

Korean Public Relations Practitioners' Perspectives on Integrated Marketing Communications Implementation

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Abstract: *Since the appearance of integrated marketing communications (IMC) in the early 1990s, its differing characterizations as a 'new marketing communication paradigm' versus 'nothing new' or 'management fad' have not been fully settled. In practice, some organizations operating in Korea have adopted IMC and many marketing communication service agencies insist that their specialty lies in IMC. But from an academic perspective, the field does not seem to be that active here. Why is this? So far, most of the studies on IMC have utilized a quantitative research methodology and have focused primarily on enterprises and their advertising agencies in the areas of perception, implementation, barriers, evaluation and compensation and other individual elements. However, IMC depends as much on the cognitive and philosophical understanding of its practitioners as it does on their strategic or tactical capabilities. This study utilizing Q methodology sought to understand how public relations (PR) practitioners in Korea evaluate IMC in depth based on their experiences. Results show that Korean PR practitioners believe that IMC maximizes the communications effect and most advantageously takes into account changing market conditions. This study also confirmed that there are some barriers to optimum implementation of IMC in Korea such as low economies of scale, turf battles and insufficient top management involvement.*

Introduction

Statement of the Problem

IMC (integrated marketing communications) was introduced formally in 1991 when Caywood and colleagues published the paper "IMC: A survey of national consumer goods advertisers" (Duncan, 1993; Cheil, 1996). From that point until the present, marketing communications has evolved side-by-side with the rapid development of computers and communication technology. The field has also been heavily influenced

by huge changes in the market environment as well as by globalization.

Due to the continuous adjustments of IMC to the external environment as well as to the evolution of the IMC process itself, specialists in the field are still struggling after about 20 years to define the concept and practice. In the business community, IMC has been developed along practical lines, e.g., achievement of return on investment from the creation and utilization of databases. However, academia lags behind in assisting businesses with the development of theoretical and strategic tools.

To date, the majority of studies dealing with IMC has had a broad focus, ranging from concept development to evaluation models (Kim, et al., 2004). The primary study topics so far have been the level of understanding of IMC, the turf interests of campaign participants, (Cornelissen & Lock, 2000; Schultz & Kitchen, 2000) as well as which department controlled the integration campaign, how to measure results and compensation and what the primary obstacles are to implementing IMC. Moreover, the studies have concentrated on implementation of IMC at the enterprise level or at advertising agencies (Swain, 2004). Although a few studies have included the public relations aspect, it is mainly treated as a minor element (Tortorici, 1991; Moriarty, 1994).

In addition, almost all of the previous studies on IMC have used quantitative or statistical methodologies. This is understandable because IMC began in the United States, where quantitative studies are the norm, and this is where its practice today is most advanced. However, to ensure the effective implementation of IMC in countries that are not as advanced in the field as the United States, the level of understanding and attitudes toward IMC may be more important than the strategic element. This is because IMC is not only a concept but also a process (Duncan & Caywood, 1996).

Therefore, it is important to assess each individual's understanding of IMC (intra-personal value) rather than to determine how participants' perspectives and attitudes interact on an inter-personal level.

To date, most IMC campaigns have been led by advertising agencies and target the general public. But with the development of new media and de-massification, the role of public relations should come to the forefront more frequently. As a result, the authors believe that there is a need to study the intra-personal characteristics of PR practitioners.

Most previous studies have focused on enterprises and advertising agencies. Some papers have included the PR point of view, but only to compare it with the former perspective. This is a bigger issue in Korea, as PR firms are small and major local enterprises maintain the PR function in-house, while multinational companies only use PR agencies for limited elements of a campaign (Kim, et al., 2004).

IMC is understood to be more concept and process than strategy and tactics. So personal perspectives or intra-personal attitudes are more important in realizing the full potential of integration amongst various out-sourced marketing communications agencies, even if the client resolves the turf battles or ego problems internally. Tortorici (1991) argued that being involved early and regularly with client marketing functions, PR can help assure totally integrated, strategically-focused and cost-effective marketing communications. And Moriarty (1994) insisted that much of IMC is based on public relations theories and practices.

That is the reason that this Q methodology study focuses only on PR practitioners.

Study Objective

According to previous studies, successful IMC campaigns depend on the involvement of top management, the expertise of participants, the clear delineation of responsibilities, and appropriate evaluation and compensation in line with results (Low, 2000). Earlier studies also focused on specific categories of participants: enterprises (Caywood et al., 1991; Duncan & Moriarity, 1993; Kitchen & Schultz, 1999); advertising agencies (Schultz & Kitchen, 1997; Eagle et al., 1999; Kallmeter & Abratt, 2001); and advertising agencies and clients working together (McArthur & Griffin, 1997) among other major streams.

On the other hand, it is quite difficult to find a paper that includes public relations agencies as one of the primary members of an IMC campaign team.

In Korea, the majority shares of marketing communication budgets are allocated for media advertising, while nearly all major enterprises have an internal PR department. Meanwhile, most of the clients of public relations agencies are multinational companies that demand only limited services like media monitoring and publicity. Therefore, PR agencies in Korea are typically much smaller than their advertising counterparts. Because of this fact, a great many of the IMC campaigns are assigned to major advertising agencies for development and execution.

As mentioned earlier, IMC is a continuous process. Therefore, the critical factor in the success of any IMC campaign is how responsibilities are shared and executed by the participants. This study will utilize Q methodology to understand how public relations practitioners in Korea participate in and conduct IMC.

The choice of Q methodology is based on the assumption that some important factors might be overlooked with quantitative methodologies that primarily focus on advertising aspects of IMC and that this might result in more desirable recommendations for the future of IMC.

Especially in countries like Korea where low economies of scale and vertical decision making are the rule, it is important not to miss small but important clues, or hidden problems or obstacles, which when removed could provide new momentum for further advancement of IMC.

Literature Review

Background

Caywood (1997) presented the background of IMC centered on three perspectives. First, from the enterprise perspective, to survive severe market competition, a new marketing communication strategy targeting consumers was needed. Second, from a market and media environment perspective, the rapid development of information-communication technology diminished the advertising effect of traditional media, which forced the identification of more effective marketing communication strategies. Third, from the consumer perspective, there were higher and more diverse expectations of corporate communications.

In addition to the above, Professors Sirgy (1998), Duncan (2002), and Schultz & Schultz (2004) mentioned consumers' growing appetite for information with the development of interactive new media like the internet.

Other key factors driving the new IMC strategy were conversion from a supplier market to a consumer market due to fierce competition; technological advances and cost reduction related to database development; globalization; and return on investment demanded by top management. Among these, return on investment, mainly derived by mergers and acquisitions, was the primary driver. These environmental transformations brought an evolution in expectations for ad campaigns—from attitudinal change, e.g. awareness, preference, to behavioral change, i.e. purchase—based on consumer databases. This became the core concept of IMC.

Concept & Perspective

There have been a number of different perspectives on IMC: it's "a management fad" or "already passé" (Drobis, 2000) and "its effectiveness is exaggerated" (Gould, 2000). Yet, on the other hand: "IMC is a brand new marketing communication paradigm well suited to the changing market and media environments" (Schultz & Kitchen, 2000).

These kinds of arguments have continued. Criticism such as "this is nothing new" was presented by Lock & Cornelissen in the *Journal of Advertising Research* (Vol. 40, Issue 5) under the title 'IMC Is Not a New Concept and No More Than a Management Fad.' The article explained that at the end of the 1970s when TV advertising expenses increased sharply, enterprises demanded more economical and results-focused promotion disciplines. From this start, marketing communication

functions diversified. The term IMC is new, but the concept isn't, the authors said, criticizing IMC as a game of names.

But Schultz & Kitchen argued that the former campaigns cited by the critics of IMC were no more than a combination of various marketing communication tools and that, furthermore, at that time the market was dominated by manufacturers and suppliers while consumers had limited information about products or companies. They had no choice but to be passive receivers of information. Moreover, databases were operated with rudimentary technology and involved high costs.

From a public relations perspective, the literature suggests that the strength of PR has been its ability to identify and provide marketing communication disciplines whenever and wherever they were needed (Duncan & Caywood, 1996). It is for these reasons that PR practitioners and academicians alike have tended to regard IMC, along with marketing PR (MPR), which emerged in the 1980s, as forms of "marketing imperialism." Thus, many public relations agency managers consider IMC to be a competitor of the public relations function and have argued against its development and implementation in PR agencies (Harris, 1991; see also Kitchen et al., 2006)

Development Path

As mentioned earlier, IMC is both a concept and a process. Therefore, this study will review these two aspects of its development path.

When IMC was first introduced, the intent was just to harmonize the outgoing message, i.e. "one voice, one look":

IMC seeks to maximize the communications effect by understanding the added value of the strategic integration of advertising, direct marketing, sales promotions and public relations. But the integration of disciplines was possible only when the department responsible for each discipline was integrated. So the definition of the integration of communication developed into the integration of marketing (Schultz, 1993).

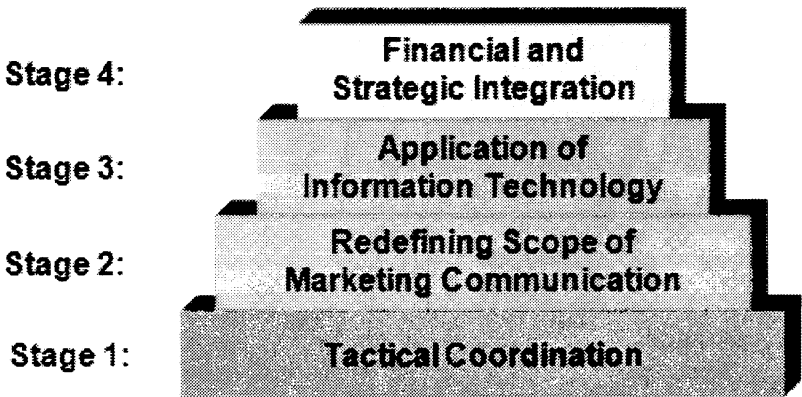
In 1997, Schultz & Kitchen defined IMC as marketing communication planning to maximize the communications effect by integrating the various channels of communication. But full marketing integration is not possible without top management support, since IMC requires all of an enterprise's databases to maximize return on investment. Therefore, the IMC concept evolved from marketing-driven to management-driven.

Schultz & Schultz (2004) wrote, "IMC is a continuous, strategic business process." In short, the three stages of evolution of the IMC concept are grown from the communication to marketing to management level. In other ways, IMC has been growing from functional through strategic to management status conceptually.

Coincidentally, the introduction of IMC came at about the same time as the suggestion of the World Wide Web by Tim Berners-Lee of CERN (European Laboratory for Particle Physics) in 1989. It is not possible to derive a fixed IMC process from a rearrangement of past studies in the field. Although with some exceptions, in general all of the process layers are described below.

Schultz & Kitchen (2000) have drawn the development path of IMC as shown in Figure 1. They argued, based on empirical findings from their research with advertising agencies that develop and implement marketing communication plans for their clients, that the majority of firms are anchored in either Stage 1 or Stage 2 scenarios. Some are moving into Stage 3, but very few (a handful in today's world) have moved to Stage 4: This argument also holds for the cross-country comparison among three nations (Kitchen, Kim & Schultz, 2008)

Figure 1: IMC Development Process



The development process is slightly different by country, according to a study by Kim, et al. (2004), which showed the United States at the doorstep of the third level, Korea at the middle of the second level and the United Kingdom just beyond the first level.

When IMC practices first emerged early 90s, they mainly focused on how to integrate those various kinds of marketing communication disciplines for more communication effectiveness and efficiency. This is what we called 'outbound integration'. During this period, academics and practitioners worked to develop 'one-voice, one-look' campaigns. This is not quite different from the traditional advertising campaigns other than using plural communication tools.

While struggling to integrate the out-going messages, they found that 'inbound integration' should occur first for the success of outbound

integration. Integration sounds ideal theoretically but in practice, it incurred lots of egoism-based problems internally and turf battles among participating agencies. Under the name of 'internal marketing', practitioners tried to remove the barriers and adjust consensus among the communication-related departments and agencies.

The former two step-changes happened through the 90s and early 2000s. During this period, profound media transition also happened: from one-way through two-way to networking, from linear to non-linear. For example, the web 2.0 era opened.

From the marketing and communication perspective, this transition has significant meaning conceptually and empirically. That is, some traditional theories or models are less well-suited to explain the market phenomena. For example, home shopping and auctions could not be wholly explained with the marketers' "4 P's" (product, price, placement, promotion), which comprised factors initiated by the supplier. In an auction, for example, consumers determine the final price. On-line shopping is a new mixture of the 4 P's. Most of new and multi-media channels no longer support linear or sequential communications. They are highly interactive and cross-networked. Further discussion about the transition exceeds the bounds of this study.

Methodology

Thus far, most studies of IMC have started with a focus on the perception of the concept and definition, and then moved to turf battles, effects measurement, and evaluation and compensation, mainly dealing with enterprises and advertising agencies. Meanwhile, the methodology centers on average attitudes or perceptions of each group, focusing on the average rather than the individual.

However, to study the concept and process simultaneously, it is necessary to learn the insights of participating individuals. Moreover, as some insist, if IMC is closer in concept to public relations, it is critical to focus on PR practitioners' individual personal (intrapersonal rather than interpersonal) views.

So this study adopted Q methodology to understand the views of PR practitioners who have experiences while involved in the IMC campaign for their clients. Theoretically, all the involved participants (whether they are the internal department personnel or the external agencies) should agree for integration to maximize the communication effect for organization (or client). But in reality this won't be easy as each proposition could conflict with its own interests. So the personal and qualitative gauging might be more meaningful to develop the better way for integration.

Several dozens of previous studies about IMC all adopted quantitative research methods. So the questionnaires were designed to find facts. But these questions gave direction and supplied categories to derive the concourse-sampling group. Based on this, the researcher derived a Q sample.

A Q sample of 43 items was developed in six categories. After a pre-test was conducted using personal interviews with six executives of three Korean public relations agencies over a one-week period from June 15 to 22, 2007 in Seoul, the sample was reviewed and modified. Finally, a Q sample of 31 items was fixed and over a two-week period in early July responses were collected from 24 agencies belonging to the Korea Public Relations Consultancy Association, who had participated in IMC campaigns. A P set of 41 respondents provided Q sorts. Among these, three contained missing values and four had very little experience in IMC campaign, Finally 34 valid responses were analyzed using the QUANL program.

Q Sample

Drawing upon the previous studies about IMC in conjunction with the concept and attitude, the major Q-sample categories related to IMC were divided into six categories: 1) Concept & Perception, 2) Control & Leadership, 3) Professionals' Expertise & Assignment, 4) Effectiveness & Evaluation, 5) Compensation System, and 6) Hurdles. Based on this categorization the study developed total 31 Q-sample statements shown in the appendix. As mentioned, the purpose of this study is to see how each PR practitioner thinks, treats and evaluates IMC based on their experiences. This has two meanings. One is how views are different from or similar to theoretically and statistically described phenomena. The other is how practitioners balance views on benefit to clients and their firm. The draft Q sample was tested and modified through interviews and pre-tests before proceeding. Most of the Q-sample statements were selected to maintain continuity from previous studies, but modified with some positive and negative expressions.

P Set

The P set targeted agencies of Korea Public Relations Consultancy Association (KPRCA) because many of the PR agencies in Korea are quite small in terms of both personnel and revenue, making it difficult to secure reliable statistics with regard to experience with IMC. However, KPRCA consists of most of the major PR agencies in Korea. Among staff with a five-year or longer career in public relations and with IMC experience, 41 participants were selected at random. Finally, 34 valid Q sorts from the P set were used for the analysis.

The researcher and one assistant (doctoral student) visited major agencies and explained the Q-sorting method. Respondents scored the

items on a nine-point scale using an instruction scaled from most-agree to most-disagree.

Results

Brouwer (1999) argued that Q is “accounting for tastes.” IMC, as a concept and process, might be perceived differently by each individual participating in a campaign. And the attitude and understanding of the individual with the most authority is likely to affect the direction of the campaign. This study targeted only those PR practitioners whose role in campaign development has been comparatively wide. Therefore the results might be helpful in terms of understanding IMC campaigns that are appropriately developed and implemented.

Four factors with eigenvalues from 12.7701 to 1.5255, with a total percentage of explained variance of 51.88%, were retained. The fourth factor contained a large number of negative items. Therefore, these were reflected and formed into the 5th factor with the QUANL program automatically. The correlation between factors is shown below. Despite strong correlations between several pairs of factors, a comparison of factors is informative and suited to the purposes of this study.

	1	2	3	4	5
1	1.000	.759	.571	.349	.510
2		1.000	.560	.264	.474
3			1.000	.161	.373
4				1.000	-.075
5					1.000

A description of the results in the five factor categories follows.

Factor 1: Pragmatism Type

Factor 1 shows more open-mindedness toward the maximization of the communications effect rather than toward cost-reduction or rapid decision-making as major advantages of IMC. Individuals in this category are very practical about the way to develop IMC. The pragmatic perspective allows that current limitations are natural and unavoidable and emphasizes the need for participants' expertise. The practical perspective could also be read as contrasting with a view that IMC is characterized as a management fad. This type of person accepts IMC as a very effective discipline to maximize the communications effect. In spite of current limitations, IMC reflects the changing market environment. It is more important to perform than to delineate the boundary of responsibilities or to be able to fully evaluate the campaign.

Table 1: Pragmatism Type

	Q sample	Z-score
7	IMC maximizes communications impact	2.18
4	IMC reflects the market environment	1.23
3	There are many obstacles to implementing IMC	1.09
11	Expertise is the most important factor	1.07
19	Agencies focus on clients rather than own interests	-1.11
31	Integration concept closer to Asian	-1.19
18	Can evaluate participants' performance	-1.28
1	Korea is developed in IMC	-1.89
2	IMC is a management fad	-2.20

This type who has more competencies with longer and various experiences understands IMC as a sort of discipline to maximize the communication result, so is ready to give way to other functional agencies for better client outcomes. In spite of this cooperative attitude, balance-keeping for his organization remains a management problem.

Factor 2: Skepticism Type

This Factor focuses more on the importance of changing circumstances in the market and media rather than on the expertise of participants. This means that Factor 1 emphasized the concept of IMC more, while factor 2 favors process.

This type of PR practitioner understands IMC as an unavoidable trend but is too suspicious to adopt it fully. In other words, though he (or she) wants to implement IMC, there are some counteracting considerations.

This Factor was more concerned with the market or media environment and top management involvement than with who controlled the campaign. It paid more attention to the macro environment, and its media and market conditions. This type neither thinks that IMC is a fad nor that a vertical decision-making structure is a hurdle. This factor is concerned more about leadership and circumstances than the participating personnel. In general, this type of PR practitioner is more skeptical to implement IMC than any other types.

Factor 3: Realism Type

Factor 1 is practical and pragmatic from the strategic perspective, while Factor 3 is pretty much realistic on the tactical level. Comparing demographic data, those loading on Factor 3 are younger than those one Factor 1, meaning they may bring a shorter time horizon and more current-period focus. Factor 3 is especially sensitive to budget requirements and the diversification of participants.

Table 2: Skepticism Type

	Q sample	Z-score
4	IMC reflects the market environment	1.82
7	IMC maximizes communications impact	1.56
5	IMC reflects media trends	1.51
10	Management involvement is the most important factor	1.23
11	Expertise is the most important factor	1.11
1	Korea is developed in IMC	-1.14
14	Clear boundaries of responsibility	-1.18
27	Development should be initiated by ad agency	-1.31
26	Development should be initiated by clients	-1.53
30	Vertical structures are not conducive to IMC	-1.63
2	IMC is a management fad	-2.10

Presumably this reflects the respondent's position in the PR company. That is, he (or she) has dual responsibility, the one is to secure profit for his organization and the other one is to please the client. Negative reaction (-1.70) to "Compensation should be more results-driven" shows this dilemma.

The realistic viewpoint was also found in negative responses, i.e. IMC is not a management fad, and it will not be easy to clarify boundaries of responsibility or to develop performance-driven compensation. Factor 3 is somewhat of a mixture of Factors 1 and 2. This might be due to the reflection of both sides of participating in IMC campaigns as a PR practitioner representing his/her agency.

Table 3: Realism Type

	Q sample	Z-score
7	IMC maximizes communications impact	1.55
3	There are many obstacles to implementing IMC	1.53
13	Budget scale affects IMC accordingly	1.31
5	IMC reflects media trends	1.29
25	A greater variety of marcom agencies would join IMC in the future	1.14
4	IMC reflects the market environment	1.10
9	IMC enables quick decision making	-1.21
22	More appropriate for conglomerates	-1.26
23	More appropriate for domestic firms	-1.35
14	Clear boundaries of responsibility	-1.55
29	Compensation should be more results-driven	-1.70
2	IMC is a management fad	-2.26

Factor 4: Optimism Type

Factor 4 is a truly optimistic type. In spite of the current and potential hurdles to implement IMC properly, it was positive on the statement that the client would expand IMC in the future. The Factor expected a great variety of participants but was concerned about an emergence of ego among the new participants. It placed high importance on databases but was doubtful about responsibilities and harmonization among participants. It was unsure whether IMC would be led by clients in the future. Compared with the other factors, factor 4 is very inflexible. Turf battles or egoism won't be an issue for this factor.

Post interviews were sought with respondents to find the basis of the optimism. Two possible explanations may be relation to the respondents' limited (short) experiences and an in-house work focus. Overall, the spectrum of the types is different according to the length of experiences and the position in the organization similarly skeptical>pragmatic>real>optimistic>ideal

Table 4: Optimism Type

	<i>Q sample</i>	<i>Z-score</i>
24	Clients will increase budget for IMC	1.46
30	Vertical structures are not conducive to IMC	1.46
6	Databases are the most important factor	1.29
25	A greater variety of marcom agencies would join IMC in the future	1.29
17	Coordination is the most important factor	-1.29
19	Agencies focus on client than on their own interests	-1.42
26	Development will be initiated by clients	-1.46
18	Can evaluate participants' performance	-1.60
16	Eliminating turf battles is the most important factor	-2.40

Factor Five: Idealism Type

This Factor applies what has been learned about IMC from both theoretical and practical sources ideally. It is strongly positive about top management involvement and concerned about the self-interest of participating departments and team members. It emphasizes the importance of leadership and the difficulties of harmonization. The negative perspective of this factor believes that Korea's IMC level lags behind developed countries and also that performance evaluation of IMC is difficult to perform. All of which is in line with previous studies. Three negative responses—cost efficiency, performance evaluation by each participant and IMC would be led by PR agencies in the future—repeated what had been found in previous studies. This factor, based on abundant experience in IMC campaigns, clearly understands what is important and what is not for the success of IMC, such as involvement at

top management levels, handling egos, and creating harmony among the participants. It also believes there's a long way to go in the development of IMC in Korea.

Table 5: Idealism Type

	<i>Q sample</i>	<i>Z-score</i>
10	Management involvement is the most important factor	1.18
16	Eliminating turf battles is the most important factor	1.87
3	There are many obstacles to implementing IMC	1.24
12	Consensus is the most important factor	1.24
15	Who initiates the campaign is the most factor	1.24
17	Coordination is the most important factor	1.24
18	Can evaluate participants' performance	-1.24
28	Development will be initiated by PR agency	-1.24
8	IMC allows efficient budget execution	-1.24
31	Integration concept closer to Asian	-1.14
14	Clear boundaries of responsibility	-1.87
1	Korea is developed in IMC	-1.87

Consensus Statements

Three statements are identified as consensus statements, ones that do not distinguish any of the factors. All factors agreed moderately or strongly that expertise (11) and consensus among participants are the most important factors (12), and that achieving clear boundaries of responsibility is never easy (14). Regarding the participants' expertise, previous study found that most of the IMC-related curricula taught at Korean institutions have just changed the name from 'Advertising Planning,' 'Advertising Strategies', etc. and that almost half (47%) of the instructors are outsourced lecturers (Kim & Nam, 2006). Regarding consensus as the most important factor, this study's findings confirmed several earlier studies (Low, 2000; Kim et al., 2004; Kitchen et al., 2006).

Finally, the negative consensus on clear boundaries of responsibility refers to the absence of measuring tools for IMC campaigns. PR agency practitioners, like their advertising counterparts, are quite sensitive on this topic, as it is closely linked to their income streams. The consensus statement scores are shown below.

Table 6: Consensus Statements

	<i>Q sample</i>	<i>Z-score</i>
12	Management involvement is the most important factor	0.84
11	Eliminating turf battles is the most important factor	0.86
14	Can evaluate participants' performance	-1.35

Implications & Conclusion

In one study, Goring (1994) argued that PR's broad perspective helps companies to avoid myopic sales efforts that fail to take customers into consideration first.

The purpose of this study was to understand how PR practitioners in Korea recognize and evaluate IMC based upon their experiences, because some scholars insist that IMC is closer to public relations than it is to advertising. However, very few studies have focused on IMC and the role of public relations. Furthermore, it was felt that the subjective research approach might enable identification of small but important issues that might be missed using quantitative methodology. The research found that Korean PR practitioners' evaluations of IMC can be categorized into five factor types: Pragmatism, Skepticism, Realism, Optimism, and Idealism. And this differs according to their position and length of experience in order of skeptic, pragmatic, real, optimistic and ideal. This could be interpreted as the more experienced and higher the position of personnel, the more positive they are about IMC implementation. The essence of IMC is 'integration' of various marketing communication tools to maximize the effect literally. But the share of each participating agency externally or each department internally directly links with their income or interest. So it's never easy to be purely directed by the campaign purpose. That's why many previous studies focused on the initiative issue, i.e. who controls the campaign and evaluation or compensation program. Over a decade, research proved that clients should have the control power but it still remains a question of how to best do this.

Based on this study, the researcher argues that the turf battle or egoism found in the previous quantitative studies might not just be because of IMC. Any other decision making process could lead to such conflicts as far as it affects interests of the related departments or organizations.

Quantifying the findings is less important with Q methodology. Nevertheless, it is suggestive that when comparing the demographic data of respondents, it was found that length of experience was closely related to attitude toward, and evaluation of, IMC.

Some respondents lacked consistency due to participants' limited experience with IMC, which is considered a shortcoming of this study. Though some pre- and post-interviews were conducted, the Q sample may have been insufficient as this research basically derived from earlier R studies. However, by combining the positive and negative aspects of each factor, this work expanded the scope of IMC studies and confirmed that IMC in Korea has not strayed far from a desirable development path.

Perception studies are based on very personal views regardless of whether the survey is quantitative or qualitative. There were limits to this study's research, but the results could make a contribution as a benchmark for further studies in this area.

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Appendix

Q sample with Z scores

	Statement	Z-Score				
		1	2	3	4	5
1	Korea is a highly developed nation with regard to IMC	-1.9	-1.1	-0.3	-0.8	-1.9
2	IMC is just a management fad	-2.2	-2.1	-2.3	0.0	0.0
3	There are too many obstacles to implement IMC effectively	1.1	-0.6	1.5	0.0	1.2
4	IMC reflects the changing market situation	1.2	1.8	1.1	0.7	0.6
5	IMC reflects the changing (advertising) media trend	0.7	1.5	1.3	-0.1	0.6
6	Securing the customer database is the most important factor in the success of IMC	1.0	0.1	0.3	0.3	-0.6
7	IMC maximizes communications impact	2.2	1.6	1.6	0.8	0.6
8	IMC allows efficient budget execution	0.8	0.6	0.2	0.6	-1.2
9	IMC enables quick decision making	-0.9	-0.4	-1.2	0.1	0.0

	Statement	Z-Score				
		1	2	3	4	5
10	Top management involvement is the most important factor in the success of IMC	0.9	1.2	-0.1	0.4	1.9
11	Expertise of participants is the most important factor in the success of IMC	1.1	1.1	0.5	0.8	0.6
12	Consensus of campaign participants is the most important factor in the success of IMC	0.6	0.5	1.0	0.9	1.2
13	Allocated budget size will affect the IMC campaign accordingly	-0.2	0.5	1.3	0.3	0.6
14	IMC makes clear the boundaries of responsibility	-1.1	-1.2	-1.6	-1.1	-1.9
15	Who initiates the IMC campaign is the most critical factor in the success of IMC	0.0	1.0	0.6	-1.0	1.2
16	Eliminating inter-departmental turf battles is the most important factor in the success of IMC	0.7	0.5	0.3	-2.4	1.9
17	Coordination among the participating agencies is the most important factor in the success of IMC	0.3	0.3	0.8	-1.3	1.2
18	IMC can evaluate each participating agency's performance separately	-1.3	-0.2	-0.1	-1.6	-1.2
19	All participating agencies focus on the client campaign's success rather than on their own interests	-1.1	-0.6	0.6	-1.4	-0.6
20	IMC can measure ROI (Return On Investment) effectively	-0.1	-0.3	-0.7	0.8	0.0
21	IMC would be more appropriate for consumer businesses than for industry	0.6	0.1	-0.8	-0.4	0.0
22	IMC would be more appropriate for conglomerates than for small & medium-size firms	0.5	-1.1	-1.3	0.2	-0.6
23	IMC would be more appropriate for domestic businesses than for multi-nationals	-1.0	-0.5	-1.3	0.2	-0.6

	<i>Statement</i>	<i>Z-Score</i>				
		<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
24	In general, clients would allocate larger budgets for IMC campaigns in the future than before	0.5	0.8	0.0	1.5	0.0
25	A larger variety of marcom [marketing communication] agencies would join IMC campaigns in the future than before	0.7	0.7	1.1	1.3	-0.6
26	IMC development would be initiated by clients in the future	-0.3	-1.5	.0	-1.5	-0.6
27	IMC development would be initiated by advertising agencies in the future	-0.7	-1.3	-0.6	-0.8	0.6
28	IMC development would be initiated by PR agencies in the future	-0.1	0.3	-0.7	0.6	-1.2
29	Agency compensation would be more results-driven by clients in the future	0.0	0.4	-1.7	0.2	0.0
30	Vertical organization decision structures like in Korea are not conducive to IMC	-0.9	-1.6	0.4	1.5	-0.6
31	The IMC integration concept is closer to Asian philosophy than to Western philosophy	-1.2	-0.6	0.1	1.0	-1.2