Master's Programme in International Marketing, 1 year, 60 Credits

MASTER THESIS

Functional or emotional values in B2B?

- A study of marketing communication in the B2B healthcare market

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Halmstad, Sweden 2013-05-21

Acknowledgment

We would like to express our deepest appreciation to all those people who have provided us with the possibility to complete this study. When writing this dissertation, we have received valuable advice and support from our supervisor, Professor Svante Andersson, and therefore we would like to especially thank him for all his help.

We also want to give a special thank you to John Hansson, who is the President at Getinge International AB and General Manager EEMEA at Getinge Infection Control, for his collaboration and support throughout the whole research process. Furthermore, we want to thank the Marketing Director, Jessika Broström, the Marketing Coordinator, Krister Tuveros and the Managing Director at Getinge Turkey, Vecihe Özek at the company Getinge for all their help.

Halmstad University, 2013

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Abstract

To create value is a critical task for marketers and companies regardless of industry, and this study is focusing on the highly debated topic regarding functional and emotional values in business-to-business (B2B). Conventionally, emotional values has been perceived as irrelevant to B2B markets due to that business buyers have often been viewed as strictly rational decision makers. Other researchers however, argue that emotional values are essential since these values are the only sustainable ones, and this debate between scholars has created a research gap in the area. Some scholars therefore stress the importance of further research within this topic. This study aims to decrease the existing gap by analysing the customers perception and response of marketing communications in a B2B context by exploring the significance of functional and emotional values as well as what implications this has for B2B firms. This study has been made in collaboration with the Swedish state-of-the-art medical technology company Getinge, and in order to answer our research question and purpose we have conducted a quantitative study within the healthcare market in Turkey. The findings in this study indicate that functional and emotional values are both highly relevant in B2B marketing communication and that emotional values have a significant role when it comes to the perceptions of the customers.

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1. Introduction

Under this chapter we will present the Background and Problem discussion, which also leads to the Research question as well as the Purpose of this study. This chapter also presents the Delimitations and the Central words for this study in order to follow the researchers point of view during the thesis.

1.1 Background

To some extent, business markets are similar to consumer markets, both markets involve people who undertake buying roles and make purchase decisions in order to satisfy a need (Kotler & Armstrong, 2008). However, business markets also differ in many ways from consumer markets, and the business marketer often deals with far fewer but also far larger buyers than the consumer marketer does (Kotler & Armstrong, 2008). The majority of brand knowledge is related directly to and derives from branding in business-to-consumer (B2C) markets, and even though there are some resemblance between B2B and B2C branding, there also exists differences (Webster & Keller, 2004). Marquardt, Golicic and Davis (2011) also support this argument that B2B brands have some common characteristics with B2C brands, but that there is a fundamental difference in their respective target groups which suggest that there is a need for a better understanding of branding in B2B markets. One argument for the lack of empirical studies within business markets is that research within business contexts are hard to obtain, as examining the real behaviour of industrial companies is difficult from a practical point of view (Reis, Oates, McGuinness & Elliott, 2009).

Literature has traditionally also argued that marketing communications in consumers markets is different from marketing communications in business markets (Coviello & Brodie, 2001). The division between consumer and B2B markets was established in the marketing literature due to a number of persuasive theoretical works which all argue that B2B markets are different from consumer markets along several dimensions (Lilien, 1987). B2B markets are characterised by complex buying decisions with long buying processes influenced by dozens or hundreds of decision makers from different levels in the buying organisation (Kotler & Armstrong, 2008). This is also in line with Lynch & de Chernatony (2004) who highlights that a large number of B2B firms deals with complex and long-lasting buying conditions, which is characterised by group decisions making and multiple buying influences. Hence, in comparison to consumer purchases, a business purchase often involves more decision participants and a more professional purchasing effort (Kotler & Armstrong, 2008; Gilliland & Johnston, 1997; Lilien, 1987).

Consequently, the effects of such purchasing environment may support the debates that B2B purchasing tends to be more rational than the consumer purchasing environment, as can been seen in B2C (Lynch & de Chernatony, 2004). Conventionally, most emphasis has been positioned on influencing functional attentions, as B2B buyers are commonly assumed to be more well-informed and educated about the product or service they are buying and at the same time more rational in their decision making, than in B2C decision making (Lynch & de Chernatony, 2004). The existing literature within B2B advertising fails to adequately address the role that emotions have in the formation of brand attitudes (Gilliland & Johnston, 1997). This lack of consideration of emotional advertising has contributed to the academic perception that business-to-business marketing communications are relatively unimportant to the buying process (Hanssens & Weitz, 1980). The assumption that decisions are rational

precludes the use of emotionally based ads in B2B market contexts (Gilliland & Johnston, 1997). Ballantyne and Aitken (2007) recommend researchers to test the validity of assumptions about the emotional appeal of brands in specific market contexts.

The gap in previous research concerning branding in B2B and the debate between scholars regarding the difference between B2C and B2B markets, especially when it comes to the perception of business buyers as purely rational decision makers, leads us into our problem discussion.

1.2 Problem discussion

As discussed above, branding is widely known and accepted in consumer markets but the importance of branding in business markets is under-researched and therefore there exists a gap in the knowledge about the role of branding in business-to-business markets (Mudambi, 2002). B2B marketers have traditionally been more sceptical about the benefits of branding and emotional value due to the belief that the decision making process in organisations is rational and focused on the functional qualities with no room for the emotional qualities used in the B2C context (Leek & Christodoulides, 2012). Even though research regarding B2B branding are limited (Webster & Keller, 2004) there is a growing number of studies regarding branding in B2B markets (Marquardt et al., 2011) and Mudambi, Doyle and Wong (1997) established the value of brands in B2B as being enclosed of four performance components; the product, distribution, supporting services and the company itself, each with tangible and intangible aspects.

Tangible aspects are physically presented or can be seen in a more visualised way, experienced, or measured in some kind of process (Mudambi et al, 1997). Intangible aspects are more elusive or visionary and contain an emotional element (Mudambi et al, 1997). The tangible attributes, also known as functional values, include price, product specifications, delivery, quality consistency, supplier reliability and customer service (Lynch & de Chernatony, 2004). Tangible attributes such as price does not often vary much in highly competitive markets, therefore companies seek to differentiate themselves in order to prevent their products from becoming commodities (Mudambi, 2002).

de Chernatony, Harris and Riley (2000) enrich that a brand should be backed up with both functional and emotional values, but also that the more sustainable values are the emotional values. Research from Bendixen, Bukasa and Abratt (2004) as well as Mudambi et al. (1997) however, highlights that functional values of a brand are vital in delivering value to buyers in B2B. Other scholar's indicated that companies who base their competitive advantage on tangible attributes such as functional values of the brand may not only be easily copied but also subject to intense competitive pressure (Lynch & de Chernatony, 2004). To business buyers, intangible aspects are often considered in addition to price and product quality, and the decisive factor in many industrial purchases can simply be what a brand means or represents to a buyer (Mudambi, 2002). Doyle and Stern (2006) also argue that emotional value is not only for or limited to consumer goods and highlights a study from Professor T. Levett at the Harvard Business School, where it is clearly demonstrated that emotional values has a significant effect on industrial buying decision.

This lack of attention towards emotions has given rise to the assumptions that managers make decisions in an emotional emptiness and that emotional value is only an influential factor if the purchaser lacks knowledge, motivation or interest (Lynch & de Chernatony, 2004). This

focus on rationality has reinforced the extended lasting assumption that the B2B buyer is not emotional or impulsive, and that he or she is making a rational business decision (Lynch & de Chernatony, 2004). However, this belief and view of B2B purchasers as purely rational buyers has been progressively questioned and challenged (Lynch & de Chernatony, 2004; Mudambi, 2002; de Chernatony et al., 2000). Hence, while some B2B purchasers may be strongly influenced by functional values, the criteria of influence for other buying-decision-members may be based on more emotional values and attributes (Lynch & de Chernatony, 2004; Kotler & Armstrong, 2008). Attributes and values that appeal to a purchasing manager may be rather different to the values deemed important by a manufacture manager or an engineer (Lynch & de Chernatony, 2004).

The role of emotion and its connection to the functional values as well as how it can be exploited by marketers in a B2B market context, needs further investigation (Leek & Christodoulides, 2012). Furthermore, Leek and Christodoulides (2012) also stress the importance of identifying interaction and a potential hierarchy between functional and emotional values. Despite demands for a greater acknowledgment of the role of emotional and psychological influences on the behaviour of B2B buyers, fairly little research attention has focused on the emotional criteria having an impact on B2B decision making (Lynch & de Chernatony, 2004).

Our interpretation regarding the above discussion is that scholars have varied opinions about the importance of functional and emotional values in B2B markets, hence there exist a gap. Some scholars argue that B2B buyers make decisions purely based on functional values while others argue that business buyers are equally influenced by emotional values and some researcher even go so far as to argue that the emotional values are the only sustainable ones. These discussions of different scholars regarding functional and emotional values of brands in a B2B market context lead us into the following research question.

1.3 Research question

How does the customer's perception and response to functional and emotional values implicate marketing communications for B2B firms**?**

1.4 Purpose

The purpose of this paper is to analyse the customer's perception and response of marketing communications in a business-to-business context by exploring the significance of functional and emotional values as well as what implications this has for B2B firms.

1.5 Delimitation

Our delimitation in this study is that we work in collaboration with the Swedish state-of-the-art medical technology company Getinge and this has influenced this study somewhat due to it had to be adapted to e.g. Getinge's Corporate Identity. It also meant that Getinge was in somewhat part in a few of the decision making processes, e.g. the market chosen for the study. In this study we have focused on the healthcare market in just one country, which is Turkey, since Turkey is a high interest market both from a research point of view as well as for Getinge.

1.6 Central words

Brands: ‘‘a mixture of tangible and intangible attributes, symbolized in a trademark, which, if properly managed, creates influence and generates value’’ (Plant, Willcocks & Olson, 2003, p.270).

Emotional values (intangible aspects): are values that evoke positive feelings about the brand and product to motivate purchase (Bendixen et al., 2004). Intangible aspects are more elusive or visionary and contain an emotional element (Mudambi et al., 1997).

Functional values (tangible aspects): are physically presented or can be seen in a more visualised way, experienced, or measured in some kind of process (Mudambi et al., 1997).

Business-to-business (B2B): Companies that sells products or services to other organisations (Kotler, Armstrong, Wong & Saunders, 2008).

Business-to-consumer (B2C): Companies that sells products or services to consumers (Baltzan & Phillips, 2008).

Marketing communications: Advertising, public relation, sales promotion, personal selling and direct marketing tools that the company use to build customer relationship and communicate customer value (Kotler et al., 2008).

2. Theoretical framework

Here we will present the theoretical framework for the thesis. We start with "B2B Branding" that further leads to "Functional and Emotional Values", "B2B Marketing and Advertising", "Direct Marketing and email" as well as finally "Measuring the outcome of marketing activity". The final part of the theoretical framework is addressing theory about measurement and the feedback of marketing activities, which we use when constructing our survey in order to get feedback on our campaigns, so that we could measure the differences between the three campaigns. The other parts of the theoretical framework were merely used to get a deeper understanding of the topic and to shape the constructional design of the three campaigns as well as the questions in the survey.

A short overview and visualisation of the structure of this chapter can be seen in figure 1 down below.

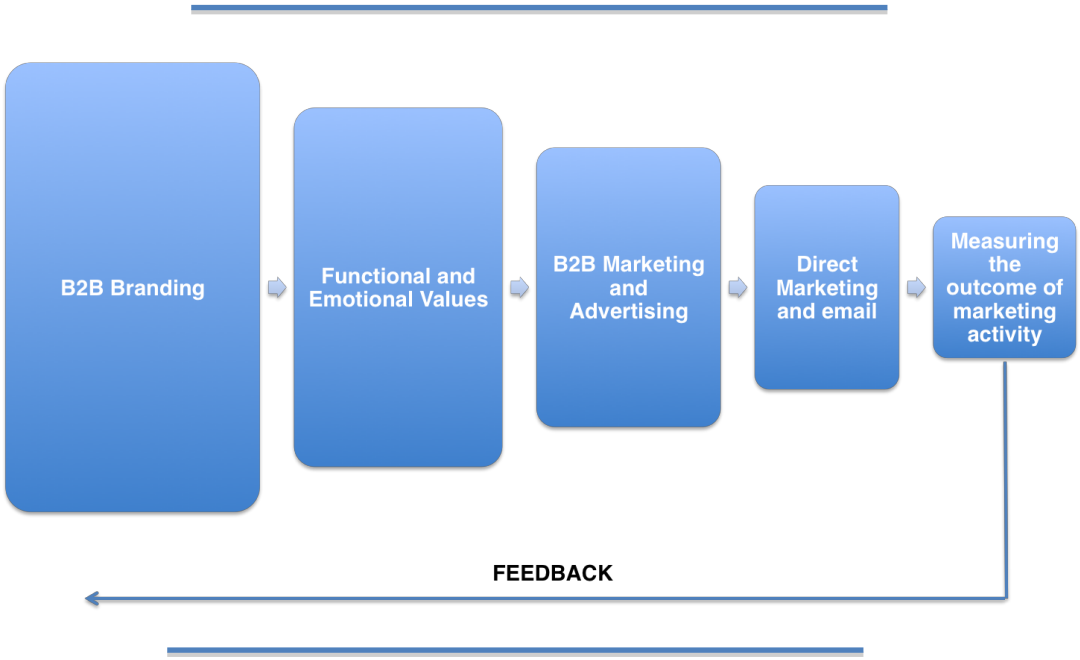


Figure 1: Theoretical structure.

2.1 B2B Branding

Brands has commonly been viewed or defined as synonymous with a name, term, sign, symbol or design (Kotler, 1991; Kotler, 2000; Doyle & Stern, 2006; Blombäck & Axelsson, 2007), but if one would look deeper, the brand conception may be much larger than one would expect (Blombäck & Axelsson, 2007). Kapferer (1992, p.12) describe a brand as "a living memory" and highlights and connects the psychological and emotional dimensions to the view of the brand. A brand is emotional, has a personality and captures the minds and hearts of its customers, great brands also survive market trends and attacks from competitors due to the strong connections they forge with customers (Kotler & Pfoertsch, 2007). A brand is an intangible concept and is often equated with more tangible elements of marketing communications, which are used to support it, such as logos and advertising, but a brand is much more than that (Kotler & Pfoertsch, 2007). Doyle and Stern (2006) enrich that

successful brands do not just have a product that meets the functional requirements of costumers needs, but has added values, which meet certain psychological and emotional needs. These values represent feelings of confidence, belief, faith, trust and a promise that the brand is of higher quality and superiority than similar products, and by purchasing one will get this promise (Doyle & Stern, 2006). The essence of symbolism is that customers buy things not only for what the products or services can do, but also because of what the products or services stands for (Levy, 1959), i.e. what the brand represents to the customers. A fundamental condition for a brand to evolve to a strategic competitive brand is to bring value to the company and the customers (Melin, 1999). To build a brand can therefore be compared with a value making process, which both take place internally in the organisation and externally in the customers mind (Melin, 1999). For a brand to be effective the brand message have to be resonate and credible for the customers (Harris, 2002; Herbig & Milewicz, 1993).

Branding has traditionally been regarded as adding a point of difference or competitive advantage in the purchasing decision of potential customers, since a customer choosing between two equal options might prefer the stronger brand (Roberts & Merrilees, 2007). Branding is a long-term process that increases the brand knowledge and sales over time (Keller, 1993). Branding positively affects the subsequent actions and value perceptions of prospective and current consumers (Hunt & Morgan, 1995; Park, Jun & Shocker, 1996). The overall goal in all brand building is to attract as many customers as possible and to build brand loyalty (Melin, 1999), and the symbolism of a strong brand is what the product will deliver as well as the experience the customer will perceive by using the branded product (Marquardt et al., 2011). According to Melin (1999) in order to make a product attractive the brand should be associated with some specific values, which is called brand associations and these associations will tribute to an added value, which in turn will lead to a brand capital.

When discussing brands, the majority of people think about brands such as Apple, Coca-Cola, IKEA, Starbucks and Harley Davidson (Kotler & Pfoertsch, 2007). These brands are also among the most cited successful examples within B2C branding. Hardly any company neglects the significance of branding in B2C, in B2B though, things are different and many B2B managers are convinced that branding is a phenomenon only important to consumer markets (Kotler & Pfoertsch, 2007).

Literature about branding issues in B2B markets has been inadequate (Michell, King & Reast, 2001) and one tendency has been to associate branding with fast moving consumer goods which has resulted in that branding in this domain dominates the current research picture (Ballantyne & Aitken, 2007; Roberts & Merrilees, 2007; Glynn, Motion & Brodie, 2007). Compared to consumer markets, business-to-business branding research is scarce, which is somewhat surprising since the brand is expected to be one selection criteria for the majority of B2B decisions (Roberts & Merrilees, 2007). Brands serve the exact same general purpose in B2B markets as in consumer markets: facilitate identification of products and businesses as well as differentiate them from competitors (Kotler & Pfoertsch, 2007). A common perspective is that branding in consumer markets is based on emotional appeals while branding in B2B markets is based on functionality and rationality (Ballantyne & Aitken, 2007). Some dedicated recent articles have examined business-to-business brands, but much still remains to be done (Roberts & Merrilees, 2007).

Bendixen et al. (2004) concluded that when buyers in B2B were asked to rate nine attributes of their preferred brand, the result was that quality was the most desirable of the so called attributes, and thereafter followed by reliability, performance, after-sales service, ease of

operation, ease of maintenance, price, supplier's reputation, and eventually the relationship with the supplier's personnel. Functional value such as performance related features were mostly perceived of high importance in comparison to less tangible features such as emotional aspects, which are values that evoke positive feelings about the brand and product to motivate purchase (Bendixen et al, 2004).

Several B2B purchasers make business decisions that involve significant expenditures, and the "fear factor" can have a large influential power on the decision-making (Lynch & de Chernatony, 2004). In the early stages of the decision making process the brand can be more of use due to the parties involved do not have any previous experience of dealing with each other (Leek & Christodoulides, 2012). In this situation, the force that could act as an initiator or driver on the relationship is the brand awareness. Major purchasing decisions involve risks in forms of financial or organisational failure (Leek & Christodoulides, 2012). Emotional value is very much part of the equation, especially when it involves personal risk such as losing your job due to flawed decision making (Lynch & de Chernatony, 2004).

Risk is one factor discussed by Mudambi (2002) and is referred to as the perception of uncertainty and possible negative consequences of buying a product. In high risk buying situations, customers are more likely to carefully consider the brand or product that offer low risk of purchase (Leek & Christodoulides, 2012). Buying premium brands from well known and reputable companies is one way for the buyer to reduce the perceived risk, and marketers invest in branding in order to enhance brand image and reputation to positively influence buying behaviour (Mudambi, 2002). When there is a considerable degree of risk, marketers may exploit on the emotional values of the brand or product in order to assure buyers and condense the level of supposed risk (Leek & Christodoulides, 2012). Studies indicate that a suitable brand as well as a suitable product is important drivers of success (e.g. Park & Russo, 1996; Simonin & Ruth, 1998; Baumgarth, 2004; James, 2005) and several scholars (Thompson, Knox & Mitchell, 1997; Han & Sung, 2008) highlight that brands has a significant role in creating trust.

Brand reputation has always been a part of B2B purchasing decisions and B2B brands help the company to build trust with the customer which in turn increases the chance of a purchase taking place (Roberts & Merrilees, 2007). Corporate reputation is part of the branding process and in nearly all studies of industrial buying, reputation appears as a top-four selection criterion (Roberts & Merrilees, 2007). Research about the industrial buyer has identified brand attributes such as enhanced corporate reputation and greater confidence in purchase decisions as being important (Glynn et al., 2007). Branding can thereby benefit the business buyer by increasing the purchase confidence since buying a familiar brand can contribute with additional comfort and a "feel good" factor (Mudambi, 2002). Buyers consider both the product attributes and the brand attributes when making a purchase decision. Product attributes refers to elements such as price and physical functions whereas branding attributes refer to elements like general brand awareness and brand reputation (Mudambi, 2002).

Brands are an effective and compelling means to communicate benefits and values of a product (Morrison, 2001) and brands are increasingly important for firms in almost every industry. A study revealed that organisational buyers are likely to choose well-known brands when product failure would create serious problems for the buying organisation or the buyer personally, when the product require greater support or service, or when the product is complex, as well as under time and resource constraints (Mudambi, 2002). The results of this study by Mudambi (2002) reveal that branding has a more important role in business-to-

business decision making than has previously been recognised. Kotler and Pfoertsch (2007) continues to argue that branding in highly relevant to B2B companies and refer to the fact that some of the world's strongest brands are B2B brands, e.g. Microsoft, IBM, Oracle, General Electrics and Siemens. Even though most of these brands also operate within the B2C segments, their main business operations are focused on B2B (Kotler & Pfoertsch, 2007).

A few studies have emphasised the multidimensional nature of B2B brands and explored the role of functional and emotional values in building B2B brands (Kalafatis, Remizova, Riley & Singh, 2012). In a business-to-business market, branding and brand management plays an increasingly significant role (Kalafatis et al., 2012). According to Melin (1999) developing and communicating the brand values is an important part of todays business environment due to that companies cannot solely compete on price. Thereby, a strong brand also has the possibility to give competitive advantages (Melin, 1999). According to Kotler and Pfoertsch (2007) B2B branding will become increasingly important and probably the only major sustainable competitive advantage. Brands have a distinguish ability to arouse great interest since the brand is immaterial in nature and therefore hard to imitate (Melin, 1999). Cretu and Brodie (2005) found that the brands image is influenced by the perceived service and product quality among the consumers. The brand strategies in B2B have been shown to harvest substantial benefits, such as higher awareness (Kuhn, Alpert & Pope, 2008), greater loyalty (Han & Sung, 2008), premium pricing (Hutton, 1997), and reduced competition (Kalafatis et al., 2012).

Jensen and Klasturp (2008) found that credibility, trust and differentiation were more important for a positive brand perception than service and product quality. Therefore, B2B companies that operate in price driven and sensitive environments could highlight the emotional values of the product or brand (Leek & Christodoulides, 2012). However, a study of B2B buyers found that tangible aspects, such as technology performance and product features, were the significant brand building blocks (Kuhn et al., 2008). These statements by Jensen and Klasturp (2008) and Kuhn et al. (2008) contradicts what other scholars states, since they are arguing that intangible and tangible aspects are of equal importance in a B2B market. For instance Kalafatis et al. (2012) argue that the tangible aspects, such as service and product attributes, and intangible aspects, such as credibility and trust, are both essential components for the B2B brand, but the relative significance differs with market structure and settings. Understanding the emotional aspects that impacts on any brand image might be a matter of assessing the degrees of emotional relevance, rather than assuming that purely rational aspects applies (Ballantyne & Aitken, 2007). All the great brands have associations with specific values, both emotional and functional (Meenaghan, 1995) and an established and strong brand provides the customer not just functional benefits but emotional benefits as well (Vukasovic, 2009). Consumer-oriented firms, such as IBM, Apple and Coca-Cola, use emotional brand appeals to differentiate and position themselves uniquely in their markets, but such emotional ties are thought not to exist in B2B contexts (Ballantyne & Aitken, 2007).

2.2 Functional and emotional values

The content in branding, advertising and communication is about motivating the customer and there are two types, rational appeal also known as functional values and emotional appeal which is focusing on emotional values that evoke positive feelings about the brand and product to motivate purchase (Bendixen et al., 2004; Bergstrom, 2000; Doyle & Stern, 2006; Lynch & de Chernatony, 2004; Mudambi et al., 1997; Andersen & Kumar, 2006; Leek & Christodoulides, 2012). Functional values are about communicating the functional benefits of the product or brand (Doyle & Stern, 2006), e.g. the products superior performance, lower

cost, quality, price or better owing's value (Bergstrom, 2000; Doyle & Stern, 2006: Melin, 1999).

Aforementioned, is in line with Delassus and Descotes (2012) who argues that functional value are related to the brands performance, for instance how the service or product meets customers' functional needs. Functional value is a strong motivator when purchasing decisions are mainly rational, e.g. in industrial purchasing (Doyle & Stern, 2006; Mudambi, 2002) as well as when the product's functional quality creates reliability, such as health and food products that are related to people's life and health (Melin, 1999). In the purchasing process in B2B, buyers require tangible features that they can use to justify their purchase decision (Leek & Christodoulides, 2012) and the significance of these functional values, such as performance and quality of the product, has been confirmed by various studies (e.g. Bendixen et al., 2004: Doyle & Stern, 2006: Melin, 1999). Also when competing product offerings differ greatly, business buyer are more accountable for their choices, hence they tend to pay more attention to functional values such as economic factors according to Kotler and Armstrong (2008).

However, Meenaghan (1995) argue that the reality of product and buying situations is that the customer is likely to evaluate both functional and emotional values. On one hand the functional values of a brand are being evaluated against the customer's requirement in a rational or practical manner, on the other hand the customer is evaluating the value and meanings that is implied in a brand in a perceptive and emotional manner (Meenaghan, 1995). Kotler and Armstrong (2008) also argue that business buyers respond to both economical and personal factors which is also in line with Mudambi (2002) who further highlights that emotional values also matter, and known brands have the emotional benefit of reducing perceived uncertainty and risk. Emotional values that seem to be most appropriate for B2B include attributes such as trust, peace of mind, security and credibility (Lynch & de Chernatony, 2004). For several technology-based products, it is the trust attribute inherent in the brand name that acts as a central differentiator and sales closer (Lynch & de Chernatony, 2004). Different emotions are related to different behaviours, but the main aspect of emotions is that it has an instant and direct impact on a persons' behaviour (Andersen & Kumar, 2005). Mudambi et al. (1997) argues that companies should consider substitutable methods when adding value to a product, due to the most common way of adding value is to boost physical product features, but this basic brand or product approach has limitations. Products can become over-engineered, which can result in customers choosing an alternative that better satisfy their needs. The brand or product strength is based on more emotional values, and improvements in the buyer-seller relationship, communications and image, are more challenging to accomplish but can also have a more long-term value (Mudambi et al., 1997).

Studies of business markets have revealed that intangible attributes (emotional values) such as reputation and image can have equal or even greater importance than tangible attributes (functional value) when it comes to purchase decisions (Mudambi, 2002; de Chernatony et al., 2000). As business buyers are human and social, not calculating and impersonal, they react to both reason and emotion (Kotler & Armstrong, 2008). A quality related product attribute can only give a time limited competitive advantage, hence it is hard to just compete with quality related product attributes (Melin, 1999). Even if high and consistent product quality generates a functional value it can never be the basis for a competitive advantages, since this type of attribute is easy to analyse, identify and imitate (Melin, 1999). Marketers within B2B market contexts recognise that emotion has a significant role in business buying decisions (Kotler & Armstrong, 2008). Doyle and Stern (2006) also argue that emotional values are about positive

feelings, and this is relevant when there are no real differences between products. This is also in line with Kotler and Armstrong (2008), who highlights that business buyers allow personal factors to play a larger role in their decisions when suppliers offers are similar, since there is little basis for strictly rational choices.

Values can be both functional and emotional (tangible and intangible), but the fundamental sense of added value is an emotional one, however, emotional feelings have to be backed up by rational aspects such as functional values and the success of a brand comes from having both functional and emotional values (Bendixen et al., 2004; Bergstrom, 2000; Doyle & Stern, 2006; Lynch & de Chernatony, 2004; Mudambi et al., 1997; Andersen & Kumar, 2006; Leek & Christodoulides, 2012). de Chernatony et al. (2000) further argues that you cannot just have functional values without emotions. Bergstrom (2000) also contributes to this view that a company cannot develop sustainable competitive advantages only based on functional values and appeal, such as price, performance and quality. Due to that if a company is solely focusing on competing with the lowest price it will eventually be overthrown by another competitor offering an even lower price (Bergstrom, 2000).

Several research including Mudambi et al. (1997) and Kuhn et al. (2008) tend to lay its weighs on the functional attributes of the brand or product, instead of integrating the emotional attributes. The brands or products emotional attributes are increasingly being recognised as having an importance in the B2B context, which was previously seen as being merely rational (Andersen & Kumar, 2006; Leek & Christodoulides, 2012). However, the relative importance of these emotional attributes in the establishment of brand or product values remains indefinable (Leek & Christodoulides, 2012).

2.3 B2B Marketing and advertising

General assumptions in classic models of consumer behaviour concerns the fact that consumers exposed to marketing stimuli will form a response based on cognitive considerations of these stimuli (Jensen & Jepsen, 2007). Buying behaviour models in business markets (Webster & Wind, 1972) similarly focus on the buying process and the structure of the buying organisation is regarded as an important part of this. Business-to-business advertising differs from consumer advertising mainly in an individual's contextual viewing conditions, the advertisement itself and the buying process (Gilliland & Johnston, 1997). Although all ads are cognitively processed by individuals, business-to-business ads cannot be viewed in a pure consumer behaviour framework due to the unique conditions within business-to-business marketing (Gilliland & Johnston, 1997).

Some researchers argue that the same marketing strategies used for consumer products cannot realistically be the same for business-to-business products (Coviello & Brodie, 2001). Lilien (1987) for instance, argue that B2B markets are unique with multiple individuals involved in the purchase decisions and that B2B buyers are heterogeneous in terms of their number and size. While consumers might be motivated to process an advertisement or direct mail as a result of their personal interest in the product, business buyers view ads for business-related reasons (Gilliland & Johnston, 1997). In a business-to-business market the product is not purchased for the personal consumption of the viewer and the product might be bought for another employee or even someone in another department or geographic location (Gilliland & Johnston, 1997). The result of the study by Coviello and Brodie (2001) however, depict that overall patterns of marketing practices are similar across market type. Although differences in

consumer and business buying behaviours are widely accepted and understood, the same cannot be said for differences in marketing practises (Coviello & Brodie, 2001).

B2B marketers generally use relational building communication channels whereas B2C marketers usually find mass communication disciplines more important (Jensen, 2006). Hence, B2C companies put more focus on advertising as being the main mass communication activity. B2B companies often have more specific targets and a more focused communication, therefore relationship marketing have more relevance within the B2B market context (Jensen, 2006). Standard media that are used in brand and product communication in B2B include; personal selling, advertising, trade shows, direct marketing and the Internet (Lynch & de Chernatony, 2004). The research field of business-to-business advertising has been neglected for many years (Hanssens & Weitz, 1980) and the existing models of business-to-business advertising fail to adequately consider the emotional responses of ad viewers (Gilliland & Johnston, 1997).

The actual advertisement is generally different between business and consumer targets and depending on the nature of the product, the ad is also likely to contain heavy and technical information in comparison to a consumer ad (Gilliland & Johnston, 1997). The main reason for this is that many business-to-business advertisers believe that there is little, if any, emotional attachment between the purchaser of a business product and the product itself (Gilliland & Johnston, 1997). Kotler and Pfoertsch (2007) however respond to these kinds of statements by questioning whether anybody truly believes that people can turn into unemotional and rational machines when at work. As people acting in business markets is the same as people acting in consumer markets, it seems odd if their behaviour is always purely rational in the business market when this assumption is not applied when they act as consumers (Jensen & Jepsen 2007). One of the main implications of the more technically worded print ads is the failure of many business-to-business advertisers to build strong brand identities with their potential customers (Gilliland & Johnston, 1997). Emotional appeals are important in business marketing communications and should focus on the brand rather than technical features of the product (Jensen & Jepsen 2007). Favourable recollection, brand attitudes and beliefs are best attained by relating the brand to image-based or experiential consumption of the product rather than displaying details, facts and product photos (Gilliland & Johnston, 1997).

Failure to utilise the powerful identity-creating potential of emotions reduces an ad's effectiveness (Gilliland & Johnston, 1997). Purchase decisions in organisations are often made in groups, which imply that decisions are taken through logical reasoning. However, viewers of business ads will experience the same potential emotional effects as viewers of consumer ads. As opposed to purchase decisions being made on the sole basis of operational or economic criteria, they are often based on less rational reasoning (Gilliland & Johnston, 1997). In a study by Jensen and Jepsen (2007) it was found that only eight out of 48 advertisements in B2B displayed the corporate brand and not a specific product as the primary message. Positive emotional appeals were used in 18 advertisements but only in five of the eight advertisements displaying a brand as the primary message, a positive emotional appeal was also used. Actually, only three out of the total 48 advertisements used positive emotional appeals together with a clear display of the brand, thus enabling the customers to learn a positive association between the two (Jensen & Jepsen 2007).

Consumer's exposure to marketing activity is selective, when an advertising message comes into contact with a consumer's senses, the consumer is exposed to the message which means

that the message has a chance of being noticed by the consumer (Evans, Jamal & Foxall, 2009). At the attention stage, particular techniques can be used by marketers in order to attract and maintain attention, these techniques include e.g. the use of colour, novelty and humour. Novelty in a message refers to the fact that the message in some way stands out, thus attracting more attention. A distinct and unusual message can create feelings of surprise, which not only gain attention but also encourage the consumer to spend more (Evans et al., 2009).

For example IBM (International Business Machines) acknowledged that B2B buyers were looking for peace of mind when making important and large buying decisions (Lynch & de Chernatony, 2004). IBM exploited this insecurity in a very successful B2B advertising that contained a pillow embroidered with IBM and a headline that said: "What most people want from a computer service company is a good night's sleep" (Lynch & de Chernatony, 2004, p. 409). By making this emotional connection with purchasers, IBM was capable of highlighting the competitive advantage of doing business with a market leader and communicating security as well as taking away the uncertainties inherent in large decision making (Lynch & de Chernatony, 2004). Using humour in marketing communications is also often regarded as an effective way of getting attention and improve brand recognition (Evans et al., 2009). Furthermore, language is a primary concern for all international marketers as the use of local language may assist marketers in gaining credibility in a foreign environment, thus decreasing the risk of miscommunication (Wilkinson, McAlister & Widmier, 2007).

An advertisement produces varied responses in different readers and feelings generated by the ad will lead to an evaluation of positive or negative (Gilliland & Johnston, 1997). One study found that even though individuals are not aware of having been exposed to an advertisement, there is a significant increase in the occurrence of the product in their purchase considerations (Jensen & Jepsen 2007). An emotionally appealing B2B ad will lead to stronger liking of the ad itself and an ad that creates a positive feeling will render a more positive attitude about the ad (Gilliland & Johnston, 1997). The use of emotion in business-to-business print ads suggest the possibility of communicating emotional experiences of using or associating with a product to the viewer, and are directly linked to brand attitude formation and high levels of recall (Gilliland & Johnston, 1997). According to Gilliland and Johnston (1997) a better understanding of business advertising would significantly contribute to business-to-business marketing as well as enabling advertisers to create more effective ads and campaigns.

2.3.1 Direct marketing and email

A key objective of marketing activities is to develop a relationship between a company and its customers, and many authors have emphasised the role of direct marketing in achieving this aim (Reis et al., 2009). Marketing activities, such as direct marketing, are designed to create strong, unique and positive associations of the brand in the consumers' memory, leading to positive attitudes towards the brand and products (Aaker, 1991; Keller, 1993; Yoo, Donthu & Lee, 2000; Yoo & Donthu, 2001). Direct marketing is a growing area within the marketing practice, however academic research within this area has been inadequate (Bult & Wansbeek, 1995). Direct marketing is defined by Kotler and Armstrong (2008, p.514) as "connecting directly with carefully targeted individual consumers to both obtain an immediate response and cultivate lasting customer relationships". Another definition of direct marketing includes the delivery of a marketing message to a target customer or potential customer, in a favourable format for the customer, delivered to the customer by the seller, without an intermediate person or indirect media involved (Bose & Chen, 2009).

Direct marketing aims at establishing and maintaining long term, direct relationships between a supplier and its customers (Vriens, van der Scheer, Hoekstra & Bult, 1998). Direct marketing is regarded by Merisavo and Raulas (2004) as one tool which marketers can use in order to deepen customer-brand relationships and raise brand loyalty. By observing the responses from the customers, direct marketers can adjust their strategy and develop their direct marketing activities (Bose & Chen, 2009). Direct marketing has become one of the fastest-growing forms of marketing and it continues to become more web-oriented (Kotler & Armstrong, 2008). The succeeding spread of low-cost internet access opened up opportunities for companies to be able to address thousands or millions of individual customers directly in an approach that was previously unthinkable, and only manageable by the use of intermediaries (Palmer & Koenig-Lewis, 2009).

Online communication should have a strong appeal to B2B marketers as it fills an evident gap within relationship marketing (Jensen, 2006). Direct mail involves sending an offer, reminder, announcement or other item to a person at a particular virtual or physical address and it also permits high target-market selectivity, is flexible and allows easy measurement of results (Kotler & Armstrong, 2008). Email is the fastest growing communications technology in history and it has a strong appeal for marketers as it is easy, quick and cheap as well as providing the benefit of one-to-one marketing (Chittenden & Rettie, 2002; Jensen, 2006). Email also represents a promising tool in order to enhance brand loyalty as it helps marketers to keep in touch with their customers on a regular basis and at a low cost (Merisavo & Raulas, 2004). Email marketing has only recently begun to gain importance in corporate marketing despite its potential for building and maintaining customer loyalty (Merisavo & Raulas, 2004).

In a study by Vriens et al. (1998) the authors selected a sample of respondents to be confronted with experimentally varied mailings. By randomly sending each different mailing to a large group of respondents, the researchers strived to identify the optimal characteristics of the mailing content on the basis of the response figures (Vriens et al., 1998). The research method of Vriens et al. (1998) made the researchers able to answer the question of to what extent the characteristics of the mailing content affected the response rate. One approach for improving the effectiveness of direct mail concerns manipulating the characteristics of the content as well as the design of the mail (Vriens et al., 1998).

In a study by Chittenden and Rettie (2002) the authors identified factors associated with higher response rates of direct email campaigns; incentive, number of images and email-length. The study by Chittenden and Rettie (2002) also concludes that email marketing is more effective for retaining existing customer rather than as a tool for acquiring new ones, since it facilitates two-way communication between the firm and its customers. Email campaigns can be used for various purposes, such as sharing information about products, build brands and guide customers to websites (Merisavo & Raulas, 2004). Vriens et al. (1998) highlights the importance of the quality of the mailing list, the characteristics of the commercial offer, the creative and innovative elements or the design of the mail, as well as the timing of the mailing. The response model presented by Chittenden and Rettie (2002) identifies three stages in email marketing; getting the recipients to open the email, hold their interest and persuade them to respond.

2.4 Measuring the outcome of marketing activity

Every year, firms allocate resources in order to contact its customers through various channels, including direct mail, telephone sales, sales personnel and online (Rust et al., 2004). However, many of the contact efforts are targeted at the right customer but with the wrong offer or appeal. As the business world has moved towards relationships rather than just transactions, the influence of marketing actions on the perception of relationships has become increasingly important (Rust et al., 2004).

In order to assess the impact of marketing investments on customers, five key dimensions are recognised by Ambler, Bhattacharya, Edell, Keller, Lemon and Mittal (2002). The first dimension refers to customer awareness, i.e. the extents to which a customer recall and recognise the firm, the second dimension include customer associations, i.e. the favourability, strength, and uniqueness of perceived benefits and attributes for the firm and the brand (Ambler et al., 2002). The third dimension regards customer attitudes i.e. the customer evaluation of the firm and the brand in terms of quality and the level of satisfaction, the fourth dimension is customer attachment, i.e. the customer loyalty towards the firm and the brand, and the last dimension refers to customer experience, i.e. the extent to which customers talk to others about the brand, use the brand and seek out brand information (Ambler et al., 2002).

A marketer's main concern is to attract attention from the consumers, which means that the consumers notice the message (Evans et al., 2009). After being exposed to a message and paying attention to it, the consumer continues by making sense of and interpreting the message. Learning is then the stage where the consumer stores the message in his or hers memory, followed by the attitude stage where consumers take a more or less favourable position towards the marketing message. These stages determine whether an action will take place and what kind of action will be undertaken, e.g. trial, purchase or simply searching for more information (Evans et al., 2009). The process of responding to a direct mail offer includes three critical behavioural components; the potential respondent opening the envelope, the potential respondent taking notice of the elements of the mail and the offer, and the potential respondent actually responding to the offer (Vriens et al., 1998). The company should have a business model which tracks how marketing investments influence customers' knowledge, beliefs, feelings and behaviour (Rust et al., 2004). These outcomes are usually measured by nonfinancial measures such as behavioural intention and attitude. A significant part of the market value of firms today lies in its intangible assets, such as brands, rather than in tangible assets (Rust et al., 2004).

3. Methodology

In this chapter we justify the choices that we have made during the research process, and this will be presented and described in the Research foundation, Research approach, Research strategy, Data analysis, Research validity and reliability as well as the Generalisation perspective of this study.

3.1 Research foundation

This study is done in collaboration with a Swedish state-of-the-art medical technology company called Getinge. Why this company was chosen from the beginning was that one of the researchers' of this study had a four month long internship at Getinge in the beginning of the master of science programme. This internship led to a deeper insight into the company as well as discussions with senior managers about key markets, problems as well as B2B versus B2C. This in turn led to the assembling of all three researchers and the key meeting with senior manager John Hansson who is President at Getinge International AB and General Manager EEMEA (Eastern Europe, Middle East, and Africa region) at Getinge Infection Control. This meeting then brought up discussion about the differences between B2B and B2C, marketing communication as well as functional and emotional values, which then this study was based on. This was of interest to both parties and a collaboration then began and we, the researchers, were granted access to Getinge's photo gallery, communication material as well as the database of hospitals in the Turkish market, which this study is focusing on in order to answer the research question.

So to sum up, it started with an internship, a number of meetings with different parties and a shared view of the gap between B2B and B2C as well as functional and emotional values. Furthermore, the researchers have had continuous contact with Getinge representatives' throughout the research process.

3.2 Research approach

We have based our study on a deductive strategy, where we firstly got into the theories in the area that our study concerns in order to compare the theories to the reality. According to Bryman and Bell (2007) a deductive strategy characterise the commonest view of the nature of the relationship between theory and research. In an deductive strategy, the researchers finds out what is known in a particular area and of the theoretical considerations in relation to that area, then they deduces a hypothesis that must then be subjected to empirical scrutiny (Bryman & Bell, 2007). With a deductive strategy the researcher are firstly gathering information and expectations about how the world is and then go out in the reality to find out if the expectations are consistent with the reality (Jacobsen, 2002).

According to Jacobsen (2002) there are some negative aspects of a deductive strategy, since the researchers tries to find support from already established theories, which in turn can lead to that vital information gets neglected. We believe, however, that in our particular area we needed some prior knowledge in order to obtain the information that we wanted from our respondents, hence the deductive theory was needed for our study. A deductive strategy is associated with a quantitative research approach and an inductive strategy is associated with a qualitative research approach since an inductive strategy is trying to link data and theory (Bryman & Bell, 2007). As we will use a quantitative research approach a deductive strategy was more appropriate in this study since there was a need for us as researchers to be well

informed about our topic in order for us to ask the right and relevant questions to the respondents.

3.3 Research strategy

The quantitative and qualitative research represents diverse research strategies and each of the strategies carries with it striking differences in terms of the role of theory (Bryman & Bell, 2007). According to Bryman and Bell (2007) a quantitative research is defined as a distinctive research strategy and is described as entailing the collection of numerical data as well as demonstrating a view of the relationship between theory and research as deductive. With a quantitative research there is a need to standardise the data information, hence it is not possible to analyse every unit in a unique way (Jacobson, 2002). We have selected to do a quantitative study with 150 respondents and Bryman and Bell (2007) states that a quantitative research can be construed as a research strategy that stresses the quantification in the collection and analysis of data. The main reason for choosing a quantitative research strategy in this study is due to the fact that we want to analyse the outcome of using different marketing campaigns within the business-to-business market context. Hence, we needed many respondents in order to be able to get all the relevant data and enable a comparison between the varied campaigns. As our research question refers to an analysis of using functional and emotional values within the B2B market context, we strived to gain a more general perception from a larger part of the population and their attitudes, rather than an in-depth review from only a few individual respondents.

However, in this study we have also gathered some qualitative information regarding Getinge and the hospital market from senior manager John Hansson who is President at Getinge International AB and General Manager EEMEA (Eastern Europe, Middle East, and Africa region) at Getinge Infection Control. As John Hansson has been working at Getinge for more than 13 years, together with his position within the company, this makes him a credible source of information regarding these aspects according to us. We have only had a few short qualitative interviews with John Hansson and therefore the quantitative approach is the main research strategy in this study.

In a quantitative research the main concern is to develop and design a questionnaire with given answers (Jacobsen, 2002) in order to employ measurement (Bryman & Bell, 2007). This way of designing questions is often used in phone interviews and mail questionnaires (Jacobsen, 2002). In order to carry out our questionnaire, phone interviews were conducted by a Turkish survey company named MRC, hence the questionnaire was not sent to the respondents beforehand. MRC is a professional survey company that Getinge have used many times before, and therefore we considered them reliable and trustworthy to conduct this survey for us. In a quantitative research the researchers is not limited to a single source of data, instead they use questionnaires to carry out a survey (Yin, 2011). Many interviews are done by an interviewer, either by phone or by a personal visit and the risk that the respondents misinterpret a question is less in a phone or personal interview then with a postal questionnaire (Kröner & Wahlgren, 2005). We selected phone interviews to collect our data as this data collection method is more flexible than postal or email questionnaires since we wanted to make sure that the respondents understood the questions. Another reason for choosing phone interviews was that the questionnaires were sent to scattered parts of Turkey and we wanted the 150 respondents to be contacted at approximately the same time.

There is a need for a big groundwork in order to make a good questionnaire, which in turn leads to that a quantitative research has to be planned more thoroughly than a qualitative research (Jacobsen, 2002). Since this study is made in collaboration with Getinge Infection Control, the resources and information that we received from the company facilitated many of the research processes, but at the same time the some decision making processes were prolonged due to many parties involved.

3.3.1 Sampling

A statistic analysis or quantitative research is intended to get information and knowledge about a population (Kröner & Wahlgren, 2005). The researchers usually define a population with the help of a register or a frame of the individuals that represent that population. It is important that the difference between the frame and the population the researchers want to research is not too big, in other terms the target population (Kröner & Wahlgren, 2005). The whole population in our study consists of 1350 Turkish hospitals, with approximately 30% private and 70% public. Therefore, our target frame reflects a replica of the total population in order for us to be able to generalise our findings to the whole Turkish hospital market. Probability sampling is a vital procedure in a social research since it makes implications about the random sample in relation to the population from which the sample was selected (Bryman & Bell, 2007). Hence, the researchers can generalise their findings that was derived from a sample to the population (Bryman & Bell, 2007). If the frame of the population does not cover the actual population, there is a risk of a wrong systematic coverage in the research (Kröner & Wahlgren, 2005). The researcher should also bear in mind the problem with non-respondents, which can lead to that only some of the respondents will agree to participate in the research (Bryman & Bell, 2007). Our study consisted of 150 respondents, and when collecting our data we were able to get answers from 135 of these respondents, which represents 90% and 10% of the total population. Getinge provided the contact information to the respondents at the different hospitals to us.

According to Bryman and Bell (2007) a stratified random sampling is when the researchers want the sample to be exhibited as proportional representation of the population as possible. The benefit of stratified sampling is that it confirms that the resulting sample will be scattered in the same way as the population in terms of the stratifying criterion (Bryman & Bell, 2007). Since the total hospital market in Turkey is divided into 30% private and 70% public hospitals, we wanted our respondents to be equally divided in private and public hospitals. According to Bryman and Bell (2007) the researcher should consider the homogeneity and heterogeneity of the population from which the sample should be taken. Hence, the greater the heterogeneity is of the population, the larger the sample will need to be (Bryman & Bell, 2007).

There are many different opinions of how big sample the researchers need from a population in order for the researchers to make sufficiently reliable estimations (Kröner & Wahlgren, 2005). According to Bryman and Bell (2007) the decision about how big a sample should be is dependent on a number of factors and there is not one definitive answer, but for instance, some factors are the constraints of time and cost and the need for precision. If the sample is less than 10% of the population, then the reliability is almost insignificant no matter how big the population is (Kröner & Wahlgren, 2005). Therefore, in order for our study to be reliable, we have a sample which represents more than 11% of the total population. According to Bryman and Bell (2007) to increase the size of the sample increases the likely precision of a sample, which in other words means that as a sample increases the sampling error decreases.

Hence, any decisions about a sample size should be about how much sampling error the researcher is prepared to tolerate (Bryman & Bell, 2007).

Overview of the sampling

- 1350 hospitals
- 400 private and 950 public
- 400 private / 1350 total = around 30%

- 150 will be part of the campaign
- 150 respondents / 1350 total = 11%
- 400 private / 1350 total = around 30%
- 30% x 150 respondents = 45 private
- 150 respondents – 45 private = 105 public

- 45 respondents private
- 105 respondents public

Figure 2: Overview of the sample.

135 of the 150 hospitals could be reached for an interview about the campaigns that were sent out, which is 10% of the total market. According to us this is quite a good number as these respondents represent larger buyers, which is also in line with Kotler and Armstrong (2008) who argue that the B2B market consists of fewer but much larger buyers. The campaigns were sent either to doctors, specialists or nurses at the different hospitals which are all part of the decision making process. The fact that the persons receiving the campaigns were not the same across all hospitals does not have any implications for the findings in this study as we first and foremost aim to analyse the respondents' perception and response in relation to functional and emotional values. These outcomes are more related to the people who are part of the decision making process within the different hospitals and their perceptions, rather than their respective positions within the hospitals.

3.3.2 Campaigns

In order to conduct our study we constructed three different direct marketing campaigns, one focusing on the functional values of the Getinge brand, one focusing on the emotional values of the Getinge brand, and one campaign which combines both the functional and emotional values. As previous research about the significance of functional and emotional values within the B2B context is conflicted and under-researched, our research aims to decrease this current gap.

When constructing the three different campaigns, we were guided by existing theories within the field of functional and emotional values and the tangible and intangible aspects which they are associated with. When making the campaign based on emotional values, we were also inspired by the successful campaign by IBM that solely focused on intangible aspects such as peace of mind and reliability. The campaign based on functional values was solely based on tangible aspects such as performance and quality, the campaign based on emotional

value was solely based on intangible aspects of the Getinge brand such as trust, peace of mind and reliability, while the last campaign was a combination equally based on the emotional and functional values.

As our research is conducted in cooperation with Getinge, it was important that Getinge had the chance to review our progresses and the construction of the campaigns so that Getinge could make sure that it followed their corporate image. In this study the campaigns were constructed so that the colours and formalities used would match Getinge's logo and brand image (see appendix A.2). Besides Getinge we also contacted an advertising agency named "hstd reklambyrå", who is familiar with Getinge's corporate image, so that the construction of the campaigns would also be examined by a professional objective partner. When the campaigns were examined and approved by all parties, the campaigns were sent down to Getinge in Turkey to be translated into Turkish by a professional in both English and Turkish (see appendix A.3). The reason for the translation of the campaigns into Turkish was that the respondents did not have that developed English communication skills and therefore a translation was needed in order for them to completely understand the message, thereby decreasing the risk of misunderstandings. According to Wilkinson et al. (2007) language is a primary concern for all international marketers as the use of local language may assist marketers in gaining credibility in a foreign environment, thus decreasing the risk of miscommunication. We know that one disadvantage with translating the campaigns is that we cannot control the correctness of the translation. This disadvantage is limited in this study according to us since the person translating the text is completely fluent in both languages and familiar with our topic as well as the purpose of our study.

In this study the chosen communication channel for the direct marketing campaigns was through targeted direct emails. As mentioned by Chittenden and Rettie (2002) emails has the advantage of being less costly and easier to measure than ordinary mail and at the same time direct emails are still flexible and permits high target selectivity as mentioned by Kotler and Armstrong (2008).

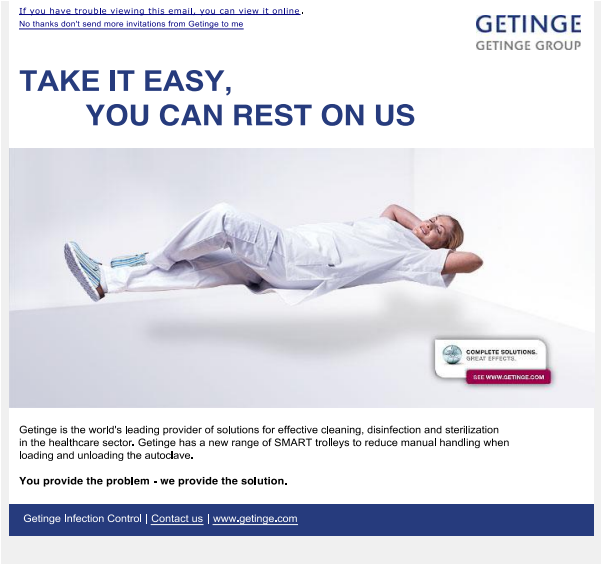
Our research process is similar in many ways to Vriens et al. (1998) as we also wanted to test varied email campaigns, measure the customer's attitudes and responses, and thus analyse how the different email contents affected these responses.

The three campaigns were sent out as follow:

- **Campaign 1 "Functional values", 50 respondents**
- 15 private and 35 public
- **Campaign 2 "Emotional values", 50 respondents**
- 15 private and 35 public
- **Campaign 3 "Functional and Emotional values, 50 respondents**
- 15 private and 35 public

Campaign 1: Functional values

Campaign 2: Emotional values



Campaign 3: Functional and Emotional values

Figure 3: The three campaigns.

3.3.3 Survey

When it comes to gathering data in a quantitative research, the most used way is questionnaires with given response options (Jacobsen, 2002). Due to that we did not want to steer the respondents answers in a specific direction we used the same questionnaire in relation to all three campaigns. By using one survey for analysing the responses from the three campaigns we also enabled a direct comparison between the answers. The researcher is asking questions in an specific questionnaire and the respondent can only answer the questions within the given frames that the researchers has developed beforehand (Jacobsen, 2002). When constructing our survey, we used a varied design of questions and categories of answers (see appendix A.1). Most questions were closed with predetermined answer alternatives, but with an alternative that said "others" where the respondents could specify if their answer was not included in the existing categories. In a quantitative questionnaire the questions are often closed since it is easier for the respondent to just tick one of the answering options (Kröner & Wahlgren, 2005). The respondents are then obligated to answer within specific categories such as "yes", "no", "totally agree", "very positive" and so on (Jacobsen, 2002). With closed questions it is also a risk that the answering options does not cover all the possible answers, hence the questionnaire should have a answer option that says "others", were the respondent can specify their answers instead (Kröner & Wahlgren, 2005). We also used a few open questions in our survey in order to make sure that we did not exclude any valuable information from the respondents. With open questions the respondents can formalised their own answers, hence the qualitative aspects can come forward, but then there is also a need for the answers to be coded in order to analyse them (Kröner & Wahlgren, 2005).

It is important that the researcher know what they want to research and which information that they need as well as how the information should be processed, reported and used (Kröner & Wahlgren, 2005). According to Jacobsen (2002) there are three central things in order to plan and make a questionnaire, and they are; the concepts need to be concretised, the questions need to be as concrete as possible as well as the executions of the questions need to be decided. When constructing our survey we designed the questions and answer alternatives in a specific way in order to make them understandable for both the respondents and the interviewers, as well as facilitate our data analysis. The data collecting method is also effecting the development and design of the questions and vice versa (Wärneryd, 1990). Our survey consisted of 10 questions as we wanted to make the survey easy and fast to answer while still capturing all important information. If the survey has too many questions the respondents might just answer some of the questions or they might not do the survey at all and this in turn can lead to that the result in the research is less credible (Kröner & Wahlgren, 2005).

Both the design of the questions as well as the answer alternatives were based on theories within our field of research. Before sending out the survey we contacted a professor at Halmstad University who is specialising within the quantitative research field, as well as contacting a marketing research company in Halmstad named Quicksearch that also specialise in the construction of surveys. When the professor and the consultant at Quicksearch had reviewed our questions we also did a test trial on five master students at Halmstad University in order to detect any unforeseen complications or misinterpretations with the questions. As we already mentioned the English communications skills in many parts of Turkey is limited and therefore also the survey and interviews were conducted in the respondents' native language. By conducting the data collection in Turkish we wanted to ensure that we would get

the full and accurate information from the respondents, however one disadvantage with this translation is that the answers needed to be translated back to English in order for us as researchers to process the information. Since most of the questions in the survey were closed questions with specified alternatives the risk for misinterpretations was limited.

3.3.4 Memory

According to Kröner and Wahlgren (2005) there are many reasons for why a question is wrongly filled out. For instance the respondents can misinterpret if the question is poorly formalised or the respondents can answer the question wrongly if they remember incorrectly (Kröner & Wahlgren, 2005). There are many uncertainties regarding memory, since different type of data can create different type of memory losses (Wärneryd, 1990). When a person experience something or do something that memory will not just be registered but also processed and stored in that persons mind. This process affects what the person experience both before and after the specific event that the interviewer is interested in. Given that memory losses is often more and more valid the longer the time passes, the interviewer should make sure that the event which should be reported are as close, to the interview, as possible (Wärneryd, 1990). Since we wanted the respondents to remember as much as possible about the direct email campaign but at the same time have the time to reflect about the email, the survey company conducted the telephone interviews two to three days after the campaigns were sent out. Thereby, we wanted to decrease the risk of memory losses from the respondents.

3.4 Data analysis

In the analysis chapter we have analysed the primary data that we got from the interviews from MRC with the full answers from the respondents, and here we have chosen to go into more detail on those questions which require further explanation. Question 2 and 3 will not be discussed here since these were only asked for Getinge's sake and are not part of our analysis. The first question was a yes or no question and therefore this was analysed by dividing the answers into these two categories, afterwards we also further categorised the yes and no answers depending on if the respondents were private or public hospitals. Furthermore, we continued by analysing the percentage of yes and no answers in relation to the three campaigns in order to detect variations.

The majority of questions were closed questions with pre-determined answer alternatives (question 5, 6, 7, 9 and 10) and these were analysed through comparing the percentage and the number of respondents within the different answer categories. In question 5, we had four alternatives that were based on the theory. For the respondents to have the same opportunity to choose either functional or emotional values, we came up with two alternative of each kind. The functional alternatives were; because of the product's quality and because of the product's functionalities while the emotional alternatives were; because it was from Getinge and because the email was funny.

When it comes to question 7 we further analysed this question by categorising the answers into three categories which are: Positive, Neither Negative nor Positive and Negative. In the category Positive, the answers from Positive and Very positive was sampled, while the category Neither Negative nor Positive consisted of the answers in this existing category. The last category Negative consisted of the answers from Negative and Very negative. We did this in order to see if some campaigns tended more towards either positive or negative compared to the other campaigns.

When analysing the open questions (question 4 and 8 as well as the open alternative in question 5 and 6) we began by categorising the answers guided by our theoretical framework. When categorising the answers we started by looking for some common key words, then continuing by looking for similarities and differences between these key words, and finally sorting them in different categories.

In the end of the analysis we conclude by giving an evaluation of the three campaigns along the four main responses that the campaigns evoke within the respondents. These four responses include; recollection, action, perception and interest, which are derived from question 1, 6, 7 and 9 in the survey. The reason for choosing these variables are due to the fact that they are of interest for B2B companies when it comes to deciding which response activities the firm are striving for and then which campaign is most suitable for attaining this desired response. In this model we chose not to include some of the variables we have in the survey, such as question 4, 5, 8 and 10, as we do not regard these as relevant when recommending different types of campaigns to B2B companies. These questions were mainly important to us as researchers in order to answer our research question. In order to evaluate these four different responses in a model, we ranked the campaigns in accordance to the outcome of the analysis regarding these questions. In the different questions, the campaign that got the highest ranking received 3 points, the second campaign received 2 points and the last campaign received 1 point.

3.5 Research validity and reliability

Jacobsen (2002) writes about two requirements of research; validity and reliability. Validity concerns whether or not the researchers actually measures what was intended to be measured, while reliability concerns whether or not the researchers can rely on the information that has been collected (Jacobsen, 2002).

In a research there is always the possibility that the researcher measure something because it is possible to measure it, but in the reality they actually want to measure something else (Kröner & Wahlgren, 2005; Bryman & Bell, 2007). Since the data collecting method affects the validity of the data it is important to discuss if the process of collecting data is suitable for the specific research question (Jacobsen, 2002). Since our research question is indicating that we want to measure the perception and response of the respondents when it comes to functional and emotional values in B2B market communication, a quantitative research approach was more appropriate in order to answer this question. It is important to see if items actually measure the concepts the researchers wants to measure (Kröner & Wahlgren, 2005). Validity is a measurement of consistency between the item in the survey it intended to measure and what it actually measures (Kröner & Wahlgren, 2005). In order to insure that our items in our survey actually measured what we intended to measure we had them examined by both a professor at Halmstad University and a survey company, we also did a test trial on some university students in order to see if the survey worked as we wanted it to, as we have stated before.

According to Bryman and Bell (2007) reliability is referred to as the consistency of the measure of concepts. Repeated measurement of the same variable of a certain individual should give approximately the same result and this is a measurement of reliability (Kröner & Wahlgren, 2005). Since the whole Turkish hospital population consist of 1350 hospitals and we in this study managed to get 135 answers, which is 10 % of the whole population, we believe that if someone else would do the study again the result would not be that different.

The method of collecting the data also affects the reliability since all methods are selective in the gathering of information (Jacobsen, 2002). Since we use a quantitative research approach in this study we already knew which information we were looking for, hence we also purposely excluded information which we did not find relevant to our purpose. In order to increase the reliability of our study, we included some open questions in our survey to be able to capture important information which our questions could have precluded.

3.6 Generalisation

In a quantitative research the researchers are usually concerned about their ability to say that the researchers findings can be generalised in their particular context in which the research was conducted (Bryman & Bell, 2007). Hence, the researchers want their questions to be answered by a number of people and that the results can be applied to other individuals than those who responded in the study. Therefore it is important for the researchers to give out a questionnaire to a representative sample (Bryman & Bell, 2007). We conducted our study of a sample that represented the whole Turkish hospital population as much as possible, since we had the same percentage of private and public hospitals. The researchers want the sample to be as representative as possible in order to be able to say that the result are not unique to a specific group upon whom the research was conducted (Bryman & Bell, 2007). Hence, the researcher wants to be able to generalise the finding beyond the cases that makes up the samples (Bryman & Bell, 2007). Our findings are only generalizable to the sample in our study (i.e. the 150 respondents), but due to the fact that the sample is representable for the whole population, we believe that our findings could be applicable to a larger part or the whole part of the population of hospitals in Turkey as well as other develop countries with the same conditions, however this needs to be tested through further research. According to Bryman and Bell (2007) even when using probability sampling the findings of the sample can only be generalised to the population from which the sample was taken, since it can be easy to think that the finding from a sample have some kind of broader applicability.

4. Empirical presentation

In this chapter the empirical presentation will present a Case description of Getinge and the healthcare market as well as the data from the survey that was conducted in Turkey. We will only display the answers and data from the respondents that said yes to the first question in the survey. We will mostly focus on questions 1, 4, 5, 6, 7, and 9 since they are the main questions in our study, but question 8 and 10 will also be presented. Hence, the data from question 2 and 3 will not be presented under this empirical presentation due to the questions were merely for the company Getinge's use and benefit, as well as it does not add any valuable information for this study in order to answer the research question or purpose. The data will be presented both in writing, numbers, and percentage as well as visualised in tables and pie charts.

4.1 Case description of Getinge and the healthcare market

Olander Larsson founded Getinge in 1904 [1] and the company, Getinge Group, is focusing on state-of-the-art medical technology and has its headquarters in Getinge, which is located on the west coast of Sweden just south of Gothenburg [2]. Getinge is organised into three different areas which is; Extended Care (ARJOHUNTLEIGH), Medical Systems (MAQUET) as well as Healthcare and Life Science (Getinge Infection Control) [2]. Since 1993, Getinge Group has been listed on the Stockholm Stock Exchange and the company has had an average annual sales growth of 14% [3]. Getinge Group has over 100 proprietary sales companies globally, and 28 production facilities in 9 countries and around 15 000 employees [3]. Furthermore, Getinge has net sales of around 25 billion SEK [4] as well as a global market share of 20%, but this varies greatly between countries (John Hansson, personal communication, 9th of May, 2013). In this study we are focusing on Getinge Infection Control, which delivers products such as sterilisation equipment (autoclave), disinfectors, loading trolleys etc. [1]. Getinge Infection Control can be found all over the world, with over 230 distributors and partners as well as 31 subsidiaries on 6 continents [2].

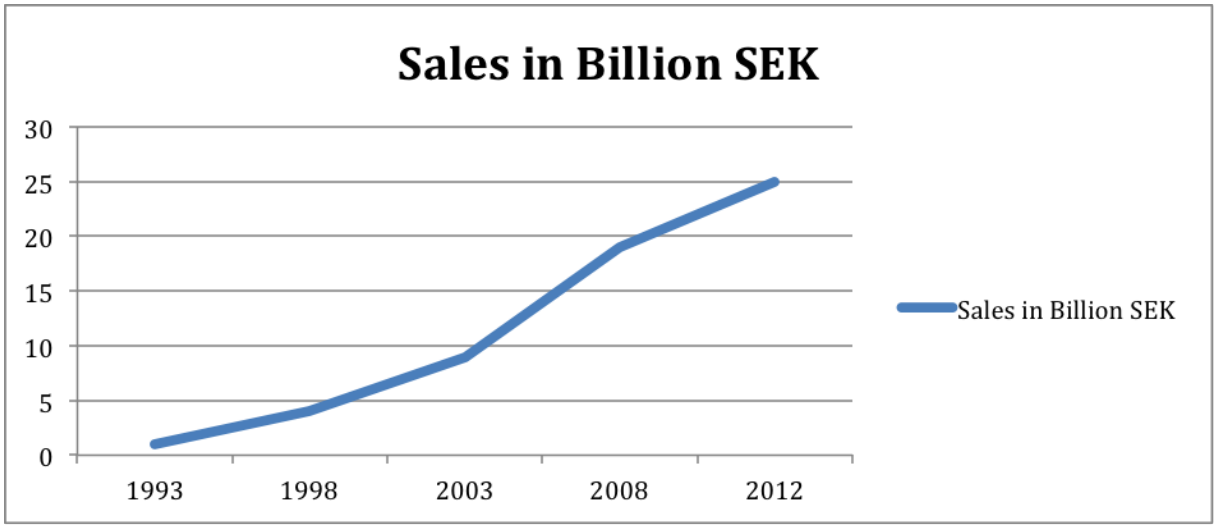


Figure 4: Getinge net sales 1993-2012.

During a scheduled meeting with John Hansson (personal communication, 10th of December, 2012), who is President at Getinge International AB and General Manager EEMEA (Eastern Europe, Middle East, and Africa region) at Getinge Infection Control, it was discussed that Getinge has begun to use both functional and emotional values in their marketing campaigns, but without actually analysing how these campaigns have been perceived by their customers.

John Hansson portrays the healthcare market as being represented by mainly public actors with official procurement, besides USA where it is largely private operators but they also make procurements in large purchasing groups due to the hospitals team up when making purchases (personal communication, 9th of May, 2013). The western Europe hospital market is somewhat in line with the overall market of the developing countries, with a Minister of Health i.e. one purchaser per country. The healthcare market is also characterised by large cultural differences and the buyer is local not global, hence it is of significance to address the local needs in order to have an impact on the market (personal communication, 9th of May, 2013).

John Hansson also explained that Getinge was especially interested in the Turkish hospital market since this market represents a high expansion potential for Getinge (personal communication, 10th of December, 2012). John Hansson describes the Turkish healthcare market as being similar to the Swedish healthcare market in regards to many aspects, with mandatory health insurance, which covers the public spending (personal communication, 9th of May, 2013). The degree of corruption in Turkey is also very low according to John Hansson (personal communication, 9th of May, 2013).

This study is therefore focusing on the healthcare sector in Turkey, which consist of 1350 hospitals in total and of these 1350 hospitals, 400 of the hospitals are private while 950 of the hospitals are public [5]. According to John Hansson (personal communication, 9th of May, 2013) there is not much difference between public and private hospitals in Turkey when it comes to their purchasing behaviour. Institutional markets consist of e.g. schools, hospitals and nursing homes, and are characterised by buying objectives which do not relate to profit or cost minimisation (Kotler & Armstrong, 2008). According to Kotler and Armstrong (2008) government buying and business buying are similar in many ways but there are also differences, and government organisations tend to favour domestic suppliers over foreign suppliers.

4.2 Data presentation

As has been said before, around 30% of the Turkish hospital market consists of private hospitals. In this study 150 hospitals will be part of the campaigns, which is approximately 11% of the market. 45 will be private hospitals and 105 will be public hospitals, which adds up to 50 hospitals in each campaign where 15 is private and 35 is public.

135 of the 150 hospitals could be reach for an interview about the campaigns that were sent out, which is 10% of the total market as can be seen in figure 5.

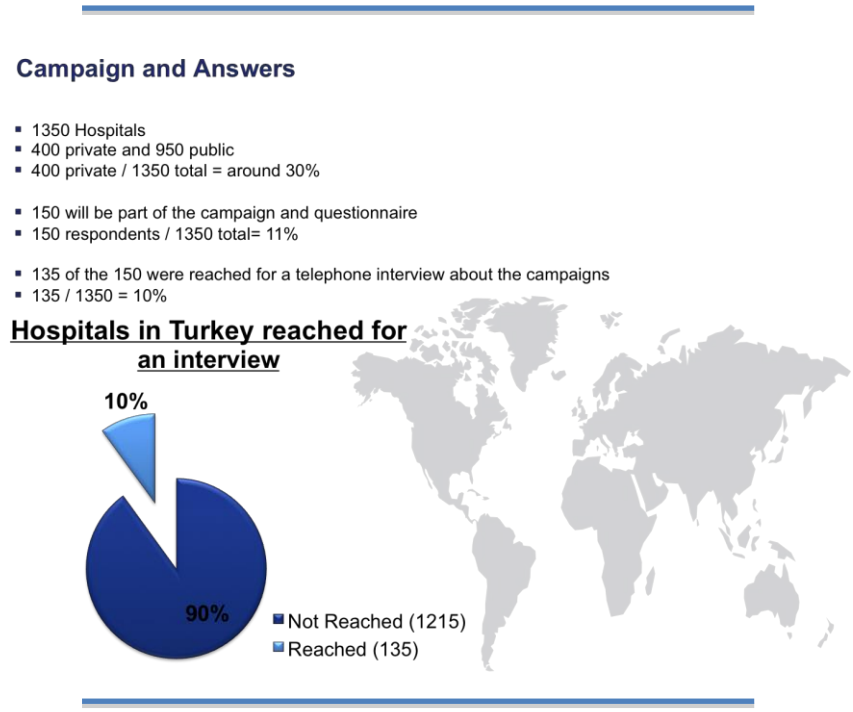


Figure 5: Hospitals in Turkey reached for an interview.

Of the 135 reached hospitals 44 of the respondents were from campaign 1, 45 of the respondents were from campaign 2 and 46 of the respondents were from campaign 3. Hence, there is no significant variance between the campaigns' in regards to the number of hospitals that was reached and therefore it cannot have a negative influence on the outcome of data.

Question 1: Recently you received an email from Getinge, do you remember this email?

36 of 135 respondents said yes in question 1. This ends up with 27% remembering the email and 73% not remembering the email from all the three campaigns as can be seen in figure 6 down below.

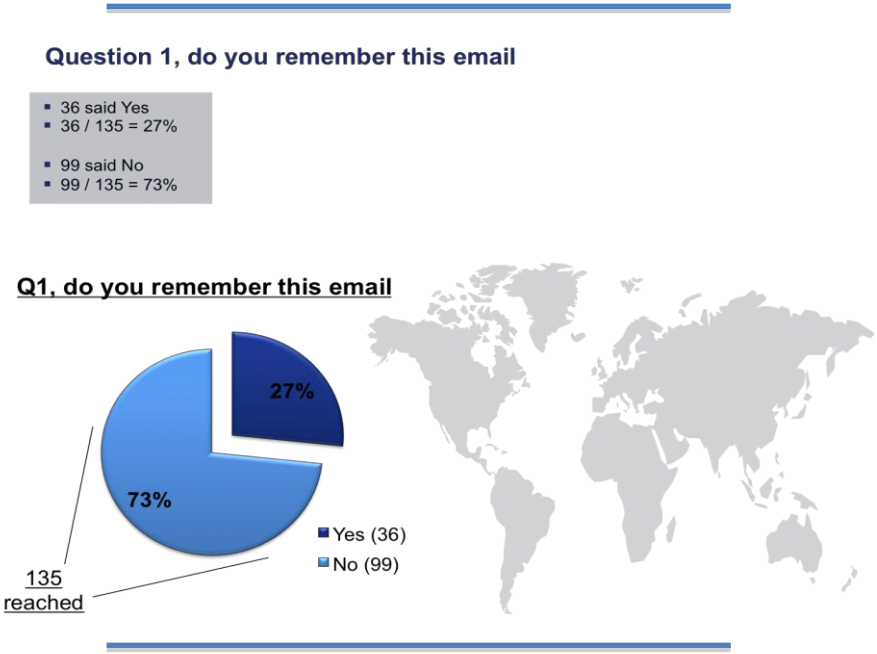


Figure 6: Question 1, do you remember this email.

Of the hospitals that said yes on question 1 in relation to the three campaigns, there was 12 respondents from campaign 1 that is 33%, 9 respondents was from campaign 2 that is 25% and 15 respondents was from campaign 3 which is 42%. This is further visualised in figure 7 down below.

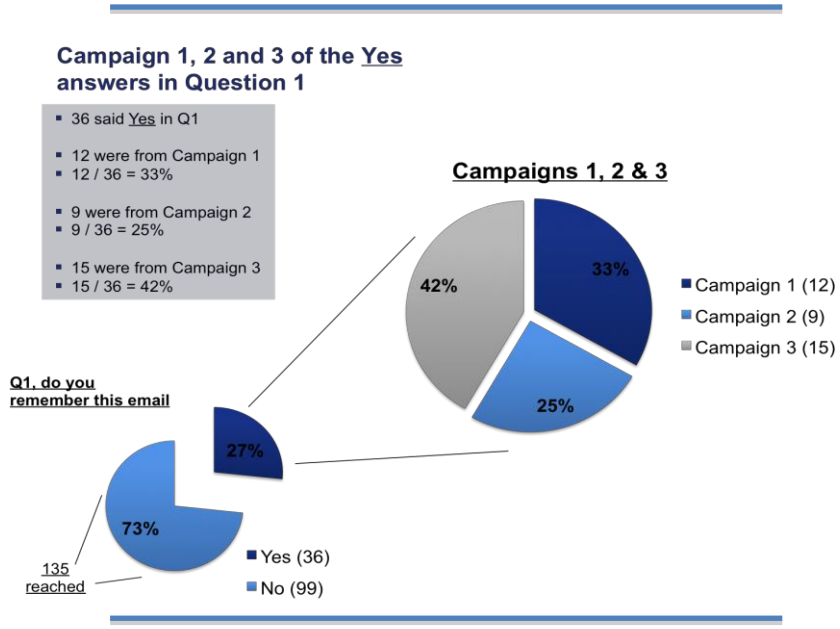


Figure 7: Campaign 1, 2 and 3 of the Yes answers in Q1.

As can be seen in the aforementioned figure 7, the respondents tend to respond more towards campaign 3 that is a combination of both functional and emotional values. Secondary, they tend towards campaign 1 that is functional value based and last the campaign 2, which is emotional value based.

The numbers of private and public hospitals that said yes on the question 1 can be visualised in figure 8 down below.

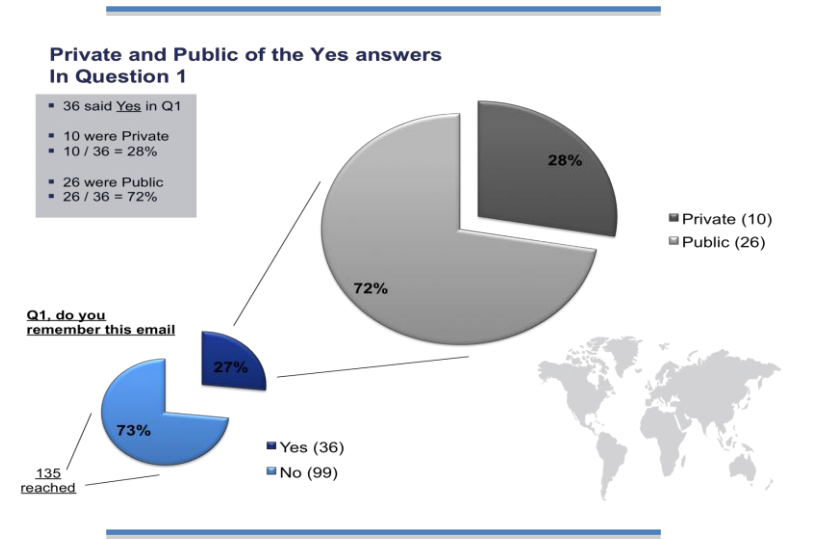


Figure 8: Private and Public hospitals of the Yes answers in Q1.

As can be seen in the aforementioned figure 8 the number of hospitals is representing the market. The hospitals that said yes on the question 1 are almost 30% private and 70% public hospitals. This is of course of significance to this study due to the number of hospitals that said yes is going to be analysed as well as answer the research question of this study.

Figure 9 down below is a visualisation of the three campaigns' in its relation to private and public hospitals from the respondents who said yes in question 1.

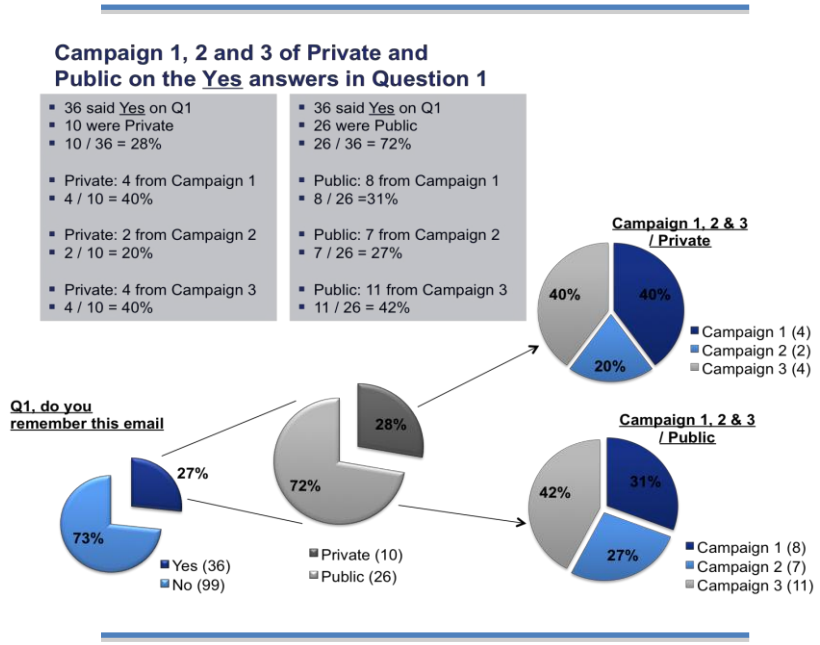


Figure 9: Campaign 1, 2 and 3 in relation to Private and Public hospitals.

- Out of the 10 private hospitals that said yes in question 1 there were 4 respondents from campaign 1 that is 40%, 2 respondents were from campaign 2 that is 20% and 4 respondents were from campaign 3 which is 40%.

- Out of the 26 public hospitals that said yes in question 1 there were 8 respondents from campaign 1 that is 31%, 7 respondents were from campaign 2 that is 27% and 11 respondents were from campaign 3 which is 42%.

Question 4: Spontaneously, what did you think about the email?

In question 4 we looked for key words in order to find some patterns in relation to that specific campaign.

- In campaign 1, 50% or 6 out of 12 respondents, spontaneously said words such as: *product, practical, informational and very good product*. The other 50% had no direct opinion or said that they did not look at the content.

- In campaign 2, 33% or 3 out of 9 respondents, spontaneously said words such as: *very good product* and *simple mail*. The other 67% or 6 out of 9 of the respondents had no direct opinion or said that they did not look at the content.

- In campaign 3, 33% or 5 out of 15 respondents, spontaneously said words such as: *sufficient and informational mail, comfort, useful* as well as *replying good about a product*. The other 67% or 10 out of 15 of the respondents had no direct opinion or said that they did not look at the content.

An overview of question 4 and its keywords in relation to its campaign can be seen in figure 10 down below.

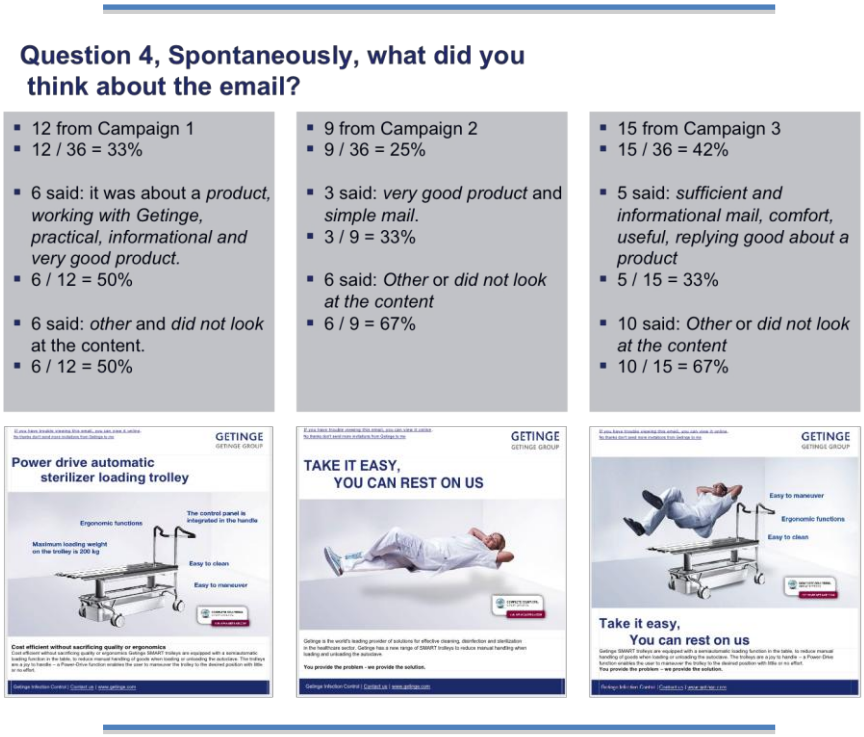


Figure 10: Question 4 and its keywords in relation to its campaign.

Question 5: Why do you remember this email from Getinge?

In this question we were wondering why the respondents recall the email from Getinge. As mentioned before in the methodology, this question has been pre-categorised into three categories, which are; functional values (because of the product's quality and because of the product's functionalities), emotional values (because it was from Getinge and because the email was funny) and no opinion. When we made this question we did have alternatives that the respondents could tick, but we also had one alternative that said "other", were the respondents could say another alternative that suited them better than the alternatives that were already given. Those answers that were within the "other" alternative, was categorised by us into the three aforementioned alternatives with support of the theoretical framework.

If we look at campaign 1, 5 out of 12 (almost 42%) of the respondents in the group had no opinion of why they recall the email. 3 (or 25%) of the respondents remember this email

because of the functional values, while 4 (or 33%) of the respondents remember the emotional values of the email.

In campaign 2, there are just 1 out of 9 (or 12%) of the respondents that do not have an opinion about the email, which is much less than the respondents in campaign 1. When we look at the respondents remembering the functional or emotional values of the email, the outcome is the same, with 4 (or 44%) of the respondents remembering the email due to the functional values and 4 respondents (or 44%) recalling it due to the emotional values.

When we look at campaign 3 there are 3 out of 15 (or 20%) of the respondents that do not have an opinion about the email. There is also a big difference between the respondents in remembering the email due to functional or emotional values. 9 (or 60%) of the respondents recall the email due to functional values and just 3 respondents (20%) recalls the email due to emotional values.

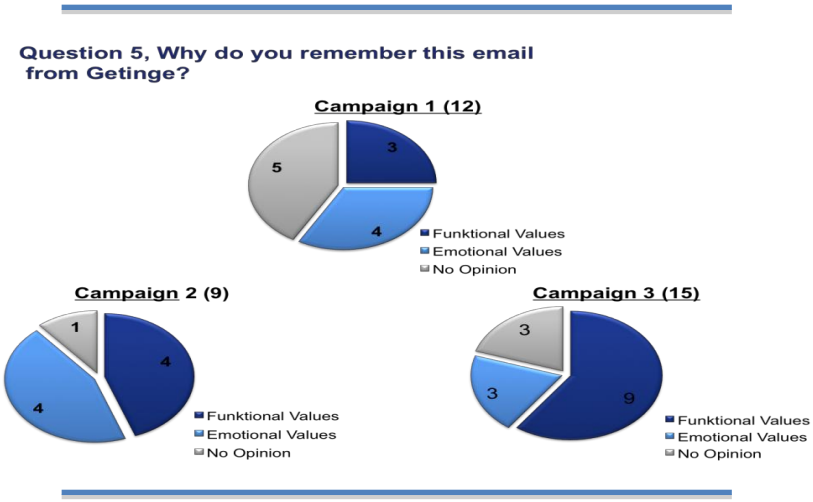


Figure 11: Question 4, the three campaigns pre-categorised into three

Question 6: What of the following actions did you take after reading this email?

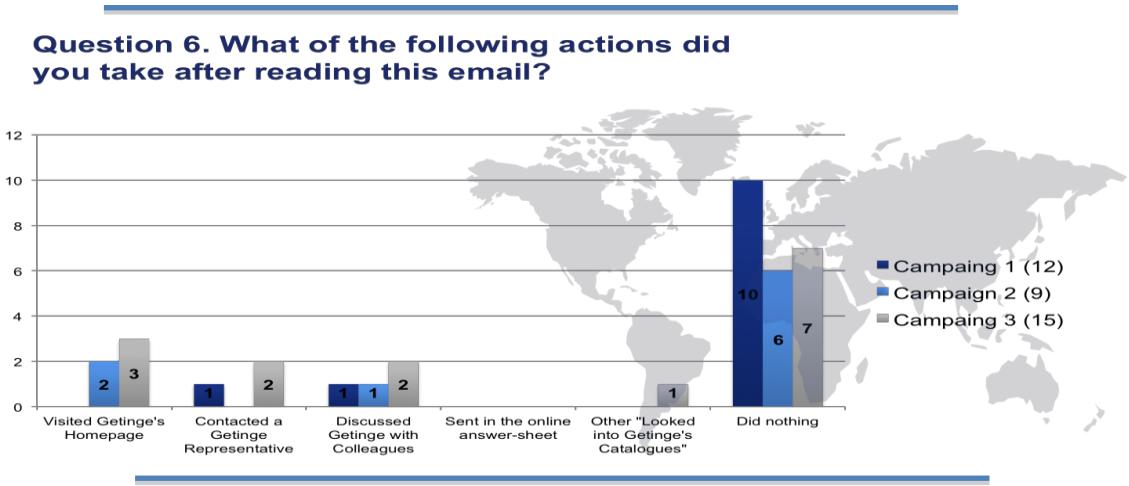


Figure 12: The actions taken after reading the email from the three campaigns.

In question 6 we were wondering if the respondents took any actions towards Getinge after reading the email. The survey showed that 23 (or 64%) of the respondents did not take any actions towards Getinge after reading the email, while 13 (or 36%) of the respondents took actions towards Getinge. The actions that the respondents did towards Getinge after receiving the email was for instance; visiting Getinges homepage, contacted a Getinge representative, discussed Getinge with colleges as well as looked at Getinge's catalogues.

If we look at the respondents in the different campaigns, the result of their actions looks like this:

- In campaign 1 there are just 2 (or 17%) of the respondents that took any actions towards Getinge after reading the email and 10 (or 83%) of the respondents did not take any actions at all.

- In campaign 2 there is a larger percentage and number of respondents that took any actions towards Getinge after reading the email. 3 respondents (or 33%) took action, which consequently leads to 6 (or 67%) of the respondents in campaign 2 that did not take any actions at all.

- In campaign 3 there is an even higher percentage and number of respondents that took actions towards Getinge after reading the email, 8 respondents (or 53%), which means that more than half of the respondents in campaign 3 took any action.

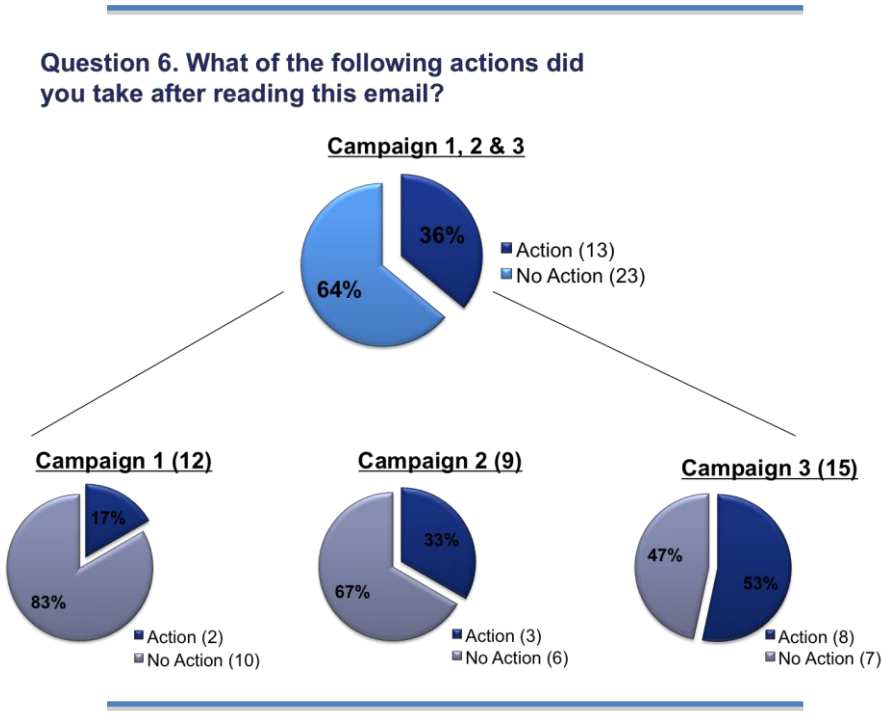


Figure 13: Action or No action after reading the email.

Question 7: What was your general perception of this email?

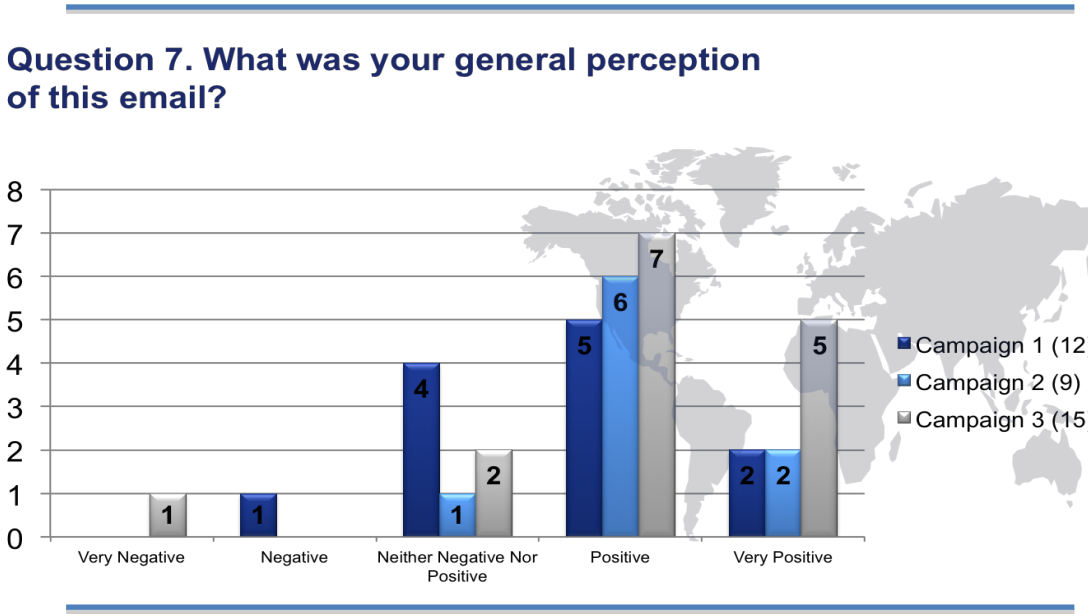


Figure 14: The general perception of the email campaigns.

The next question that we asked in the survey was what the respondent's general perception was of the email. There were just 1 respondent that were very negative towards the email and this respondent received the email from campaign 3. There were also just 1 respondent that perceived the email as negative and this respondent received the email from campaign 1. When it comes to the opinion of neither negative nor positive towards the email, there were respondents from each of the three email campaigns, 4 respondents were from campaign 1, 1 respondent came from campaign 2, and 2 respondents were from campaign 3. Most of the respondents answered that they perceived the email as positive, which was a total of 18 respondents. 5 of the respondent came from campaign 1, 6 respondents were from campaign 2 and 7 respondents had received campaign 3. The next biggest group in this question perceived the email as very positive with a total amount of 9 respondents and most of the respondents in this group came from campaign 3. In this pile, 2 respondents came from campaign 1, 2 respondents were from campaign 2 and 5 respondents came from campaign 3.

In order to generalise this question further we divided the answer in this question into three categories, which are: Positive, Neither Negative nor Positive and Negative. In the category Positive, the answers from Positive and Very Positive was sampled, while the category Neither Negative nor Positive consisted of the answers in this existing category. The last category Negative consisted of the answers from Negative and Very Negative. We did this in order to see if some campaigns tended more towards either positive or negative compared to the other campaigns. If we look at the overall picture from campaign 1, 2 and 3 we can see that just 2 respondents (or 6%) were negative towards the email campaigns, 7 (or 19%) of the respondents perceived the email campaigns as neither negative nor positive. The largest pile in figure 15 showed that 27 respondents (or 75%) were positive towards the emails and if we divided the respondents into the different campaign, the result look like this:

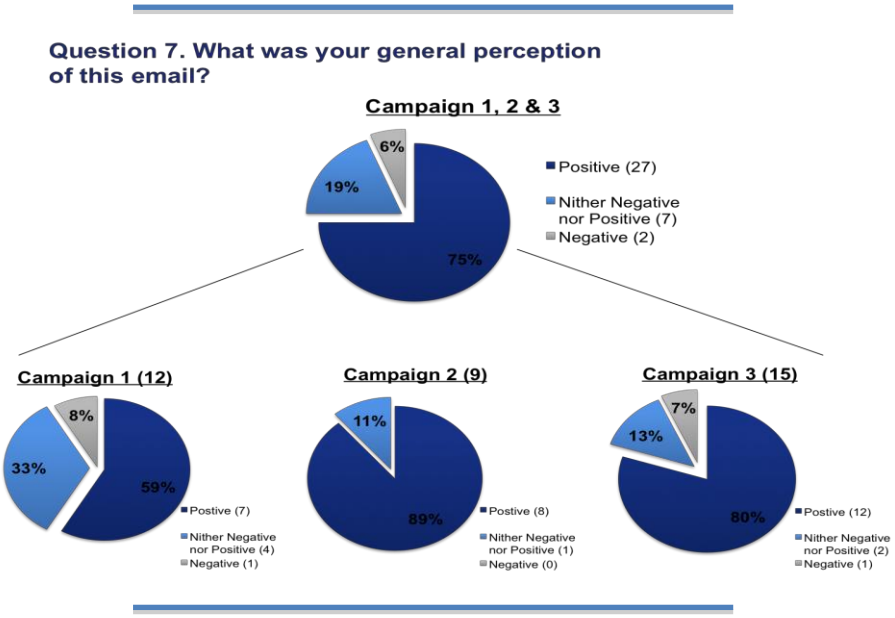


Figure 15: General perception divided into three categories.

- In campaign 1, there were 1 respondent (or 8%) that were negative towards the campaign, 7 respondents (or 59%) were positive towards the campaign, while 4 (or 33%) of the respondents were neither negative nor positive towards the campaign.

- In campaign 2, there were no respondents that were negative towards the campaign, 8 respondents (or 89%) were positive towards the campaign, while just 1 respondents (or 11%) did not have any opinion regarding the campaign.

- In campaign 3, there were just 1 respondent (or 7%) that were negative towards the campaign, while 12 respondents (80%) were positive towards the campaign and 2 respondents (or 13%) were neither negative nor positive towards the campaign.

Question 8: Is there anything else you want to say about this email?

We asked this question in the survey just to be sure that we would not miss any vital information that the respondents might have had, but around 72% of the respondents did not have any more to add about the email. The 28% of the respondents that had something to add about the email said things like; more emails should be sent, emailing is economic and lasting, emailing was a good way of receiving information as well as that they would like to be informed about other products from Getinge.

Figure 16 down below depicts a summary of question 8.

Figure 16: Any other information added about the email campaigns.

Question 9: Would you like to be contacted by Getinge for more information?

After receiving the email from Getinge we wanted to see if the respondents got intrigued and wanted to be contact for more information. There were about 56% (or 20) of the respondents that did not want to be contacted for more information. While, almost 44% (or 16) of the respondents that have received one of the email campaigns from Getinge and wanted to be contacted for more information.

We also wanted to see if there were any differences between the three different campaigns regarding how many of them that wants to be contacted for more information.

A summary of question 9 can be seen in figure 17 down below.

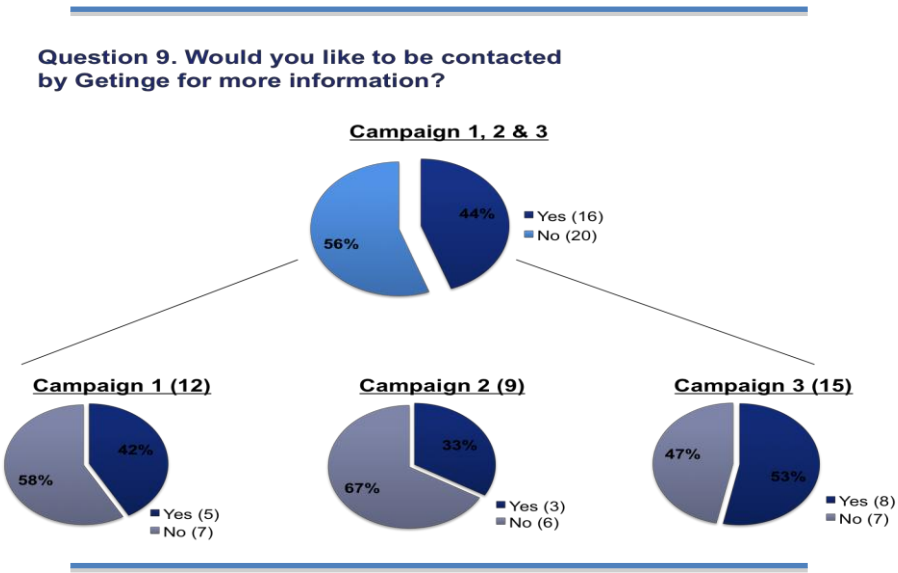


Figure 17: Would you like to be contacted for more information.

As we can see from the three campaigns there is a bit of a difference between how many of the respondents that wants to be contacted for more information. The campaign with the most of respondents that wants to be contacted for more information is in campaign 3 with around 53% (or 8) of the respondents that wants more information. The next biggest number of respondents that wants more information is from campaign 1 with 42% (or 5) of the respondents. The smallest group with just 33% (or 3) of the respondents that wants more information is campaign 2.

Question 10: How do you want to be contacted by Getinge?

We wanted to see how the respondents that wanted more information wanted to be contacted and as we can see most respondents wants to be contacted by email. There were also some of the respondents that wanted to be contacted by phone and 1 of the respondent wanted to be contacted by personal visit. 2 of the respondents that wanted to be contacted by phone also wanted to have a personal visit from Getinge and the last respondent that wanted to be contacted by phone also wanted email from Getinge. 4 of the respondents that wanted to be contacted by email from Getinge also wanted a personal visit from the company.

This can be further overviewed in figure 18 down below.

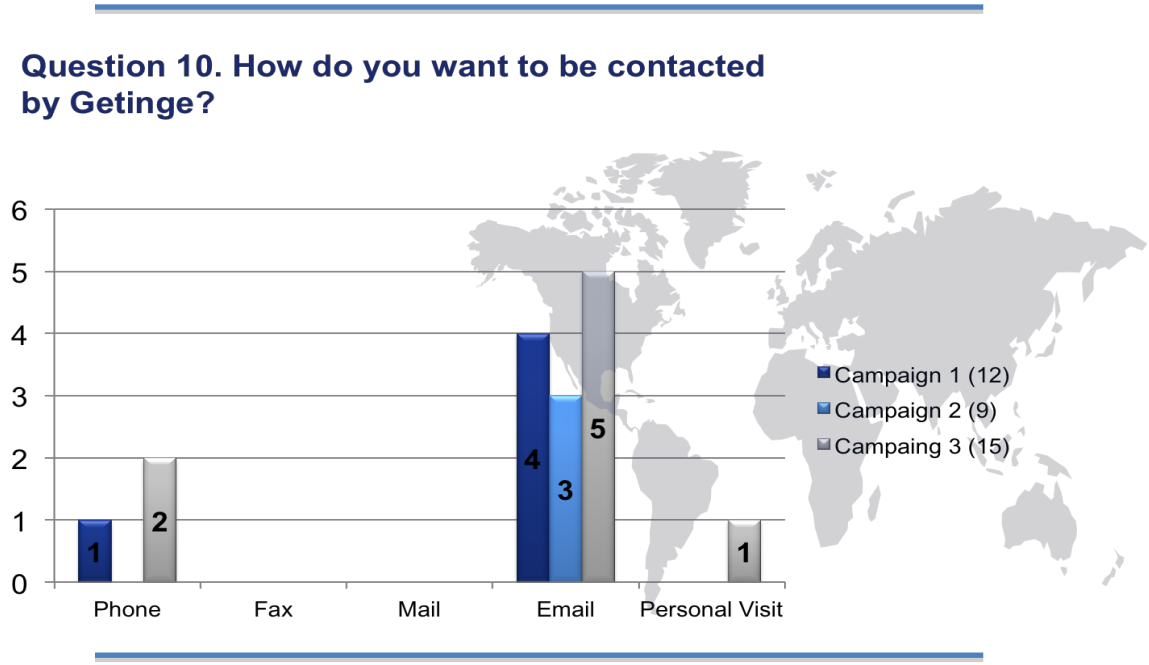


Figure 18: How would you like to be contacted.

5. Analysis

Under this chapter we will analyse the data from the previous chapter Empirical presentation and use the theory from the chapter Theoretical framework in order to draw conclusion about our findings. The data will be analysed step by step and has the same design and structure as the chapter Empirical presentation, hence it is analysed from questions 1, 4, 5, 6, 7, 8, 9 and 10 in order to break down the data and find patterns. Finally we will end with a summarised discussion and model about our analysis as well as the findings.

Question 1: Do you remember this email?

Direct marketing are designed to create strong, unique and positive associations of the brand in the consumers' memory (Aaker, 1991; Keller, 1993; Yoo et al., 2000; Yoo & Donthu, 2001) as well as to attract attention so the consumer notice the message (Evans et al., 2009). From the direct emails that were sent out in this study, 27% of the respondents remembered the direct email and 73% of the respondents did not remember the email. After being exposed to a message and paying attention to it, the customer continues by interpreting the message, while learning is then the stage where the customer stores the message in his or hers memory (Evans et al., 2009). In this study, 27% of the respondents had stored the message in their memory which according to us is quite a high number considering that it is an email campaign which has just been sent out once. In a study by Jensen and Jepsen (2007) it was found that even though customers are not aware of having been exposed to an advertisement, there is a significant increase in the occurrence of the product in their purchase considerations. Hence, even though 73% of the respondents did not store the message in their memory, the fact that they got exposed to it might still increase the recognition of Getinge.

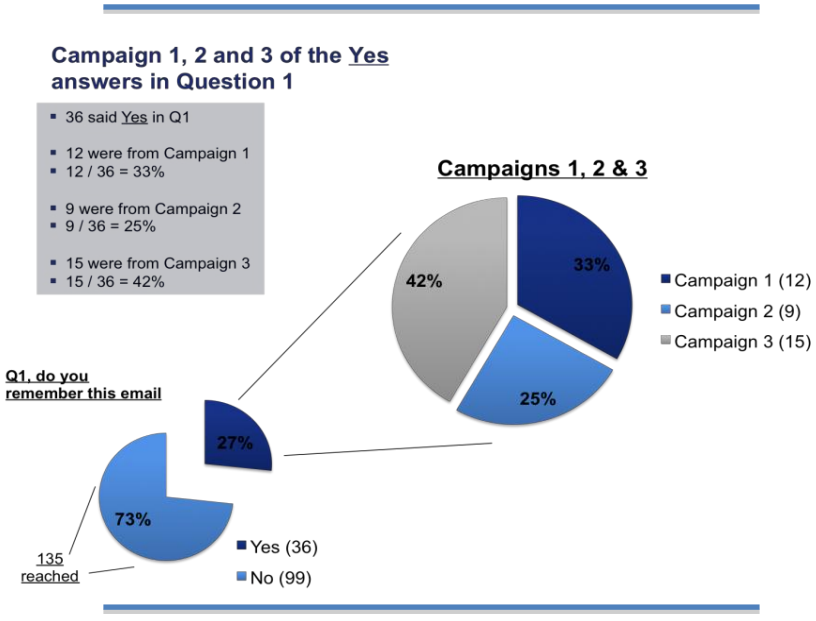


Figure 7: Campaign 1, 2 and 3 of the Yes answers in Q1.

As can be seen in the aforementioned figure 7, the hospitals tend to respond more towards campaign 3 that is a combination of both functional and emotional values. According to Gilliland and Johnston (1997) using emotional appeals in business-to-business advertising and thereby associating a product with emotional experiences, is linked to high levels of recall.

Since the campaign 3 displayed a Getinge product together with emotional values such as peace of mind, we can see connections between the recollection in this question and the statement from Gilliland and Johnston (1997). This is especially in line with Lynch and de Chernatony (2004) who depicts that emotional values that seem to be most appropriate for B2B include attributes such as peace of mind, trust, security and credibility.

Furthermore, Jensen and Jepsen (2007) discuss the fact that very few business-to-business advertisements use positive emotional appeals together with a clear display of the brand, thereby enabling for the customer to make a positive association between them. In both campaign 2 and 3, the Getinge brand is related to emotional values of the brand and Kotler and Armstrong (2008) argue that business buyers respond to both economical and personal factors. However, campaign 2 displays both the brand and emotional values but when it comes to recall this campaign had the lowest level of recollection among the respondents. Emotional values have to be backed up by rational aspects such as functional values (Bendixen et al., 2004; Bergstrom, 2000; Doyle & Stern, 2006; Lynch & de Chernatony, 2004; Mudambi et al., 1997; Andersen & Kumar, 2006; Leek & Christodoulides, 2012). Hence, the fact that campaign 2 has the lowest level of recollection could according to us be due to that this campaign do not contain a specific product, which communicate the functional values of the product, in relation to the emotional values, which according to Gilliland and Johnston (1997) results in high levels of recall. This can also be the case with campaign 1 since this campaign only contains a functional element. Hence, both campaign 1 and 2 did not combine the functional and emotional values of the Getinge brand, while the third campaign connected them both, therefore leading to higher levels recall which is also in line with Kotler and Armstrong (2008) as well as Gilliland and Johnston (1997). Jensen and Klastrup (2008) and Kuhn et al. (2008) also argue that emotional and functional values are of equal importance in B2B market communication. For instance Kalafatis et al. (2012) argue that tangible aspects, such as product attributes, and intangible aspects, such as trust, are both essential components for the B2B brand.

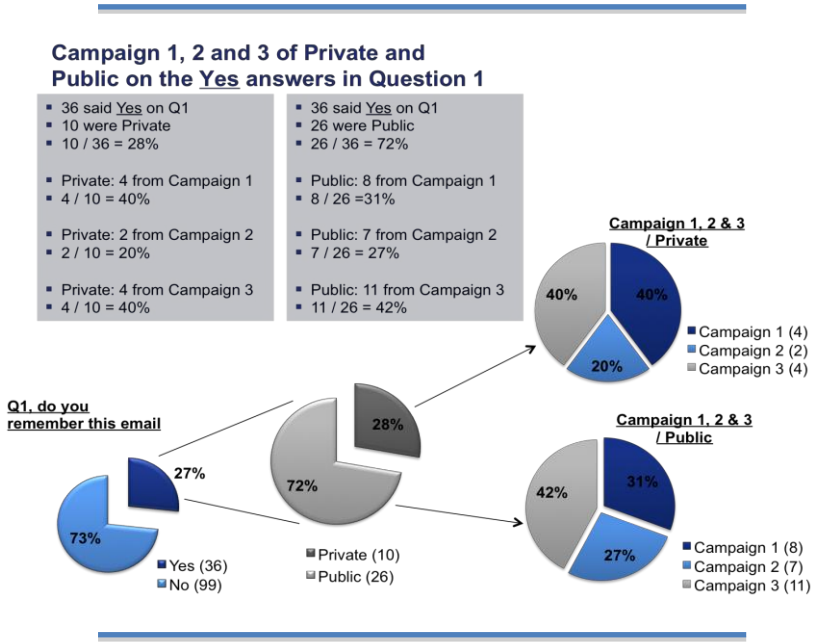


Figure 9: Campaign 1, 2 and 3 in relation to Private and Public hospitals

From the respondents that said yes on the question 1 there were almost 30% private hospitals and 70% public hospitals. As the figure 9 from the empirical presentation depicts, there is no fruitful difference between private and public hospitals in its relation towards the three campaigns' who said yes in question 1. Where both private and public hospitals tend towards campaign 3.This is also in line with the statement by John Hansson that there is not much difference between public and private hospitals regarding their purchasing behaviour (personal communication, 9th of May, 2013). In private hospitals, however, campaign 1 has the same percentage as campaign 3, this would have most likely shifted in favour of campaign 3 if the amount of reached private hospitals would have been greater. This is based on aforementioned analysis of the three campaigns in relation to figure 7, concluding that campaign 3 lead to higher level of recollection. Since the amount of respondents is greater both in total and in public, which both favour campaign 3, this lead to the logic that if the number of respondents in private would increase it would similarly favour campaign 3, but this can only be speculated on our part. Therefore, based on this logic we are hereafter not going to analyse the answers divided into public and private hospitals.

Question 4: Spontaneously, what did you think about the email?

As can be seen in the empirical presentation, the respondents who had an opinion in campaign 1 tended highly towards functional quality based words with a minor emotional element. This campaign is strictly based on functional values and conclusively it makes sense to us that most of the respondents words tends towards functional elements. The spontaneous words in campaign 1 included words like *about a product*, *informational mail* and *practical*. These words are functionality based and according to Doyle and Stern (2006) functional values are about communicating the functional benefits of the product or brand. This is also in line with Delassus and Descotes (2012) who argues that functional values are related to the brands performance, for instance how the service or product meets customers' functional needs. The minor emotional element mentioned by one respondent, "working with Getinge", could be due to that the Getinge logo was part of all three campaigns, hence the logo could have lead the respondent to think about Getinge as a whole and what the company represents rather than the product itself. This is also in line with Kotler and Pfoertsch (2007) who states that a brand is an intangible concept but is often equated with more tangible elements of marketing communications, which are used to support it, such as logos and advertising.

In campaign 2 the respondents who have an opinion mentioned words such as *very good product* and *simple email*. These words are also tangible and describe functional benefits of the product and email. This is interesting since this campaign do not communicate any functional values of a product and only contains emotionally based values such as piece of mind and trust. According to Lynch and de Chernatony (2004) peace of mind and trust are two emotional values that are recommended for B2B communication. One reason for why this emotionally value based campaign still result in more functionality based words could be due to that functional or tangible aspects may be easier to specify. According to Mudambi et al. (1997) tangible aspects are physically presented or can be seen in a more visualised way, experienced, or measured in some kind of process while intangible aspects are more elusive or visionary and contain an emotional element.

Another reason could be due to the reputation of Getinge's brand as being associated with high quality products. According to Melin (1999) a product's functional qualities creates reliability and this is essential in health and food products since these are related to people's life, and logic could depict that this is the case of Getinge since the company is in the healthcare market. Brand reputation is an important part of B2B purchase decisions as it helps

companies to build trust with their customers, and in the majority of research within B2B buying, reputation is considered as one of the main selection criterion (Roberts & Merrilees, 2007; Glynn et al., 2007).

In campaign 3 the respondents who have an opinion mentioned words such as *useful*, *comfort* and *informational mail*. Similarly to the other campaigns, campaign 3 also resulted in mostly functional words with a minor emotional element. This campaign contained both emotional and functional values but still the functional based words were mostly mentioned, this could be due to aforementioned argument in campaign 2, that functional or tangible aspects may be easier to specify. In relation to this, the reason for why campaign 1 has most response or opinions, could be due to that the campaign is entirely built on functional values.

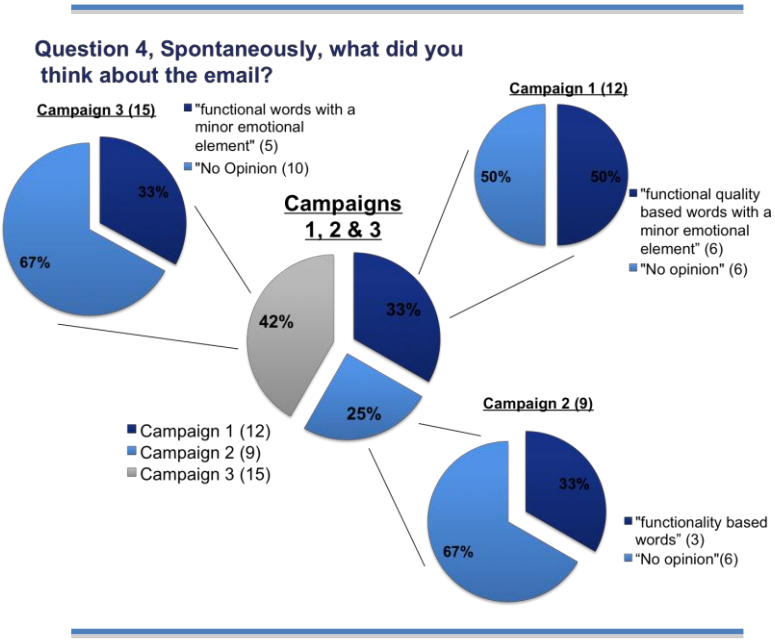


Figure 19: Spontaneously, what did you think about the email.

Question 5: Why do you remember this email from Getinge?

From the respondents answers in question 5 we can depict an overall pattern between the number of respondents who had an opinion and the campaigns with emotional values. Campaign 2 and 3 has significantly higher response rates compared to campaign 1, foremost campaign 2 with only emotional values where only one person (11%) did not have any opinion about the campaign. One reason, according to us, could be due to the fact that campaign 2 and 3, containing emotional elements, are more differentiated compared to standard campaigns within B2B. According to Gilliland and Johnston (1997) ads within B2B market contexts are likely to contain heavy and technical information with little emotional appeals as B2B advertisers do not believe there to be any emotional attachment between the business buyer and the product itself. Hence, campaign 1 which focus solely on functional values of the product is more in line with standard B2B ads, thus not providing any differentiating factor. This is also in line with Mudambi et al. (1997) who highlights that brand and product strength is more based on emotional values and Gilliland and Johnston (1997) further argue that the failure of B2B marketers to apply the identity-creating potential of emotional values reduces an ad's effectiveness. Thus we can draw the conclusion that the campaigns containing emotional values trigger an opinion from the respondents, and that the

higher the degree of emotional appeal, the higher is the trigger for opinions in the respondents.

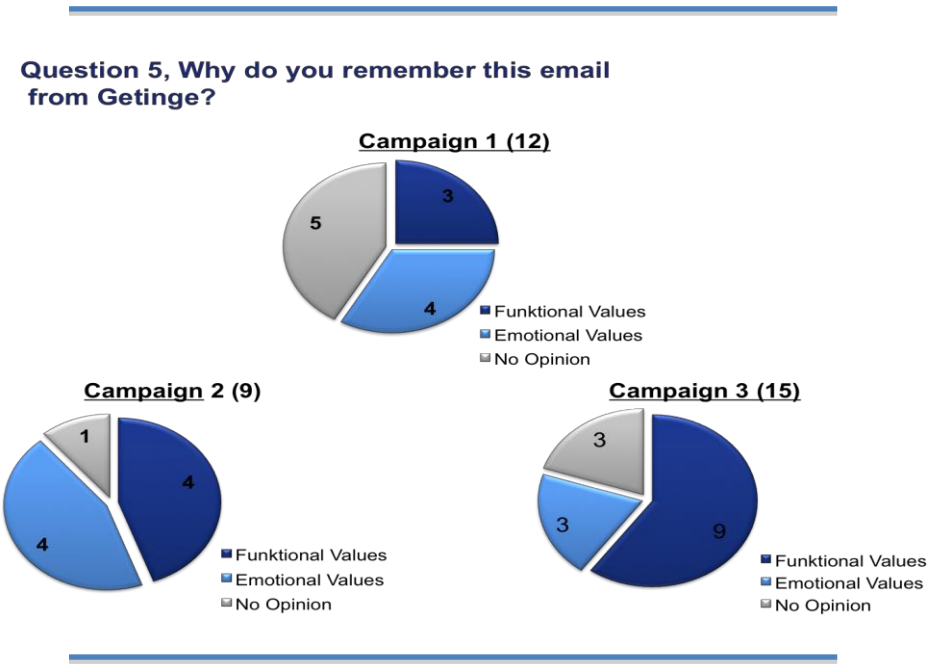


Figure 11: Question 4, the three campaigns pre-categorised into three categories.

When it comes to the reason for why they remember the varied email campaigns, the reasons mentioned by the respondents from campaign 3 tend towards more functionally based words with some emotional elements, as was the case of campaign 3 in question 4. The most interesting fact is that campaign 1 and 2, being completely based on functional or emotional values respectively, both resulted in an almost even division between functional or emotional values being the reason for remembering the campaigns. Hence, the functionally based campaign still evoked emotional words from more than half of the respondents that answered, while the emotionally based campaign similarly evoked functional words from half of the respondents. Thus, one pattern we detect is that even though the campaigns are based on different values, the fact that the brand is displayed in both campaigns might result in the respondents highlighting words or values, which they associate with the Getinge brand, both functional and emotional. Doyle and Stern (2006) support this argument and enrich that successful brands do not just have a product that meets the functional requirements of consumers needs, but has added values, which meet certain psychological and emotional needs.

Marquardt et al. (2011) also highlights that a strong brand is a symbol for what the product will deliver together with the experience the customer will get from using this product, and this is something that we can relate to the respondents answers for the campaigns in question 5. But as aforementioned it is evident that the campaigns containing emotional values trigger more opinions and thoughts from the respondents. Mudambi et al. (1997) for example, argues that companies should consider substitutable methods when adding value to a product, as the most common way of adding value is to boost physical product features and therefore we conclude that one reason for why campaign 2 and 3 evoked higher levels of responses, is due to the fact that these ads are more differentiated in their approach. This can be connected to the theory from Evans et al. (2009) which states that novelty in a message refers to the fact that the message in some way stands out, creating a felling of surprise and thus attracting

more attention. Another conclusion is that emotional values also trigger more responses due to the fact that these values evoke more feelings within the respondents, thus making them more memorable and long-lasting. Mudambi et al. (1997) similarly discuss the fact that emotional values attached to a brand or product is more challenging to accomplish, but also have more long-term value.

Question 6: What of the following actions did you take after reading this email?

As we can see in the empirical presentation the actions that the respondents took varied between the respondents and therefore we did not find it relevant to analyse the specific actions per se but rather the actions triggered by the three different campaigns. The response model presented by Chittenden and Rettie (2002) identifies three stages in email marketing; getting the recipients to open the email, hold their interest and persuade them to respond, in other words try to trigger some kind of action out of the respondents. The outcome of question 6 shows that 64% of the respondents did not take any actions towards Getinge after reading the email, while 36% of the respondents took actions towards Getinge as can be seen in figure 13. According to us this outcome of 36 % that took actions towards Getinge is quite a high number in relation to the low cost of sending emails. According to Jensen (2006) as well as Chittenden and Rettie (2002) email is the fastest growing communications technology in history and it has a strong appeal for marketers as it is easy, quick and cheap, which the result of this question further highlights.

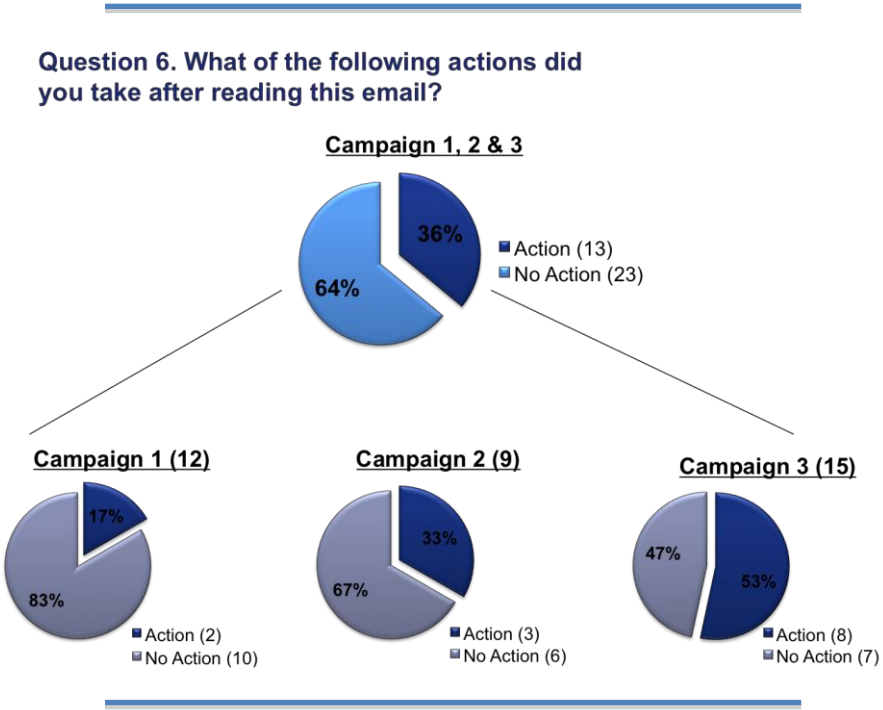


Figure 13: Action or No action after reading the email.

We could also see that it was a big difference between the three campaigns and the actions that the respondents took towards Getinge. When analysing this we could identify a pattern which showed that those campaigns that contain emotional values triggered a higher level of action from the respondents. Studies of business markets have revealed that emotional values can have equal or even greater importance than functional values when it comes to purchase decisions (Mudambi, 2002; de Chernatony et al., 1998). This is interesting due to that Doyle

and Stern (2006) as well as Mudambi (2002) argue that functional value is a strong motivator when purchasing decisions are mainly rational, e.g. in industrial purchasing. However, the result in our study showed that the campaign containing solely functional values triggered the lowest level of actions from the respondents but if the functional values were in a combination with emotional values, the level of action increased noticeably. According to us this is line with for example Meenaghan (1995) who argue that the customer is likely to evaluate both functional and emotional values in buying situations. Hence, this could be the reason for why campaign 3 had the highest action rate since it address the respondents in both a practical and rational manner as well as a personal and emotional manner, which is also discussed by Kotler and Armstrong (2008) who argue that buyers respond to both.

Mudambi (2002) further argues that emotional values matter since brands have the emotional benefit of reducing perceived uncertainty and risk. This could be the reason for why respondents have the courage to take actions due to the feeling of decreased risk that the emotional values in the campaigns inspire. The emotional values in campaign 2 and 3 lean on attributes such as trust, security and peace of mind, which Lynch and de Chernatony (2004) also discuss as appropriate for B2B, and the slogan "take it easy, you can rest on us" may evoke these feelings as well as the visualisations of a relaxed person. Since Getinge is active in the healthcare sector where security and safety is of high importance and since the company's industrial products represents significant expenditures for buyers, decreasing the perceived risk is vital. Many B2B purchasers make business decisions which involve significant expenditures, and therefore the "fear factor" can have a large influential power on the decision-making (Lynch & de Chernatony, 2004).

Question 7: What was your general perception of this email?

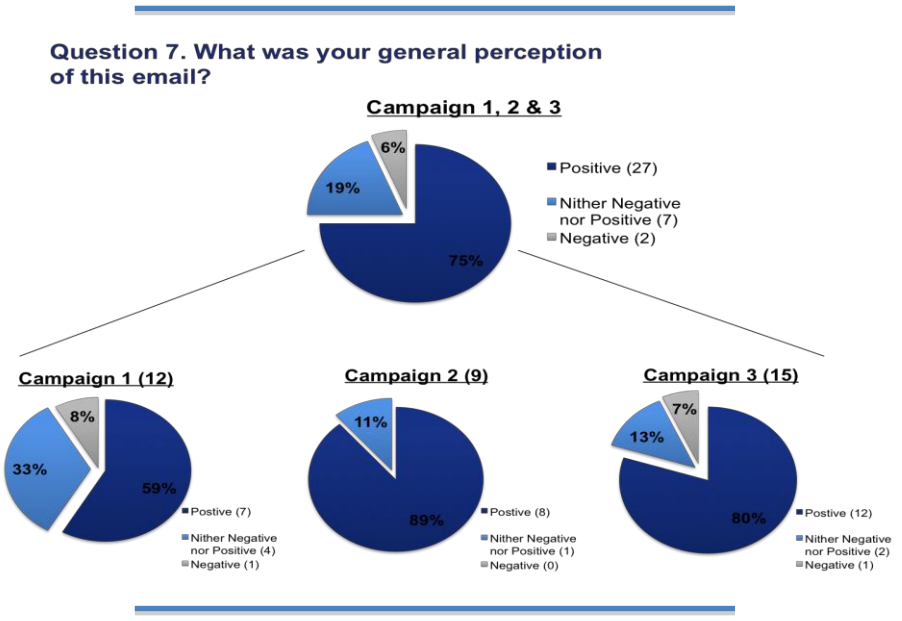


Figure 15: General perception divided into three categories.

According to Gilliland and Johnston (1997) an advertisement will produce varied responses in different readers and feelings generated by the ad will lead to an evaluation of positive or negative. Generally, the majority of respondents have a positive perception of all three campaigns which leads to the conclusion that all the emails have evoked a positive feeling

among the respondents. Why this is the case could be due to the fact that all three campaigns were from Getinge and perhaps the company's reputation among the respondents is very positive, and research about industrial buyers from Glynn et al. (2007) has identified brand attributes such as enhanced corporate reputation as being important in purchase decisions. This could therefore be one reason for why the respondents were overall quite positive towards the campaigns.

Evans et al. (2009) also discuss the fact that when the customers form an attitude about an ad, they will take a more or less favourable position towards it. In this question we can detect a pattern between the degree of positivity from the respondents and the emotional values in the campaigns. Respondents from campaign 2 and 3 have a noticeably higher positive attitude than respondents from campaign 1, and the number of respondents which are neither positive nor negative is higher in campaign 1. This is in line with Gilliland and Johnston (1997) who states that an emotionally appealing business-to-business ad will lead to stronger liking of the ad itself and an ad that creates a positive feeling will render a more positive attitude about the ad. Both campaign 2 and 3 have an emotional appeal in the ad, and therefore we can see a connection between the attitude towards these campaigns and the theory from Gilliland and Johnston (1997) since both these campaigns have over 80% of the respondents that were positive towards the campaigns.

Question 8: Is there anything else you want to say about this email?

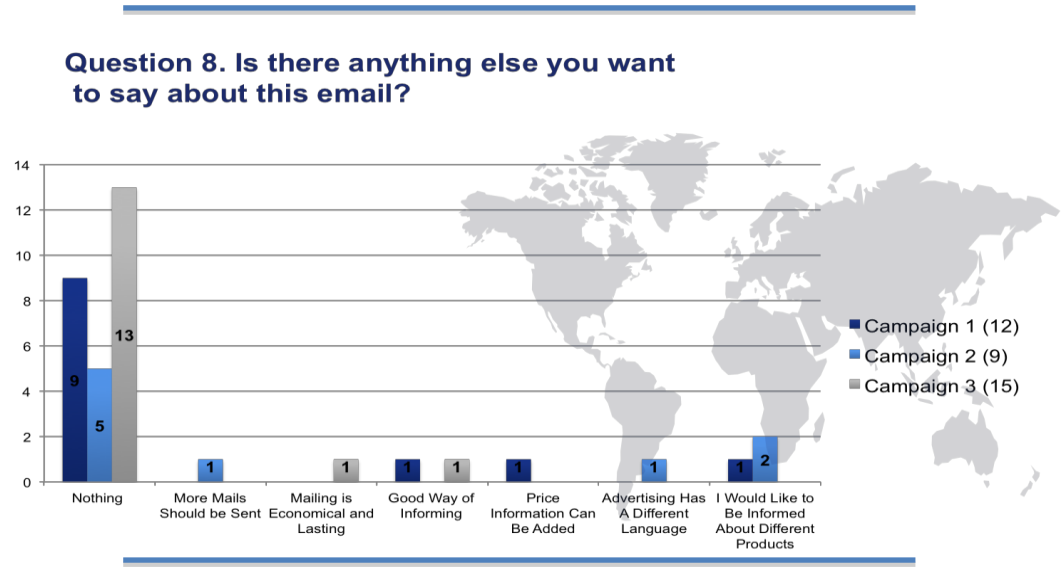


Figure 16: Any other information added about the email campaigns.

The result of question 8 depict that the majority of the respondents did not have anything to add about the email campaigns but the respondents that emphasised something extra about the emails mostly had positive opinions regarding emailing as a marketing tool. According to Merisavo and Raulas (2004) email campaigns can be used for various purposes, such as sharing information about products, and 3 respondents which had something extra to highlight about the email campaigns said that they wanted to receive more information about different products while 2 respondents thought that mailing was a good way of receiving information.

One conclusion that we can draw from the outcome of this open question is that our previous questions had already managed to highlight the respondents' opinions, which resulted in that

they did not have much to add in this question. Another conclusion is also that the respondents seem positive towards receiving marketing campaigns through email.

Question 9: Would you like to be contacted by Getinge for more information?

The outcome of this question again identifies campaign 3 as the most effective one when it comes to triggering an interest or response from the respondents, as the figure 17 demonstrates.

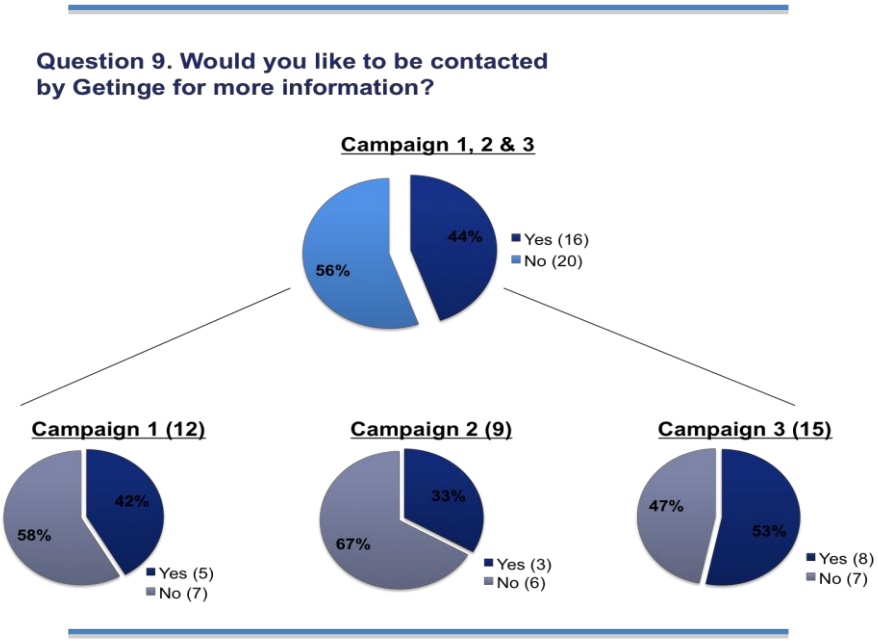


Figure 17: Would you like to be contacted for more information.

When connecting the answers from this question to the answers in question 7 however, we detect an interesting pattern. In question 7 campaign 2 generally evoked the most positive feelings and no negative feelings from the respondents, but in this question campaign 2 had the fewest respondents who were interested in receiving more information from Getinge. At the same time, campaign 1 with the fewest positive respondents, in question 7, still made a higher number of respondents interested in getting further information from Getinge.

Therefore, we draw the conclusion that even though the respondents were positive towards campaign 2, it did not trigger them to want more information, which could be due to the fact that this campaign does not contain any functional values or rational product attributes. Since probably the functional and rational attributes trigger respondents to seek for more information, this could also be the reason for why campaign 3 has highest level of response in this question. Campaign 3 triggered approximately the same amount of positive feelings from the respondents as campaign 2 in question 7, but campaign 3 also included functional values and therefore it might have triggered the highest level of willingness to receive further information. Business buyers react to both reason and emotion (Kotler & Armstrong, 2008) and Bergstrom (2000) also highlights that a company cannot gain sustainable competitive advantage by solely using functional value and by this logic campaign 3 is more competitive and influential due to it has a combination of both functional and emotional values. A conclusion we can draw from this is that if we only had used campaign 3 in this study the

number of respondents who wanted to be contacted would have been greater, which is of course important for the conclusion of this study as well as for Getinge, and Bose and Chen (2009) highlights that by observing the responses from the customers, direct marketers can adjust their strategy and develop their direct marketing activities, which is what this study is aiming to accomplish in regards to functional and emotional values.

Question 10. How do you want to be contacted by Getinge?

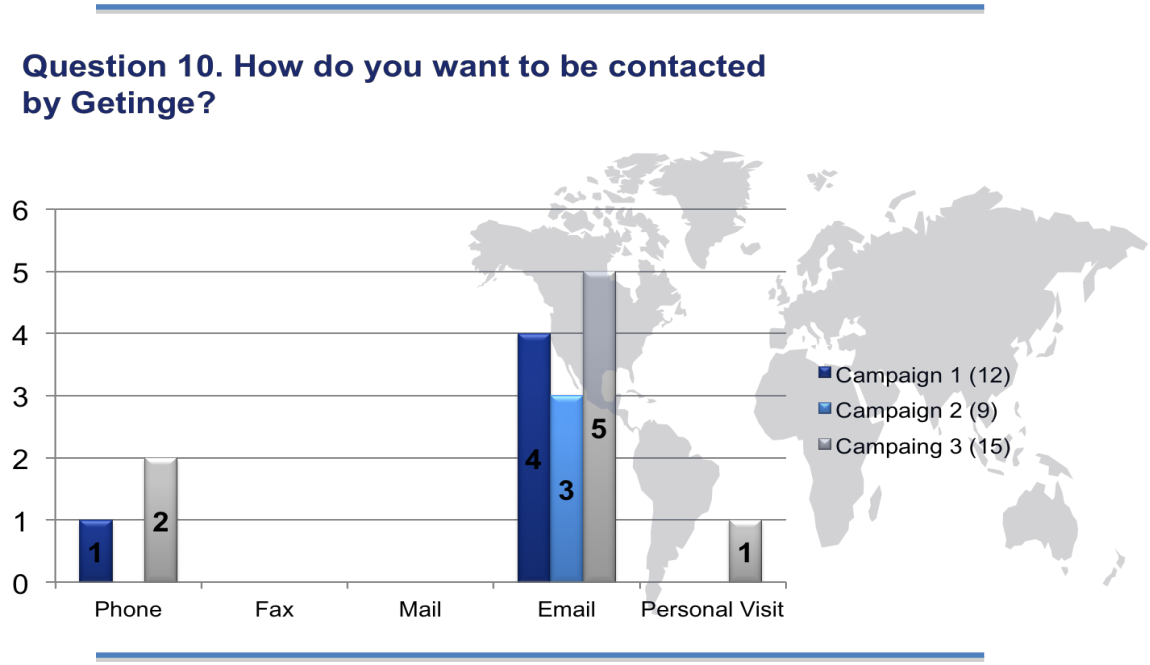


Figure 18: How would you like to be contacted.

This question is not a large influential on this study but we wanted to have it analysed due to that the majority of the respondents wanted to be further contacted by direct emails. As already mentioned under question 8, direct email seems to be an effective tool for delivering marketing campaigns within this B2B market context and it is perceived positively by many of the respondents. According to Merisavo and Raulas (2004) email represents a promising tool in order for marketers to enhance brand loyalty but email marketing has only recently begun to gain importance in business-to-business marketing.

This is of interest to this study since a conclusion can be drawn about direct marketing as well as email marketing that it is highly relevant for the hospital market in Turkey. Since the hospital market, according to John Hansson (personal communication, 9th of May, 2012), looks somewhat the same in developing countries around the world, represented by mainly public actors with official procurement, it can most likely be generalised to the rest of the hospital market that they prefer to be contacted through email.

5.1 Discussion

Generally, throughout the whole analysis campaign 3 have generated the most positive outcome in this study, especially when it comes to the level of recollection, the amount of actions taken and the willingness to be further contacted by Getinge. This asserts that functional values and emotional values are both of importance when it comes to building

successful brands and campaigns as well as that a combination of them both contributes to sustainable competitive advantage. The success of a brand comes from having both functional and emotional values (Bendixen et al., 2004; Bergstrom, 2000; Doyle & Stern, 2006; Lynch & de Chernatony, 2004; Mudambi et al., 1997; Andersen & Kumar, 2006; Leek & Christodoulides, 2012), which the outcome of this study also shows.

A company cannot solely lean on one value, functional values need to be back up by emotional appeal and emotional value similarly needs to be combined with functional attributes in order to attain the best possible outcome. Conclusively, the sustainable competitive advantage of a company is neither based solely on functional nor emotional values but rather on a combination of them both. Bergstrom (2000) also contributes to this view that a company cannot develop sustainable competitive advantages only based on functional values and appeal, and de Chernatony et al. (1998) further argues that you cannot just have functional values without emotions.

A company should according to Rust et al. (2004) have a business model which tracks how marketing investments influence customers' knowledge, beliefs, feelings and behaviour, and Bose and Chen (2009) also highlights that by observing the responses from the customers, direct marketers can adjust their strategy and develop their direct marketing activities. Since campaign 2 had the most triggering effect when it comes to generate an opinion and a positive attitude toward the campaign among the respondents, campaign 2 might be effective for Getinge as well as other B2B companies to use in order to maintain positive perceptions among its current customers. This is if we would assume that they have a higher recollection due to that they have already built up a relation with the company, hence campaign 2 can be used as a "reminding campaign", in order to maintain already existing relationships with customers. Campaign 3 however, seems to be most effective when Getinge strives to trigger recollection, actions and responses from their customers, and therefore our opinion is that this campaign should be used in the majority of the situations when Getinge or other B2B companies wants to communicate through marketing communications.

Our view of functional and emotional values in B2B marketing communication is in line with Jensen and Jepsen (2007) who argues that as people acting in business markets is the same as people acting in consumer markets, it seems odd if their behaviour is always purely rational in the business market when this assumption is not applied when they act as consumers. Throughout the analysis and discussion this argument by Jensen and Jepsen (2007) seems to be justified as our results indicate that business buyers are not purely rational but rather their perception and response of the campaigns indicate that B2B buyers are influenced by both functional and emotional values.

In order to give suggestions to other B2B companies about how the different campaigns can be applied in varied situation depending on the responses that the companies are striving for, we designed this evaluation model of the different campaigns along the four main responses, which derived from the survey and analysis. These four responses include; recollection, action, perception and interest, which are derived from question 1, 6, 7 and 9 in the survey.

The reason for choosing these variables are due to the fact that they are of interest for B2B companies when it comes to deciding which response activities the firm are striving for and then which campaign is most suitable for attaining this desired response. In order to evaluate these four different responses in a model, we ranked the campaigns in accordance to the outcome of the analysis regarding these questions. In the different questions, the campaign that got the highest ranking received 3 point, the second campaign received 2 points and the

last campaign received 1 point. E.g. when it comes to recollection in question 1, campaign 3 had the highest level of recollection and therefore received 3 points, while campaign 1 had the lowest level of recollection and therefore received 1 point. The evaluation model can be seen in figure 20 down below.

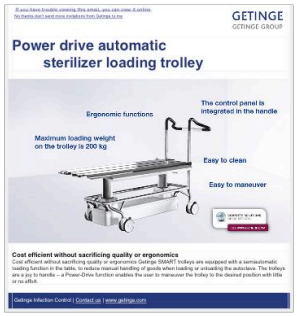
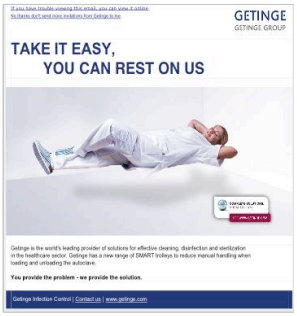
	Functional Values	Emotional Values	Functional & Emotional Values
			
Recollection	1	2	3
Action	1	2	3
Perception	1	3	2
Trigger interest	2	1	3
Total	5	8	11

Figure 20: Evaluation model of the different campaigns.

From this model it can be depicted that when a B2B company foremost strives for high response levels when it comes to "recollection", "action" and "interest", campaign 3 is the most suitable option. However, when it comes to the positive "perception" of the customers, campaign 2 has the highest score, making this a suitable campaign when a B2B company aims to increase or maintain the customers' positive perceptions of the firm and brand.

6. Conclusion

Here we will present a summarised Conclusion and reflection of this study as well as Implications, Limitations and Further research.

6.1 Conclusion and reflection

In this study we began by asking the following question: How does the customers perception and response to functional and emotional values implicate marketing communications for B2B firms**?** We have then, with support of scientific articles and literature, developed a theoretical foundation and constructed three marketing campaigns, which were followed up by a quantitative study of the healthcare market in Turkey through collaboration with the state-of-the-art medical technology company Getinge. Finally, the theoretical foundation and the empirical findings were combined in an analysis and discussion, in order to answer our research question.

The findings of this study indicate that when it comes to the customers' response to functional and emotional values in B2B, a combination of both values trigger more response from the customers when it comes to their recollection, actions and interest. The findings of this study also depicts that emotional values has a positive influence on the customers perception of marketing communications. These findings implicate that firms in the B2B market should apply a combination of functional and emotional values in the majority of the companies marketing communications, especially when firms strives for high response in regards to recollection, actions and the interest from their customers. However, emotional values can be used without being backed up by functional values when companies foremost strive to maintain positive perceptions from their customers. Another conclusion is also the fact that there do not seem to be any fruitful difference between private and public hospitals regarding the perception and response to functional and emotional values.

6.2 Theoretical implication

Literature about B2B market communication has traditionally portrayed business buyers as rational decision makers, and scholars have varied opinions about the importance of functional and emotional values in B2B markets (e.g. de Chernatony et al., 2000; Bendixen et al., 2004; Mudambi et al., 1997). According to Leek and Christodoulides (2012) the role of emotion and its connection to the functional values and how it can be exploited by marketers in a B2B market context, needs further investigation. Hence, the findings of this quantitative study helps to decrease this gap about the functional and emotional values in B2B marketing communication since this study shows that a combination of functional and emotional values are suitable in B2B marketing communication.

6.3 Practical Implication

B2B marketers have traditionally been more sceptical about the benefits of branding and emotional value due to the belief that the decision making process in organisations is rational and focused on the functional qualities, with no room for the emotional qualities used in the B2C context (Leek & Christodoulides, 2012). However, this study implicates that in B2B markets the emotional values are also of great importance and therefore B2B companies should use a combination of functional and emotional values when addressing customers in a B2B market context. We also believe that B2B companies should not be afraid to boost the

emotional values in their marketing communication due to it seems to have an influential part to play when it comes to the positive perception of the customers.

The aforementioned conclusion is also applicable for Getinge since it is a B2B company. However, Getinge is in a special situation since the company is in the healthcare market were both public and private companies exists. After completing this study, we can now draw the conclusion that in the healthcare market in Turkey, there is no significant difference between public and private hospitals when it comes to their perception and response towards functional and emotional values in B2B marketing communication. Therefore, when Getinge constructs their marketing communication towards the healthcare sector in Turkey we suggest that the company should mainly use both functional and emotional values in their marketing communication. We also believe that this could be applicable to other developed healthcare markets in the world where Getinge is present.

6.4 Limitation

Since this study have been conducted in a collaboration with Getinge who is active in the healthcare market, this study could be limited to just this type of B2B market segment. This also meant that Getinge were in somewhat part in a few of the decision making processes, which could be seen as a limitation since we as researcher did not have the sole decision power in this study e.g. the choice of colours and fonts in the campaigns needed to be adapted to Getinge's Corporate Identity. This study have also been conducted in just one country, hence the findings might also be limited to this geographic region but we believe that these findings could be applicable to other developed countries with similar conditions as well.

6.5 Further research

In order to decrease the current research gap regarding functional and emotional values in B2B markets further, more research needs to be conducted within this area. Some suggestions that we have in order to decrease this gap further is to test the outcome of this study by conducting similar research in other markets and within other B2B industries. To explore the importance of functional and emotional values in different B2B markets at the same time, with the same campaigns would be very interesting as well.

Another suggestion for further research is also to conduct two studies in the same country, one within the B2C context and one within the B2B market context, by using similar campaigns with functional and emotional values. We believe that this would help to identify differences and similarities in the customers' perception and response towards functional and emotional values in marketing communications between the two market contexts.

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Appendix

A.1 Questionnaire

Guidelines for the interviewer

Name of the hospital: _____

Campaign number: 1 [ ] 2 [ ] 3 [ ]

Date: _____

Due to your current position at your hospital, you have been chosen to be part of a survey regarding direct marketing from Getinge.

This will only take approximately 5 minutes of your time.

The purpose of this research is to measure the effectiveness of communicating to hospital CSSD managers via direct email campaigns in the Turkish market and how they are perceived.

We would appreciate if you took the time to answer a few questions, and your answers will be treated anonymously.

1. Recently you received an email from Getinge, do you remember this email?

Yes No

If No, ask question 2.

If Yes, go to question number 4 on the next page.

2. Do you know about Getinge?

Yes

No

If Yes, go to question number 3, then read the "End statement" below.

If No, please read the "End statement" below.

3. What do think about Getinge?

_____

End statement

Getinge is the global market leader in washer-disinfectors and sterilizers. Getinge recently acquired Trans Medical and will in the future be much more active in Turkey.
Thank you for your time.

4. Spontaneously, what did you think about the email?

_____

5. Why do you remember this email from Getinge?

Only choose one option

Because of the product's quality [ ]
Because it was from Getinge [ ]
Because the mail was funny [ ]
Because of the product's functionalities [ ]
Other *(please specify)* _____

6. What of the following actions did you take after reading this email?

Visited Getinge's homepage [ ]
Contacted a Getinge representative [ ]
Had meeting(s) regarding Getinge [ ]
Discussed Getinge with colleagues [ ]
Sent in the online answer-sheet [ ]
Nothing [ ]
Other *(please specify)* _____

7. What was your general perception of this email?

Very negative 1 2 3 4 5 Very positive

8. Is there anything else you want to say about this email?

_____

9. Would you like to be contacted by Getinge for more information?

Yes No

If Yes, go to question number 10,
then read the "End statement" below.

If No, read the "End statement" below.

10. How do you want to be contacted by Getinge?

Phone	[ ]
Fax	[ ]
Mail	[ ]
E-mail	[ ]
Personal visit	[ ]

End statement

Getinge is the global market leader in washer-disinfectors and sterilizers. Getinge recently acquired Trans Medical and will in the future be much more active in Turkey.
Thank you for your time.

A.2 Campaigns in English

A.2.1 Functional values

If you have trouble viewing this email, you can view it online.
No thanks don't send more invitations from Getinge to me

GETINGE
GETINGE GROUP

Power drive automatic sterilizer loading trolley

Cost efficient without sacrificing quality or ergonomics

Cost efficient without sacrificing quality or ergonomics Getinge SMART trolleys are equipped with a semiautomatic loading function in the table, to reduce manual handling of goods when loading or unloading the autoclave. The trolleys are a joy to handle – a Power-Drive function enables the user to maneuver the trolley to the desired position with little or no effort.

Getinge Infection Control | Contact us | www.getinge.com

A.2.2 Emotional values

If you have trouble viewing this email, you can view it online.
No thanks don't send more invitations from Getinge to me

GETINGE
GETINGE GROUP

TAKE IT EASY,
YOU CAN REST ON US

Getinge is the world's leading provider of solutions for effective cleaning, disinfection and sterilization in the healthcare sector. Getinge has a new range of SMART trolleys to reduce manual handling when loading and unloading the autoclave.

You provide the problem - we provide the solution.

Getinge Infection Control | Contact us | www.getinge.com

A.2.3 Functional and Emotional values

If you have trouble viewing this email, you can view it online.
No thanks don't send more invitations from Getinge to me

GETINGE
GETINGE GROUP

Take it easy,
You can rest on us

Getinge SMART trolleys are equipped with a semiautomatic loading function in the table, to reduce manual handling of goods when loading or unloading the autoclave. The trolleys are a joy to handle – a Power-Drive function enables the user to maneuver the trolley to the desired position with little or no effort.
You provide the problem – we provide the solution.

Getinge Infection Control | Contact us | www.getinge.com

A.3 Campaigns in Turkish

A.3.1 Functional values

Eğer bu iletiyi doğru görüntüleyemiyorsanız, lütfen burayı tıklatınız.
Hayır teşekkürler, bana Getinge'den başka davet gelmesin.

GETINGE
GETINGE GROUP

OTOMATİK SÜRÜLEBİLİR STERİLİZATÖR YÜKLEME ARABASI

Kalite ve Ergonomiden Ödün Vermeden Düşük Maliyet
Getinge SMART arabalar; manuel yüklemeleri azaltmak için yarı otomatik yükleme özelliğine sahiptir. Sedyelerin rahat bir sürüşü vardır – Otomatik Sürüş özelliği kullanıcının sedyeyi istediği yöne doğru çok az bir güç kullanarak ya da hiç güç kullanmadan kolayca manevra yaptırabilmesini sağlamaktadır. Siz sorunu söyleyin, biz çözüm üretelim.

A.3.2 Emotional values

Eğer bu iletiyi doğru görüntüleyemiyorsanız, lütfen burayı tıklatınız..
Hayır teşekkürler, bana Getinge'den başka davet gelmesin.

GETINGE
GETINGE GROUP

RAHAT OLUN, ÜSTÜMÜZDE DİNLENEBİLİRSİNİZ

Getinge SMART arabalar; manuel yüklemeleri azaltmak için yarı otomatik yükleme özelliğine sahiptir. Sedyelerin rahat bir sürüşü vardır – Otomatik Sürüş özelliği kullanıcının sedyeyi istediği yöne doğru çok az bir güç kullanarak ya da hiç güç kullanmadan kolayca manevra yaptırabilmesini sağlamaktadır. Siz sorunu söyleyin, biz çözüm üretelim.

Siz sorunu söyleyin-biz çözüm üretelim

A.3.3 Functional and Emotional values

Eğer bu iletiyi doğru görüntüleyemiyorsanız, lütfen burayı tıklatınız.
Hayır teşekkürler, bana Getinge'den başka davet gelmesin.

GETINGE
GETINGE GROUP

RAHAT OLUN, ÜSTÜMÜZDE DİNLENEBİLİRSİNİZ

Getinge SMART arabalar; manuel yüklemeleri azaltmak için yarı otomatik yükleme özelliğine sahiptir. Sedyelerin rahat bir sürüşü vardır – Otomatik Sürüş özelliği kullanıcının sedyeyi istediği yöne doğru çok az bir güç kullanarak ya da hiç güç kullanmadan kolayca manevra yaptırabilmesini sağlamaktadır.
Siz sorunu söyleyin, biz çözüm üretelim.

HÖGSKOLAN
HALMSTAD