

Author(s)	Synopsis
Boeckmann & Tyler (2002); DeCremer (2002); DeCremer & Tyler (2005)	The respect that people receive from others can often have some bearing on how individuals develop their own self identity.
Barreto & Ellemers (2002); Boeckmann & Tyler (2002)	Having respect for individuals within the organisation can also help to strengthen the ties between the organisations that individuals work for.
Boeckmann & Tyler (2002)	Being respected may also mean that the individual has a strong affinity towards those they work with or those in other organisations who they are reliant upon.
Barreto & Ellemers (2002); Boeckmann & Tyler (2002); DeCremer (2002); DeCremer & Tyler (2005); Simon & Sturmer (2003).	Respect also has an influence on the extent to which individuals are prepared to contribute to and cooperate in group activities.

Respect in Service Provider Interactions

A range of research has been developed that seeks to understand the importance of respect in client service provider interactions (Table 15). Those such as Gitell (2002) discuss about the provider and client having mutual respect. Blodgett, Hill & Tax (1997) note that often a client will accept lesser performance so long as they are treated with courtesy and respect. Blodgett, Wakefield & Barnes (1995) suggest that service providers are able to create an atmosphere of civility and respect. Gitell (2002) suggests that a combination of mutual respect, shared knowledge and shared goals are important for the coordination of activities between service providers and their clients. This is certainly the case for clients and agencies involved in advertising campaign development. For clients

selecting an advertising agency to work with respect is an important element in the selection process (Pettigrew, Mizerski & Donovan, 2003). Others suggest that a respectful work environment is likely to contribute to higher levels of productivity (Campbell, 2007; Ramarajan & Barsade, 2006). The extent to which agency personnel are able to exhibit respectful behaviours towards a range of clients is also likely to impact on the company’s reputation and the value of the brand with both present and potential customers. Part of respecting customers will mean that the agency needs to provide honest and unbiased information to their clients (Costley, Friend, Meese, Ebbers & Wang, 2007).

Table 15. Respect in Service Provider Interactions

Author(s)	Synopsis
Gitell (2002)	Service provider customer relationships are based on shared goals, knowledge and mutual respect. These can be critical for delivering high quality service, customer loyalty and satisfaction.
Blodgett, Hill & Tax (1997)	Customers may be willing to repatronise a poor performing service provider so long as they are treated with respect and courtesy.
Seiders & Berry (1998)	Consider respect as a characteristic of interactional justice
Blodgett, Wakefield & Barnes (1995)	If the service provider is able to establish an atmosphere of civility and respect, customers are likely to engage in positive word of mouth The extent to which customer service personnel are helpful, friendly, prompt and competent is likely to reflect on whether the customers feel respected.
Gitell (2002)	The relational coordination which takes place between different service providers such as clients and agencies requires mutual respect, shared knowledge and shared goals.
Winsted (2000)	Identify conversation, respect, genuineness, attitude and demeanour as important aspects used to evaluate service encounters.
Pettigrew, Mizerski & Donovan (2003)	Consider that respect is an important element when choosing a service provider.

Author(s)	Synopsis
Darian, Tucci & Wiman (2001)	Service provider relationship literature mention knowledge, responsiveness, friendliness, and availability as attributes that support respect.
Boezeman & Ellemers (2008); Simon & Sturmer (2003); Tyler & Blader (2000); Tyler & Lind (1992)	Most people prefer to be respected and will tend to focus on more effort for the organisation if they are respected.
Campbell (2007); Ramarajan & Barsade (2006)	Consider the impact of a respectful work environment on workplace productivity. They feel that when employees are appreciated and valued by management, fellow employees and clients, they can become more engaged in the activities. If employees are able to exhibit respectful behaviour on an on-going basis to a range of clients, it is likely to impact on the company's reputation and the value of the brand with present and potential customers. Treating customers with respect may also lead to increased patronage from present clients and new customers being developed through positive word of mouth.
Costley, Friend, Meese, Ebbers, & Wang (2007); Mazur (2008)	Suggest that being respectful means that the organisation providing the service needs to be honest and provide honest, unbiased and non-deceiving information to clients.

Section Summary

This section has provided a review of the relevant literature relating to respect. The first section sought to provide a number of definitions of respect. This was followed by sections that detailed the different types of respect identified in the literature and the differences between inter-personal, organisational and inter-organisational respect. The final segment of this section considers the literature relating to respect in service provider interactions. The following section will present the literature relating to commitment.

Commitment

Commitment is considered to be an important element in the development and continuity of relationships. As such the importance of commitment is no different for the client agency relationship in advertising. A summary of the literature discussed in the following section is provided in Tables 16-19.

Defining Commitment

A number of different definitions have been posited for commitment Table 16. Those such as (Dwyer, Schurr & Oh, 1987) indicate that commitment is an implicit or explicit pledge that the relationship will continue into the future. Clients may suggest by implication to their agencies that their relationships are likely to continue into the future so long as the agency is able to develop campaigns that the client deems to be effective. Those such as (Mohr & Nevin, 1990) consider that commitment is an indication of the willingness of relationship partners to exert effort for the betterment of the relationship. Moorman, Zaltman & Deshpande (1992) propose that commitment is related to the desire to remain in a relationship. Whilst clients and agencies enter into relationships to which they believe they are committed, this commitment may only last as long as the agency is producing the type of work that the client desires. Those such as (Gundalch, Achrol & Mentzer, 1995) indicate that commitment has three components. The first of these is the instrumental component. Here relationship partners take affirmative action which suggests that their commitment is something more than a promise. Secondly commitment

is seen to have an attitudinal component. In these situations the relationship partners have a desire to develop and maintain a long-term relationship. The third component of commitment highlighted is the temporal component. This component suggests that for commitment to be recognised it needs to be long-term. In client agency relationships in advertising each of the three components are often evident, however, whilst the desire to maintain a long-term relationship may be evident, unless both relationship partners are performing in a manner which is desired, the relationship is unlikely to be long-term.

Table 16. Defining Commitment

Author(s)	Synopsis
Anderson & Narus, (1984, p.66)	“the formal and informal sharing of information or meaning between the distributor and manufacturing firms”.
Dwyer, Schurr & Oh, (1987, p.19)	“an implicit or explicit pledge of relationship continuity between relationship partners”.
Mohr & Nevin, (1990, p.45)	“a multi-dimensional construct reflected by the belief in and acceptance of the organisation’s goals and values, a willingness to exert effort on behalf of the organisation, and a strong desire to maintain membership in the organisation. Channel commitment implies a behavioural component that reflects an allegiance to a channel relationship”
Moorman, Zaltman & Deshpande, (1992, p. 316)	“an enduring desire to maintain a valued relationship”
Storbaka, Strandvik & Grönroos, (1994, p.25)	“the parties intentions to act and their attitude towards interacting with each other”

Author(s)	Synopsis
Gundlach, Achrol & Mentzer, (1995, p.79)	“First, commitment is defined to possess an input or instrumental component, that is, an affirmative action taken by one party that creates a self-interest stake in the relationship and demonstrates something, more than a mere promise. Second, commitment includes an attitudinal component signifying an enduring intention by the parties to develop and maintain a stable and long-term relationship. Third, commitment is thought to embrace a temporal dimension, highlighting the fact commitment means something only over the long-term, that is, the inputs the attitudes brought to the relationship must reveal consistency over time”
Wilson, (1995, p.337)	“the desire to continue the relationship and to work to ensure its continuance”
Andaleeb, (1996, p.61)	“Defined here as a party’s desire to maintain a valued relationship”
Morgan & Hunt, (1994,p.23)	“We define relationship commitment as an exchange partner believing that an ongoing relationship with another is so important as to warrant maximum efforts at maintaining it, that is, the committed party believes that the relationship is worth working at to make sure that it endures indefinitely”

Types of Commitment

Research indicates that there are a number of different types of commitment Table 17 .The first type of commitment highlighted in the research is behavioural commitment (Dwyer, Schurr & Oh, 1987; Wilson & Mummalaneni, 1986). Behavioural commitment is often developed over a period of time and a number of different relationships. For clients and agencies behavioural commitment is likely to develop as they proceed through a number of different campaigns. Each of these campaigns may have required considerable input from the client and agency. Some suggest that commitment is a psychological

attachment (O'Reilly & Chatman, 1986), whilst others believe that commitment needs an affective and continuance component (Allen & Mayer, 1990; Fullerton, 2003; Garbarino & Johnson, 1999; Gilliland & Bello, 2002; Morgan & Hunt, 1994). Clients and agencies who share affective and continuance commitment are likely to desire to remain in their relationship over a considerable period of time.

Table 17. Types of Commitment

Author(s)	Synopsis
Ford (1982); Dwyer, Schurr & Oh (1987); Wilson & Mummalaneni (1986)	<p>Researchers have considered commitment from a behavioural perspective. These researchers consider that behavioural commitment is when the relationship partners become committed over time due to the way they act and the choices that they make.</p> <p>They measure commitment on the basis of the economic, communication and emotional resources that the relationship partners bring to their relationship.</p> <p>Firstly the commitment which develops may be the result of previous relationships that partners have had or may require considerable work between each of those involved in a particular campaign.</p> <p>Secondly relationship partners will consider how durable their relationship has been over time given the ups and downs of any relationship.</p> <p>Thirdly the relationship partners need to remain consistent to the relationship over time.</p>
O'Reilly & Chatman (1986)	Some researchers suggest that commitment is a psychological attachment.
Gilliland & Bello (2002)	Others see commitment as an attitudinal construct.
Allen & Mayer (1990); O'Reilly & Chatman (1986)	Researchers suggest that commitment at least has an affective and continuance component.
Fullerton (2003); Garbarino & Johnson (1999); Gilliland & Bello, 2002; Gruen, Summers & Acito (2000); Morgan & Hunt (1994)	Affective commitment in marketing relationships is based on shared values, trust, benevolence, and relationalism.
Morgan & Hunt (1994)	Researchers suggest that affective commitment is brought about when a person shares and identifies with or internalises the values of the organisation.

Author(s)	Synopsis
Fullerton(2003); Gruen,Summers & Acito (2000)	Affective commitment is also seen to exit when the individual consumer identifies with and is attached to their relational partner.
Allen & Mayer (1990); Fullerton (2003); Garbarino & Johnson (1999); Gruen, Summers & Acito (2000); Mathieu & Zajac (1990); Mayer & Schoorman (1998); Morgan & Hunt (1994); O’Reilly & Chatman (1986); Pritchard, Havitz & Howard (1999) Kumar (1999)	Affective commitment has a positive influence on the intention to stay in a relationship, the desire to stay in the relationship and the level of performance in the relationship. Affective commitment is likely to lessen the likelihood of opportunistic behaviour and improve the desire for clients to stay in their present relationships.
Fullerton (2003); Gruen,Summers & Acito (2000); Harrison-Walker (2001)	Affective commitment is strongly correlated to customer retention in organisations.
(Bendapudi & Berry (1997); Dwyer, Schurr & Oh (1987); Fullerton (2003); Gilliland & Bello (2002); Gundlach, Achrol & Mentzer(1995); Heide & John (1992)	Affective commitment has also been seen to have a positive relationship with advocacy and customer citizenship behavior. This can be compared with continuance commitment which is dependent on switching costs, sacrifice, lack of choice and dependence.

Antecedents to Commitment

Research suggests that there are different antecedents to commitment. Table 18. These may exist because of contractual arrangements, the need to exchange confidential information, the need for intensive contact, and social pressures (Hallen, Johanson & Seved-Mohamed, 1991; Wilson, 1990). Whilst some have suggested that satisfaction is also an important antecedent to commitment (Dwyer, Schurr & Oh, 1987; Wilson & Mummalaneni, 1986) there are many situations where the client is contractually committed, and yet is not satisfied with the type of work that the agency is preparing. In these situations it is very difficult for the client to remain committed to their agency. As a result they may choose to break the contractual arrangements that they have with

their agency as they seek out an agency who they believe they will be able to work with more effectively.

Table 18. Antecedents to Commitment

Author(s)	Synopsis
Hallen, Johanson & Seved-Mohamed (1991)	<p>Firstly there are the contractual obligations that the client and agency have to the relationship. Clients will often be contractually obliged to a particular campaign.</p> <p>Secondly commitment may be the result of the need to exchange confidential information.</p>
Hallen, Johanson & Seved-Mohamed (1991)	<p>Thirdly research suggests that intensive contact and the development of exchange systems between agency and client are likely to contribute to more stable longer lasting relationships.</p>
Wilson (1990)	<p>Fourthly it is suggested that there are social pressures brought to bear on agencies and client companies to ensure the longevity of client agency relationships. Those in senior managerial roles will often have developed their relationships with their agency due to the fact that they already have a relationship with agency management or account management.</p>
Wilson & Mummalaneni (1986); Dwyer, Schurr & Oh (1987)	<p>Fifthly research indicates that satisfaction is an important antecedent to relationship commitment. Sometimes however there are situations where the client may be committed to the relationship due to contractual arrangements, but not satisfied with the service that they are receiving. In these circumstances they will be required to work more closely with the agency to ensure that the level of satisfaction improves.</p>
Wilson & Mummalaneni (1986)	<p>Lastly trust has also been identified as an antecedent to commitment. Client and agency personnel need to trust each other if they are to make a commitment to each other.</p> <p>In some situations agencies and clients may make adaptations to the way in which they operate to commit to the other party in the relationship.</p>

Factors Influencing Relationship Commitment

A number of factors have been presented as influences on relationship commitment Table 19. Some have suggested that the strong social bonds that exist between relationship partners provide a basis for relationship commitment (Lijander & Strandvik, 1995; Wilson, 1995; Wilson & Mummalaneni, 1986). For clients and agencies involved in preparing advertising campaigns the bonds that exist between members of client and agency teams provide a platform for successful campaign development. Often the commitment which exists will be based on the number of high-quality relationship partners who are available (Kumar, 1999). For clients operating in specialised industries, the number of quality partners available is often less and the client may be forced to become more committed to their agency than would normally be the case if there were a number of high-quality agencies available to them. For those clients operating in industries such as FMCG, the choice of agency is probably far greater and as such their commitment will be based on the level of service that the agency is able to provide to them. For these client companies the move to a new agency is somewhat easier than say for a client operating in the pharmaceuticals market.

Table 19. Factors Influencing Relationship Commitment

Author(s)	Synopsis
Wilson (1995)	Social bonds are often cited as a reason for developing client agency relationships. defined social bonding; <i>"as the degree of mutual friendships and liking shared by the buyer and seller" (Wilson, 1995, p.339)</i>
Lijander & Strandvik (1995)	consider that; <i>"social bonds will exist when the customer and service personnel know each other well, contact is easy, there is mutual trust" (Lijander and Strandvik, 1995, p.153)</i>

Author(s)	Synopsis
Wilson & Mummalaneni (1986)	Suggest that buyers and sellers who have a strong personal relationship are more committed to maintaining a relationship than are partners who are less socially bonded
Anderson & Narus (1984)	<p>In their research which seek to understand how the number of alternative relationship partners impacts on the levels of commitment exhibited by those in existing relationships. They measure the economic, social and technical outcomes produced by alternative relationship partners.</p> <p>In their work they suggest that the quality of outcome when judged against alternatives is a measure of how dependent one partner is on the other.</p>
Frazier (1983)	Others have described the need for a firm to maintain a relationship with a partner to achieve its goals.
Anderson & Narus (1990); Heide & John (1988); Han & Wilson (1993);	Some firms have been unable to replace a partner. This is often seen as an indication of the firm's dependence on its partner.
Kumar (1999)	In situations where there are a range of high quality partners available, dependence will be low and when the range of high quality partners is low there will be relatively high levels of dependence and the partners will be less likely to leave the relationships.
Anderson & Narus (1990)	Use the term relative dependence to describe the dependence that one's partner has on their service provider. It is clear that when one is relatively dependent on the service provider, there will be high levels of commitment to their relationship.
Anderson & Narus (1989)	Found that the greater the levels of investment the partners put into the relationship the greater the likelihood that partners would remain committed to the relationship.
Kelley, Berscheid, Christensen, Harvey, Hutson, Levinger, McClintock, Peplau & Peterson (1983).	Relational closeness is also considered to influence the investment in relationships by relationship partners, and as a result the levels of commitment experienced. A relationship might be considered as close when individuals are in frequent contact with each other, there is a strong impact in each contact, the contact impact involves a diverse range of activities and the interconnectivity of the activity is for a relatively long duration of time.

Section Summary

This section has provided a review of the relevant literature relating to commitment. A review is provided of the different definitions of commitment followed by a segment detailing the different types of commitment. The next segment of the section details the antecedents of commitment. The final segment of the section details the factors influencing relationship commitment. The following section will provide a review of the relevant literature relating to risk.

Risk

Research has also examined the importance of risk and relationship development. A summary of the literature discussed in the following sections is provided in Tables: 20-24. Research suggests that risk has an important role to play for those involved in developing advertising campaigns. Clients and agencies will be willing to take different amounts of risk depending on the importance of a particular campaign. Sitkin & Pablo (1992) suggest that risk is based on uncertainty and whether potentially significant or disappointing outcomes may result from particular actions. In research relating to advertising risk (West & Berthon, 1997) measure this and the potential for disappointing outcomes on the basis of campaign creativity, media choice or utilisation, and positioning and strategy.

Defining Risk

Table 20. Defining Risk

Author(s)	Synopsis
Sitkin & Pablo (1992)	<i>“the extent to which there is uncertainty about whether potentially significant and/or disappointing outcomes will be realised”(Sitkin & Pablo, 1992, p. 10)</i>
West & Berthon (1997)	Advertising Risk: <i>“a decision involving uncertainty about whether potentially significant and /or disappointing outcomes will be realised from an advertising campaign’s creativity, media choice or utilisation, positioning or strategy” (West & Berthon, 1997, p.27).</i>

The Dimensions of Risk

Sitkin & Pablo (1992) identify three key dimensions of risk. These are outcome uncertainty, outcome expectations, and outcome potential. Those facing risk often do so because of the variability of outcomes that they might experience (Libby & Fishburn, 1997), the lack of knowledge of what outcomes might be (March, 1988), and the fact that they may be unable to control the outcomes (Vlek & Stallen, 1980). Clients and agencies working in the preparation of advertising campaigns, may regularly experience variable outcomes, be unable to judge what the outcomes might actually be and may have little control over the outcomes. Whilst most clients would expect that their interactions with the agency would reduce the variability in outcomes, and enable them to be relatively certain of the outcome of a particular campaign, they unfortunately really have little influence on campaign outcomes. In some situations it is almost

impossible for the client and agency to predict the potential outcome of a campaign (Dutton & Jackson, 1987). These campaigns may be judged as high-risk and as such there maybe potential for significant gains for both client and agency based on the risk taken.

Table 21. The Dimensions of Risk

Author(s)	Synopsis
Sitkin & Pablo (1992)	Risk has three key dimensions, outcome uncertainty, outcome expectations and outcome potential.
Libby & Fishburn (1997)	Outcome uncertainty exists as a result of the: variability of outcomes.
March (1988)	the lack of knowledge of what the potential outcomes might be.
Vlek & Stallen (1980)	the fact that they are unable to control the outcomes.
Dutton & Jackson (1987); Kahneman & Tversky (1979)	Outcome expectations consider the extent of the risk to be taken based the outcome that individuals and organisations expect from their interaction
Dutton & Jackson (1987)	There are those situations where the clients and agencies are unable to predict the potential outcome for the campaign. Such campaigns might be perceived as high risk, but client and agency will take a risk based on the potential for significant gains to be made.

Individual Risk Taking

Individuals involved in developing advertising campaigns will have different propensities towards risk (Sitkin & Pablo, 1992). In general terms one might expect that individuals in the client teams might be less willing to take risks than their counterparts in agency account teams. Some suggest that those who are challenged by risk are more likely to take risks than those who do not like the challenge that risk brings (McLelland, 1961). It should also be noted Table 22 that

different individuals are likely to have different perceptions of what is risky and what is not (Sitkin & Pablo, 1992). As such what is seen to be risky by the client may often be viewed differently by the agency preparing a campaign. This is especially the case for those working as creative's' within agency teams. Many of these individuals will develop creative that challenges the boundaries and as such may be viewed as risky by those individuals receiving the creative on behalf of the client. Some suggest that creative individuals may have unwarranted confidence to perform well in risky situations (March & Shapira, 1987) and to overcome the risk which exists. Others have suggested that there is a relationship between risk-taking and accountability (March, 1988; MacCrimmon & Wehrung, 1990). Generally speaking those younger individuals who have less experience and knowledge are more willing to take risks than their older counterparts who have significant experience on a range of different campaigns. For the older more experienced individuals working in an agency it is recognised that to retain customers the campaign needs to be strategic and something that the client will consider appropriate rather than highly risky. For this to happen it may require older individuals to make decisions which involve less risky campaigns being presented.

Table 22. Individual Risk Taking

Author(s)	Synopsis
McLelland (1961)	Those who are challenged by risk taking are more likely to take risks than those who do not like the challenge that risk brings.
Sitkin & Pablo (1992)	Risk perceptions are the individual decision maker’s perception of the risks inherent in a particular situation.
Roll (1986)	Talks about the tendency of risk takers to overestimate and underestimate the risk.
Rao & Monroe (1988)	Some will have an unwarranted confidence in their knowledge to overcome risks.
March & Shapira (1987)	Some have unwarranted confidence of their ability to perform well in risky situations.
Sitkin & Pablo (1992)	Individual risk taking is also determined by the individual’s propensity towards risk.
MacCrimmon & Wehrung (1990)	The risk orientation of individuals.
Dyer & Sarin (1982); Tversky & Kahneman (1986)	The way that individuals assess the level of risk.
Schneider & Lopes (1986)	Criticise individual decision makers who are risk averse and give more weight to negative outcome possibilities.
March & Shapira (1987)	Those who are risk taking seek to give more weight to positive opportunities overestimating positive gains.
March (1988); MacCrimmon & Wehrung (1990)	Suggest that there is a relationship between risk taking and accountability. Those in the agency who have less knowledge and experience of the company are likely to take more risks. This often means that older decision makers are more conservative than their younger counterparts when it comes to taking risks.

Organisational Risk Taking

A body of literature has also been developed to describe the organisational influences on risk taking behaviour (Table 23.). Researchers

suggest that whether an organisation takes risks in its operations is dependent on the composition of the group (Janis, 1972), encouragement for risk-taking (Deal & Kennedy, 1982), and leader in encouragement for risk-taking (MacCrimmon, Wehrung & Stanbury, 1986). For clients and agencies involved in advertising campaign development each of these factors will influence the type of campaign produced. Those such as West (1999) note that there is a relationship between the agencies willingness to take risks and the creativity of campaigns produced. West & Berthon (1997) indicate that company performance, the advertising decision-making process and the interaction with a company's culture may impact significantly on the risk-taking propensity of managers. For clients and agencies involved in the advertising development process the formality of campaign development and the extent of interaction taking place between the client and agency may also influence the willingness of managers to take risks.

Table 23. Organisational Risk Taking

Author(s)	Synopsis
Janis (1972)	Organisational Influences on Risk Taking Behaviour include: The composition of the group involved in risk taking.
Deal & Kennedy (1982) MacCrimmon, Wehrung & Stanbury (1986);	Whether the organisation encourages risk taking. Whether organisational leaders encourage risk taking.
Bromiley, 1991; Fiegenbaum (1990); West (1999); West & Berthon (1997); MacCrimmon & Wehrung, (1986); March & Shapira (1987)	Consider organisations who are underperforming will take more risks than those where things are going well.

March & Shapira (1987)	Discuss whether the organisations control systems encourage risk taking.
West (1999)	Considers the relationship between the agency's willingness to take risks and the creativity of their campaigns.
West & Berthon (1997)	Indicate that company performance, the advertising decision making process and the interaction with a company's culture can have a significant impact on the risk taking propensity of managers.

Company Performance and Risk Taking

It is clear that there are risks in client agency relationships. The literature suggests that if real risks cannot be eliminated, the reduction of risk is likely to be positive for relationships. However, it is easy to overlook the reason why risks are taken in the first place: they frequently lead to enhanced company performance. The question becomes how do clients and agencies become willing to take on necessary risks?

Those such as West (1999) suggest a number of reasons why agencies are more willing to take risks with campaigns for smaller clients than is the case with larger clients. For agencies the loss of a smaller client is likely to have less impact on agency revenue both short and long term, than the loss of a large client. Added to this if such risk-taking leads to success for the smaller client the agency may benefit in terms of visibility, reputation and credence in the marketplace. The opposite might be said for the agency that takes unwarranted risks for the large client. In these circumstances not only may the client suffer in terms of a poor campaign, but the agency may impact negatively on their own reputation. The result is that agencies will tend avoid putting risky ideas to large clients in order to reduce uncertainty for their clients Table. 24.

Table 24. Company Performance and Risk Taking

Author(s)	Synopsis
West (1999)	<p>Suggests a number of reasons why agencies are more willing to takes risks with campaigns for smaller clients than those for larger clients.</p> <p>The loss of a smaller client has less impact on agency revenue flow.</p> <p>If risk leads to success for the smaller client, the agency may benefit more overall in terms of visibility, reputation and credence in the marketplace.</p> <p>If the agency takes unwarranted risks on behalf of a larger client and there are undesirable outcomes to the campaign, it may have negative consequences on their own reputation</p> <p>The agency may not be willing to put their riskier ideas to larger clients as they may wish to reduce the uncertainty for their clients.</p>

Section Summary

This section has provided a review of the relevant literature relating to risk taking. The first segment of the section considered the different definitions of risk and the different dimensions of risk. This was followed by a review of the literature relating to both individual and organisational risk taking. The final segment of the section considered the impact of risk taking on organisational performance. The next section considers the literature relating to the importance of competency in business interactions.

Competencies

Competency has long been considered an important element in the development of successful business relationships. This is none more so than in the case of client agency relationships in advertising.

Defining Competency

A number of researchers have considered what makes an individual competent. A summary of the literature discussed in the following section is provided in Tables 25-26. Terms such as effective or superior performance (Boyatzis, 1982; Spencer & Spencer, 1993), characteristics essential to perform a job (Bratton, 1998), and the standard of performance required (Barber & Tietye, 2004) are all used to define competence. Clients come to expect certain levels of performance from their agency when preparing campaigns. A failure to meet these standards may lead the client to consider other agencies.

Table 25. Competency Definitions

Author(s)	Synopsis
Boyatzis (1982, pp 20-21).	“an underlying characteristic of a person which results in effective and /or superior performance in a job”
Bratton (1998, p.17)	“ A core personal competency is defined as any knowledge, skill, trait, motive, attitude, value or other personal characteristic essential to perform a job”
Spencer & Spencer (1993, p.9).	“an underlying characteristic of an individual that is causally related to criterion-referenced effective and or superior performance in a job situation”
Barber & Tietye (2004, p.96)	“the specification of knowledge and skill and the application of that knowledge and skill to the standard of performance required”

Types of Competencies

A number of other researchers suggest that competencies apply at the organisational, managerial, employee and personal level. A summary of the literature discussed in the following section is provided in Table 26. Prahalad & Hamel (1990) suggest that some competencies are likely to exist at an

organisational level. As such the client is likely to expect that their agency is able to perform the basic tasks of campaign development effectively and that they may even have a range of established procedures to ensure that this happens. Another group of researchers (Burgoyne, 1993; Raelin & Cooledge, 1995; Boyatzis, 1982) consider competencies from a managerial perspective. The client will often choose the agency based on recommendations of agency managerial competency. These recommendations are often based on past performance and might include aspects such as productivity, the management of group process, adaptability, and specialised knowledge. It is the combination of these different competencies that is important when developing effective client agency relationships.

Table 26. Types of Competencies

Author(s)	Synopsis
Prahalad & Hamel (1990)	organisational competencies
Burgoyne (1993); Raelin & Cooledge (1995); Boyatzis (1982)	managerial competencies
Boyatzis (1982); Burgoyne (1989)	employee competencies
Burack, Hochwarter & Mathys (1997);Greengard(1999);Reagan (1994)	personal competencies

Section Summary

This section has reviewed the competency literature relevant to this study. The first segment of this segment defines competency and applies the definitions to the advertising agency client relationship. The second segment changes to focus on the different types of competency: organisational, managerial, employee and personal competencies. The final section of the literature review will consider the relevant literature on creativity.

The Traditional Business Relationship Process

Orientation: Is it the Right Perspective?

The above sections have reviewed a number of process orientations involving business partners and this has included concepts like relationships, trust, commitment and others. Although a few contrasting themes have emerged, the dominant one to come out this literature is that “playing nice” with one another builds better relationships.

However, advertising has proven to not be like other types of situations. For example, it may be that good relationships between an accounting firm and client can lead to better outcomes because the inputs into the relationship can map fairly closely to what the outcomes will be. The way an accounting firm applies specific expertise, and the inputs into the relationship like trust, respect and the like, should have a great degree of influence on how successful the outcomes are. Likewise, technical advising or other expertise oriented services would be similar.

Advertising, however, is different and the reason is that the unpredictable nature of creativity plays an important role. For example, Verbeke et al (2008) does empirical research on advertising agency creativity using Amabile et al’s (1996) frame work of organisational creativity. Verbeke et al (2008) find little support for a “playing nice” over creativity. Much of Amabile and colleagues’ model has clear links to the “play nice” framework suggested by the relationship process orientation. They focus on the role of support and encouragement within firms, which sounds similar to the ideas of relationship

quality, trust development, respect building and others which can describe interactions between organisations. More importantly, Amabile and colleagues' model is built off data that comes from organisations that are fairly average to below average in creativity. Yet, Verbeke et al's work focuses on agencies at the far upper extreme of creative ability and finds either no support for the "playing nice" process orientation, or find the opposite effects. The only part of the process-oriented "received wisdom" reviewed above that is supported empirically is that competency matters. Although these authors focus primarily on the internal organisational processes, this has implications for between organisational situations: interpersonal processes may not be the main driver of successful agency-client interactions and we need to find other ways to characterise successful interactions.

The next section starts to review the creativity literature, and while many researchers try to bring in the process orientation discussed above, the general pattern is that empirical support for these processes seems to be questionable. Instead, other themes come to the fore, which will lead to the collaboration perspective developed in Chapter 3.

Creativity

Creativity is often considered to be an essential element in the development of effective advertising campaigns. A summary of the literature discussed in the following section is provided in Table 27. A range of literature suggests that domain specific knowledge is an important contributor to the development of creative ideas. Some go as far as to say that domain specific

knowledge is critical to developing creative ideas (Amabile, 1983; Briskman, 1980; Frensch & Sternberg, 1989; Simon, 1986; Simonton, 2003). Others such as Wiley (1998) and Hecht & Proffitt (1995) suggest that those involved in creative idea development may often revert to domain specific knowledge to develop creative concepts. Unfortunately the creative outcome may be less original due to the fact that the individuals developing the creative have a restricted search space. You may also find that if the creative is primed to a less relevant search space they may develop creative that is not as appropriate. If those developing creative use divergent thinking techniques they may enter distant domains of knowledge which sees very creative work produced. Unfortunately the original ideas produced may not be entirely appropriate for the particular client they are producing them for (Guilford, 1968; Simonton, 2003). The result is that if agencies are to develop creative advertising that is both effective and appropriate they need to provide some degree control over the information provided to creative individuals whilst ensuring that the levels of originality are not inhibited.

Table 27. The Importance of Domain Specific Knowledge in Developing Creative Ideas

Author(s)	Synopsis
Amabile (1983) Briskman (1980) Frensch & Sternberg (1989) Simon (1986) Simonton (2003)	Various authors have suggested that domain specific knowledge is a critical antecedent to creative thinking.
Wiley (1998) Hecht & Proffitt (1995)	Suggest that when experienced individuals are given misleading problems, there is a tendency for them to commit to a course of action based on previous experiences. Whilst this knowledge might help them to provide appropriate creative it is likely that it may be lacking in terms of originality due to the fact that the knowledge that they draw on comes from a restricted search space. There is also a chance that when creative individuals are primed to secondary categories, that they might choose a category that is not best suited for the area in which they are trying to develop the advertising creative for.
Guilford (1968); Simonton (2003)	Suggest that when experts used divergent thinking techniques to take them to distant domains of knowledge, they were likely to come up with considerably more original ideas which often lacked in terms of appropriateness.

Priming and the Development of Creative Ideas

A body of research has been developed which links the impact of priming on the type of creative ideas produced. A summary of the literature discussed in the following section is provided in Table 28. Research suggests that priming is likely to have a range of different impacts on the ways in which creative ideas are produced. Some suggest that priming is able to help less experienced individuals to access domains of knowledge more appropriate to developing creative ideas (Osborn, 1953; Stewart, Chang & Wan, 2008; Wallas, 1926; Young, 1985). Unfortunately when individuals are primed with information to assist in creative

idea development they will often revert back to the primed examples rather than developing their own original ideas (Marsh, Ward & Landau, 1999). Research also suggests that priming may also help less experienced individuals to produce more appropriate creative ideas (Marsh Ward & Hicks, 1996). Priming needs to be carefully chosen as whilst it may help in terms of appropriateness it may hinder originality.

Table 28. Priming and the Development of Creative Ideas

Author(s)	Synopsis
Osborn (1953); Stewart, Chang and Wan (2008); Wallas (1926); Young (1985)	They suggest ways in which individuals might look within a domain of knowledge to develop creative ideas. Their work suggests that a level of priming may help less experienced creatives to access domain knowledge which is more appropriate to the development of original creative ideas.
Marsh, Ward and Landau (1999)	Research suggests that when individuals are primed with examples to use in the idea creation process and told not to use those examples to develop their creative ideas, they will tend to revert back to be primed examples rather than developing their own ideas from the domain knowledge available to them
Marsh, Ward and Hicks (1996)	Research suggests that in terms of appropriateness, the provision of priming may help the less experienced individual to access domain knowledge which is more appropriate to be a creative idea development than might have been the case if they had been left to their own devices to choose a domain of knowledge

Intrinsic and Extrinsic Motivation and Workplace Creativity

Intrinsic and extrinsic motivations are both considered to influence workplace creativity. A summary of the literature discussed in the following section is provided in Table 29. Deci & Ryan (1985) suggest that unless individuals seek enjoyment, interest and personal satisfaction from what they are doing they are less likely to produce creative work. Koslow Sasser & Riordan

(2003) suggest when the agency puts extrinsic motivators in place creative individuals are less likely to use intrinsic motivators focusing on the extrinsic motivators by which they stand to gain. The result may well be that what is produced is appropriate but much less original as they have worked out what is required to gain the extrinsic reward. The reality is that creative individuals probably really prefer to be intrinsically motivated, and will often revert to things that motivate them intrinsically when the extrinsic motivator is removed (Amabile, Conti, Coon, Lazenby & Herron, 1996; Amabile & Gryskiewicz, 1987; Amabile & Gryskiewicz, 1989). Extrinsic motivation appears to have a positive effect on outcomes when combined with and reinforced by intrinsic motivators (Hennessey, Amabile & Martinage, 1989; Hennessey & Zibowski, 1993).

Table 29. The Impact of Intrinsic and Extrinsic Motivation on Workplace Creativity

Author(s)	Synopsis
Deci & Ryan (1985)	<p>Individuals are seen to be intrinsically motivated when they seek enjoyment, interest, satisfaction, curiosity, self-expression or personal challenge in their work. They can be compared to those individuals who are extrinsically motivated and work to obtain some goal which is apart from the work itself.</p> <p>They suggest that motivation arises when individuals feel both self determined and competent in their work.</p> <p>No matter what level of self-determination and competence shown by the creative individual, unless what they are being asked to do is interesting, in terms of variety, task identity and task significance there is little chance of them being intrinsically motivated to complete the task effectively.</p>
Koslow, Sasser & Riordan (2003)	<p>They indicate that when there are strong extrinsic motivators in place on task engagement, and intrinsic motivation is likely to decline.</p>

<p>Amabile, Conti, Coon, Lazenby & Herron (1996); Amabile & Gyskiewicz (1987); Amabile & Gyskiewicz (1989)</p>	<p>In the advertising agency client situation there may be many times when individuals show high levels of intrinsic and extrinsic motivation towards campaigns, but may revert to intrinsic motivation if the extrinsic motivator is removed.</p> <p>In these cases creative individuals come to rely upon factors such as autonomy of work, work that the individual sees as positively challenging and important, and work which brings a sense of interest and excitement.</p>
<p>Hennessey, Amabile & Martinage (1989); Hennessey & Zibowski, (1993)</p>	<p>Research suggests intrinsic or extrinsic motivation on individual campaigns might temporarily coexist and develop very positive impacts on creativity.</p>
<p>Amabile, Phillips & Collins (1993)</p>	<p>Suggest that a monetary reward does not in itself undermine intrinsic motivation unless it is accompanied by some constraint.</p> <p>In these cases we might expect the combination of constraint and reward to have a serious detrimental impact on intrinsic motivation and therefore creativity.</p> <p>The levels of job satisfaction in the work environment will depend on the extent to which intrinsic and extrinsic motivators in the workplace match the individual's motivational orientation.</p>

Creativity Models

A number of models have been developed to describe the processes involved in developing creative ideas. A summary of the literature discussed in the following section is provided in Table 30. Wallas (1926) develops a four stage model to describe the creative process Amabile (1996) and Mumford, Mobley, Uhlman, & Reiter-Palmon, & Doares (1991) develop models which break down the creative process in to more manageable steps than those originally proposed by Wallas (1926). Each of these models provides a theoretical perspective to the processes that clients and agencies go through as they strive to develop creative campaigns. Sasser & Koslow (2008) develop a model that attempts to simplify the creative process. They consider the importance of the person, process and

place of creativity. Each of these three elements is critical to the development of effective advertising campaigns.

Table 30. Creativity Models

Author(s)	Synopsis
<p>Hennessey & Amabile (1998); Isaksen & Parnes (1985); Merrifield, Guilford, Christensen & Frick (1963); Silverman (1985); Sternberg (1986)</p> <p>Wallas (1926)</p>	<p>Many of these models have sought to describe the processes involved in developing creative ideas.</p> <p>Develops a four stage model of the creative process. The first stage preparation involved a preliminary analysis of the problem at hand. The second stage is the incubation phase whereby the creative individual may pay no conscious attention to the creative problem with attention being transferred to other problems. During the incubation stage the creative may be unconsciously making associations or idea combinations between different ideas from different domains of knowledge. Whilst for the experienced creatives these across domain associations might be easier to make, the younger less experienced creative may require a longer incubation period to make these associations. The third phase identified was that of illumination whereby the creative receives a sudden flash of enlightenment. During this phase which is often seen to be somewhat delicate, creatives may be disturbed by outside influences. The fourth phase is the verification stage which involves evaluating, refining and developing the creative idea. The model developed by Wallas meant that creative individuals could return to earlier phases if they were unable to develop ideas which were original and appropriate.</p>
<p>Amabile (1996)</p>	<p>Extends the basic four stage model to develop a componential model of creativity. In this model she described the creative process as consisting of a number of different phases (a) task identification (b) preparation, which involved the gathering and reactivation of relevant resources (c) response generation (d) seeking and producing a set of potential responses (e) response validation and communication.</p>

<p>Mumford, Mobley, Uhlman, Reiter-Palmon & Doares (1991); Mumford Peterson & Childs (1999)</p>	<p>Suggest that the four stage models could be further broken down into a number of sub-processes. These processes might include problem construction, information encoding, category search, detailing of best fit categories, the combination and reorganisation of category information to develop new solutions, idea evaluation, implementation of ideas and the evaluation and monitoring of the model.</p> <p>Identify a number of core processing operations involved in the development of creative ideas.</p> <p>Problem construction or problem finding.</p> <p>Gathering relevant information which will help the client to prepare a comprehensive brief which will enable the agency to better understand the needs of the target audience.</p> <p>Search and selection.</p> <p>Combining the chosen concepts and then to generate a creative idea.</p> <p>Ideas put forward are evaluated by client personnel and representatives of the target audience.</p> <p>Once chosen, the agency is responsible for completing and placing the creative work in the appropriate media.</p>
<p>Henry (1991)</p>	<p>Develops a model that distinguishes between creative persons, creative processes, creative places and creative products.</p> <p>People who are creative are considered to exhibit a number of distinct traits including a high level of tolerance for ambiguity and risk, are independent thinkers, have low levels of inhibition towards conformity, good communication skills, an active imagination and a basic level of intelligence.</p> <p>Details the processes involved in developing creative ideas. She suggests that within these processes there are two important competing forces, imaginative thought which is expansive in nature and evaluative thinking which is convergent in nature.</p> <p>She suggests that creative places are important in the development of creative ideas.</p> <p>The creative product is also seen to be an important element of the creative process.</p>
<p>Sasser and Koslow (2008)</p>	<p>Refine this initial categorisation dividing creativity into three groups rather than the four initially put forward by Henry (1991), recommending that researchers focus on the 3 P's of creativity, the person, process and place of creativity.</p>

The Organisational Environment for Creativity

A range of literature has been produced in an attempt to describe the organisational environment most likely to produce creative campaigns. A summary of the literature discussed in the following section is provided in Table 31. Research suggests that the motivation to innovate, the creative resources available and the management practices that allow creativity all contribute to the type of creative outcomes produced (Amabile, 1988). Those such as Woodman, Sawyer & Griffin (1993) suggest that whether an organisation is likely to be creative is based on the cohesiveness of the creative team, and the size and diversity of the creative team. Larger agencies are able to draw on a greater range of experiences when they are faced with campaigns for different clients. They also suggest that creativity is likely to be influenced by the organisational structure and the culture and resources available to the creative team. As a result certain agencies are better placed to produce more effective creative campaigns than are others.

Table 31. The Organisational Environment for Creativity

Author(s)	Synopsis
Amabile(1988)	Identifies three organisational factors likely to impact on creativity. The organisational motivation to innovate. The resources available to develop innovative campaigns. The management practices which allow individuals and groups to produce the most effective outcomes possible.

<p>Woodman , Sawyer & Griffin (1993)</p>	<p>Consider the intra and inter organisational influences on creativity. They propose that creative behaviour within an organisation is based on two sets of work environment inputs. These work environment inputs are based on the behaviour of groups of individuals within the workplace rather than on the behaviour of individuals. The first category “Group Characteristics” includes factors such as norms, group cohesiveness, size, diversity, roles and task characteristics. The second category “Organisational Characteristics” includes factors such as organisational culture, resources, rewards and structure.</p>
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Organisational Encouragement of Creativity

Whilst most clients would expect their agencies to produce campaigns which are relatively creative, it is important for those who are producing campaigns to be encouraged to adopt a creative approach to campaign development. A summary of the literature discussed in the following section is provided in Table 32. Research suggests that creativity is achieved through the encouragement of risk taking, the rewarding and encouragement of creativity and the collaborative sharing of information across the organisation. Much of the early research in the area was conducted with student subjects and the general population and as such may not have mirrored the opinions of those in the creative industries. More recent empirical testing carried out by Verbeke et al’s (2008) provides very mixed results as to whether any of these factors do encourage creativity. Verbeke et al’s research with directors, account managers and creative directors at advertising agencies suggests that work group support, having sufficient resources, and supervisory encouragement are likely to impact negatively on creativity. This can be compared with organisational

encouragement and workload pressure which are considered to have a positive impact on creativity.

Table 32. Organisational Encouragement of Creativity

Author(s)	Synopsis
Cummings (1965); Delbecq & Mills (1985); Ettlie (1983); Hage & Dewar (1973); Kanter (1983); Kimberley & Evanisko (1981) Meadow & Parnes (1959); Parnes (1967)	Organisational encouragement is often achieved through the encouragement of risk taking, idea generation, and the valuing of innovation at all levels of the organisation. Suggest that people are more likely to produce unusual, useful ideas if they are given license to do so or by explicit instructions.
Abbey & Dickson (1983); Cummings (1965); Paolillo & Brown (1978)	Rewarding and recognising creativity is likely to lead to greater levels of creativity.
Amabile, Conti, Coon, Lazenby & Herron (1996); Hennessey, Amabile, & Martinage (1989)	This is the case when one receives a reward that is seen to be a bonus or acts to confirm one's competence, provides an incentive for one to do better or to complete more interesting work in the future.
Allen, Lee & Tushman (1980); Kanter (1983); Kimberley & Evanisko (1981); Monge, Cozzens & Contractor (1992); Zaltman, Duncan & Holbeck (1973)	Collaborative sharing of information across the organisation and the ability to share in the management and decision making has also been found to be a contributor to enhanced levels of creativity.
Verbeke et al (2008)	Negative impacts of work group support, sufficient resources and supervisory encouragement on creativity.

Supervisory Encouragement of Creativity

The fact that those in managerial positions within the agency are prepared to encourage those at lower levels to take a creative approach to campaign development is likely to enhance the creativity achieved in a range of different campaigns. A summary of the literature relating to supervisory encouragement of creativity is provided in (Table 33).

Table 33. Supervisory Encouragement of Creativity

Author(s)	Synopsis
Amabile (1996)	Suggests that a supervisor who serves as a good role model, sets appropriate goals, supports the work group, values individual contributions and shows confidence in the group activities is likely to enhance creative activities.
Kimberley (1981); Kimberley & Evanisko(1981) Delbecq & Mills(1985)	Those organisations which have open interaction between supervisors and subordinates and supervisory support for the team's work and ideas are likely to enhance creativity.

Work Group Encouragement of Creativity

Researchers have considered the influence of work place encouragement on creativity. A summary of the literature discussed in the following section is provided in Table 34. Diverse creative teams may well help to provide encouragement to those responsible for developing various pieces of creative. Those teams who are given a degree of autonomy and a sense of ownership are more likely to produce better pieces of creative than those who are subject to higher levels of control.

Table 34. Work Group Encouragement of Creativity

Author(s)	Synopsis
Albrecht & Hall (1991); Andrews (1979); Monge, Cossens & Contractor (1992); Payne (1990)	Studies have suggested that the encouragement of creativity can occur within the creative team environment. This may occur when the creative team members come from a diverse range of backgrounds, have a mutual openness to ideas, are prepared to constructively challenge ideas and show a shared commitment to the project.
Bailyn (1985); Paolillo & Brown (1978); Pelz & Andrews (1996); West (1986)	Research indicates that creativity is enhanced when individual creative's and the teams in which they work are given high levels of autonomy in their daily operations, and they have a sense of ownership and control over their work and ideas.

Organisational Impediments to Creativity

A range of research has been completed in an attempt to describe the factors which are likely to impede organisational creativity. A summary of the literature discussed in the following section is provided in Table 35.

The first factor, workload pressure is considered to hinder organisational creativity. Whilst in some circumstances workload pressure may force creative's to develop creative which is neither original, on strategy, nor appropriate in others it is the pressure which forces them to come up with the outstanding creative idea. In yet other circumstances the extent of creative impediment is determined by whether the creative is willing and able to meet the creative challenge.

Table 35. Organisational Impediments to Creativity

Author(s)	Synopsis
Amabile(1988); Amabile & Gyorskiewicz (1987)	Research findings have often been contradictory in that in some cases workload pressures which are extreme might undermine creativity, whilst in others some degree of workload pressure may encourage creative work outside the square, or encourage some degree of work intensity.
Amabile, Conti, Coon, Lasenby & Herron (1996)	Identify two distinct forms of pressure faced by creative's. The first of these is workload pressure and the second challenge. They assumed that workload pressure was likely to have a negative impact on creativity and that the challenge was likely to have a positive impact on creativity. Much will however depend upon how much pressure the individual is able to deal with and how interested they are in meeting the challenge being offered.
Kimberley (1981); Kimberley & Evanisko (1981)	Suggest that in many organisations internal strife, conservatism and rigid formal management structures may impede creativity.

Organisational Climate for Creativity

A range of research has been completed to describe the influence of organisational climate on creativity. A summary of the literature discussed in the following section is provided in Table 36. Several researchers such as (Amabile, 1996; Anderson & West, 1998; Ekvall & Rhyhammer, 1999; Hunter, Bedell & Mumford, 2005) develop a series of models to describe the different dimensions of organisational climate which are likely to influence the type of creative produced. Each of these models provides a list of factors that agencies need to consider when promoting an environment that will encourage creative development.

Table 36. Organisational Climate and Creativity

Author(s)	Synopsis
Amabile & Gryskiewicz (1989); Anderson, De Dreu & Nijstad (2004); Oldham & Cummings (1996)	Researchers have stressed the importance of workplace climate on creativity. Creative people are reactive to climate variables.
Tesluk Klein & Farr (1997)	Climate variables at individual and group level, are effective predictors of creativity and innovation.
Basadur (1997); Schneider, Niles-Jolly, Gunnarson & Niles-Jolly (1994); Van de Ven (1986) Amabile & Conti (1999);	Climate assessments have provided a basis for organisations to intervene to enhance creativity and innovation.
Amabile, Conti, Coon, Lasenby & Herron (1996); Amabile & Gryskiewicz (1989)	Amabile used a theory of intrinsic motivation to develop an eight dimension model detailing organisational climatic variables that have been shown to influence creativity, these were; (1) work group support, (2) challenging work, (3) organisational encouragement, (4) supervisory encouragement, (5) organisational impediments, (6) freedom, (7) workload pressure (8) sufficient resources.
Anderson & West (1998)	Use a theory relating to team interactions to develop a four dimensional model. The dimensions relate to (1) participative safety, (2) support for innovation, (3) challenging objectives, and (4) task orientation.

<p>Ekvall (1996); Ekvall and Ryhammer (1999)</p>	<p>Develop a model which describes the relationship between psychological processes and organisational climate. In their model they consider the impact of organisational climate on creative achievement as it relates to (1) challenge and involvement, (2) freedom, (3) trust and openness, (4) idea time, (5) playfulness and humour, (6) conflict, (7) idea support, (8) debate, (9) risk-taking</p>
<p>Hunter, Bedell & Mumford (2005)</p>	<p>Review of climate variables were able to identify that 90% of variables previously used to measure the impact of organisational climate could be detailed in a 14 dimension model. Their model suggested that (1) positive peer group support, (2) positive supervisory relationships, (3) resources, (4) challenge, (5) mission clarity, (6) autonomy, (7) positive interpersonal exchange, (8) intellectual stimulation, (9) top management support, (10) reward orientation, (11) flexibility and risk taking, (12) product emphasis, (13) participation, and (14) organisational integration were all climatic variables which were likely to impact on the levels of creativity achieved within organisations.</p>

Section Summary

This section has detailed the relevant literature relating to creativity. The first segment of the section considered the role of priming in creative idea development. The second segment detailed the impact of intrinsic and extrinsic motivation on workplace creativity. This was followed by a description of the various creativity models. These segments were then followed by sections relating to organisational, supervisory, and work group encouragement of creativity. The final two segments covered impediments to creativity and the influence of organisational climate on creativity.

Although many researchers have tried to bring a process orientation into the creativity literature, the empirical support has been lacking. Instead, the dominant support is for three themes: information flows, motivations and abilities. That is, when firms work to get creative work from an outside

organisation, the focus is on the structural elements surrounding the interpersonal interactions, rather than the interpersonal interactions themselves. It is not that the interpersonal process needs to go smoothly such that there is trust, respect, and bonding, but rather whether or not all the pieces are in place for the agency to do the kind of job they need to do. Creating is a “messy” process, and the “feel good” factors of trust, respect and the like may have little bearing on the outcomes. Competency may be the only factor from the process orientation that survives in a creative context.

However, one still needs to deal with the interaction between firms-e.g., what clients can do to get to better advertising-and a useful perspective is the collaboration perspective advanced in Chapter 1. This perspective, while seeming similar to the process-relationship one, is different in that it focuses on outcomes, not processes. That is, the business of developing creative and effective advertising is a “rough road” such that clients can and do cope with a difficult process that they would normally not be willing to accept from other service vendors. Collaboration implies working together, both client and agency. This perspective is developed more deeply in the next chapter.

CHAPTER THREE:

RESEARCH HYPOTHESES

Understanding how clients work through agencies to achieve quality advertising is the subject of at least two recent research streams. One approach sought to understand the specifics of the client agency relationship in advertising. These researchers have developed a series of models relating to relationships processes (Halinen, 1997; Wackman, Salmon & Salmon, 1987; Waller, 2004). These models have delved into the processes involved in campaign development and the interactivity of participants as part of these processes (Anderson & Narus, 1990; Lehtinen, 1983; Michell, 1984; Michell, 1986; Moller & Wilson, 1988; Wackman, Salmon & Salmon, 1987,). Some researchers have focussed on the processes that clients go through when selecting an agency to work with (Cagley, 1986; Fam & Waller, 1999; Marshall & Na 1994; Verbeke, 1988; Wackman, et al, 1986). Still other researchers have also considered the factors which contribute to the dissolution of client agency relationships (Davies & Prince, 1999; Doyle, Corstjens & Michell, 1980; Michell, 1984; Michell, 1986; Michell et al, 1992). The common denominator in all these studies is that, higher quality creative work leads to better relationship outcomes.

Whilst the focus of research throughout the 1980s and 1990s has been on the development of client-agency relationship processes in advertising, a second more recent stream seeks to understand how the creative process influences the

development of quality advertising campaigns. Even though clients may indicate that they have a real focus on creativity, Sullivan (1998) suggests that agency personnel believe that clients are in fact resistant to truly creative advertising. This is supported empirically by (West, 1999; West & Berthon, 1997) who show that clients are frequently unwilling to take creative risks. Some research even demonstrates that clients get the advertising they deserve (Koslow Sasser & Riordan, 2006). When comparing the earlier work looking at client agency relationships to the more recent work, it is clear that the approach taken by recent researchers has been increasingly negative on the client's role in the advertising development process, if not the role of inter-personal processes overall (Sasser & Koslow, 2008).

However, the most negative research has predominantly focussed on the agency views on advertising campaign development, so such a negative tone is not surprising. Yet agencies still need key components from clients, namely access to top management and consumer research (Koslow, Sasser & Riordan, 2006). Presumably, agencies need to be in touch with top management to understand the strategy and likewise they need to understand consumers. That is, clients need to collaborate with agencies such that agencies have what they need to succeed.

To provide balance to the debate this research extends previous work to identify a collaboration perspective and within this explore four factors which client representatives believe are likely to contribute to whether a quality advertising campaign is likely to be produced. These factors are the extent to which the client is involved in campaign development, the extent to which the client believes that it is necessary for them to be in a stable relationship to

produce quality campaigns, the importance of the agency being flexible in their approach and how important it is that those developing the campaigns exhibit high levels of competency and expertise.

For this research there are also four dimensions used to measure quality advertising outcomes. These are: on strategy, originality, creativity and effectiveness. The first dimension used in this research to measure the quality of an advertising campaign is whether a campaign is on strategy. Different campaigns require different levels of strategic development. As a result some campaigns may take significantly longer to develop than others. Another aspect of quality advertising campaigns is originality. Originality has become more important in the competitive environment that clients operate in because original work can cut through the competitive clutter. Those agencies that are able to produce original work that is consistently effective are likely to retain clients. The third dimension used in this research to measure the quality of advertising campaign is the level of creativity in the campaign. The research defines creativity in line with Koslow, Sasser & Riordan (2003) such that creative work must be both on-strategy and original. That is, for a campaign to be creative the agency needs to assure that the highly original campaigns also remain on-strategy because it is too easy to produce original work that is not strategic. The final dimension used to measure the quality of advertising campaign produced in this research is campaign effectiveness. That is, does the client think that the campaign has actually influenced consumers? A multi-item scale is used to measure campaign effectiveness.

The Role of Outcome Oriented Factors in Developing Quality Advertising Campaigns

Introduction

The following section identifies the variables which are considered to have the potential to influence the quality of advertising campaign developed. Following on from a discussion on how each might influence the quality of campaigns developed a series of hypotheses are developed to test whether in fact they influence the quality of campaign developed.

Client Involvement

All observers agree that clients need to have some involvement in a campaign. At the minimum they need to approve a campaign and write the cheque for the media but beyond this, different scholars have suggested different kinds of involvement. For example, Knapp (1984) suggests a client will be involved in campaign development to a greater or lesser extent in different stages of developing a campaign. During the early stages the client and agency will be heavily involved. The client will be deciding which agency they would prefer to work with. To do so they will adopt a series of different selection criteria (Cagley, 1986; Fam & Waller, 1999; Harvey & Rupert, 1988; Marshall & Na, 1994; Mathur & Mathur, 1996; Verbeke, 1988). The client is likely to intensify their involvement as they disclose significant amounts of information relating to the agency selection process or relating to the strategy for a particular campaign. This involvement is likely to be critical to the success of a campaign. As the

relationship develops client involvement will increase and will require higher levels of interaction to ensure that all aspects of the campaign are dealt with effectively. Long term this involvement will ensure that a bond develops between client and agency. This may last for a particular campaign or a series of campaigns.

Client involvement is often based on the regularity of contact they have with their agency, whether they share similar interests or values, whether the client and agency share a chemistry which encourages involvement and the levels of reciprocity which exists for this involvement (Dwyer, 2000). Client involvement is likely to lead to the development of actor bonds, activity links and resource ties as the relationship develops (Ford, Gadde, Hakansson, & Snehota, 2003). Interpersonal bonds which develop are likely to be critical to the success of the relationships because they reinforce client involvement-rather than being an end in itself. Client involvement will be critical to the links which develop between different individuals in the client organisation and the agency. These allow informal channels of communication to develop. This involvement will ensure that the client and agency are able to carry out their roles effectively. Client involvement also involves the sharing of significant resources. It may be that the client through their involvement can offer significant resources in certain areas which enhance the likelihood of producing quality campaigns.

The roles which the client and agency play in the relationship and the extent of involvement by the client will often be dictated to by their size (Häkansson, 1982; Möller & Antilla, 1987), previous experiences with the agency (Häkansson, 1982), the way in which the client prefers to interact with their

relationship partners (Campbell, 1985; Ford, Häkansson & Johanson, 1986; Möller & Wilson, 1988) and the structure of the client and agency organisations.

Client involvement will also often be dictated to by the communication styles of clients and agencies (Sheth, 1976), the clients satisfaction and successes with previous campaigns (Lehtinen, 1983; Solomon, et al, 1985; Wackman Salmon & Salmon, 1987), and the personal chemistry which exists between the client and agency partners (Michell, 1987; Wackman, et al, 1987).

The importance of client involvement will also be dictated to by the processes involved in campaign development. Some suggest that the extent of client involvement will depend on the frequency of campaign development and the complexity of product being advertised (Campbell, 1985), the importance of a particular campaign, and the familiarity they have with the tasks involved (Möller & Wilson, 1988).

Client involvement is also important in terms of the exchange, coordination and adaptation processes that are involved when developing relationships with the agency. Client involvement means that there needs to be decisions made as to who does what (Möller & Wilson, 1988; Wackman, Salmon & Salmon, 1987) and who interacts with whom and at what level (Van den Ven, 1976).

Client involvement is also an important influence on the loyalty in and longevity of client agency relationships (Davies & Prince, 1999; Michell, 1987; Michell Cataquet & Hague, 1992; Michell & Sanders, 1995; Storbacka, Strandvik & Grönroos, 1994). The level of client involvement in relationships over time ties individuals and organisations to relationships (Kaynak, et al, 1994; La Bahn & Kohli, 1997; Verbeke, 1988).

A lack of involvement by the client may also lead to relationship dissolution (Doyle, Corstjens & Michell, 1980; Davies & Prince, 1999; Michell, 1986), perceptions of poor service (Doyle et al, 1980; Durden, et al, 1997; Michell, et al, 1992), and a loss of relationship quality (Beard, 1996; Ghosh & Taylor, 1999; Kaynack, Kucukemiroglu, & Odabasi, 1994; Wackman, Salmon & Salmon, 1987). The long term result of a lack of involvement might be a deterioration of the relationship to such a degree that the client decides to switch agency (Doyle et al, 1980; Durden, et al, 1997; Henke, 1995; Michell, et al, 1992).

Although it has been shown that clients are often involved in many different ways throughout the campaign development process, the reasons for this are less clear. For example, some like Koslow, Sasser & Riordan (2006) suggest that a thing like the client's own development of strategy is of questionable assistance to developing creative advertising. Instead, these authors discuss the role of developing strategy jointly with clients throughout the process of the campaign development. Although it might be highly frustrating to advertising executives that client briefs do contain as much useful information as is desired, this does not mean that client involvement is not helpful. Such a development process is consistent with what we know about information flows in advertising development (Sutherland, Duke & Abernethy 2004) or in advertising campaign planning (Hackley, 2003). In all of these cases the source of information about consumers comes from either consumer research or the clients themselves so the tacit or formal information, the client has always needed.

Overall, agencies need access to insightful information about the client's business and even Koslow, Sasser & Riordan (2006) acknowledge that access to

the client's top management is a key resource provided for the agency. This access to senior management is able to provide the agency with strategic insights. Clients are in control of three elements of the campaign development process. Firstly they are able to set the direction for the campaign through the client brief (Duncan, 2002). Secondly they are able to control the allocations of resources to campaign development. These might include time (Csikszentmihalyi, 1996), budgets (Kanter, 1988), and access to top management (Corner, Kinicki & Keats, 1994). Thirdly they are able to control the evaluation of campaigns (Brown, 1998). To develop advertising that is of strategic value, a key element of the campaign is going to be client involvement. Thus, client involvement helps keep advertising more on-strategy

H1a: Client involvement leads to campaigns that are more on strategy

Although these are rational reasons for clients to be involved, there are also emotionally based reasons. As West and colleagues (West, 1999; West & Berthon, 1997; West & Ford, 2001) have shown, advertising is a risky venture and risky ventures tend to involve some fear. Indeed, industry observers frequently comment on how clients are fearful of making advertising decisions and resistant to approving original work (Sullivan, 1998). Familiar campaigns, even if they were not successful in the past, are far easier for managers to deal with emotionally than highly original ones despite the fact that engaging advertising that draws attention frequently involves combining elements that are both familiar and original (Pieters, Warlop & Wedel, 2002).

One way to consider the emotional issues clients may have in approving work is from a priming perspective. What client involvement provides is a means by which managers can become familiar with edgy work that will draw consumer attention, and to introduce this edgy work well before the managers have to make a final decision on it. A well known effect in priming is that when one is presented with novel stimuli, they are often not liked. However, with repeated viewings, they become more liked, even if they are not remembered (Na et al, 1999; Ward, 1994). Thus, with an involved client, nothing will come as a surprise and clients are more likely to like and hence approve original advertising. Client involvement also means clients feel more like they have contributed to work and are committed to it and hence more likely to buy edgy and original work.

H1b: Client involvement in the campaign development process is likely to result in more original campaigns being produced.

Given client involvement will enhance the chance of producing quality campaigns which are on strategy and or original, previous research suggests that advertising campaigns which are both on strategy and original are seen to be creative (Koslow Sasser & Riordan, 2003; Smith & Yang, 2004). The problem, however is that whilst there is agreement across a variety of different settings as to what is original, there is less agreement as to what is appropriate (Amabile, 1996; Runco & Charles, 1993; White & Smith, 2001). Hirschman (1989) and Kover & Goldberg (1995) both indicate that there are significant differences as to what those such as account executives and creatives see as appropriate advertising. Research by Smith & Yang (2004) developed the concepts of divergence and

relevance as being critical elements in creative advertisements. Those advertisements which are divergent are seen to be novel, different and unusual in some way. The importance of creative advertisements having some level of divergence was supported by (Amabile, 1983; Besemer & Treffinger, 1981; Haberland & Dacin, 1992; Jackson & Messick, 1965; Thorson & Zhao, 1997). Those which are relevant are seen to be meaningful and appropriate (Amabile, 1983; Besemer & Treffinger, 1981; Haberland & Dacin, 1992; Jackson & Messick, 1965; Thorson & Zhao, 1997). However, for the purposes of this research what clients consider to be appropriate advertising is probably closest to what account executives believe is appropriate and this is on strategy advertising (Koslow Sasser and Riordan, 2003).

H1c: Client involvement in the campaign development process is likely to lead to more creative campaigns being produced.

It is likely that if the client is involved that together the client and agency are going to produce campaigns which are higher quality and more effective. In the first instance the client being involved means they are able to share a brief which will mean that the campaign is more likely to be vetted by the agency, and thus more likely to work. Secondly together the client and agency can make decisions about which media to use and why it is likely to be more effective. Thirdly they can evaluate a campaign according to a pre-developed set of criteria which is frequently part of the campaign development processes agencies use with clients (Koslow Sasser & Riordan, 2006). If these evaluative criteria are carefully chosen, the client and agency will be better able to judge whether a

campaign will be effective. Finally and most importantly, client involvement means not only that there will be some kind of strategy in the campaign, but it will be one that the client intended and needed.

H1d: Client involvement in the campaign development process is likely to lead to more effective campaigns being produced.

Relationship Stability

The extent to which a client and agency are in a stable relationship is also likely to impact on the extent to which a campaign is on strategy, original, creative and effective. In stable relationships the client is likely to have clearly developed a strategy with their agency and the agency has enough knowledge of that strategy that it can deliver a campaign which is in line with that strategy. In stable relationships the agency also has a better understanding of what the client may wish to achieve from a particular campaign and can therefore develop strategy in line with client requirements.

H2a More stable relationships lead to campaigns that are more on strategy.

Amabile et al, (1996) suggest that there are often situations where individuals in the agency are both intrinsically and extrinsically motivated, but will revert to intrinsic motivation should the extrinsic motivator be removed. The agency may sometimes have a fear of losing an account and as a result will

reduce the levels of creativity by producing “safer work”. When the client and agency are in a stable relationship it is likely that more original campaigns will be produced as the agency does not feel threatened by relationship stability issues.

Although it may be straight forward that relationship stability can lead to both strategic and original advertising, the question for creatives is whether an agency can produce a campaign that is strategic and original at the same time. Because H2a and H2b have different mechanics, another variable may be needed to get strategic and original advertising and hence be creative.

H2b: When the client and agency are in a stable relationship they are more likely to produce an original campaign

In situations where the client and agency are in a stable relationship and they both have high levels of competency and expertise they are better able to develop campaigns which stretch the creative envelope in terms of originality. Being in a stable relationship, they both understand how their counterparts in the other organisation operate. They are also likely to know their strengths and weaknesses. If they are working alongside clients and agencies that have high levels of competency and expertise they know that together the strategy that they develop should be such that a creative and effective campaign is able to be produced. The high levels of competency and expertise is also able to ensure that creative is not produced which is not on strategy or overly original for the particular product category or service. Highly competent personnel should have also had significant amounts of experience over a number of campaigns for different products and services. This should enable them to pre-empt any problems that might occur. It is however important that these personnel with

high levels of competency and expertise do not become complacent and choose to produce strategically sound campaigns which are not creatively challenging.

H2c: When the client and agency are in a stable relationship and they also have high levels of competency and expertise they are more likely to produce creative campaigns

Given that campaigns which are deemed to be creative are those which are both original and on strategy, and that successful campaigns are longer running we would also expect that campaigns that are produced when the client and agency are in a stable relationship, would be more effective. We might expect that if the client and agency have been together for a considerable period of time they would know better what was likely to be an effective campaign strategy for their product or service category. They will also have developed a sound knowledge of the target audience for the campaign and the audiences processing behaviours. The client would be likely to show higher levels of confidence in their agency to produce more effective campaigns and not need to supervise their activities as closely once the strategy has been decided.

H2d Relationship stability is likely to lead to the development of campaigns which are more effective.

It might be suggested that if clients and agencies are not involved and not in stable relationships, they are less likely to produce campaigns which are on strategy. Conversely whether the client and agency are in a stable relationship

can also influence whether the campaign produced is on strategy. In stable relationships the client and agency are able to share information which is important to developing effective strategy. This information may come from research or from experience with previous campaigns. If clients are not involved they are not likely to share relevant information with the agency through an effective creative brief. As a result stability in the relationship can make up for a lack of involvement. This may mean that the agency is unsure of what strategy to adopt. The result is that they can only take cues from previous campaigns for that client. If on the other hand the client is heavily involved they can provide a range of useful information to the agency which can improve the likelihood of the campaign being on strategy.

H2e Those who are in stable relationships where there are either high or low levels of client involvement will produce campaigns that have high or low levels of strategic development.

Agency Flexibility

The extent to which an agency shows a flexible approach towards their clients in the campaign development process is also an important contributor to the development of quality advertising campaigns. Agencies that are more prepared to work with the client and not to become overly inflexible are more likely to produce campaigns which are more strategic. This may be because they have learnt from the client or have revisited the brief and made changes to improve the strategy being used. This is the essence of the ideas behind

collaboration. It may also be that they have made changes based on previous campaign experiences for similar product or service categories.

H3a Agencies that are most flexible in campaign development are likely to produce campaigns which are on strategy

Those agencies that are either totally inflexible or very flexible in their approach to campaign development are likely to produce work which exhibits the highest levels of originality. The totally inflexible agency will usually believe that they know what level of originality is best for a particular campaign based on past experience. They will tend to be less willing to make changes defending their highly original work. In comparison those who are more flexible may be able to learn from the client to produce more original work. Through being flexible the agency is able to learn how to solve the client's advertising problem. Initially they may use a set of standard solutions to solve the problem for the client. If the outcome is not immediately what the client wants a flexible agency may come up with a more unique strategy and provide a unique solution that fits with the strategy. These two extremes are likely to bring about more original campaigns.

H3b Agencies with either very high or very low levels of flexibility are likely to produce the most original campaigns

Those agencies which are flexible are also likely to produce the most effective campaigns. This will come from the agency's willingness to adopt a flexible approach to all aspects of campaign development. It is unlikely that agency flexibility will contribute to the creativity of campaigns as whilst a

campaign may have an appropriate strategy the levels of originality may not be such that we could always say that the campaign was both original and on strategy. Flexibility may be indicated by a willingness of the agency to make changes to creative when research suggests that the campaign may not have been on strategy. Such changes may contribute to more effective campaigns.

H3c Agencies who adopt a flexible approach to campaign development are likely to produce the most effective campaigns.

Competency and Expertise

Information from clients is important, but there are things agencies have to bring to a relationship and the most important of these is competency and expertise. Competency and expertise as such are likely to be important contributors to the development of quality advertising campaigns. When there are high levels of competency and expertise on behalf of the client and agency the campaigns produced are likely to be based on much better strategy and be more original. This is because the strategy developed by the client will be more easily understood by the agency that has high levels of competency and expertise than would be the case for an agency with lower levels of competency and expertise. The fact that the agency has high levels of competency and expertise may also mean that the client is more willing to accept more original work as they believe that the agency knows what they are doing and they are preparing campaigns that exhibit high levels of strategy.

H4a Agencies that have high levels of competency and expertise are likely to produce campaigns which are on strategy.

Clients and agencies with high levels of competency and expertise are likely to produce more original campaigns as they have personnel with the skills to prepare original work. Those agencies with the highest levels of competency and expertise are also likely to attract the most skilled creatives to work with them. Clients are also likely to be more enabling towards agencies with high levels of competency and expertise because they believe that they have the skills to develop original creative which is in line with their desired strategy (Verbeke, 2008).

H4b Clients and agencies that have high levels of competency and expertise are likely to produce campaigns which are more original.

It is suggested that those who have high or low levels of competency and expertise are likely to produce less effective campaigns than do those with moderate levels of competency and expertise. This may be due to the fact that those who have low levels of competency and expertise are not as well placed to judge whether an effective campaign is likely to be produced and those with higher levels of competency and expertise may have become complacent and pay less attention to detail in campaign development. Those with moderate levels of competency and expertise are likely to still have an enthusiasm for campaign development as they develop their careers. To produce an effective campaign for these people might provide them with opportunities within the

agency or the opportunity to be involved with creative development at another agency.

H4c Agencies that have high levels of competency and expertise are likely to produce the most creative campaigns.

H4d Agencies that have high levels of competency and expertise are likely to produce the most effective campaigns.

H4e Agencies with moderate levels of competency and expertise are likely to produce more effective campaigns than those with either high or low levels of competency and expertise.

The Role of Process Factors in Developing Quality Advertising Campaigns

Whilst the proceeding section relates to the variables which are seen to influence campaign outcomes, and a number of hypotheses have been developed to test their influence, this section relates to what can be termed the process variables involved in campaign development. In comparison to the outcome variables the process variables relate to the influences that these variables have on the campaign development process rather than the outcomes in terms of quality advertising. This piece of research suggests that the process variables may have little if any influence on the quality of campaign developed. As previous researchers have suggested they are important elements in the

campaign development process. Yet this research has argued and continues to argue that as is typical in creative contexts the process has less influence on outcomes than other structural aspects. The following sections will address each of the process variables suggesting why in fact they are process variables and should not be presumed to greatly influence the quality of advertising campaigns developed.

Trust

The first of the process variables is trust. Research suggests that trust is a basis for human exchange (Gundlach & Murphy, 1993) and often results from uncertainty in interaction (Bhattacharya, Devinney & Pillutla, 1998). Often trust is used as a means of measuring the interpersonal behaviours that take place in relationships (Barney & Hansen, 1994; Das & Teng, 2004; Mayer Davis & Schoorman, 1995; McAllister, 1995; Ring, 1996). Whilst clients and agencies will often grow to trust the manner in which their counterparts work and this may have a positive influence on the processes involved in developing a campaign, these trusting relationships do not guarantee that the outcome will be viewed as high quality by the client.

Some have suggested that trust can be measured at an organisational or interactional level (Ali & Birley, 1998; Davies & Prince; 2005 Halinen, 1997). As such the client and agency may have similar values and like to operate in a similar manner in terms of interaction, but there is no guarantee that because they share these similar values and have similar goals for their relationship that they will produce quality campaigns. They may just not have the expertise to

know whether a campaign is on strategy and the fact that they trust the interacting partner will not guarantee a quality campaign.

Some have suggested that trust is something which is developed over time (Lewicki & Bunker, 1995; McKnight, Cummings & Chervany, 1998). In many relationships trust will result from the interactions which take place over an extended period of time and will be based on the costs and benefits of the interaction, the knowledge shared between relationship partners, the personalities of those with whom one is interacting, the cognitive cues they receive from the other partners in the relationship and the trust in the institution with which they are working. As with other research this model of trust helps to explain how trusting relationships might develop, but it does not help to ensure that campaigns outcomes will be successful.

As such trust has a significant role to play in the establishment, development and maintenance of client agency relationships (Morgan & Hunt, 1994). The trust which develops between the client and agency involved in advertising development is one which considers whether the individuals involved can trust each other to perform their roles in an expected manner (Anderson & Narus, 1990; Creed & Miles, 1996; Dwyer Schurr & Oh, 1987), whether they act with integrity (Dwyer Schurr & Oh, 1987) and whether they are likely to operate in the long term interest of the other relationship partners (Crosby, Evans & Cowles, 1990).

Each of these types of trust is indicative that the client and agency will trust each other to carry out the tasks involved in campaign development in a trusting manner. It does not however, mean that the client can trust the agency to develop a quality campaign as no matter how much interaction there has been

between the client and agency there may be a number of reasons why the client accepts or rejects the campaign. As such the agency can only “hope” that the campaign development process has reduced the number of reasons for non acceptance and that the client and agency have both accepted the strategy and level of originality for the campaign. Even then we cannot be sure that all individuals involved in the campaign will share that strategy and proposed creative development.

Respect

If client agency relationship processes are to operate in a smooth manner it is important that individuals on either side of the relationship respect each other (Costley et al, 2005; Mazur, 2008). Research has suggested that respect is based on honesty, dignity, courtesy politeness, attachment and liking (Campbell, 2007; Cohen, 2002; Costley, Babis, Friend & Fitzpatrick, 2004; Frei and Shaver, 2002; Goodwin & Smith, 1990; Teo & Lim, 2001). The respect that individuals involved in the campaign development process develop for their relationship partners has a major impact on the fluidity of their relationships and the way in which the development process proceeds.

Hudson (1980) identifies four types of respect which impact on the process. These are evaluative respect, obstacle success, directive respect and institutional respect. The client and agency come to respect each other because of the admiration they have for individuals, their willingness to understand any barriers which may exist to developing the campaign, the rules which exist for developing campaigns and the respect they have for the organisation they are working alongside (Boeckmann & Tyler, 2002 Boezeman & Ellemers, 2008a, Tyler

& Blader, 2000;). The different ways in which the client and agency are able to respect each other are likely to strengthen their working ties (Barreto & Ellemers, 2002; Boeckmann & Tyler, 2002) and help to ensure that their relationships are higher quality and longer lasting (Boeckmann & Tyler, 2002; De Cremer, 2003; Gitell, 2002).

Some have suggested that respect is based on the power that individuals have in the relationship (Bitran & Hoeh, 1990; Podsakoff, 2003) and as such clients often prefer to work with certain individuals because they respect them as individuals and the type of work that they produce. This may contribute to a better workflow in campaign development with fewer barriers being placed between the client and agency. That is, respect may merely reflect the fact that clients have found past work useful. So if respect is based on the, good creative work that respect may be short lived if the client receives poor work.

Whilst respect is obviously important to the campaign development process, a client's respect for the agency they are working with does not necessarily however mean that the client will view that the campaign the agency has produced to be of high quality based on the basis of the respect they have shown for the agency.

Commitment

The third of the process variables is commitment. Researchers have defined commitment in a number of different ways. Some have suggested that it is a formal or informal sharing of information (Anderson & Narus, 1984), a pledge of relationship continuity (Dwyer, Schurr & Oh, 1987), and or a desire to maintain a valued relationship (Andaleeb, 1996; Moorman, Zaltman &

Desphande, 1992; Wilson, 1995;). When applied to the client agency relationship commitment relates to a willingness to work together over a campaign or series of campaigns. Whilst some might suggest that a committed relationship is likely to bring better campaign outcomes, it is somewhat presumptuous to suggest that better campaign outcomes are able to be attributed to the commitment shown by relationship partners. As with trust, commitment might ensure that the processes are carried out in a manner satisfactory to both client and agency and they would hope that a quality campaign will be produced. Commitment will not however guarantee that the client considers the campaign produced is high quality especially in the context of unpredictable creative dynamics. Those making the decisions on whether the campaign is of high quality may take a different perspective to judging the campaign or may have limited expertise in the product or service category.

Commitment for some is a psychological attachment (O'Reilly & Chatman, 1986) and is based on shared values, trust and benevolence (Fullerton, 2003; Garbarino & Johnson, 1999; Gilliland & Bello, 2002; Gruen et al, 2000). Those who are seen to have a psychological commitment will usually exhibit affective commitment. In affective relationships the client may share similar values to the values of the agency (Morgan & Hunt, 1994), see the relationship as long term (Allen & Meyer, 1990; Mathieu & Zajac, 1990; Mayer & Schoorman, 1995) and identify with the individuals they will be working with (Fullerton, 2003; Gruen et al, 2000). As with trust the relationship partners and organisations may work well together and feel good about working together, but there is little guarantee that the campaign produced will be high quality because creative

products like advertising have highly variable outcomes from one situation to the next.

Commitment may also be viewed as a continuance commitment where both partners to the relationship will see the relationship continuing into the future. Such commitment is based on switching costs, sacrifice, lack of choice and dependence (Dwyer, et al, 1997; Gundlach, et al, 1995; Heide & John, 1992). Those adopting a continuance approach to commitment are concerned with how the relationship proceeds over time. Again it is unlikely that such commitment will provide any assurance of a quality campaign. Those judging the campaign will do so on the basis of strategic intent and creative execution.

As such commitment may also be imposed upon individuals through contractual arrangements, and the need to share confidential information (Hallen et al, 1991). Some have suggested that trust and satisfaction may act as antecedents to relationship commitment (Dwyer, et al, 1987; Wilson & Mummalaneni, 1986). Each of these different forms of commitment may help to ensure that client and agency work together effectively to develop a campaign, but the relationship partners cannot assume that the commitment that they have towards the processes involved and the individuals they work with in campaign development will see a quality campaign produced. The reality is that those in the client organisation involved in deciding whether a campaign is high quality or not, may not be involved in the development of the campaigns at a "grassroots level". The judgement of whether a campaign is on strategy and or has an appropriate level of originality may not be made by those responsible for campaign development. These individuals may have a very different view of what type of strategy should be followed.

In summary then, whilst commitment is definitely an important dimension of the processes involved in the development of advertising campaigns, one should not assume that the commitment shown throughout the process will transfer into a quality campaign. Commitment may merely be the outcome of a client feeling good about working with the agency. No client, however, will buy what they believe objectively is a second rate campaign. The agency's ability to produce a campaign still has a random component to it and no client will wait forever through a long patch of agency bad luck in producing work.

Risk

Some might suggest that the level of risk involved in campaign development is likely to influence whether a quality campaign is produced. This research suggests that as with trust and commitment risk may impact on the process elements of campaign development, but has little impact on the quality of campaign produced. Whether the client and or the agency has a risk taking culture, and whether individuals in the organisations have a propensity towards risk taking is likely to influence the campaign development process (West & Berthon, 1997). To come up with a winning piece of creative is a somewhat risky business (O'Connor, Willemain & McLachlan, 1996).

Researchers have suggested that organisations are likely to take more risks when they are performing below the levels that they aspire to (Bromiley, 1991; Lant & Montgomery, 1987) and fewer risks if they are performing above the levels that they aspire to (MacCrimmon & Wehrung, 1986; March & Shapira, 1987). It is also likely that agencies will be more willing to take risks for new

clients rather than older more established clients (March & Shapira, 1992). As individuals on both sides of the relationship increase their knowledge and experience their decisions are likely to be more measured. The risks taken in developing a campaign are not used to judge the quality of the campaign produced. It does not transfer automatically that low risk campaigns will produce a higher quality outcome as those judging the campaign may have preferred a higher risk alternative.

Agencies also need to be aware of the risk orientation of the client managers they are dealing with (Jacofsky, Slocum & McQuoid, 1988; MacCrimmon & Wehrung, 1986; Nutt, 1986; Schein, 1985). This will ensure that they are able to follow campaign processes which will bring least resistance, producing the best outcomes possible. Working closely with client senior management will ensure that the level of risk taken is aligned with the client's willingness to take risks and there can be no surprises as the campaign is developed. West, (1993) suggested that those who had rigid brief structures, and exhibited creative philosophies and styles of advertising were less likely to take creative risks than their counterparts who lacked in terms of creative philosophy, briefing structures and advertising styles. Agencies and clients who can reduce process risks are able to ensure that campaign development proceeds more smoothly. Reducing the risk however, does not mean that a higher quality campaign will be produced as sometimes the campaigns which have the highest levels of risk may produce the highest quality campaign outcome. Much will depend on how the brand manager and client senior management view the campaign.

There are likely to be different levels of risk shown by individuals working at different levels of the client and agency organisation. Older decision makers will tend to be more conservative than their younger counterparts (MacCrimmon & Wehrung, 1990). As a result often those in managerial roles will be less willing to take risks and may do what is best for them rather than what is best for the organisation (Murray, 1991). Those judging the quality of the campaign may support either stance depending on what they think will work. In some cases it may be best for the agency to copy test the campaign.

Table 37. Research Hypotheses for this Research.

	Effectiveness	Creativity	Original	On Strategy
Relationship Stability	H2d		H2b	H2a
Client Involvement	H1d	H1c	H1b	H1a
Competency and Expertise	H4d	H4c	H4b	H4a
Agency Flexibility	H3c			H3a
Inverted U Shape Competency and Expertise	H4e			
U-shaped relationship Originality and Agency Flexibility			H3b	
Interaction of Competency and Expertise with Relationship Stability		H2c		
Interaction of Relationship Stability with Client Involvement				H2e

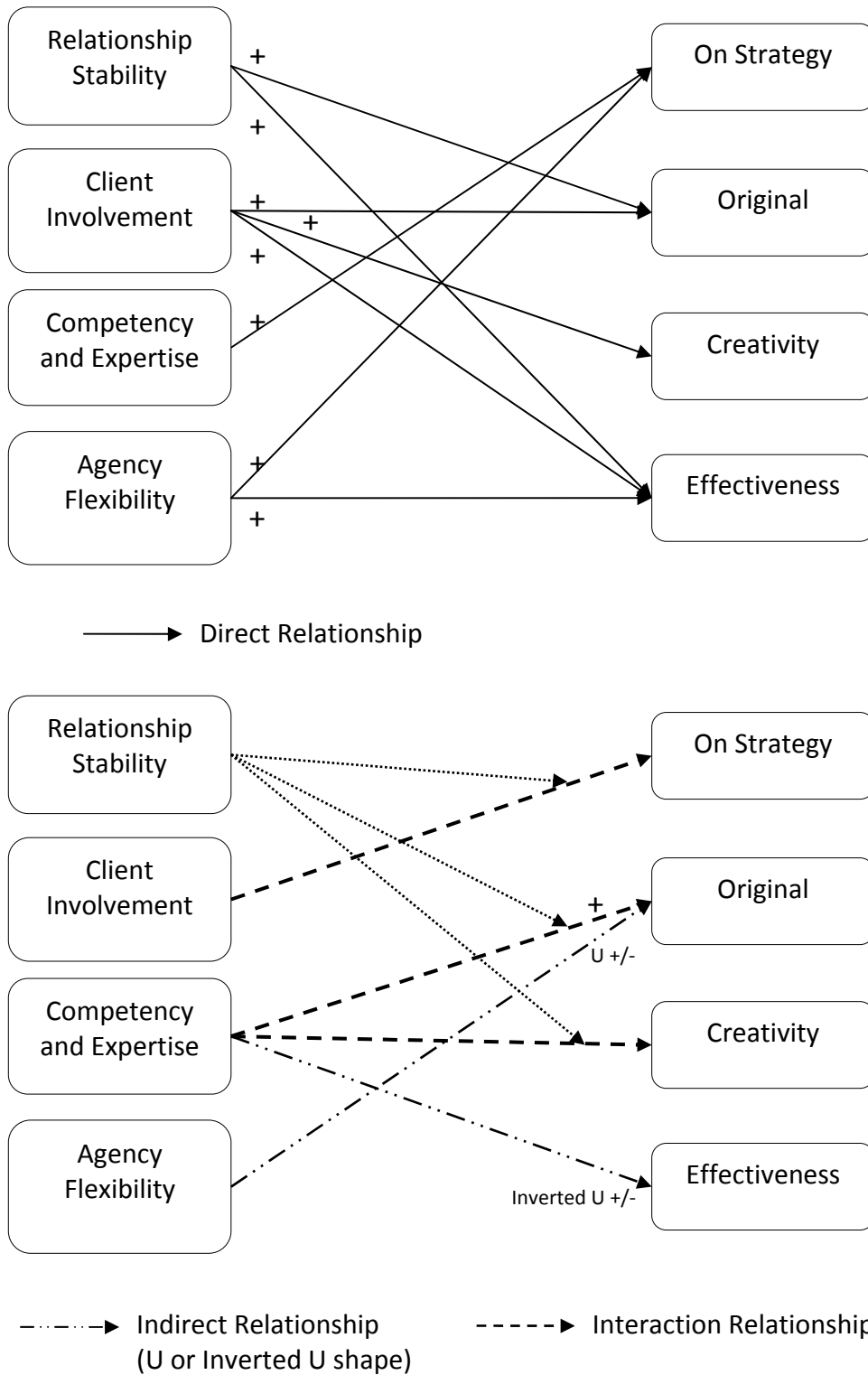


Figure 2. Causal Diagrams to show the One-Way Relationships between the Four Independent Factors Identified in this Research and the Interactions.

Chapter Summary

The first section of this chapter has detailed the research hypotheses for this piece of research which relate to campaign outcomes. Each of the hypotheses presented considers the relationships between client involvement, relationship stability, agency flexibility and competency and expertise on whether a campaign is on strategy, original, creative and or effective. Two hypotheses are presented to consider the interaction between relationship stability and competency and expertise and the interaction between relationship stability and client involvement.

The second section of the chapter considers the role of process factors in developing quality advertising campaigns. The process factors described are trust, respect, commitment, and risk.

The next chapter presents the methodology used in this piece of research. The first section provides a rationale for the methodology used. This is followed by details of the qualitative and quantitative methodologies used to complete the research.

CHAPTER FOUR:

RESEARCH METHODOLOGY

Introduction

Given the complexity of the research problem and the research objectives of this study it was decided to use a multidisciplinary approach to methodological development and analysis. This chapter discusses the methodology employed in this study that is able to support this thesis. The first section considers the research approach taken in the thesis.

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Research Approach

Various researchers have suggested that to rely solely on either a qualitative or quantitative approach to research may mean that the researcher does not receive the breadth and depth of information that might be provided by respondents. Denzin and Lincoln (2003) suggest that neither quantitative nor qualitative research in isolation is optimal if there are to be significant findings. As a result they suggest that mixed methods approach is likely to enhance the interpretation of significant findings.

Researchers such as Schwandt (2000) suggest that the distinction between qualitative and quantitative research is no longer meaningful as a basis for understanding the human enquiry.

Schwandt (2000) goes as far as to suggest that;

“All research is interpretative, and we face a multiplicity of methods that are suitable for different kinds of understandings. So the traditional means of coming to grips with ones identity as a researcher by aligning oneself to a particular set of methods is no longer very useful. If we are to go forward, we need to get rid of that distinction” (Schwandt, 2000, p.210)

Mixed Methods Research

There have been numerous names given to mixed methods research including blended research (Thomas, 2003), integrative research (Johnson and Onwuegbuzie, 2004), multi-method research (Morse, 2003), triangulated studies

(Sandelowski, 2003), ethnographic residual analysis (Fry, Chantavanich & Chantavanich, 1981) and mixed research (Cresswell, 1994; Johnson, 2006; Johnson & Christensen, 2004; Tashakkori & Teddlie, 1998; Teddlie & Tashakkori, 2003).

In philosophical terms mixed methods research makes use of the pragmatic methodology and philosophy. The method of inquiry used includes the use of induction or discovery of patterns, deduction, the testing of theories and hypotheses and abduction which is uncovering and relying on the best set of methods for understanding ones results (de Waal, 2001). This method of inquiry seeks to legitimise the use of multiple approaches in answering research questions, rather than restricting or constraining researcher's choices.

Researchers have suggested there are a number of reasons why the mixed methods approach might be successful. Guba & Lincoln (2005) suggest that;

"It is possible to blend elements of one paradigm into another, so that one is engaging in research that represents the best of both worldviews. The answer from our perspective has been a cautious yes. This is especially so if the models (paradigms) share axiomatic elements that are similar or resonate strongly between them"
(Lincoln and Guba, 2005, p.201).

Those supporting the use of the mixed methods approach consider that such an approach is much more comprehensive than quantitative or qualitative research alone (Newman, Ridenour, & De Marco, 2003). Collins Onwuegbuzie & Sutton (2006) suggest a number of rationales for conducting mixed methods research. In the first case they believed that by using both qualitative and quantitative research you are able to increase the levels of participant enrichment. Secondly using both methods enables a higher degree of instrument

reliability ensuring that the instruments used are the most appropriate for any given piece of research (Bryman, 1992; Cresswell, 2003; Jick, 1979; McGrath, 1982; Patton, 1990). Lastly the mixed methods approach is likely to provide a thickness and richness in the data collected (Erzberger and Kelle, 2003; Newman et al 2003).

Having considered the complexity of relationships evident in the client agency relationship in advertising, it was decided that this study would be best served by using a mixed methods approach. It was considered that the mixed methods approach would not only provide a better understanding of the relationship, but it would also provide a fuller picture and a deeper understanding of specific aspects of the relationship, and as such might enhance the description and understanding of the researcher. It was considered that the mix methods approach would also provide the researcher with a greater breadth of answers and provide the ability to be more corroborative with a range of different subjects. The result is that the researcher could expect the mixed methods approach to assist in the validation of results and clarification of the findings from another approach to produce results which were likely to be more comprehensive, internally consistent and valid.

Cresswell (2003) defines a mixed method study as one that combines qualitative data collection and analysis with quantitative data collection and analysis in a single study. The data used in the study was collected sequentially. Cresswell (2003) identified four phases. The first stage is the initiation stage which occurs prior to data collection. At this point the research problem, measures and sampling frame are chosen. The second stage the implementation stage is when data is collected. The third stage the integration stage is where the

data is analysed and collated and the final stage the interpretation stage is when conclusions are drawn. Each of these stages is able to play an important role in understanding client agency relationships in advertising. The use of a mixed methodology enables the researcher to develop an in-depth understanding of how the client and agency go through the processes of developing a quality advertising campaign.

The use of mixed methods also allows the optimal use of methods complementing the strengths and weaknesses of each method (Johnson & Turner, 2003). Because mixed methods research involves combining quantitative and qualitative research approaches within the same inquiry, investigators using the paradigm are able to probe further into the data set to understand its meaning and to use one method to verify the understanding stemming from the other method (Onwuegbuzie & Teddlie, 2003).

Other researchers have also suggested a number of reasons for why researchers might use mixed methods research. Greene, Caracelli and Graham (1989) developed five general categories of mixed methods studies.

- *Those that seek a convergence and corroboration of findings from different methods that study the same phenomena.*
- *Those that seek an elaboration, illustration, enhancement and clarification of the findings from one method with results from another method.*
- *Those that seek development (i.e. using the findings from one method to help inform the other).*
- *Those that seek initiation (i.e. discovering paradoxes and contradictions that lead to the reframing of research questions).*
- *Those that seek expansion (seeking to expand the breadth and range of inquiry by using different methods for different inquiry components).*

Triangulation

Campbell and Fiske (1959) introduce the idea of triangulation referring to it as a

“Multiple operationalisation in which more than one method is used as part of the validation process that the underlying trait or phenomenon is not the method (quantitative or qualitative)” (Fiske, 1959, p113-114)

Denzin (1978) went one step further to define triangulation as:

“the combination of methodologies in the study of the same phenomenon” (Denzin, 1978, p. 291).

He suggested that there were four different types of triangulation. The first was data triangulation where data comes from a variety of sources. Secondly there is investigator triangulation where there are a variety of different researchers used. Thirdly there is theory triangulation where multiple perspectives and theories are used to interpret the results of the study and fourthly there is methodological triangulation where multiple methods are used to study a research problem. This research uses data triangulation, and methodological triangulation.

Morse (1991) describes two other types of triangulation. These are simultaneous and sequential triangulation. Simultaneous triangulation is when there is a simultaneous use of qualitative and quantitative methods in which there is a limited interaction between the two sources of data during the data collection stage, but the findings complement each other at the data interpretation stage. Sequential triangulation is best utilised when the results of one approach are necessary for the planning of the next method. This was the approach taken in this piece of research where the qualitative research was carried out prior to planning the quantitative component of the study. Each of the two methods made a contribution to the overall success of the study. The qualitative research carried out at the start helped to identify the range of

variables influencing the client agency relationship. It wasn't until the analysis was being completed that it became clear that the variables could be divided into two groups, process and outcome variables. Whilst researchers have consistently suggested that the process variables were important to the campaign development process, it was not until the quantitative component was completed that the second outcome variables became evident.

Section Summary

This section details the mixed methods approach to research suggesting why it was chosen as the method for this research. The chapter details the benefits to the researcher of such an approach. The following sections of the chapter detail the actual methods used to complete the qualitative and quantitative sections of this research.

Qualitative Research Methodology

Introduction

Qualitative research was deemed to be the most appropriate method to complete exploratory research for this thesis. This research was used to identify factors clients and agencies considered to influence the success or otherwise of the advertising campaigns that they produced.

Research Method

A series of exploratory in-depth interviews with clients and advertising agencies, were the basis of the qualitative component of this research. A semi

structured approach was used for the in-depth interviews. Aberbach & Rockman (2002) consider that this form of interview is most appropriate when significant amounts of information are already known and the interviewer is seeking to expand this knowledge.

Exploratory Research: In-Depth Interviews

Sample Selection

Respondents were chosen using a purposive sample. Following a phone conversation with the Executive Director of the Association of New Zealand Advertisers (ANZA) a group of potential respondents for the research were identified. Each of the potential respondents was involved in senior positions at New Zealand advertisers and New Zealand advertising agencies. All of the potential respondents worked from offices located in Auckland. Each of the potential respondents was contacted firstly by phone then by email to seek their willingness to participate in this piece of qualitative exploratory research.

Potential respondents were informed that their participation was entirely voluntary and that information about their identity and information gathered in the interview would be treated in a totally confidential manner. Those willing to participate were followed up with an email to establish a time and location for the interview and were provided with a copy of the interview schedule (Appendices 1 & 2). This enabled participants to prepare for the interview prior to being visited by the researcher. Each of the interviews was completed by the researcher at the offices of respondents during normal working hours. A schedule of interviews was arranged to take place between February and May

2001. Respondents included 10 senior executives at client companies and 10 senior executives at advertising agencies. The senior executives at client companies usually held positions as Marketing Managers or Brand Managers, whilst those at advertising agencies usually held the positions of Account Executives or Chief Executive Officers. The approximate age range in the sample was 25-60 years of age. Each of the respondents had been involved in the development of advertising campaigns for anywhere between four and 30 years.

Interviews were completed by the researcher. The length of interviews varied depending on the extent to which the respondent was prepared to shed further light on the topics being discussed and the extent to which prompting by the interviewer led to more in-depth discussion and clarification. Generally they lasted between one and three quarter hours and two hours. Each of the interviews was recorded using electronic recording equipment and notes were taken by the interviewer at different points throughout the interview to provide clarity of the thoughts expressed by the respondents. The interviews flowed effectively throughout with all respondents showing enthusiasm in their responses and they were happy for the researcher to note points of clarification. Each of the client respondents were in a range of relationships that varied between those that were stable to those that were recently established and those that were unstable. The agency respondents were involved in a range of stable, recently established and unstable relationships with different clients. Whilst clients were seldom involved in relationships with agencies that worked for their competitors, agencies also avoided taking on competitor clients.

In-Depth Interview Schedule

A different in-depth interview schedule was developed to be used when interviewing senior client and agency personnel. The questionnaires were 9 questions in length. Each of the exploratory personal interview schedules are found in (Appendices 1 & 2.)

Personal Interview Schedule Client Organisation

Question one of the personal interview schedule (Appendix 2) for client organisations sought to understand the different types of relationships they had with their agency. Question two attempted to develop an understanding of the processes that clients went through with their agency when planning and developing a campaign. Question three asked respondents how they had come to work with the agency or agencies they presently work with. Question four asked the client to consider whether they were happy with the work the agency had produced thus far. Question five asked the respondents to describe experiences that they had with individuals within the agency. For each of those experiences they were asked to consider whether they had led to more or less effective relationship outcomes. Question six asked the client how important these experiences were to the relationships they had with the agency or agencies they worked with. Question seven aimed to develop an understanding of what they considered the future looked like for the relationship that they had with their agency. Question eight attempted to establish how important commitment, trust and understanding are to the client in their relationship with their agency. Question nine asked the client to describe the different types of

people working on campaign development in the client organisation and the relationships that they had with personnel in the different agencies.

Personal Interview Schedule Advertising Agency

The personal interview schedule for the advertising agency (Appendix-One) had nine questions. The first question sought to understand the different types of relationships that they had with different clients. The second question asked the agency to describe the processes they went through with different clients when planning and developing a campaign with them. The third and fourth questions attempted to establish how the agency had come to work with the range of different types of clients that they presently worked with, whilst seeking to understand whether they were happy with these relationships and what made them happy. The fifth question sought to develop an understanding of the situations which made for good and bad relationships with clients in a range of different campaigns. Question six attempted to understand how these good and bad experiences influenced the ways in which they might make adjustments in their approach to different clients they worked with now and in the future. Question seven aimed to understand what the future looked like for the relationship that the agency had with different clients. Question eight attempted to establish the importance of commitment, trust and understanding to their relationship with different clients. Finally question nine attempted to develop a description of the characteristics of the different types of people working in the agency and client organisations and the relationship they had with each other.

Data Analysis

Following the interviews, each of the interview tapes was transcribed by the researcher. The data collected from the personal in-depth interviews was analysed by the researcher using “Concordance” a text analysis software package. This software was able to identify key words and phrases that were occurring most often throughout the transcript and to identify the context that they were appearing.

Thematic Analysis

A thematic analysis was then completed. Thematic analysis seeks to describe patterns across qualitative data (Braun & Clarke, 2008). In this research the themes identified were not necessarily given importance on the basis of how many times the chosen words appeared in the “Concordance” analysis but rather were based on whether the words captured something important in relation to the overall research. The purpose of this analysis was to gain an understanding of the factors influencing the development of relationships between advertising agencies and their clients involved in the development of quality advertising campaigns.

Thematic analysis allowed for a rich thematic description of the entire data set, so the reader is able to get a sense of the predominant or important themes. In this case the themes that were identified are an accurate reflection of the entire data set. An inductive approach to identifying themes (Patton, 1990) was used meaning that the themes were strongly linked to the data itself. Inductive analysis allows the coding of data without trying to fit into a pre-

existing coding frame, or to the researcher's analytic preconceptions. In this sense, this form of thematic analysis is data-driven. The decision needs to be made as to whether the themes will be identified at a semantic or explicit level or at a latent or interpretative level (Boyatzis, 1998). With the semantic approach, the themes are identified within the explicit or surface meanings of the data, and the analyst is not looking for anything beyond what the participant has said or what has been written. Ideally, the analytic process involves a progression from description, where the data has simply been organised to show patterns in semantic content, and summarised, to interpretation, where there is an attempt to theorise the significance of the patterns and their broader meanings and implications (Patton, 1990), often in relation to previous literature. The process is not linear, whereby the researcher simply moves from one phase to the next but rather it is more recursive where there is movement back and forth between the phases.

Data Familiarisation

Initially the researcher spent a considerable amount of time reading over the transcripts and checking back against the original audio recordings. A coding scheme for each of the words and phrases in the interview transcripts was devised. This enabled the researcher to locate like sources of information within each of the transcripts. This also allowed the researcher to ensure that information gathered from each of the interviews remained confidential whilst allowing the researcher to know the source of comments for analysis purposes. Each transcript also had line numbers to indicate where in the transcript direct

quotes had come from. This also enabled the researcher to go back to an original transcript for clarification purposes (Maykut & Moorehouse, 1994).

Generating Initial Codes

An initial list of ideas about the data and details of what made the data interesting was developed. Initial codes were produced using the “Concordance” software. These codes identified both semantic and latent features of the data that were interesting to the researcher and “referred to the most basic segment, or element, of the raw data or information that can be assessed in a meaningful way regarding the phenomenon” (Boyatzis, 1998: p. 63). The process of coding is part of data analysis (Miles & Huberman, 1994). This enabled the researcher to organise the data into meaningful groups (Tuckett, 2005). The coded data was then arranged into narrower groups than those of the overall themes that were somewhat broader. The coding of the data was based on a set of data driven themes. That is the themes were dependent on the data. Review, discussion and consultation between the researcher and research advisers ensured that the codes developed were appropriate. The data was coded to identify a range of potential themes and patterns. It was found that some of the individual data extracts were able to be coded to a range of different themes.

Searching for Themes

This stage involved the sorting of the different codes into potential themes and collating all the relevant coded data extracts within the identified themes. This allowed the researcher to consider how the different codes might combine to develop an overall theme. At the end of this stage the researcher had

developed a sense of significance for each of the themes. That is the researcher was able to identify the main themes and the sub-themes within them. In consultation with the research advisers the researcher discussed and asked for comment on the identified themes. At this stage the researcher was able to consider the relationship between codes, between themes and between different levels of themes. Some codes became main themes whilst others became sub-themes whilst others were discarded. Those codes that did not seem to fit anywhere were saved in a miscellaneous category. It was considered however, that the most significant themes had been identified from the data.

Reviewing Themes

Upon reviewing what the researcher believed to be the initial themes, the researcher was able to identify those themes that did not have enough data to support them, to join together those themes initially considered to be separate themes, and to break down those themes that initially had been considered to be separate themes into further separate themes. Each of the coded data extracts were reviewed to ensure that they related to the same theme. Following this initial review the entire data set was reviewed to ensure that the themes were a fit for the entire data set and to code any data initially missed. The identified themes were discussed further and reviewed in consultation with the researcher's advisers and some additions and alterations to the themes were made as a result of the discussions. At the conclusion of this analysis the researcher was able to highlight the different themes, how they fitted together and the overall information provided by the data.

Definition and Naming of Themes

The researcher then identified the 'essence' of what each theme was about. A detailed analysis of each theme was completed and written. The researcher then provided a name for each theme.

Exploratory Research Themes

The themes identified from thematic analysis of the in-depth exploratory interviews were;

- *The Impact of commitment on the client agency relationship in advertising.*
- *The importance of competency and expertise as contributors to the client agency relationship in advertising.*
- *The importance of flexibility in client agency relationships in advertising.*
- *Factors contributing to good and bad client agency relationships in advertising.*
- *The importance of organised procedures in developing client agency relationships in advertising.*
- *The importance of the client and agency being philosophically similar in quality advertising campaign development.*
- *The importance of client and agency involvement in the advertising campaign development process.*
- *The importance of sharing knowledge in the advertising campaign development process.*
- *The importance of trust in client agency relationships in advertising*
- *The importance of respect in client agency relationships in advertising.*
- *The importance of risk in client agency relationships in advertising.*
- *The impact of campaign costs on the development of quality advertising campaigns.*
- *Client and agency measures of advertising campaign effectiveness.*
- *The importance of creativity in developing quality advertising campaigns.*
- *The importance of size and industry type to the client and agency when developing quality advertising campaigns.*

Each of the themes identified were used as a basis for developing the quantitative questionnaire detailed in the next section.

Quantitative Research Methodology

Introduction

This section describes and explains the research approach, research design, and the measures of the variables in this study. The research approach section contains details of the methods selected for the quantitative section of this study and the reasons for the choice. The research design includes details of the data collection method, sampling, questionnaire design, distribution and responses.

Research Approach

As detailed earlier a mixed methods approach was used to complete this research. The previous section detailed the qualitative approach used to identify the main themes evident from responses received from clients and agencies involved in producing quality advertising campaigns. This section takes a quantitative approach seeking to highlight the importance of process and outcome variables in the development of quality advertising campaigns.

Research Design

The research design section which follows provides details of the overall plan that the researcher used to collect the data (Figure 3.). This enables the researcher to provide a blueprint for conducting a similar study in the future.

Data Collection Method

The primary data collection method was through a postal and email based survey. A carefully designed and tested self-administered questionnaire (Appendix 3) was employed to survey the opinions of personnel in client organisations involved in client advertising agency relationships in New Zealand and Australia. The survey data was collected between April 2007 and April 2008.

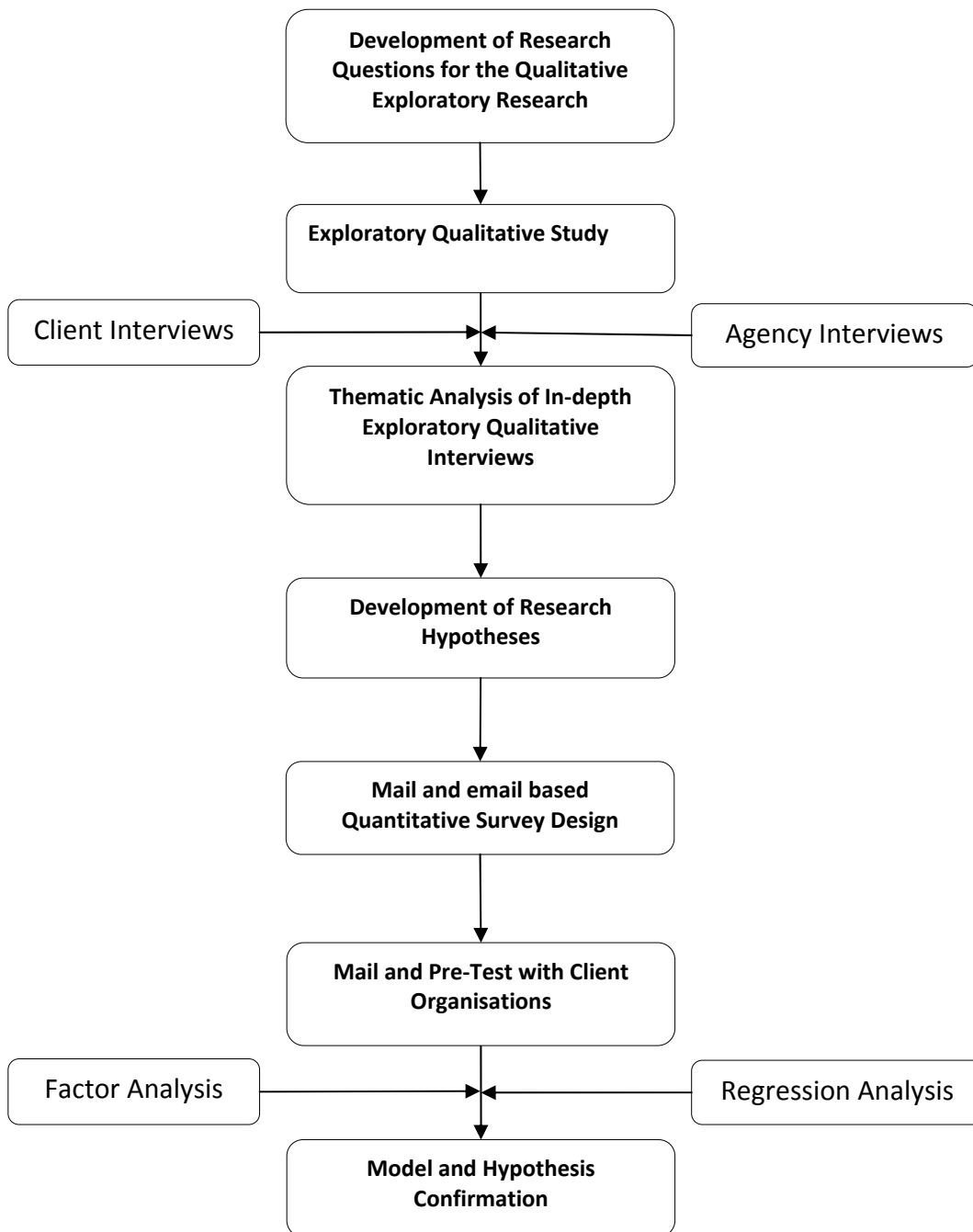


Figure 3. Flow Chart of the Research Procedure

Sample and Sampling

The sampling procedure for the quantitative portion of this research involved developing a sampling frame which constituted a representative group

of client organisations representing a range of advertisers involved in relationships with advertising agencies in a range of different industry sectors. Those who were potential respondents were usually Chief Executive Officers, Marketing Managers and Senior Brand Managers.

Sample Size

A number of different researchers have suggested that the size of sample has an influence on the accuracy of data analysis and hypothesis testing (Argyrous, 1996; Lucas, 1991; Zikmund, 1997). Larger samples tend to reflect more accurately the group being measured. There are situations however where even though there are a large number of respondents, there may be major variations in the types of responses gained from different individuals. It is important to consider factors such as the time available and budget when deciding on sample size. It is considered important to have a sample which is at least ten times the number of independent variables being used in the research. This will ensure the research reaches an acceptable level of validity and reliability (Bryk and Raudenbusch, 1992; Lucas, 1991). Nunally (1978) recommended having ten times as many participants as variables. Kass and Tinsley (1979) recommended having 5-10 participants per variable up to a total of 300. Beyond 300 they considered that the test parameters would be stable regardless of the participant variable ratio. Arrindell and van der Ende (1985) used real life data to investigate the effect of different participant to variable ratios. They concluded that a change in the ratio made little difference to factor solutions. Guadagnoli and Velicer (1988) in their work found that the most important factors determining reliable factor solutions were absolute sample size and the absolute

magnitude of factor loadings. They suggest that if a factor has four or more loadings greater than 0.6 then it is reliable regardless of the size of sample. MacCallum, Widaman, Zhang and Hong (1999) consider that minimum sample size or sample to variable ratio depends on other aspects of the study's design. Their study indicated that as communalities become lower the importance of sample size increases. They noted that if all the communalities are above 0.6, small samples of less than 100 may be perfectly adequate. They considered that if the communalities are in the 0.5 range, samples between 100 and 200 are good enough provided there are relatively few factors with a small number of variables loading to each factor. The result is that the sample size for this research is considered to be adequate on several bases.

Selection of Potential Respondents

A list of potential respondents to distribute the survey to in New Zealand was developed from a list of the top 25 Advertisers and Key Brands based on media spend developed by AC Nielsen New Zealand, the membership List of ANZA (The Association of New Zealand Advertisers) sourced from the ANZA website, The New Zealand Food and Grocery Council major advertisers provided in email correspondence and the Lexis Nexis Redbooks list of New Zealand Advertisers sourced from a short term membership to Lexis Nexis Redbooks. Any overlap which may have existed within the four lists of potential advertisers respondents was eliminated by a thorough cross referencing by the researcher. After the cross referencing had been completed the researcher was confident that the potential respondents included the most significant both in terms of visibility and advertising spend.

In the Australian situation the list of potential respondents was developed from a list of the top 25 Advertisers and Key Brands based on media spend developed by AC Nielsen Australia for the 2007 calendar year. This was combined with the Lexis Nexis Redbooks listings for Australian Advertisers sourced from a Lexis Nexis Redbooks online short term membership. Once again any overlap which may have existed within the two lists of potential advertisers was eliminated by a thorough cross referencing by the researcher. After the cross referencing had been completed the researcher was confident that the potential respondents included the most significant both in terms of visibility and advertising spend.

Questionnaire

Design

The questionnaire was designed to develop an understanding of how client organisations work with their agencies in developing advertising campaigns. It is based on previous studies measuring creativity by Koslow et al (2006) and has five main sections.

Part-One asked respondents to consider the way in which they have worked with their agency/s to create the three most recent campaigns that they have worked on. The first part of this section considers whether the campaign they are rating was “on strategy” “original” “novel” or “unexpected”.

Part-Two asked each of the respondents to rate each of the last three campaigns on the basis of whether they considered them to be effective, creative, satisfying, likely to gain target audience attention, likely to gain target

audience understanding and likely to persuade the target audience. Respondents are then asked to detail the primary media used for each of the last three campaigns. This section then goes on to consider the means of payment used by the client for each of the last three campaigns. This section considers details about the size of agency used for each of the last three campaigns and the size of company for which the campaigns are being prepared. Finally this section seeks to ascertain how long the company has worked with the agency and how much they have spent on each of the last three campaigns.

Part-3 used 50 items to ask respondents to rate each of the last three campaigns. This section uses a 1-7 likert scale where 1= strongly agree and 7 = strongly disagree.

Part-4 considered the concept of risk taking. The questions seek to understand whether the respondents company has a risk taking culture, consider themselves as highly creative, are likely to take a risk with media choice, and whether they tend to lead competitors. The final section in Part-4 considers a hypothetical situation relating to whether the respondents company was likely to take a risk when developing a campaign.

Part-5 contains demographic questions related to the length of time respondents had been working in the client organisation, whether they had worked on the agency side, job title, gender, age and level of education.

The questionnaire was reviewed by academic peers. Their suggestions for improvement concerned structure, item wording and measurement scales. Each of the reviewers found the questionnaire easy to answer. The questionnaire was sent to five New Zealand companies for a pre-testing. The results of the pre-test

indicated that each respondent found the questionnaire easy to answer, but it may have taken a little longer to answer than was originally anticipated.

Distribution and Collection

Following the establishment of the lists of the potential respondents, each of the organisations in New Zealand and Australia were phoned by the researcher to establish a suitable contact person and where possible a postal address was confirmed and or an email address was obtained for that potential respondent. The range of advertisers in each of the lists of potential respondents ensured that the data collected was generalisable to advertisers across a range of product and service categories. After this information had been received, each of the respondents was sent a copy of the survey and cover letter seeking their participation in the survey. The potential respondents who had been mailed or emailed were given two weeks to respond. At this point a phone call was made to those who were sent the survey by mail and a follow-up email was sent to those who had been sent the questionnaire by email. The process of data collection took twelve months to complete.

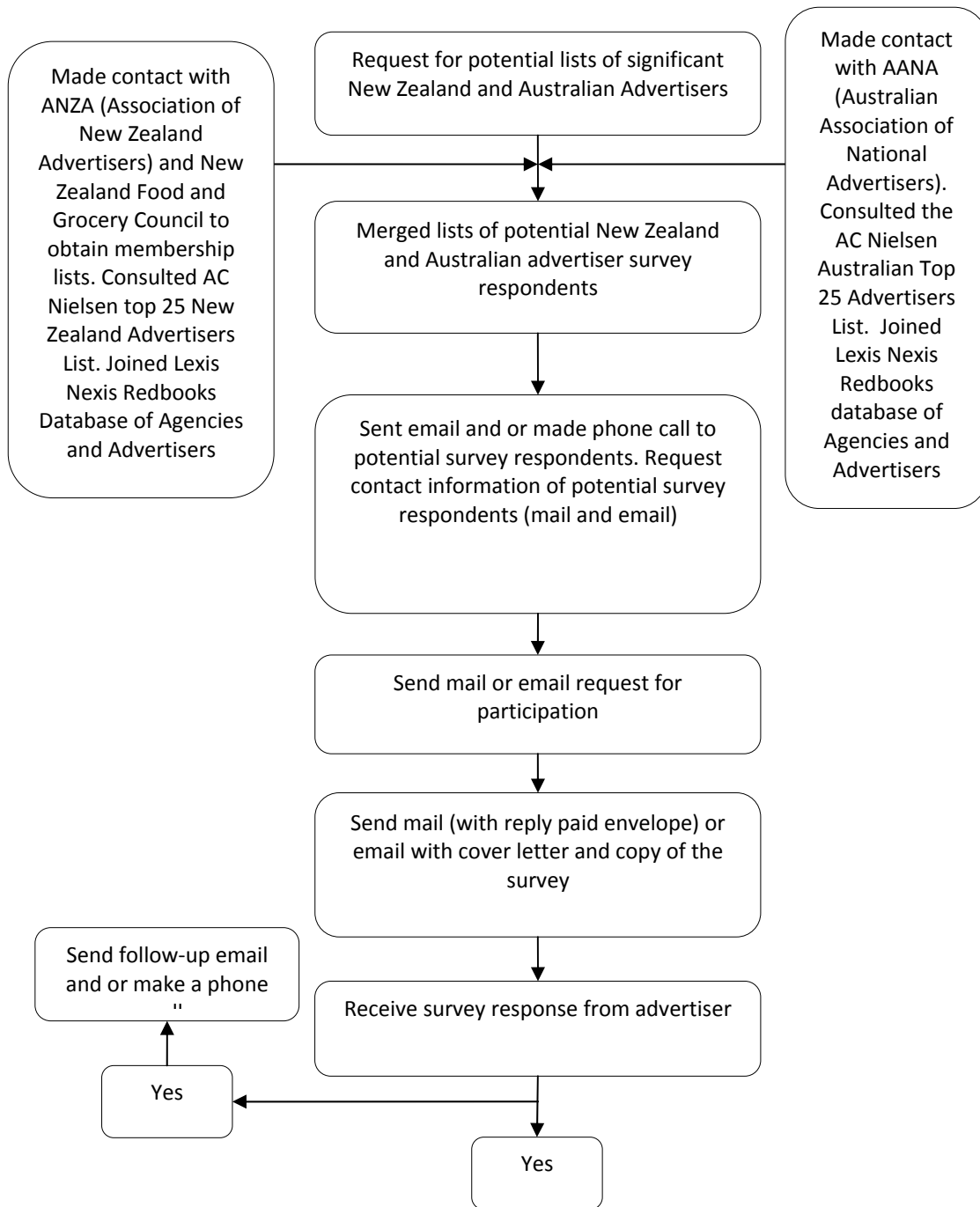


Figure 4. Flow Chart of the Procedure Used for the Distribution and Receipt of Quantitative Surveys

Research Ethics and Confidentiality

The research followed the guidelines of ethics detailed in the University of Waikato's Human Research Ethics Regulations 2000, which are able to be accessed from;

http://www.waikato.ac.nz/research/unilink/uow/Ethical_Research_Hdbk.pdf

These regulations detail the effect of the legislation, the prevention of unauthorised use of personal information, the standards of ethical conduct required and the procedures that apply for the maintenance and monitoring of those standards, the obligations of the researcher, informed consent of the participants, and social and cultural sensitivity.

The researcher provided a cover letter with the survey (Appendix 4). This letter provided an invitation for potential participants to participate in the PhD research. The letter indicated that the questionnaire was four pages long and would be best answered by marketing managers, brand managers, marketing assistants and others responsible for dealing with advertising agencies. Those potential respondents who indicated that they would be willing to participate in the research were assured of the complete anonymity and confidentiality of their responses and that the information would be only used for research purposes.

Chapter Summary

This chapter has provided details the method used for the qualitative and quantitative sections of this research. Firstly it established the design of the research. Secondly it has detailed the method to be used for data collection, the sample and sampling frame. Thirdly the chapter has identified factors relating to an appropriate sample size and how each of the questionnaire respondents was

chosen. Fourthly details are provided of the questionnaire design and the methods used to distribute and collect the questionnaire. Finally details of the ethical approval and confidentiality are provided. The next chapter provides the results from the quantitative research completed.

CHAPTER FIVE:

QUANTITATIVE RESULTS

Introduction

This chapter details the results of the quantitative survey. The first section of this chapter describes the characteristics of the sample population. The second section provides detail of the process involved in scale purification reducing the data from the original 50 variables down to the smaller number of resultant factors. The third section of the chapter describes the measures and the procedures used for the data analysis.

Chapter Contents

- *Sample Characteristics*
- *Participant Demographic Characteristics*
- *Factor Analysis*
- ***The Measurement Model Part One of the Questionnaire***
- *Principal Components Factor Analysis*
 - *Correlations between the Variables*
 - *Kaiser-Olkin Measure of Sampling Adequacy*
 - *Factor Extraction*
 - *Communalities*
 - *The Scree Plot*
 - *Component Matrix Before Rotation*
 - *Rotated Component Matrix*
 - *Reliability*
 - *Validity*
- ***The Measurement Model Part Three of the Questionnaire***
- *Principal Components Factor Analysis*
 - *Descriptive Statistics for Part Three of the Questionnaire*
 - *Correlations between the Variables*
 - *Kaiser-Olkin Measure of Sampling Adequacy*
 - *Factor Extraction*
 - *Communalities of Attributes*
 - *Principal Component Analysis with All Variables*

- *The Four Factors and Their Relevant Data Sources*
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- *Inter-Item Correlation Matrix*
- *Item-Total Statistics*
- *Overall Scale Reliability*
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- **Regression Analyses**
- *Predicting whether a Campaign is on Strategy*
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 - *Correlations*
 - *Predicting on Strategy Model*
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 - *Predicting Creativity Coefficients*
- *Predicting Campaign Originality*
 - *Descriptive Statistics*
 - *Correlations*
 - *Predicting Originality Model*
 - *Predicting Originality ANOVA*
 - *Predicting Creativity Coefficients*
- *Predicting Campaign Effectiveness*
 - *Descriptive Statistics*
 - *Correlations*
 - *Predicting Originality Model*
 - *Predicting Originality ANOVA*
 - *Predicting Creativity Coefficients*

Sample Characteristics

The research targeted New Zealand and Australian advertisers who were ranked in the top 25 advertisers (AC Nielsen Media Top Advertisers Report 20070) based on their advertising spend. In New Zealand this report was cross

referenced with the ANZA (Association of New Zealand Advertisers) membership list, an email list of the prominent New Zealand advertisers who were members of the New Zealand Food and Grocery Council and a list of New Zealand advertisers who appeared in the New Zealand section of the Lexis Nexis Redbooks advertiser database. Cross referencing enabled the AC Nielsen list to be checked and refined. This cross referencing enabled the researcher to identify any advertisers who spent a greater amount on advertising than the lowest ranked advertiser on the AC Nielsen list or were deemed to be significant in terms of advertising spend based on the other three lists. Any advertisers who met these criteria were added to the list of potential respondents.

In Australia the AC Nielsen Top 25 Advertisers Report was cross referenced with a membership list of AANA (Australian Association of National Advertisers) and a list of Australian advertisers who appeared in the Australian section of the Lexis Nexis Redbooks advertiser database. This cross referencing once again enabled the researcher to identify any advertiser from the AANA list or the Redbooks list who either spent a greater amount than the lowest ranked on the AC Nielsen list or were deemed to be significant in terms of advertising spend. Any advertisers who met these criteria were added to the list of potential respondents.

The survey was conducted between January 2008 and December 2008. One hundred and fifty four companies were contacted with a request for contact details for a potential respondent for the survey. Of these 154 companies 82 were located in New Zealand and 72 were located in Australia. The survey received 60 responses, 35 in New Zealand and 25 in Australia.

In New Zealand the 35 responses gave a response rate of 42.68 %. In Australia the 25 responses gave a response rate of 34.72%.

Participant Demographic Characteristics

The demographic data extracted from the participant demographics section of the questionnaire is able to be divided into six categories: years involved in advertising and dealing with advertising agencies, whether their company had been in international advertising alignments, job title, whether they had worked on the agency side and for how long, male or female, single or married, age and the respondents highest level of education.

Table 38 indicates that the highest percentage of respondents had been working in a relationship with an advertising agency for between five and nine years. The next closest were those who had been working in a relationship with an agency for up to four years. Nearly two thirds of the respondents were working with agencies that were part of an international alignment. Of those who responded to the questionnaire, over 80% had not worked on the agency side. Of the 16% who had worked on the agency side, only 50% had worked over five years on the agency side. The other 50% had spent less than 5 years working on the agency side (on agency side refers to having worked on the agency side of the client agency relationship).

Table 38. Respondent Demographics

Year Involved in Agency and Working with Agencies	Number	%
0-4	17	28.33
5-9	20	33.33
10-14	12	12.00
15-19	5	8.33
20-24	4	6.66
25-29	2	3.33
Total	60	
Involved in International Alignments	Number	%
Yes	35	58.33
No	25	41.66
Worked on Agency Side		
Yes	10	16.66
No	50	83.33
Years Worked on Agency Side	Number	
0-4	5	
5-9	2	
10-14	3	

Table 39 shows that respondents held a range of different positions in their organisation, although the largest group held the position of Marketing Manager/ Marketing Director/ GM Marketing.

Table 39. Respondents Position

Position	Number
Brand Manager/ Group Brand Manager	19
Marketing Manager/ Marketing Director/ GM Marketing	24
CEO	2
Marketing Coordinator	7
Advertising and Promotions Manager	4
Product Manager	4

Table 40. Respondents Age

Respondent Age Category	Number
18-24	3
25-29	16
30-34	10
35-39	13
40-44	8
45-49	6

Table 40 shows that the majority of respondents were aged between 25 and 40 years with 66% falling between 25 and 40 years of age.

Table 41. Respondent Highest Education Level

Respondent Highest Educational Level	Number
High School	2
One Year of University	-
Two Years of University	1
Undergraduate Degree	19
Graduate Degree	38
Creative Design/ Art Program	-

Table 41 indicates that just under two thirds of the respondents had a graduate degree and just under one third of the respondents had an undergraduate degree.

Factor Analysis

A factor analysis is used to reduce a large set of data into a smaller set of measurement variables. The method used to uncover factors depends on what you want to do with the data. Tinsley and Tinsley (1987) consider that there are two things to consider when making the choice:

1. Whether you wish to generalise the findings from your sample to the population.
2. Whether you are exploring your data or testing a specific hypothesis.

Factor analysis was originally developed as a method to explore data to generate future hypotheses. This technique was applied to the entire population. Principal component factor analysis was the technique used. Using this method means that any conclusions drawn are restricted to the sample collected and any generalisations of the results are only able to be achieved if an analysis using a

different sample is able to develop the same factor structure. This research has chosen to use principal component factor analysis. The principal component analysis is only concerned with establishing which linear components exist in the data set and how particular variables might contribute to those components. The principal component analysis is conceptually less complex than factor analysis and is similar to discriminant analysis. The question to be asked however is whether principal components factor analysis and factor analysis bring different results. Guadagnoli and Velicer (1988) considered that there was little difference between the solutions generated from the two techniques.

In this research two commercial statistics packages-SPSS 18.00 and Excel 5.1 for Windows were used to analyse the data.

Principal Component Factor Analysis:

Questionnaire Part One

The analysis of the data in Part One of the questionnaire was completed in confirmatory mode. To eliminate any ambiguous items as well as non discriminating test items, an item analysis was performed (Cronbach, 1951; Churchill, 1979) before completing further data assessment. Table 42 presents a summary of the descriptive statistics indicating the minimum and maximum scores chosen and the mean scores chosen for each of the items.

Table 42. Descriptive Statistics for Part One of the Questionnaire

Original Name	N	Minimum	Maximum	Mean	Std. Deviation
On strategy	162	1	7	5.98	.962
Appropriate strategy	162	1	7	5.74	1.16
Good fit with client strategy	162	1	7	5.74	1.22
Good Strategy	162	1	7	5.51	1.40
emotional	162	2	7	5.04	1.37
unexpected	162	1	7	4.36	1.73
novel	162	1	7	4.45	1.77
imaginative	162	2	7	5.01	1.37
different	162	1	7	4.81	1.56
original	162	1	7	5.14	1.38

The data that was used was based on a sample of 60 respondents responding to 162 advertising campaigns. For the Factor Analysis ten items from Part One of the questionnaire were used for the initial refinement of items considered adequate for advanced investigation. The initial analysis indicated that no items needed to be removed.

As a result the data gathered from the items in Part-One of the questionnaire was used to complete a factor analysis with principal component factor analysis as the extraction technique and Varimax with Kaiser Normalisation as the orthogonal rotation method. This method rotates factors whilst keeping them independent and unrelated. The following criteria were adopted to improve the convergent and discriminant validity.

The criteria are;

- *Using a minimum eigenvalue of 1 as a cut-off value for extraction.*
- *Deleting items with factor loadings of less than 0.5 on all components.*
- *Ensuring that none of the factors have only one variable included*
- *Ensuring that the derived factors explain 50% or more of the variance in each of the variables, that is, have a communality of greater than 0.50.*

To reach the chosen number of factors, the researcher adopted the four criteria above to complete the factor analysis. The results of this factor analysis are shown in Table 45. Two factors from the ten items in the data set were initially identified. The first factor relates to the originality of campaign and the second factor relates to the campaign being on strategy.

Correlations between the Variables

It is important when conducting a principal component analysis that the inter-item correlation between variables is checked to consider if there are problems. There are two potential problems that can occur in terms of the correlations:

1. The correlations may not be high enough.
2. The correlations may be too high.

Table 43 below details the correlations between variables and their significance levels. To complete a factor analysis we need to have variables that correlate well but are not perfectly correlated. Any variables which do not correlate at all with other variables need to be removed from the analysis. The researcher reviewed Table 43 the Correlation Matrix for Part One of the Questionnaire to ensure that all variables had correlations with a value greater than .3 and to ensure that there were few variables with correlations $> .9$. Any values $> .9$ might indicate some degree of multi-collinearity. From the correlation matrix we can see that all the variables relating to each of the factors correlate fairly well and none are excessively large. As a result it was chosen not to eliminate any variables.

Table 43. Correlation Matrix for Part One of the Questionnaire

Correlation	On Strategy	Appropriate Strategy	Good Fit With Clients Strategy	Good Strategy
On Strategy	1.000	.682	.648	.484
		.000	.000	.000
Appropriate Strategy	.682	1.000	.780	.587
	.000		.000	.000
Good Fit With Clients Strategy	.648	.780	1.000	.636
	.000	.000		.000
Good Strategy	.484	.587	.636	1.000
	.000	.000	.000	
Emotionally expressive	.244	.333	.302	.413
	.001	.000	.000	.000
Unexpected	.190	.315	.183	.330
	.008	.000	.010	.000
Novel	.154	.250	.181	.361
	.025	.001	.011	.000
Imaginative	.178	.271	.333	.379
	.012	.000	.000	.000
Different	.154	.314	.287	.401
	.025	.000	.000	.000
Original	.337	.276	.393	.392
	.000	.000	.000	.000
	Emotional	Unexpected	Novel	Imaginative
On Strategy	.244	.190	.154	.178
	.001	.008	.025	.012
Appropriate Strategy	.333	.315	.250	.271
	.000	.000	.001	.000
Good Fit With Clients Strategy	.302	.183	.181	.333
	.000	.000	.011	.000

Good Strategy	.413	.330	.361	.379
	.000	.000	.000	.000
Emotional	1.000	.487	.403	.573
		.000	.000	.000
Unexpected	.487	1.000	.782	.666
	.000		.000	.000
Novel	.403	.782	1.000	.737
	.000	.000		.000
Imaginative	.573	.666	.737	1.000
	.000	.000	.000	
Different	.426	.711	.790	.733
	.000	.000	.000	.000
Original	.454	.556	.603	.768
	.000	.000	.000	.000

Table 43. Correlation Matrix for Part One of the Questionnaire

	Different	Original
On Strategy	.154	.337
	.025	.000
Appropriate Strategy	.314	.276
	.000	.000
Good Fit With Clients Strategy	.287	.393
	.000	.000
Good Strategy	.401	.392
	.000	.000
Emotionally expressive	.426	.454
	.000	.000
Unexpected	.711	.556
	.000	.000

	Different	Original
Novel	.790	.603
	.000	.000
Imaginative	.733	.768
	.000	.000
Different	1.000	.667
		.000
Original	.667	1.000
	.000	

Table 43 details the correlations in the top row of each cell and the significance of the correlations in the bottom row of the cell.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)

The Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) (Kaiser (1970) was used in this research to test for the adequacy of the sample. The KMO statistic can vary between 0-1. A value of 0 indicates that the sum of partial correlations is large in comparison to the number of correlations. If this was the case the pattern of correlations would be diffuse and factor analysis would not be appropriate. A value close to 1 in comparison indicates that the correlations are relatively compact and therefore a factor analysis is likely to result in distinct and reliable factors. Hutcheson & Sofroniou (1999) indicate that values between 0.5 and 0.7 are mediocre, between 0.7 and 0.8 are good, between 0.8 and 0.9 are great and above 0.9 are superb. In this research the value of .836 in Table 44 indicates that the correlations are very compact and that a factor analysis is likely to provide distinct and reliable factors.

Table 44. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.836
Bartlett's Test of Sphericity	Approx.	1130.755
Chi-Square		
	df	45
	Sig.	.000

Factor Extraction

The first part of the factor extraction process is to determine the linear components within the data set. Table 45 indicates that there are as many eigenvectors (components) in the R matrix as there are variables, but as will be seen from the analysis most of these will be unimportant. To determine the importance of any specific eigenvector we look at the magnitude of the associated eigenvalue.

Kaiser's criteria (Kaiser, 1974) of retaining factors with eigenvalues of >1 was used to determine which factors to retain and which ones to discard. Table 45 lists all the eigenvalues associated with each linear component (factor) before extraction, after extraction and after rotation. Before extraction 10 linear components are able to be identified in the data set. The eigenvalues associated with each factor represent the variance explained by that linear component. Table 45 displays the eigenvalue in terms of the percentage of variance explained (so factor 1 explains 50.778% of the total variance). In this case the first factor explains a large amount of the variance. The second factor explains under half of the variance (20.370%) SPSS extracts all factors with eigenvalues >1 . In this case there are two factors. The eigenvalues associated with these factors are again displayed in Table 45 (and the percentage of variance explained) in columns labelled Extraction Sum of Squared loadings. The values in this part of the table

are the same as the values before extraction. In the final part of Table 45 Rotation Sums of Squared Loadings, the eigenvalues of the factors after rotation are displayed. Rotation has the effect of optimising the factor structure and the relative importance of the two factors is equalised.

Before rotation factor 1 accounted for considerably more variance than the other factor (50.778% compared with 20.730%). After extraction however, factor 1 only accounts for (41.491 of the variance compared with 30.127% for the second factor).

Table 45. Factor Extraction

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sum of Squares			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.089	50.887	50.887	5.089	50.778	50.887	4.149	41.491	41.491
2	2.073	20.730	71.617	2.073	20.730	71.617	3.013	30.127	71.617
3	.675	6.745	78.363						
4	.568	5.682	84.045						
5	.504	5.044	89.089						
6	.365	3.654	92.743						
7	.227	2.269	95.012						
8	.210	2.099	97.111						
9	.151	1.506	98.617						
10	.138	1.383	100.00						

Communalities

The research was able to calculate the variability in scores (variance) for each of the variables. The total variance for a particular variable has two components. Some of the variance will be shared with other variables (common variance) and some will be specific to that variable (unique variance). This is the variance that can be attributed to only one measure. There is also variance which is able to be attributed to one variable, but not reliably so (random variance). The proportion of common variance which is present in a variable is known as

the communality. A variable which has no specific variance (or random variance) has a communality of 1. A variable which shares none of its variance with any other variable has a communality of 0. The result is that the researcher had two options. Firstly the researcher can assume all the variance is common. Secondly they are able to estimate the communality values for each variable. In factor analysis the second method is chosen whereby alpha factoring is used where the squared multiple correlation of each variable is used with all other variables.

The communality gives us a measure of the proportion of variance explained by the extracted factors. The communalities for this research are shown in Table 46. As can be seen from Table 46 principal components analysis assumes that all the variance is common. The result is that before extraction all the communalities are equal to 1. After extraction the data is able to show how much of the variance is in fact common.

#

Table 46. Communalities of Attributes

Original Code	Initial	Extraction
On Strategy	1.000	.704
Good Fit With Clients Strategy	1.000	.822
Appropriate Strategy	1.000	.800
Good Strategy	1.000	.622
Emotionally Expressive	1.000	.431
Unexpected	1.000	.729
Novel	1.000	.799
Imaginative	1.000	.809
Different	1.000	.784
Original	1.000	.661

The Scree Plot

As previously noted the scree plot is a useful mechanism in deciding which factors to retain. This plot as in the case of Figure.5 usually drops sharply then levels off to a flat tail as each successive factors eigenvalue explains less and less of the variances. Based on the acceptable eigenvalues being >1 two factors have a minimum eigenvalue of 1. This is used as a as cut-off. These two factors in Table 46 account for 71.617% of the total item variance in this study.

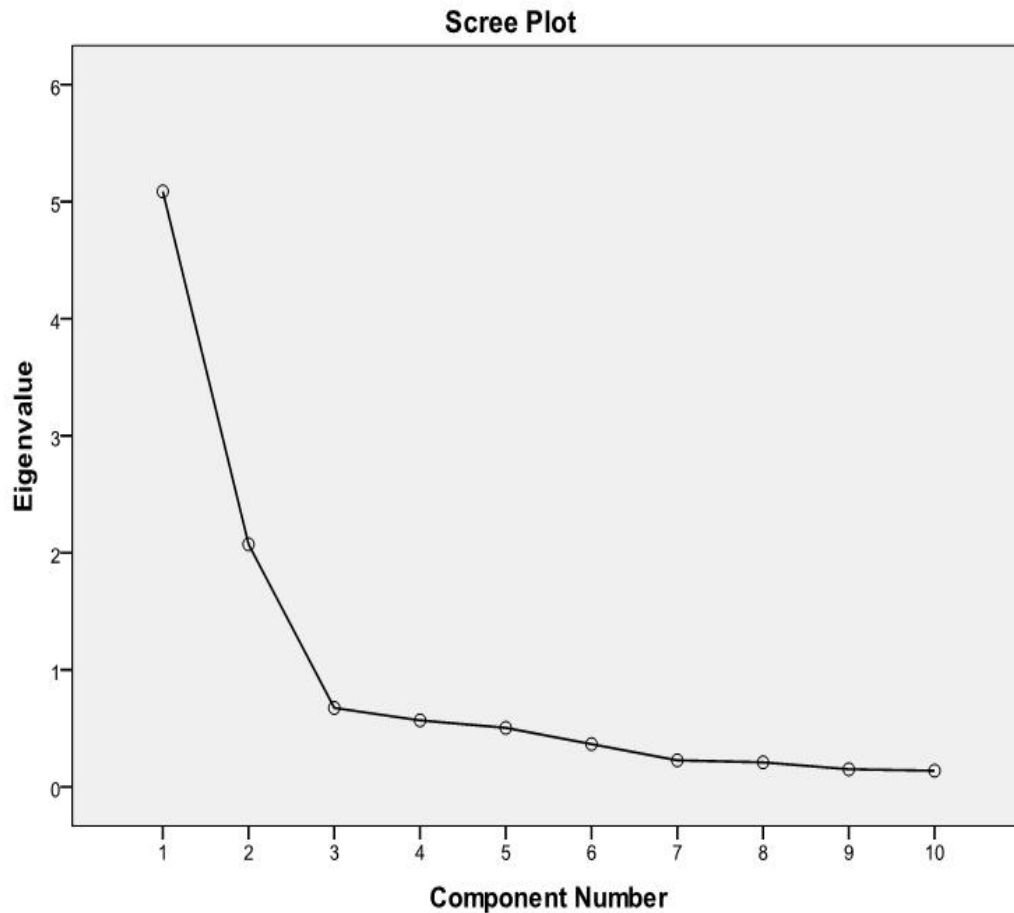


Figure 5. Scree Plot for Initial Component Factor Analysis Part One

Table 47. Component Matrix before Rotation

	Component	
	1	2
On Strategy	.520	.659
Good Fit With Client's Strategy	.625	.657
Appropriate Strategy	.633	.632
Good Strategy	.677	.404
Emotionally Expressive	.652	-.071
Unexpected	.764	-.381
Novel	.777	-.441
Imaginative	.827	-.355
Different	.806	-.366
Original	.788	-.200

Table 47 above shows the component matrix before rotation. This matrix contains the loadings of each variable onto each factor. It is important to note

that before rotation most of the variables load onto the first factor. This is why the first factor accounts for most of the variance.

Table 48. Rotated Component Matrix

	Component	
	1	2
On Strategy	.837	.063
Good Fit with Clients Strategy	.894	.152
Appropriate Strategy	.878	.172
Good Strategy	.713	.336
Original	.274	.766
Imaginative	.167	.884
Emotive	.305	.581
Unexpected	.110	.847
Novel	.068	.891
Different	.147	.873

#

Following rotation two factors are able to be identified. Table 48 gives the two factors and their relevant data sources in Part One of the Questionnaire.

Table 48 shows the loadings on each of the factors are relatively high (.581-.894) in this piece of research, with the exception of the emotionally expressive item that was both a low loader and clouded (Clouded refers to the fact that the item does not clearly load on the particular factor). Factor loadings which are greater than 0.70 are generally considered to be meaningful, because each of the constructs explains more than 50% of the variances in the particular construct (Grant & Higgins, 1991; Howell & Higgins, 1990).

Reliability

Before testing the structural model the measurement model needs to be examined to ensure acceptable levels of reliability and validity. Reliability relates to whether the items posited to measure a construct are sufficiently related to be reliably considered as a set of items (Cronbach, 1951). In this case reliability considers the extent to which the questionnaire reflects the constructs that it is measuring. The Cronbach's alpha is considered to be the most appropriate measure to examine the reliability of the data set. Cronbach (1951) suggests a Cronbach's alpha of 0.7- 0.8 is acceptable. Kline (1999) however, considered that a Cronbach's alpha of 0.7 was acceptable. Cronbach's alpha is widely used as a measure of internal consistency with constructs evaluated by multiple items (Bearden and Netemeyer, 1999; Kaynak, 2002; Morgan et al, 2004; Smith & Albaum, 2004). Given that there were multiple items examined in this research, this measure was used to estimate reliability. If the questionnaire is reliable then we would not expect any one item to affect the overall reliability. If you were to take any of the items out the model we would expect the reliability still to be good. Table 49 shows the reliability analysis. The values in the columns of the inter-item total correlation matrix show the correlations between each variable and the total score for the questionnaire. If the scale is reliable all items will correlate with the total. In the table we look for items that don't correlate with the overall score from the scale. In Table 50 the values in the column labelled Cronbach's Alpha if Item is deleted are the values of the overall alpha if that item was not included in the calculation. They show what would happen to the Cronbach's alpha if the item was deleted. The overall alpha is .890, so all values

in this column should be around that same value. This is in fact the case with the Cronbach's alpha for individual items being between .870 and .891. If the deletion of any item increases the Cronbach's alpha then it means the deletion of that item increases the reliability. None of the items in Table 50 would substantially affect reliability if they were deleted.

Table 49. Inter-Item Correlation Matrix

	On Strategy	Good Fit With Client's Strategy	Appropriate Strategy	Good Strategy	Emotionally Expressive
On Strategy	1.000	.648	.682	.484	.244
Good Fit With Client's Strategy	.648	1.000			
Appropriate Strategy	.682	.780	1.000	.587	.333
Good Strategy	.484	.636	.587	1.000	.413
Emotionally Expressive	.244	.302	.333	.413	1.000
Unexpected	.190	.183	.315	.330	.487
Novel	.154	.181	.250	.361	.403
Imaginative	.178	.333	.271	.379	.573
Different	.154	.287	.314	.401	.426
Original	.337	.287	.276	.392	.454
	Unexpected	Novel	Imaginative	Different	Original
On Strategy	.190	.154	.178	.154	.337
Good Fit With Client's Strategy	.183	.181	.333	.287	.393
Appropriate Strategy	.315	.250	.271	.314	.276
Good Strategy	.330	.361	.379	.401	.392
Emotionally Expressive	.487	.403	.573	.426	.454
Unexpected	1.000	.782	.666	.711	.556
Novel	.782	1.000	.737	.790	.603
Imaginative	.666	.737	1.000	.733	.768
Different	.711	.790	.733	1.000	.667
Original	.556	.603	.768	.667	1.000

Table 50. . Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
On Strategy	45.7830	90.921	.429	.565	.891
Good Fit With Client's Strategy	46.0304	87.331	.526	.731	.886
Appropriate Strategy	46.0308	86.673	.543	.725	.885
Good Strategy	46.2533	82.839	.586	.506	.883
Emotionally Expressive	46.7286	83.530	.567	.419	.884
Unexpected	47.4081	75.650	.698	.682	.875
Novel	47.3164	74.708	.711	.760	.874
Imaginative	46.7595	78.953	.771	.767	.870
Different	46.9508	76.756	.748	.719	.871
Original	46.6298	80.137	.715	.678	.874

The value of Alpha in the Table 51 below is the Cronbach's alpha: for the Originality sub scale, the items in the Corrected Item-Total Correlation are all above .3 and the Cronbach's Alpha is .908. These both indicate good levels of reliability of the scale.

Table 51. Originality Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.908	.909	6

The value of Alpha in the Table 52 below is the Cronbach's alpha: for the On Strategy sub scale, the items in the Corrected Item-Total Correlation are all above .3 and the Cronbach's Alpha is .866. These both indicate good levels of reliability of the scale.

Table 52. On Strategy Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.866	.875	4

Validity

Compared with reliability validity is a measure of the extent to which a test measures what it sets out to measure. Compared with content and criteria validity the most suitable validity to consider for this study is construct validity. Researchers such as (Campbell and Fiske, 1959; & Droge, 1996) have suggested that convergent validity and discriminant validity are essential aspects of construct validity. Marchevsky (2000) recommends that convergent validity, discriminant validity and factorial validity are essential when measuring construct validity. Each of these different types of validity is measured in this study. Gefen & Straub (2005) indicated that factorial validity is most often associated with exploratory factor analysis. When the factorial validity is acceptable it means the measurement item correlates strongly with the one construct it is related to, while correlating weakly with other constructs. One can expect that when a measurement item loads highly its coefficient will be above .6 and when it does not load highly its coefficient will be below .4. Discriminant validity and convergent validity are often evaluated together to help establish construct validity. The study has convergent and discriminant validity. The factor analysis results in divergent validity and the Alphas are used to measure convergent validity.

Factor Extraction Removing Emotionally Expressive Item

Because the emotionally expressive item proved to be both a low loader and was clouded, the researcher decided to remove the item and run the factor analysis again.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)

The Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) (Kaiser, 1970) was run again with the emotionally expressive item removed. As stated in the previous analysis the KMO statistic can vary between 0-1. A value of 0 indicates that the sum of partial correlations is large in comparison to the number of correlations. If this was the case the pattern of correlations would be diffuse and factor analysis would not be appropriate. A value close to 1 in comparison indicates that the correlations are relatively compact and therefore a factor analysis is likely to result in distinct and reliable factors. Hutcheson and Sofroniou (1999) indicate that values between 0.5 and 0.7 are mediocre, between 0.7 and 0.8 are good, between 0.8 and 0.9 are great and above 0.9 are superb. In this research the value of .832 in Table 53 indicates that the correlations are very compact and that a factor analysis is likely to provide distinct and reliable factors.

Table 53. KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.832
Bartlett’s Test of Sphericity	Approx. Chi-Square	1047.844
	df	36
	Sig.	.000

Factor Extraction

Kaiser's criteria (Kaiser, 1974) of retaining factors with eigenvalues of >1 was used to determine which factors to retain and which ones to discard. Table 54 lists all the eigenvalues associated with each linear component (factor) before extraction, after extraction and after rotation. Before extraction 9 linear components are able to be identified in the data set. The eigenvalues associated with each factor represent the variance explained by that linear component. Table 54 displays the eigenvalue in terms of the percentage of variance explained (so factor 1 explains 52.403% of the total variance). In this case the first factor explains a large amount of the variance. The second factor explains under half of the variance (22.988%) SPSS extracts all factors with eigenvalues >1 . In this case there are two factors. The eigenvalues associated with these factors are again displayed in Table 54 (and the percentage of variance explained) in columns labelled Extraction Sum of Squared loadings. The values in this part of the table are the same as the values before extraction. In the final part of Table 54 Rotation Sums of Squared Loadings, the eigenvalues of the factors after rotation are displayed. Rotation has the effect of optimising the factor structure and the relative importance of the two factors is equalised.

Before rotation factor 1 accounted for considerably more variance than the other factor (52.403% compared with 22.988%). After extraction however, factor 1 only accounts for (42.462 of the variance compared with 32.929% for the second factor).

Table 54. Factor Extraction Part One (Final 9 Items)**Total Variance Explained**

Component	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	4.716	52.403	52.403	4.716	52.403	52.403	3.822	42.462
2	2.069	22.988	75.391	2.069	22.988	75.391	2.964	32.929	75.391
3	.570	6.338	81.729						
4	.513	5.702	87.432						
5	.366	4.065	91.497						
6	.251	2.790	94.287						
7	.210	2.333	96.620						
8	.159	1.769	98.388						
9	.145	1.612	100.000						

Extraction Method: Principal Component Analysis.

Communalities

Details of how the communalities were calculated were provided with the previous factor extraction. As a consequence the communalities for the final factor extraction only are provided in the Table 55.

The communality gives us a measure of the proportion of variance explained by the extracted factors. The communalities for this research are shown in Table 55. Principal components analysis initially assumes that all the variance is common (Table 55). The result is that before extraction all the communalities are equal to 1. After extraction the data is able to show how much of the variance is in fact common.

Table 55. Communalities of Attributes

Original Code	Initial	Extraction
On Strategy	1.000	.708
Good Fit With Clients Strategy	1.000	.827
Appropriate Strategy	1.000	.802
Good Strategy	1.000	.618
Unexpected	1.000	.730
Novel	1.000	.825
Imaginative	1.000	.797
Different	1.000	.808
Original	1.000	.671

The Scree Plot

As previously noted the scree plot is a useful mechanism in deciding which factors to retain. This plot as in the case of Figure 6 usually drops sharply then levels off to a flat tail as each successive factors eigenvalue explains less and less of the variances. Based on the acceptable eigenvalues being >1 two factors have a minimum eigenvalue of 1. This is used as a as cut-off. These two factors in Table 54 account for 75.391% of the total item variance in this study.

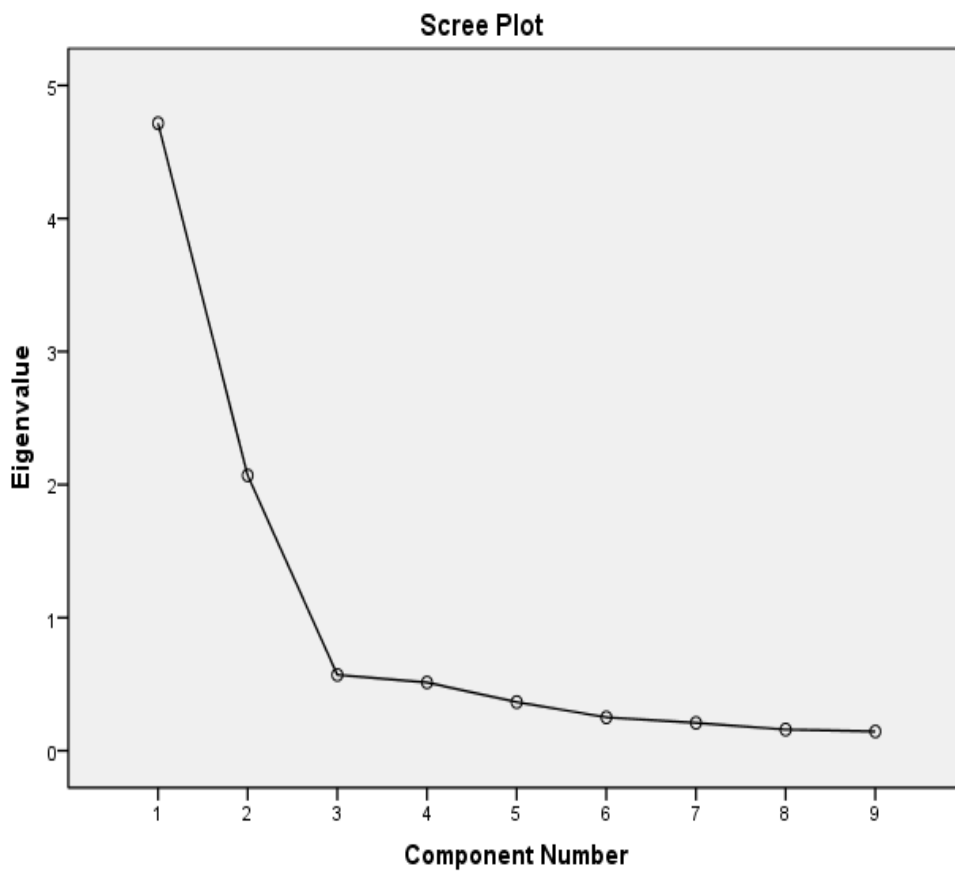


Figure 6. Scree Plot for Principal Component Analysis (9 Items)

Table 56. Component Matrix before Rotation

	Component	
	1	2
On Strategy	.534	.650
Good Fit With Client's Strategy	.640	.646
Appropriate Strategy	.644	.623

Good Strategy	.679	.396
Unexpected	.759	-.392
Novel	.786	-.456
Imaginative	.815	-.364
Different	.814	-.381
Original	.791	-.212

Table 56 above shows the component matrix before rotation. This matrix contains the loadings of each variable onto each factor. It is important to note that before rotation most of the variables load onto the first factor. This is why the first factor accounts for most of the variance.

Table 57. Rotated Component Matrix

	Component	
	1	2
On Strategy	.057	.839
Good Fit with Clients Strategy	.145	.898
Appropriate Strategy	.162	.881
Good Strategy	.322	.717
Original	.767	.287
Imaginative	.875	.178
Unexpected	.846	.123
Novel	.904	.085
Different	.884	.164

#

Following rotation two factors are able to be identified. Table 57 gives the two factors and their relevant data sources in Part One of the Questionnaire.

Table 57 shows the loadings on each of the factors are relatively high (.717-.904) in this piece of research. Factor loadings which are greater than 0.70 are generally considered to be meaningful, because each of the constructs explains

more than 50% of the variances in the particular construct (Grant & Higgins, 1991; Howell & Higgins, 1990).

As can be seen in Table 58 neither of the two factors have only one component. They have four and five components respectively.

Table 58. The Two Factors and Their Relevant Data Sources in Part One of the Questionnaire.

Factors and Their Relevant Data Sources	
Factor	Original Code
On Strategy	On Strategy
	Good Fit With Clients Strategy
	Appropriate Strategy
	Good Strategy
Original	Unexpected
	Novel
	Imaginative
	Different
	Original

Reliability

Before testing the structural model the measurement model needs to be examined to ensure acceptable levels of reliability and validity. Reliability relates to whether the items posited to measure a construct are sufficiently related to be reliably considered as a set of items (Cronbach, 1951). In this case reliability considers the extent to which the questionnaire reflects the constructs that it is measuring. The Cronbach’s alpha is considered to be the most appropriate measure to examine the reliability of the data set. Cronbach (1951) suggests a Cronbach’s alpha of 0.7- 0.8 is acceptable. Kline (1999) however, considered that a Cronbach’s alpha of 0.7 was acceptable. Cronbach’s alpha is widely used as a measure of internal consistency with constructs evaluated by multiple items

(Bearden & Netemeyer, 1999; Kaynak, 2002; Morgan et al, 2004; Smith & Albaum, 2004). Given that there were multiple items examined in this research, this measure was used to estimate reliability. If the questionnaire is reliable then we would not expect any one item to affect the overall reliability. If you were to take any of the items out the model we would expect the reliability still to be good. Table 59 shows the reliability analysis. The values in the columns of the inter-item total correlation matrix show the correlations between each variable and the total score for the questionnaire. If the scale is reliable all items will correlate with the total. In the table we look for items that don't correlate with the overall score from the scale. In Table 60 the values in the column labelled Cronbach's Alpha if Item is deleted are the values of the overall α if that item was not included in the calculation. They show what would happen to the Cronbach's alpha if the item was deleted. The overall alpha in this column should be around that same value. This is in fact the case with the Cronbach's alpha for individual items being between .860 and .885. If the deletion of any item increases the Cronbach's alpha then it means the deletion of that item increases the reliability. None of Cronbach's alpha items in Table 60 would substantially affect reliability if they were deleted.

Table 59. Inter Item Correlation Matrix

	On Strategy	Good Fit With Client's Strategy	Appropriate Strategy	Good Strategy	Emotionally Expressive
On Strategy	1.000	.648	.682	.484	.244
Good Fit With Client's Strategy	.648	1.000			
Appropriate Strategy	.682	.780	1.000	.587	.333
Good Strategy	.484	.636	.587	1.000	.413

Unexpected	.190	.183	.315	.330	.487
Novel	.154	.181	.250	.361	.403
Imaginative	.178	.333	.271	.379	.573
Different	.154	.287	.314	.401	.426
Original	.337	.287	.276	.392	.454
	Unexpected	Novel	Imaginative	Different	Original
On Strategy	.190	.154	.178	.154	.337
Good Fit With Client's Strategy	.183	.181	.333	.287	.393
Appropriate Strategy	.315	.250	.271	.314	.276
Good Strategy	.330	.361	.379	.401	.392
Unexpected	1.000	.782	.666	.711	.556
Novel	.782	1.000	.737	.790	.603
Imaginative	.666	.737	1.000	.733	.768
Different	.711	.790	.733	1.000	.667
Original	.556	.603	.768	.667	1.000

Table 60. Item-Total Statistics

	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation	Cronbach's alpha if item deleted
On Strategy	40.7460	75.387	.432	.565	.885
Good Fit With Client's Strategy	40.9934	72.090	.530	.678	.879
Appropriate Strategy	40.9938	71.554	.543	.723	.878
Good Strategy	41.2162	68.247	.577	.483	.876
Unexpected	42.3711	61.795	.668	.668	.867
Novel	42.2793	60.501	.718	.754	.864
Imaginative	41.7224	64.946	.752	.736	.861
Different	41.9138	62.415	.755	.719	.860
Original	41.5928	65.685	.712	.678	.864

The value of Alpha in the Table 61 below is the Cronbach's alpha: for the Originality sub scale, the items in the Corrected Item-Total Correlation are all

above .3 and the Cronbach's Alpha is .919. These both indicate good levels of reliability of the scale.

Table 61. Originality Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.919	.921	5

The value of Alpha in the Table 62 below is the Cronbach's alpha: for the On Strategy sub scale, the items in the Corrected Item-Total Correlation are all above .3 and the Cronbach's Alpha is .866. These both indicate good levels of reliability of the scale.

Table 62. On Strategy Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.866	.875	4

Validity

Compared with reliability validity is a measure of the extent to which a test measures what it sets out to measure. Compared with content and criteria validity the most suitable validity to consider for this study is construct validity. Researchers such as (Campbell and Fiske, 1959; and Droge, 1996) have suggested that convergent validity and discriminant validity are essential aspects of construct validity. Marchevsky (2000) suggests that convergent validity, discriminant validity and factorial validity are essential when measuring construct validity. Each of these different types of validity is measured in this study.

Factorial Validity

Gefen and Straub (2005) note that factorial validity is usually linked with exploratory factor analysis. If the factorial validity is acceptable it means the measurement item correlates strongly with the one construct it is related to, and is likely to correlate weakly or not with any significance with other constructs. One can expect that when a measurement item loads highly its coefficient will be above .6 and when it does not load highly its coefficient will be below .4 (Hair et al, 1998). Discriminant validity and convergent validity are often evaluated together to help establish construct validity. The study has convergent and discriminant validity. The factor analysis results in divergent validity and the alphas are used to measure convergent validity.

Principal Components Factor Analysis:

Questionnaire Part Two

The analysis of the data in Part Two of the questionnaire was completed in confirmatory mode. To eliminate any ambiguous items as well as non discriminating test items an item analysis was performed (Cronbach, 1951; Churchill, 1979) before completing further data assessment. Table 63 presents a summary of the descriptive statistics indicating the minimum and maximum scores chosen and the mean scores chosen for each of the items.

Table 63. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Effectiveness	162	1.00	5.00	3.6798	.85260
Satisfaction	162	1.00	5.00	3.8200	.89301
Attention	162	2.00	5.00	4.03	.888
Persuasion	162	2.00	5.00	3.7500	.78069
Valid N (listwise)	162				

The data that was used was based on a sample of 60 respondents responding to 162 advertising campaigns. For the Factor Analysis four items from Part Two of the questionnaire were used for the initial refinement of items considered adequate for advanced investigation. The initial analysis indicated that no items needed to be removed.

As a result the data gathered from the items in Part Two of the questionnaire was used to complete a factor analysis with Principal Components Factor Analysis as the extraction technique and Varimax with Kaiser Normalisation as the orthogonal rotation method. This method rotates factors whilst helping them to remain independent and unrelated. In this case only one factor was extracted and as a result rotation was not possible.

The following criteria were adopted to improve the convergent and discriminant validity. The criteria are;

- Using a minimum eigenvalue of 1 as a cut-off value for extraction.
- Deleting items with factor loadings of less than 0.5 on all components.
- Ensuring that none of the factors have only one variable included.

- Ensuring that the derived factors explain 50% or more of the variance in each of the variables, that is, have a communality of greater than 0.50.

To reach the chosen number of factors, the researcher adopted the four criteria above to complete the factor analysis. The results of this factor analysis are shown in Table 66. One factor relating to the four items in the data set was identified. This factor relates to effectiveness.

Correlations between the Variables

It is important when conducting a principal component analysis that the inter-item correlation between variables is checked to consider if there are problems.

There are two potential problems that can occur in terms of correlations;

1. The correlations may not be high enough.
2. The correlations may be too high.

Table 64. Correlations

	Effectiveness	Satisfaction	Attention	Persuasion
Effectiveness				
Pearson Correlation	1	.761**	.609**	.612**
Sig (2-tailed)		.000	.000	.000
N	162	162	162	162
Satisfaction				
Pearson Correlation	.761**	1	.579**	.577**
Sig (2-tailed)	.000		.000	.000
N	162	162	162	162
Attention				
Pearson Correlation	.609**	.579**	1	.473**

Correlation				
Sig (2-tailed)	.000	.000		.000
N	162	162	162	162
Persuasion				
Pearson Correlation	.612**	.577**	.473**	1
Sig (2-tailed)	.000	.000	.000	
N	162	162	162	162

** Correlation is significant at the 0.01 level (2-tailed).

Table 64 above details the correlation between the variables and their significance levels. To complete a factor analysis we need to have variables that are correlated but are not perfectly correlated. Any variables which do not correlate at all with other variables need to be removed from the analysis. Table 64 was reviewed by the researcher to ensure that all variables had correlations with a value greater than .3 and to ensure that there were few variables with correlations >.9. Any values >.9 might indicate some degree of multicollinearity. From the correlation matrix it was evident that all the variables relating to the factor correlate fairly well and none of the correlations are excessively large. As a result it was chosen not to eliminate any variables.

Table 64 details the correlations and the significance of the correlations below each of the correlations.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)

The Kaiser-Meyer-Olkin measure of Sampling Adequacy (KMO) (Kaiser, 1970) was used in this research to test the adequacy of the sample. The KMO statistic can

vary between 0-1. A value of 0 indicates that the sum of the partial correlations is large in comparison to the number of correlations. If this was the case the pattern of correlations would be diffuse and factor analysis would not be appropriate. A value close to 1 indicates that the correlations are relatively compact and therefore a factor analysis is likely to lead to distinct and reliable factors. Hutcheson and Sofroniou (1999) indicate that values between 0.5 and 0.7 are mediocre, between 0.7 and 0.8 are good, between 0.8 and 0.9 are great and above 0.9 are superb. In this research the value of .806 in Table 65 below indicates that the correlations are very compact and that the factor analysis is likely to provide distinct and reliable factors.

Table 65. KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.806
Bartlett’s Test of Sphericity	303.549
df	6
Sig.	.000

Factor Extraction

The first part of the factor extraction process is to determine the linear components within the data set. Table 66 indicates that there are as many eigenvectors in the R matrix as there are variables, but as will be seen from the analysis most of these will be unimportant. To determine the importance of any specific eigenvector it is important to look at the magnitude of the associated eigenvalue. Kaiser’s criteria (Kaiser, 1974) of retaining factors with eigenvalues of >1 was used to determine which factors to retain and which ones to discard. Table lists all the eigenvalues associated with each linear component (factor)

before extraction, after extraction and after rotation. Before extraction four linear components are able to be identified in the data set. The eigenvalues associated with each factor represent the variance shown by that linear component. Table 66 displays the eigenvalues in terms of the percentage of variance explained. In this case (factor 1 explains 70.353% of the total variance.). In this case the single factor explains a large amount of the variance. SPSS extracts all those factors with eigenvalues >1. In this case there is only one factor. The eigenvalues associated with these factors are displayed in Table 66 (and the % of variance explained) in columns labelled Extraction Sum of Squared Loadings. The values in this part of the table are the same as the values before extraction. As there is only on factor the rotation is not able to be completed.

Table 66. Factor Extraction

Component	Initial Eigenvalues			Extraction Sum of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.814	70.353	70.353	2.814	70.353	70.353
2	.527	13.180	83.533			
3	.423	10.574	94.107			
4	.236	5.893	100.000			

Extraction Method: Principal Components Analysis

Communalities

The research was able to calculate the variability in scores (variance) for each of the variables. The total variance for a particular variable has two components.

Some of the variance will be shared with other variables (common variance) and some will be unique to that variable (unique variance). This is the variance which is able to be attributed to only one measure. There is also variance which is able to be attributed to one variable but not reliably so (random variance). The proportion of common variance that is present in a variable is known as the communality. A variable which has no specific variance (random variance) has a communality of 1. A variable which shares none of its variance with any other variable has a communality of 0. As a result the researcher has two options. Firstly the researcher can assume all the variance is common. Secondly the researcher can estimate the communality of values for each variable. In factor analysis the second method is chosen whereby alpha factoring is used where the squared multiple correlation of each variable is used with all other variables.

The communality gives us a measure of the proportion of variance explained by the extracted factors. The communalities for this research are shown in Table 67 below. Principal components analysis assumes that all the variance is common. The result is that before extraction all communalities are equal to 1. After extraction Table 67 is able to show how much of the variance is in fact common.

Table 67. Communalities

	Initial	Extraction
Effectiveness	1.000	.806
Satisfaction	1.000	.770
Attention	1.000	.619
Persuasion	1.000	.619

Scree Plot

The scree plot is a useful mechanism in deciding which factors to retain. This plot as in the case of Figure 7 usually drops sharply then levels off to a flat tail as each of the successive factors eigenvalues explains less and less of the variances. Based on acceptable eigenvalues being >1 only one factor has an eigenvalue of 1. This is used as a cut-off point. This factor in Table 66 accounts for 70.353 % of the total item variance in this study.

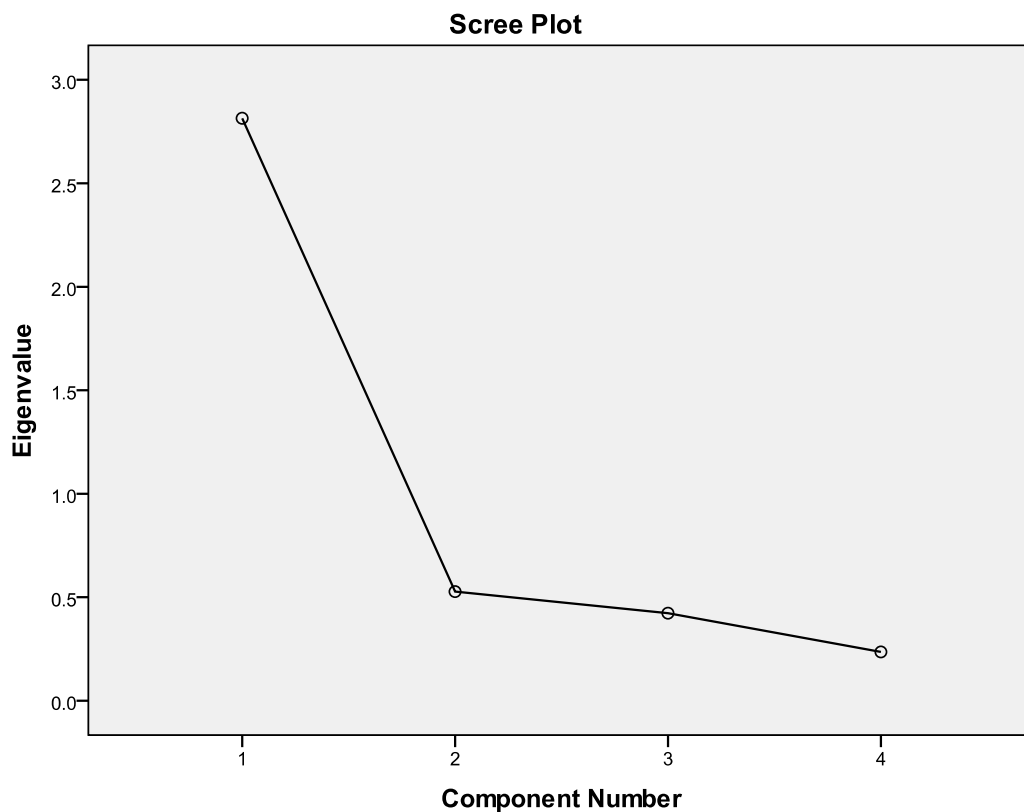


Figure 7. Part Two of Principal Components Factor Analysis Scree Plot

Table 68. Component Matrix before Rotation

	Component
	1
Effectiveness	.898
Satisfaction	.878
Attention	.787
Persuasion	.787

Extraction Method: Principal Component Analysis. 1 component extracted

Table 68 shows the component matrix before rotation. This matrix contains the loadings of each variable on to each factor. In this case all of the variables load on a single factor. This is why this factor accounts for most of the variance.

Reliability

Before testing the structural model the measurement model needs to be examined to ensure acceptable levels of reliability and validity. Reliability relates to whether the items posited to measure a construct are sufficiently related to be reliably considered a set of items (Cronbach, 1951). In this case reliability considers the extent to which the questionnaire reflects the constructs that it is measuring. The Cronbach's alpha is considered to be the most appropriate measure to examine the reliability of the data set. Cronbach (1951) suggests a Cronbach's alpha of 0.7-0.8 is acceptable. Others such as Kline (1999) however, considered that a Cronbach's alpha of 0.7 to be acceptable. Cronbach's is widely used as measure of internal consistency with constructs being evaluated by multiple items (Bearden & Netmeyer, 1999; Kaynak, 2002; Morgan et al, 2004; and Smith &Albaum, 2004). Given that there were multiple items examined in this research this measure was used to estimate reliability. If the questionnaire is reliable we would not expect any one item to affect the overall reliability. If you were to take any one of the items out of the model you would still expect the reliability to be good. Table 69 shows the reliability analysis. The values in the columns of the inter-item correlation matrix show the correlations between each variable and the score for the total questionnaire. If the scale is reliable all the items will correlate with the total. In the table we look for items that don't correlate with the overall score from the scale.

Table 69. Inter-Item Correlation Matrix

	Effectiveness	Satisfaction	Attention	Persuasion
Effectiveness	1.00	.761	.609	.612
Satisfaction	.761	1.000	.579	.577
Attention	.609	.579	1.000	.473
Persuasion	.612	.577	.473	1.000

Table 70. Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Effectiveness	11.6009	4.572	.794	.651	.780
Satisfaction	11.4607	4.516	.759	.614	.794
Attention	11.2499	4.911	.634	.411	.848
Persuasion	11.5307	5.310	.632	.412	.847

In Table 70 the values in the column labelled Cronbach's alpha if item deleted are values of the overall α if that item is not included in the calculation. They show what would happen to the Cronbach's alpha if the item was deleted. The overall alpha is .858 so all the values in this column should be around the same value. This is in fact the case with the Cronbach's alpha for the individual items being between .780 and .848. If the deletion of any item increases the Cronbach's alpha deletion of that item is likely to increase the reliability. None of these items would substantially adversely affect reliability if deleted. The items in the

Corrected Item-Total Correlation are all above .3 and the Cronbach's alpha in Table 71 below is .858. These both indicate good levels of reliability of the scale.

Table 71. Effectiveness Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.858	.858	4

Validity

Compared with reliability validity is a measure of the extent to which a test measures what it sets out to measure. Compared with content and criteria validity the most suitable validity to consider for this study is construct validity. Researchers such as (Campbell and Fiske, 1959; and Droge, 1996) suggest that convergent validity and discriminant validity are essential aspects of construct validity. Marchevsky (2000) recommends that convergent validity, discriminant validity and factorial validity are essential when measuring construct validity. Each of these different types of validity is measured in this study. The study has convergent and discriminant validity. The use of principal components factor analysis established factorial validity, whereby the clustering of correlations of questionnaire responses was established. As can be seen in Table 70 the Cronbach's alpha for all items are satisfactory (.780-.848).

Factorial Validity

Factorial Validity is usually measured using exploratory factor analysis. If the model is deemed to have acceptable factorial validity it means that each measurement item correlates strongly with the construct (factor) it is related to, whilst correlating weakly or not significantly with all other constructs. An item is

seen to load highly if the loading coefficient is above 0.6 and not to load highly if it is below 0.4 (Hair et al, 1998). Each of these factor loadings explains the importance of the item to a particular factor.

Principal Components Factor Analysis:

Questionnaire Part Three

The following sections provide details of the way in which the principal components factor analysis was completed for Part Three of the quantitative questionnaire.

To identify and then eliminate the ambiguous items, and those that were seen to be non-discriminating test items, an item-analysis was performed (Cronbach, 1951; Churchill, 1979) before the data was assessed further. The data used was based on the sample of 60 respondents responding to 162 advertising campaigns. For the third factor analysis fifty items from Part Three of the questionnaire were used for the initial refinement of items considered adequate for advanced investigation. These items are shown in Table 75.

This analysis allowed the researcher to condense the information held in a large number of variables into a number of different pockets. The factor analysis simplified the data. The sample data collected in this study was used to complete a principal component factor analysis as the extraction technique and Varimax with Kaiser Normalisation as the orthogonal rotation method. The orthogonal method of rotation rotates factors whilst ensuring that they remain independent or unrelated. Different researchers have suggested the ideal sample

size for a factor analysis. Nunally (1978) suggests ten times as many participants as variables. Kass and Tinsley (1979) suggest five to ten times the number of participants for each variable. Guadagnoli and Velicer (1988) found that the most important factors in delivering reliable factor solutions were the absolute sample size and the absolute magnitude of factor loadings being >0.6. This being the case the factor loadings in this analysis were reliable regardless of the sample size.

Table 72 presents a summary of the descriptive statistics indicating the minimum and maximum score chosen by respondents and the mean score chosen by respondents for each of the items.

Table 72. Summary of Descriptive Statistics for the Full Data Set

Descriptive Statistics						
Dimension Name	Item #	Original Code	Minimum	Maximum	Mean	St Dev
	Item 1	R3	1	7	5.06	1.59
	Item 2	SK1	1	7	5.62	1.38
	Item 3	RS1	1	7	5.44	1.61
	Item 4	T1	1	7	5.37	1.48
	Item 5	PS1	2	7	4.71	1.41
	Item 6	CE3	2	7	5.24	1.43
	Item 7	OP2	1	7	5.25	1.42
	Item 8	RES1	1	7	5.03	1.33
	Item 9	RS2	1	7	5.23	1.55
	Item 10	F4	1	7	5.41	1.23
	Item 11	I1	1	7	5.86	1.35
	Item 12	RS3	1	7	5.22	1.40
	Item 13	R1	1	7	4.82	1.40
	Item 14	F6	2	7	5.18	1.20
	Item 15	SK2	1	7	5.26	1.44
	Item 16	RES2	2	7	5.51	1.17
	Item 17	RS4	1	7	5.38	1.57
	Item 18	R2	1	7	4.58	1.78
	Item 19	PS2	1	7	5.49	1.24
	Item 20	OP3	2	7	5.23	1.22
	Item 21	PS3	1	7	5.23	1.34
	Item 22	RS7	2	7	4.22	1.50

Descriptive Statistics						
Dimension Name	Item #	Original Code	Minimum	Maximum	Mean	St Dev
	Item 23	CE2	2	7	5.54	1.15
	Item 24	F1	2	7	5.01	1.27
	Item 25	CE1	1	7	4.92	1.49
	Item 26	I2	1	7	4.19	1.59
	Item 27	RS5	1	7	4.70	1.95
	Item 28	PS4	2	7	5.86	1.06
	Item 29	OP4	2	7	5.23	1.33
	Item 30	RS6	1	7	5.54	1.39
	Item 31	OP5	1	7	4.28	1.46
	Item 32	RS8	1	7	3.93	1.58
	Item 33	RES3	1	7	5.41	1.11
	Item 34	F5	2	7	5.24	1.21
	Item 35	RES4	2	7	5.26	1.09
	Item 36	T2	2	7	5.13	1.16
	Item 37	CE4	2	7	5.40	1.16
	Item 38	SK3	1	7	5.05	1.32
	Item 39	T3	1	7	3.40	1.84
	Item 40	SK4	1	7	5.55	1.22
	Item 41	T5	2	7	4.78	1.35
	Item 42	I3	2	7	5.40	1.26
	Item 43	CE5	2	7	4.94	1.34
	Item 44	F2	1	7	5.00	1.38
	Item 45	RES5	1	7	5.41	1.28
	Item 46	F3	1	7	3.25	1.59
	Item 47	SK6	1	7	5.28	1.25
	Item 48	PS5	1	7	3.59	1.51
	Item 49	T4	2	7	5.44	1.08
	Item 50	OP6	1	7	5.44	1.23

Correlations between the Variables

It is important when conducting a principal component analysis that the inter-correlation between variables is checked to consider if there are problems

Table 73 There are two potential problems which can occur in terms of the correlations:

1. The correlations may not be high enough.
2. The correlations are too high.

Table 73 details the correlations between variables and their significance levels. To complete a factor analysis you need to have variables that correlate well but are not perfectly correlated. Any variables which do not correlate at all with other variables need to be removed from the analysis. The researcher analysed Table 73 to ensure all correlation values were >0.3 and that there were no correlation values > 0.9 . Any values over this value might indicate some degree of multi-collinearity. From the correlation matrix Table 73 we can see that all the variables relating to each of the factors correlate fairly well and none are excessively large. As a result the researcher chose not to eliminate any variables at this point.

Table 73. Correlation Matrix for Part Three of the Questionnaire

	Risk 3	SK 1	I 1	RS 1	RS 2	RS 3
Correlation Risk3	1.000	.415	.420	.299	.153	.277
		.000	.000	.000	.026	.000
Shared Knowledge 1	.415	1.000	.343	.259	.213	.304
	.000		.000	.000	.003	.000
Intensity 1	.420	.343	1.000	.436	.308	.430
	.000	.000		.000	.000	.000
Relationship Stability 1	.299	.259	.436	1.000	.624	.731
	.000	.000	.000		.000	.000
Relationship Stability 2	.153	.213	.308	.624	1.000	.658
	.026	.033	.000	.000		.000
Relationship Stability 3	.277	.304	.430	.731	.658	1.00
	.000	.000	.000	.000	.000	.000
Relationship Stability 4	.090	.168	.223	.650	.531	.695
	.127	.017	.002	.000	.000	.000
Competency & Expertise 1	.349	.275	.377	.332	.297	.511
	.000	.000	.000	.000	.000	.000
Competency & Expertise 2	.075	.227	.318	.334	.346	.392
	.171	.002	.000	.000	.000	.000
Competency	.318	.250	.346	.347	.346	.433

& Expertise 3	.000	.000	.000	.000	.000	.000
Competency & Expertise 4	.288	.252	.319	.359	.387	.519
Competency & Expertise 5	.060	.013	-.063	.254	.242	.168
Flexibility 1	.222	.433	.215	.001	.001	.016
	.116	.237	.191	.296	.357	.313
	.070	.001	.008	.000	.000	.000
Flexibility 2	-.043	.081	.089	.354	.437	.354
	.294	.152	.130	.000	.000	.000
Flexibility 3	-.065	-.120	.068	-.151	-.220	-.249
	.296	.065	.194	.027	.002	.001
Correlation	RS 4	CE 1	CE 2	CE 3	CE 4	CE 5
Risk3	.090	.349	.075	.318	.288	.060
	.127	.000	.171	.000	.000	.222
Shared Knowledge 1	.168	.275	.227	.250	.252	.013
	.017	.000	.002	.001	.001	.433
Intensity 1	.223	.377	.318	.346	.319	-.063
	.002	.000	.000	.000	.000	.215
Relationship Stability 1	.650	.332	.334	.347	.359	.254
	.000	.000	.000	.000	.000	.001
Relationship Stability 2	.531	.297	.346	.346	.387	.242
	.000	.000	.000	.000	.000	.001
Relationship Stability 3	.695	.511	.392	.433	.519	.168
	.000	.000	.000	.000	.000	.016
Relationship Stability 4	1.000	.471	.455	.292	.409	.330
		.000	.000	.000	.000	.000
Competency & Expertise 1	.471	1.000	.507	.627	.656	.401
	.000		.000	.000	.000	.000
Competency & Expertise 2	.455	.507	1.000	.451	.522	.408
	.000	.000		.000	.000	.000
Competency & Expertise 3	.292	.627	.451	1.000	.556	.372
	.000	.000	.000		.000	.000
Competency & Expertise 4	.409	.656	.522	.556	1.000	.447
	.000	.000	.000	.000		.000

Competency & Expertise 5	.330 .000	.401 .000	.408 .000	.372 .000	.446 .000	1.000
Flexibility 1	.246 .001	.341 .000	.300 .000	.253 .001	.441 .000	.169 .016
Flexibility 2	.360 .000	.173 .014	.206 .004	.176 .013	.356 .000	.268 .000
Flexibility 3	-.204 .005	-.257 .000	-.128 .053	-.176 .013	-.391 .000	-.357 .000

Correlation	Flex 1	Flex 2	Flex 3
Risk3	.116 .070	-.043 .294	-.065 .206
Shared Knowledge 1	.237 .001	.081 .130	-.120 .065
Intensity 1	.191 .008	.089 .130	.068 .194
Relationship Stability 1	.296 .000	.354 .000	-.15 .0271
Relationship Stability 2	.357 .000	.437 .000	-.220 .002
Relationship Stability 3	.313 .000	.354 .000	-.249 .001
Relationship Stability 4	.246 .001	.360 .000	-.204 .005
Competency & Expertise 1	.341 .000	.173 .014	-.257 .000
Competency & Expertise 2	.300 .000	.206 .004	-.128 .053
Competency & Expertise 3	.253 .001	.176 .013	-.176 .013
Competency & Expertise 4	.441 .000	.356 .000	-.391 .0001
Competency & Expertise 5	.169	.268	-.357

	.016	.000	.000
Flexibility 1	1.000	.453	-.428
		.000	.000
Flexibility 2	.453	1.000	-.472
	.000		.000
Flexibility 3	-.428	-.472	1.000
	.000	.000	

Table 73 details the correlations in the top row of each cell and the significance of the correlations in the bottom row of the cell.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)

The Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) (Kaiser (1970) was used in this research. The KMO statistic can vary between 0-1. A value of 0 indicates that the sum of partial correlations is large in comparison to the number of correlations. If this was the case the pattern of correlations would be diffuse and factor analysis would not be appropriate. A value close to 1 in comparison indicates that the correlations are relatively compact and therefore a factor analysis is likely to result in distinct and reliable factors. Hutcheson and Sofroniou (1999) indicate that values between 0.5 and 0.7 are mediocre, between 0.7 and 0.8 are good, between 0.8 and 0.9 are great and above 0.9 are superb. In this research the value of .839 in Table 74 indicates that the correlations are very compact and that a factor analysis is likely to provide distinct and reliable factors.

Table 74. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.839
Bartlett's Test of Sphericity	Approx. Chi-Square	1114.084
	df	105
	Sig.	.000

Factor Analysis

To determine which items to retain initially a confirmatory factor analysis was completed. When it was evident that it did not fit perfectly the analysis was swapped to exploratory mode. In exploratory mode factors were removed according to the criteria below:

- *A minimum eigenvalue of 1 was used as a cut-off value for extraction.*
- *Items with factor loadings of less than 0.5 were removed.*
- *None of the factors that had only one variable were included.*
- *Ensuring that the derived factors explain 50% or more of the variance in each of the variables, that is, have a communality of greater than 0.50.*

The decision to remove the single item factors was based on the work of Bergkvist & Rossiter (2007) who indicated that multiple item scales are “inherently” more reliable because they allow the computation of correlations between items. He noted that if the correlations are positive and produce a high average correlation there is likely to be higher internal consistency. Secondly he indicated that a multiple item measure was able to capture more information and was likely to encompass all facets of the construct of interest. On the other side of the argument, Bergkvist & Rossiter (2007) noted that a single item measure is only sufficient if in the minds of the respondents the object of the construct is “concrete and singular”, that is it consists of one object that is

uniformly and easily imagined or the attribute of the construct is “concrete”, again meaning that it uniformly Imagined.

Table 75. Initial Rotated Component Matrix using a Varimax Rotation

Rotated Component Matrix^a

	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Relationship Stability 3	.811	.112	.094	.024	.137	.197	.026	.143	.160	.011	.053	-.066	.022
Relationship Stability 4	.768	.035	.063	.091	.220	-.152	.141	.043	.070	.230	.161	-.037	.050
Relationship Stability 1	.755	.040	.031	.228	.109	.232	-.126	.017	.331	.050	.080	-.034	.055
Philosophically Similar 3	.722	.222	.139	.058	.291	.122	.146	.055	-.082	.096	.022	-.012	.033
Relationship Stability 2	.715	.167	.094	.083	.049	.041	.017	-.068	.320	.059	-.062	-.024	.234
Relationship Stability 6	.674	.209	.211	-.108	.343	.104	.105	.184	-.017	.101	-.106	-.074	.073
Respect 3	.670	.419	.122	.186	.235	.051	.016	.151	-.056	.120	.085	.024	.036
Trust 4	.669	.161	.087	.350	-.076	-.073	.182	-.016	-.278	.018	.089	.199	.009
Respect 1	.656	.221	.040	.151	.100	.078	.189	.246	.019	.254	.099	-.312	.096
Flexibility 4	.639	.059	.216	.260	-.038	.228	-.149	.154	.245	-.110	.182	.036	.114
Trust 1	.637	-.012	.166	.330	.237	.275	.050	-.098	.375	.074	.015	.116	.032
Philosophically Similar 2	.596	.395	.098	.202	-.025	.191	.225	.132	-.049	.008	-.094	.082	.183
Philosophically Similar 1	.533	-.009	.266	.097	.344	.329	.177	.061	.160	.223	.094	-.050	-.091
Organised Procedures 4	.521	.103	.394	.318	.318	-.054	.175	.116	.116	-.067	-.211	.091	-.038
Competency Expertise 2	.502	.039	.304	.247	-.046	-.095	.502	.228	-.165	-.037	-.075	.212	-.042
Flexibility 6	.471	.185	.024	.180	.072	.014	-.192	.337	.213	-.130	-.317	.215	.319
Relationship Stability 5	.455	-.219	.180	-.020	.363	-.033	-.002	.093	.305	-.107	.210	-.063	-.207
Flexibility 3	-.082	-.785	-.112	-.184	-.199	.053	-.082	-.011	.021	-.009	.031	.080	.043
Flexibility 2	.376	.688	.011	-.062	.013	-.095	.074	-.073	.305	.034	.178	.184	-.047
Respect 5	.231	.585	.167	.131	.206	.222	.243	.283	-.109	.096	-.052	-.185	.051
Flexibility 1	.301	.536	.100	-.116	.178	.045	.057	.289	.138	.134	-.264	.190	.118
Shared Knowledge 6	.258	.373	.049	.352	.321	.118	.036	-.127	.155	.343	-.031	.176	.248
Trust 5	.133	.068	.761	.171	.233	.159	.106	-.079	.162	.124	.062	.140	.064
Competency Expertise 5	.130	.309	.685	.283	.005	-.159	.105	-.069	.076	.093	.107	-.039	.074
Competency Expertise 1	.443	.134	.513	.006	-.024	.192	.133	.420	-.188	.115	.138	-.105	.079
Philosophically Similar 5	.162	-.275	.489	-.270	.165	.068	-.194	.171	-.042	-.261	.170	.199	.059
Competency Expertise 4	.414	.311	.462	.187	.278	.132	.208	.281	-.134	.058	.096	-.124	-.071
Competency Expertise 3	.356	.089	.453	.055	-.055	.271	.297	.339	.041	-.209	.157	-.112	.002
Organised Procedures 6	.246	.159	.107	.743	.061	.236	.177	.042	.032	-.048	.024	.253	.004
Shared Knowledge 3	.147	.118	.360	.584	.106	.136	.046	.289	.142	.028	-.081	-.108	-.133
Organised Procedures 3	.358	-.022	.207	.582	.109	-.134	.188	.093	.121	.036	.055	-.103	.361
Shared Knowledge 2	.298	.064	-.027	.541	.154	.202	-.293	.215	.075	.226	.268	.178	.001
Shared Knowledge 4	.314	.317	.067	.132	.602	.265	.108	-.045	-.073	.078	-.008	-.017	-.011
Trust 2	.362	.354	.308	.079	.573	.236	-.056	-.015	-.004	-.111	.075	.112	-.149
Respect 4	.328	.199	.194	.345	.491	-.322	.113	.228	-.026	.043	.204	-.159	.049
Philosophically Similar 4	.366	.230	.019	-.095	.469	.392	.403	.053	-.049	-.096	-.109	.136	.062
Respect 2	.306	.083	.073	.379	.408	-.110	.157	.185	.362	.327	.101	-.040	.272
Risk 3	.085	.035	.118	.152	.156	.777	-.007	.098	-.045	-.094	.201	-.001	.187
Shared Knowledge 1	.162	.052	.058	-.066	.137	.608	.292	.078	.034	.298	-.296	.074	.066
Intensity 1	.437	-.097	-.029	.217	-.082	.572	.033	.245	.028	.031	-.022	.119	-.093
Organised Procedures 2	.088	.114	.055	.083	.073	.108	.814	.100	.057	.000	.150	-.020	.041
Intensity 3	.074	.337	.248	.128	.413	.080	.571	.097	.190	.046	-.054	.034	-.011
Intensity 2	.112	.016	.007	.159	.027	.171	.129	.800	.129	.054	-.004	.005	-.106
Flexibility 5	.186	.156	.054	.109	.550	.004	.091	.567	.019	.062	-.153	.132	.063
Relationship Stability 8	.248	.097	.076	.125	-.043	-.026	.078	.122	.758	.081	.101	-.017	-.011
Risk 2	.196	.040	.019	.053	-.016	.031	-.101	.151	.117	.798	.136	.246	-.106
Trust 3	-.200	-.305	-.231	.027	-.082	-.026	-.199	.191	.131	-.487	.238	.334	.021
Organised Procedures 5	.229	-.018	.244	.067	.022	.043	.135	-.046	.153	.075	.801	.040	.100
Relationship Stability 7	-.073	.031	.065	.109	.049	.086	.046	.018	-.027	.146	.007	.811	.111
Risk 1	.175	-.018	.056	.017	-.033	.141	.024	-.076	-.020	-.072	.072	.112	.862

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

a. Rotation converged in 95 iterations.

On this basis it was assumed that none of the single item factors in this research could be judged to be concrete and singular.

The model detailed in Table 82 was refined following the traditional steps in exploratory analysis and this (see Table 75) has reduced the model to five factors. Having reduced the initial component matrix to five factors the next section details the further exploratory analysis undertaken to reach the final four factor solution. Table 76 provides the rationale for removing factors from the five factor component matrix. Items were removed on the basis that they were either single item factors, low loaders (i.e. factor loadings are less than 0.5) or that they were clouded (where the item is trying to load onto 2 or more factors).

Table 76. Exploratory Factor Analysis Item Removal

Process Steps	Item Removed	Rationale for Removal
Step 1	Risk 1	Single item factor
Step 2	Relationship Stability 7	Single item factor
Step 3	Organised Procedures 5	Single item factor
Step 4	Relationship Stability 8	Single item factor
Step 5	Risk 2	Single item factor
Step 6	Organised Procedures 4	Low loader
Step 7	Relationship Stability 5	Clouded
Step 8	Philosophically Similar 1	Clouded
Step 9	Flexibility 6	Clouded
Step 10	Shared Knowledge 6	Clouded
Step 11	Trust 3	Single item factor
Step 12	Intensity 2	Single item factor
Step 13	Philosophically Similar 2	clouded
Step 14	Trust 4	Clouded

Process Steps	Item Removed	Rationale for Removal
Step 15	Relationship Stability 6	Clouded
Step 16	Respect 3	Clouded
Step 17	Respect 1	Clouded
Step 18	Respect 2	Clouded
Step 19	Philosophically Similar 4	Clouded
Step 20	Intensity 3	Clouded
Step 21	Organised Procedures 3	Marginal loader and clouded
Step 22	Respect 5	Clouded
Step 23	Trust 2	Clouded
Step 24	Respect 4	Clouded
Step 25	Organised Procedures 2	Clouded
Step 26	Philosophically Similar 5	Clouded
Exploratory analysis concluded at this point and after examining the factors, 3 were recognised. For these 3 factors the analysis switched back to confirmatory mode.		
Step 27	Trust 1	These three items were deleted because they did not fit conceptually with Relationship Stability.
	Flexibility 4	
	Philosophically Similar 3	
Step 28	Trust 5	This item is clouded and clearly does not fit conceptually with Competency and Expertise
Step 29	Shared Knowledge 4	This item is clouded and clearly does not fit

Process Steps	Item Removed	Rationale for Removal
		conceptually with Flexibility
Step 30	Flexibility 5	Clouded
Step 31	Shared Knowledge 2	2 items are the same but the third is very different. An examination of the items concluded that there was no conceptual basis for the factor and therefore it was dropped.
Step 32	Shared Knowledge 3	
Step 35	Organised Procedures 6	

At this point theory enters the decision making process and one can recognise important and expected factors in Table 77. Factor one is really the Relationship Stability factor. As a result Trust 1, Flexibility 4 and Philosophically Similar 3 can all be dropped. None of these items are conceptually related to Relationship Stability. At this point the research switches back to the confirmatory model for the three factors of Relationship Stability, Competency and Expertise and Flexibility (the other two are still in exploratory mode).

Table 77. Rotated Component Matrix One

	Component				
	1	2	3	4	5
Relationship Stability 1	.833	.086	.083	.334	.151
Relationship Stability 3	.779	.243	.207	.046	.259
Relationship Stability 2	.767	.139	.231	.055	.048

Relationship Stability 4	.752	.286	.199	.009	.015
Trust 1	.711	.170	.125	.430	.185
Flexibility 4	.710	.263	-.045	.353	.149
Philosophically Similar 3	.611	.335	.398	.057	.187
Competency and Expertise 1	.276	.735	.143	-.015	.317
Competency and Expertise 5	.111	.700	.180	.281	-.365
Competency and Expertise 3	.267	.688	.030	.061	.278
Competency and Expertise 4	.218	.635	.453	.206	.213
Competency and Expertise 2	.297	.635	.123	.079	.105
Trust 5	.079	.608	.167	.358	.044
Flexibility 3	-.026	-.146	-.770	-.172	.138
Flexibility 1	.201	.161	.686	-.017	.170
Flexibility 2	.427	.022	.616	.057	-.231
Shared Knowledge 4	.236	.126	.569	.213	.340
Flexibility 5	.068	.244	.496	.126	.359
Shared Knowledge 2	.336	-.040	.101	.714	.162
Shared Knowledge 3	.057	.395	.158	.693	.047
Organised Procedures 6	.197	.225	.155	.693	.174
Shared Knowledge 1	.122	.105	.219	-.048	.690
Risk 3	.066	.157	-.021	.325	.669
Intensity 1	.351	.104	-.079	.301	.628

After having completed this rotation we can see in Table 78 the first factor is actually Competence and Expertise, and Trust 5 does not belong with Competency and Expertise so we are able to delete Trust 5.

Table 78. Rotated Component Matrix Two

	Component				
	1	2	3	4	5
Competency and Expertise 5	.734	.073	.203	-.331	.217
Competency and Expertise 1	.718	.271	.134	.345	-.011
Competency and Expertise 3	.682	.236	.048	.314	.033
Trust 5	.645	.019	.168	.073	.302
Competency and Expertise 4	.637	.215	.410	.226	.230
Competency and Expertise 2	.632	.332	.080	.111	.101
Relationship Stability 3	.243	.786	.172	.277	.115
Relationship Stability 1	.112	.785	.086	.174	.366
Relationship Stability 4	.291	.775	.145	-.006	.089
Relationship Stability 2	.160	.758	.231	.080	.075
Flexibility 3	-.160	-.024	-.789	.114	-.154
Flexibility 1	.166	.197	.705	.199	-.037
Flexibility 2	.045	.445	.628	-.203	.056
Shared Knowledge 4	.136	.219	.533	.342	.251
Flexibility 5	.240	.063	.479	.362	.140
Shared Knowledge 1	.102	.112	.217	.710	-.070
Risk 3	.156	.002	-.012	.684	.317
Intensity 1	.098	.338	-.106	.624	.341
Shared Knowledge 2	-.022	.305	.100	.152	.753
Shared Knowledge 3	.419	.032	.131	.037	.705
Organised Procedures 6	.251	.155	.145	.171	.699

The model in Table 79 shows clearly that the third factor is Flexibility. Shared Knowledge 4 does not belong with the other flexibility items and is therefore deleted.

Table 79. Rotated Component Matrix Three

	Component				
	1	2	3	4	5
Relationship Stability 1	.792	.120	.081	.353	.186
Relationship Stability 3	.775	.280	.167	.113	.275
Relationship Stability 2	.769	.163	.227	.060	.089
Relationship Stability 4	.758	.329	.140	.101	-.015
Competency and Expertise 1	.230	.751	.150	.033	.308
Competency and Expertise 3	.188	.726	.063	.083	.276
Competency and Expertise 2	.281	.680	.087	.154	.072
Competency and Expertise 5	.077	.656	.233	.253	-.348
Competency and Expertise 4	.188	.639	.425	.269	.197
Flexibility 3	-.032	-.127	-.796	-.163	.118
Flexibility 1	.191	.178	.703	-.032	.189
Flexibility 2	.466	.018	.625	.044	-.193
Shared Knowledge 4	.223	.130	.534	.247	.343
Flexibility 5	.042	.264	.478	.158	.343
Shared Knowledge 3	.012	.396	.143	.743	.021
Shared Knowledge 2	.319	-.053	.097	.742	.169
Organised Procedures 6	.149	.226	.152	.715	.170
Shared Knowledge 1	.115	.117	.222	-.087	.713
Risk 3	.017	.128	.002	.300	.695
Intensity 1	.324	.135	-.110	.337	.624

Table 80. Rotated Component Matrix Four

	Component				
	1	2	3	4	5
Relationship Stability 1	.792	.118	.356	.072	.185
Relationship Stability 3	.780	.285	.115	.140	.271
Relationship Stability 2	.768	.159	.065	.230	.100
Relationship Stability 4	.766	.345	.094	.100	-.035
Competency and Expertise 1	.233	.746	.035	.134	.322
Competency and Expertise 3	.189	.718	.083	.048	.285
Competency and Expertise 2	.285	.682	.149	.065	.071
Competency and Expertise 4	.198	.663	.268	.371	.194
Competency and Expertise 5	.077	.663	.246	.225	-.343
Shared Knowledge 2	.319	-.049	.749	.088	.168
Shared Knowledge 3	.016	.408	.741	.116	.015
Organised Procedures 6	.150	.230	.719	.137	.172
Flexibility 3	-.030	-.143	-.179	-.806	.077
Flexibility 1	.185	.177	-.010	.729	.243
Flexibility 2	.460	.022	.057	.650	-.158
Flexibility 5	.052	.291	.165	.433	.348
Shared Knowledge 1	.121	.122	-.074	.192	.723
Risk 3	.019	.125	.310	-.024	.696
Intensity 1	.328	.130	.342	-.140	.616

In Table 80 above it is clear that Flexibility 5 is a low loader that is clouded. This item is therefore removed.

Table 81. Rotated Component Matrix Five

	Component				
	1	2	3	4	5
Relationship Stability 1	.789	.113	.357	.091	.182
Relationship Stability 3	.782	.282	.116	.146	.265
Relationship Stability 2	.782	.339	.095	.093	-.063
Relationship Stability 4	.754	.157	.066	.259	.110
Competency and Expertise 1	.238	.749	.036	.114	.325
Competency and Expertise 3	.180	.717	.081	.052	.306
Competency and Expertise 2	.309	.683	.151	.026	.043
Competency and Expertise 4	.195	.672	.270	.351	.204
Competency and Expertise 5	.052	.666	.244	.253	-.311
Shared Knowledge 2	.333	-.048	.751	.064	.145
Shared Knowledge 3	.020	.413	.742	.095	.012
Organised Procedures 6	.140	.235	.720	.139	.187
Flexibility 3	.006	-.163	-.183	-.820	.034
Flexibility 1	.408	.036	.059	.713	-.100
Flexibility 2	.183	.196	-.003	.696	.246
Shared Knowledge 1	.001	.124	.308	-.010	.735
Risk 3	.121	.127	-.072	.174	.735
Intensity 1	.336	.127	.342	-.150	.612

In the model in Table 81 we are able to recognise three factors, Relationship Stability, Competency and Expertise and Flexibility. Hence, we can confirm that they are the hypothesised factors. By reading the items in factor three carefully one can conclude that factor three does not make sense and is

probably spurious. The items in Factor 3 are Shared Knowledge 2, Shared Knowledge 3 and Organised Procedures 6. After carefully reading the items in factor five however, it is clear that factor five is easily recognisable as a new factor to be named, Client Involvement. As a result factor three is removed leaving us with four factors in Table 85. These factors are Relationship Stability, Competency and Expertise, Flexibility and Client Involvement.

Table 82. Factor Extraction

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sum of Squares			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.695	37.966	37.966	5.695	37.966	37.966	3.076	20.504	20.504
2	1.794	11.963	49.929	1.794	11.963	49.929	2.872	19.147	39.651
3	1.437	9.578	59.507	1.437	9.578	59.507	2.132	14.214	53.866
4	1.204	8.026	67.533	1.202	8.026	67.533	2.050	13.688	67.533
5	.803	5.355	72.888						
6	.685	4.567	77.455						
7	.580	3.867	81.322						
8	.514	3.428	84.750						
9	.486	3.243	87.993						
10	.409	2.726	90.719						
11	.380	2.531	93.250						
12	.337	2.244	95.494						
13	.307	2.047	97.541						
14	.204	1.358	98.899						
15	.165	1.101	100.00						

#

Factor Extraction

The first part of the factor extraction process sought to determine the linear components within the data set. Table 82 indicates that there are as many eigenvectors (components) in the R matrix as there are variables, but as we will see from the analysis most of these will be unimportant. To determine the importance of any specific eigenvector we look at the magnitude of the associated eigenvalue.

Kaiser’s criteria (Kaiser, 1974) of retaining factors with eigenvalues of >1 was used to determine which factors to retain and which ones to discard. Table 82

lists all the eigenvalues associated with each linear component (factor) before extraction, after extraction and after rotation. Before extraction 15 linear components are able to be identified in the data set. The eigenvalues associated with each factor represent the variance explained by that linear component. Table 71 displays the eigenvalue in terms of the percentage of variance explained (so factor 1 explains 37.996% of the total variance). In this case the first factor explains a large amount of the variance. The second factor explains 11.963% of the variance. The third factor explains 9.578% of the variance and the fourth factor explains 8.026% of the variance. SPSS extracts all factors with eigenvalues >1. In this case there are two factors. The eigenvalues associated with these factors are again displayed in Table 82 (and the percentage of variance explained) in the column labelled Extraction Sum of Squared loadings. The values in this part of the table are the same as the values before extraction. In the column labelled Rotation Sums of Squared Loadings in Table 82 the eigenvalues of the factors after rotation are displayed. Rotation has the effect of optimising the factor structure and the relative importance of the two factors is equalised. Before rotation factor 1 accounted for considerably more variance than the other three factors (37.966% compared with 11.963%, 9.578%, and 8.026%). After extraction however, factor 1 only accounts for (20.504%, 19.147 %, 14.214% and 13.668% respectively). Details for all factors are in Table 82.

Researchers including (Hair, Anderson, Tatham & Black 1988; Straub, 1989) have developed guidelines for academics performing factor analysis. These guidelines aim to improve the convergent validity (Nunally, 1978) and discriminant validity of the model (Price & Mueller, 1986).

Communalities

The research was able to calculate the variability in scores (variance) for each of the variables. The total variance for a particular variable has two components. Some of the variance will be shared with other variables (common variance) and some will be specific to that variable (unique variance). This is the variance that can be attributed to only one measure. There is also variance which is able to be attributed to one variable, but not reliably so (random variance). The proportion of common variance which is present in a variable is known as the communality. A variable which has no specific variance (or random variance) would have a communality of 1. A variable which shares none of its variance with any other variable would have a communality of 0. The result is that the researcher had two options. The researcher could have assumed that all the variance is common. Secondly they are able to estimate the communality values for each variable. In factor analysis the second method is chosen whereby alpha factoring is used where the squared multiple correlation of each variable is used with all other variables. The communality gives us a measure of the proportion of variance explained by the extracted factors. The communalities for this research are shown in Table 83. As can be seen from the Table 83 principal components analysis assumes that all the variance is initially common. The result is that before extraction all the communalities are equal to 1. After extraction the data is able to show how much of the variance is in fact common.

Table 83. Communalities of Attributes

Original Code	Initial	Extraction
R 3	1.000	.632
SK1	1.000	.549
I 1	1.000	.623
RS1	1.000	.774
RS2	1.000	.679
RS3	1.000	.798
RS4	1.000	.737
CE1	1.000	.739
CE2	1.000	.579
CE3	1.000	.636
CE4	1.000	.716
CE5	1.000	.654
F1	1.000	.610
F2	1.000	.687
F3	1.000	.717

Review of Analysis

The analysis started in the confirmatory mode, but the factors which had been anticipated were not able to be confirmed. As has been detailed the analysis was then switched to exploratory factor analysis. Exploratory factor analysis (EFA) was conducted using the 50 items that had been grouped into ten factors Table 64. This analysis was completed a number of times removing single item factors, items that were unrelated yet tried to load on certain factors and those variables which had a communality value of lower than 0.5. The results of repeating the factor analysis procedure detailed above indicated that not all these components could be proven. In the end, three factors were able to be confirmed and one more factor was found via exploratory analysis. These four factors were made up of the fifteen remaining items in the data set. More data

was likely to have resulted in a more a stable analysis and therefore a better chance of finding the factors that had been hypothesised. Pett, Lackey, and Sullivan (2003) indicate that items with higher loading will influence to a greater extent the name which is chosen to represent a particular factor. Taking into account the work of Pett et al (2003) four factors were able to be identified.

These were;

- *Relationship Stability*
- *Competency and Expertise*
- *Client Involvement*
- *Relationship Flexibility*

Table 84 shows the component matrix before rotation. This matrix contains the loadings of each variable onto each factor. It is important to note that before rotation most of the variables load onto the first factor. This is why the first factor accounts for most of the variance.

Table 84. Component Matrix before Rotation

	Component			
	1	2	3	4
Risk 3	.391	.578	-.199	-.327
Shared Knowledge 1	.420	.422	-.070	-.435
Intensity 1	.509	.589	.092	-.090
Relationship Stability 1	.729	.123	.465	.107
Relationship Stability 2	.694	-.071	.437	.040
Relationship Stability 3	.806	.116	.356	.086
Relationship Stability 4	.709	-.107	.335	.334
Competency & Expertise 1	.736	.114	-.408	.133
Competency & Expertise 2	.639	-.024	-.230	.343

	Component			
	1	2	3	4
Competency & Expertise 3	.662	.151	-.390	.149
Competency & Expertise 4	.768	-.095	-.343	-.019
Competency & Expertise 5	.478	-.422	-.394	.304
Flexibility 1	.548	-.278	-.024	-.482
Flexibility 2	.508	-.526	.259	.448
Flexibility 3	-.422	.559	.160	-.435

Scree Plot

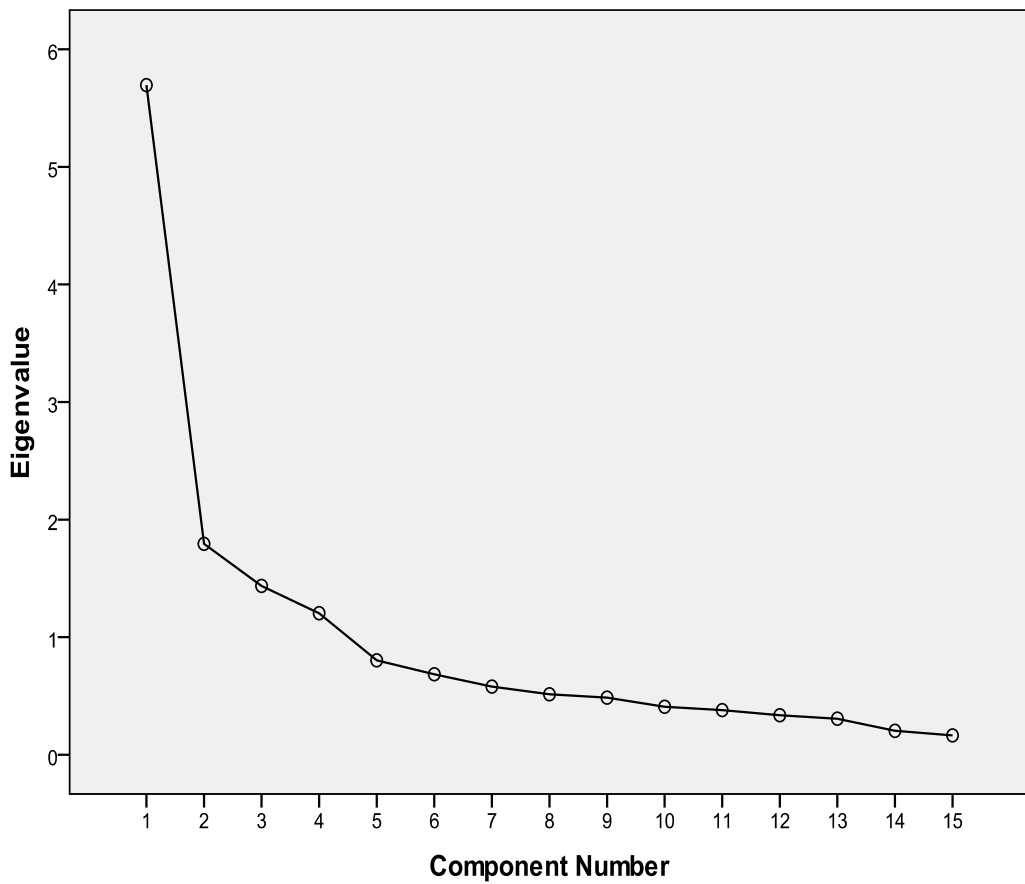


Figure 8. Scree Plot for Part Three Component Factor Analysis

Scree Plot

The Scree Plot is a useful way of deciding how many factors should be retained in a factor analysis. The cut-off point of eigenvalues is the point of

inflexion of the curve (Cattell, 1996b). Cattell (1996b) suggested that the researcher should only retain factors with large eigenvalues. Kaiser (1960) recommended retaining all values greater than one. Joliffe (1972, 1986) suggested that Kaiser’s criteria was too strict and suggests retaining eigenvalues >0.7. Nunnally & Bernstein (1994) indicate that there are fundamental problems with Kaiser’s criteria. They suggest that an eigenvalue of 1 means different things in different analyses. With 100 items it means 1% variance. With 10 variables it clearly means 10% variance. The closer the communalities are to 1 the better the factors are at explaining the original data.

This is useful in determining how many factors to retain. This plot usually drops sharply then levels off to a flat tail as each successive factor (components) eigenvalues explains less and less of the variances. In the Scree Plot Figure 8 the curve evens off after the fourth factor. These four factors account for a large proportion of the total item variance (67.533%) in this study.

Table 85. Rotated Component Matrix

	Component			
	1	2	3	4
Risk 3	.027	.159	.779	.002
Shared Knowledge 1	.103	.059	.708	.182
Intensity 1	.379	.137	.666	-.129
Relationship Stability 1	.828	.152	.233	.106
Relationship Stability 2	.760	.141	.112	.263
Relationship Stability 3	.791	.262	.283	.156
Relationship Stability 4	.776	.352	-.048	.095
Competency & Expertise 1	.203	.753	.342	.117
Competency & Expertise 2	.327	.683	.067	.023
Competency & Expertise 3	.176	.701	.333	.055
Competency & Expertise 4	.221	.683	.262	.364
Competency	.082	.724	-.251	.247

& Expertise 5				
Flexibility 1	.179	.155	.238	.705
Flexibility 2	.405	.053	-.106	.714
Flexibility 3	.179	.155	.238	.705

Table 85 shows the rotated component matrix which is a matrix of the factor loadings for each variable onto each factor. This has the same information as the component matrix, but it is after rotation. The rotation shows that each of the variables load highly onto one of four factors. Those variables loading to Factor One relate to Relationship Stability. Those variables loading to Factor Two relate to Competency and Expertise. Those variables loading to Factor Three relate to what we call Client Involvement. After checking by the researcher it was clear that each of the items which were originally written as Shared Knowledge 1, Intensity 1 and Risk 3 were very similar and could be grouped as a factor known as Client Involvement. Those variables loading to Factor Four relate to Flexibility.

Following the exploratory analysis the four factors in Table 85 were identified. Table: 85 provides detail of the final factor model. There are four clear factors in the model. Table 86 provides detail of the four factors and their relevant data sources.

Table 86. The Four Factors and Their Relevant Data Sources

Factors and Their Relevant Data Sources		
	Original Code	Variable
Relationship Stability	RS1	3
	RS2	9
	RS3	12
	RS4	17
Competency and Expertise	CE 1	25
	CE2	23
	CE3	6
	CE4	37

Factors and Their Relevant Data Sources		
	Original Code	Variable
	CE5	43
Client Involvement	R 3	1
	SK1	2
	I 1	11
Relationship Flexibility	Flex1	24
	Flex2	44
	Flex3	46

These were used to assess the factors contributing to the development of quality advertising campaigns.

Reliability

Before testing the structural model, the measurement model needed to be examined to ensure that there were acceptable levels of reliability and validity in the model. Reliability relates to whether the items posited to measure a construct are sufficiently related to be reliably considered as a set of items (Cronbach, 1951). In this case reliability considers the extent to which the questionnaire reflects the constructs that it is measuring. The Cronbach's alpha is considered to be the most appropriate measure to examine the reliability of the data set. Cronbach (1951) suggests a Cronbach's alpha of 0.7-0.8 is acceptable. Kline (1999) suggested that a Cronbach's alpha of 0.7 was acceptable. Cronbach's alpha is widely used as a measure of internal consistency with constructs evaluated by multiple items (Bearden and Netemeyer, 1999; Kaynak, 2002; Morgan et al, 2004; Smith and Albaum, 2004). Given that multiple items examined in this research, this measure was used to estimate reliability. If the questionnaire is reliable then we would not expect any one item to affect the overall reliability. If you were to take any of the items out the model we would

expect the reliability still to be good. That is they would all be >0.8 . The values in the columns of the inter-item correlation matrix show the correlations between each variable and the total score for the questionnaire Table 87. If the scale is reliable all items will correlate with the total. In the table we look for items that don't correlate with the overall score from the scale. In Table 88 the values in the column labelled Cronbach's Alpha if Item is deleted are the values of the overall α if that item was not included in the calculation. They show what would happen to the Cronbach's alpha if the item was deleted. The Cronbach's alpha for individual items is between .805 and .874. The deletion of any item will increase the Cronbach's alpha and as a consequence the reliability. None of the items in Table 88 however, would substantially affect reliability if they were deleted.

Table 87. Inter-Item Correlation Matrix

	Risk 3	SK 1	I 1	RS 1	RS 2
Risk 3	1.000	.415	.420	.299	.153
Shared Knowledge 1	.415	1.000	.343	.259	.213
Intensity 1	.420	.343	1.000	.436	.308
Relationship Stability 1	.299	.259	.436	1.000	.624
Relationship Stability 2	.153	.213	.308	.624	1.000
Relationship Stability 3	.277	.304	.430	.731	.658
Relationship Stability 4	.090	.168	.223	.650	.531
Competency & Expertise 1	.349	.275	.377	.332	.297
Competency & Expertise 2	.075	.227	.318	.334	.346
Competency & Expertise 3	.318	.250	.346	.347	.346
Competency & Expertise 4	.288	.252	.319	.359	.387
Competency & Expertise 5	.060	.013	-.063	.254	.242
Flexibility 1	.116	.237	.191	.296	.357
Flexibility 2	-.043	.081	.089	.354	.437
Flexibility 3	-.065	-.120	.068	-.151	-.220
	RS 3	RS 4	C & E 1	C & E 2	C & E 3
Risk 3	.277	.090	.349	.075	.318
Shared Knowledge 1	.304	.168	.275	.227	.250
Intensity 1	.430	.223	.377	.318	.346
Relationship Stability 1	.731	.650	.332	.334	.347
Relationship Stability 2	.658	.531	.297	.346	.346
Relationship Stability 3	1.000	.695	.511	.392	.433
Relationship Stability 4	.695	1.000	.471	.455	.292
Competency & Expertise 1	.511	.471	1.000	.507	.627
Competency & Expertise 2	.392	.455	.507	1.000	.451

	Risk 3	SK 1	I 1	RS 1	RS 2
Competency & Expertise 3	.433	.292	.627	.451	1.000
Competency & Expertise 4	.519	.409	.656	.522	.556
Competency & Expertise 5	.168	.330	.401	.408	.372
Flexibility 1	.313	.246	.341	.300	.253
Flexibility 2	.354	.360	.173	.206	.176
Flexibility 3	-.249	-.204	-.257	-.128	-.176
	C & E 4	C & E 5	Flex 1	Flex 2	Flex 3
Risk 3	.288	.060	.116	-.043	-.065
Shared Knowledge 1	.252	.013	.237	.081	-.120
Intensity 1	.319	-.063	.191	.089	.068
Relationship Stability 1	.359	.254	.296	.354	-.151
Relationship Stability 2	.387	.242	.357	.437	-.220
Relationship Stability 3	.519	.168	.313	.354	-.249
Relationship Stability 4	.409	.330	.246	.360	-.204
Competency & Expertise 1	.656	.401	.341	.173	-.257
Competency & Expertise 2	.522	.408	.300	.206	-.128
Competency & Expertise 3	.556	.372	.253	.176	-.176
Competency & Expertise 4	1.000	.447	.441	.356	-.391
Competency & Expertise 5	.447	1.000	.169	.268	-.357
Flexibility 1	.441	.169	1.000	.453	-.428
Flexibility 2	.356	.268	.453	1.000	-.472
Flexibility 3	-.391	-.357	-.428	-.472	1.000

Table 88. Item Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Risk 3	72.0660	122.813	.349
Shared Knowledge 1	71.5104	124.234	.371
Intensity 1	71.2635	120.945	.498
Relationship Stability 1	71.6833	111.629	.682
Relationship Stability 2	71.8932	114.870	.612
Relationship Stability 3	71.9045	113.340	.742
Relationship Stability 4	71.7450	114.399	.616
Competency & Expertise 1	72.2080	114.490	.650
Competency & Expertise 2	71.5913	121.907	.565
Competency & Expertise 3	71.8870	117.226	.589
Competency & Expertise 4	72.1852	119.394	.660
Competency & Expertise 5	72.1852	125.852	.331
Flexibility 1	72.1216	124.364	.407
Flexibility 2	72.1227	125.032	.342
Flexibility 3	73.8796	148.932	-.357
	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	
Risk 3	.381	.830	
Shared Knowledge 1	.262	.828	

Intensity 1	.451	.820
Relationship Stability 1	.680	.807
Relationship Stability 2	.538	.812
Relationship Stability 3	.746	.805
Relationship Stability 4	.638	.812
Competency & Expertise 1	.644	.810
Competency & Expertise 2	.466	.818
Competency & Expertise 3	.494	.814
Competency & Expertise 4	.608	.813
Competency & Expertise 5	.472	.830
Flexibility 1	.393	.826
Flexibility 2	.428	.830
Flexibility 3	.409	.874

Table 89. Client Involvement Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	No of Items
.696	.696	3

If the Client Involvement sub scale is considered, the items in the Corrected Item-Total Correlation are all above .3 which is good. Given that the column Cronbach's Alpha if Item is deleted are the values of the overall alpha if that item is not included in the calculation, when we consider the Client Involvement subscale (Risk 3, Shared Knowledge 1 and Intensity 1), the overall alpha in Table 89 is .696

Table 90. Relationship Stability Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	No of Items
.879	.880	4

If the Relationship Stability sub scale is considered, the items in the Corrected Item-Total Correlation are all above .3 which is good. Given that the column Cronbach's Alpha if Item is deleted are the values of the overall alpha if

that item is not included in the calculation, when we consider the Relationship subscale (RS 1- RS4), the overall alpha in Table 90 is .879

Table 91. Competency and Expertise Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	No of Items
.827	.830	5

If the Competency and Expertise sub scale is considered, the items in the Corrected Item-Total Correlation are all above .3 which is good. Given that the column Cronbach's Alpha if item is deleted are the values of the overall alpha if that item is not included in the calculation, when we consider the Competency and Expertise subscale (CE1-CE5), the overall lalpha in Table 91 is .827

Table 92. Agency Flexibility Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	No of Items
.726	.727	3

If the Agency Flexibility sub scale is considered, the items in the Corrected Item-Total Correlation are all above .3 which is good. Given that the column Cronbach's Alpha if Item is deleted are the values of the overall alpha if that item is not included in the calculation, when we consider the Agency Flexibility subscale (AF1-AF3), the overall alpha in Table 92 is .726

Each of these Cronbach's alpha indicate good levels of reliability.

Validity

Compared with reliability validity is a measure of the extent to which a test measures what it sets out to measure. Compared with content and criteria validity the most suitable validity to consider for this study is construct validity.

Researchers such as (Campbell and Fiske, 1959; and Droge, 1996) suggest that convergent validity and discriminant validity are essential aspects of construct validity. Marchevsky (2000) suggests that convergent validity, discriminant validity and factorial validity are essential when measuring construct validity. Each of these different types of validity is measured in this study. The study has convergent and discriminant validity. The use of principal components factor analysis established factorial validity, whereby the clustering of correlations of questionnaire responses was established. As can be seen in Table 88 the Cronbach's alpha for all items are satisfactory (0.805-.874).

Factorial Validity

Factorial Validity is usually measured using exploratory factor analysis. If the model is deemed to have acceptable factorial validity it means that each measurement item correlates strongly with the construct (factor) it is related to, whilst correlating weakly or not significantly with all other constructs. An item is seen to load highly if the loading coefficient is above 0.6 and not to load highly if it is below 0.4 (Hair et al, 1998). Each of these factor loadings explains the importance of the item to a particular factor.

Regression Analysis: Predicting Campaign Originality

Table 93. Descriptive Statistics Originality

	Mean	Std. Deviation	N
			162
Relationship Stability	.000	1.000	162
Competency and Expertise	.000	1.000	162
Client Involvement	.000	1.000	162
Agency Flexibility	.000	1.000	162
Age	3.83	1.667	162
Degree	4.55	.796	162
Agency Alignment	.6358	.48270	162
On Agency Side	.1667	.37383	162
Female	.5000	.50155	162
Years	8.7525	6.49431	162

Table 93 details the mean and standard deviation for each variable in our data set. As can be seen the mean varies between 3.83 and 8.75. The table also shows the one-tailed significance of the correlation is significant at $p < .001$. The table also provides the number of cases contributing to each correlation, in this research 162. To make sure that there was no multicollinearity the correlations were checked to ensure that there were not a substantial number of correlations between predictors that were $> .9$. There were no correlations between predictors $> .9$ in this regression analysis.

Table 94 the Originality Correlations show the values of the Pearson's correlation coefficient between every pair of variables. The table also shows the one-tailed significance of the correlation is significant at $p < .001$. The table also provides the number of cases contributing to each correlation, in this research 162. To make sure that there was no multicollinearity the correlations were checked to make sure that there were not a substantial number of correlations

>.9 between predictors. There were no correlations between predictors >.9 in this regression analysis.

Table 94. Originality Correlations

	Originality	Relationship Stability	Competency and Expertise	Client Involvement	Agency Flexibility
Pearson Correlation Originality	1.000	.237 .001	.138 .040	.172 .014	-.036 .323
Relationship Stability	.237 .001	1.000	.000 .500	.000 .500	.000 .500
Competency & Expertise	.138 .040	.000 .500	1.000	.000 .500	.000 .500
Client Involvement	.172 .014	.000 .500	.000 .500	1.000	.000 .500
Agency Flexibility	-.036 .323	.000 .500	.000 .500	.000 .500	1.000
Age	.121 .062	.039 .311	.004 .480	-.093 .001	-.022 .191
Degree	.067 .197	.047 .276	.095 .114	.094 .420	-.069 .191
Agency Alignment	-.042 .299	-.131 .049	-.200 .005	-.123 .118	.021 .397
On Agency Side	.077 .165	.008 .460	.017 .416	.101 .118	-.194 .007
Female	-.163 .019	-.155 .024	.197 .006	-.123 .060	-.181 .011
Years	.077 .165	.140 .038	.053 .250	.101 .101	-.008 .460
N Originality	162	162	162	162	162
Relationship Stability	162	162	162	162	162
Competency & Expertise	162	162	162	162	162
Client Involvement	162	162	162	162	162
Agency Flexibility	162	162	162	162	162
Age	162	162	162	162	162
Degree	162	162	162	162	162
Agency Alignment	162	162	162	162	162
On Agency Side	162	162	162	162	162
Female	162	162	162	162	162
Years	162	162	162	162	162

Correlation	Age	Degree	Agency Alignment	On Agency Side	Female
Originality	.121	.067	-.042	.077	-.163
	.062	.197	.299	.165	.019
Relationship Stability	.039	.047	-.131	.008	-.155
	.311	.276	.049	.460	.024
Competency & Expertise	.004	.095	-.200	.017	.197
	.480	.114	.005	.416	.006
Client Involvement	.239	.016	-.093	.094	-.123
	.001	.420	.118	.118	.060
Agency Flexibility	-.022	-.069	.021	-.194	-.181
	.392	.191	.397	.007	.011
Age	1.000	-.181	-.148	.027	-.305
		.011	.030	.369	.000
Degree	-.181	1.000	.217	-.226	.086
	.011		.003	.002	.140
Agency Alignment	-.148	.217	1.000	-.075	-.038
	.030	.003		.173	.313
On Agency Side	.027	-.226	-.075	1.000	-.050
	.369	.002	.173		.265
Female	-.305	.086	-.038	-.050	1.000
	.000	.140	.313	.265	
Years	.479	-.256	-.213	.095	-.167
	.000	.001	.003	.114	.017
N Originality	162	162	162	162	162
Relationship Stability	162	162	162	162	162
Competency & Expertise	162	162	162	162	162
Client Involvement	162	162	162	162	162
Agency Flexibility	162	162	162	162	162
Age	162	162	162	162	162
Degree	162	162	162	162	162
Agency Alignment	162	162	162	162	162
On Agency Side	162	162	162	162	162
Female	162	162	162	162	162
Years	162	162	162	162	162
Correlation	Years				
Originality	.077				
	.165				
Relationship Stability	.140				
	.038				
Competency & Expertise	.053				
	.250				

Client Involvement	.101 .101	
Agency Flexibility	-.008 .460	
Age	.479 .000	
Degree	-.256 .001	
Agency Alignment	-.213 .003	
On Agency Side	.095 .114	
Female	-.167 .017	
Years	1.000	
N Originality	162	
Relationship Stability	162	
Competency & Expertise	162	
Client Involvement	162	
Agency Flexibility	162	
Age	162	
Degree	162	
Agency Alignment	162	
On Agency Side	162	
Female	162	
Years	162	

Table 95. Predicting Originality Model Summary

Model Summary					Change Statistics					Durbin-Watson
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
1	.368	.135	.078	.96014681	.135	2.364	10	151	.013	
2	.409	.167	.106	.94543072	.032	5.737	1	150	.018	
3	.436	.190	.125	.93565858	.023	4.150	1	149	.043	

Table 95 the model summary provides the R and R² for the models that have been derived. *Model 1* has an R value of .368, *Model 2* has an R value of .409 and *Model 3* has an R value of .436. These values represent the correlations between the different predictors and the whether an advertising campaign was original. The R² values indicate how much the predictors are able to predict whether a campaign is original. The R² column provides details of how much variability in outcome is accounted for by the predictors. In the first model the value is .135 which means that the first set of predictors account for 13.5% of the variation of whether an advertising campaign is seen to be original. When the predictor AF2 is included in *Model 2* the R² value increases to .167 or 16.7% of the variance of whether an advertising campaign is original. This means that AF2 accounts for the additional 3.2%. When the interaction between relationship stability and competency and expertise is included in *Model 3* the R² increases to .190 or 19.0% of the variance of whether an advertising campaign is seen as being original. It is good if the adjusted R² is close to the R² value. In this case in *Model 1* the difference between .135 and .078 is .057. This means that if the model was derived from the population rather than a sample it would account for 5.7% less variance in the outcome. In the case of *Model 2* the difference between .167 and .106 is 601. This means that if the model was derived from the

population rather than the sample it would account for 6% less variance in the outcome. In the case of *Model 3* the difference between .190 and .125 is .065. This means that if the model was derived from the population rather than the sample it would account for 6.5% less of the variance in the outcome.

Table 96. Predicting Originality ANOVA

ANOVA						
	Model	Sum of Squares	dif	Mean Square	F	Sig
1	Regression	21.796	10	2.180	2.364	.013
	Residual	139.204	151	.922		
	Total	161.000	161			
2	Regression	26.924	11	2.448	2.738	.003
	Residual	134.076	150	.894		
	Total	161.00	161			
3	Regression	30.557	12	2.546	2.909	.001
	Residual	130.443	149	.875		
	Total	161.00	161			

Table 96 uses ANOVA to test whether the model is significantly better at predicting the outcome than using the mean as a prediction. The F-ratio represents the ratio of improvement in prediction that results from fitting the model, relative to any inaccuracy which may still be evident in the model. Table 84 can be split into three sections, one for each model. The sum of the squares for the models details the improvement in prediction which results from fitting a regression line to the data rather than using the mean as an estimate of the outcome. In Table 95 in Model 1 the R² changes from 0 -.135 (Table 95) and this change in the amount of variance gives rise to an F-ratio of 2.364 (Table 96) significant with a probability of P<.013. The addition of the AF2 predictor in Model 2 causes R² to increase by .032 (Table 95) and the F-ratio increases to 2.738 (Table 96) significant with a probability of P<.003. The addition of the interaction of relationship stability and competency and expertise in Model 3

causes R^2 to increase by .023 (Table 95) and the F-ratio to increase to 2.909 (Table 96) significant with a probability of $<.001$. The table also provides the degrees of freedom for each predictor. In this case the improvement due to the model is equal to the number of predictors which is 10 in the first model, 11 in the second model and 12 in the third model. The Sum of Squares (SS) is the number of observations 161 minus the coefficients in the regression model. Model 1 has 151 degrees of freedom, Model two has 150 degrees of freedom and Model 3 has 149 degrees of freedom. The Mean Square (MS) is calculated by dividing the SS by the degrees of freedom. The F-ratio is calculated by dividing the average improvement in the prediction of the model (MS_m) by the average difference between the model and the observed data (MS_r). If the improvement due to fitting the regression is greater than the inaccuracy within the model then the F value will be >1 . For the initial regression model the F-ratio is 2.364. This is unlikely to have happened by chance ($P<.013$). For the second model the value of the F-ratio is 2.738 which is also significant at ($p<.003$) and for the third model the value of the F-ratio is 2.909 which is also significant at ($p<.001$). This means that the first model was able to predict whether a campaign was original and each subsequent model was able to improve subsequent models.

Table 97. Predicting Originality Coefficients

	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Model 1							
1 (Constant)	-.394	.578		-.683	.496	-1.536	.747
Relationship Stability	.214	.078	.214	2.729	.007	.059	.369
Competency & Expertise	.164	.080	.164	2.051	.042	.006	.322
Client Involvement	.139	.079	.139	1.754	.081	-.018	.295
Agency Flexibility	-.045	.080	-.045	-.567	.572	-.203	.112
Age	.032	.055	.053	.580	.563	-.077	.141
Degree	.080	.105	.064	.762	.447	-.128	.288
Agency Alignment	.050	.170	.024	.294	.769	-.285	.385
On Agency Side	.160	.215	.060	.741	.460	-.266	.585
Female	-.279	.169	-.140	-1.654	.100	-.613	.054
Years	-.001	.014	-.009	-.102	.919	-.029	.026
Model 2							
2 (Constant)	-.500	.570		-.877	.382	-1.627	.627
Relationship Stability	.232	.078	.232	2.987	.003	.079	.385
Competency & Expertise	.191	.079	.191	2.401	.018	.034	.348
Client Involvement	.194	.081	.194	2.394	.018	.034	.192
Agency Flexibility	-.011	.080	-.011	-.139	.890	-.169	-.011
Age	.013	.055	.021	.228	.820	-.096	.121
Degree	.093	.104	.074	.892	.374	-.113	.298
Agency Alignment	-.014	.169	-.007	-.083	.934	-.348	.320
On Agency Side	.193	.213	.072	.906	.367	-.228	.613
Female	-.358	.170	-.180	-2.113	.036	-.693	-.023
Years	.003	.014	.017	.194	.847	-.024	-.024
AF2	.164	.069	.204	2.395	.018	.029	.029
Model 3							
3 (Constant)	-.572	.566		-1.001		-1.690	.546
Relationship Stability	.296	.083	.296	3.565	.314	.132	.460
Competency	.185	.079	.185	2.348	.000	.029	.340

& Expertise							
Client Involvement	.193	.080	.193	2.403	.020	.034	.352
Agency Flexibility	-.031	.080	-.031	-.394	.017	-.189	.126
Age	.018	.055	.030	.334	.739	-.090	.126
Degree	.101	.103	.081	.984	.327	-.102	.305
Agency Alignment	.041	.170	.020	.243	.808	-.294	.376
On Agency Side	.225	.211	.084	1.066	.288	-.192	.642
Female	-.352	.168	-.177	-2.099	.038	-.684	-.021
Years	.000	.014	-.003	-.033	.974	-.027	.027
AF2	.159	.068	.197	2.339	.021	.126	.293
RS x CE	.162	.079	.167	2.037	.043	.005	.319
	Correlations			Collinearity Statistics			
	Zero-Order	Partial	Part	Tolerance	VIF		
Model 1							
1 (Constant)							
Relationship Stability	.237	.217	.206	.930	1.076		
Competency & Expertise	.138	.165	.155	.897	1.115		
Client Involvement	.172	.192	.178	.918	1.089		
Agency Flexibility	-.036	-.011	-.010	.902	1.109		
Age	.121	.047	.044	.673	1.486		
Degree	.067	.062	.058	.813	1.407		
Agency Alignment	-.042	-.042	.024	.854	1.172		
On Agency Side	.077	.077	.060	.883	1.133		
Female	-.163	-.163	-.133	.798	1.253		
Years	.077	.077	.077	.711	1.407		
Model 2							
2 (Constant)							
Relationship Stability	.237	.237	.223	.921	1.086		
Competency & Expertise	.138	.192	.179	.879	1.138		
Client Involvement	.172	.192	.178	.843	1.187		
Agency Flexibility	-.036	-.011	-.010	.873	1.146		
Age	.121	.019	.017	.658	1.519		
Degree	.067	.073	.066	.810	1.233		

Agency Alignment	-.042	-.007	-.006	.832	1.202
On Agency Side	.077	.074	.067	.879	1.138
Female	-.163	-.170	-.157	.768	1.302
Years	.077	.016	.014	.700	1.429
AF2	.040	.192	.014	.700	1.429
Model 3					
3 (Constant)					
Relationship Stability	.237	.280	.263	.789	1.267
Competency & Expertise	.138	.189	.173	.877	1.140
Client Involvement	.172	.193	.177	.843	1.187
Agency Flexibility	-.036	-.032	-.029	.859	1.164
Age	.121	.027	.025	.657	1.523
Degree	.067	.080	.073	.810	1.235
Agency Alignment	-.042	.020	.018	.811	1.233
On Agency Side	.077	.087	.079	.874	1.144
Female	-.163	-.169	-.155	.768	1.302
Years	.077	-.003	-.002	.691	1.447
AF2	.040	.188	.172	.766	1.305
RS x CE	.052	.165	.150	.809	1.237

In Table 97 the B value explains the relationship between whether an advertising campaign is original and the predictors of whether an advertising campaign is original. A positive value means that there is a positive relationship between the predictor and the outcome. A negative value means there is a negative relationship between the predictor and the outcome. In this case relationship stability, competency and expertise, client involvement, years, age, degree, agency alignment, and having worked on the agency side, all exhibited positive relationships. This can be compared with negative relationships in terms of whether an advertising campaign was original which existed for agency flexibility and whether the respondents were female. Only client involvement

however, had a significant positive relationship (.193; $p < .020$). In the model the smaller the value of the significance (*sig*) and the larger the value of (*t*) the greater the value of the predictor. In this case client involvement at a *t* value of, 2.403 ($p < .020$) is the only significant single predictor of an original campaign. The standardised Beta values indicate the number of standard deviations the outcome will change as a result of one standard deviation change in the predictor. As a result they provide a better indication of the importance of the predictor in the model.

The model also measures for multicollinearity. This is measured to ensure that the relationship between variables is not linear. Researchers suggest that there cause for concern if the VIF statistics are >10 (Bowerman & O'Connell; Myers, 1990), and if the average VIF substantially greater than >1 the regression may be biased (Bowerman & O'Connell, 1990). Other researchers suggest that if the Tolerance is <0.1 there is a serious problem and <0.2 indicates there might be a problem. In this regression analysis there are no tolerance or VIF statistics which are of concern.

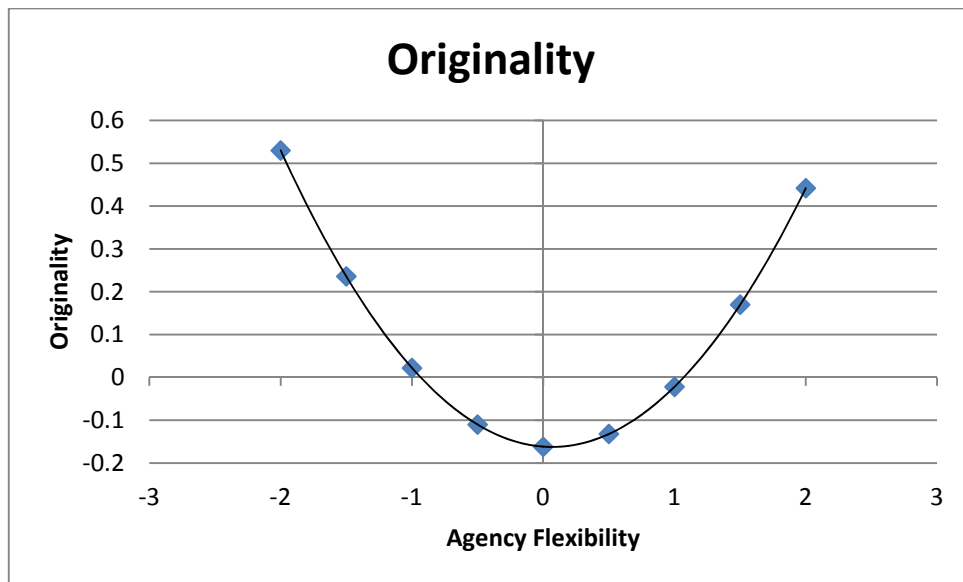


Figure 9. Predicting Originality Based on Agency Flexibility

Figure: 9 show the impact of agency flexibility on the originality of advertising campaigns developed. The data graphed indicates that the most original campaigns are the result of times when the agency is either totally flexible or totally inflexible. From this we might suggest that if the agency is totally inflexible they have developed a very original campaign and are very sure that it is the right sort of campaign. In situations where they are very flexible they may have developed an original campaign but are not as sure of the appropriateness of the campaign and are therefore prepared to be very flexible and make changes to make sure the original campaign has the best chance of success.

Regression Analysis: Predicting whether a Campaign is on Strategy

Table 98. Descriptive Statistics

	Mean	Std. Deviation	N
Strategy	.000	1.000	162
Relationship Stability	.000	1.000	162
Competency and Expertise	.000	1.000	162
Client Involvement	.000	1.000	162
Agency Flexibility	.000	1.000	162
Age	3.83	1.667	162
Degree	4.55	.796	162
Agency Alignment	.6358	.48270	162
On Agency Side	.1667	.37383	162
Female	.5000	.50155	162
Years	8.7525	6.49431	162

Table 98 details the mean and standard deviation for each variable in our data set. As can be seen the mean varies from 3.83 to 8.75.

Table 99 the On Strategy Correlations show the values of the Pearson's correlation coefficient between every pair of variables. The table also shows the one-tailed significance of the correlation is significant at $p < .001$. The table also provides the number of cases contributing to each correlation, in this research 162. To make sure that there was no multicollinearity the correlations were checked to make sure that there were not a substantial number of correlations $> .9$ between predictors. There were no correlations between predictors $> .9$ in this regression analysis.

Table 99. On Strategy Correlations

	Strategy	Relationship Stability	Competency and Expertise	Client Involvement	Agency Flexibility
Pearson Correlation Strategy	1.000	.335 .000	.230 .002	.288 .000	.077 .165
Relationship Stability	.335 .000	1.000	.000 .500	.000 .500	.000 .500
Competency & Expertise	.230 .002	.000 .500	1.000	.000 .500	.000 .500
Client Involvement	.288 .000	.000 .500	.000 .500	1.000	.000 .500
Agency Flexibility	.077 .165	.000 .500	.004 .500	.000 .500	1.000
Age	.118 .067	.039 .311	.004 .480	.239 .001	-.022 .392
Degree	.101 .100	.047 .276	.095 .114	.016 .420	-.069 .191
Agency Alignment	-.058 .233	-.131 .049	-.200 .005	-.093 .118	.021 .397
On Agency Side	-.030 .353	.008 .460	.017 .416	.094 .118	-.194 .007
Female	.022 .391	-.155 .024	.197 .006	-.123 .060	-.181 .011
Years	.074 .175	.140 .038	.053 .250	.101 .101	-.008 .460
N Strategy	162	162	162	162	162
Relationship Stability	162	162	162	162	162
Competency & Expertise	162	162	162	162	162
Client Involvement	162	162	162	162	162
Agency Flexibility	162	162	162	162	162
Age	162	162	162	162	162
Degree	162	162	162	162	162
Agency Alignment	162	162	162	162	162
On Agency Side	162	162	162	162	162
Female	162	162	162	162	162
Years	162	162	162	162	162
	Age	Degree	Agency Alignment	On Agency Side	Female
Correlation Strategy	.118 .067	.101 .100	-.058 .233	-.030 .460	.022 .024
Relationship Stability	.039 .311	.047 .276	-.131 .049	.008 .416	-.155 .006
Competency & Expertise	.004 .480	.095 .114	-.200 .005	.017 .416	.197 .006
Client Involvement	.239 .001	.016 .420	-.093 .118	.094 .118	-.123 .060

Agency Flexibility	-.022 .392	-.069 .191	.021 .397	-.194 .007	-.181 .011
Age	1.000	-.181 .011	-.148 .020	.027 .369	-.305 .000
Degree	-.181 .011	1.000	.217 .003	-.226 .002	.086 .140
Agency Alignment	-.148 .030	.217 .003	1.000	-.075 .173	-.038 .313
On Agency Side	.027 .369	-.226 .002	-.075 .173	1.000	-.050 .265
Female	-.305 .000	.086 .140	-.038 .313	-.050 .265	1.000
Years	.479 .000	-.256 .001	-.213 .003	.095 .114	-.167 .017
N Strategy	162	162	162	162	162
Relationship Stability	162	162	162	162	162
Competency & Expertise	162	162	162	162	162
Client Involvement	162	162	162	162	162
Agency Flexibility	162	162	162	162	162
Age	162	162	162	162	162
Degree	162	162	162	162	162
Agency Alignment	162	162	162	162	162
On Agency Side	162	162	162	162	162
Female	162	162	162	162	162
Years	162	162	162	162	162
	Years				
N Strategy	.074 .175				
Relationship Stability	.140 .038				
Competency & Expertise	.053 .250				
Client Involvement	.101 .101				
Agency Flexibility	-.008 .460				
Age	.479 .000				
Degree	-.256 .001				
Agency Alignment	-.213 .003				
On Agency Side	.095 .114				
Female	-.167 .017				

Years	1.000
N Strategy	162
Relationship Stability	162
Competency & Expertise	162
Client Involvement	162
Agency Flexibility	162
Age	162
Degree	162
Agency Alignment	162
On Agency Side	162
Female	162
Years	162

Table 100. Predicting On Strategy Model Summary

Model	Model Summary				Change Statistics					Durbin-Watson
	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.524	.274	.226	.87970920	.274	5.704	10	151		1.828
2	.547	.299	.248	.86728054	.025	5.359	1	150		

Table 100 the model summary provides the R and R² for the models that have been derived. *Model 1* has an R value of .524 and *Model 2* has an R value of .547. These values represent the correlations between the different predictors and the whether an advertising campaign is on strategy. The R² values indicate how much the predictors are able to predict whether a campaign is on strategy. The R² column provides details of how much the variability in outcome is accounted for by the predictors. In the first model the value is .274 which means that the first set of predictors account for 27.4% of the variation of whether a campaign is on strategy. In Model 2 when the interaction between relationship stability and client involvement is included this value increases to 29.9% of the variance of whether an advertising campaign is on strategy. This means that the interaction of relationship stability and client involvement accounts for the additional 2.5%. The R² provides some idea of how well the model generalises.

Ideally it is good if the value of the adjusted R^2 is the same or close to the R^2 value. In *Model 1* the difference between .274 and .226 is .048. This means that if the model was derived from the population rather than a sample it would account for approximately 4.8 % less variance in the outcome. In the case of *Model 2* the difference between .299 and .248 is .051. This means that if the model was derived from the population it would account for 5.1% less variance in outcome.

Table 101. Predicting On Strategy ANOVA

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig
1	Regression	44.243	10	4.414	5.704	.000
	Residual	116.857	151	.774		
	Total	161.000	161			
2	Regression	48.174	11	4.379	5.822	.000
	Residual	112.826	150	.752		
	Total	161.000	161			

Table 101 Predicting On Strategy uses an ANOVA to test whether the model is significantly better at predicting the outcome than using the mean as a prediction. The F-ratio represents the ratio of improvement in prediction that results from fitting the model, relative to any inaccuracy which may still be evident in the model. Table 101 can be split into two sections, one for each model. The sum of the squares for the models details the improvement in prediction which results from fitting a regression line to the data rather than using the mean as an estimate of the outcome. In the case of *Model 1* the R^2 changes from 0 to .274 (Table 100) and this change in the amount of variance gives rise to an F ratio of 5.704 (Table 101) significant with a probability of

$P < .001$. The addition of new predictors in Model 2 causes R^2 to increase by .025 (Table 100) and the F-ratio to increase to 5.822 (Table 101) with a probability of $P < .001$. The table also provides the degrees of freedom for each term. In the case of the improvement due to the model, this is equal to the number of predictors which is 10 in the first model and 11 in the second. The Sum of Squares (SS) is the number of observations 161 minus the number of coefficients in the regression model. Model 1 has 151 degrees of freedom whereas Model 2 has 150 degrees of freedom. The Mean Square (MS) is calculated by dividing the SS by the degrees of freedom. The F-ratio is calculated by dividing the average improvement in prediction of the model (MS_m) by the average difference between the model and the observed data (MS_r). If the improvement due to fitting the regression is greater than the inaccuracy within the model then the value of F will be > 1 . For the initial regression model the F-ratio is 5.704. This is unlikely to have happened by chance ($p < .001$). For the second model the value of the F-ratio is higher 5.822 which is also significant ($p < .001$) meaning that the model is improved. This means that the first model was able to predict whether a campaign was on strategy. This model was improved further by the second model.

Table 102. Predicting On Strategy Coefficients

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Model 1							
1 (Constant)	-.677	.529		-1.279	.203	-1.722	.369
Relationship Stability	.356	.072	.356	4.946	.000	.214	.498
Competency & Expertise	.215	.073	.215	2.943	.004	.071	.360
Client Involvement	.287	.072	.287	3.972	.000	.144	.430
Agency Flexibility	.097	.073	.097	1.327	.187	-.047	.241
Age	.058	.051	.097	1.152	.251	-.042	.159
Degree	.065	.097	.052	.675	.501	-.126	.256
Agency Alignment	.122	.155	.059	.787	.433	-.185	.430
On Agency Side	-.064	.197	-.024	-.326	.745	-.454	.326
Female	.222	.155	.111	1.432	.154	-.084	.527
Years	-.002	.013	-.016	-.190	.850	-.027	.023
Model 2							
2 (Constant)	-.656	.522		-1.258	.210	-1.687	.375
Relationship Stability	.305	.074	.305	4.101	.000	.158	.451
Competency & Expertise	.219	.072	.219	3.031	.003	.076	.361
Client Involvement	.294	.071	.294	4.122	.000	.153	.435
Agency Flexibility	.149	.075	.149	1.978	.050	.000	.298
Age	.056	.050	.093	1.114	.267	-.043	.155
Degree	.062	.095	.049	.648	.518	-.126	.250
Agency Alignment	.129	.153	.062	.841	.402	-.174	.432
On Agency Side	-.039	.195	-.015	-.200	.842	-.424	.346
Female	.198	.153	.099	1.292	.198	-.105	.500
Years	-.001	.012	-.009	-.107	.915	-.026	.023
RS x CI	-.126	.054	-.175	-2.315	.022	-.234	-.018
	Correlations			Collinearity Statistics			
	Zero Order	Partial	Part	Tolerance	VIF		
Model 1							

1 (Constant)					
Relationship Stability	.335	.373	.343	.930	1.076
Competency & Expertise	.230	.233	.204	.897	1.115
Client Involvement	.288	.308	.275	.918	1.089
Agency Flexibility	.077	.107	.092	.902	1.109
Age	.118	.093	.080	.673	1.486
Degree	.101	.055	.047	.813	1.230
Agency Alignment	-.058	.064	.055	.854	1.172
On Agency Side	-.030	-.027	-.023	.883	1.133
Female	.022	.116	.099	.798	1.253
Years	.074	-.015	-.013	.711	1.407
Model 2					
2 (Constant)					
Relationship Stability	.335	.318	.280	.847	1.180
Competency & Expertise	.230	.240	.207	.896	1.116
Client Involvement	.288	.319	.282	.917	1.091
Agency Flexibility	.077	.159	.135	.821	1.219
Age	.118	.091	.076	.673	1.487
Degree	.101	.053	.044	.813	1.230
Agency Alignment	-.058	.068	.057	.853	1.172
On Agency Side	-.030	-.016	-.014	.880	1.137
Female	.022	.105	.088	.795	1.259
Years	.074	-.009	-.007	.710	1.409
RS x CI	-.208	-.186	-.158	.818	1.223

The B value in Table 102 explains the relationship between whether an advertisement is on strategy and the predictors of whether an advertisement is on strategy. A positive value means that there is a positive relationship between the predictor and the outcome. A negative value means there is a negative relationship between the predictor and the outcome. For relationship stability, competency and expertise, client involvement, agency flexibility, age, degree

status, whether in an agency alignment, whether the respondent was female and the interaction between relationship stability and client involvement, there are positive relationships. However, only the relationship between competency and expertise and whether a campaign is on strategy and the relationship between agency flexibility and whether a campaign is on strategy are significant (.219, $P < .003$; .149, $p < .050$). This can be compared to negative relationships in terms of whether an advertisement was on strategy that exist between (the numbers of years that a respondent has been involved in agency relationships and whether they had worked on the agency side). None of these however, are significant. The B value also indicates the degree to which each predictor effects the outcome (in this case whether the advertisement is on strategy) if the effects of all other predictors are held constant. In this case each of the positive B values which are significant ($< .05$), are making a significant contribution to the model. The model identifies that the smaller the value of the significance (*sig*), and the larger the value of (*t*) the greater the value of that predictor. In this case the greatest contributions to the prediction of whether an advertisement is on strategy is coming from client involvement at a *t* value of 4.122 ($p < .000$). The standardised beta values indicate the number of standard deviations the outcome will change as a result of one standard deviation change in the predictor. As a result they provide a better indication of the importance of the predictor in the model. The model was checked for multicollinearity using the same criteria as in the previous regression analysis. In this regression analysis none of the tolerance or VIF statistics are of concern.

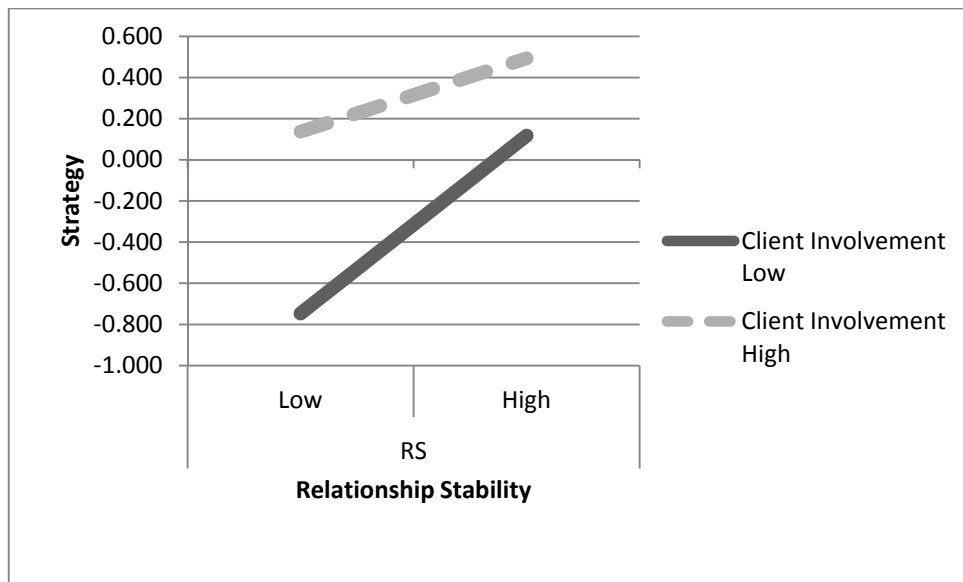


Figure 10. Predicting Whether a Campaign is on Strategy

Figure 10 considers the impact of relationship stability and client involvement on the extent to which an advertisement is on strategy. The figure indicates that in situations where there are less stable relationships and there are low levels of client involvement campaigns are less likely to be on strategy. This means that if the relationships are not strong and the client is not involved in the campaign it is less likely that they will be ensuring that the campaign is following the desired strategy. Those situations where there are low levels of relationship stability yet high levels of client involvement are likely to produce advertising campaigns which are more on strategy. This is because even though the relationship between the client and agency may not be that strong, the fact that the client is heavily involved will mean that they are likely to be ensuring that the campaign remains on strategy. In relationships where client involvement is low yet relationship stability is strong it is likely that campaigns will be on strategy. This is because the strength of the relationship which has developed over time means that the client has become confident in the agency delivering a

campaign which is on strategy more often. In situations where the relationships are highly stable and the client has high levels of involvement in campaign development they are most likely to adhere closely to the strategies developed for the campaign.

Regression Analysis: Predicting Campaign Creativity

Table 103. Descriptive Statistics Campaign Creativity

	Mean	Std. Deviation	N
			162
Relationship Stability	.000	1.000	162
Competency and Expertise	.000	1.000	162
Client Involvement	.000	1.000	162
Agency Flexibility	.000	1.000	162
Age	3.83	1.667	162
Degree	4.55	.796	162
Agency Alignment	.6358	.48270	162
On Agency Side	.1667	.37383	162
Female	.5000	.50155	162
Years	8.7525	6.49431	162

Table 103 details the mean and standard deviation for each variable in our data set. As can be seen the mean varies between 3.83 and 8.75.

Table 104. Creativity Correlations

	Creativity	Relationship Stability	Competency and Expertise	Client Involvement	Agency Flexibility
Pearson Correlation Creativity	1.000	.219 .003	.275 .000	.175 .013	.113 .075
Relationship Stability	.219 .003	1.000	.000 .500	.000 .500	.000 .500
Competency & Expertise	.275 .000	.000 .500	1.000	.000 .500	.000 .500
Client Involvement	.175 .013	.000 .500	.000 .500	1.000	.000 .500
Agency Flexibility	.113 .013	.000 .500	.000 .500	.000 .500	1.000
Age	.067 .075	.039 .311	.004 .480	.239 .420	-.022 .392
Degree	.123 .060	.047 .276	.095 .114	.016 .118	-.069 .191
Agency Alignment	-.075 .172	-.131 .049	-.200 .005	-.093 .118	.021 .397
On Agency Side	-.028 .363	.008 .460	.017 .416	.094 .060	-.194 .007
Female	-.143 .035	-.155 .024	.197 .006	-.123 .101	-.181 .011
Years	.054 .249	.140 .038	.053 .250	.101 .000	-.008 .460
N Creativity	162	162	162	162	162
Relationship Stability	162	162	162	162	162
Competency & Expertise	162	162	162	162	162
Client Involvement	162	162	162	162	162
Agency Flexibility	162	162	162	162	162
Age	162	162	162	162	162
Degree	162	162	162	162	162
Agency Alignment	162	162	162	162	162
On Agency Side	162	162	162	162	162
Female	162	162	162	162	162
Years	162	162	162	162	162
	Age	Degree	Agency Alignment	On Agency Side	Female
Correlation Creativity	.067 .198	.123 .060	-.075 .172	-.028 .363	-.143 .035
Relationship Stability	.039 .311	.047 .276	-.075 .049	.008 .460	-.155 .024
Competency &	.004	.095	-.131	.017	.197

Expertise	.480	.114	.005	.416	.006
Client Involvement	.239	.016	-.200	.094	-.123
Agency Flexibility	.001	.420	.118	.118	.060
Age	-.022	-.069	-.093	-.194	-.181
Degree	.392	.191	.397	.007	.011
Agency Alignment	1.000	-.181	-.148	.027	-.305
On Agency Side	.011	.011	.030	.369	.000
Female	-.181	1.000	.217	-.226	.086
Years	.011	.003	.003	.002	.001
	-.148	.217	1.000	-.075	-.038
	.001	.003	.173	.313	.313
	.027	-.226	-.075	1.000	-.050
	.369	.002	.173	.265	.265
	-.305	.086	-.038	-.050	1.000
	.000	.140	.313	.265	.000
	.479	-.256	-.213	.095	-.617
	.000	.001	.003	.114	.017
N Creativity	162	162	162	162	162
Relationship Stability	162	162	162	162	162
Competency & Expertise	162	162	162	162	162
Client Involvement	162	162	162	162	162
Agency Flexibility	162	162	162	162	162
Age	162	162	162	162	162
Degree	162	162	162	162	162
Agency Alignment	162	162	162	162	162
On Agency Side	162	162	162	162	162
Female	162	162	162	162	162
Years	162	162	162	162	162
	Years				
Pearson Correlation Creativity	.054				
Relationship Stability	.249				
Competency & Expertise	.140				
Client Involvement	.038				
Agency Flexibility	.053				
Age	.250				
Degree	.101				
	.101				
	-.008				
	.460				
	.479				
	.000				
	-.256				
	.001				

Agency Alignment	-.213 .003
On Agency Side	.095 .114
Female	-.167 .017
Years	1.000
N Creativity	162
Relationship Stability	162
Competency & Expertise	162
Client Involvement	162
Agency Flexibility	162
Age	162
Degree	162
Agency Alignment	162
On Agency Side	162
Female	162
Years	162

#

Table 104 Creativity Correlations shows the values of the Pearson’s correlation coefficient between every pair of variables. The table also shows the one-tailed significance of the correlation. The correlation is significant at $p < .001$. This table also provides the number of cases contributing to each correlation, in this research 162. As one check of multicollinearity the correlations were checked to make sure that there were no substantial correlations between predictors > 0.9 . There were no correlations between predictors $> .9$.

Table 105. Predicting Creativity Model Summary

Model	Change Statistics									Durbin-Watson
	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.441	.194	.141	1.76790	.194	3.646	10	151	.000	1.755
2	.462	.213	.155	1.75311	.019	3.558	1	150	.061	
3	.487	.237	.175	1.73242	.024	4.605	1	149	.034	

Table 105 the model summary provides the R and R² for the models that have been derived. Model 1 has an R value of .441, Model 2 has an R value of .462 and Model 3 has a value of .487. These values represent the correlations between the different predictors and whether an advertising campaign is creative. The R² values indicate how much the predictors are able to predict whether a campaign is creative. The R² column provides details of how much variability in outcome is accounted for by the predictors. In the first model the value is .194 which means that the first set of predictors account for 19.4 % of the variation of whether an advertising campaign is creative. In Model 2 the R² value increases to .213 and accounts for 21.3% of the variation of whether an advertising campaign is creative. This means that CI2 accounts for the additional 1.9% of the increase. When the third predictor the interaction between relationship stability and competency and expertise is included in Model 3 the R² value increase to .237 and as such accounts for 23.7% of the variation of whether an advertising campaign is creative. This means that the interaction between relationship stability and competency and expertise accounts for the additional 2.4%. This means that the combination of the first two models predictors and the interaction of relationship stability and competency and expertise account for 23.7% of whether an advertising campaign is creative. It is important the value of the adjusted R² is close to the R² value. In this case in *Model 1* the difference between .194 and .141 is .053. This means that if the model was derived from

the population rather than the sample it would account for approximately 5.3% less variance in the outcome. In the case of *Model 2* the difference between .213 and .155 is .037. This means that if the model was derived from the population it would account for 3.7% less variance in outcome. In the case of *Model 3* the difference between .237 and .175 is .062. This means that if the model was derived from the population it would account for 6.2% less variance in outcome.

Table 106. Predicting Creativity ANOVA

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig
1	Regression	113.953	10	11.395	3.646	.000a
	Residual	471.946	151	3.125		
	Total	585.899	161			
2	Regression	124.889	11	11.354	3.694	.000b
	Residual	461.011	150	3.073		
	Total	585.899	161			
3	Regression	138.709	12	11.559	3.851	.000c
	Residual	447.190	149	3.001		
	Total	585.899	161			

Table 106 uses an ANOVA to test whether the model is significantly better at predicting the outcome than using the mean as a prediction. The F-ratio represents the ratio of improvement in prediction that results from fitting the model, relative to any inaccuracy which may still be evident in the model. Table 105 can be split into two sections, one for each model. The sum of the squares for the models details the improvement in prediction which results from fitting a regression line to the data rather than using the mean as an estimate of the outcome. In the case of *Model 1* the R^2 changes from 0 to .194 (Table 105) and this amount of variance gives rise to an F-ratio of 3.646 (Table 106) significant with a probability of $p < .001$. The addition of new predictors in *Model 2* causes R^2 to increase by .019 (Table 105) and the F-ratio to 3.558 (Table 106). The addition

of new predictors in Model 3 causes R^2 to increase by .024 (Table 105) and the F-ratio to 4.605 (Table 106). Table 105 also provides the degrees of freedom for each term. In the case of the improvement due to the model, this is equal to the number of predictors which is 10 in the first model and 11 in the second and 12 in the third. The Sum of Squares (SS) is the number of observations 161 minus the number of coefficients in the regression model. Model 1 has 151 degrees of freedom whereas Model 2 has 150 degrees of freedom and Model 3 has 149 degrees of freedom. The Mean Square (MS) is calculated by dividing the SS by the degrees of freedom. The F-ratio is calculated by dividing the average improvement in the prediction of the model (MS_m) by the average difference between the model and the observed data (MS_r). If the improvement due to fitting the regression is greater than the inaccuracy within the model then the value of F will be >1 . For the initial regression model the F-ratio is 3.646. This F-ratio is unlikely to have happened by chance because of the significance of $p < .001$. For the second model the value of the F-ratio is higher 3.694 and is also significant at $p < .001$ and in the third model the F-ratio is 3.851. This means the first model was able to predict the factors which contributed to greater levels of creativity in advertising campaigns. The first model was improved further by the second and third models.

Table 107. Predicting Creativity Coefficients

	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Beta	Lower Bound
Model 1							
1 (Constant)	-.382	1.064		-.359	.720	-2.483	1.720
Relationship Stability	.365	.145	.191	2.525	.013	.079	.650
Competency & Expertise	.561	.147	.294	3.811	.000	.270	.851
Client Involvement	.301	.145	.158	2.067	.040	.013	.588
Agency Flexibility	.173	.147	.090	1.176	.242	-.117	.462
Age	-.005	.102	-.004	-.046	.963	-.206	.197
Degree	.236	.194	.099	1.218	.225	-.147	.620
Agency Alignment	-.028	.312	-.007	-.090	.928	-.645	.589
On Agency Side	-.086	.397	-.017	-.217	.828	-.870	.698
Female	-.558	.311	-.147	-1.795	.075	-1.173	.056
Years	.000	.025	-.001	-.013	.990	-.051	.050
Model 2							
2 (Constant)	-.538	1.058		-.508	.612	-2.628	1.533
Relationship Stability	.341	.144	.179	2.368	.019	.056	.625
Competency & Expertise	.595	.147	.312	4.046	.000	.304	.885
Client Involvement	.527	.188	.276	2.809	.006	.156	.897
Agency Flexibility	.206	.147	.108	1.405	.162	-.084	.496
Age	.002	.101	.002	.018	.985	-.198	.202
Degree	.224	.193	.094	1.164	.246	-.156	.604
Agency Alignment	-.088	.311	-.022	-.282	.779	-.703	.528
On Agency Side	-.047	.394	-.009	-.120	.905	-.825	.731
Female	-.592	.309	-.156	-1.915	.057	-1.202	.019
Years	.005	.025	.018	.204	.839	-.045	.055
CI 2	.188	.100	.190	1.886	.061	-.009	.385
Model 3							
3 (Constant)	-.719	1.049		-.685	.494	-2.791	1.354
Relationship Stability	.464	.153	.243	3.025	.003	.161	.767

Competency & Expertise	.592	.145	.310	4.072	.000	.305	.879
Client Involvement	.574	.187	.301	3.074	.003	.205	.942
Agency Flexibility	.175	.146	.092	1.200	.232	-.113	.462
Age	.013	.100	.011	.131	.896	-.185	.211
Degree	.239	.190	.100	1.258	.210	-.137	.616
Agency Alignment	.006	.311	.001	.019	.985	-.608	.620
On Agency Side	.027	.391	.005	.070	.945	-.745	.800
Female	-.591	.305	-.155	-1.938	.055	-1.194	.012
Years	.000	.025	.011	.016	.988	-.049	.050
CI 2	.226	.100	.229	2.260	.025	.028	.424
RS x CE	.321	.149	.173	2.260	.034	.025	.616
	Correlations			Collinearity Statistics			
	Zero-Order	Partial	Part	Tolerance	VIF		
1 (Constant)							
Model 1							
Relationship Stability	.219	.201	.184	.930	1.076		
Competency & Expertise	.275	.296	.278	.897	1.115		
Client Involvement	.175	.166	.151	.918	1.089		
Agency Flexibility	.113	.095	.086	.902	1.109		
Age	.067	-.004	-.003	.673	1.486		
Degree	.123	.099	.089	.813	1.230		
Agency Alignment	-.075	-.007	-.007	.854	1.172		
On Agency Side	-.028	-.018	-.016	.883	1.133		
Female	-.143	-.145	-.131	.798	1.253		
Years	.054	-.001	-.001	.711	1.407		
Model 2							
2 (Constant)							
Relationship Stability	.219	.190	.172	.922	1.084		
Competency & Expertise	.275	.314	.293	.883	1.133		
Client Involvement	.175	.224	.220	.543	1.842		
Agency Flexibility	.113	.114	.102	.889	1.125		
Age	.067	.001	.001	.845	1.488		
Degree	.123	.095	.084	.812	1.231		
Agency	-.075	-.023	-.020	.845	1.184		

Alignment					
On Agency Side	-.028	-.010	-.009	.880	1.136
Female	-.143	-.155	-.139	.796	1.257
Years	.054	.017	.015	.702	1.425
CI 2	-.048	.152	.137	.516	1.940
Model 3					
3 (Constant)					
Relationship Stability	.219	.241	.217	.793	1.260
Competency & Expertise	.275	.316	.291	.883	1.133
Client Involvement	.175	.244	.220	.535	1.868
Agency Flexibility	.113	.098	.086	.880	1.137
Age	.067	.011	.009	.670	1.492
Degree	.123	.102	.090	.811	1.233
Agency Alignment	-.075	.002	.001	.828	1.207
On Agency Side	-.028	.006	.005	.873	1.145
Female	-.143	-.157	-.139	.796	1.257
Years	.054	.001	.001	.696	1.437
CI 2	-.048	.182	.162	.499	2.003
RS x CE	.063	.173	.154	.784	1.275

The B value in Table 107 explains the relationship between whether an advertising campaign is creative and the predictors of whether an advertising campaign is creative. Once again a positive value indicates that there is a positive relationship between the predictor and the outcome, in this case the outcome is a creative campaign, and a negative value means that there is a negative relationship between the predictor and the outcome. In this model all the predictors except whether the respondent was a female had positive relationships. The B value also indicates the degree to which each predictor affects the outcome (in this case whether the campaign is creative) if the effects of all other predictors are held constant. The smaller the numerical value of the (*Sig*) and the larger the value of (*t*) the greater the contribution of that predictor.

Although they are all positive the only predictor that is significant is the negative relationship between being female and creativity. This is of marginal significance. As in the previous model the standardised beta values indicate the number of standard deviations the outcome will change the result of one standard deviation change in the predictor. As a result they provide a better indication of the importance of the predictor in the model.

The model was checked for multicollinearity using the same criteria as in the previous regression analysis. In this regression analysis none of the tolerance or VIF statistics are of concern.

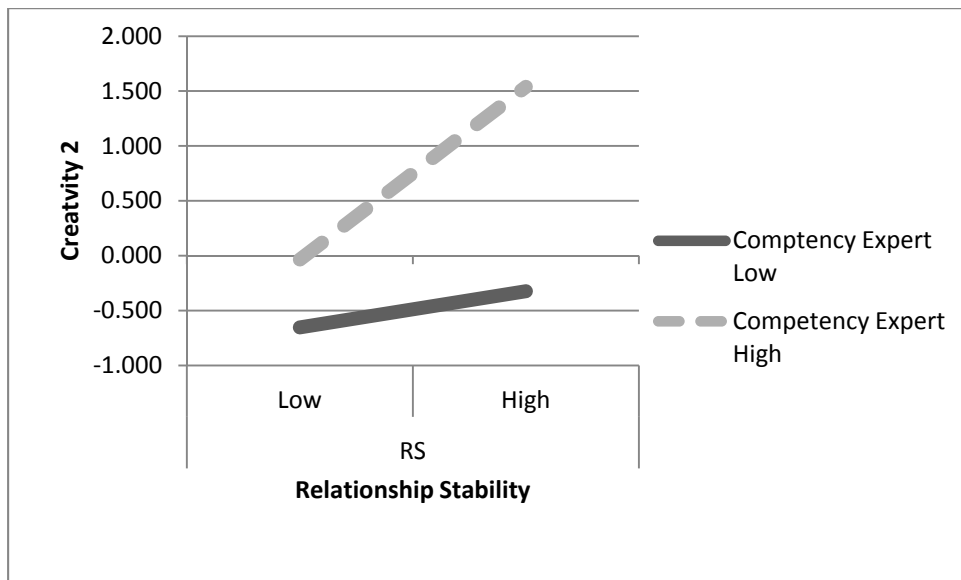


Figure 11. Predicting Creativity Based on Relationship Stability

Figure 11 considers the impact of relationship stability and competency and expertise on the extent to which an advertising campaign is creative. The figure indicates that if relationships are not that stable and there are low levels of competency and expertise shown by the agency, there is likely to be a negative impact on the creativity of advertising campaigns. In situations where the client and agency are in a highly stable relationship, yet the personnel assigned to the campaign do not exhibit high levels of competency and expertise,

there are also likely to be negative impacts on the creativity of advertising campaigns. The extent of these negative impacts is less likely to be as severe as in the first situation. This means that even though the relationship might be stable unless there are good levels of competency and expertise on the part of the agency, the campaign is unlikely to be creative. In situations where there are low levels of relationship stability yet high levels of competency and expertise exhibited by the agency, there not likely to be any impacts on the creativity of advertising campaigns. The agency might be very competent but because the relationship is relatively unstable they do not get the chance to develop this creativity. Only when there are high levels of relationship stability and competency and expertise shown by the agency will you get more creative advertising campaigns.

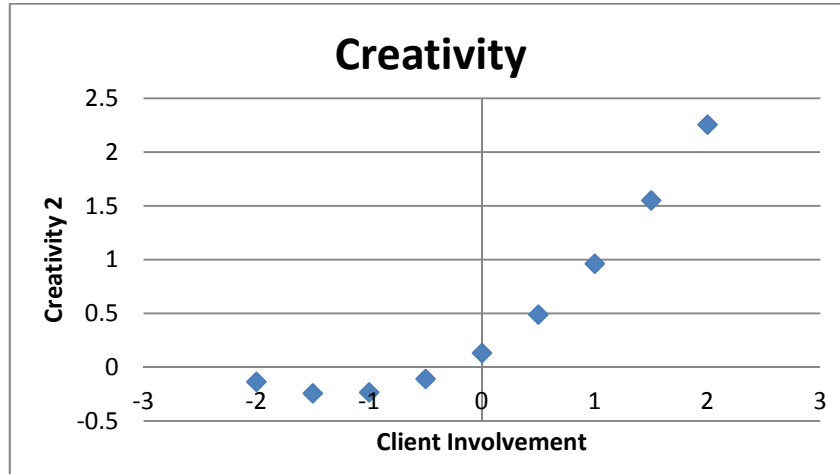


Figure 12. Predicting Creativity Based on Client Involvement

Figure 12 suggests that the more involved the client becomes, the more likely it is that creative advertising campaigns will be produced. In this situation unlike in the previous figure the interaction between relationship stability and competency and expertise is not considered. This suggests that higher levels of

client involvement, high levels of relationship stability and high levels of competency and expertise all make a significant contribution to more creative advertising campaigns.

Predicting Campaign Effectiveness

Table 108. Descriptive Statistics Campaign Effectiveness

	Mean	Std. Deviation	N
			162
Relationship Stability	.000	1.000	162
Competency and Expertise	.000	1.000	162
Client Involvement	.000	1.000	162
Agency Flexibility	.000	1.000	162
Age	3.83	1.667	162
Degree	4.55	.796	162
Agency Alignment	.6358	.48270	162
On Agency Side	.1667	.37383	162
Female	.5000	.50155	162
Years	8.7525	6.49431	162

Table 108 details the mean and standard deviation for each variable in our data

set. As can be seen the mean varies between 3.83 and 8.75.

Table 109. Correlations Campaign Effectiveness

	Campaign Effectiveness	Relationship Stability	Competency and Expertise	Client Involvement	Agency Flexibility	Age
Pearson Correlation Campaign Effectiveness	1.000	.325 .000	.172 .014	.229 .002	.099 .104	.086 .311
Relationship Stability	.325 .000	1.000	.000 .500	.000 .500	.000 .500	.039 .311
Competency & Expertise	.172 .014	.000 .500	1.000	.000 .500	.000 .500	.004 .480
Client Involvement	.229 .002	.000 .500	.000 .500	1.000	.000 .500	.239 .001
Agency Flexibility	.099 .104	.000 .500	.000 .500	.000 .500	1.000	-.022 .392
Age	.086 .138	.039 .311	.004 .480	.239 .001	-.022 .392	1.000
Degree	-.018 .408	.047 .276	.095 .114	.016 .420	-.069 .191	-.181 .011
Agency Alignment	-.026 .372	-.131 .049	-.200 .005	-.093 .118	.021 .397	-.148 .030
On Agency Side	.137 .041	.008 .460	.017 .416	.094 .118	-.194 .007	-.027 .369
Female	.053 .250	-.155 .024	.197 .006	-.123 .060	-.181 .011	-.305 .000
Years	.163 .019	.140 .038	.004 .480	.101 .101	-.008 .460	.479 .000
N Campaign Effectiveness	162	162	162	162	162	162
Relationship Stability	162	162	162	162	162	162
Competency & Expertise	162	162	162	162	162	162
Client Involvement	162	162	162	162	162	162
Agency Flexibility	162	162	162	162	162	162
Age	162	162	162	162	162	162
Degree	162	162	162	162	162	162
Agency Alignment	162	162	162	162	162	162
On Agency Side	162	162	162	162	162	162
Female	162	162	162	162	162	162
Years	162	162	162	162	162	162
	Degree	Agency Alignment	On Agency Side	Female	Years	CE2
Pearson Correlation Campaign Effectiveness	-.018 .408	-.026 .372	.137 .041	.053 .250	.163 .019	-.195 .006
Relationship Stability	.047 .276	-.131 .049	.008 .460	-.155 .024	.140 .038	.036 .323
Competency & Expertise	.095 .114	-.200 .005	.017 .416	-.488 .006	.053 .250	-.488 .000
Client Involvement	.016 .420	-.093 .118	.094 .118	.117 .060	.101 .101	.117 .070

Agency Flexibility	-.069 .191	.021 .397	-.194 .007	.070 .011	-.008 .460	.070 .189
Age	-.181 .011	-.148 .030	.027 .369	-.055 .000	.479 .000	-.055 .243
Degree	1.000	.217 .003	-.226 .002	.086 .140	-.256 .140	-.044 .287
Agency Alignment	.217 .003	1.000	-.075 .173	-.038 .313	-.213 .003	.015 .424
On Agency Side	-.226 .002	-.075 .173	1.000	-.050 .265	.095 .114	-.049 .267
Female	.086 .140	-.038 .313	-.050 .265	1.000	-.167 .017	-.051 .260
Years	-.256 .000	-.213 .003	.095 .114	-.167 .017	1.000	-.221 .002
N Campaign Effectiveness	162	162	162	162	162	162
Relationship Stability	162	162	162	162	162	162
Competency & Expertise	162	162	162	162	162	162
Client Involvement	162	162	162	162	162	162
Agency Flexibility	162	162	162	162	162	162
Age	162	162	162	162	162	162
Degree	162	162	162	162	162	162
Agency Alignment	162	162	162	162	162	162
On Agency Side	162	162	162	162	162	162
Female	162	162	162	162	162	162
Years	162	162	162	162	162	162

Table 109 the Effectiveness Correlations show the values of the Pearson's correlation coefficient between every pair of variables. The table also shows the one-tailed significance of the correlation. The correlation is significant at $p < .001$. This table also provides the number of cases contributing to each correlation, in this research 162. As one check of multicollinearity the correlations were checked to make sure that there were no substantial correlations between predictors >0.9 . There were no correlations between predictors >0.9 .

Table 110. Predicting Campaign Effectiveness Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.505	.255	.206	.89109907	.255	5.176	10	151	.000	2.029
2	.530	.281	.228	.87849468	.026	5.364	1	150	.022	

Table 110 the model summary for predicting campaign effectiveness provides the R and R² for the models that have been derived. Model 1 has an R value of .505, and Model 2 has an R value of .530. These values represent the correlations between the different predictors and whether an advertising campaign is effective. The R² values indicate how much predictors are able to predict whether a campaign is effective. The R² column provides details of how much the variability in outcome is accounted for by the predictors. In the first model the value is .255 which means that the first set of predictors account for 25.5% of the variation in whether an advertising campaign is effective. In Model 2 when the CE2 is added in this value increases to 28.1% of the variance of whether an advertising campaign is effective. This means that CE2 accounts for the extra 2.6%. This means that the combination of the first group of predictors and CE2 accounts for 28.1% of the variance in whether an advertising campaign is effective. It is good if the value of the adjusted R² close to the R² value. In this case in Model 1 the difference between .255 and .206 is .049. This means that if the model was derived from the population rather than a sample it would account for approximately 4.9% less variance in the outcome. In the case of Model 2 the difference between .281 and .228 is .053. This means that if the model was derived from the population rather than from the sample it would account for approximately 5.3% less variance in outcome.

Table 111. Predicting Campaign Effectiveness ANOVA

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig
1	Regression	41.097	10	4.110	5.176	.000
	Residual	119.903	151	.794		
	Total	161.00	161			
2	Regression	45.237	11	4.112	5.329	.000
	Residual	115.763	151	.772		
	Total	161.00	161			

Table 111 uses ANOVA to test whether the model is significantly better at predicting the outcome than using the mean as a prediction. The F-ratio represents the ratio of improvement in prediction that results from fitting the model, relative to an inaccuracy which may still be evident in the model. Table 111 can be split into two sections, one for each model. The Sum of Squares for the model details the improvement in prediction which results from fitting the regression line to the data rather than using the mean as an estimate of the outcome. In the case of Model 1 the R^2 changed from 0-.255 (Table 110) and this change in the amount of variance gives rise to an F-ratio of 5.176 significant with a probability of ($p < .001$). The addition of the new predictor in Model 2 causes R^2 to increase by .03 (Table 110) and the F-ratio to increase by 5.329. This table also provides the degrees of freedom for each term. In the case of the improvement due to the model, this is equal to the number of predictors which is 10 in the first model and 11 in the second model. The Sum of Squares (SS) is the number of observations 161 minus the number of coefficients in the regression model. Model 1 has 151 degrees of freedom whereas Model 2 has 150 degrees of freedom. The Mean Square (MS) is calculated by dividing the SS by degrees of freedom. The F-ratio is calculated by dividing the average improvement in the

model (MSm) by the average difference between the model and the observed data (MSr). If the improvement due to fitting the regression is greater than the inaccuracy within the model then the value of f will be >1 . For the initial regression model the F-ratio is 5.176. This is unlikely to have happened by chance ($p. <.001$). For the second model the value of the F-ratio is higher (5.329) which is also significant ($<.001$) meaning the model is improved. This means that the first model was able to predict whether an advertising campaign was effective. This model was improved by the second model.

Table 112. Predicting Campaign Effectiveness Coefficients

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Beta	Sig.
Model 1							
1 (Constant)	-.509	.536		-.950	.344	-1.568	.550
Relationship Stability	.352	.073	.352	4.833	.000	.208	.496
Competency & Expertise	.155	.074	.155	2.085	.039	.008	.301
Client Involvement	.229	.073	.229	3.131	.002	.085	.374
Agency Flexibility	.157	.074	.157	2.119	.036	.011	.303
Age	.021	.051	.035	.407	.684	-.081	.122
Degree	-.023	.098	-.018	-.231	.818	-.216	.171
Agency Alignment	.244	.157	.118	1.548	.124	-.067	.555
On Agency Side	.383	.200	.143	1.917	.057	-.012	.778
Female	.349	.157	.175	2.226	.028	.039	.658
Years	.016	.013	.103	1.233	.219	-.010	.041
Model 2							
2 (Constant)	-.271	.538		-.503	.616	-1.335	.793
Relationship Stability	.365	.072	.365	5.069	.000	.223	.507
Competency & Expertise	.057	.084	.057	.676	.500	-.110	.224
Client Involvement	.256	.073	.256	3.499	.001	.111	.400
Agency Flexibility	.170	.073	.170	2.329	.021	.026	.315

Age	.024	.051	.040	.475	.635	-.076	.124
Degree	-.034	.097	-.027	-.350	.727	-.225	.157
Agency Alignment	.201	.156	.097	1.287	.200	-.108	.510
On Agency Side	.366	.197	.137	1.857	.065	-.023	.756
Female	.369	.155	.185	2.385	.018	.063	.675
Years	.008	.013	.054	.632	.528	-.018	.034
CE2	-.114	.049	-.195	-2.316	.022	-.211	-.017
	Correlations			Collinearity Statistics			
	Zero-Order	Partial	Part	Tolerance	VIF		
Model 1							
1 (Constant)			.				
Relationship Stability	.325	.366	.339	.930	1.076		
Competency & Expertise	.172	.167	.146	.897	1.115		
Client Involvement	.229	.247	.220	.918	1.089		
Agency Flexibility	.099	.170	.149	.902	1.1109		
Age	.086	.033	.029	.673	1.486		
Degree	-.018	-.019	-.016	.813	1.230		
Agency Alignment	-.026	.125	.109	.854	1.172		
On Agency Side	.137	.154	.135	.883	1.133		
Female	.053	.178	.156	.798	1.253		
Years	.163	.100	.087	.711	1.407		
Model 2							
2 (Constant)							
Relationship Stability	.325	.382	.351	.924	1.082		
Competency & Expertise	.172	.055	.047	.673	1.486		
Client Involvement	.229	.275	.220	.896	1.116		
Agency Flexibility	.099	.187	.149	.896	1.116		
Age	.086	.039	.033	.673	1.487		
Degree	-.018	-.029	-.024	.811	1.233		
Agency Alignment	-.026	.105	.089	.842	1.188		
On Agency Side	.137	.150	.129	.881	1.135		
Female	.053	.191	.165	.796	1.257		
Years	.163	.052	.044	.666	1.501		
CE2	.195	-.195	-.160	.678	1.474		

In Table 112 the B value explains the relationship between whether an advertising campaign was effective and the predictors of whether an advertising

campaign was effective. A positive value means that there is a positive relationship between the predictor and the outcome, in this case being effective, and negative value means that there is a negative relationship between the predictor and the outcome. For relationship stability, client involvement, agency flexibility, and being female there are significant positive relationships. The B value also indicates the degree to which each predictor affects the outcome (in this case whether an advertising campaign is effective) if the effects of all other predictors are held constant. In this case each of the positive B values which are significant ($<.05$) are making a significant contribution to the model. The smaller the value of the significance (Sig.) and the larger value of (t) the greater the value of that predictor. In this case the greatest contributions to the prediction of whether an advertising campaign is effective are coming from relationship stability, client involvement, and agency flexibility at a t value of 5.069 ($p<.001$), 3.499 ($p<.001$), and 2.329 ($p<.021$) respectively. The standardised beta values indicate the number of standard deviations the outcome will change as a result of one standard deviation change in the predictor. As a result they provide a better indication of the importance of the predictor in the model.

The model was checked for multicollinearity using the same criteria as in the previous regression analysis. In this regression analysis none of the tolerance or VIF statistics are of concern.

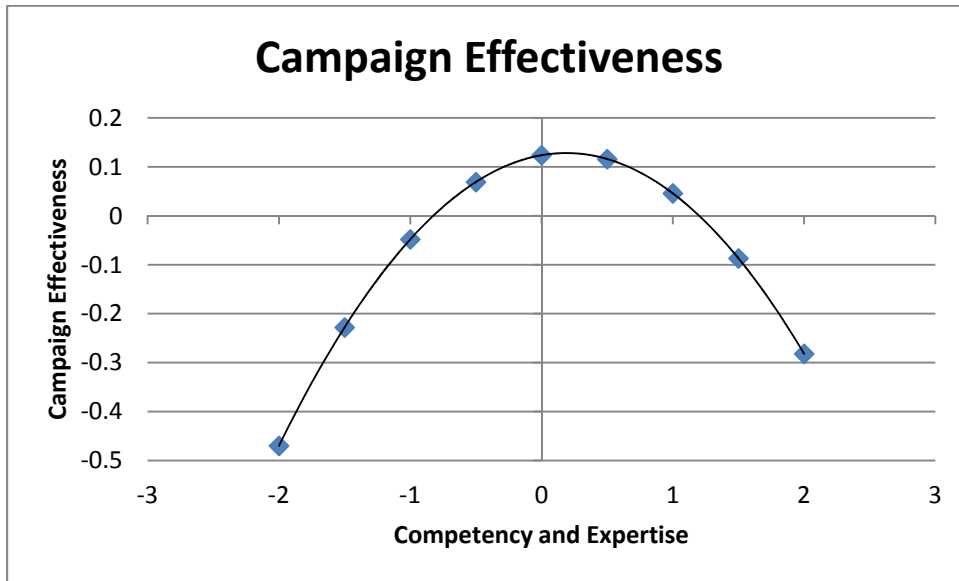


Figure 13. Predicting Campaign Effectiveness Based on Competency and Expertise

Figure 13 considers the impact of competency and expertise on campaign effectiveness. The graph suggests that those involved in producing advertising campaigns which have low or high levels of competency and expertise are less likely to produce effective campaigns. Those with medium levels of competency and expertise are most likely to produce the most effective advertising campaigns.

Research Hypotheses Support

Table 113. Summary Table Relating to Research Hypotheses Support

Hypotheses	Supported (√) Not Supported (X)	Significance (p-value) Not Significant (X)	Coefficients (Pages)	Regression parameter and model	Pages where Discussed in the Text
H1a Strategy	√	(p<.001)	p.246	CI → OS	p. 240-249
H1b Originality	√	(p<.05)	p.236	CI → O	p. 228-239
H1c Creativity	√	(p<.05)	p.258	CI → C	p.250-261
H1d Effectiveness	√	(p<.05)	p.267	CI → E	p.262-270
H2a Strategy	√	(p<.001)	p.246	RS → OS	p. 240-249
H2b Originality	X	X	p.235	X	p. 228-239
H2 c Creativity	√	(p<.05)	p.257	RS → C	p.250-261
H2d Effectiveness	√	(p<.001)	p.267	RS → E	p.262-270
H2e Strategy	√	(p<.001)	p.246	RS x CI → OS	p. 240-249
H3a Strategy	√	(p<.05)	p.246	AF → OS	p. 240-249
H3b Originality	√	(p<.05)	p.235	AF → O	p. 228-239
H3c Effectiveness	√	(p<.05)	p.267	AF → E	p.262-270
H4a Strategy	√	(p<.05)	p.246	CE → OS	p. 240-249
H4b Originality	√	(p<.001)	p.235	CE → O	p. 228-239
H4c Creativity	√	(p<.001)	p.258	CE → E	p.250-261
H4d Effectiveness	X	X	p.267	X	p.262-270
H4e Effectiveness	√	(p<.05)	p.268	CE → E	p.262-270

Key to Table above:

CI= Client Involvement; **RS**= Relationship Stability; **AF**= Agency Flexibility; **C&E**= Competency and Expertise; **OS**= On Strategy; **O**= Originality; **C**= Creativity; **E**= Effectiveness

Support for Factor Models

A series of factor analyses were conducted in relation to Part One Two and Three of the questionnaire. The factor analysis on Part One of the questionnaire identified two factors On Strategy and Originality (in text pp 168-193). The factor analysis in Part Two of the questionnaire identified the factor Effectiveness (in text pp 193-204) and the factor analysis in Part Three of the questionnaire (in text pp 204-235) identified four factors relationship stability, client involvement, agency flexibility and competency and expertise. What didn't come out from the factor analyses were a number of factors which had initially been considered to be important. These included trust, commitment and respect. It might be suggested that the reasons why they did not come out as factors were that the items were there but that the research was unable to measure them, but this is unlikely to be the case. It could be that the constructs just do not exist or that the research required more observations to obtain stable factors.

Regression Analyses

Following on from the initial factor analyses a series of regression analyses were completed to predict what factors were able to predict whether a campaign was on strategy, original, creative and or effective. The extent to which a campaign is able to be judged as creative is a combination of whether a campaign is both original and on strategy (Koslow, Sasser and Riordan, 2006). The results of the

regression analyses were used to accept or reject the original hypotheses promoted in this research.

Hypothesis H1a: Client involvement leads to campaigns that are more on strategy

Findings support the view that client involvement is likely to lead to the development of campaigns that are more strategic. This is statistically significant at the ($p < .001$) level. This p value relates to the regression parameter for client involvement in the model that predicts whether a campaign is on strategy. The results of the research suggest that if strategic campaigns are to be produced there needs to be a higher level of client involvement in the process. Client involvement is likely to ensure that the agency is provided with a clear strategy from which to develop the campaign. This interaction between client and agency is also likely to lead to a more collaborative approach to the development of strategic campaigns.

Hypothesis H1b: Client involvement in the campaign development process is likely to lead to more original campaigns being produced.

Findings from the research support the view that client involvement is likely to lead to the development of campaigns that are more original. This is statistically significant at the ($p < .05$) level. This p value relates to the regression parameter for client involvement in the model that predicts whether a campaign is original. The findings of the research support the view that if the client is involved in the campaign development the agency is likely to produce more successful original work. This is likely to be because the client has worked closely in the process of

developing the creative with the agency and the level of originality in the execution comes as no surprise. As such the agency will be able to successfully stretch the creative window.

Hypothesis H1c: Client involvement in the campaign development process is likely to lead to more creative campaigns being produced.

Findings from this research support the view that client involvement in campaign development is likely to lead to more creative campaigns being produced. This is statistically significant at the ($p < .05$) level. This p value relates to the regression parameter for client involvement in the model that predicts whether a campaign is creative. The findings of this research support the view that if the client is involved in the campaign development process the campaign developed is likely to be more strategic and more original. This means that the campaign is also likely to be more creative as creative campaigns need to be both on strategy and original. The fact that the client has interacted with the agency means that the agency is more aware of the strategic direction that the client wishes to take and are able to come up with original solutions to develop the strategy. The involvement of the client also allows the agency to negotiate the levels of originality in campaigns constantly pushing the boundaries.

Hypothesis H1d: Client involvement in the campaign development process is likely to lead to more effective campaigns being produced.

Findings of this research support the view that client involvement in campaign development produces the most effective campaign outcomes. This is statistically significant at the ($p < .05$) level. This p value relates to the regression

parameter for client involvement in the model that predicts campaign effectiveness. The findings of the research support the view that if the client is involved in the campaign development process, the campaigns produced are likely to be more effective. This is likely to be because the client has had the opportunity to have a say in the original strategy and the originality evident in the campaigns developed. With the client being more involved it is likely that the agency will develop a better understanding of what the client wants to achieve.

Hypothesis H2a: More stable client agency relationships lead to more strategic campaign outcomes.

Findings of this research support the view that if agencies and clients are in a stable relationship they are likely to produce more strategic campaigns. This is statistically significant at the ($p < .001$) level. This p value relates to the regression parameter for relationship stability in the model that predicts whether a campaign is on strategy. The findings of this research support the view that if the client is in a stable relationship with their agency they are likely to produce campaigns that are more strategic. The fact that the client and agency are in a stable relationship will often mean that they have often developed a number of campaigns together for the same products/services or for similar products/services in the same categories. Having worked together over a number of campaigns will also mean that the agency will have a good understanding of what works and what doesn't. The client will also have developed a confidence in their agency to produce campaigns that adhere closely to their campaign strategy.

Hypothesis H2b: More stable client agency relationships lead to more original campaigns being produced.

This hypothesis was not supported. The reality may in fact be that even though client and agency are in a stable relationship the client is not involved enough to ensure a good strategy is delivered that enables the creatives to produce effective original campaigns.

Hypothesis H2c: When a client and agency are in a stable relationship and the agency has high levels of competency and expertise they are likely to produce more creative campaigns.

Findings of this research support the view that if clients and agencies are in a stable relationship and the agency has high levels of competency and expertise they are likely to produce more creative campaigns. This is statistically significant at the ($p < .05$) level. The p value relates to the regression parameter for relationship stability in the model predicting campaign creativity. This research suggests that for a campaign to be creative it needs to be both original and on strategy. The fact that the client and agency are in a stable relationship will usually mean that they have shared a lot of information over time to develop successful strategies. The sharing of information in these stable relationships will often mean that the agency is more prepared to develop campaigns with high levels of originality evident. The high level skills they have and the fact that their relationship is stable will usually enable them to interact with the client to produce campaigns with high levels of originality. The combination of highly strategic and original campaigns indicates that these campaigns are likely to be more creative overall.

Hypothesis H2 d: When a client and agency are in a stable relationship they are likely to produce more effective campaign outcomes.

Findings of this research support the view that if clients and agencies are in stable relationships campaign outcomes are likely to be more effective. This is statistically significant at the ($p < .001$) level. This p value relates to the regression parameter for relationship stability in the model that predicts campaign effectiveness. The findings of this research support the view that if a client and agency are in a stable relationship it is likely that they will produce campaigns that are more effective. The stability of their relationship over a period of time will mean that the agency is more aware of what the client wants to achieve from a particular campaign based on previous experiences with other campaigns, the understanding that they have developed whilst developing campaigns and knowing where they can “take clients” in terms of originality. The combination of each of these factors is likely to produce more effective campaign outcomes.

Hypothesis H2e: Those clients and agencies in low and high stability relationships where there are high levels of client involvement will produce more strategic campaigns than in similar relationships where the client has low levels of involvement.

Those clients and agencies involved in either high or low stability relationships where there are high levels of client involvement will produce will produce more strategic campaigns than those where the client has low levels of involvement. The most strategic campaigns are produced when the client is both highly involved and in a stable relationship. This is statistically significant at the ($p < .001$)

level. This p value relates to the regression parameter for the interaction between relationship stability and client involvement in the model that predicts whether a campaign is on strategy. Those clients that may not be in a stable relationship but are highly involved will produce campaigns that are significantly more strategic than if they have low levels of involvement. In fact low involvement low stability relationships are likely to have a negative impact on the development of campaign strategies. In highly stable relationships where there is low client involvement there will only be a small positive impact on campaign strategy. This means that the best results in terms of developing campaign strategy result from situations where the client is highly involved and in a stable relationship. For those relationships where the relationship is stable and the client has low levels of involvement, the agency needs to rely on past campaigns and the knowledge they have developed over a series of campaigns. Even in these situations it is difficult to sustain an effective strategy if the client is not providing direction for the strategy. The result over time is that the agency will only be able to produce campaigns that have a small positive result in terms of strategic development outcomes.

Hypothesis H3a: Agencies that are most flexible in campaign development are likely to produce the most strategic campaigns.

The findings of this research support the view that agencies that are most flexible in campaign development will produce the most strategic campaigns. This is statistically significant at the ($p < .05$) level. This p value relates to the regression parameter for agency flexibility, in the model that predicts whether a campaign is on strategy. The findings of this research support the view that if the

agency is flexible they will produce more strategic campaigns. This is likely to be because over a number of campaigns the agency has been able to listen to the needs of the client and develop campaigns that have altered strategies to suit the needs of particular products and services.

Hypothesis H3b: Agencies with either very high or very low levels of flexibility are likely to produce the most original campaigns.

The findings of this research support the view that agencies with either high or low levels of flexibility will produce the most original campaigns. This is statistically significant at the ($p < .05$) level. This p value relates to the regression parameter for agency flexibility, in the model that predicts whether a campaign is original. These results suggest that agencies who are relatively inflexible in campaign development know through their experiences on a number of campaigns what approach will produce the best pieces of original work. This can be compared with other situations where the agency is prepared to be more flexible. In such situations they might be relatively new to the relationship or not really understand the acceptable levels of originality for different products in different sectors. In such situations the agency may need to take more notice of their client's views as to what are acceptable levels of originality. It is important that agencies do not produce original pieces just to satisfy the desires of their "creatives".

Hypothesis H3c: Agencies who adopt a flexible approach to campaign development are likely to produce the most effective campaigns.

The findings of this research support the view that agencies who adopt a flexible approach produce the most effective campaigns. This is statistically significant at the ($P < .05$) level. This p value relates to the regression parameter for agency flexibility in the model that predicts whether a campaign is effective. Those agencies who adopt a flexible approach will be able to adapt their stance throughout the campaign development process to produce the most effective campaign outcomes possible accounting for originality, strategy and creativity.

Hypothesis H4a: Agencies that have high levels of competency and expertise are likely to produce more strategic campaigns.

The findings of this research support the view that agencies that have high levels of competency and expertise are likely to produce more strategic campaigns. This is statistically significant at the ($p < .05$) level. This p value relates to the regression parameter for competency and expertise in the model that predicts whether a campaign is on strategy. Those agencies with high levels of competency and expertise are best able to judge which direction to take a campaign. This is likely to be based on their experience with a range of campaigns for different products and services with a range of different clients. They will have developed a knowledge of which strategies have been most effective for present and previous clients.

Hypothesis H4b: Agencies that have high levels of competency and expertise are like to produce more original campaigns.

The findings of this research support the view that if agencies have high levels of competency and expertise they are likely to produce more original campaigns.

This is statistically significant at the ($p < .001$) level. This p value relates to the regression parameter for competency and expertise in the model that predicts whether a campaign is original. In these situations agencies that have high levels of competency and expertise “know what will work” and base their judgements on previous campaigns.

Hypothesis H4c: Agencies that have high levels of competency and expertise are likely to produce more creative campaigns.

The findings of this research support the view that agencies with high levels of competency and expertise are likely to produce the most creative campaigns. This is statistically significant at the ($P < .001$) level. This p value relates to the regression parameter for competency and expertise in the model that predicts whether a campaign is creative. In such situations the agencies have the skills to produce campaigns that have the desired levels of originality and strategic direction that will help to ensure that a creative campaign is produced.

Hypothesis H4d: Agencies that have high levels of competency and expertise are likely to produce the most effective campaigns.

This hypothesis is not supported. This may in fact be the result of the lack of client involvement and the lack of a clear strategy being provided by the client. In this case no matter how expert the agency might be they are to some extent guessing what the client really wants to achieve from the campaign.

Hypothesis H4e: Agencies with moderate levels of competency and expertise are likely to produce more effective campaigns than those with either high or low levels of competency and expertise.

The findings of this research support the view that agencies with moderate levels of competency and expertise are likely to produce the most effective campaigns. This is statistically significant at the ($p < .05$) level. The p value relates to the regression parameter for competency and expertise in the model that predicts whether a campaign is effective. Those people with moderate levels of competency and expertise will work hard to produce effective advertising campaign outcomes for clients as they seek to progress their careers. This can be compared with those with low levels of competency and expertise who just don't have the experience over a number of campaigns to produce effective advertising campaigns. In comparison those with high levels of competency and expertise may have completed numerous effective campaigns over time and even though they have the skills, they may no longer have the enthusiasm necessary to produce effective outcomes. These experts may need to be given a fresh set of challenges that force them to use their skills in a range of different settings.

Regression Analyses for the Individual Factors of Trust, Risk and Respect

Given that the exploratory component of the research had suggested that trust, risk and respect were all important factors in developing advertising

campaigns it was decided to complete a regression analysis to see whether each of trust, risk and respect were individually able to predict whether a campaign was on strategy, original, creative and or effective. The analyses completed for trust and respect indicated that in terms of significance neither the trust nor respect variables individually are able to predict whether a campaign is likely to be on strategy, original, creative or effective. The only variable to show any significance was risk which was seen to be significant in terms of whether it could predict whether a campaign was original or not. Unfortunately the analysis was unable to tell whether a risky campaign is likely to be more original or that an original campaign is likely to be more risky.

Chapter Summary

This chapter has detailed the sample characteristics, the scale purification and factor analyses for Part One, Part Two, and Part Three of the questionnaire. In Part One two factors that encompass (nine variables) were extracted and identified. These factors are on strategy and originality. In Part Two of the questionnaire one factor effectiveness (4 variables) was extracted and identified. In Part Three four factors that encompass (15 variables) were extracted and identified. A regression analysis was completed to predict the whether a campaign was on strategy, whether the campaign was creative, whether the campaign was original, and whether the campaign was effective. Firstly the relationship between whether campaign originality can be predicted by the flexibility of the agency is presented. Secondly the relationship between whether a campaign is on strategy, and whether the relationship partners are in a stable relationship and whether there is client involvement is presented. Thirdly,

whether client involvement and relationship stability can predict creativity is presented. Lastly the relationship between whether campaign effectiveness can be predicted by competency and expertise is presented. The study results are clearly presented in a series of tables, figures and text.

Chapter 6 provides a discussion of the results and provides details of the research implications and contributions from an academic and practitioner perspective along with limitations of the research and possible areas for future research.

CHAPTER SIX

DISCUSSION

The primary objective of this research was to examine the factors that client organisations consider contribute most to the development of quality advertising campaigns. Whilst originally it was considered that quality advertising campaigns were likely to be the result of both process and outcome factors, empirically the results show that only outcome factors are important to clients when producing quality advertising campaigns. The results collected from the research provide noteworthy findings concerning the factors that contribute most to the development of quality advertising. These findings will be discussed in the following subsections. The first sub-section will discuss the results of the exploratory qualitative interviews. The second sub-section will discuss the results in relation to the research hypotheses and the regression analyses completed.

Exploratory Qualitative Research Implications

Initially exploratory qualitative research was completed that identified a range of factors which were seen by those in client organisations and advertising agencies to influence the advertising campaign development process. The factors identified included client and agency motivations for relationship development, the importance of commitment in client agency relationships, the importance of competency and expertise, what makes for good and bad campaign experiences, the importance of campaign development processes, the importance of trust,

the role of international alignments, and the measurement of campaign effectiveness.

This section provides a discussion of the implications for the client and agency of the exploratory qualitative research completed. These implications are presented on the basis that the quantitative research had not been completed.

The qualitative results suggest that clients and agencies have somewhat different motivations for becoming involved in their relationships. Clients often became involved with particular agencies because of the personal relationships that they had developed with agency personnel who they had worked with in a number of different campaigns. Agency management had often developed ongoing relationships with specific personnel at different companies and as such they wished to continue working with these people. Other agencies pursued certain clients because they believed these clients were best suited by the services that they have to offer and the people they had working for them.

Clients and agencies both considered it important that appropriate personnel were assigned to different brands. Both agreed that if personnel are poorly assigned to campaigns it can lead to less than effective campaign development. To ensure the best possible outcomes the agency needs to be aware of the type of personnel that the client prefers to work with and allocate agency personnel to different campaigns accordingly.

Both clients and agencies considered it important to establish a clear strategic direction for campaigns. This clear strategic direction was also considered to be an important influence on relationship commitment. The reality for a number of clients and agencies is that the growing number of international

alignments may mean that long term commitment may be a thing of the past. The result is that agencies need to recognise that they are likely to have a somewhat higher turnover of clients than was previously the case and need to be prepared for this turnover of clients.

Competency and expertise were also considered to be important in client agency relationships. As a result, agencies need to be careful of the way in which they allocate account teams to different brands. Clients expected those in agency account teams to have the necessary levels of competency to deliver effective campaigns. It was recognised that to provide personnel with the required levels of competency is not made any easier by the high turnover of people moving between agencies. Personnel may join agencies that are “flavour of the month”. The outcome is that some agencies may struggle to retain the most competent personnel. For some clients and agencies finding and retaining experienced brand managers and account service personnel is a difficult undertaking. This has come about because experienced personnel have either been drawn to popular companies or agencies within New Zealand or have been lured overseas by better opportunities.

Client respondents indicated that the best campaigns were those in which there were high levels of involvement on the part of the client and the agency. These high levels of involvement enabled the client and agency to collaborate to produce a brief which provided a clear strategy for the agency to work with. Whilst some clients were critical of agencies becoming overly creative, the reality is that some of this overly creative work results from the

client not really having a clear strategy and their inability to provide the agency with a clear brief.

Being in a stable relationship with an agency was also considered by clients a critical element to developing successful campaigns. Unfortunately the marketplace does not always allow clients and agencies to enter into relationships that they are able to assume will be stable. This lack of stability is often the result of client and agency organisations deciding to close down their New Zealand operations and move their operations to larger markets in Australia and the Pacific.

Clients and agencies considered that trust was an important element in their relationships. Clients indicated that they trusted individuals in the agency, their skills and their application of knowledge. The trust that clients and agencies have for each other in these circumstances is largely procedural. Clients are not able to trust the agency to produce high quality campaign outcomes. They can only “hope” that campaign outcomes will be of high quality. The reality is that there are many process variables that can influence the development of a campaign and a number of other variables that can influence outcomes. As such the client and agency have little influence on how and when the outcome variables will influence the quality of campaigns produced. The client will only be able to decide when a quality campaign is produced when it is introduced to the market via a range of media.

Clients and agencies spoke about the importance of the levels of creativity in campaigns. Agencies often liked to adopt a creative approach to campaign development and the client companies indicated that they wanted a

creative campaign and yet for a number of reasons the client often stifled the agency's ability to be creative. The result is that it becomes important for clients to provide better guidance to their agency in terms of the levels of creativity they are prepared to accept in different campaigns.

Discussion in Relation to Research Hypotheses

Following on from the qualitative research a quantitative questionnaire was designed based on the themes identified in the qualitative research.

A confirmatory factor analysis was initially completed on the ten items of Part One of the survey instrument. This analysis identified two factors originality and on strategy which both had five and four components respectively. A second confirmatory factor analysis was completed on four items in Part Two of the survey instrument. This analysis identified one factor, effectiveness with four components relating to this factor.

A confirmatory factor analysis was initially conducted using 50 items from Part Three of the survey instrument. These 50 items had been grouped into 10 factors based on the exploratory qualitative research completed. The confirmatory factor analysis indicated that not all these components could be proved. As a result an exploratory factor analysis was completed. The result was that four factors could be confirmed from the remaining 15 items in the data set. These were client involvement, relationship stability, competency and expertise and agency flexibility. Whilst 10 items had initially been identified in the confirmatory factor analysis, the results of the exploratory factor analysis meant that six suggested items were unable to be confirmed. At this point the ten items

were divided into two groups, the first the six process factors and the second the four outcome factors. The division was made on the basis that the six factors identified were factors which contributed to the campaign development process and the remaining four factors impacted upon the outcome of the advertising campaigns, the focus of this research.

Given that the primary focus of this research was to understand the factors that contributed to the development of quality advertising campaigns, regression analyses were performed relating to four factors (originality, and on strategy, creativity and effectiveness) from the first section of the questionnaire and the four outcome factors identified from the second section of the questionnaire (client involvement, relationship stability, competency and expertise, agency flexibility). The following sections discuss the findings of the research as they relate to the research hypotheses proposed and the regression analyses completed.

The Importance of Client Involvement in Quality Advertising Campaign Development

The results of this research indicate that client involvement is a significant contributor to the development of quality advertising campaigns. In campaigns where the client is involved, the campaigns that are produced are likely to be significantly more original than those campaigns in which the client is not involved. This is likely to be because when the client is involved the agency is able to produce more creative pieces of work which push the boundaries in terms of their originality. If the client is involved there are less likely to be any surprises in terms of what is produced. The client will have had the opportunity

to interact with the agency as the campaign is developed. Their input will help to ensure that the copy developed is not only original but appropriate. In the best relationships the agency may be given the opportunity to copy test the work before it is passed on to the client. This gives the agency the opportunity to say that they have tested the work and although it is very original it is producing the outcome that was desired from the campaign. For agencies it is important that they keep their clients involved throughout the campaign development process as too often the client who has not been involved may choose not to run a campaign on the basis that it is overly original.

The fact that the client is involved is also likely to impact on the level of creativity of the campaigns developed. Given that for campaigns to be creative they need to be both original and on strategy, the involvement of the client is likely to ensure that the campaigns are both original and on strategy. Even though in some instances the client may not be sure of the best strategy to use when developing a particular campaign, if they are involved, they are likely to interact more with the agency to ensure that the campaign developed is likely to bring the best outcomes. The challenge for agencies is to develop campaigns which are not only effective, but also extend the campaign boundaries in terms of creativity.

The results indicate that higher levels of client involvement are also likely to lead to more effective and higher quality campaign outcomes. Clients need to be sure that they are involved throughout the process from the initial brief right through to the production of the final copy. Involvement does not always mean however, that they will be “breathing down the neck” of the agency as they set

about producing a campaign, but rather that they are prepared to guide members of the brand team and provide reason for the type of strategy adopted. It may be that the most important involvement for the client is when the campaign is presented for acceptance by the agency. The client does not want someone who has had little involvement with the campaign development process making decisions on whether they should run the campaign or not without having complete information.

The research indicates that it is a little more difficult to predict the effect that client involvement has on whether a quality campaign that is on strategy is produced. The research suggests that whether a campaign is on strategy or not is the result of the interaction between client involvement and whether the client and agency are in a stable relationship. The most strategic campaigns are produced when client involvement is high and the client and agency are in a highly stable relationship. In these situations client and agency may have worked together over a number of campaigns producing strategic work. What the agency needs to be aware of is that whether the relationship remains stable is only as good as the last piece of creative produced. Should they not continue to interact and the agency involve the client in the decision making process the relationship may well dissolve and the client choose to work with another agency.

The situation where the client and agency are in a relatively unstable relationship and yet the client is heavily involved is next most likely to produce a quality campaign that is on strategy. This is because the client's involvement is likely to mean that there are constant checks on the agencies performance. The reality is though that such a relationship could dissolve when a poor campaign is

produced. There will be no real reason for the client to stay with the agency. The challenge for the relationship partners is to produce campaigns which lead the relationship to become more stable. The situations which are least likely to produce a quality campaign which is on strategy are ones where there are both low levels of client involvement and the relationships are relatively unstable. It may be in such relationships that the client has few expectations of the agency and only uses them in a limited manner for things such as media placement. Such situations may not require high level strategy development in the first place. The other situation which may produce quality campaigns which are on strategy is when the client and agency are in a very stable relationship and yet the client has limited involvement in the campaign development. In these situations the agency may have produced similar campaigns for the agency over a long period of time and the client is happy with the outcomes and sees no real reason to change their approach. The client and agency both need to be careful that they don't take their relationship for granted.

The Importance of Relationship Stability in Quality Advertising Campaign Development

The research indicates that when the client and agency are in a stable relationship they are more likely to produce high quality original campaigns. This is because when the relationship is stable the client is usually more willing to accept that the agency is able to understand the strategy for each new campaign and that they are likely to be able to make adjustments on the basis of previous campaigns produced. The agency will also have a clear understanding of where the client wishes to go strategically. The fact that they are in a stable relationship

also means that the agency feels less threatened that the client will become upset if they make a change to strategy away from that previously agreed to. To solidify the relationship in the future the agency needs be willing to produce more original cutting edge campaigns which will stretch the client in terms of strategy. It may be best that they show a willingness to copy test such campaigns at least in the short term to ensure the client is comfortable with the levels of originality.

The results suggest that being in a stable relationship and having high levels of competency and expertise are likely to produce high quality creative campaigns. The reality is that not all relationships will be those in which relationships are stable and the relationship partners exhibit high levels of competency and expertise. Some relationships will be extremely stable and yet one or other of the relationship partners may have limited levels of competency and expertise. In relationships where the client lacks in terms of competency and expertise and the agency is highly expert the agency needs to take a lead exposing the client to work that is more strategic and original. That is work that is creative.

In those relationships where there are low levels of relationship stability and the client and agency have low levels of competency and expertise it may be best that the client moves to another agency that they believe will be able to produce quality creative and lead to a more stable long term relationship. Those relationships where the client and agency may have high levels of competency and expertise and yet the relationship is somewhat unstable may need to consider ways in which they are able to rejuvenate the relationship in order to

produce higher quality creative outcomes. This might be achieved through employing higher skilled creatives who the client is likely to want to be involved with over a longer period of time. They are also able to consider moving those creatives who have become somewhat complacent with the jobs that they are doing, onto different accounts to revitalise their enthusiasm. The last group of relationships are those which are highly stable and yet there are low levels of competency and expertise exhibited by the relationship partners. Such relationships are likely to continue on with little hope of producing high quality creative work. An alternative may be that those in the relationship need to be encouraged to become more competent through training and exposure to those within their organisations who have higher levels of competency and expertise.

The Importance of Agency Flexibility in Quality Advertising Campaign Development

The research suggests that agencies that are flexible in campaign development are likely to produce strategic campaigns. The interesting thing to note is that the relationship between flexibility and on strategy was only just significant in statistical terms. This might suggest that whilst some degree of flexibility may help the client and agency to develop a strategy capable of producing a quality advertising outcome, the agency may often consider that they know best what strategy to adopt for a particular campaign and as a result become somewhat inflexible.

The results suggest that in situations where the agency exhibits low levels of flexibility in terms of how original a campaign should be, it may well be that they firmly believe that they have the expertise to judge how original any given

campaign should be and they are prepared to dig their toes in to ensure that a quality campaign is produced with appropriate levels of originality. At the other extreme are those agencies that are highly flexible. This flexibility may be the result of the agency having limited levels of competency and expertise. This may also mean that they are unsure of whether their application of strategy is correct. They are therefore willing to be somewhat more flexible in order to achieve a campaign that has appropriate levels of strategy and originality. Those who are unwilling to be flexible are less likely to produce strategic and original campaigns. This is because they hold out to use what they think is best or fail to work closely with their partners to develop a campaign with appropriate originality. What may be best for both the client and agency is to adopt a more flexible approach and to develop more original work which is able to be copy tested prior to the client making their final decision as to whether to run the campaign or not.

This research suggests that flexibility is important for clients and agencies developing high quality effective advertising campaigns. There are however situations where either agency or client may be more or less flexible as they strive to develop campaigns that they believe will be more effective. It is up to the client and agency to work together closely to develop quality campaigns that are not only strategic, original, and creative but are also effective. The way in which this is achieved is through the client being involved in the campaign process, the client and agency being in a stable relationship, client and agency displaying effective levels of competency and expertise and the agency taking a flexible approach to campaign development.

The Importance of Competency and Expertise in Quality Advertising Campaign Development

The research suggests that that client and agency competency and expertise is important to quality advertising campaign development. Competent and expert clients and agencies are better able to judge which type of strategy to use for which type of campaign. As a result clients need to be careful in their choice of the agency they wish to work with. In the client's case they need to pick an agency that has the required expertise in strategic campaign development, or an agency that has developed campaigns for them previously based on similar strategies. They may also choose their agency on the basis of the competency and expertise and strategic insight of individuals at the particular agency. Certain account teams at the agency are likely to be best placed to develop campaigns with a particular strategic intent and the individuals in those teams have the expertise to ensure this happens. Clients also need to be sure that they have individuals working in their brand teams who have clear strategic insight as to where they want the agency to take their brand.

The results of the research support the hypothesis in that as agencies and clients become more experienced, they are better able to judge how likely it is that an original campaign will work. The client will be able to make judgements on the basis of previous campaigns developed and the agency will know what level of originality is appropriate to the particular client's or brand. Agencies need to be working alongside client personnel to be constantly pushing the envelope in terms of new and more effective creative development. They can only do this if agency personnel have the competency and expertise to recognise the potential in a more original campaign.

The research results suggest that those with moderate levels of competency and expertise are likely to produce the most effective campaigns. This is because those that have moderate levels of competency and expertise are constantly striving to produce the highest quality and most effective campaigns possible. As they become more competent and expert they are likely to be able to assist each other to achieve the more effective outcomes. They may also be able to draw on particular competencies held by the client or agency to ensure more effective outcomes. The unfortunate thing for clients and agencies is that there will always be some in client and agency organisations who do not have the required levels of competency and expertise and as such if they are grouped together they may produce less effective campaigns. The challenge for client and agency brand and account managers is to ensure that personnel with lower levels of competency and expertise are placed alongside those with moderate levels of competency and expertise. The hope would be that the enthusiasm of those with moderate levels of competency and expertise would rub off on those with lower levels of competency and expertise and that those with moderate levels of competency and expertise would show a willingness to pass on their expertise. Agencies also need to ensure that those with high levels of competency and expertise are moved between different accounts to ensure that they do not become complacent to ensure that the client and agency get the maximum benefit from their competency and expertise. Those who are unwilling to use their competency and expertise to improve client and agency performance are probably better moving to another company or agency where they can use their skills in a more appropriate manner. Details of each of the

hypotheses and whether they are supported or not supported are provided in Table 113.

Research Contributions and Implications

The following section presents the contribution of this study from an academic and practitioner perspective.

Academic Perspective

This research has investigated the relationship between the client and agency involved in the development of quality advertising campaigns. Much of the previous research completed has focussed on the process factors that influence the development of advertising campaigns and is based on agency views of the campaign development process. This research has sought to explain the factors that influence the outcomes of campaign development.

In comparison with previous research this piece of research has chosen to focus on the views of the client in the development of quality advertising campaigns. Whilst clients agree that a number of the process factors involved in the campaign development are important in terms of how campaigns are developed, few if any of the process factors involved in campaign development influence whether a client will accept the campaign which is presented to them by the agency. Rather, this research suggests that it is critical that the client is involved in the campaign development process. A client's involvement means that they are able to share information and interact effectively with the agency in the campaign development process, ensuring that higher quality campaigns

which are on strategy, original, creative and therefore likely to be more effective are produced.

Secondly this research suggests that being involved in a stable relationship is likely to enhance the quality of campaigns produced. The fact that the client and agency are in a stable relationship means that there is likely to be considerable carryover from previous campaigns and the client and agency are able to foresee any problems which might arise as they move through the process.

Thirdly, the research considers that it is important that client and agency have high levels of competency and expertise. The fact that each of the relationship partners at both an organisational and individual level have high levels of competency and expertise means that there is less likelihood of ineffective campaigns being produced due to poorly conceived strategy.

Finally the research suggests that it is important that the agency is flexible throughout the campaign development process. If the agency is flexible it means that the agency is more likely to take the clients involvement more seriously and be more likely to adapt to client concerns over poor strategy.

Practitioners Perspective

Given that much of the earlier research relating to the development of advertising campaigns has been completed from the agency's viewpoint, this research serves as a reminder to the agency that they are only one partner in the relationship and that to achieve quality outcomes it is important that they fully involve the client in the campaign development process even though sometimes the client may prefer to take a back seat.

It is important that the client has a voice in the strategy used for different campaigns and that they are able to at least suggest the desired level of originality in different campaigns. The outcome for the client and agency is likely to be campaigns which are more appropriate and more original and therefore more creative. Such campaigns are likely to be of a higher quality and more effective.

Whilst client agency relationships seem to have relatively short life spans, the research suggests that clients believe that stable relationships are likely to foster the development of higher quality campaigns. Agencies and clients need to find ways of ensuring that their relationships last longer so that they can reap the benefits of their knowledge sharing and interaction. Working more closely in terms of strategy is likely to enhance the chances of relationships surviving. If this is to occur there is less chance of a client receiving a campaign which comes as a surprise.

To ensure quality campaign outcomes the client and agency have a role to play in the allocation of resources to different accounts. In the first instance it is important that they allocate individuals who feel comfortable working together to similar accounts. This however, is not to say that agencies should not allocate highly creative individuals to clients who are less creative. Those who are more creative are able to encourage clients to develop campaigns which are both more original but also on strategy. The result may be a higher quality more effective campaign for the client. Clients and agencies also need to have a good mix of personnel assigned to accounts to ensure that those who have lower

levels of competency and expertise are able to become more competent and expert in a range of different roles.

If the agency is able to be flexible in their approach to campaign development, the client has less reason to move their account to another agency as the result of a campaign which lacks in terms of strategy or is overly original. The agency is likely to have made adjustments prior to presenting the final advertisement and as a result it is more likely to tick all the boxes.

Research Limitations

There are several limitations in this research that need to be addressed.

Researchers suggest that using surveys may mean that the research is subject to some common method biases (Podsakoff, McKenzie and Lee, 2003). As such the common method biases may be subject to some measurement error and may threaten the validity of conclusions. Some suggest that respondents may try to maintain a consistency in response, answer on the bias of social desirability, on the basis of leniency or mood state (Podsakoff, McKenzie, & Lee, 2003). Research also suggests that some bias may appear due to factors such as item social desirability, item ambiguity and item context effects (Podsakoff, McKenzie, & Lee, 2003). Whilst there is the possibility of some common method biases in this research the extent of these biases is considered insignificant given the way in which the questionnaire was designed. In addition there is less expertise in total to draw from in a small advertising market like New Zealand. Outside the top 50 client firms, expertise gets to be very thin. This impacted on the ability to collect data. However, the data presented comes from a very large percentage of the total expertise that exists in Australia and New Zealand.

Secondly the research may be somewhat limited by the sample size and the geographic location of respondents. The number of potential respondents willing to participate in the survey was reduced somewhat by the number of companies involved in relationships with advertising agencies in New Zealand and Australia and company policy which sometimes precluded the researcher from reaching the relevant people in the client organisations.

Thirdly this research may have some bias due to the fact that the survey only sought the client's view on which factors contributed to the development of quality advertising campaigns. This bias may have been reduced somewhat by the fact that the researcher completed exploratory qualitative research in the area with both clients and agencies.

Fourthly, the focus of this research is on the outcome factors involved in client agency relationships and the process factors are taken for granted when they may have had a significant impact on the campaign up until the point where the client decides whether they will run a particular campaign.

Directions for Future Research

A number of opportunities for future research arise from this research:

Firstly research could use the questionnaire to survey client companies in the United Kingdom and United States markets to see if there were any considerable differences in responses and to see if the factor analysis would highlight any other factors which were not significant due to the sample size.

Secondly a similar questionnaire could be developed integrating the work of Koslow Sasser and Riordan (2006) to survey advertising agency respondents from the same sample to the one used in this research to see if there were

differences in what agencies considered to be the influencers of the development of quality advertising campaigns.

Thirdly research could be completed to consider how the process factors previously mentioned might interact with the outcome factors to enhance the quality of advertising campaigns developed.

Fourthly although there was a wide range of data collected in this research relating to whether clients believed advertisements gained target audience attention, whether the target audience was likely to understand the campaign, and whether they were likely to be persuaded by the campaign, little detailed analysis was completed on this information. The current research could be extended to complete a more in depth analysis.

Finally research could be completed to understand the impact of media choice, the size of client and agency organisations and the level of company advertising spend on the quality of advertising campaign produced.

Conclusion

This research investigated from the client's point of view the factors that contribute to the development of quality advertising campaigns. The study employed exploratory qualitative research with both clients and agencies to uncover the major themes evident in client agency relationships. The results from the exploratory qualitative research were used in the development of a quantitative questionnaire. The results of the questionnaire were analysed using factor analysis and regression analysis. These analyses identified two sets of factors that had the potential to contribute to the development of quality advertising campaigns. The first group highlighted what were termed the process

factors. The research concluded that whilst these factors may have influenced the campaign development process they were unlikely to influence the judgments as to whether a campaign is deemed to be high quality. The second group the outcome factors were the focus of this research. These were the factors which were seen by clients to lead to the development of quality advertising campaigns.

Unlike previous research completed by Koslow, Sasser and Riordan (2006) which considered the relationship from the agency's point of view, this research focussed on the client's view and suggested that whilst many of the process factors are important to the way in which campaigns are developed they have little if any impact on whether a quality advertising campaign is produced. It is left completely up to the client to decide whether they will run a particular campaign. Clients have suggested that client involvement, relationship stability, competency and expertise and agency flexibility are the factors which really influence whether a quality campaign which is both on strategy and original is produced. It is these factors which help the client to decide whether a particular campaign will be effective. No matter how much time and effort is put into ensuring the process factors are looked after, if the outcome factors are not positive the client is not likely to accept the campaign developed. It may well be that those clients developing campaigns would be willing to accept more original creative work so long as it was on strategy and maybe agencies should copy test campaigns prior to handing them over to the client in an attempt to have this highly creative work used. We probably never see what might be the most effective campaigns.

The key to understanding what provides clients with quality advertising campaigns is for clients and agencies to understand and commit to a collaborative approach to campaign development. As part of that process it is critical that clients and agencies are involved in bi-directional sharing of information in order for deeper and better strategies to emerge. Because it is difficult to understand the information that the agency might need, it is important that the information shared is negotiated and renegotiated throughout the campaign development process. The repeated ties that take place at the macro and meso level draw on the expertise held within the partner organisations and as a result will enhance the strategies that emerge.

The results of this research suggest that client involvement, relationship stability, competency and expertise and agency flexibility are the key factors contributing to the development of quality advertising campaigns. As a result those adopting a collaborative approach to campaign development need to be aware of the role that each of these factors might play.

Taking a collaborative approach to campaign development will see the client being involved in information sharing (Huxham & Hibbert, 2008) at different stages of the campaign development process (Singh & Mitchell, 2005). This repeated information sharing will enhance the likelihood of developing a quality campaign. If the client and agency management are in a stable relationship they are able to build a series of networks that will be crucial to the collaborative activities involved in campaign development (Moran, 2005). Prior experience with the same partners is also likely to lead to more effective collaboration (Gulati, Lavi & Singh, 2009). The fact that collaboration partners

may bring different assets to the campaign table is also likely to enhance the likelihood of developing a quality campaign. The dual accumulation of expertise over time through collaboration (Ahuja, 2000) is also likely to improve the likelihood of producing a quality advertising campaign. High levels of competency and expertise is likely to enhance organisational performance enabling relationship partners to gain and sustain collaborative advantage. This sharing of critical information is of primary importance to those producing quality advertising campaigns. If relationship partners adopt a flexible approach to their collaborative activities it is likely to enhance the completion of autonomous and interdependent tasks (Molleman, 2009). It has also been suggested that the learning that occurs during collaboration is likely to impact on relationship flexibility. This learning may occur through the processes of collaboration, through being involved in collaboration and through the individuals involved in the collaborative activities associated with campaign development (Hibbert and Huxham, 2005).

For clients and agencies to produce quality advertising campaigns it is important that they take a collaborative approach if they seek success in the campaign development process. They cannot rely upon factors such as trust commitment, and respect for relationship partners to produce quality campaigns. They need to collaborate with their relationship partners ensuring that there are high levels of client involvement, they are involved in stable relationships, the agency has high levels of competency and expertise and is flexible in their approach to these collaborative activities.

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APPENDIX 1: PERSONAL EXPLORATORY

INTERVIEW SCHEDULE - CLIENTS

1. Tell me about the relationship that you have with your advertising agency?
2. What are the processes you go through with your advertising agency when planning and developing a campaign?
3. How did you come about working with the advertising agency that your company presently works with?
4. Are you happy with the work that they have produced for you thus far?
5. Could you tell me about some of the experiences you have with individual employees within the agency? Good experiences? Bad experiences?
6. How important are these relationships and experiences to your relationship with the agency or agencies you work with?
7. From your perspective, what does the future look like with your agency, agencies?
8. To what extent is commitment an important part of your relationship?
...trust?
...understanding?
9. Given that there are many different people working within different client organisations, can you tell me something about the way these people operate with the range of different agency personnel they are involved with?

APPENDIX 2: PERSONAL EXPLORATORY

INTERVIEW SCHEDULE - ADVERTISERS

1. Tell me about the relationships that you have with different types of clients that your agency works with?
2. What processes do you go through with these different clients when planning and developing a campaign with them?
3. How did you come about working with the range of clients that your company presently works with?
4. Are you happy with the relationships that you have established with these clients thus far?
5. Could you tell me about some of the experiences that you have had with employees within client companies? Good experiences? Bad experiences?
6. How important are these relationships and experiences to the overall relationship with your clients?
7. From your perspective, what does the future look like with the different clients your agency is associated with?
8. To what extent do you consider commitment is an important part of your relationship with the range of clients you deal with?

...trust?

...understanding?
9. Given that there are many different people working within agencies, can you tell me something about the way these people operate with the range of different clients they may be assigned to?

APPENDIX 3: QUESTIONNAIRE

Part 1: Working with Your Advertising Agency

Thank you for helping with this study! I want to know about the way you worked with your advertising agency/s to create the three most recent campaigns that you have worked on. Please identify the first second and third campaign by using a code name for the campaign.

My most recent ad / campaign:

My second most recent ad/ campaign:

My third most recent ad / campaign:

Please use the scale below to tell me to what extent you agree with the statements in the table below. Please write the appropriate numbers in the boxes to the right of each statement.

If your answer is...	Strongly Disagree	Disagree	Somewhat Disagree	Neither	Somewhat Agree	Agree	Strongly Agree
Put this number in the box	1	2	3	4	5	6	7

Compared to other advertisements/campaigns with the same media approach, this advertisement campaign was...	Most recent	Second most recent	Third most recent
...“on strategy”			
...original			
...a good fit with the clients strategy			
...imaginative			
...emotionally expressive			
...unexpected			
...novel			
...an appropriate strategy for the client			
...different			
...built on good strategy			

Part 2: Self Assessment Rating

For each of the three most recent ads/campaigns, please give a personal rating of the ad/campaign based on the criteria detailed by circling the appropriate number in the table:

Effectiveness of ads/campaigns	Extremely Ineffective	Ineffective	Average Effectiveness	Effective	Extremely Effective
Most recent ad/campaign	1	2	3	4	5
Second most recent ad/campaign	1	2	3	4	5
Third Most recent ad/campaign	1	2	3	4	5

Level of Creativity ads/campaigns	Extremely Uncreative	Uncreative	Average Creativity	Creative	Extremely Creative
Most recent ad/campaign	1	2	3	4	5
Second most recent ad/campaign	1	2	3	4	5
Third Most recent ad/campaign	1	2	3	4	5

Level of Satisfaction with ads/campaigns	Extremely Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Extremely Satisfied
Most recent ad/campaign	1	2	3	4	5
Second most recent ad/campaign	1	2	3	4	5
Third Most recent ad/campaign	1	2	3	4	5

Likelihood for ads/campaigns to gain target audience Attention	Extremely Unlikely	Unlikely	Neither	Likely	Extremely Likely
Most recent ad/campaign	1	2	3	4	5
Second most recent ad/campaign	1	2	3	4	5
Third Most recent ad/campaign	1	2	3	4	5

The likelihood of the target audience Understanding ads/campaigns	Extremely Unlikely	Unlikely	Neither	Likely	Extremely Likely
Most recent ad/campaign	1	2	3	4	5
Second most recent ad/campaign	1	2	3	4	5
Third Most recent ad/campaign	1	2	3	4	5

The likelihood of ads/campaigns Persuading the target audience	Extremely Unlikely	Unlikely	Neither	Likely	Extremely Likely
Most recent ad/campaign	1	2	3	4	5
Second most recent ad/campaign	1	2	3	4	5
Third Most recent ad/campaign	1	2	3	4	5

Below please indicate what the primary media used in each of your last three campaigns was.

	What were the primary media used? (Please tick)						
	TV	Radio	Print	Direct	Electronic	Outdoor	Other
My most recent ad / campaign:							
My second most recent ad/ campaign:							
My third most recent ad / campaign:							

	Most Recent Campaign		Second Most Recent		Third Most Recent	
Did you pay your agency on a performance basis? (Please circle)	Yes	No	Yes	No	Yes	No
Did you use the campaign? (Please circle)	Yes	No	Yes	No	Yes	No
Was the work <i>pro bono</i> ? (Please circle)	Yes	No	Yes	No	Yes	No
Is your agency Large (L) Medium (M) or Small(S)?	L	M	S	L	M	S
Is your company Large (L) Medium (M) or Small (S)?	L	M	S	L	M	S
How long has your company been with your agency?	Yrs mo		Yrs mo		Yrs mo	
How much does your company spend on advertising per annum?	\$		\$		\$	

Part 3: Advertisements and Campaigns in Detail

In this section of the questionnaire, we will be talking about the advertisements or campaigns you listed above (e.g. “most recent”, “second most” and third most”). Below, please tell me to what extent you agree or disagree with the statements as they apply *to each of the three campaigns you identified at the top of the front page*. Please use the following scale and write the numbers in the boxes to the right of each statement.

If your answer is...	Strongly Disagree	Disagree	Somewhat Disagree	Neither	Somewhat Agree	Agree	Strongly Agree
Put this number in the box	1	2	3	4	5	6	7

	Most Recent	Second Most Recent	Third Most Recent
We were not prepared to leave anything to chance with this campaign.	1		
There were significant amounts of knowledge shared with our agency throughout the campaign.	2		
We want to stay with our agency.	3		

	4		
	Most Recent	Second Most Recent	Third Most Recent
We have developed high levels of trust with our agency.	4		
We are philosophically similar to our agency	5		
The majority of our company's contacts at the agency are highly experienced.	6		
Our agency used standardised procedures for each campaign.	7		
Company personnel admire the abilities of those in the agency.	8		
Our relationship has remained stable over a number of campaigns.	9		
Our agency was able to accommodate to our needs as a client.	10		
Each of the campaigns required concentrated levels of attention from both client and agency.	11		
The match between personnel at the agency and in our organisation means that the relationship is likely to be long term.	12		
Our agency attempted to avoid risks when developing this campaign.	13		
Our agency was able to adapt to changing circumstances.	14		
Together we discovered more opportunities than we would have working independently.	15		
We respect the candidness of our agency.	16		
It is likely that we will use our agency for some time in the future.	17		
We were willing to take risks on this campaign.	18		
Our agency is able to produce creative which fits with our style for the product.	19		
Procedures adopted by our agency ensured that all aspects of the campaign were completed effectively.	20		
There is a personal affinity between ourselves and our agency.	21		
Our agency was able to be flexible in terms of personnel assigned or processes followed.	22		
Our agency likes to take risks when developing campaigns.	23		
Our agency adopts a flexible approach to campaign development.	24		
Our agency always assigns the most competent personnel to our account.	25		
Our relationship with our agency is intense.	26		
The relationship we had with our agency allowed for flexibility in campaign development.	27		
We strive to develop a common understanding with our agency.	28		
The procedures adopted by our agency ensured that we were always clearly informed.	29		
We relied upon our agency to produce effective campaigns	30		
Standard procedures left no room for our agency to vary from strategy.	31		
Our agency often developed campaigns with an element of risk in them.	32		
We have a great deal of respect for our agency.	33		
Our agency was willing to re-assign personnel where necessary.	34		
We have high regard for the different departments in our agency.	35		
We trust the judgements made by our agency personnel.	36		
Personnel assigned to our account are experts at what they do.	37		
Our agency had the knowledge to recognise opportunities.	38		
Campaign development requires high levels of interaction between client and agency.	39		
We were not prepared to run the risk of campaign failure.	40		
We know that our agency's personnel perform without having to monitor their progress.	41		
Agency and client personnel are in regular contact throughout the campaign	42		
Our agency personnel are competent no matter the situation they are faced with.	43		
Our agency was willing to make changes at any stage of the campaign development.	44		
We value our agency for their experience.	45		
Our agency was relatively inflexible throughout the campaign.	46		

	Most Recent	Second Most Recent	Third Most Recent
Our agency thinks about our brand the same way as we do	47		
We were confident that our agency would produce a good campaign.	48		
Procedures clear to both client and agency were in place for all campaigns.	49		

Part 4: Risk Taking

1. Where would you place your company when it comes to taking risks in advertising?
Please circle the appropriate number.

	Extremely Low Risk Company	Low Risk Company	Somewhat Low Risk Company	Neither	Somewhat High Risk Company	High Risk Company	Extremely High Risk Company
	1	2	3	4	5	6	7
Risk Taking Culture							
Highly Creative							
Risk-Taking Media Choice							
Tend to Lead Competitors							

2. In this hypothetical example (OK – very hypothetical!), imagine that your company is launching a new product and that only one of the following advertising options can be chosen. Which one do you think your company would favour?

- If Plan A is adopted, sales of \$200,000 will be made
- If Plan B is adopted, there is a 33% chance that sales of \$100,000 will be made, and a 67% chance that sales of \$400,00 will be made
- If Plan C is adopted, there is a 67% chance that sales of \$100,000 will be made and a 33% chance that sales of \$1,000,000 will be made.

3. Considering your most recent advertising campaign, how much risk do you consider was taken?

- No Risk
- Slight Risk
- Some Risk
- Significant Risk
- 100% Risk

Part 5: Demographics

Now, please tell us about yourself. Your responses will be used for classification purposes only.

How many years have you been dealing with advertising and advertising agencies _____ years.

Does your company have alignments with international advertising agencies? Yes No

What is your current job title? _____

Have you ever worked on the agency side? No Yes, Number of years: _____

Are you: Male Female Single Married

Your Age is: 18-24 25-29 30-34 35-39 40-44 45-49 50-54 55-59 65+

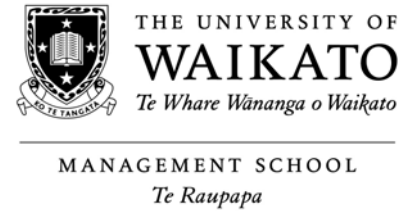
Your highest level of education is:

- High School
- One Year of University
- Two years of University
- Undergraduate Degree
- Graduate Degree
- Creative Design/art program

Thank you for your participation in this research! **Please return in the envelope provided or mail to:** Richard Calderwood, Department of Marketing, Waikato Management School, University of Waikato,
Private Bag 3105, Hamilton. New Zealand.

APPENDIX 4: COVER LETTER

Department of Marketing Phone +64 7 8556494
Waikato Management School Email: richardc@waikato.ac.nz
The University of Waikato
Private Bag 3105
Hamilton, New Zealand



The relationship between a marketer and its advertising agency is critical to effective marketing, and so to better understand this relationship I am writing to invite you to participate in my PhD research exploring these issues. My name is Richard Calderwood and I am completing my PhD in marketing at the Waikato Management School at the University of Waikato in Hamilton, New Zealand. My supervisor is Dr Scott Koslow, a world renowned expert in advertising creativity and effectiveness.

Your help will ensure that this research stays relevant and useful to firms like yourself. Specifically, what I am asking is that individuals in your firm complete survey questionnaires about your firm's relationship with your advertising agencies. Those involved with the agency-client relationship will be asked to fill out a questionnaire about those relationships. The questionnaire is four pages long. I would like to be able to distribute these questionnaires to marketing managers, brand managers, marketing assistants and others responsible for dealing with your advertising agencies. I can assure you complete anonymity and confidentiality of your responses.

I am able to send a copy of the questionnaire to you electronically as well as the hard copy enclosed. You would need to send me an email if you wanted an electronic copy. This would allow you to print off extra copies for colleagues who are willing to participate in the survey. If you choose to download the electronic copy, my reply address can be found on the bottom of the questionnaire document. If it is easier you may wish to put several completed questionnaires in the same envelope. If you would like me to send extra reply envelopes please let me know by email and I will send them to you.

To thank you for participating, I am happy to provide you to provide you with a “scorecard” which details the averages of your results compared to other organisations surveyed.

I thank you for participating in my research project. I will be happy to answer any questions relating to any aspects of the project. You can contact me by email in the first instance and by phone at 064 7-855-6494.

Kind Regards

Richard Calderwood

Doctoral Assistant

Department of Marketing

