

Utah State University

DigitalCommons@USU

---

Sociology, Social Work and Anthropology  
Student Research

Sociology, Social Work and Anthropology  
Student Works

---

3-2009

## Anthropology and Ethnography: Contributions to Integrated Marketing Communications

Claudia M. Wright  
*Utah State University*

Follow this and additional works at: [https://digitalcommons.usu.edu/soc\\_stures](https://digitalcommons.usu.edu/soc_stures)



Part of the [Anthropology Commons](#), [Social Work Commons](#), and the [Sociology Commons](#)

---

### Recommended Citation

Méndez, C. (2009). Anthropology and ethnography: Contributions to integrated marketing communications. *Marketing Intelligence & Planning*, 27(5), 633-648. Electronic version can be found online at: <http://www.emeraldinsight.com/journals.htm?articleid=1801133&show=html>

This Article is brought to you for free and open access by the Sociology, Social Work and Anthropology Student Works at DigitalCommons@USU. It has been accepted for inclusion in Sociology, Social Work and Anthropology Student Research by an authorized administrator of DigitalCommons@USU. For more information, please contact [digitalcommons@usu.edu](mailto:digitalcommons@usu.edu).



## Anthropology and Ethnography: Contributions to Integrated Marketing Communications

### Abstract

This paper explores the ways in which anthropological research, specifically ethnography, can be useful in an Integrated Marketing Communication approach. Starting from a brief description of the different ways in which the discipline of anthropology has studied consumption, the paper turns to review how it can serve effectively to understand both the corporate as well as the consumer culture. Furthermore, the role that the anthropological discipline plays for Integrated Marketing Communication strategies is presented along with some examples of how different firms have used it. This paper is an approach to understanding ethnography not only as a market research methodology, but also as a corporate tool.

### Keywords

Market Research, Ethnography, Communication, Consumer Behavior, Consumption, Integrated Marketing Communication

### Classification

Viewpoint

1  
2  
3  
4  
5  
6  
7 If anthropologists were commonly confused with archaeologists, and known for  
8  
9 studying tribes in isolated places they are now known for their work in advertising and  
10  
11 market research agencies. Studying the 'Others' became a matter of understanding  
12  
13 ourselves as those others that consume and engage in relationships that are intrinsically  
14  
15 linked with the culture that produces them. Anthropologists in marketing observe rather  
16  
17 than look at the social phenomena as if they were making evident the obvious. "As  
18  
19 academic ethnography has moved more towards the study of modern rather than  
20  
21 primitive society, commercial organisations have been interested in its use" (Wilson,  
22  
23 2006, p.99). Anthropologists provide in depth information that will finally serve to built  
24  
25 more adequate, accurate and efficient strategies to speak to consumers. The way people  
26  
27 behave in daily life is rooted in the way they have been taught culture, that is, the cultural  
28  
29 patterns they follow in order to make sense of reality. If consumption is a social process  
30  
31 then it can be argued that it can be studied from an anthropological perspective. For more  
32  
33 than two decades, anthropology has been increasing its participation in the field of  
34  
35 marketing. If it was once a discipline considered only for the academy, it has  
36  
37 transcended borders and moved towards the study of consumers not only in a critical  
38  
39 way, but also in a theoretical and applied way.

40  
41  
42 She or he must seek to attain an essentially self-reflexive understanding wherein  
43  
44 the ethnographer encounters the forces of his or her own culture, seeking to stand  
45  
46 sufficiently distant to conceive its gestalt and sufficiently near to grasp the local  
47  
48 minutiae of its detail. (Rosen, 1991, p. 14)

49  
50  
51  
52  
53 In the academic field, consumer culture theory has explained the phenomenon of  
54  
55 consumption as a symbolic and real interchange of meanings that are transmitted and  
56  
57  
58  
59  
60

1  
2  
3 created in the relations between object-subject, subject-object, subject-subject. The  
4  
5 subject, understood as the consumer, entails a relation with an object based on the  
6  
7 perceptions hold a-priori about it, while at the same time giving it new and different  
8  
9 meanings that will later be interchanged with other consumers. The meanings however,  
10  
11 can vary between social groups. People then choose a good or service not only based on  
12  
13 the price but also “of the cultural order, of symbolic systems and of classificatory needs”  
14  
15 (Rocha and Barros, 2006, P.37, translation of the author).  
16  
17  
18  
19

20 The marketing-anthropology phenomenon has been studying the fact that people  
21  
22 not only consume products, but also ideas and beliefs. The process of consumption goes  
23  
24 beyond the acquisition, use and disposal of products (Lury, 1996)(Mendez, 2007). It  
25  
26 serves to tell others who we are (Douglas, 1998). Consumption as communication is also  
27  
28 about the ways in which we get to know the meanings for those products, ideas and/or  
29  
30 beliefs. In the applied field to view consumption as a form of communication (Méndez,  
31  
32 2007) allows us to understand the reasons why consumer culture plays such an important  
33  
34 role in today’s world, not only for advertising and market research agencies, but also for  
35  
36 the marketing field in general. On one hand, people communicate through the objects  
37  
38 they possess. The objects, ideas and beliefs that we consume ultimately communicate to  
39  
40 others what we are and what we believe. What we consume classifies us (Rocha and  
41  
42 Barros, 2006) (Douglas, 1998). Media creates and communicates meaning that audiences  
43  
44 consume and use in their daily lives. Both ways of understanding consumption as a  
45  
46 communicative process have served as important insights for marketers to find in  
47  
48 anthropology an important tool for reaching consumers and audiences.  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

But besides the use of anthropology in market and advertising research, anthropology has entered the realm of organizations. The relationships among employees and employers, gender, and the use of space have been some of the studies done inside corporations' organizational environments. The way a product or service performs in the market is also a result of the environment that produces it. Therefore, to study the inner climate of an organization has also provided a space for conducting ethnographic research.

### **Anthropology and Marketing**

For the applied field of anthropology in market research, academic literature has given the basis for a better comprehension of some concepts like ritual (Lury, 1996), desire (Belk *et al.*, 2003), and acculturation in the scope of consumption (Peñaloza, 1994). Anthropologists in this field often rely on academic literature to explain data, to build hypotheses, and to substantiate their analyses. Concepts such as objectification (Miller, 1987), commodification (Jackson, 1999) and semiotics (Keane, 2003) have helped to explain the relations generated by the combination person-object. The study of material culture, mass consumption, semiotics and symbolism have been important in understanding the phenomenon on consumption from a scientific point of view. Research on the relationship between self identity and possessions (Kleine *et al.*, 1995), consumption as a social process (Douglas and Isherwood, 1996; Miller, 1987; Appadurai, 1997; McCracken, 1986; Miller, 1995; Garcia Canclini, 1995), consumer culture (Arnould and Thompson, 2005) (Miller, 1995), need (Csikszentmihalyi, 1993), subjective well-being and possessions (Oropesa, 1995), recognition of consumption symbolism (Belk *et*

1  
2  
3 *al.*, 1982), are examples of research done in the field of anthropology, consumer culture  
4 studies, and marketing.  
5  
6

7  
8 Not completely applied, but not completely academic, most of the anthropologists  
9 working in market research have an academic background that allows them to have a  
10 complimentary view of the group under study. Using academic theories and reading  
11 scholars, they are able to explain the data collected in fieldwork to later translate it into  
12 terms their client will understand.  
13  
14  
15  
16  
17  
18

19  
20 The importance of the input of the social sciences in the marketing discipline can  
21 be found in studies that date to the 1950s (Miller, 1967). During the 1940s and 1950s  
22 Social Research Inc. “provided organizational consulting as well as consumer research  
23 for advertising agencies and companies” (Sunderland and Denny, 2007, p.28), and was  
24 influenced by the University of Chicago. During the 1940s, qualitative techniques had to  
25 establish themselves as valuable research methods when quantitative research provided  
26 statistical significance (Mariampolski, 2001). In the 1960s Leo Burnett incorporated  
27 “ethnographic thinking” into consumer research with a study for the Kellogg trademark  
28 (Sunderland and Denny, 2007, p. 27).  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39

40  
41 The arena shifted from one in which ‘ethnography’ was an esoteric term and as a  
42 mode of research was only rarely commissioned, to one where ethnography has  
43 become so commonplace that virtually every company offering qualitative  
44 consumer research has had to incorporate ethnographic work into the toolkit in  
45 one fashion or another (Sunderland and Denny, 2007, p. 13)  
46 Mariampolski (2001) explains in detail the history of the inclusion of qualitative  
47 techniques in the industry, naming its emergence in the scope of the Second World War.  
48  
49 The author argues that during that period focus groups were used in order to enhance  
50 communication and mobilization efforts of the firms (p. 10). Later on, these techniques  
51 will provide important information from consumers about consumer goods. With the  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 increasing reach and importance of mass media, the quality of the messages became a  
4  
5 priority in a world that was becoming more competitive. Mariampolski continues his  
6  
7 exposition by arguing that the different revolutions that took place in the 1960s and 1970s  
8  
9 encouraged marketers to reach the diverse groups of consumers in more innovative ways.  
10  
11

12  
13 The eighties and nineties were decades of new technological advances which  
14  
15 produced new markets. “Ethnography got a big boost in 1998 with an influential Saatchi  
16  
17 and Saatchi study called ‘Digital Kids’... The company has even hires an archaeologist to  
18  
19 unearth consumer insights” (p. 102).  
20  
21

22  
23 The 1990s and 2000s witnessed how media started to write about anthropologists  
24  
25 in business (Sunderland and Denny, 2007)(Langebaek Rueda, 2006). More and more  
26  
27 anthropologists became important team members in organizations even though the value  
28  
29 of anthropology in business was not a new concept. Bryman and Bell (2007, p. 416)  
30  
31 mention other studies like Nichols and Beynon (1977) and their study of workers in a  
32  
33 British multinational firm, Collison (1992) and Dalton’s (1959) studies of corporate  
34  
35 culture and organizational environment, and Marshall (1984) and Jackall (1988) with  
36  
37 their studies of gender relations inside organizations. It is important to note however, that  
38  
39 even if this trend developed in the United States and the United Kingdom, anthropology  
40  
41 in marketing is starting to become strong in technologically developing countries.  
42  
43  
44  
45

46  
47 The past decades have not only witnessed an exponential increase in the type of  
48  
49 products and services, but also an increase in the information that the consumer receives  
50  
51 and chooses. The offer of communication services also increased the possibilities of what  
52  
53 might be consumed. The consumer therefore, not only has the ability to choose what to  
54  
55 consume, but also how to do it (Méndez, 2007). “Consumers are gravitating toward  
56  
57  
58  
59  
60

1  
2  
3 media with content that is most relevant and interesting to them . . . .The challenge for  
4  
5 marketers . . . *is to* [italics added] incorporate marketing messages into the audience's  
6  
7 lifestyles without being a distraction" (Misloski, 2005, p. 18).  
8  
9

10 Marketing has turned into a science of going out to the consumers and telling  
11  
12 them in interesting, innovative and overall appropriate terms what they want to hear.  
13  
14 Such an increase in the offer of products and services requires more competitiveness on  
15  
16 behalf of the companies. Better access to information and a wide variety of products and  
17  
18 brands make it more difficult for a product to perform in the market. The key to success  
19  
20 is information. "There is no doubt that focus on 'experiential marketplaces' (Disney to  
21  
22 Nike Town to ESPN Zone to Starbucks) spurred marketing managers and advertising  
23  
24 researchers to consider new models and alternative methods of research" (Sunderland and  
25  
26 Denny, 2007, p. 26).  
27  
28  
29  
30

### 31 **Ethnography and Integrated Marketing Communications**

32  
33  
34 IMC has been defined as a strategic process (Kliatchko, 2008); a same message  
35  
36 communicated through different channels to produce one same result. The effect of this  
37  
38 approach consists, as the name indicates, in integrating different entities into working  
39  
40 together to achieve a goal. This goal can be thought of in two ways. The first one is to  
41  
42 produce and deliver a message to audiences/consumers. The second one is to make this  
43  
44 message effective in generating an attitude in the audience/consumer. This clustering of  
45  
46 channels into one same goal implies that a strong connection between the different  
47  
48 communication entities should be build.  
49  
50  
51

52  
53 We propose to understand communication channels as all the communication  
54  
55 processes that occur between the client, marketing agencies, product, and consumer  
56  
57  
58  
59  
60



1  
2  
3 inside a specific socio-cultural environment. Since the relation between subject-object is  
4 possible because of cultural patterns, communication is the bridge that brings them  
5  
6 together. If IMC is about relationships (Madhavaram *et al.*, 2005), then ethnography in  
7  
8 IMC can be defined as the understanding of those relationships. After all, “at the heart of  
9  
10 IMC research is a better understanding of how—and in what way the combining,  
11  
12 aligning, and integrating of marketing communication improves or enhances current  
13  
14 marketing communication approaches” (Schultz, 2005, p.7).  
15  
16  
17  
18  
19

20 Two types of relationships are identified inside IMC settings: one that works to  
21  
22 produce and deliver a message, and one that generates an attitude in the consumer. In  
23  
24 both relationships the inputs provided by ethnography can be seen. In the first  
25  
26 relationship, ethnography serves as strategy to understand the corporate culture of the  
27  
28 different companies involved in the production and delivery of a message. This type or  
29  
30 organization-oriented ethnography has often been referred to “marketing ethnography”  
31  
32 (Arnould and Wallendorf, 1994, p. 484). In the second relationship, ethnography serves  
33  
34 as the tool to make the message and the product closer to the consumer, by using in-depth  
35  
36 information gathered from consumers or audiences. This type consumer-oriented  
37  
38 ethnography is also known as “market-oriented ethnography” (Arnould and Wallendorf,  
39  
40 1994, p. 484).  
41  
42  
43  
44  
45

46 It is important to keep in mind that even if these two types or relationships seem  
47  
48 different they work together in order to achieve the product/service’s success in the  
49  
50 market. Therefore, ethnography acts as a tool in the connection between the corporate  
51  
52 culture and the consumer (**Take in Figure I**) (Figure I).  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 Anthropological research is based on the assumption that in order to understand  
4 the other you have to speak his language. Under this assumption speaking the language of  
5 the other is not only matter of communication but also of anthropological inquiry due to  
6 the other is not only matter of communication but also of anthropological inquiry due to  
7 the fact that in order to communicate properly it is necessary to understand the reasons  
8 that underlie such processes of communication. The idea then, is to view the “social  
9 world through the eyes of the people that the [ethnographers] study” (Bryman and Bell,  
10 2007, p.416). Speaking the same language of the consumer and of other components of  
11 the corporate culture is communicating more effectively with them (Goetz and Barger,  
12 2008). Ethnography allows us to understand in the consumer the processes behind  
13 “having, doing and being” (Belk, 1988, p. 139).  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

### 26 27 **Ethnography**

28  
29 It can be said that the strategic synchronization of messages should be based on  
30 previous information in order to communicate a message that is closer to the consumer. If  
31  
32  
33  
34 IMC is about integrating channels, in-depth information may help by conveying more  
35  
36  
37 coherent messages and building more appropriate strategies.  
38

39  
40 IMC business process begins and develops from a deep understanding of target  
41 audiences as a guiding principle in arriving at marketing and branding objectives  
42 and strategies....The focus IMC gives to the demand chain of the business process  
43 aims to strategically manage the total customer experience by understanding  
44 customer needs, wants, desires and behavior in the marketplace, and align the entire  
45 organization to meet those customer requirements (Kliatchko, 2008 p. 143)  
46

47  
48 For IMC the benefits gained from ethnographical research are not only a way to  
49 know why a consumer uses certain products, but also a way to improve communication  
50 messages (advertising planning), communication channels (media planning), sales and  
51  
52  
53 promotions (marketing strategies), and distribution channels (Point of purchase  
54  
55  
56 strategies). Anthropological research is able to answer questions about all these different  
57  
58  
59  
60

1  
2  
3 strategies that ultimately look forward to making an effective Integrated Marketing  
4  
5 Communications campaign keeping in mind the importance of understanding more  
6  
7 profoundly the consumer and the corporate culture.  
8  
9

10  
11 Ethnography consists of the immersion of the researcher into the environment  
12  
13 under study in order to gain important insights that would serve to gain more information  
14  
15 about the particular group under study. As Rosen (1991) argues, “the task of the  
16  
17 researcher is to describe and analyze the world from the perspective of those involved  
18  
19 with its performance” (p. 6). Using different types of research tools, anthropologists are  
20  
21 able to recognize the ways in which cultural patterns, rituals and beliefs shape attitudes  
22  
23 and behaviors. These so called *insights* are information that will later be transformed into  
24  
25 different types of strategies.. No wonder it has been gaining importance over the years  
26  
27 among clients of marketing firms (Suri and Howard, 2006) for different categories of  
28  
29 products (Belk, 1982).  
30  
31  
32  
33

34  
35 Ethnography is about understanding. To describe and understand in timely  
36  
37 manners is of central concern for anthropologists working in business environments.  
38  
39 Ethnographers use rapid assessment procedures to provide insightful information.  
40  
41 “Ethnography aims to explicate patterns of action that are cultural and/or social rather  
42  
43 than cognitive” (Arnould and Wallendorf, 1994, p. 485). In this field, culture has been  
44  
45 defined as a public space (Arnould and Price, 2006) where meanings are produced,  
46  
47 shared and reproduced; the realm of lifestyle (Arnould and Wallendorf, 1994). Culture “is  
48  
49 the foundation of a worldview and value system . . . which gives meaning to people’s  
50  
51 concept of self and their roles in daily life” (Mariampolski, 2006, p. 6).  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

Five main objectives can be mentioned about ethnographic research. It is important to note that these are not exhaustive. The first is to make evident the obvious, which means make us aware of what people do but they don't know they do. As was mentioned before, people tell what they rationally believe to be true. The anthropologist's work is to uncover those facts that seem trivial, but that can become powerful insights.

The second goal is to analyze in depth the dynamics of appropriation and consumption of ideas and objects. To understand how people appropriate products an/or ideas helps us comprehend the role that products play in people's daily lives as well as the channels of communication people use to get informed about those products. In the case of labor environment, ethnography serves to understand the way people perceive the corporate culture and the attachment to the organization. According to Bryman and Bell (2007), "Rosen (1991) understands organizational ethnography to be distinctive because it is concerned with social relations that are related to certain goal-directed activities.... Ethnography has provided researchers with an obvious method for understanding work organizations as cultural entities" (pg. 441).

As a third goal it is important to mention how ethnography helps marketers speak to their audiences in their own terms, that is, how to communicate with them more effectively using the audiences' particular forms of communication. Such understanding however, should be from an *emic* perspective (Arnould and Wallendorf, 1994), that is, from the perspective of the group under study rather than from the perspective of the corporations. To achieve this, researchers prefer to use the voice of the consumer in the form of verbatim for their presentations to clients. The usage of certain language can change the perception that a consumer has about a certain issue.

1  
2  
3 The fourth goal of ethnography is to identify needs, wants, lifestyles and desires.  
4  
5 If we understand how the group under study perceives reality, as well as its aspirations,  
6  
7 motivations, and expectations, we can better address such group not only with the  
8  
9 development or improvement of a certain issue, but also by the understanding the  
10  
11 channels of communication. This understanding will allow corporations to communicate  
12  
13 with the group under study more effectively and efficiently. Knowing where our the  
14  
15 target groups stand and where they want to be will help us focus the strategy in a more  
16  
17 appropriate and close ways either as marketers or as human resource managers.  
18  
19

20  
21 Finally, the fifth goal of ethnography is to describe specific socio-cultural  
22  
23 environments, in particular, the environment of the audience corporations want to  
24  
25 address, be it the consumer or its corporate culture. The importance of this goal relies in  
26  
27 the fact that it allows to have a detailed description of the environment of the group under  
28  
29 study. This information is crucial for understanding choices, *modus – vivendi*, and  
30  
31 distribution of income; in other words it gives a picture of the group under study's  
32  
33 environment that helps organizations to decide where, how and when to address such  
34  
35 group. It is important to understand the corporate culture as "miniature societies" that  
36  
37 behave in specific ways (Allaire and Firsirotu, 1984, p. 193). Two implications that  
38  
39 derive from this issue are: the demand for communication that approaches the group  
40  
41 under study in more innovative and close ways, and strategies that match not only the real  
42  
43 and symbolic needs and desires of the people but also go along with their real life  
44  
45 dynamics.  
46  
47  
48  
49  
50  
51

52  
53 To achieve these goals, anthropologists use different qualitative techniques such  
54  
55 as participant observation, direct observation, visual media, journals, and interviewing  
56  
57  
58  
59  
60

1  
2  
3 among others. Various researchers have addressed the uses that are given to ethnography  
4 nowadays. Among them are the design of new products or services, retail and  
5 architectural design and organization. Their techniques include mystery shopping  
6 (Mariampolski, 2006), cool-hunting (Schor, 2004)(Klein, 1999), identification of  
7 consumption practices (Peñaloza, 1994), product evaluation (Arnould and Wallendorf,  
8 1994), lifestyle habits (Neveril, 2008) and market segmentation (Cousineau and Scurry,  
9 2008) such as kids, teens, and “tweens”(Schor, 2004; Klein, 1999; Cousineau and Scurry,  
10 2008). As Schor (2004) describes it, coolness is now “revered as a universal quality –  
11 something every product tries to be and every kid needs to have. Marketers have defined  
12 cool as the key to social success, as what matters for determining who belongs, who’s  
13 popular, and who gets accepted by peers” (p. 47).

14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

Ethnography is also being used in the entertainment industry, which is interested in gathering more information about their different audiences in order to produce shows that are able to portray their audiences’ realities and therefore engagement.

Not only is the customer or prospect the nucleus and constant reference point for the development of an IMC plan, the customer today is fully empowered to take absolute control of the content he or she desires to receive and create. In this era of personal media, audiences are no longer just receivers of media content but are simultaneously creators” (Kliatchko, 2008, p. 148).

Literature about ethnography in marketing makes reference to the usage of the two types of ethnographic research: one that studies the social processes inside the organizational environment known as “ethnography of marketing” (Arnould and Wallendorf, 1994, p. 484) and other that studies consumer culture known also as “market-oriented ethnography” (Arnould and Wallendorf, 1994, p.484), “corporate-ethnography” (Suri and Howard, 2006, p. 246), or “commercial ethnography” (Rocha and

1  
2  
3 Barros, 2006, p.41). It is important to mention these two approaches for purposes of  
4 explaining the importance of ethnography today specially for Integrated Marketing  
5 Communications (IMC).  
6  
7  
8  
9

### 10 11 **Market oriented ethnography**

12  
13  
14 Aware of the importance of gathering conclusive and in-depth information about  
15 consumers, marketers continuously refer to quantitative and qualitative data. Marketers  
16 want to understand symbolic systems that underlie behaviors (Kozinets, 2002), in other  
17 words why people do what they do and like what they like. Quantitative market research  
18 has been for a long time one of the preferred ways that companies have to gather  
19 information. Not only does it give statistically significant numbers that approach a  
20 tentative representative-ness of the overall population, but also the costs of developing  
21 them with a large sample are lower than those incurred in qualitative research, especially  
22 for ethnographical research. However, quantitative research seems to run short when it  
23 comes to understanding the final results of the analyses. What reasons underlie the  
24 answers people gave in the survey? “Studying and interpreting the subjective experiences  
25 of the market segments served by specific marketing programs is a useful step in  
26 establishing enduring, effective exchange relationships (Denzin, 1989) and an  
27 organizationwide market orientation” (Arnould and Wallendorf, 1994, p. 484).  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46

47 Traditional qualitative market research methodologies have tried to explain  
48 consumer behavior, addressing the whys that underlie the selection not only of products  
49 but also of channels of information. Mobile marketing in Japan is a good example of the  
50 importance of understanding the channels that people use in their daily lives to  
51 communicate. Not only does it reduce the costs for the client, but also it is more  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 convenient in time and in addressing the specific audience that the brand wants (Fujita,  
4  
5  
6 2008).

7  
8 Although traditional market research techniques provide important insights into  
9  
10 understanding how consumers think, marketers have realized that sometimes the  
11  
12 information provided by in-depth interviews and focus groups “failed to produce the  
13  
14 depth of insight and consumer understanding” (Mariampolski, 2006, p.13) One of the  
15  
16 reasons both marketers and companies give to explain this issue is the fact that the  
17  
18 interviewed is taken out of his/her daily environment (Kozinets, 2002); that is, he/she has  
19  
20 to cut a routine.  
21  
22  
23

24  
25 Also, in face-to-face interactions between researcher and interviewed this last  
26  
27 uses rational answers to respond to rational questions based on what he/she believes to be  
28  
29 true. As Dumas (2007) comments, “It’s not that people are lying to us in focus groups or  
30  
31 in-depth interviews. On the contrary, they’re trying to help us, and that’s where the  
32  
33 trouble starts. They’re trying to figure out what is it we need to know and give us the  
34  
35 right answer” (p. 27). Also, consumers are not always aware of what they do on a daily  
36  
37 basis (Arnould and Wallendorf, 1994); they will answer based on what they believe they  
38  
39 do, and this beliefs may not necessarily correspond to what they actually do (Méndez,  
40  
41 2007). To make evident the obvious means to become aware of those things that we may  
42  
43 do in our daily lives but that we are not aware we do.  
44  
45  
46  
47

48  
49 “Ethnography is effectively used in marketing when little is known about a  
50  
51 targeted market or when fresh insights are desired about a segment or consumer-related  
52  
53 behavior” (Mariampolski, 2006, p.3). Although the biases that a researcher produces are  
54  
55 inevitable, ethnography manages to make the researcher a temporary component of the  
56  
57  
58  
59  
60



1  
2  
3 consumer's daily life. "The method is ideally suited to shine a bright light on the gaps  
4  
5 between what people say and what they actually do, capturing experience in action"  
6  
7  
8 (Dumas, 2007, p. 27).  
9

10 Today, methodologies that derive from ethnography are widely used in the  
11  
12 industry. Such is the case of cool-hunting and recruiting. The second one consists in the  
13  
14 recruitment of a member of the group under study who is trained in research techniques,  
15  
16 so that he/she can collect data from the social group to which he/she belongs (Shor,  
17  
18 2004). Other forms of contemporary research are autoethnography (Bryman and Bell,  
19  
20 2007), and mapping (Mariampolski, 2006).  
21  
22  
23

### 24 **Marketing ethnography**

25  
26 Inside a company, marketing ethnography refers to the study of organizational  
27  
28 processes; that is, how the internal culture of a company works, organizational values and  
29  
30 competences. Ethnography then is performed inside companies in order to understand the  
31  
32 relationships between workers, managers and executives to create or modify the  
33  
34 organizational climate in working relations. For IMC, this type of research could be  
35  
36 interesting for finding gaps between production, design, marketing and the selling force.  
37  
38 Ethnography is a useful tool for improving organizational communication by evaluating  
39  
40 channels of communication among the different areas and departments inside a company,  
41  
42 and why not communication among companies.  
43  
44  
45  
46  
47

48 A good example of the use of ethnography inside corporations is presented by  
49  
50 Grow (2008). In the study about the development of the Nike feminine sub-brand  
51  
52 advertising campaign from the creative's team point of view, conflict was the common  
53  
54 denominator along years of work between the client and the agency. The feminine sub-  
55  
56  
57  
58  
59  
60

1  
2  
3 brand campaign was thought of for the client as threatening the parent brand; while for  
4  
5 the creative team the campaign was a way to empower women. The conflict escalated  
6  
7 becoming a matter of interest between sex genders, due to the fact that the creative team  
8  
9 was composed mainly of women. The communication between the client and the creative  
10  
11 team was not appropriate. There was not a common ground of understanding between  
12  
13 both parties. As the author notes, “dissonance and hostility create organizational  
14  
15 conflicts, which in this case are expressed within the communicative process of  
16  
17 advertising.  
18  
19  
20  
21

22 Mariampolsky (2006) identifies some areas in which ethnography gives support in  
23  
24 dealing with corporate cultures, these are: Integration of subgroups, workflow and  
25  
26 adoption of new technologies, productivity, adaptation to change, corporate social  
27  
28 responsibility and merging of corporate enterprises (p. 30). This last, is of interest to IMC  
29  
30 due to the fact that it addresses issues related to working with different corporate cultures  
31  
32 (Ratnatunga and Ewing, 2005) as IMC looks forward to achieve. The processes that  
33  
34 underlie such organization of tasks, as well as the processes not only economic but also  
35  
36 of labor relations inside the companies give valuable information that can be used by the  
37  
38 IMC manager to built more stable relations, not only inside the corporation, but also with  
39  
40 its customers, that is, consumers.  
41  
42  
43  
44  
45

46 Ethnographic approaches are useful in studying the internal operations of  
47  
48 corporate units, employee groups, and commercial environments . . . Corporate  
49  
50 cultures define the ways companies think about customers: as objects to be  
51  
52 manipulated, with mistrust, or as valued partners . . . Corporate cultures have an  
53  
54 impact on a variety of issues that are essential to the profitability and success of  
55  
56 the enterprise (Mariampolski, 2006, p. 30)

57 Kliatchko (2008), defines IMC as “an audience-driven business process of  
58  
59 strategically managing stakeholders, content, channels, and results of brand  
60

1  
2  
3 communication programs” (p.140). The author underlines the addition of the word  
4  
5 *content* to this definition, arguing that content “induces persuasion in communication,  
6  
7 and in turn causes behavioral effects on the target audience” (Kliatchko, 2008, p. 140).  
8  
9  
10 The importance of the addition of the concept of *content* to the definition of IMC is that it  
11  
12 includes a qualitative component which in fact can be researched and evaluated by  
13  
14 ethnography. This qualitative component places emphasis on the addition of the  
15  
16 importance of the consumer in the IMC definition. Kliatchko (2008) has identified four  
17  
18 pillars of IMC, to which we have added the use of ethnography in each stage noted by  
19  
20 italics (**Take in Figure II**). **Figure II** shows how these entities interact with each other  
21  
22 to produce communication strategies. If we think of ethnography as the information  
23  
24 platform that gives us more insights about the consumers, we can see the inputs from  
25  
26 ethnography.  
27  
28  
29  
30

31  
32 In this figure, we can see the two approaches of ethnographic research done in  
33  
34 IMC. One approach moves towards the understanding of the integration of the corporate  
35  
36 culture, stakeholders. On the other hand but complementary, we see the market oriented  
37  
38 ethnographic research approach that seeks to comprehend content and channels in terms  
39  
40 of the target audience, that is, in the language of the consumer in a consumer-centric  
41  
42 approach. All of this will finally build a strategic management of brand communications  
43  
44 programs based on the in-depth information about the consumer and the corporate  
45  
46 culture. As it was said before, IMC is based on relationships.  
47  
48  
49

50  
51 IMC is a relationship between the marketing entities based on a consumer-centric  
52  
53 approach; “a multistage model incorporating a focus on all contacts with consumers, as  
54  
55 well as notions about market research, database marketing, and corporate reorganization  
56  
57  
58  
59  
60

1  
2  
3 to focus on the needs of the consumer rather than the marketer (Schultz and Kitchen,  
4  
5 1997)” (Swain, 2004, p.46).  
6  
7

### 8 **Getting closer**

9  
10 Some authors recognize that IMC establishes a dialogue (Madhavaram *et al.*,  
11  
12 2005) between the different agents in organizations, whether clients or other  
13  
14 organizations. The importance of this dialogue relies on the kind of information that the  
15  
16 organizations. The importance of this dialogue relies on the kind of information that the  
17  
18 parties are trying to communicate. For this dialogue it is important to have a good  
19  
20 understanding of the system, as well as of the channels in which the message is going to  
21  
22 be communicated. The consumers’ help is very important into building relationships with  
23  
24 the product and the brand, that is, building equity (Blackston, 2000). Consumers will not  
25  
26 only allow us to identify needs, wants and aspirations but also the environments in which  
27  
28 they desire and feel. If the brand communication is encapsulated in this environment and  
29  
30 speaks the same language as the consumer, then IMC is more prone to efficiency. If there  
31  
32 is a message being conveyed in different channels and such message has positive  
33  
34 outcomes among the audience, then the brand is more prone to building a stronger equity;  
35  
36 after all, the interactions that consumers experience with the brand create perceptions of it  
37  
38 (Madhavaram *et al.*, 2005).  
39  
40  
41  
42

43  
44 Communication channels are based on a double side relationship that ultimately  
45  
46 come together to a consumer centric approach. **(Take in Figure III)** The dashed arrows  
47  
48 in Figure III signify the field of “ethnography of marketing” (Arnould and Wallendorf,  
49  
50 1994, p. 484) while the complete arrows represent the approach taken by “market  
51  
52 oriented ethnography” (Arnould and Wallendorf, 1994, p. 484) in order to identify  
53  
54 communication channels with consumers. Note that the product is separated from the  
55  
56  
57  
58  
59  
60

1  
2  
3 client, due to the fact that the relationship that the consumer establishes with the client (or  
4  
5 the company/brand) is not necessarily the same that is established with the product.  
6

7  
8 While the consumer may establish a rational or emotional relation with the brand  
9  
10 (evaluating the brand's performance, for example), the relationship established with the  
11  
12 product may contain performance attributes that may affect the product *per se* but not  
13  
14 necessarily the brand. In other words a brand is not the same as the product, and this is  
15  
16 precisely one of the components of the definition of brand equity (Blackston, 2000).  
17  
18

19  
20 Consumers may acquire a product not only for its performance, but also for the  
21  
22 emotional attachments that such product or brand generates in them. While developing  
23  
24 ethnographical research among housewives in a middle class income house in Bogota  
25  
26 (Colombia), it was observed how certain practices that include certain brands are passed  
27  
28 from generation to generation. The brand was used in performing certain practices and it  
29  
30 was not subject to change. When asked about changing such brand, the housewife  
31  
32 immediately replied with a negative, referring to the product's performance attributes to  
33  
34 justify her decision. However, it was observed that other products will have a same or  
35  
36 even better performance than the one she already used. The usage of such a brand then,  
37  
38 was a matter of not only performance and personal taste but also of custom. The brand  
39  
40 reminded her of her mother and her childhood; the product was part of her routine as a  
41  
42 little girl, and her mother had particular ways of packing it and preparing it, which she  
43  
44 carefully explained to the researcher. This practice however, was not specific to her  
45  
46 family; other families in her social group did the same. Changing the brand or even  
47  
48 changing the package of the brand was like altering her past and her future. Marketers  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 can get into the minds of consumers with good performance, but into their hearts with  
4  
5  
6 good communication. Ethnography is the first door to get to their hearts.  
7

8           Some examples of brands that have shown the importance of what has been called  
9  
10 the Top of Heart by marketers are Crest and Method. In the case of Crest they made the  
11  
12 brand closer to consumers by fomenting a dialogue between the consumer and the brand.  
13  
14 “The brand has created an *internal culture* [italics added] that seeks innovation in  
15  
16 marketing communication, which allows it to consistently anticipate new opportunities  
17  
18 and ways to *connect with the consumer* [italics added]” (Johnson, 2005, p. 25). The  
19  
20 Method brand is another example of getting to the hearts of consumers through an IMC  
21  
22 approach in two ways: through an organizational approach and a consumer centered  
23  
24 approach. It is possible that Method conducted prior qualitative research of their target  
25  
26 audience. Being environmentally friendly, minimalist and sophisticated, having a good  
27  
28 performance, and good communication (with copies such as “You may not know what  
29  
30 your tile tastes like, but your kid does” (Gugajew, 2008)), show how Method approached  
31  
32 both the brain and the heart of the consumer. If we want to satisfy consumers we have to  
33  
34 understand them better in their different communication channels. The platform for a  
35  
36 schematic brand equity strategy relies in knowing not only what goes on in the  
37  
38 organizational and marketing environment, but also in the real life of consumers  
39  
40  
41  
42  
43  
44  
45  
46 (Madhavaram *et al.*, 2005).  
47

### 48 **Applying ethnography**

49

50  
51           The ethnographic approach has been gaining strength among marketing agencies  
52  
53 with an IMC approach. BBDO Worldwide is an example of this. Their understanding of  
54  
55 IMC has lead them to be one of the top agencies in the world. They are part of Omnicom  
56  
57  
58  
59  
60

1  
2  
3 Group Inc., which is a group of “branded networks and numerous specialty firms that  
4 provide advertising, strategic media planning and buying, digital and interactive, direct  
5 and promotional marketing, public relations and other specialty communications”  
6  
7  
8 (BBDO, 2007). In 2006, BBDO conducted ethnographic research in 26 countries to find  
9  
10  
11  
12 out the different rituals people get involved in on a daily basis. They defined ritual as the  
13  
14  
15 moment in which the individual changes from one emotional state to another. Taking  
16  
17  
18 your shoes off when you get back home after work is an example of this.  
19

20 “The idea here is to look at rituals as an important behavior in consumers' lives, to  
21 understand what they are, how they work, and how to work our clients' brands  
22 into them. We usually look at behavior through the lens of a brand or a category.  
23 This is an extra lens to look through. Not an alternative.” (BBDO, 2007)  
24

25  
26 This type of research helped marketers to understand and classify in a big scale  
27  
28 qualitative approach the rituals that people usually engage in. The results show not only  
29  
30 what activities do people perform, but also which sources of information people use in  
31  
32 different daily activities. Results also showed which product do people use on a daily  
33  
34 basis and how do they combine them. These are important insights to promotion  
35  
36 agencies. This type of information helps discover different communication channels; it is  
37  
38 information that will not only serve the advertising agency *per se* but also other  
39  
40 companies involved in the marketing mix.  
41  
42  
43

44  
45 Young & Rubicam is also known for the usage of thick descriptions (a detailed  
46  
47 ethnographic description) (Arnould and Wallendorf, 1994). Ogilvy and Mather (Schor,  
48  
49 2004)(Dumas, 2007), has a specialized group called the Discovery Group for qualitative  
50  
51 research. Also, there are important and specialized ethnographic research agencies that  
52  
53 work not only for brands and corporate groups but also for all the agencies inside the  
54  
55 marketing mix. Clients that have used this type of research include Levi’s Jeans (Schor,  
56  
57  
58  
59  
60

1  
2  
3 2004), Fischer-Price (Arnould and Wallendorf, 1994), and DHL (Dumas 2007) among  
4 many others. “The essence of the IMC, movement is a call to make marketing  
5  
6 communication more effective through greater tactical coordination and a strong brand  
7  
8 strategy that is driven by customer feedback data” (Dewhirst and Davis, 2005, p.82).  
9  
10  
11

12  
13 To look for new methodologies in different communication spaces is the  
14  
15 challenge of today’s ethnography. The new interactive spaces of communication as well  
16  
17 as digital media are pushing for new ways of doing research online (blogs, discussion  
18  
19 groups, and podcasts among others) and in personal media (mp3, mp4, mobile  
20  
21 communication, among others) (Kliatchko, 2008). Netnography (ethnography in online  
22  
23 spaces) has been proposed for this type of research, especially with online communities  
24  
25 (Kozinets, 2002). Looking for more interactive ways to communicate with consumer is a  
26  
27 priority of market researchers today. Finding those interactive channels serve to  
28  
29 communicate new messages in new and closer term to the audience.  
30  
31  
32  
33

34  
35 In this global era, companies have the need to understand better a multicultural  
36  
37 audience and to adapt themselves to the different environments in which they are  
38  
39 entering. IMC is a strategy towards which many companies around the globe are moving  
40  
41 because of the advantages it presents. A multicultural understanding of audiences is  
42  
43 crucial to these processes. Ethnographic research is, then, an important tool to be  
44  
45 incorporated inside the IMC agenda. Anthropology not only offers the possibility of  
46  
47 understanding western consumers but also other type of consumers; after all that is its  
48  
49 essence.  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60



## References

- Allaire, Y. and Firsirotu, M. E. (1984), "Theories of organizational culture", *Organization Studies*, Vol.5, No. 3, pp. 193-226.
- Appadurai, A. (1997), *The Social Life of Things: Commodities in Cultural Perspective*, Cambridge, Cambridge University Press.
- Arnould, E. and Price, L. (2006), "Market-oriented ethnography revisited", *Journal of Advertising Research*, Vol. 46, No. 3, pp.251-262.
- Arnould, E. and Thompson, C. (2005), "Consumer culture theory (CCT): Twenty years of research", *Journal of Consumer Research*, Vol. 31, No. 4, pp. 868-882.
- Arnould, E. and Wallendorf, M. (1994), "Market-oriented ethnography: Interpretation building and marketing strategy formulation", *Journal of Marketing Research*, Vol. XXXI, pp. 484-504.
- BBDO.(2007), "BBDO - The ritual masters. The secret is to become a "fortress" brand", available at: [http://www.aef.com/on\\_campus/classroom/research/data/7000](http://www.aef.com/on_campus/classroom/research/data/7000) (accessed 14 April 2008).
- Belk, R.W. (1988), "Possessions and the extended self", *Journal of Consumer Research*, Vol. 15, No. 2, pp. 139-167.
- Belk, R.W., Bahn, K.D, and Mayer, R.N. (1982), "Developmental recognition of consumption symbolism", *The Journal of Consumer Research*, Vol. 1, No. 9, pp. 4-17.
- Belk, R.W., Ger, G., and Askegaard, S. (2003), "The fire of desire: A multisited inquiry into consumer passion", *Journal of Consumer Research*, Vol. 30, No. 3, pp. 326-351.

- 1  
2  
3 Blackston, M. (2000), "Observations: Building brand equity by managing the brand's  
4 relationships", *Journal of Advertising Research*, Vol. 40, No. 6, pp. 101-105.  
5  
6  
7  
8 Bryman, A., and Bell, E. (2007), *Business Research Methods*, Oxford, Oxford University  
9 Press.  
10  
11  
12 Cousineau, L. and Scurry, J. (2008), "Txt me l8tr: Defining and marketing to the tween  
13 market", *Journal of Integrated Marketing Communications*, pp. 33-40.  
14  
15  
16  
17 Csikszentmihalyi, M. (1993), Why we need things. In S. Lubar & W.D Kingery (Eds.),  
18 *History from things: Essays on Material Culture* (pp. 20-29). Washington,  
19 Smithsonian Institution Press.  
20  
21  
22  
23  
24 Dewhirst, T., and Davis, B. (2005), "Brand strategy and integrated marketing  
25 communication (IMC): A case study of player's cigarette brand marketing",  
26  
27 *Journal of Advertising*, Vol. 34, No. 4, pp. 81-92.  
28  
29  
30  
31 Douglas, M. (1998), *Estilos de Pensar* [Thought styles], Barcelona, Editorial Gedisa.  
32  
33 Douglas, M., and Isherwood, B. (1996), *The World of Goods*, New York, Routledge.  
34  
35  
36 Dumas, Alison. (2007), "The limits of market-research methods", *Advertising Age*, Vol.  
37 78, No. 40, pp. 27.  
38  
39  
40  
41 Fujita, A. (2008), "Mobile marketing in Japan: The acceleration of integrated marketing  
42 communication", *Journal of Integrated Marketing Communications*, pp. 41-46.  
43  
44  
45 Garcia-Canclini, N. (1995), *Consumidores y Ciudadanos: Conflictos multiculturales de*  
46 *la globalización*, Mexico, Grijalbo.  
47  
48  
49  
50 Goetz, J. and Barger, C. (2008), "Harnessing the media revolution to engage the youth  
51 market", *Journal of Integrated Marketing Communications*, pp. 26-32.  
52  
53  
54  
55  
56  
57  
58  
59  
60

- 1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60
- Grow, J.M. (2008), "The gender of branding: Early women's advertising a feminist antenarrative", *Women's Studies in Communication*, Vol.31, No.3, pp. 312-343.
- Gugajew, S. (2008), "A method to the creative madness: From chore to experience, a cleaning brand's meteoric rise to fame", *Journal of Integrated Marketing Communication*, pp. 12-18.
- Jackson, P. (1999), "Commodity cultures: the traffic in things", *Transactions of the Institute of British Geographers, New Series*, Vol. 24, No. 1, pp. 95-108.
- Johnson, M. (2007), "Culture and connection: Bridging the gap through branded entertainment", *Journal of Integrated Marketing Communications*, pp. 24-27.
- Keane, W. (2003), "Semiotics and the social analysis of material things", *Language & Communication*, No. 23, pp. 409-425.
- Klein, N. (1999), *No logo: Taking aim at the brand bullies*, New York, Picador.
- Kleine, S., Kleine III, R., and Allen, C. (1995), "How is a possession "me" or "not me"? Characterizing types and an antecedent of material possession attachment", *The Journal of Consumer Research*, Vol. 22, No. 3, pp. 327-343.
- Kliatchko, J. (2008), "Revisiting the IMC Construct: A revised definition and four pillars", *International Journal of Advertising*, Vol. 27, No. 1, pp. 133-160.
- Kozinets, R. (2002), "The field behind the screen: Using netnography for marketing research in online communities", *Journal of Marketing Research*, No. XXXIX, pp. 61-72.
- Langebaek Rueda, C.H. (2006), Llegaron los antropólogos! [The anthropologists have arrived!], *Revista Dinero*, September, available at:

1  
2  
3 [http://www.dinero.com/wf\\_InfoArticulo.aspx?IdArt=28027](http://www.dinero.com/wf_InfoArticulo.aspx?IdArt=28027) (accessed 16  
4  
5  
6 February 2009).

7  
8 Lury, C. (1996), *Consumer Culture*, New Brunswick, NJ, Rutgers University Press.

9  
10 Madhavaram, S., Badrinarayanan, V., and McDonald, R. (2005), "Integrated marketing  
11  
12 communication (IMC) and brand identity as critical components of brand equity  
13  
14 strategy: A conceptual framework and research propositions", *Journal of*  
15  
16 *Advertising*, Vol. 34, No. 4, pp. 69-80.

17  
18  
19 Mariampolski, H. (2001). *Qualitative market research: A comprehensive guide*,  
20  
21  
22 Thousand Oaks, Sage Publications Inc.

23  
24 Mariampolski, H. (2006), *Ethnography for Marketers: A Guide to Consumer Immersion*,  
25  
26  
27 Thousand Oaks, Sage Publications Inc.

28  
29 McCracken, G. (1986), "Culture and consumption: A theoretical account of the structure  
30  
31 and movement of the cultural meaning of consumer goods", *The Journal of*  
32  
33 *Consumer Research*, Vol. 13, No. 1, pp. 71-84.

34  
35  
36 Méndez, C. (2007), "Comunicación e identidad: Una aproximación al estudio del  
37  
38 consumo", *Universitas Humanistica*, No. 64, pp. 292-305.

39  
40 Miller, R. (1967), "Preparation of students for marketing research", *Journal of Marketing*  
41  
42  
43 *Research*, Vol.4, No. 1, pp. 82-84.

44  
45  
46 Miller, D. (1987), *Material Culture and Mass Consumption*, New York, Basil Blackwell  
47  
48 Inc.

49  
50 Miller, D. (1995), "Consumption and Commodities", *Annual Review of Anthropology*,  
51  
52  
53 No. 24, pp. 141-161.

54  
55 Misloski, W. (2005), "Marketing's neo-renaissance: An opportunity for tomorrow's  
56  
57  
58  
59  
60

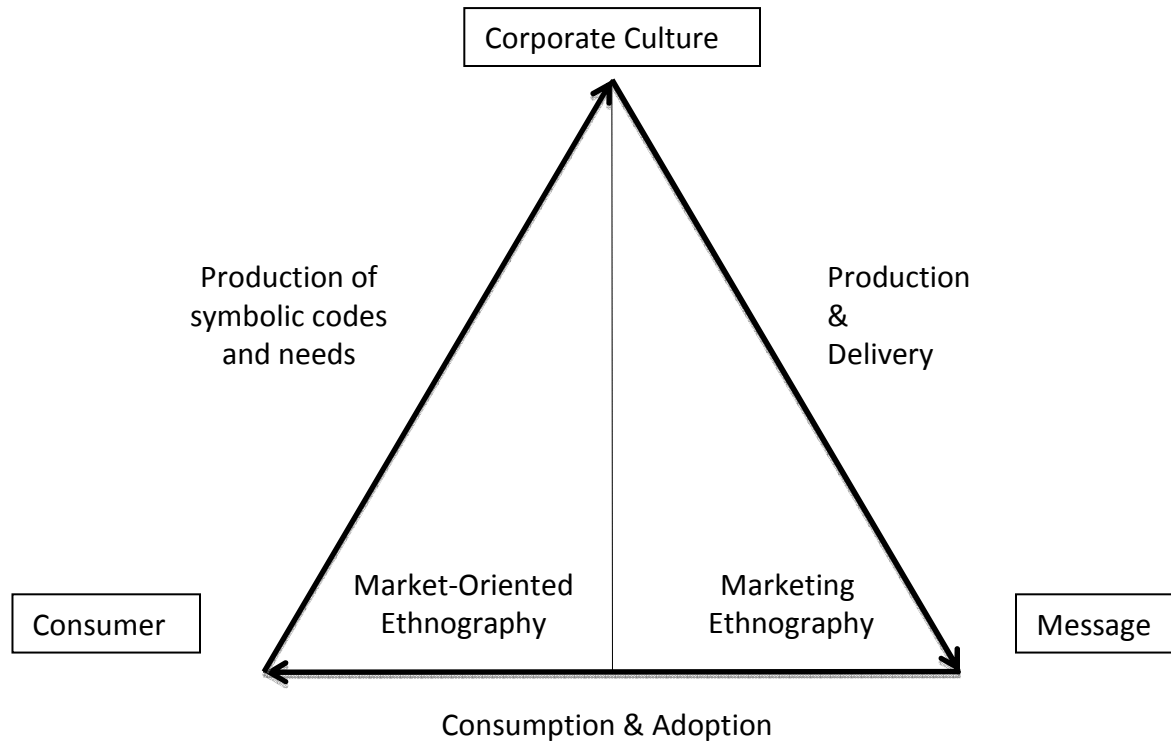
- 1  
2  
3 multi- channel integrated marketer”, *Journal of Integrated Marketing*  
4  
5  
6 *Communications*, pp. 17-25.  
7
- 8 Neveril, T. (2008), “Consumers ignore ads that aren’t telling their stories”, *Advertising*  
9  
10 *Age*, Vol. 79, No. 10, pp. 16.  
11
- 12 Oropesa, R.S. (1995), “Consumer possessions, consumer passions, and subjective well  
13  
14 Being”, *Sociological Forum*, Vol. 10, No. 2, pp. 215-244.  
15
- 16 Peñaloza, L. (1994), “Atravesando fronteras/ border crossing: A critical ethnographic  
17  
18 exploration of the consumer acculturation of Mexican immigrants”, *Journal of*  
19  
20 *Consumer Research*, Vol. 21, No. 1, pp. 32-54.  
21  
22
- 23 Ratnatunga, J., and Ewing, M.T. (2005), “The brand capability value of integrated  
24  
25 marketing communication (IMC)”, *Journal of Advertising*, Vol. 34, No. 4, pp. 25-  
26  
27  
28  
29  
30  
31 40.
- 32 Rocha, E. and Barros, C. (2006), “Dimensões culturais do marketing: Teoria  
33  
34 antropológica, etnografia e comportamento do consumidor”, *Revista de*  
35  
36 *Administração de Empresas*, Vol. 46, No. 4, pp. 36-47.  
37  
38
- 39 Rosen, M, (1991), “Coming to terms with the field: Understanding and doing  
40  
41 organizational ethnography”, *Journal of Management Studies*, Vol. 28, No. 1,  
42  
43  
44 pp.1-24.
- 45
- 46 Schor, J. (2004), *Born to Buy*, New York, Scribner.
- 47
- 48 Schultz, D. (2005), “IMC research must focus more on outcomes”, *The Journal of*  
49  
50 *Advertising*, Vol. 34, No. 4, pp. 6-7.  
51  
52
- 53 Sunderland, P.L and Denny, R.M. (2007). *Doing anthropology in consumer research*,  
54  
55  
56 Walnut Creek, CA, Left Coast Press.  
57  
58  
59  
60

1  
2  
3 Suri, J. and Howard, S. (2006), "Going deeper, seeing further: Enhancing ethnographic  
4 interpretation to reveal more meaningful opportunities for design", *Journal of*  
5  
6 *Advertising Research*, Vol. 46, No. 3, pp. 246-250.  
7  
8  
9

10 Swain, W.N. (2004), "Perceptions of IMC after a decade of development: Who's at the  
11 wheel and how can we measure success?", *Journal of Advertising Research*, Vol.  
12  
13 44, No. 1, pp. 46-65.  
14  
15  
16

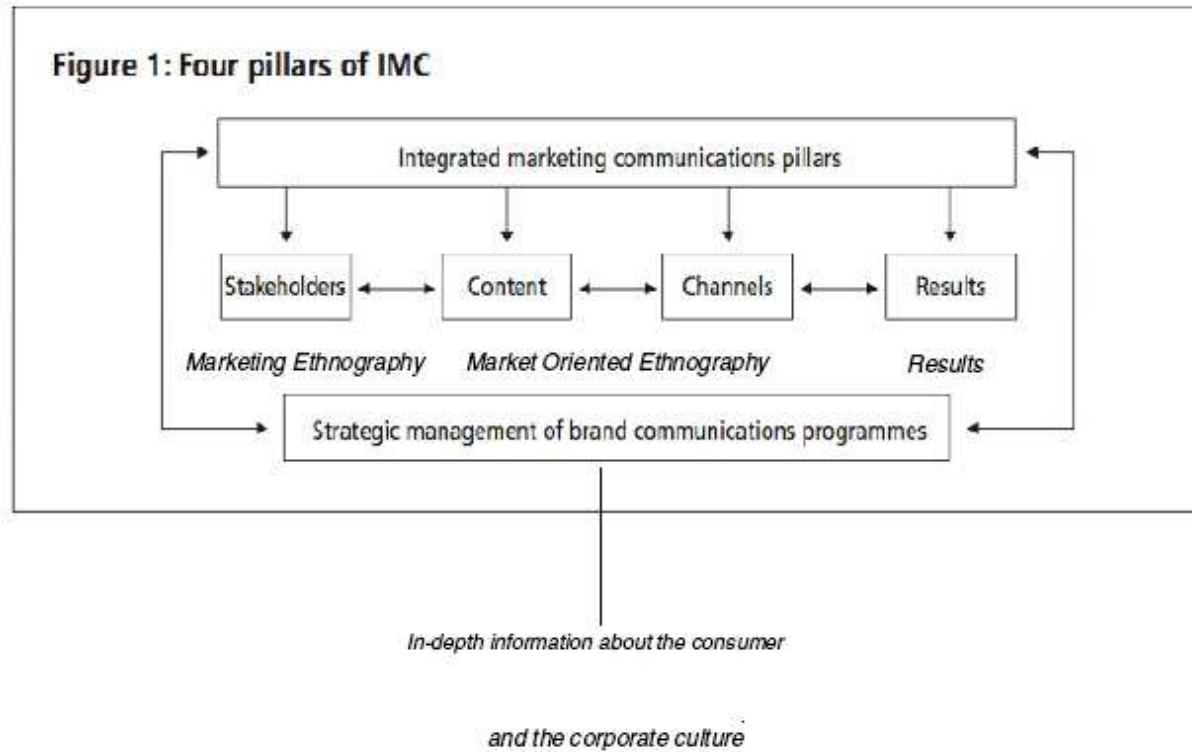
17 Wilson, A. (2006), *Marketing research: An integrated approach*, Harlow, Pearson  
18  
19 Education Limited.  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

# Figure I



1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49

# Figure II



Source: (Kliatchko 2008, p. 145) [italics added].

Kliatchko, J. (2008), Revisiting the IMC Construct: A revised definition and four pillars, *International Journal of Advertising*, Vol. 27, No. 1, pp. 133-160.



# Figure III

## Communication channel relations

In this graphic, each arrow represents a communication channel relationship built between the different organizations inside the marketing mix. All these relationships are inside culture, which shapes and reshapes such relationships (represented by the circular arrow).

