Measurement of Marketing Communications Performance: 
Implications and Theory Building for B2B Organizations

[Master thesis | Characters: 155 740]

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Acknowledgments

I would like to express my very great appreciation to Chiara Valentini who guided me throughout the project and supported with her valuable advice and encouragement. I do believe that supervising a student working in another country requires additional efforts and patience.

I would also like to thank DHL Supply Chain organization for a possibility to study their situation and devote some of my working time for writing. This thesis would not have been possible without the input from: Kirsten Klatt, Richard Preece, Denise Klapper, Javier Loyola, Tina Marinkovich, Marie Afuang and Alison Jocz. I owe my sincere thankfulness to them for finding the time to talk to me.
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ABSTRACT

The purpose of this master thesis is to expand the current knowledge about the measurement of marketing communications performance with implications for business-to-business (B2B) organizations. In order to do this, it is important to determine how organizations in B2B environment perceive the value of measuring marketing communications, what measurement tools or methods companies use and what key performance indicators (KPIs) they apply. This study will investigate the problem by looking at the case of DHL Supply Chain which is one of the four divisions of the DHL company. A qualitative approach was taken to conduct a case study research. As a primary research method semi-structured interviews were carried out with Global Marketing and Regional Marketing team leaders as well as managers. In addition to this, content analysis of selected documents was done to support the interview data and examine what dimensions, KPIs and tools DHL Supply Chain uses in practice. Since the author is an intern for this company, she was also able to attend meetings and calls related to the topic and observe the necessary information.

The findings suggest that the current information deluge and many various sources available create difficulties for organizations to select the most relevant KPIs and implement measurement. It is also important to keep consistency and be persistent throughout the whole measuring process. What is more, budget plays a significant role when it comes to choosing measurement tools and frequency of measurement. The bigger the budget a marketing communications department is given, the higher is the need to track the money and ensure visibility because senior managers require marketers to be accountable respectively. Different maturity level across the regions as well as complex organizational structure are two other factors that influence the measurement of marketing communications performance. In terms of metrics, organizations must be aware that some of them such as impressions can be subjective. Among the most important areas to measure KPIs DHL Supply Chain case proposes the following: brand awareness, relevance set, loyalty, positioning, consistency of messages and standard messaging, communication touch points, and lead generation.

Lastly, the balanced scorecard adopted by DHL Supply Chain attempts to measure integrated marketing communications performance. However, it misses out the strategic linkage between the four main perspectives originally suggested by Kaplan & Norton: customer, financial, internal and
innovation and learning, focusing mainly on internal aspects. Therefore, it is suggested to revise the structure of the current balanced scorecard and include the metrics from other perspectives. Furthermore, it is advised to take a more collaborative approach when developing the concept of this tool and involve Regional Marketing teams in the process. Overall, DHL Supply Chain is still in the learning phase and can experiment with their balanced scorecard to achieve maximum benefits.

**Key words:** measurement, marketing communications, business-to-business (B2B), performance, balanced scorecard, key performance indicators (KPIs)
1. INTRODUCTION

With the rapidly changing business landscape, companies are challenged to find new ways of building their competitive advantage. Customers have become immune to millions of products and services proposals [Pickton & Broderick 2001]. The Internet has enabled every customer to choose what they want, how they want and when they want to receive the information and to purchase the product [Schultz & Schultz 1998]. Considering these circumstances, marketing communications, and more importantly, integrated marketing communications becomes the core of business and the overall corporate strategy.

The value of marketing communications to the whole organization is unquestionable. With their extensive communication expertise, marketers help businesses to build a strong corporate identity which shapes the corporate/brand image. Additionally, marketing specialists hold the responsibility of managing various stakeholders, on top of solely customers [Varey 1998:185]. Marketing communications equips the management with knowledge of the market and potential business directions. This eventually can influence corporate decision making. Marketing communications is also concerned with internal communications in organizations [Varey 1998:186]. But most importantly, companies benefit from marketing specialists because they represent the voice of the customer – building strong relationship and knowing your customer’s needs is key for any successful business [Varey 1998:187]. Therefore, corporate communication being at the strategic level of an organization is the integrated framework for managing overall communications where marketing communications is an integral part of it [Cornelissen 2009:31]. Simply put, marketing serves corporate communication and, therefore, its contribution should not be overlooked in the context of corporate communication. That is why evaluating performance of marketing communications has become a vital issue among small and big companies.

A literature review suggests that historically marketing communication efforts were measured on medium-by-medium basis, meaning that all elements of communication mix were measured separately and in isolation [Keller 2001, Ewing 2009, Reinold & Tropp 2012]. However, due to the increasing importance of integrating communication messages and activities and the need to incorporate it into overall corporate strategy, marketing communications has become ever more complex in terms of measuring its performance. Consequently, research in this field is still very
limited. Nonetheless, previous studies have proposed few tools to measure integrated marketing communications (IMC). In this regard, the most significant and recent work have been done by Reinold & Tropp [2012] who critically summarize existing tools for communication and marketing communications and propose an integrated measurement approach for IMC.

Nevertheless, most of the scholars acknowledge that there is a need for further research in measuring performance of communication functions and, in particular marketing communications. Therefore, the analysis of this thesis will help to expand the current knowledge about the measurement of marketing communications performance with implications for business-to-business (B2B) organizations. This study will investigate the problem by looking at the case of DHL Supply Chain. It is one of the four corporate divisions of DHL and a global contract logistics provider for customers like Wal-Mart, Unilever, Hewlett Packard, Proctor & Gamble, Kraft Foods, British American Tobacco and many more. DHL Supply Chain operates in a B2B business which makes it a relevant example for this research. Furthermore, Global Marketing department of DHL Supply Chain is currently developing the concept of balanced scorecard and implementing measurement of their marketing and communications practice. Thereby, this research has the following objectives:

1. To determine how organizations in B2B environment perceive the value of measuring marketing communications performance;
2. To determine what main tools are being used to measure marketing communications and what the role of balanced scorecard is;
3. To examine what existing tools for measurement are used within DHL Supply Chain;
4. To propose improvements regarding the tool and provide recommendations for DHL Supply Chain.

However, the scope of this thesis is limited to the case research of DHL Supply Chain, rather than the entire DHL organization. Due to the size of the company and time limitations it was not possible to conduct in-depth research which would cover other divisional units. In addition, the type of products differs across the divisions. This makes it challenging to conduct cross-divisional marketing communications practice comparisons. Moreover, this research work will include three main regions in which DHL Supply Chain operates, in addition to Global Marketing. Yet, the practice of countries’ marketing communications was not taken into account because of the lack of strategic
approach and existing measurement systems. Furthermore, the scope of 60 countries would be too extensive for this study. Thus, the study addresses only the leading marketing teams that shape marketing and communications practice within DHL Supply Chain globally and regionally.

The first section of the paper covers the theoretical framework of marketing and communication concepts and the shift towards holistic integrated approach. It further explores the existing research of measuring marketing communications performance in terms of marketing communications mix. In addition, the framework delves into current theories on B2B companies in relation to this topic. This section also investigates discussion of common metrics and tools, and covers balanced scorecard as the preferred measurement tool. The second section presents the methodology used and case study analysis. Following that, the findings and recommendations for improvements in DHL Supply Chain are presented. Conclusions with implications for B2B organizations and future research will conclude this thesis.
2. CHANGES IN PERCEPTION OF COMMUNICATION AND MARKETING CONCEPTS

2.1 Strategic communication imperative

Today’s business marketplace is very much different than few years ago. The rapidly growing number of corporations and local businesses around the globe shapes new rules for competition where common strategies of pricing and product do not bring much value anymore. At the same time companies have witnessed numerous changes in markets, media, communications and consumers’ needs that were triggered by internet technologies [Reinold & Tropp 2012:113], thus, making the competition even tighter in gaining customer’s attention. In addition, crisis communication has become a common practice adopted by companies that want to successfully manage unexpected events and natural disasters. Cornelissen [2009] argues that three categories of drivers have evoked the current situation: market and environment-based, communication-based and organizational drivers. Greater public scepticism, government interference and increased competition changed the business environment and markets [Cornelissen 2009:22], mass consumption turned into individual consumption forcing organizations to use a wider range of channels and media [Cornelissen 2009:24], whereas increasing costs of traditional mass media encouraged companies to reconsider their media presence and control of it [Cornelissen 2009:25]. Restructuring of communication by bringing various functions together meant organizational changes to use communication more strategically – linking it to the corporate strategy and company’s positioning [2009:26]. Holm [2006] acknowledges the impact of new factors when developing marketing communications: the reduced difference among competitors and standardization of products are the key triggers for building a sustainable strategic positioning. Hence, adjusting objectives and strategies to changing marketing and communication realities has become ever more important [Holm 2006:26]. This also implies that communication activities should be planned, proactive, aimed to reach organizational goals as well as prevent any upcoming crises [Holtzhausen 2008].

More companies attempt to adapt this strategic communication approach in their businesses. Argenti et al. [2005] conducted 50 interviews with top management of different companies ranging from corporations such as Dell, FedEx, Pepsi to some other such as Cendant, Knight Trading,
Cognex, Jet Blue, the New York Times Co. and more, to investigate the role of communication in strategy formulation and implementation. These examples of companies include different industries as well as business-to-consumer (B2C) and business-to-business (B2B), that practice strategic communication approach in their organizations. According to Argenti et al. [2005:86], the most significant reasons why companies decide to move towards this approach are due to regulatory imperatives (new regulations towards communication practice, e.g. annual reports), organizational complexities (e.g. company mergers) and the need for increased credibility (e.g. corporate crises).

Consequently, the requirements for communication performance have also changed during the time. Communication activities are being tied to financial and behavioral outcomes as a result of the necessity to link it with the overall corporate strategy while senior managers are increasingly interested in measuring them in terms of market value [Argenti et al. 2005:87]. Companies are facing accountability and demand for metrics due to changing economic circumstances such as tighter budgets, limited resources and new frameworks linking intangible assets with performance.

Having said that:

‘The connection between a company’s communications activities, business outcomes and value creation will be ever more definable’ [Argenti et al. 2005:88].

However, in order to tackle communication performance, it is crucial to understand that communication itself consists of different functions which complicates evaluating its outcomes. As Argenti et al. [2005] points out, once you take on the strategic communications approach, all functions must be integrated and aligned: media relations, employee communications, financial communications, community relations, government relations and marketing communications are all necessary to encompass, but at the same time customizing them to different objectives. IMC concept offers the approach of managing various communication programs that are targeted at different stakeholders because it is:

‘An audience-driven business process of strategically managing stakeholders, content, channels, and results of brand communication programs’ [Kliatchko 2008:140].

In other words, IMC aims for the maximum results by involving the whole organization from highest corporate strategic level down to the day-to-day implementation of individual tactical
communication activities [Reid et al. 2005:11]. Having this holistic approach strategic analysis and control of all communicative actions becomes a core of marketing communications.

2.2 Organizational accountability

Another aspect which is receiving a greater attention in terms of communication performance is increased degree of accountability. Generally, accountability is justification of one’s actions to the stakeholders by providing sufficient, accurate and timely information to them [Swift 2001:17]. The quality of accountability is closely linked with corporate reputation [Swift 2001:18] where the latter is the outcome of the relationship between the company and its customers. Thus, justifying corporate actions or, in other words, being accountable for what you do, builds corporate reputation. Good corporate reputation indicates healthy customer-company relationship and such an organization is expected to be relied upon to behave in a manner that is consistent with its reputation [Swift 2001:23].

Cornelissen claims that every function within an organization was evaluated on its accountability already in the 1980s [2009:25]. Today senior management is increasingly questioning the value of marketing communications and its expenditures [Schultz & Schultz 1998:24]. Deloitte [2008] reports that marketers are being called to be more accountable and justify their budgetary demands and activities. Greater accountability that is required from organizations puts them under pressure to produce financial results. Therefore, measurement and effectiveness of marketing communications have become a critical concern [Kliatchko 2008:137]. Consequently, one of the four key pillars for IMC next to stakeholders, content and channels, according to Kliatchko, is results. Measuring marketing communications effectiveness means measuring behavioral responses and outcomes [2008:151]. Therefore, IMC programs must be accountable for business results and this can be achieved through an ongoing performance evaluation. Lee & Park [2007:232] refer to the issue of a greater accountability as an emphasis on tangible outcomes and the use of databases while Vos & Schoemaker [2004:12] relate to this as the control of communication quality that has to be improved by taking responsibility and measuring results and return on investment.
Thereby, communication scholars justify the fact that accountability should drive performance measurement. In turn, the degree and quality of accountability may also impact on corporate reputation. A positive performance then is a clear justification for company’s expenditures on communication activities. In this way, marketing communication specialists are able to prove their contribution to overall organizational performance and secure future budgets. Obviously, both qualitative and quantitative outcomes of marketing communication matter to the business. However, senior management seeks to know the concrete financial numbers produced by marketing department. Whether it is tangible or intangible assets being reported, it is another question for each company to agree upon.

**Conclusion.** For the past decades the perception of communication as well as marketing communications has extended in terms of strategic and financial imperatives. Customers require more credibility from companies while at the same time senior management is asking to prove the expenditure on activities. Due to various changes in business environment, there is a significant need to adjust the practice of marketing and communications in order to create the right competitive advantage and to reach out to the target audience. In such a situation, marketers must look for ways of measuring their communication performance. For these reasons, evaluation and accountability have become one of the top issues for marketing communications community. Summarizing the first section one can propose the following hypothesis:

**H1:** if B2B companies adopt the strategic communication approach – linking communication to the company’s overall strategy – they could benefit from building holistic communications measurement systems that are linked to the expected business outcomes and, thereby, prove the contribution of communications efforts.
3 THE CONCEPT OF MARKETING COMMUNICATIONS

3.1 The role of communication in marketing

There is a lot of discussion and research work done around marketing in general. However, before talking about marketing communications as such, it is crucial to distinguish the line between marketing and communication as they come as two separate concepts. Richard Varey [2001] gives a broad overview of the existing contributions and provides a framework for management of marketing communications processes. As Varey explains, marketing has a function to respond to the demand in a specific market. In other words, it observes and satisfies the needs of customers. In return, this also responds to the needs of the organization itself. Hence, in order to match both sides’ needs, the parties must communicate [Varey 2001:2]. As a result, marketing communications is:

‘Concerned with effectively and efficiently providing information about the business and the products to chosen customer groups’ [Varey 2001:4].

Nevertheless, communication can also have the goal of promoting information once coupled with marketing. Vos & Schoemaker claims that communication promotes the reputation of the organization, increases awareness of its products and services and supports customer relations [2004:21, 24]. To sum up the above, marketing without communication function would be merely meaningless and incomplete. The International Encyclopedia of Communication [2008] refers to 4Ps (product, price, place, promotion) in order to define marketing communications place in the classical marketing mix:

‘Marketing communications falls under the rubric of promotion, or the strategic effort by the seller to build contact with potential and existing customers. Businesses use promotion as a means of informing customers about product(s) and attracting customers to buy from them.’ [Nelson 2008]

Therefore, this definition presented by Nelson supports the view that marketing communications, simply put, is communications tailored to deliver the key message to the right target audience with the goal of satisfying the current customers and attracting prospects in order to drive the business growth.
Cornelissen [2009], on the other hand, presents a more concrete definition of marketing communications. According to him, marketing communications consists of advertising, direct marketing, sales promotion, personal selling, and marketing public relations that are used by a company to communicate with its customers and prospects [Cornelissen 2009:260]. Thus, the author does not neglect that many channels can be used to provide the necessary information both to existing customers and potential customers. Clearly, marketing communications is primarily concerned with customers. However, other communication functions within organization might also have an impact on marketing communications and its performance. As mentioned before, Argenti et al. argues that in order to use the strategic approach to communications, it is crucial to integrate each communication function to achieve a full strategic impact [2005:87]. In this regard, marketing communications cannot work in silos: marketing specialists must take into account internal communications (employees), financial communications (investors), community relations (CSR), media relations (all stakeholders) and government relations (regulators). Obviously, marketing communications is just one part of the comprehensive communication structure within any organization.

This becomes even more important when talking about marketing communications performance. Marketing goals, such as building a positive image in the eyes of customers, can be and is affected by internal communications in the sense that some employees are the touch point for customers, thus, forming the image of the company. Some employees can also become customers, and as a result, a primary stakeholder group for marketing communication activities. Crisis communication can play a vital role for a company that faces difficult times because communicating changes can affect the company’s reputation and, therefore, this should be reflected in proper marketing messages and respective goals to avoid any negative influence on reputation and image. Consequently, a multilevel approach for any company’s communication function is necessary in order to fulfill the needs of both primary and secondary stakeholders and to continue business growth [Argenti et al. 2005:87].
3.2 Marketing communications transition towards IMC

The reason to discuss IMC in this context appears due to two factors: strong emphasis on measurement in its construct that can be useful for this research and the current technological and societal drivers in the field of marketing communications.

Integration, or rather synergy as a concept is widely discussed among scholars, and proponents of IMC acknowledge that marketing communications should consistently work together to be able to speak ‘one voice’ [Nelson 2008]. In other words, having the same key selling points, theme, and positioning platform will build ‘one look’ and ‘one voice’ for marketing communications [Belch & Belch 2008]. Furthermore, Vos & Schoemaker emphasize one more important aspect of the integration in a given context: moving from inside-out thinking towards outside-in thinking to be able to respond to the needs of customers [2004:28]. Outside-in approach means that all potential communication should be focused on consumers’ perceptions, or in other words, putting the customer first [Reid et al. 2005:14]. Hence, marketing communications should take into consideration first the demands of its markets rather than imposing already designed products and services.

Additionally, Schultz & Schultz suggest that an organization passes four levels of integration of marketing communications efforts, the strategic and financial integration being the highest level [1998:18]. They point out that once reached this level, the organization realizes the necessity to measure its communication efforts and to shift the focus from operations-driven, inside-out approach towards outside-in thinking – creating the value for customers in all aspects of a brand [Schultz & Schultz 1998:25].

Furthermore, an increased number of information sources have enabled consumers to look for information elsewhere than the company only. Consumers are in control of IT and accessing information any time and any place at their convenience [Schultz & Schultz 1998:15]. This threatens companies’ images to become rather vague in the minds of their target audiences; therefore, it is another good reason for marketers to integrate and coordinate their messages [Lee & Park 2007:224].
To conclude, marketing communications and IMC basically can be used as synonyms – IMC being relatively younger concept that extends the perception of marketing communications and is more adjusted to the current marketing environment. The synergy of all communication efforts that the IMC construct proposes gives the advantage of better transparency which, in return, can help building more reliable measurement platforms.

### 3.3 The process of planning marketing communications

In order to comprehend how paramount measurement is in marketing communications, one must identify its place in the strategic process. A marketing communications strategy is the part of a marketing plan which ideally should enable and facilitate the planning, implementation and control of marketing system [Varey 2001:292]. One of the aims of marketing communications strategy ‘is to establish criteria for the performance of the strategy and accountability’ [Varey 2001:296]. The three essential parts of marketing communications planning process are: 1) to have a communication system comprising of policies, resources and performance criteria, 2) to set measurable, achievable, relevant and timely objectives, and 3) to ensure the control of execution of these strategies [Varey 2001:304]. Obviously, carefully selected metrics for performance is an integral part of the evaluation process.

Pickton & Broderick [2001] suggest a framework of SMARRTT to evaluate the objectives. According to this framework, they must be specific, measurable, achievable, realistic, relevant, targeted, and timed (SMARRTT) [Pickton & Broderick 2001:332]. Only clearly defined objectives can lead an organization towards right tactics to achieve them and more precise evaluation afterwards.

Another interesting approach to planning IMC is proposed by Anantachart [2005]. The author suggests integrating IMC within a marketing plan by using Boston Consulting Group (BCG) growth-share matrix. This matrix allows developing plans that reflect the needs of each business unit and the business as a whole by identifying the relative market share and marketing growth rate of the brand [Anantachart 2005:110]. IMC, in this particular context, should help shaping marketing strategic plans and accomplishing marketing as well as company goals [Anantachart 2005:111]. The benefits of adopting product portfolio planning for marketing communications, according to
Anantachart, lie in a closer integration with marketing and sales [2005:112], ability to tailor IMC strategies to each of the products, especially in different locations [2005:118], to predict major competitors on the matrix to be able to predict their future moves and counteract accordingly, and to maintain ongoing process of brand building that leads to brand equity [2005:119].

Conclusion. Marketing communications is a multilevel construct that calls for a strong integration of all its activities in order to achieve the best possible results. Yet, most of the companies struggle to develop a firm strategy for marketing communications and to follow necessary steps for implementation. That is where a comprehensive plan with clear objectives is needed. As a result, this can imply that:

H2: if a B2B organization manages to set accurate objectives for the strategy and shape a comprehensive plan, it should be able in the final stage to evaluate more precisely the performance, identify possible bottlenecks and improve respective marketing communication activities.
4 RESEARCH OF MEASURING MARKETING COMMUNICATIONS PERFORMANCE

4.1 Measurement of marketing communications mix

Historically the effectiveness of communication activities has been studied in isolation [Keller 2001:820]. As Ewing acknowledges, the success of marketing communications has been measured on medium-by-medium basis which means there were measures separately for advertising, for PR, for sales promotions, etc., but no tool for assessing the integrated efforts of all communication elements [2009:104]. As a result, it is important to have an overview on the measurement of marketing communications mix before discussing the evaluation of integrated communications programs. Since marketing communications mix consists of advertising, public relations, personal selling and sales promotions, these four elements will be discussed next.

Advertising. It is considered to be one of the oldest mix elements [Pickton & Broderick 2001:458], widely used in both B2C and B2B markets [Pickton & Broderick 2001:460]. Lavidge & Steiner argue that the effects of advertising are designed to be long-term, yet, something is happening in the short run, and therefore, it can be measured [1961:59]. In the cognitive stage advertising provides information and can be evaluated based on questionnaires, play-back analyses, brand awareness surveys, and aided recall. The affective dimension ads are meant to change attitudes and feelings, thereby, rating scales, image measurements, rank order of preference for brands and projective techniques are the methods to evaluate the change. Finally, conative advertising that should stimulate desires can be measured by market and sales tests, split-run tests, intention to purchase and projective techniques [Lavidge & Steiner 1961:61]. However, the scholars do not explain any of the measurements in more detail. Pickton & Broderick acknowledge that despite of extensive research on measuring the effects of advertising in terms of awareness, attention, interests, perceptions, opinions, attitudes and sales, it is still difficult to justify how the results are achieved [2001:461]. Up to date there are many types of advertising, and so many variables that affect the outcome [Pickton & Broderick 2001:478]. More recent research provides KPIs in terms of ad response and brand response. Cognitive response can be measured in terms of recall or recognition, the latter is claimed to give more correct results though. Affective ad response can be measured by comparing strong and weak points of the ads over all beliefs. But a better approach of
doing it, according to Bronner [2008], is to adapt the measured beliefs to the communication goals set beforehand. Finally, to evaluate cognitive ad response, behavioral measures such as coupon response or website visit can be used while post hoc qualitative research can generate more information about the role of concrete advertisement [Bronner 2008]. On the other hand, cognitive brand response (or brand awareness) is measured in three steps: top of mind – first brand mentioned, spontaneous – all brands mentioned, and aided – familiarity with brands. Secondly, the brand of the campaign and main competitors can be measured on a salient list of attributes (brand beliefs) in order to evaluate affective brand response. Implications for brand image, relationship and loyalty can be drawn. Thirdly, changes in behavior towards a specific brand can be estimated by purchase consideration and intention. This helps further to determine the positioning of the brand [Bronner 2008].

**Public relations.** Many scholars argue that PR is closely linked to marketing and, indeed, the two disciplines have much in common [Pickton & Broderick 2001:483]. Marketing public relations (MPR) has emerged as a separate concept where PR addresses marketing relevant activities, and it should not be neglected in the communications mix as it can in some cases achieve the outcomes that could not be achieved through other means [Pickton & Broderick 2001:493]. One of the first ways of tracking the effectiveness of MPR is media monitoring and collecting news articles in the so-called clippings book. Pickton & Broderick suggest three categories of measurement, namely, measures of actual activities undertaken, measures of audience reception and measures of audience behavior [2001:505]. Measures of activities are further split into four elements: coverage, content, targeting and actions. Watson, who presents the latest overview of PR measurement and evaluation, agrees that media monitoring and press coverage were the first indicators for PR impact [2012:391]. In addition to this, Watson points out that next to volume of coverage and length in column inches, around the 1950s PR specialists were trying to measure media favorability – whether it was positive or negative [2012:392]. With time, new methods such as public opinion research and Advertising Value Equivalents (AVE) have been also introduced. Yet, the advent of internet and social media enabled PR specialists to easily include data about the information source, subject matter, and tonality while search engines such as Google offer content analysis [2012:395]. The benefit of using social media for PR was the engagement with audiences and stakeholders, therefore, moving PR measurement from traditional output measurement to greater
evidence of outcomes and business results and measurement of engagement [Watson 2012:396]. The most recent evaluation tool that is being adopted by PR specialists is Kaplan and Norton’s balanced scorecard, placing development of communication strategies, and not the effects of media, at the heart of measurement [Watson 2012:396].

Since marketing is about relationships between companies and their customers, PR can also contribute to it in terms of managing reputation. According to Grunig & Grunig [1998], it is crucial for organizations to build long-term relationships with their publics as the quality of these relationships can have consequences to the decisions made. Therefore, PR can contribute in building stable, open and trusting relationship for organizational effectiveness [Grunig & Grunig 1998:144]. Hence, one can assume that measuring the trust and reputation of the organization in the eyes of its publics can add value to measuring PR impact overall.

**Sales promotions.** It adds a range of activities and tools such as coupons, discounts, refunds, demonstrations, contests, prizes and more to the communications mix and, therefore, is able to target audiences better than traditional forms of advertising [Pickton & Broderick 2001:534]. As Pickton & Broderick point out, managers can face difficulties of what to include and what not to include in terms of measures of sales promotion due to difficulties in obtaining the data itself [2001:533]. However, it is possible and necessary to do pre-testing, post-testing and tracking of sales promotions. Quantitative measures can be obtained calculating coupon returns, take-up rates of particular offers, sales increase in value and volume, while qualitative research can be conducted to examine customers’ views on activities undertaken [Pickton & Broderick 2001:550]. Evaluating other activities, such as point-of-sale, might not be that easy because of additional direct and indirect factors that affect sales. That is why sales promotions should be assessed against clear objectives prior to a campaign as well as after one [Pickton & Broderick 2001:551].

Agencies that specialize in sales promotions have seen a fundamental shift from their customers: a need for a holistic approach to changing customer behavior which can be achieved only by incorporating sales promotions in other marketing activities [Barrand 2004]. Therefore, sales promotion is a powerful tool in affecting customer behaviors and these should be at the core of measurement. In addition, the success of a sales promotion campaign delivers consumer data which helps to segment central database [Barrand 2004]. In this way, organizations can see the long-term strategic benefits of sales promotions. The key learning, however, is justifying why a
certain promotional solution will deliver against the objectives previously defined [Barrand 2004].

Another way of viewing sales promotion effectiveness in B2B is by calculating generated quality leads. This means that promotional activities have to be screened internally to see if they brought leads that further should be determined by chosen codes, for example, ‘sold’, ‘bought from other’, ‘future lead’, ‘proposal made’ or ‘sale pending’ as well as negative ones such as ‘no interest’, ‘no budget’ or ‘not qualified’ [Hosford 2007]. Such a lead management methodology helps an organization to place its sales focus on further lead nurturing in order to win new businesses. Hence, proper selected sales promotions can support establishing the first contact with a prospect or nurturing already existing relationship.

**Personal selling or sales management.** Scholars agree that sales effectiveness can be defined as a summary of organizational outcomes, most frequently being sales volume, market share, profit contribution, return on assets and customer satisfaction [Baldauf & Cravens 1999; Churchill et al. 2000; Baldauf et al. 2001; Piercy et al. 2011]. Thus, listed outcomes can show the contribution of sales unit efforts to the overall business. Yet, sales as a discipline has seen a major shift from transactional based selling to relationship marketing [Zallocco et al. 2009; Pickton & Broderick 2001]. So the emphasis is placed on building the relationship with prospects and retaining the existing ones rather than trying to sell the product or service in order to increase sales [Pickton & Broderick 2001:556]. In other words, this conceptual change implies that relationship marketing measures could be also adopted by sales practitioners. In addition, relationship marketing is intertwined with direct marketing as both of the disciplines are customer-focused and not product-focused. The benefits of direct marketing communications for sales lie in the ability to precisely track its spending and corresponding customer revenues. Simply put, having identified a group of customers it is easier to measure how much is spent on them over the year and how much revenue they generate for the company [Pickton & Broderick 2001:596].

In order to better understand sales performance and its measurement, Zallocco et al. [2009] conducted in-depth interviews with sales managers and salespeople representing B2B organizations. Scholars concluded that the understanding of measuring sales performance is still inconsistent and differs among the two major groups that work together: sales managers are more concerned to measure concrete dimensions like price, revenue, managing cash and budgets whereas salespeople link the measurement criteria to customer service level and personal
interaction with customers [Zallocco et al. 2009:604]. Apparently, this fundamental shift of putting customer ahead of the product has affected sales discipline to a great extent. This means that organizations will have to consider both quantitative and qualitative measures while evaluating sales outcomes.

One can comprehend that due to a strong focus on a customer and organization’s relationship with a customer, all four marketing-mix disciplines come closer than ever before and require companies to develop integrated campaigns in order to achieve the best results. As a consequence, marketing communications should reconsider existing measurement practice and attempt to leverage each of the discipline to build the most efficient and effective measurement tools.

4.2 Measuring marketing communications in B2B companies

Communication as such is intertwined with many functions within an organization and in most cases is a part of them. Marketing is no exception. That is why measuring efforts of marketing communications creates confusion: shall it be measured separately defining marketing impact and communications influence on business and then putting everything together? Or rather develop a tool which would be able to evaluate their synergy effects? As Vos & Schoemaker point out, it is difficult to prove the relationship between communication efforts and their results – they can be indirect or come as part of other function [2004:13].

To date there has been relatively little research done in the field of measurement of B2B marketing communications. Yet, there is quite a significant amount of knowledge around B2B marketing itself which could give some useful insights to understand and build upon the theories of marketing communications.

Lately, B2B companies have seen new marketing trends that are of high importance for the entire marketing community. Oliva & Donath [2008] in their B2B Marketing Trends Study reveal the seven most important challenges for B2B companies, where better marketing performance and accountability metrics stands as the fourth-ranked issue on the list. The authors point out that to create good marketing performance measurement systems within a company, the cooperation with finance, operations and sales is crucial while also communicating marketing strategies to senior
management [Oliva & Donath 2008:28]. In addition to this, Forrester research surveys conducted in the US in 2005 indicate that most common challenges B2B marketers face are **accountability** (using metrics), **business integration** (marketing cooperation with other business functions) and **quantitative approaches** (creating data to eliminate the gap between marketing and sales) [B2B Marketing: The land of the B2B 2005]. Another more recent research done by Velos Group has announced that almost 70% of B2B marketers still cannot track their ROI [Study Finds 64.9% of B2B Marketers Cannot Track ROI 2010]. Deloitte report [2008] on marketing effectiveness reveals greater insights from five European countries on current challenges marketing is facing and possible solutions to overcome these. **Measurement** is listed as one of the three dimensions of marketing effectiveness whereas a significant number of 74% of organizations surveyed are not reporting marketing measures to the investment community [Deloitte 2008:6]. In addition to this, just 1/5 of the surveyed believe their current KPIs are the right ones for measuring the success [Deloitte 2008:9]. This implies that even though companies recognize that measurement is critical for effective marketing, yet they still struggle to find the right means to do that. More importantly, by not communicating anything to their stakeholders, companies do not get any feedback and cannot improve their marketing performance. Therefore, various sources prove that the problem of measuring marketing performance did exist more than ten years ago and it is still significant today.

**Why do B2B marketers struggle to measure their impact on business?** Forrester research [Ernst 2011] provides a list of reasons that cause this situation. First of all, marketing specialists, and especially marketing communications experts, do not have the analytics background and necessary skills to use analytics for making marketing decisions. Secondly, the number of channels and the quantity of data B2B marketers use to reach out to their customers has grown rapidly. Due to complex B2B companies’ structures, the reliability and validity of this data has also been questioned. Thirdly, the role of marketing in the organization is still ambiguous because a company usually has a vision of how marketing can help achieving corporate goals, but it is not communicated very clearly [Ernst 2011:1]. As a result, the nature and scope of the marketing communications job itself create hurdles for communication specialists to adopt the analytical thinking and apply it on measuring their efforts.

Some scholars, like McDonald [2005], confirm that quantitative models for measuring B2B marketing ROI have been transferred from B2C market place. Hanssens et al. [2008] attempts to
explain marketing accountability by linking it to the **customer equity concept**. In principle, customer equity means:

‘Present value of the anticipated lifetime revenue the company’s customers will generate minus their acquisition and retention costs’ [Hanssens et al. 2008:118].

They argue that B2B companies are service-based organizations; therefore, they must be aware of the increasing role of customer equity [Hanssens et al. 2008:118]. In addition, there are some activities that are directly controlled by marketing – media and internet advertising, direct mail, sales employees, sponsorships, and more – and that affect customer equity as well as indirect ones such as news coverage, customer satisfaction and brand equity [Hanssens et al. 2008:120]. Consequently, setting customer equity as the performance goal means shifting company’s short-term marketing tactics to long-term orientation [Hanssens et al. 2008:118]. Hanssens et al. suggests a **market-response model** which is based on customer equity and explains its use for a case of the bank Wachovia. In this particular case, it was proved that measuring effects of each component of the customer equity separately and then combining the results could give the company long-term insights into marketing-mix decisions [2008:120]. This, however, rather contradicts the idea of synergetic efforts and measuring the total sum of marketing activities that are interlinked and interdependent in the IMC construct. Yet it gives some additional insights in applying different models depending on a case and its goals.

The use of the market-response model (see Figure 1) reveals how customers and prospects respond to the changes in the organization’s marketing mix. Zone A focuses on short-term customer revenue where marketing spending is low; in zone C the spending is high, but it does not affect customer equity anymore. Zone B is the optimal indicator for long-term profitability and the maximum customer revenue. By adopting this modeling, an organization is able to see what optimal combination of media in the overall communications budget brings most value [Hanssens et al. 2008:122].

[25]
The market-response model teaches that organizations should treat marketing as an investment and not an expense. Once most effective channels are defined and optimal combination of activities are recognized, the maximum customer equity as well as the optimal ROI will be reached [Hanssens et al. 2008:122].

Hence, there is an existing foundation around B2B marketing measurement, however, still very general and dispersed. Besides, very few case studies are available for further learning. Consequently, there is a high need for more research in B2B area to be able to extend measurement theories and help companies improve.

4.3 Existing measurement tools

The most recent study that presents the overview of existing tools to measure marketing communications was conducted by German scholars Reinold & Tropp [2012]. Although they do not suggest any theoretical implications for B2B organizations in particular, their work is a great effort to summarize the overall tools used in measuring marketing communications by this date.

Reinold & Tropp admit that there has been an ongoing series of surveys conducted in order to tackle the issue of measurement, but they prove that very few organizations evaluate IMC campaigns and there is a strong need for more research to take place [2012:114]. The two scholars
provide a table of existing tools describing their objectives, the focus of analysis, the data source used and the methodology applied. The tools that were examined range from the assessment of communication channels, the degree of communications integration to deriving metrics relevant for IMC [Reinold & Tropp 2012:115]. Thereby, there is no need to duplicate the effort as the table can be found in their study [2012:116-118]. However, it is useful to briefly reflect on the critics of the tools discussed in their study.

According to Reinold & Tropp, the tool for measuring the integration index of IMC (Kirchner 2001) as well as the European Foundation for Quality Management (EFQM) Excellence Model (Stumpf 2005) both follow an inside-out perspective which simply contradicts the general idea of IMC being customer-centric and acting based on stakeholders’ needs. The authors who tried to expand the knowledge of Balanced Scorecard in terms of deriving communication metrics (Vos & Schoemaker 2004; Hering, Schupener & Sommerhalder 2004; Zerfaß 2004; German Association of Public Relations Agencies 2006) lack a stakeholder perspective in their studies. On the other hand, commercial tools providing stakeholder perspective (TNS Global, Accelerom, BrandControl (no dates)), do not offer a holistic approach to IMC. The rest of the management tools (Rolke 2004, Sjoberg & Hamrefors 1996, Pfannenberg 2005) reveal how to measure the value of communications, yet, lacking in their detailed analysis of communication efforts and do not suggest any improvements on the specific dimensions of brand communications [Reinold & Tropp 2012:115].

Overall, despite the fact that there is a considerable number of measurement tools, there is no single method that would enable managers to evaluate IMC:

‘With respect to content and channels from a customer-centric perspective with clear metrics and resulting managerial recommendations’ [Reinold & Tropp 2012:115].

Therefore, Reinold & Tropp have attempted to fill in the existing gap and create a model for the proper measurement of IMC effectiveness. The key principle of the model is an integrated measurement approach that considers all different communication disciplines, e.g. media advertising, direct marketing, PR, mobile media, etc. [Reinold & Tropp 2012:119]. The implementation follows three steps: 1) survey, 2) calculation of metrics, and 3) analysis (see Figure 2).
During the first step of implementation, marketing communications efforts regarding a company’s brand(s) are examined as well as assessing relevant competitors’ brands. Brand touch points and brand content elements (information that makes up the unique marketing communications of the surveyed brands) are the two key measures for this analysis. The second step in the survey is the evaluation of the target group’s reception of IMC in terms of content and media dimensions by their qualitative and quantitative effectiveness [Reinold & Tropp 2012:120]. Further, the results from the survey are used to make the calculations of metrics. Measuring the effectiveness of media dimension is based on two metrics: quantitative Brand Touch Point Recall (BTPR) and qualitative Brand Touch Point Involvement Factor (BTPIF).

‘BTPR is the sum of all aided recalls of each touch point that were mentioned in the survey whereas BTPIF is the average involvement value that was gauged for each cluster the brand touch point is assigned to’ [Reinold & Tropp 2012:121].

Brand Touch Point Effectiveness (BTPE) is calculated by multiplying BTPR and BTPIF of each touch point identified and summing up all for the total BTPE. The effectiveness of content dimension is
evaluated by quantitative Brand Content Recall (BCR) and qualitative Brand Content Uniqueness (BCU) metrics.

‘BCR is the sum of all aided recalls of each content item that were noted by the participants in the survey. BCU is represented <…> by the average Chi²-distance of an item to all other items assessed, measured by dual scaling’ [Reinold & Tropp 2012:121].

As the last step, both BCR and BCU are multiplied to get Brand Content Effectiveness (BCE). For the total BCE again one must add up BCE of every content item. Finally, the effectiveness of IMC is calculated by multiplying total BTPE and total BCE [Reinold & Tropp 2012:122]. The very last step of implementing this model is the overall analysis of the results from media dimension and content dimension. The metrics calculated address three key questions, namely, the degree of IMC effectiveness, influencing effectiveness factors and means to increase IMC effectiveness [Reinold & Tropp 2012:122]. As a result, the model delivers the current status of IMC effectiveness in comparison to the competitors’, suggests the most salient factors that influence the effectiveness and reveals specific aspects of marketing communications that can be improved in order to increase IMC performance.

Reinold & Tropp [2012] argue that it is easy to adapt this model due to its non-complex design. However, one can encounter some challenges in regards to the implementation of their proposed model. Firstly, scholars do not explain who should be the participants in the survey and what should be the most suitable sampling method for identifying them. Additionally, Reinold & Tropp mention chi² distance and dual scaling to calculate BCU, yet, they do not elaborate on these concepts and how they should be estimated. Companies who are not familiar with such terms may fail to apply the right calculation methods. Besides, there is no recommended baseline given to compare your final results except the ones of your competitors. Thus, the tool is flexible as such and it carries the value of seeing your marketing communications effectiveness in the context of your competitors. But in this case, if a company would decide it needs only measures regarding their own IMC performance, the model would be not applicable. Lastly, Reinold & Tropp do not point out the relevance of their methods to the specific sectors or industries, for instance, different implications for B2C vs. B2B. Hence, one can assume that it is rather a general tool and should be considered in a given case.

[29]
**Conclusion.** A comprehensive overview of the marketing communications mix contributes to the understanding of measurement evolution and most important trends in each of the elements. Various recent studies on B2B marketing prove that the issue of measuring marketing performance is still relevant today bringing to discussion accountability, integration, metrics and possible difficulties why marketing communications specialists struggle to measure their efforts. Some of the models from B2C case studies could be useful in B2B companies’ practice. However, B2B organizations might need a different approach to measurement and to adjust existing measurement tools to their IMC practice.
5  THE ROLE OF BALANCED SCORECARD

5.1 Introduction of a strategic management tool for performance measurement

The balanced scorecard was first introduced by Robert Kaplan and David Norton back in 1992. The idea of the tool was to bring together four major organizational perspectives in order to derive the most critical performance measures: customer, internal business, innovation and learning, and financial perspectives [Kaplan & Norton 1992:174]. The balanced scorecard as a new approach to measure organization’s performance was a fundamental change in this field which introduced managers to a number of benefits. It brought together separate elements of a company’s competitive agenda on a single report; let managers to comprehend the interrelations between achievements and expenses across different areas within the company [Kaplan & Norton 1992:174], involved senior management who has the most complete picture of vision and strategy of a company, therefore, placing the vision and strategy, not the control, at the center of measurement [Kaplan & Norton 1992:180].


All in all, the balanced scorecard has seen a huge popularity in widespread adoption by companies, and is recognized:

‘To be a strategic management tool that involves a wide range of managers in the strategic management process, provides boundaries of control but is not prescriptive or stifling and most importantly removes the separation between formulation and implementation of strategy’ [Cobbold & Lawrie 2002:7].
However, despite its widespread adoption in practice, there is a significant need for research and more case studies in academic literature [Cobbold & Lawrie 2002:2; Olson & Slater 2002:12]. Balanced scorecard can provide an organization with a comprehensive overview of four major organizational perspectives of the business function it is applied to. This means that marketing communications should also be able to leverage this tool in measuring its performance. In addition, the tool is relevant due to the fact that DHL Supply Chain, which will be the focus of this analysis, is currently developing the concept of it. For this particular reason the adoption of balanced scorecard in communication will be discussed next.

5.2 The use of balanced scorecard in communication area

For communication specialists to be able to make appropriate decisions, it is not less important to adopt a tool that enables measuring the effectiveness of communication efforts. Using balanced scorecard any organization is able to assess its communication strengths and weaknesses and to determine its priorities [Vos & Schoemaker 2004:13]. In addition, it reveals not only the results, but also scrutinizes the processes [Vos & Schoemaker 2004:15] and detects the areas of improvement so that an organization is able to describe and optimize, if necessary, the contribution of communication [Vos & Schoemaker 2004:31]. Thus, Vos & Schoemaker believe that the balanced scorecard is an ideal communication method [2004:13] with a flexibility to customize it to any type of company and its needs [2004:32].

Ritter emphasizes the integrated approach of balanced scorecard that allows evaluating both tangible and intangible assets in the organization [2003:45], as well as assessing performance of a process, a department, a business unit, or the entire organization against the targets [2003:46]. This is of great importance since communication efforts is difficult to measure as they are rather intangible. On the other hand, the author acknowledges some drawbacks, too: in some cases, the balanced scorecard lacks the combination of KPIs that would clearly connect to the organization’s objectives. Consequently, developing the balanced scorecard measurement system requires a global vision of a company and ‘needs to be implemented as a part of the process of linking each
part of the business to the higher unit’ [Ritter 2003:46]. Ritter depicts a hierarchy of possible types of balanced scorecard (see Figure 3).

![Figure 3 The different levels of balanced scorecard [Ritter 2003:46]](image)

Ritter [2003] tested the application of balanced scorecard in corporate communications case of Siemens Corporation (Argentina) which helped him to draw some implications for the field of communications. Ritter concludes that communication can be measured and balanced scorecard helps to bring to the surface various aspects of it so that managers are able to see what is working, what is not, and what needs to be improved, and how an organization should respond to external and internal forces [2003:59].

Coming back to Vos & Schoemaker, they provide detail steps for implementing the balanced scorecard for communications quality measurement which can be useful for business practice. The first phase is test assessment, when the tool is shared with colleagues asking to consider which indicators need most attention, in the end discussing concrete priorities [2004:45]. At the second step (preliminary talks), the team further discusses suggestions for applying the tool in this particular case, defining whether it will be used for a department, division or business unit, and also how detailed the assessment must look like [2004:45]. In the preparation phase, Vos &
Schoemaker suggest that two senior communication experts (one can also be an external auditor) should consider all suggestions made before and adjust the tool to this particular organization, not neglecting to place the tool in the context of existing planning procedures, for example, adjusting the date for the report to be available [2004:46]. While carrying out the assessment, the two auditors assigned gather information and look for documentation, conduct interviews if agreed, and assess the indicators on the basis of the information they gathered to calculate the results and report their findings [2004:46]. The following step is to discuss the results in team(s) and study the conclusions. Last step is incorporating the results in the next strategic communication plan which is then put into action and assessed again. The last phase is very crucial for implementing the balanced scorecard because it must continually be evaluated; hence, it is an ongoing cycle of assessment and improvements. As a result, steps 2 and 6 are advised to be repeated on a regular basis [2004:47].

To conclude, this particular case of Siemens prove balanced scorecard to work for communication practice. What is more, scholars show a high interest in discussing the application and its possible use for communications. Consequently, further research will contribute to the existing knowledge in terms of measuring marketing communications performance. Before that, an overview of literature regarding KPIs that could be used in balanced scorecard will be presented.

### 5.3 Most common metrics (KPIs) for measurement

KPI is an integral part of balanced scorecard that helps to ‘translate’ the performance of the corporate goals into tangible data which can be then compared [Assiri et al. 2006:945]. In order to implement the balanced scorecard for marketing communications it is important to reflect on the KPIs that can be used. For example, Vos & Schoemaker [2004] present five dimensions for communications quality. Based on their study, the authors outline the following dimensions that can be used to assess the quality of marketing communications:
1. **Clarity**: brand positioning is clear.

2. **Environment orientation**: networks that are important for distribution and sales are maintained.

3. **Consistency**: there is coherence with other elements of the marketing mix, with R&D and with other communication activities.

4. **Responsiveness**: monitoring and action take place based on market research, consumer behavior and dealing with customer complaints.

5. **Effectiveness and efficiency**: brand images are assessed and operations are cost-conscious.

Unfortunately, Vos & Schoemaker do not provide clear metrics that could be used in balanced scorecard rather just give explanations and suggest using rating scale [2004:69]. In terms of assessing image, they point out to *customers’ opinions, primary impressions, the level of awareness and involvement, existing perceptions, preferences, and positioning* that should be taken into consideration [Vos & Schoemaker 2004:51]. Also authors note that an organization should decide beforehand whether all brands are taken into consideration for evaluation or rather separate business units will be examined [2004:58]. In addition to Vos & Schoemaker, Varey also touches upon the last two of the five dimensions discussed above – efficiency and effectiveness. He
claims that efficiency is assessing the costs of communication efforts in financial terms while effectiveness reveals the extent to which intended effects are accomplished [2001:314].

Holtzhausen [2008], however, acknowledges that traditionally there exists an approach of measuring marketing communications in terms of ROI or return-on-communication-investment (ROCI). In her opinion, this is a too narrow approach for a couple of reasons: 1) the ROI principle can be only applied to for-profit organizations, 2) it is rather impossible to determine financial implications for long-term approach to communication (e.g. preventing crisis). Holtzhausen [2008] points out several indicators for measurement, such as an assessment of trust and reputation, gap analyses, message adoption, message comprehension, message and media effects, agenda setting, and framing. These metrics are often encountered in PR, advertising, and marketing contexts and allow evaluating the success and shortcomings of communication strategies [Holtzhausen 2008]. Ewing, on the other hand, claims that strategically selected combination of promotional tools/media should deliver greater ROI than the same tools being used isolated [2009:106]. Thus, he is of the opinion that ROI can be applied for marketing communications measurement.

Tim Ambler, who is the author of several books and articles on marketing accountability and metrics, contributes to the understanding of marketing measurement. Some implications could be useful for marketing communications, as well. As the key focus of marketing is the brand building [Holtzhausen 2008], where it further leads to brand equity, which is the intangible asset in customers’ mind built by marketing efforts [Ambler 2000:61], the created brand value adds to the success of the business [Ambler 2001:13]. To a big extent, this comes simply by communicating the right message to the right customer. Therefore, marketing is building brand equity based on the communication efforts. According to Ambler, there are five external KPIs for measuring brand equity, namely, relative satisfaction, commitment, relative perceived quality, relative price and availability (distribution) [2001:16]. IMC proponents, like Pickton & Broderick, acknowledge that brand equity is taken into consideration when measuring organizational performance in terms of IMC [2001:33]. Erwing elaborates further on the connection between brand equity and IMC claiming that the purpose of IMC activities is to enhance organization’s brand equity [2009:111]. He suggests that brand capability value (BCV), which is the economic value of what can be done to increase the asset of the brand, can be one way of measuring IMC efforts [2009:112]. This type of
calculation enables managers to estimate the value of their brands in order to invest in the appropriate brand-building activities [Erwing 2009:112]. Thus, this is more helpful when justifying brand budget expenditures and future investments rather than measuring present communication activities. All in all, there is a lack of one consistent framework to be applied for measuring brand equity and many different metrics are proposed by a number of scholars [Pickton & Broderick 2001:34]. Since building and nurturing customer relationships in B2B organizations is of great importance [Hanssens et al. 2008:118], communication should foster a relationship-based approach. Therefore, customer retention as another measurement indicator should be taken into account as well [Lee & Park 2007:227].

**Conclusion.** The balanced scorecard has seen a widespread use among the different organizations since it was introduced. Marketing communications scholars also argue about the benefits the tool can bring to this field. There are existing theories and models on balanced scorecard adoption by companies in their communication practice whereas some scholars also propose a detailed implementation plan. Metrics that help to measure communication efforts could be adopted for balanced scorecard in order to build integrated approach to measuring marketing communications performance.
6 METHODOLOGY

6.1 Scientific paradigm

The aim of this thesis is to contribute to the existing theoretical knowledge about performance measurement of marketing communications in the B2B industry. In order to do this, it is critical to see the research problem from a scientific paradigm point of view because it further determines the appropriate tools to be chosen for data collection [Deshpande 1983:105]. As Chalmers acknowledges:

‘The paradigm sets the standards for legitimate work within the science it governs. It coordinates and directs the „puzzlesolving“ activity of the groups of normal scientists who work within it. The existence of a paradigm capable of supporting a normal science tradition is the characteristic that distinguishes science from non-science’ [1999:108-109].

In the qualitative research of marketing communications, grounded theory and phenomenology are the most prominent scientific frameworks used by scholars [Daymon & Holloway 2002]. The core of grounded theory is by using a systematic and structured process to generate and develop theories based on the empirical data ignoring the pre-existing knowledge [Daymon & Holloway 2002:117]. Thereby, grounded theory is useful when there is little knowledge about a specific phenomenon [Daymon & Holloway 2002:118]. However, relying on the data alone without taking one’s previous experience and knowledge is very difficult to accomplish [Daymon & Holloway 2002:127, Perry 1998:788]. In this case, the prior existing knowledge was also taken into account and served as a starting point of analysis.

Phenomenological paradigms, on the other hand, attempt to help researchers understand how and why other people perceive certain life experiences and respond to them in a certain way [Daymon & Holloway 2002:146]. When conducting a phenomenological research, one must access individual’s ‘common sense thinking’ and, based on that, interpret their motives, actions and world from their point of view. Thus, there is no single method on how to do that, but a number of common features exist [Daymon & Holloway 2002:148]. There are three main phenomenological paradigms: critical theory, constructivism and realism [Perry 1998:786]. They share the common

When selecting one of the three mentioned phenomenological paradigms, scientific theory proposes realism as the most suitable scientific paradigm for the case study research in marketing related topics [Perry 1998, Tsoukas 1989, Healy & Perry 2000]. Based on Perry’s justification, research areas in marketing are usually contemporary and have little theoretical ground, thereby, theory building is needed which can be achieved through inductive approach only. Second of all, realism suffers less from limitations of relativism (‘only ‘observable’ can and should be researched’ which is not always applicable in the marketing field) than constructivism and critical theory, so it is considered to be more objective. Evaluation, reliability and validity should be also assessed in the case study research. Yet, it is not so evident in constructivism and critical theory research [Perry 1998:787].

Healy & Perry discuss all four paradigms (positivism, critical theory, constructivism and realism). Yet, positivism is out of discussion because it is used in quantitative research which is not the goal of this analysis. Rather, confronting constructivism and realism is critical due to their similarities. According to Healy & Perry, in realism a researcher uses a case study to understand something else, a bigger phenomenon while a case study itself is a focus for constructivism [2000:120]. Working within the constructivism paradigm, a researcher is a ‘passionate participant’ of his/her study and believes that reality consists of ‘multiple realities’ [Healy & Perry 2000:120]. Therefore, even though realism is proposed to be used in the research of marketing related issues, in this particular case constructivism seems to be a more appropriate paradigm: the focus of this analysis is a single case study where the author was an active participant for a certain period of time.

**Inductive versus deductive.** Nonetheless, there are two main approaches a researcher can choose: inductive or deductive. Parkhe [1993] presents four major characteristics that distinguish the two approaches. Inductive paradigms are rather subjective, idiographic, qualitative and reflect an ‘insider’ point of view. On the other hand, deductive paradigms are more likely to be objective, but nomothetic, quantitative and use an ‘outsider’ angle [Parkhe 1993:235]. What Parkhe [1993] means by idiographic versus nomothetic is that the first is individual-centered and uses naturalistic environmental contexts with qualitative methods to recognize the unique experience of the subject. The nomothetic, however, is group-centered and uses standardized, controlled
environmental contexts coupled with quantitative methods to establish general laws [Parkhe 1993:238]. Therefore, inductive paradigms are suited for theory-building whereas deductive paradigms are appropriate for theory-testing [Bonoma 1985:202].

Perry [1998] suggests that the inductive approach to theory building is used in marketing. What induction means is that the conclusions of the research are generated from data alone disregarding existing theory [Perry 1998:788]. However, scholars argue that it is difficult to ignore existing theory which is a common prior knowledge – and the basis of deduction – before conducting any research [Perry 1998:788]. When choosing a case study as the preferred research method, it is important to have induction type of paradigm coupled with deductive which helps to take into consideration also the current theories and indentify possible issues in building new theories. However, inductive theory building, according to Perry, should be more prominent [1998:788].

**Justification for the choice.** What does the above discussion mean in this particular case of researching performance measurement in B2B marketing communications? Based on theoretical discussion, it is obvious that an inductive type of paradigm is needed for this research. As literature review suggests, the phenomenon of performance measurement in marketing communications is rather new and has been given little attention so far. There are some models and theories, but they are not holistic and integrated. As a result, a contribution of new theoretical implications is necessary for this field. In addition, scholars argue that realism is the most appropriate inductive paradigm to be applied in the case study research. As the goal of this research is to generate existing perceptions of performance measurement in B2B marketing communications, a flexible and comprehensive scientific approach is needed. Realism seems to be the approach that will enable to build upon the theories that later on can be extended or tested by quantitative methods. In any case, it is necessary to take into consideration possible weaknesses, especially because it is not so common to have pure inductive or pure deductive approach. This research also has characteristics of both as prior knowledge had to be revised before building the research design. Thereby, stating that realism must be chosen for this specific topic cannot be conclusive, but rather considered in the context of other three inductive paradigms as the most appropriate one.
6.2 Methods

In this research, a qualitative approach to data collection and analysis was chosen. Due to the fact that research objectives are concerned about finding out how organizations in B2B environment perceive the value of performance measurement in marketing communications and what main tools are being used to measure marketing communications, exploring opinions and attitudes are of higher importance at this point of time.

As Deshpande [1983:105] points out, qualitative methods were developed for discovering or generating theories and not verifying the existing ones as quantitative methods aim to do. As mentioned before, there has been little research done in the area of performance measurement in B2B marketing communications. As a result, there is no point in adopting quantitative research approach yet because the field is understudied in general. In terms of marketing, qualitative approach should be applied for the following reasons [Bonoma 1985:202-203]:

- Usually marketing related phenomena has little theoretical knowledge and high complexity;
- Marketing related issues require contextual sensitivity when examining them;
- In some cases, marketing issues cannot be studied outside the organization where they naturally occur, thus, quantitative methods such as surveys will not reflect the full picture;
- If applying quantitative methods, a risk of losing some essential background information becomes very probable because quantitative methods are very structured and standardized.

Therefore, these reasons listed above help to justify why in this particular case one needs the qualitative approach. In the case to be analyzed, there is very limited knowledge around performance measurement in B2B marketing communications. Besides this, it is crucial to take into consideration the circumstances of the decisions employees make when choosing a measurement tool or the circumstances of their behavior. More importantly, in order to find out how performance of marketing communication efforts is being measured, one must be involved in the process to observe the full picture of the case. Thereby, it requires a study to be carried out from the inside of an organization. A case study research seems to be the most appropriate qualitative method which will be discussed next.

[41]
6.3 Theoretical discussion of conducting a case study

According to Bonoma, a case study is a description of a management situation and it can be without or with a specific problem outlined [1985:203]. As a research method, the case study focuses on understanding the dynamics that occur in specific settings [Eisenhardt 1989:534]. The case study is considered to be one of the qualitative methods because it relies heavily on examining the real world phenomena through personal interviews and observations as its primary data sources [Bonoma 1985:203].

Conducting the case study research is applicable in two situations: in the early stages of research on a specific topic and when a new perspective to an already researched topic is needed [Eisenhardt 1989:548]. In the first case scenario, a case study helps to build strong theories using more than one source whereas in the second case this type of research is more likely to generate novel theories that are not based on a prior knowledge [Eisenhardt 1989:548]. Before conducting the research, it is important to consider the sampling of cases. Eisenhardt & Graebner point out that theoretical sampling and not random or stratified is appropriate when selecting the cases for analysis [2007:27]. This is due to the fact that theoretical sampling is carried out throughout the process of analysis and can include new samples if needed at a later stage [Daymon & Holloway 2002:122]. Thus, concepts and theoretical issues determine the collection of data and cannot be strictly planned beforehand [Daymon & Holloway 2002:163].

Furthermore, a number of cases for analysis have to be clearly defined. There are two options: either choosing a single case study research, or a multiple case study approach. According to scholars, multiple case studies usually provide a stronger base for theory building and are selected when comparison has to be made [Eisenhardt & Graebner 2007:27]. On the other hand, a single case study is chosen when the phenomenon is unusually revelatory, extreme example or there is an opportunity to access it for research purposes [Eisenhardt & Graebner 2007:27]. In other words, a single case study is beneficial when it is critical, rare or somewhat unique [Johnston et al. 1999:206].
**Advantages and disadvantages of a case study research.** The very important benefit of adopting the case study in B2B research is that it uses multiple sources of data and this is different from all other qualitative methods that rely on one method only [Johnston et al. 1999:203]. For example, semi-structured or unstructured interviews with a number of people, observations and participant observations as well as documentary evidence are the most common data collection techniques in the case study research [Johnston et al. 1999:208]. Among other advantages scholars mention rich qualitative evidence useful for further deductive research [Eisenhardt & Graebner 2007, Parkhe 1993], accurate and interesting theory built [Eisenhardt & Graebner 2007], which is also testable and empirically valid [Eisenhardt 1989]. Besides this, a case study method allows a researcher to get very close to the action of an issue, for example, by attending meetings or conducting in-depth interviews [Parkhe 1993:248].

On the other hand, scholars also point out a number of weaknesses around the case study method used in research. One of them is the thought that the process of theory building from case studies can be limited by researcher’s preconceptions [Eisenhardt 1989:546]. Yet, Eisenhardt claims that this is rather a myth and that the constant juxtaposition of conflicting realities helps the researcher to ‘unfreeze’ his/her thinking which, in turn, reduces the bias [1989:546]. Furthermore, the case study research usually deals with a rich volume of data, this being a risk to build theories that are too complex or too narrow. Since theory building from a case study is a bottom-up process starting from specifics and moving to generalizations of theory, the researcher might conclude with a very idiosyncratic phenomenon or fail to generalize the theory [Eisenhardt 1989:547].

**Justification for the choice.** Although some scholars argue for using more than one case study in postgraduate research [Perry 1998], the author of this thesis has decided to conduct a single case study research of DHL Supply Chain. First of all, after examining scholar literature on performance measurement of marketing communications, it is clear that the current knowledge mainly exists in the field of B2C environment. Therefore, there is a gap for B2B knowledge and theories. DHL Supply Chain is a B2B organization which makes it an ideal fit for this research. In addition to this, current theories are more focused on marketing rather than communications which justifies the need for more research in the field of communications. In some cases some literature sources do not indicate whether the theories apply to B2C or B2B organizations, thereby, lacking clear theoretical
This research aims to investigate a case of B2B organization and its current issue of building performance measurement for marketing communications. This can be also relevant for other B2B organizations seeking to implement performance measurement. What is more, the case of DHL Supply Chain is of high interest because its Global Marketing team is currently developing the concept of balanced scorecard and overall measurement for marketing communications which will be adopted by three Regional Marketing teams. Finally, DHL Supply Chain is significant due to its size. It is part of a group of Deutsche Post DHL which belongs to one of the largest corporations worldwide while DHL Supply Chain is one of the biggest in logistics industry. Since the author of the thesis works for one of the business units – DHL Supply Chain – she has the opportunity to access and conduct the research from the inside of the organization. However, it is worth to note that the research will cover this one unit and not the entire DHL.

6.3.1 Description of the case study of DHL Supply Chain

Deutsche Post DHL (DP DHL) provides two major services: mail in Germany (Deutsche Post) and logistics around the globe (DHL). DHL operates in the logistics industry and, therefore, handles products and services needed for B2B companies. DHL became a part of the company portfolio in 2002 when Deutsche Post made its last acquisition of the remaining shares and took over DHL (Deutsche Post DHL 1990-2009: 7). The headquarters of DHL Supply Chain is based in Bonn, Germany, but the scope of the services cover more than 220 countries, 18,500 locations and 120,000 destinations worldwide (Supply Chain at a Glance 2011: 12). As seen in the Figure 5 below, DHL consists of four divisions.
DHL Supply Chain division is split into two business units: Supply Chain and Williams Lea where the latter is the leading global provider of corporate information solutions and the largest vendor-independent print outsourcing business in the world (Supply Chain at a Glance 2011: 14). Supply Chain is a single-source contract logistics provider that offers warehousing, distribution, managed transport and value-added services, business process outsourcing, supply chain management and consulting as well as lead logistics provider solutions to its customers (Supply Chain at a Glance 2011: 16). The most significant customers include: NHS, Wal-Mart, Unilever, Hewlett Packard, Proctor & Gamble, Kraft Foods, Fujitsu, British American Tobacco, Volkswagen and many more (Supply Chain at a Glance 2011: 12). DHL Supply Chain division operates in more than 60 countries and territories with approx. number of 132,000 employees generating €12+ billion in annual revenues (Supply Chain at a Glance 2011: 12).

Supply Chain business is organized into three geographic regions: Americas (North & South America), EMEA (Europe, Middle East & Africa) and APAC (Asia Pacific). In addition, the focus is on the following six sectors: automotive, consumer, energy, life sciences & healthcare, retail and technology. Consumer and retail sectors are the largest ones that offer major growth and potential (Supply Chain at a Glance 2011: 16).

Global Marketing team operating from Germany works as the highest level for marketing communications within DHL Supply Chain. They coordinate marketing activities among the sectors.
and the three regions, initiate various marketing projects and suggest improvements, secure the budget on a global level as well as regionally for some specific target countries. The author has participated in several meetings and calls and observed that the team started to encourage Regional Marketing people to actively include measurement as part of their marketing strategies, e.g. during the meetings they are asked to indicate which activities gave what results or presentations are specifically made for Regional Marketing people on performance measurement. As part of this long-term process, Global Marketing has purchased a marketing automation tool called *Eloqua* which provides digital marketing and online communications with possibility to track customers’ behavior towards various marketing efforts, e.g. email campaign metrics like emails sent vs. delivered, emails opened, click through rates, etc. It is also the tool for creating and distributing information, such as newsletters. Some of the employees will be trained to use the tool and help their teams to incorporate it within their daily activities internally and externally. In addition to this, Kirsten Klatt who is the head of Global Marketing is currently developing the concept of balanced scorecard for sectors. The pilot study has already taken place with one of the Mexico campaigns and will serve as a basis for others. It will be reflected on this particular example later in the data analysis part.

6.4 Data collection methods

6.4.1 Interview as a primary research method

As noted before, interview is considered to be the key method in the case study research [Bonoma 1985] and often considered as one of the best data collection methods [Ghauri & Grønhaug 2010:125]. Interviews provide the possibility to gain in-depth knowledge which helps to understand and interpret the information better. To achieve the maximum result when using an interview, a researcher should be familiar with respondents in terms of their background, values or expectations [Ghauri & Grønhaug 2010:125]. As Daymon & Holloway acknowledge, the value of interviews is that they are very flexible because the answers given by interviewees inform the evolving conversation [2002:167]. Open-ended questions evoke interviewees’ thinking and during the conversation a researcher is able to further ask additional questions to get the in-depth knowledge of the issue [Ghauri & Grønhaug 2010:126]. It means an interview as a tool is highly
adaptable to a certain situation. On the other hand, possible misalignment between what the interviewees say and how the real situation occurs usually is at the core critics of this method [Daymon & Holloway 2002:184]. For example, it might be difficult to find out the true situation of the internal processes if an interviewee is not willing to share the full information that he or she has. Another disadvantage is that the interview as a method is time consuming and may require a few sessions with respondents [Ghauri & Grønhaug 2010:127]. Finally, a researcher’s background can have an influence on the interpretation of the interviews which reduces the objectivity [Ghauri & Grønhaug 2010:127]. In order to eliminate the disadvantages of interviews, a number of relevant documents will be also analyzed, supported by participant observations.

In terms of analyzing qualitative data, there are no standard rules and common practice. Yet, literature suggests that qualitative data analysis is mostly concerned with data reduction and interpretation [Daymon & Holloway 2002:232]. In other words, data reduction means selecting, focusing, simplifying, abstracting, and transforming the data from notes or transcriptions [Ghauri & Grønhaug 2010:199]. Usually, this leads to generating categories and identifying themes and patterns from the information collected [Ghauri & Grønhaug 2010:200]. Interpretation, however, is more subjective as it is about making sense of the collected data by ‘translating’ interviewees’ responses into a researcher’s understanding [Ghauri & Grønhaug 2010:205]. The closest method to be adjusted for analyzing interview data is qualitative content analysis. Even though not all elements of content analysis are explicitly present in qualitative research, but they follow similar logic [Krippendorf 2004:87]. As Krippendorf elaborates, in the qualitative content analysis researchers also:

‘Sample the text, in the sense of selecting what is relevant; unitize text, in the sense of distinguishing words or propositions and using quotes or examples; contextualize what they are reading in light of what they know about the circumstances surrounding the texts; and have specific research questions in mind’ [2004:87].

The analysis of texts in such cases is more like an open-ended interpretation constructing parallelisms, using metaphors and elaborating on them [Krippendorf 2004:88]. Thereby, in verifying such interpretations criteria other than reliability and validity apply: these are trustworthiness,
credibility, transferability, embodiment, accountability, reflexivity, and emancipatory aims [Krippendorf 2004:89]. Thus, in this research the author will attempt to follow the logic of qualitative content analysis. Interview guides that were developed should already help to categorize the texts and identify case-specific themes about measurement of B2B marketing communications performance. This, in turn, should help to answer research questions. The next step will be to extract relevant KPIs to further build on the balanced scorecard as a proposal for DHL Supply Chain.

6.4.2 Documentary evidence

Documentary sources can be of rich data supplementing interviews in the research. Daymon & Holloway point out that these are produced without a researcher’s impact and involvement, thereby, being more objective evidence [2002:216]. They can be written, printed, sound, visual and digital ranging from status reports, timesheets, campaign plans, press cuttings, business television programs, or formal policies in marketing communications [Daymon & Holloway 2002:217]. The value such documents bring is comprehensive: they can help to track historical processes and identify factors that possibly influenced the decisions made. It is an unobtrusive method of research which means one does not need to engage with people working in an organization [Daymon & Holloway 2002:217].

The best way of evaluating such data is through content analysis. As discussed before, content analysis method is flexible because it is suitable for handling both qualitative and quantitative data. It allows to assess unstructured information which is usually common in qualitative research, for example, analyzing different forms of documents. Content analysis can handle unstructured data not like surveys or structured interviews [Krippendorf 2004:41]. In this particular case, the documents were chosen based on the campaigns with measurement portion that were available across the regions and the global team. They include campaign status reports (updates), monthly key achievements reports, presentations and a pilot study for balanced scorecard. Therefore, they all differ in formats, structure and purpose. Yet, the instrument for analysis should help to assess the value that lies within these documents.
6.4.3 Participant observations

Observations in general is a good way to test the reality between what people say they do and what they actually do. When observing, a researcher takes into account the setting, events, artifacts and behavior as they naturally occur in specific situations [Daymon & Holloway 2002:203]. However, when a researcher works for an organization, he or she is able to record events and activities from an insider point of view which means that a researcher does not affect the participants and the data being collected [Daymon & Holloway 2002:204]. Such type of observation is referred as the participant or field observation. As Ghauri & Grønhaug [2010] further outline, the danger of engaging in the participant observation is simply being influenced by the situation, event or existing culture. This could prevent from taking a neutral standpoint of the situations and events [Ghauri & Grønhaug 2010:116]. Nonetheless, the author tried to step out of her role wherever possible and the fact that she has been employed only temporarily helped her to be less biased and less committed to the company which, in turn, led to see the company more as a research case.

6.5 Overview of data collected

Interview data. In DHL Supply Chain case, it was decided to address all three regions apart from the global team in order to get the full picture of how the organization operates across geographies as well as how it manages to align important issues such as performance measurement. Therefore, a sample of seven interviews were conducted in total: two with Americas Regional Marketing team, two with APAC, one with EMEA and two within Global Marketing which is based in Germany (see Table 1 for more details).
Table 1 A list of interviewees within DHL Supply Chain

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Region, country</th>
<th>Interview</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denise Klapper</td>
<td>Regional Head of Marketing</td>
<td>Americas, USA</td>
<td>Phone interview</td>
<td>0:50</td>
</tr>
<tr>
<td>Javier Loyola</td>
<td>Director of Office Strategy and Marketing</td>
<td>Americas, Mexico</td>
<td>Phone interview</td>
<td>0:55</td>
</tr>
<tr>
<td>Tina Marinkovich</td>
<td>Regional Head of Marketing</td>
<td>APAC, Singapore</td>
<td>Phone interview</td>
<td>0:33</td>
</tr>
<tr>
<td>Marie Afuang</td>
<td>Marketing &amp; Communications manager</td>
<td>APAC, Singapore</td>
<td>Phone interview</td>
<td>0:54</td>
</tr>
<tr>
<td>Alison Jocz</td>
<td>Regional Head of Marketing</td>
<td>EMEA, UK</td>
<td>Phone interview</td>
<td>0:46</td>
</tr>
<tr>
<td>Richard Preece</td>
<td>Marketing &amp; Communications manager</td>
<td>Global, Germany (based in the UK)</td>
<td>Phone interview</td>
<td>0:53</td>
</tr>
<tr>
<td>Kirsten Klatt</td>
<td>Head of Global Marketing</td>
<td>Global, Germany</td>
<td>Written interview</td>
<td>n/a</td>
</tr>
</tbody>
</table>

Six interviews were conducted via phone because meeting employees for a personal interview was not possible due to the different geographical locations they work. K. Klatt preferred to answer the interview guide questions in a written form. The purpose of interviews was to find out employees’ opinions on performance measurement in B2B marketing communications within their departments, to examine what existing tools for measurement are currently being used or are planned to be implemented and to identify any significant issues that were encountered when dealing with specific marketing campaigns (Mexico country campaign in Americas and global Maintenance Repair And Operations (MRO) campaign of life sciences and healthcare sector).

In order to conduct the interviews, two types of interview guides were developed. General semi-structured interview guide for regional heads (T. Marinkovich, D. Klapper, and A. Jocz) and Global Marketing head (K. Klatt) aimed to gather their opinions on four topics: value of measuring performance in marketing communications, measurement tools and methods, KPIs and balanced scorecard. Practical semi-structured interview guide was designed for other position employees within the teams who have dealt or had previous experience in measuring marketing communications for specific campaigns (J. Loyola, M. Afuang, and R. Preece). Therefore, the questions for the practical interviews were adapted based on the campaigns. Nonetheless, both types of interviews covered a few demographic questions to get the background of employees’
work experience and education. The interview guides can be found in the appendix CD together with interviews transcriptions for each respondent.

**Documentary data.** For documentary evidence some material was also collected to support interviews. On a global level Global Marketing team distributes *monthly marketing key achievements* in a format of Adobe PDF including most relevant information from Americas, APAC, EMEA and Global Marketing. This report aims to address senior management and to convince them about the added value of B2B marketing communications. Besides this, the *update* of the global **MRO campaign** will be also analyzed as the documents supporting the interview with Richard Preece. The update as a PowerPoint presentation was created for senior management to report the status of the campaign. Thereby, it covers all steps of the campaign with the timeline and metrics used. One more document is the *presentation on performance measurement* and its importance to marketing communications which was given by K. Klatt to the EMEA marketing team. The goal of presenting this topic is the need to educate regions before any tools such as sector balanced scorecards will be implemented. As another evidence for analysis is a *presentation of Global Marketing meeting/call with regions* that took place in Bonn in June, 2012. During this meeting/call all three regions gave updates to Global Marketing about their last six months achievements and the teams discussed topics and activities related to PR, advertising, internal communications, events, sales collateral, social media and more. Lastly, since Mexico is a target country for Global Marketing, it was decided to run a *pilot study of balanced scorecard* for some of their marketing campaigns. Therefore, to analyze this type of document is of great importance and relevance for this thesis. In addition to the scorecard, there are also *updates (reports)* available that summarize the results of the campaigns and give some metrics. These are aimed at senior management and also to update involved colleagues. However, nothing is yet available in EMEA and APAC regions. As of this date, they are waiting for Global Marketing to develop the concept for balanced scorecard and also to fully implement *Eloqua* tool for digital marketing communications so they can adapt the tools in their regions.

The above discussed documents are sampling units – documents that were selected from what is available in order to carry out the analysis [Krippendorf 2004:98]. In order to analyze the list of selected documents, the instrument for analysis was built. The instrument attempts to capture one
major criterion type of marketing communications that comes across the documents in relation to most important dimensions, KPIs and tools used to measure. The matrix of the criterion with its variables (dimensions, KPIs and tools) is the basis for the instrument of analysis and can be found in the appendix CD. Type of marketing communications consists of the following: (1) advertising, (2) PR split into activities and media relations, (3) sales promotions, (4) personal selling or sales, (5) online marketing including social media, (6) events & sponsorships, (7) internal communications, and (8) IMC campaigns that employ more than one type of marketing communications. These were determined after literature review was done. Variables are further divided into: (1) dimensions: brand, image, reputation, visibility and collateral, (2) KPIs: awareness, aided and unaided recall, customer opinions and behavior, awards and nominations, press coverage, share of voice (SOV), ROI, customer equity, collateral developed, event participants, new contacts, meetings arranged, posts/tweets/other social media related metrics, click rates such as click per pay, click through rate etc, visitors on website, time spent on website, value of advertising, number of events/dinners/etc., number of recipients, impressions, downloads, emails, enquiries, and registrations, (3) tools or methods: survey/questionnaire, pre and post campaign research (benchmarking), content analysis (e.g. SEO), balanced scorecard, CRM, automation tool, others. The variables were determined based on academic literature findings as well as the content of the documents analyzed.

The recording unit was analyzed by calculating variables and type of marketing communications throughout the documents with a certain value of YES (1 - found) or NO (0 – not found). The recording unit is a unit that is distinguished for separate description within the sampling unit [Krippendorf 2004:99]. Although it is advisable that recording units should be smaller than the sampling units [Krippendorf 2004: 100], in this case the whole document was taken as one recording unit because: (1) the variation in document formats creates difficulties to divide them in equal smaller recording units, (2) the aim of the analysis is to find out which areas of marketing communications the company reflects in their documentation when talking about measurement and what KPIs and tools they use. Since the documents were chosen on the basis of their relevance to the topic and not the specific timeframe and also because of the (2) point mentioned before, frequency will not be taken into consideration.
Participant observations. In terms of opportunities to observe processes, the author of this thesis had the chance to engage in the participant observation. She is an intern in the Global Marketing team since October 2011. This means she is familiar with the organization for a period of nearly one year. Therefore, she could participate in the meetings with regions and also conference calls where the discussion about metrics and measuring performance would take place in addition to other topics. The biggest advantage of this is the possibility to stay close to the topic and the key people for a longer period of time. This also enables to track the progress of the topic, identify the employees who show initiatives, observe some internal challenges and to understand the standpoint of Regional Marketing teams.
7 DATA ANALYSIS

7.1 Interview findings and discussion

The interviewees. Kirsten Klatt is leading Global Marketing and coordinating the three regions for two years at DHL Supply Chain in Bonn (Germany), DP DHL headquarters. She has extensive experience in marketing communications from her previous work positions and she possesses insights into both B2B and B2C businesses. Prior to joining DHL Supply Chain, K. Klatt was Marketing Director for EMEA in an IT distribution company and Marketing Manager for a multinational computer hardware and software company. K. Klatt holds two master degrees in Economics and Business Administration. Richard Preece is also part of the Global Marketing team, but based in the UK. He holds a degree in Business Studies and Design. With DHL R. Preece is five years. His first role was Brand Manager in Global Forwarding and Freight. Then he moved to DHL Supply Chain and was working in EMEA as well as UK & Ireland marketing teams. Overall, R. Preece was working in different sectors (life sciences, healthcare, technology, public sector, airline business solutions) before moving to his current role. Prior to DHL, he was working with marketing, but from graphic design perspective, and also in the mobile phones business.

Alison Jocz received her marketing diploma in Australia. She has been working in marketing and communications for 25 years now, nine years with DHL. She has held positions in other B2B companies in UK and Australia as Global Head of Marketing and Communications, Head of Marketing, and Global Communications lead in DHL Express. For the moment A. Jocz is responsible for running regional EMEA marketing and communications activities in the UK.

Denise Klapper holds a degree in Journalism, PR. She has been looking after marketing and communications in Exel (part of DHL Supply Chain operating in Americas) for six years now. Prior to joining Exel, D. Klapper was doing integration communications, marketing, PR, web strategy, advertising, internal communications for a number of B2C and B2B companies. She is based in Westerville, USA. Javier Loyola is Director of Office Strategy and Marketing with Exel for five years now (Mexico, Americas). He has a bachelor degree in mechanical and electrical engineering and MBA. J. Loyola has work experience in the strategic marketing area, where his position was
connected to product development, product marketing and pricing. In other companies he was responsible for marketing and sales.

**Tina Marinkovich** is driving **APAC** Regional Marketing and communications activities. She has been with DHL for two and a half years and is based in Singapore. Her previous positions cover market research and measurement, consultancy on corporate strategy and project implementation and writing across China, Taiwan, Philippines, New Zealand and Australia. T. Marinkovich handled market research in a B2C company in New Zealand. She holds a BA in Politics and History. **Marie Afuang** is Marketing and Communications Manager in the APAC team (Singapore). Her work experience with DHL is almost ten years now, nine years she was working in DHL Express. Her previous positions in DHL Express include Sales Coordinator, Communications Executive, Product Manager, and Communications Manager. As part of divisional office there M. Afuang was responsible for managing 135 countries (Asia + EMEA), contacting 89 countries. Prior to DHL, M. Afuang was involved in mobile and online banking and also retail management for one of the largest food chains. M. Afuang has a bachelor degree in Science and Commerce with major in Marketing Management [Based on interview material].

Overall, the people that were interviewed come from various educational backgrounds as well as businesses and have dealt with a number of marketing and communication related activities in their careers. What is more, some of them have quite recently joined DHL while others have years of work experience in this company. This rich sample makes it even more interesting to investigate these employees’ opinions about measuring B2B marketing communication efforts and their experience with the topic.

**The role of communication and the value of measuring performance in marketing communications.** The first research question addresses how B2B organizations perceive the value measurement brings when assessing marketing communications performance. To begin with, the academic literature emphasizes the strategic role of today’s communication in general. This means that communication is seen as function equal to others that adds value to the overall business and this value must be measured. Consequently, it is important to comprehend how marketing communications leaders at DHL Supply Chain see the role of communication in their business practice and then discuss importance of measuring marketing communications performance.

[55]
According to the Global Marketing leader K. Klatt, internal and external communications have their roles in defining business strategy and implementing it. On one hand, internal communications is vital for any organization to ensure that everyone ‘sings the same song’ and is aware of the goals that a company seeks to achieve. On the other hand, the role of external communications is to support business with marketing objectives that are based on business objectives. In K. Klatt’s opinion, marketing communications should always follow the business and choose activities based on the business strategy. Aligning marketing communication activities with business strategy brings the company an advantage of being more targeted in terms of customers and having a deeper understanding of these target audiences. However, due to the information deluge it has become much more difficult to select the most relevant factors and measure the performance. Nevertheless, K. Klatt admits that a clear and relevant set of KPIs is needed and one must be consistent and persistent when undertaking measurement process [Interview with K. Klatt].

Since measurement ideally is a part of the entire planning process, good marketing communications planning should lead to an easier measurement of its performance. In DHL Supply Chain Global Marketing case, developing a marketing communications plan is a multistep approach. As K. Klatt elaborates, her team would do an assessment of the current situation in order to define the baseline for KPIs. The gap analysis would follow to define the strategy on how to close this gap. Then the results are reviewed on a monthly basis capturing the changes of KPIs. This is communicated to relevant stakeholders. As a last piece of the whole process, the team would revise the activities based on the results and make changes if needed. An interesting point is that 70% of activities are usually predefined in the plan while 30% of them come up as ad hoc [Interview with K. Klatt]. This means that there is always a piece of marketing communications which does not appear in the plan or is incorporated later. This, in turn, makes the whole process complicated and requires a flexible, emergent approach while planning and measuring the success of the activities.

APAC Regional Marketing leader T. Marinkovich thinks that communication is the tool that enables to cascade business strategy to different audiences inside and outside the organization. It is critical to align communication activities with business strategy, otherwise, any type of communications will fall under danger to act in silos and bring no value. In her opinion, business strategy should be the basis for developing communications strategy and planning certain activities based on that. In terms of understanding measurement of marketing communications performance, T. Marinkovich
believes that one must know if the chosen activities are successful or not. Thus, setting the objectives and measuring their outcome is a part of the whole evaluation process. And for that measurement tools are necessary. Finally, budget and the size of budget plays a critical role in building measurement systems within the company. As T. Marinkovich points out, the bigger the budget given for marketing communications, the higher the need to track it [Interview with T. Marinkovich].

D. Klapper who is leading the Americas marketing team emphasizes that marketing communications brings the value of knowing your customer. As she elaborates, marketing communications create the big picture of the market and existing trends that business should respond to:

‘Marketing communications function has the unique ability to picture the view into the business: what is happening with the customers and how they’re responding to the business.’

In other words, marketing communications can also help a company shape its value proposition which means that communication as a function moves from operational to a strategic level and supports business strategy on the highest level. D. Klapper also agrees on the necessity to align both communication and business strategies where marketing agenda should be built on the business goals and objectives. Only then, tailored and well aligned, marketing communications strategy can help to successfully drive the business growth. In terms of measuring marketing communications one of the biggest challenges D.Klapper sees is subjectivity and objectivity in defining terms and measures. For example, if a company wishes to establish marketing credibility and visibility within the target sectors, the questions that need to be addressed are ‘How do our customers define credibility?’, ‘What are the messages they want to hear?’, ‘Do the customers respond to our messages and topics?’. Therefore, it is rather subjective how a company answers these questions and how it measures credibility and visibility. There is a risk of being too subjective in evaluating marketing communications efforts because the value they bring is rather intangible. Another critical point is that measuring marketing communications actually helps to prioritize budget investments and resources [Interview with D. Klapper].

According to A. Jocz (EMEA), marketing communications is intrinsically linked with business and should sit on the board together with other business functions. A. Jocz criticizes DPDHL in this
regard and explains that marketing and communications are too separate and report to different parts of the business which complicates the alignment. As she elaborates:

‘Communications is the engine of the company. You have to make sure that the right people are getting the right messages at the right time.’ [Interview with A. Jocz]

The risk of not aligning communication and business lies in losing the consistent view of the company’s overall strategy, programs and initiatives. A. Jocz has faced situations when in the meetings senior managers thought that employees know about a new product to be launched while in reality it was the opposite. Thus, A. Jocz argues that it is critical that communication works in the center of everything. Moreover, since DHL is very operational focused, managers are questioning about the value and ROI of marketing and communications activities. This calls for the necessity of measuring these activities and justifying the money spent. What EMEA tries to do is when planning their marketing activities they always look at the integrated business plan (IBP) and capture target markets, sectors and strategic products and where geographically business wants to play with these. Then this information is turned into an overarching marketing plan based on IBP and more detailed plans for each activity with specific timelines [Interview with A. Jocz]. This way EMEA seeks to stay as close to the business goals as possible and drive strategic approach.

Obviously, all three regional leaders as well as the Global Marketing leader agree to the necessity for strategic approach in marketing and communications practice as proposed by scientific scholars in the theoretical sections of this work. DHL Supply Chain marketing and communication leaders admit that communication activities must be in line with business goals so that they can support the overall business strategy. Moreover, they also acknowledge that the role of the communication function is to ensure synergic outcome – ‘one voice, one look’ within and outside the organization. This supports theory about synergic IMC efforts that are aligned and work hand in hand so that the company can speak the same message. Lastly, this section helps to address the first hypothesis (H1) of the first theoretical framework part. DHL Supply Chain case shows that in practice the company seeks to adopt the strategic communication approach because they know that linking communication activities with business activities will lead to prove the contribution of communication efforts.
**Measurement tools and methods.** Before discussing concrete examples of measurement tools and methods used within DHL Supply Chain, it is necessary to briefly reflect on a current situation in the company regarding this. Based on the interview with K. Klatt who has the overall visibility globally and regionally, it is clear that the situation is rather two-sided. There are some measurements in forms of reports, yet without clear metrics and mainly including qualitative data. On the other hand, there are metrics existing from various sources, but so far they are not being communicated on a single report. In terms of activities, they do not have a defined target setting yet and are not being measured. As it will be revealed later also from the regional point of view, there are campaigns that are being measured, but the measurement differs across the teams, one of the biggest reasons for that being a different maturity level [Interview with K. Klatt]. Therefore, one of the first challenges for implementing measurement is the structure of the company: the bigger the company and the wider its operations span geographically, the more differences come into the way hindering the company to establish a standardized approach to measure marketing communications.

However, there is a number of reports distributed on a global level that include measurement and metrics. In terms of PR, **DHL Supply Chain** receives a monthly share of voice (SOV) report and quarterly media analysis. For social media, there are quarterly and monthly social media reports available. Furthermore, monthly DHL.com WebTrends report, monthly report of DHL advertising campaigns, and annual branding awareness study for the overall group of DPDHL are being distributed within the company. What the Global Marketing team develops and has is: 1) monthly key achievements report, 2) Williams Lea report on presentations, case studies and other material delivered on a monthly basis (because Williams Lea is a part of DHL Supply Chain). As K. Klatt claims, these reports are a useful source to judge their marketing communication activities and adjust them based on the results. In addition to the reporting, **Global Marketing** is currently implementing a marketing automation tool *Eloqua* which aims to help with online marketing activities and to build a central customer contact database. The future vision is to implement a CRM solution and work more around SEO [Interview with K. Klatt].

In the **APAC** team the current situation determines the way they measure marketing communication activities. Since this team runs a very few marketing activities like advertising, PR and some events, the measurement of these is quite *ad hoc* and subjective at the moment. The
APAC team has a qualitative type of feedback report to evaluate the success of events and also uses Microsoft Excel spreadsheets to capture some data. However, marketing leaders see that countries within their region first need to understand the concept of measuring marketing communication efforts and the value this brings to their work. As a result, leaders try to encourage measurement in their activities and to educate their employees on the strategic role of marketing communications. How are they doing that? First of all, they arrange regular calls with the countries, also meetings on a monthly basis, so that they can align marketing communications plans. Long-term planning is one of the regional office priorities since it has more of a strategic function. So one of their roles is to educate the countries and initiate a different approach to the marketing communications practice they have now. Ideally, the APAC team would like to have an employee working on measurement and reporting only, but the real situation is that they have a low headcount in their team and the budget is very limited. Therefore, they are looking at other regional teams and the global team to leverage tools [Interview with T. Marinkovich].

The Americas team, on the other hand, has Lead Life which is a target management tool based on contact database. This tool helps the employees to track which topics are more successful than others in the long-term (12-18 months period), which companies are more active and how individual customers respond (changes in behavior), and also helps to evaluate marketing and customer engagement channels. Another tool they are planning to implement is a CRM tool. A pilot study will take place this fall [Interview with D. Klapper]. In addition, the Mexico team is currently implementing balanced scorecard for some of their campaigns. This will be discussed in more detail in the next sections.

For the moment the EMEA team has no specific measurement tool in place. Yet, they are testing the marketing automation tool Eloqua for one of the customer websites. According to A. Jocz, Eloqua creates a dashboard which shows the current status of their online activities and where they would need to be for better results. The tool also reveals the behavior of prospects, for example, how many times one customer went back to a specific content on the website. It gives an overview of the topics customers and prospects are interested the most and which prospects should be reached out – nurtured – to turn them into customers. Apart from that, EMEA also receives some reports from Global Marketing and Corporate Communications and they help to identify some of
the possible gaps and understand the broader picture of performance. What the team would like to implement is a CRM tool [Interview with A. Jocz].

All in all, there are some tools and methods used to measure marketing communication activities within DHL Supply Chain. However, there is a high need for a CRM tool across all teams which should help to run activities easier and to manage customers’ and prospects’ contacts. In addition, the Americas team seems to be ahead of the other teams in what regards to measurement: they use a target management tool, are testing the balanced scorecard in Mexico and will run a pilot for CRM soon. As K. Klatt mentioned in her interview, these differences can be caused simply by a different level of maturity across regions. However, for the moment existing tools are not standardized at DHL Supply Chain while employees are at the phase of learning and educating their teams.

**Key performance indicators.** K. Klatt (Global Marketing) believes that there are clear KPIs to measure communication efforts, namely, per communication channel and effort. What she thinks are the most important to measure are awareness, relevance set and loyalty. Current marketing objectives define these metrics: DHL Supply Chain needs to create awareness about the offering, educate target audience about relevant service portfolio and ensure their satisfaction to keep them loyal to the company.¹ ROI, which is very common for B2C, in DHL Supply Chain context should be considered carefully: one must be aware of the current customer situation, for example, whether it is a new customer or a contract renewal, what is the situation with business performance, etc. [Interview with K. Klatt].

T. Marinkovich admits that in the APAC region indicators that are used to measure their activities are mainly internal (e.g. a number of calls with senior management, a number of presentations given). This is due to the fact that the team is currently building the foundation for marketing activities, thereby, there is nothing much to be measured yet. In terms of KPIs that help to assess communication efforts, she believes that there are clearer and stronger KPIs for digital communications (e.g. number of clicks). Brand awareness and positioning are the most important areas to be measured [Interview with T. Marinkovich].

¹ Email with K. Klatt [27 August 2012]. She was asked to justify her choice for the three metrics given:’ They are based on our marketing objectives to create awareness of our offering, educate our target audience about our products and service so they see the relevance and keep existing customers happy to continue doing business with us.’
The two main fields of marketing communications that the **Americas** team is mostly concerned about measuring are events (sponsorship) and online marketing. When evaluating events or sponsorships, the team looks at a number of customers vs. prospects engaged, a number of target companies reached, and new contacts gained. D. Klapper points out that if there is no evaluation of the event, it should not be repeated – one must know the outcomes. When measuring online campaigns like social media or online advertising, the principle stays the same – one must define the number of new contacts generated and always question if the campaign reached the right people. On the other hand, D. Klapper is not so fond of measuring impressions or opinions because these are subjective measures and it is hard to determine whether the right people were engaged. Yet, PR is critical for B2B business and even though it is difficult to measure the success of it, PR should be included as one of the channels:

‘It’s hard to measure the value of PR. However, if you aren’t in the business media or industry articles, you lose a secondary channel for your campaigns. It helps you to be more effective, but standing alone isn’t enough anymore.’ [Interview with D. Klapper]

Regarding PR activities, Americas is working with an agency which sends the reports on SOV. Besides this, they also receive assessments from DHL Supply Chain and Corporate Communications. Thus, there are a few sources providing insights on PR covering the overall business unit or specific countries’ activities. D. Klapper believes that there are many aspects of marketing communications that one cannot measure the value of, nevertheless the company has to be clear on what, how and why they measure. Consistency and relevance in measuring marketing communications performance is vital. Finally, it is very important to note that due to the nature and specifics of supply chain business, which is rather a consulting business where most of the solutions sold are customized, effectiveness of marketing efforts may not have any impact on customers’ decisions to accept the business proposal. Here measuring marketing ROI and comparing it with other teams can be very difficult to accomplish as customer sales cycle may take several months or even years [Interview with D. Klapper].

The **EMEA** team attempts to measure both internal and external communication activities. For example, they are interest in employee satisfaction score for internal communications which is assessed every year. When measuring external communication efforts, the team looks at the success of events (new enquiries in potential business versus achieved, planned meetings with
prospects versus achieved, satisfaction rate for DHL delegates that held the meeting etc.). In terms of online marketing, the measures such as number of visitors on the webpage, number of enquiries, number of downloads of content (white paper, case study), and click through rates for different channels are used. However, media relations are measured differently across the regions. In the UK the Regional Marketing team receives SOV report from an external agency. Interestingly, the agency also measures the alignment to DHL Supply Chain key messages in the media.

EMEA sees a challenge in measuring digital activities such as the quality and value of social media and SOV online – it is difficult to find the right measures for qualitative data. Nevertheless, they do also measure digital marketing, social media, direct marketing, customer journey (number of enquiries, number of meetings, number of dinner acceptances, number of parcel acceptances). When asked about the most important areas to measure in communication, A. Jocz claims that the consistency of messages an organization communicates needs to be evaluated. From a customer point of view she thinks it is important to assess if the target audiences receive the messages they want to hear. As a result, the metrics should demonstrate whether the audiences respond at all to the messages being sent to them and where their interest lies in. On the other hand, A. Jocz believes that brand awareness in B2B is not always critical: some international corporations successfully work ‘behind the brand’, meaning that end customers have never even heard of them and these companies are recognized by the other companies they work with [Interview with A. Jocz].

To conclude, DHL Supply Chain employees use a number of KPIs in their practice. They attempt to measure most of the IMC areas such as advertising, PR, online marketing, internal communications activities, but not the integrated efforts. They do understand that being consistent and relevant is the key to successful measurement. However, in practice it is not that easy to achieve this and it takes time. In what regards to ROI, which is being discussed among scholars of this topic, DHL Supply Chain confirms it is a useful measure, especially for operational business, yet it has to be carefully considered for B2B context. Since the sales cycle of gaining a customer, or in other words winning a new business, can take a long time, measuring ROI cannot be achieved on a regular basis. Besides this, the nature of DHL Supply Chain product – customized services that are similar to consultancy business – create difficulties in measuring the true value that marketing
communications adds when a contract is signed with a new customer. Consequently, ROI in these cases can be not that accurate as in B2C business where the product is tangible.

**Balanced scorecard.** As mentioned before, K. Klatt (*Global Marketing*) is currently working on the concept of balanced scorecard for sectors. She believes that this tool will provide their senior management with an overview of the most important KPIs related to marketing and communications. Besides this, with the help of balanced scorecard they will be able to track the ongoing process and progress of marketing communication activities which ensures that the right things are being done. K. Klatt attempts to demonstrate the whole picture of marketing and communications performance by showing both quantitative and qualitative information on the balanced scorecard. The scorecard should be developed for DHL Supply Chain performance overall, strategic countries Mexico and India, six strategic sectors and three strategic products. For the moment a pilot study of scorecard is being run for Mexico. Nevertheless, it is important to involve also Regional Marketing teams and further educate employees about the benefits of measuring their activities. As K. Klatt says:

‘I would like to develop the concept first and see how that works for the global senior management. After the first learnings I would present it to the regional marketing people and discuss whether that could also be useful for them or whether it would require some changes so it works for them.’

[Interview with K. Klatt]

The benefits T. Marinkovich (*APAC*) sees in adopting the balanced scorecard are a more sustainable approach in doing communication activities and being able to identify which areas to measure (and that communication can be measurable). This, in turn, puts everyone on the same table: Regional Marketing people are able to speak the language senior management understands. In other words, senior managers can recognize the value of marketing communications in tangible figures. Thus, balanced scorecard also helps to communicate achievements easier. On the other hand, the danger of adopting such a tool lies in selecting too many indicators that could be irrelevant. What T. Marinkovich suggests is the common agreement between the teams on which KPIs should appear on the scorecard [Interview with T. Marinkovich].

D. Klapper (*Americas*) believes that the balanced scorecard helps people stay focused and move the agenda. If other business functions are able to follow this approach, marketing and
communications should also use it. However, there are some challenges to be taken into consideration when adopting balanced scorecard. Marketing communications is a dynamic and ongoing process; thereby, the balanced scorecard has to evolve together with the agenda and has to be aligned with the goals of the company. Furthermore, adopting such a tool for several regions and countries can be very tricky as each of them might have a different business strategy and goals. In this case a company risks losing the big picture of what they try to achieve and creating a ‘one fits all’ tool. Finally, communicating and reporting the results of balanced scorecard can be very time consuming. Therefore, a company should consider time and human resources as critical aspects of running a balanced scorecard [Interview with D. Klapper].

A. Jocz (EMEA) agrees that the balanced scorecard should give an overview of the current situation and desired situation for marketing communication activities. As one of the key benefits of this tool she points out to identifying the gaps and understanding what needs to be done in order to improve the current situation. According to A. Jocz, it is necessary to see the progress of activities [Interview with A. Jocz].

Therefore, all three regions agree to the initiative of implementing the balanced scorecard tool. What is more, the leaders recognize a number of benefits, but are also aware the challenges. The key thing they emphasize in adopting balanced scorecard is getting an overview of major activities and detecting the areas of improvement. This goes is line with theoretical implication discussed before about having a measurement tool which could assess integrated efforts.

**Challenges and lessons in measuring marketing communications campaigns.** Some of the interviewees were chosen on the basis of their experience with the topic. Therefore, M. Afuang, J. Loyola and R. Preece were interviewed to gather knowledge of measuring marketing communications campaigns. The interview guide used for these three interviews was adjusted and included more practical questions in order to find out challenges that managers have faced when measuring their campaigns.

M. Afuang (APAC) has been with DHL for 10 years now and has quite an extensive experience in dealing with marketing communications. Moreover, she has had the chance to be involved in some of DHL Express campaigns before she joined DHL Supply Chain. From her experience with measuring global campaigns, there are some challenges that need to be addressed, namely,
technological level across the countries, cultural differences in approaching target customers, language and translation problems and different sales processes and tools used. As M. Afuang explains, it is important to check beforehand whether the countries of campaign are on the same technological level and are prepared to adopt some new IT tools if that is needed for the campaign. In terms of cultural differences, Japanese people for example prefer a personalized way of advertising; therefore, mass communication channels would not work that well as direct mailing in this particular case. In addition, M. Afuang strongly believes that a clean and updated customer database is vital for the success of a campaign and its measurement:

‘Database is very critical because having the content but not knowing who to approach with this content, doesn’t let us operate properly.’ [Interview with M. Afuang]

Javier Loyola is a Director of Office Strategy and Marketing in Mexico which is a strategic focus country for DHL Supply Chain. J. Loyola has been developing the concept of balanced scorecard for some Mexico campaigns since the beginning of 2012. What he names as the biggest challenges is working with agencies that have little knowledge about B2B business and the importance to connect with salespeople. Agencies are outsourced to balance the problem of lack of resources and also because English native speaking agencies guarantee the language proficiency. However, J. Loyola has noticed that their support is very little when it comes to building the measurement for marketing communications as they lack the knowledge and insights of the B2B industry. Then the workflow still stays with the marketing team. In what regards to salespeople, J. Loyola strongly believes that it is critical to collaborate with sales and to know how they work. After marketing people attract prospects, salespeople are the ones that should be working with them further. In case of having no support from sales a marketing campaign can simply fail and will not be able to justify its ROI [Interview with J. Loyola].

Richard Preece from Global Marketing was running MRO campaign one year ago. He experienced that the most difficulties when measuring campaigns come from supply chain business itself which is not pure black and white in terms of products and relationship with customers. Moreover, R. Preece experienced that the time spent on collecting all necessary information to be able to produce a report or update can be long and is definitely a critical aspect of the whole process. Once having all facts and figures, there is another challenge – how to visualize it and structure so that senior management understands the information. R. Preece believes that measurement of
marketing communication efforts is a learning process where the education within organization about the value that marketing can bring is an essential part of that. For example, among the countries there is an existing perception that marketing is only necessary when an organization needs some promotional material. Therefore, when measuring marketing communication activities it is necessary to educate employees on lower levels why it is being done and what the benefits are. In the end, it is all about connecting various business functions for the final maximum result. R. Preece admits that there are a few key factors for successful measurement of marketing communications campaigns. First of all, one must set clear and measurable objectives aligned with business goals before running the campaign and also conduct a pre-campaign research in order to set the baseline. Clear baseline helps to justify the efforts and see what was delivered. Secondly, a more standardized approach to reporting is also necessary within a big organization so that one can speak about similar things across the regions and countries. In addition to this, reporting should be both qualitative and quantitative: numbers are very critical for marketing. They help to understand if the performance of the activities is above the baseline and if an organization is getting closer to its targets [Interview with R. Preece].

To sum up, all three interviewed employees had different roles and responsibilities in their campaigns. Their practical insights provide a deeper understanding of measurement implementation and the challenges that appear in business practice. Thus, it supports the theoretical knowledge with concrete examples that are so limited for the moment and also can be of great help for other companies undergoing measurement processes.

**The pilot study of Mexico balanced scorecard.** Based on the author’s observations during the meetings with regional teams in February and June 2012, she was able to identify that there is a pilot study of balanced scorecard being developed by Mexico and Global Marketing for Mexico campaigns. K. Klatt also asked the author of this thesis to help her create the presentation around the concept of scorecard and possible KPIs that could be relevant for DHL Supply Chain. In order to do this task, the author was given an example of the Mexico scorecard created for two campaigns – domestic and international pharmaceutical manufacturers’ campaign in life sciences and healthcare sector and fashion goods campaign in retail sector. An example of this balanced scorecard can be found in the appendix CD named *Mexico Pilot Key Performance Dashboard* (latest version as of June 2012).
In order to find out more information on how the process of developing such a tool takes place in business practice, an interview with J. Loyola was carried out. To begin with, for the awareness section the Mexico team conducted a pre-campaign research (interviews) with existing customers in early 2012. The results of this research helped them to set the baseline for a list of indicators and also define the targets they want to achieve in one year. J. Loyola admits that targets were estimated considering their situation, but how realistic they are to be achieved they will be able to judge only at the end of the campaigns. Contact/lead generation section of the scorecard updated once per month captures the number of new customers gained through different events such as a Fashion week customer event held in March 2012 or email marketing and LinkedIn. In July 2012, the Mexico team organized a prospecting day which aimed to connect marketing and salespeople efforts. Newly generated customer contacts were passed over to the salespeople who selected a number of contacts and arranged the first meetings. By doing so, the Mexico marketing team manages to connect marketing and sales departments which is seen as an issue in most of the companies nowadays as per literature review.

Furthermore, the Mexico pilot study also covers indicators for communication channels. This information is being reported by the agency Euro the Mexico team works with. As their main channels the Mexico team measures online marketing communications (banners, e-newsletters, micro-sites, and emails), direct mail, events, PR activities and off-line advertising (insertions in publications). The last piece of information they present in the balanced scorecard covers sales indicators and sales effectiveness. The initial idea, according to J. Loyola, was to track the changes in terms of prospects vs. customers. However, due to a very slow and unpredictable sales cycle for supply chain there is no point of keeping this data which cannot be updated on a regular basis. Therefore, it will be removed.

The development of the Mexico balanced scorecard was mainly done by the Mexico marketing team in collaboration with K. Klatt (Global Marketing). The need for such a tool came from Global Marketing who must track how strategic countries spend the budget given to them. Therefore, the scorecard can help the Mexico team prove their country’s ROI which secures their next budget. As mentioned before, the marketing agency is also involved in the process, but it provides only the content for communication channels and does not support the development of the concept of the scorecard. Other concerned stakeholders (Country managers, Head of Operations department,
Head of Business Development, Global Marketing, employees in North America) receive measurement report updates on a regular basis or are invited for the calls and receive business minutes. J. Loyola believes that this project is about learning: there is no previous experience on creating the balanced scorecard. Thereby, this Mexico pilot study is the first attempt to employ the tool to measure integrated marketing and communications activities:

‘We try to employ the integrated marketing concept: we are doing PR activities, email marketing, direct marketing, events, video, collateral and all these activities touch our customers several times to get the message across. For example, when we organized a Fashion week event, the hook was a Mexico country manager of Hugo Boss presenting their case study on how we helped them to create a more effective supply chain. In terms of media, we were able to leverage the media that was already participating in the Fashion week. Therefore, we’ve got a very good coverage. So all of this is captured in the dashboard.’ [Interview with J. Loyola]

Thus, J. Loyola sees the scorecard as a continuous improvement program that aims to measure their campaigns in terms of level of awareness, contact/lead generation and objectives against achievements as a post follow up. He thinks that every business function should be able to measure their efforts and track the improvements despite the type of the business. This pilot study of scorecard will be further tested and future research could take place to study its development and adoption by practitioners.

7.2 Documentary evidence findings and discussion

The content analysis of the documents selected was conducted by taking each one of the documents, reading its content, highlighting key words that indicate variables, namely, dimensions, KPIs and tools. As a next step of the analysis, the information found was ticked in the respective columns of the three matrix tables. Lastly, the results of all eight documents were summarized in three tables according to three matrixes developed in order to identify the common overlap.
Type of marketing communications

<table>
<thead>
<tr>
<th>Dimensons</th>
<th>Advertising Activities</th>
<th>Media Relations</th>
<th>Sales promotions</th>
<th>Personal selling</th>
<th>Online marketing (social media)</th>
<th>Events/ sponsorship</th>
<th>Internal Comms</th>
<th>IMC campaigns</th>
</tr>
</thead>
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<td>1</td>
<td>1</td>
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<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 2 Matrix 1: type of marketing communications and dimensions

The yellow fields (also marked with 1 – found) indicate which type of marketing communications refers to which dimensions. As seen in the table above, brand is reflected by all marketing communications types which means that brand and its awareness is the core of DHL Supply Chain activities at this moment. Image is the goal in media relations, for example positioning the company as a thought leader in press, sales promotions activities, online marketing and events & sponsorships. All of the mentioned types of marketing communications are built on proactive activities and create the touch points for customer engagement which, in turn, leads to shaping the image of the company in the customers’ mind. Reputation as a dimension is the outcome of advertising, PR, online marketing and events & sponsorships activities taken by the company. Visibility – reaching a certain number of customers and prospects – is part of personal selling, online marketing and events & sponsorships. Collateral as essential element of activities are incorporated in advertising, PR, sales promotions, personal selling, online marketing and internal communications. Finally, IMC campaigns that include more than one type of marketing communications in DHL Supply Chain are based on communicating and distributing collateral, seeking for visibility and pushing forward the brand. It is worth to note that while running a campaign the company sets the goals and based on these it looks for the best channels to communicate. As a result, depending on the goals certain dimensions are reflected in marketing communications activities.
## Table 3 Matrix 2: type of marketing communications and KPIs

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Type of marketing communications</th>
<th>PR Activities</th>
<th>Media Relations</th>
<th>Sales promotions</th>
<th>Personal selling</th>
<th>Online marketing (social media)</th>
<th>Events/ sponsorship</th>
<th>Internal Comms</th>
<th>IMC campaigns</th>
</tr>
</thead>
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<td>1</td>
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<td>0</td>
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<tr>
<td>Aided recall</td>
<td>Advertising</td>
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<td>0</td>
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<td>Unaided recall</td>
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<td>Customer equity</td>
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<td>1</td>
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<td>Click rates</td>
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<td>Visitors on website</td>
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<td>0</td>
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The second matrix (Table 3) shows the type of marketing communications and KPIs used respectively. As seen in the table summarizing the results, online marketing (10 KPIs) is the most measured area followed by advertising and internal communications (7 KPIs), PR media relations (6 KPIs), and IMC campaigns (3 KPIs).
KPIs), events & sponsorships (5 KPIs), PR activities (4 KPIs), sales promotion and personal selling (2 KPIs). While doing integrated marketing campaigns, the KPIs used for measuring its efforts are level of awareness, collateral developed, new contacts gained, meetings arranged, time spent on website by customers, value of advertising, number of downloads and emails sent vs. delivered. The results also suggest that qualitative data such as customer opinions and behavior are not of interest for DHL Supply Chain at this point of time. Employees are looking at the customer opinions only for internal communication purposes. This could be due to various reasons, but it can imply that the company struggles to define how exactly this type of data should be handled in terms of measurement and in which way it should be presented to the senior managers. Interestingly, neither customer equity nor ROI is measured at DHL Supply Chain whereas literature proposes these metrics as the most critical when evaluating the contribution of marketing communications.

In terms of tools or methods used to measure the performance of marketing communications, the results indicate that there are some used by DHL Supply Chain. For events & sponsorships and advertising it is common to use a survey method to rate customers’ satisfaction. Content analysis for search engines in advertising is also used to evaluate the success of advertising. The marketing automation tool Eloqua helps to measure online marketing and events & sponsorships efforts. Other ways such as registrations on the website of the campaign, customer research reports internally also capture some data that can be useful when measuring marketing communication activities. For the Mexico campaigns a balanced scorecard is used as well as pre campaign customer research while for MRO campaign pre and post campaign research took place (see Table 4 below).
<table>
<thead>
<tr>
<th>Type of marketing communications</th>
<th>Advertising</th>
<th>PR Activities</th>
<th>Media Relations</th>
<th>Sales promotions</th>
<th>Personal selling</th>
<th>Online marketing (social media)</th>
<th>Events/ sponsorship</th>
<th>Internal Comms</th>
<th>IMC campaigns</th>
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<td>Pre/Post campaign research/ benchmarking</td>
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</table>

Table 4 Matrix 3: type of marketing communications and measurement tools/methods

To conclude, the documents analyzed demonstrate the match between certain types of marketing communication activities and dimensions, as well as KPIs and measurement tools/methods that are of interest for this research. The findings support the data collected via interviews because it was found out what KPIs DHL Supply Chain uses and what the employees claim they use, thereby, reducing the bias of interviews. As a next step, the results of this analysis will help to propose the company KPIs that could have been overlooked before.

7.3 Proposal and recommendations for DHL Supply Chain

As already discussed, the Mexico pilot study is the first trial to implement the balanced scorecard within DHL Supply Chain. Research findings provide greater insights into the process of developing the scorecard and applying it in business practice. However, some proposals for improvement can be made based on the analysis and literature review.

To begin with, the Mexico pilot study tries to capture awareness, contact/lead generation and communication channels. Obviously, these three areas were chosen as the most important in relation to the goals of the campaigns the tool was built for. Having a clear baseline it is easy to track how far the campaign is from the targets set. In addition, the objectives given explain what
the campaign aims to achieve. This is also in line with the theoretical so called 2nd generation balanced scorecard where strategic objectives are necessary to link to measures [Cobbold & Lawrie 2002]. Thus, awareness section seems to be the strongest one with a firm link between the present situation (baseline) and the future situation (target). As it appears from the interviews, contact/lead generation is the one metric for DHL Supply Chain. Having long sales cycle in B2B business requires the company to look for another KPI rather than ROI that would prove marketing and communications efforts. However, it is not clear how the numbers given link with the objectives and what they really mean for the country. Communication channels, on the other hand, are presented in terms of last month against year-to-date achievements and give quite a good overview of performance of channels. The key point missing in this balanced scorecard is the strategic linkage between the four main perspectives originally suggested by Kaplan & Norton: customer, financial, internal and innovation and learning. In the Mexico case they mainly focus on internal perspective measuring the performance of processes that deliver organizational success. However, it is critical to measure customer related indicators as well as to link these to financial and innovation measures. Only then the company is able to drive the holistic approach to marketing communications and achieve maximum results implementing marketing communications strategy and supporting business strategy. The structure of the scorecard could also reflect the below figure dividing data into four blocks which could make it easy to read and compare (see Figure 6).

Source: Kaplan and Norton (1996a, p. 9)

Figure 6 Balanced scorecard approach linking four organizational perspectives [Atkinson 2006:1448]
Moreover, employees must try to answer the main question for each of the perspectives which then helps them to understand what kind of measure they should concentrate on. Based on the literature review and analysis findings, these metrics could be included in the company’s scorecard:

- **Financial**: ROI/ROCI, brand capability value, customer equity, customer retention;
- **Customer**: customer opinions, behavior, impressions, level of awareness and involvement, preferences, perceptions, loyalty, positioning, lead generation;
- **Internal business**: reputation, message and media effects, agenda setting, agenda framing, brand equity (relative satisfaction, commitment, relative perceived quality, relative price and availability), press coverage, consistency of messages;
- **Learning/growth**: relate to improving flexibility and investing for future development and new opportunities [Atkinson 2006:1449] e.g. employee satisfaction rate and opinions.

In addition to this, the author would like to propose DHL Supply Chain to leverage customer equity. Since the company has a slow cycle of gaining new customers, but high transactions of money, customer equity would help to estimate the real lifetime revenue for their customers. Having this figure the organization would be able to exploit their long-term profitability and recognize the optimal marketing communications mix that works best for the customer. In other words, it would help to justify the investment on marketing communications and prove its value to senior managers.

As mentioned in the theoretical part, Ritter [2003] proposes four levels of balanced scorecard depending on the purpose: individual process, internal process, strategic and strategic vision. In DHL Supply Chain case, they are trying the individual – project specific (campaign) – scorecard which helps the organization to learn. The individual scorecard should further lead to developing a more advanced internal process balanced scorecard. When implementing the latter, the company should bear in mind that it has to be aligned internally with involved stakeholders and it is advised to control it on a monthly basis. The main difference of this type of balanced scorecard and the one they have now lies in its implementation by top-down levels of employees and the communication going both directions top-down and bottom-up which still lets the organization to learn. However, strategic scorecards are introduced by top level managers. Therefore, DHL Supply Chain has just started integrating this measurement tool in their daily business which will take some time until
they will be ready to strategically plan long-term marketing communication activities within the entire organization of the division.

When implementing the balanced scorecard, DHL Supply Chain should take into consideration teamwork and discussions around the results. As from the interview with K. Klatt, it seems that the concept of balanced scorecard is being developed only by the head of Global Marketing and tested in the Mexico case. However, Vos & Schoemaker [2004] suggest that collaborative approach is needed where constant discussions around choosing relevant KPIs take place followed by another round of preliminary talks to define the role, the use and the scope of the tool. What Global Marketing could do is to engage Regional Marketing leaders and experienced team members in a workshop. Regional Marketing employees possess broad competence as well as experience and could contribute with their insights from regional perspectives. In the end, the ultimate goal is to develop a tool that could also be used by Regional Marketing teams.
8 CONCLUSIONS

8.1 Implications for B2B organizations

After reviewing the most relevant literature regarding measurement of marketing communications performance and the analysis of DHL Supply Chain case study, the knowledge of this topic can be extended. Semi-structured interviews with DHL Supply Chain employees revealed a number of implications to be taken into consideration for B2B organizations when measuring their marketing communications. First of all, the current information deluge and various sources available create difficulties for organizations to select the most relevant KPIs and implement measurement. However, aligning marketing communications objectives with business goals should help to filter the information and look for the most relevant metrics. It is also important to keep consistency and be persistent throughout the whole measuring process. Nevertheless, marketing can be very dynamic and approximately 30% of all activities are ad hoc and, thereby, cannot be planned beforehand. For this reason, the marketing communications department should employ a rather flexible, emergent approach to its planning and measuring and always be ready to justify their chosen activities.

What is more, there are some critical factors that affect measurement process that were not discussed by scholars. Budget plays a significant role when it comes to choosing measurement tools and the frequency of measurement. The bigger the budget a marketing communications department is given, the higher is the need to track the investment and ensure visibility because senior managers require marketers to be accountable respectively. In addition, the overall size of the budget also determines how much money can be devoted for purchasing necessary measurement tools. Consequently, one can identify the interdependence between budget, measurement approach and accountability (see Figure 7). In other words, budget determines to a high extent the measurement approach which further leads to a certain degree of accountability required from marketing managers and this, in turn, is linked to justifying the activities and the money spent on them.
Different maturity level across the regions as well as a complex organizational structure are two other factors that influence the measurement of marketing communications performance. In what regards the size of B2B organization, it can have a big and complex structure which can become an obstacle when reaching the agreement for tools and metrics. Based on the findings of case study research a B2B company is challenged by aligning regional teams as they might also be at different maturity levels. For instance, one region might be already using some metrics to evaluate the performance of some activities whereas another region might be still working on creating the basic collateral. Therefore, this complicates the implementation of measurement tools that could meet the needs of all teams. In such a situation marketing people should start educating their teams and other colleagues about the value that measurement of marketing communications performance can bring. One of the key benefits of measurement mentioned by DHL Supply Chain was prioritization of activities, budget investments and resources. Regular meetings and calls as well as long-term planning can be a solution to nurture the necessary communication.

In terms of metrics, the analysis revealed one more practical implication that could be useful for organizations implementing measurement in their marketing communications practice. Organizations must be aware of the fact that some of the metrics are more subjective than others. For example, tracking a number of impressions can be interesting, yet, it can also be misleading in the way that these numbers will not reveal whether the people reached were from the target audience. Besides this, measuring some of the areas like credibility or visibility highly depends on how the organization defines what these terms mean for them. Thus, it is a matter of opinion and is
rather a subjective measure. Nonetheless, the analysis of DHL Supply Chain case study provides an insight of the most important areas of marketing communications to be measured in the B2B business. These are as follows: (1) brand awareness, (2) relevance set, (3) loyalty, (4) positioning, (5) consistency of messages and standard messaging, (6) communication touch points, (7) lead generation. Interestingly, ROI and customer equity that are widely discussed in academic literature were not suggested by DHL Supply Chain employees. However, it is worth to note that these results can be relevant to some other B2B companies, but not necessarily to the whole B2B business. One of the key arguments is that winning a new customer for a B2B company might take months or even years, thereby, this slow and long sales cycle creates difficulties when measuring ROI on a regular basis.

Finally, the balanced scorecard seems to be the most appropriate tool for measurement suggested both by scholars as well as the case study research. The benefits of this tool lie in getting an overview of the most important metrics on a single report, possibility to track process and progress, ability to communicate the achievements to senior management easier, and to identify gaps to know what has to be improved. Therefore, balanced scorecard ensures a more sustainable approach in marketing communications practice. Nonetheless, organizations should bear in mind several challenges when implementing it, namely, the risk of including too many KPIs that could be irrelevant and creating ‘one fits all’ tool. Furthermore, balanced scorecard should follow and always be adjusted to the latest marketing communications agenda for maximum benefits. Eventually, balanced scorecard is a simple and flexible tool, but its implementation still requires time and devotion of resources.

8.2 Implications for further research

The analysis of DHL Supply Chain current situation brings to the surface several findings that could be examined in the future. This case study research revealed that close alignment between marketing and sales departments is needed as marketing people can learn from a more tangible sales approach to measurement and their metrics. In turn, salespeople can benefit from a deeper understanding about their prospects and marketing communications impact on sales. How one department can support the other in terms of building strong holistic measurement tools is
definitely a question for the future research. Moreover, it turned out that CRM is seen by marketing communications specialists as a very useful tool and a strong demand for one exists. As a result, the benefits and issues of CRM in measuring marketing communications performance should be investigated. The current knowledge about the measurement of marketing communications performance also lack in discussing the specific factors that influence measurement approach within an organization: the role of budget and its size, organizational structure, maturity level of marketing communications practice across regions or divisions, cultural differences in perceptions about the topic, etc. Eventually, since the analysis was carried out using a single case study, future research would benefit investigating the situation among a number of B2B companies with possibility to make comparison in terms of industries, sectors or type of products.

8.3 Limitations

In what regards methodology, a case study research was chosen with semi-structured interviews as its primary research method. However, having a longer time for analysis it would be possible to apply focus group method which allows open discussions and possibility to get more insights into current situation of B2B measurement practice. Yet, Regional Marketing teams are located in different countries and it is difficult to meet the people in person. That is why phone interviews were the only possible option to collect necessary information for this particular case. One interview was provided in a written form, thereby, limiting the possibility to ask additional questions and encourage the employee to elaborate on specific answers. What is more, organizing the interviews also was time consuming process because it was necessary to find the best suitable time during the working hours of both researcher and the interviewees. Finally, the focus of this research was one company case only, thereby, its findings and implications should not be generalized to the entire B2B environment.
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# GLOSSARY

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<th>Description</th>
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<tr>
<td>IMC</td>
<td>Integrated marketing communications</td>
</tr>
<tr>
<td>B2B</td>
<td>Business-to-business, commerce transactions between businesses or companies</td>
</tr>
<tr>
<td>B2C</td>
<td>Business-to-consumer, commerce transactions that occur between a company and a consumer as opposite to B2B</td>
</tr>
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<td>CSR</td>
<td>Corporate social responsibility</td>
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<td>SMARRTT</td>
<td>Specific, measurable, achievable, realistic, relevant, targeted, and timed when talking about objectives (Pickton &amp; Broderick 2001)</td>
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<td>Public relations</td>
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<td>Marketing public relations, where PR addresses marketing relevant activities</td>
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<td>PR value on media coverage</td>
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<td>ROI</td>
<td>Return on investment</td>
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<td>ROCI</td>
<td>Return on communications investment</td>
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<td>KPI</td>
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<td>Brand Touch Point Recall which is a sum of all aided recalls of each brand touch point (Reinold &amp; Tropp 2012)</td>
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<td>Brand Touch Point Involvement Factor which is the average involvement value that was gauged for each cluster the brand touch point is assigned to (Reinold &amp; Tropp 2012)</td>
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<td>Brand Content Recall which is a sum of all aided recalls of each content item that were noted by the participants of the survey (Reinold &amp; Tropp 2012)</td>
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<td>Brand Content Uniqueness which is represented by the average Chi$^2$-distance of an item to all other items assessed, measured by dual scaling (Reinold &amp; Tropp 2012)</td>
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<td>1&lt;sup&gt;st&lt;/sup&gt; generation balanced scorecard</td>
<td>“4 box” approach to performance measurement using customer, financial, internal and innovation and learning perspectives (Cobbold &amp; Lawrie 2002)</td>
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<td>3&lt;sup&gt;rd&lt;/sup&gt; generation balanced scorecard</td>
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<td>Brand capability value, which is the economic value of what can be done to increase the asset of the brand (Erwing 2009)</td>
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<td>Deutsche Post DHL, a company group of Deutsche Post and DHL offering a one-of-a-kind portfolio of logistics and communications services</td>
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<td>Americas region</td>
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<tr>
<td>APAC region</td>
<td>Countries in Asia Pacific</td>
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<td>MRO</td>
<td>Maintenance Repair and Operations, service offering in Energy sector</td>
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<tr>
<td>SOV</td>
<td>Share of voice, the percent of the audience who are turned in to a particular medium at a set time in comparison to the competitors’</td>
</tr>
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<td>SEO</td>
<td>Search engine optimization is the process of improving the visibility of a website or a web page using a search engine, e.g. Google</td>
</tr>
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<td>CRM</td>
<td>Customer relationship management, which is a tool for managing a company’s interactions with customers</td>
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<tr>
<td>IBP</td>
<td>Integrated business plan developed annually for sectors or products</td>
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