



Research Project

Department of Marketing



Marketing Communication and Brand Performance: a national survey

Researchers: Ms Sandra Luxton and Dr Mike Reid

DONATION TO CHARITY:

In conjunction with the enclosed complimentary report, and as a further token of our appreciation, we would like to donate \$2 to charity for each completed questionnaire we receive.

Please select your preferred charity from the list below.

- | | | | | | |
|------------------------------|--------------------------|-----------------------|--------------------------|---------------------------------|--------------------------|
| Australian Red Cross | <input type="checkbox"/> | RSPCA | <input type="checkbox"/> | Starlight Children's Foundation | <input type="checkbox"/> |
| The Cancer Council Australia | <input type="checkbox"/> | Amnesty International | <input type="checkbox"/> | National Heart Foundation | <input type="checkbox"/> |

ALL INFORMATION WILL BE STRICTLY CONFIDENTIAL

Please return the completed questionnaire in the reply paid envelope provided to the following address:

Sandra Luxton
Department of Marketing
Monash University
P.O.Box 197
Caulfield East, Vic, 3145
or Fax: 03 9903 2900 Attention : Sandra Luxton

INSTRUCTIONS

The instructions below will assist you in completing the questionnaire:

- ❑ This questionnaire will take approximately 20 minutes of your time.
- ❑ Please be assured that your information is **STRICTLY CONFIDENTIAL, and will only be used in aggregate without reference to any person or organisation.**
- ❑ Please answer all questions, even if some appear to be similar.
- ❑ Please answer the questions with respect to the specific brand for which you currently are responsible.
- ❑ If you wish to comment on any of the questions, please use the space provided at the end of the questionnaire.
- ❑ If you have any concerns about the manner in which this research is conducted (project no2005/804LIR), please do not hesitate to contact The Standing Committee on Ethics in Research Involving Humans at the following address:

Human Ethics Office
Building 3D, Research Office
Monash University VIC 3800
Tel: 03 9905 2052 Fax: 03 9905 1420

SECTION A: BUSINESS ENVIRONMENT AND MARKET ORIENTATION

The following statements relate to **certain market conditions** your organisation may face. Please indicate the degree to which you agree or disagree with these statements:

		Strongly disagree		Neither agree nor disagree			Strongly agree	
Market stability								
A-1	Our business unit's market share is quite stable	1	2	3	4	5	6	7
A-2	Consumer demand for our brand is fairly easy to forecast	1	2	3	4	5	6	7
A-3	We supply many of the same customers as in the past	1	2	3	4	5	6	7
Competitive intensity								
A-4	Competition in our industry is fierce	1	2	3	4	5	6	7
A-5	Market growth in our industry is low	1	2	3	4	5	6	7
A-6	Our industry is dominated by a few major players	1	2	3	4	5	6	7
A-7	New customers tend to have product / service needs that are different from those of our existing customers	1	2	3	4	5	6	7
Technological change								
A-8	The technology in our industry is rapidly changing	1	2	3	4	5	6	7
A-9	A large number of new product ideas have been made possible through technological breakthroughs in our industry	1	2	3	4	5	6	7
A-10	In our industry, the methods of production often change	1	2	3	4	5	6	7

The following statements refer to **marketing related practices**. Please indicate to what extent your organisation undertakes these practices:

		Not at all		Sometimes			To a great extent	
Competitor focus								
A-11	We regularly share information about our competitors' strategies within our organisation	1	2	3	4	5	6	7
A-12	We respond quickly to competitor actions that threaten us	1	2	3	4	5	6	7
A-13	Senior management regularly reviews our competitors' strategies	1	2	3	4	5	6	7
A-14	We target customers where we have or can develop a competitive advantage	1	2	3	4	5	6	7
Customer focus								
A-15	Satisfying customers is a critical component of our business objectives	1	2	3	4	5	6	7
A-16	We constantly focus on serving customer needs	1	2	3	4	5	6	7
A-17	Our strategy for competitive advantage is based on our understanding of customer needs	1	2	3	4	5	6	7
A-18	Our business strategies are driven by our beliefs about how we can create greater value for customers	1	2	3	4	5	6	7
A-19	We regularly measure customer satisfaction	1	2	3	4	5	6	7

		Not at all		Sometimes			To a great extent	
Interfunctional co-ordination								
A-20	Our senior managers from every function in the organisation regularly visit our customers	1	2	3	4	5	6	7
A-21	We freely communicate information about our customers' experiences throughout our organisation	1	2	3	4	5	6	7
A-22	All our business functions are integrated in serving the needs of our target markets	1	2	3	4	5	6	7
A-23	All our managers understand how everyone in our organisation can contribute to creating customer value							

The following statements relate to the general **culture of your organisation**. Please indicate to what extent you agree or disagree with the statements:

		Strongly disagree		Neither agree nor disagree			Strongly agree	
Commitment to learning								
A-24	Our managers agree that our organisation's ability to learn is the key to our competitive advantage	1	2	3	4	5	6	7
A-25	The core values of this organisation include learning as a key to improvement	1	2	3	4	5	6	7
A-26	The 'sense around here' is that employee learning is an investment, not an expense	1	2	3	4	5	6	7
A-27	Learning is seen as necessary to guarantee our organisational survival	1	2	3	4	5	6	7
Shared vision								
A-28	There is a shared vision in our organisation	1	2	3	4	5	6	7
A-29	There is total agreement on our organisation's vision	1	2	3	4	5	6	7
A-30	All employees are committed to the goals of our organisation	1	2	3	4	5	6	7
A-31	Employees view themselves as partners in guiding the direction of our organisation	1	2	3	4	5	6	7
Open-mindedness								
A-32	We are not afraid to reflect critically on our shared assumptions about the way we do business	1	2	3	4	5	6	7
A-33	Employees realise that the way they perceive the marketplace must be continually questioned	1	2	3	4	5	6	7
A-34	We rarely question the way we interpret customer information	1	2	3	4	5	6	7

SECTION B: BRAND FOCUS IN THE ORGANISATION

The following statements refer to **brand related values and practices** within your organisation. Please indicate to what extent you agree or disagree with these statements:

		Strongly disagree		Neither agree nor disagree			Strongly agree	
Brand focus								
B-1	Our organisation has a clear brand vision	1	2	3	4	5	6	7
B-2	Our brand is the focus for all decision making	1	2	3	4	5	6	7
B-3	Our managers ensure decisions are supportive of the brand	1	2	3	4	5	6	7
B-4	Our product / service offer is managed in a way which is consistent with our brand vision	1	2	3	4	5	6	7
B-5	Our focus on branding gives us a competitive advantage	1	2	3	4	5	6	7
B-6	Short-term performance needs often come before our long term brand objectives	1	2	3	4	5	6	7
B-7	Management considers our brand as a top priority	1	2	3	4	5	6	7
B-8	Long term brand planning is critical to our future success	1	2	3	4	5	6	7
B-9	Management and employees share a common brand vision	1	2	3	4	5	6	7
B-10	Employees are committed to achieving our brand objectives	1	2	3	4	5	6	7
B-11	Senior management share their vision for the future of our brand	1	2	3	4	5	6	7
Distinctive brand values								
B-12	Our brand name provides us with legal protection from competitors	1	2	3	4	5	6	7
B-13	Our brand name separates us from our competitors	1	2	3	4	5	6	7
B-14	Our brand name is easily identified by our consumers	1	2	3	4	5	6	7
B-15	Our brand name is a guarantee of consistency	1	2	3	4	5	6	7
B-16	Our brand is a valuable asset to our business	1	2	3	4	5	6	7
B-17	Our brand name can be easily extended to new product / service offerings	1	2	3	4	5	6	7
Symbolic brand values								
B-18	Our communication strategies reflect the personality of our brand	1	2	3	4	5	6	7
B-19	We differentiate ourselves from competitors by actively building a distinctive brand personality	1	2	3	4	5	6	7
B-20	We place a high value on delivering a great brand experience	1	2	3	4	5	6	7
B-21	We view our customers' product / service experience as critical to differentiating our brand from competitors	1	2	3	4	5	6	7

SECTION C: MARKETING COMMUNICATION

The following statements relate to your approach to managing **brand related communication** within your Business Unit. Please indicate to what extent you agree or disagree with these statements:

		Strongly disagree				Neither agree nor disagree			Strongly agree	
Stakeholder connectivity										
C-1	We use Customer Relationship Management to build strong bonds with our brand	1	2	3	4	5	6	7		
C-2	Our mission statement is promoted amongst external stakeholders of our brand (eg retailers, community, govt. etc)	1	2	3	4	5	6	7		
C-3	We use systematic brand tracking to evaluate our relationships with all our key stakeholders	1	2	3	4	5	6	7		
C-4	We facilitate customer feedback about our brand	1	2	3	4	5	6	7		
C-5	We use customer feedback to inform our brand communication strategies	1	2	3	4	5	6	7		
C-6	Our customer database is easily accessed by our staff	1	2	3	4	5	6	7		
Strategic consistency										
C-7	We deliver a consistent message via all of our operations such as price, packaging and distribution	1	2	3	4	5	6	7		
C-8	Our communication managers understand the strengths and weaknesses of <u>all</u> marketing communications tools	1	2	3	4	5	6	7		
C-9	All of our marketing communications tools work together to achieve our overall brand communication goals	1	2	3	4	5	6	7		
C-10	We strive for "one voice / one look" across all our brand communication	1	2	3	4	5	6	7		
C-11	Our creative theme is broad enough to use in campaigns aimed at different stakeholder groups	1	2	3	4	5	6	7		
C-12	We regularly discuss our brand's communication strategy with our creative agencies	1	2	3	4	5	6	7		
Cross functional integration										
C-13	Our mission statement is a key consideration in the communications planning for our brand	1	2	3	4	5	6	7		
C-14	Senior management champions our brand's communication strategy	1	2	3	4	5	6	7		
C-15	Our brand communication planning involves people from many different functions in our Business Unit	1	2	3	4	5	6	7		
C-16	Managers from different functions in our Business Unit have regular meetings about implementing our brand communication	1	2	3	4	5	6	7		
C-17	We use internal marketing communication to develop a shared understanding of our brand's communication strategy	1	2	3	4	5	6	7		
C-18	We coordinate all our external agencies (eg PR, advertising, promotions) so they understand each other's roles in achieving our brand communication objectives	1	2	3	4	5	6	7		

		Strongly disagree		Neither agree nor disagree			Strongly agree	
Campaign planning and evaluation								
C-19	Our marketing communication strategy is driven by clear objectives for creating relationships with key stakeholders	1	2	3	4	5	6	7
C-20	Target market insights from market research guide our campaign planning process	1	2	3	4	5	6	7
C-21	We conduct a SWOT analysis to help determine our brand's marketing communication planning	1	2	3	4	5	6	7
C-22	Our brand communication strategies maximise the strengths of all marketing communications tools	1	2	3	4	5	6	7
C-23	A clear understanding of all our <i>'brand touch points'</i> guides our campaign planning process	1	2	3	4	5	6	7
C-24	We thoroughly evaluate the performance of every campaign	1	2	3	4	5	6	7

Resource commitment

C-25	Our communication budget is based on what we spent last year	1	2	3	4	5	6	7
C-26	Our budgeting for each campaign is determined by the objectives it needs to achieve	1	2	3	4	5	6	7
C-27	Budgets for brand communication campaigns can be adjusted to take advantage of market opportunities or threats	1	2	3	4	5	6	7
C-28	We have some understanding of our competitors' brand communication budgets	1	2	3	4	5	6	7
C-29	Our business commits to maintaining highly skilled personnel to manage our brand communication	1	2	3	4	5	6	7
C-30	Adequate time is made available to plan and execute brand communications	1	2	3	4	5	6	7

Please indicate how important the following **marketing communication tools** are for your brand:

Communication activities		Not important at all		Neither important nor unimportant			Extremely important	
C-31	Internet	1	2	3	4	5	6	7
C-32	Events and sponsorships	1	2	3	4	5	6	7
C-33	Trade shows and conferences	1	2	3	4	5	6	7
C-34	Public relations and publicity	1	2	3	4	5	6	7
C-35	Corporate communications	1	2	3	4	5	6	7
C-36	Point of sale displays	1	2	3	4	5	6	7
C-37	Sales promotion to trade	1	2	3	4	5	6	7
C-38	Sales promotion to consumers	1	2	3	4	5	6	7
C-39	Advertising to consumers (eg magazine / TV / radio)	1	2	3	4	5	6	7
C-40	Advertising in business / trade press	1	2	3	4	5	6	7
C-41	Consumer direct response media	1	2	3	4	5	6	7
C-42	Outdoor advertising (eg posters, buses etc)	1	2	3	4	5	6	7
C-43	Other (Please specify) _____	1	2	3	4	5	6	7

The following statements relate to your organisation's approach to managing **employee well-being**. Please indicate to what extent you agree or disagree with these statements:

	Strongly disagree		Neither agree nor disagree			Strongly agree	
C-44	Our organisation has a 'Wellness' policy	1	2	3	4	5	6 7
C-45	Our organisation has a 'Stress Management' program	1	2	3	4	5	6 7
C-46	Sporting club membership is subsidised in our organisation	1	2	3	4	5	6 7
C-47	Marketing employees tend to remain in our organisation for most of their career	1	2	3	4	5	6 7

SECTION D: ASPECTS OF BUSINESS PERFORMANCE

The following section refers to aspects of your assessment of **brand performance**. Please indicate to what extent you agree or disagree with each of these statements:

	Strongly disagree		Neither agree nor disagree			Strongly agree	
Compared to our most significant competitor's campaigns:							
D-1	We are more successful in achieving ' <i>above-the-line</i> ' objectives	1	2	3	4	5	6 7
D-2	We are more successful in achieving ' <i>below-the-line</i> ' objectives	1	2	3	4	5	6 7
D-3	We have greater ' <i>synergy</i> ' between the communication tools used	1	2	3	4	5	6 7
D-4	Our campaigns are more cost effective	1	2	3	4	5	6 7
D-5	Our campaigns have a longer sustained effect on consumer <i>brand recall</i>	1	2	3	4	5	6 7
D-6	We have a higher <i>return on campaign investment</i>	1	2	3	4	5	6 7
Compared to our most significant competitor:							
D-7	Our brand has a faster growing <i>customer base</i>	1	2	3	4	5	6 7
D-8	Our brand has a higher level of <i>top of mind awareness</i>	1	2	3	4	5	6 7
D-9	Our ' <i>brand equity</i> ' is increasing at a faster rate	1	2	3	4	5	6 7
D-10	Our brand has a higher <i>return on 'touch point' investment</i>	1	2	3	4	5	6 7
D-11	Our brand is seen as being of higher quality	1	2	3	4	5	6 7
D-12	Our customers are less <i>price sensitive</i>	1	2	3	4	5	6 7
D-13	Our brand is able to maintain a <i>price premium</i> in the marketplace	1	2	3	4	5	6 7
D-14	Our brand commands greater support from our intermediaries	1	2	3	4	5	6 7
D-15	Our brand has a higher level of <i>brand loyalty</i>	1	2	3	4	5	6 7
D-16	Our brand is more easily able to increase its <i>market penetration</i>	1	2	3	4	5	6 7
D-17	Our brand is seen as being better value for money	1	2	3	4	5	6 7

The following refers to aspects of your brand's performance. Please estimate the average annual growth rate for each of these measures over the last 3 years:

		over 10% decrease	5-10% decrease	under 5% decrease	no change	under 5% increase	5-10% increase	over 10% increase
D-18	Sales Volume	1	2	3	4	5	6	7
D-19	Sales Value	1	2	3	4	5	6	7
D-20	Market Share	1	2	3	4	5	6	7
D-21	Gross Margin	1	2	3	4	5	6	7
D-22	Return on Investment	1	2	3	4	5	6	7
D-23	Return on Assets	1	2	3	4	5	6	7

D-24. Please indicate your brand's approximate total sales value in the last financial year (in \$A Dollars):

Less than \$500,000	<input type="checkbox"/>	\$501,000 to \$2 million	<input type="checkbox"/>	\$2.1 million to \$5 million	<input type="checkbox"/>	\$5.1 million to \$10 million	<input type="checkbox"/>
\$10.1 million to \$20 million	<input type="checkbox"/>	\$20.1 million to \$50 million	<input type="checkbox"/>	\$50.1 million to \$100 million	<input type="checkbox"/>	Above \$100 million	<input type="checkbox"/>

D-25. Please indicate the approximate annual marketing communications budget for your brand (in \$A Dollars):

Less than \$100,000	<input type="checkbox"/>	\$101,000 to \$500,000	<input type="checkbox"/>	\$501,000 to \$1 million	<input type="checkbox"/>	\$1.1 million to \$5 million	<input type="checkbox"/>
\$5.1 million to \$10 million	<input type="checkbox"/>	\$10.1 million to \$20 million	<input type="checkbox"/>	Above \$20 million	<input type="checkbox"/>		

Once again, please be reminded that all data is aggregated and no organisation or individual can be identified by name. Confidentiality is assured.

SECTION E: GENERAL CHARACTERISTICS OF YOUR ORGANISATION

E-1. Please indicate which one of the following markets your brand mainly competes in (please tick only one):

- Consumer Packaged Goods (e.g. pet food)
- Consumer Durable Goods (e.g. automobiles)
- Business to Business Industrial Goods (e.g. manufacturing equipment)
- Retailing
- Consumer Services (e.g. retail banking)
- Business to Business Services (e.g. management consulting)
- Not for profit
- Other (please specify) _____

E-2. Is the organisation you work for a Business Unit of a larger organisation?

Yes

No

E-3. How many full time equivalent people are currently:

- a) employed in the Business Unit for which you work? _____
- b) employed in *marketing* activities (excluding sales)? _____
- c) employed in *sales* activities? _____

E-4. What is the title of your *current position*?

E-5. How *long* have you held this position?

- Less than 1 year
- 1-3 years
- More than 3 years

E-6. How *long* have you worked for this organisation?

- Less than 1 year
- 1-3 years
- 4-5 years
- More than 5 years

If there are any comments that you would like to contribute regarding this questionnaire or the topics under examination by the researchers please do so below:

Thank you very much for helping to make this project a success.

Please post your completed questionnaire back using the reply-paid envelope provided.

**Please note that once results are completed, a top line management report will be available for downloading at the following website
http://www.buseco.monash.edu.au/mkt/research/pubs_grants.php**

**Or contact the researcher to be emailed a copy:
Sandra.Luxton@buseco.monash.edu.au**