MULTICHANNEL PUBLISHING:

FROM THE CONSUMER'S PERSPECTIVE

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PREFACE

Contemporary channels of communication characterized by their interactivity, individualization and network capabilities have a profound influence in shaping the modern society. Hence, it is essential to focus on multichannel publishing. With an ever-expanding number of channels to distribute content to, it is essential for organizations to have content management and distribution solutions that can adapt. Part of that means adopting a structured - or intelligent - content strategy. Learn more about structured content and how it is perhaps the only solution to true multichannel publishing.

Multi-Channel Publishing stands for using a variety of media channels of communication. At its highest level, you can look at multi-channel publishing through its technical aspects: TV, Radio, Mobile Portal, ePortal, ePaper, eMagazine, eKiosk and eReader In addition to these technical aspects, the channels can be differentiated by their design:

The possibilities with Multi-Channel Publishing are numerous and companies can leverage their content in many different channels. However, managing the channels and different types of content can be a complex process and requires technology platforms that support the increased complexity. The design and features of this book have been conceived to work together with a purpose to give an insight about the multichannel publishing in the content of a digitalized society.

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The emergence of e-commerce as a way of doing business has created an environment in which the needs and expectations of business customers and consumers are rapidly changing and evolving. This situation presents marketing managers with the challenge of ascertaining which elements of market space are new and how much continuity can be retained from the past. Some marketers apparently believe that it is enough to offer a Web site, maintaining a superficial appearance that the firm is progressive, or they ignore the Web altogether, possibly making use of digital technology to support existing business plans. Others take the opposite tack, saying that everything is changing and that nothing can remain the same (e.g., Feather, 2000; Murphy, 2000). A more balanced view proposes that people are basically the same but that new technologies are changing many of the ways customers shop and buy – thus, many businesses must overhaul their operating models to create digital strategies that meet changing needs and preserve competitiveness (Downes & Mui, 1998; Wind, Mahajan & Gunther, 2002). Researcher's position is consistent with this balanced view. Researcher believes that while much is changing, many fundamentals remain. Thus, researcher suggests ways that managers can use well-grounded concepts from consumer attitude and marketing theory, adapting them to new technologies.

Saudi Research and Publishing Company, well known as SRPC is one of the leading and the largest Pan Arab publishing houses based in UAE. Established in 1972, SRPC has become one of the most important publishing companies in the Arab world. The main activities of the company are to provide services of high quality information and news gathering through newspapers and magazines to Arab readers worldwide. In 1975, Arab News, the first English-language daily newspaper was published. Since then, the list of publications has grown up and all the publications are the leaders in their respective fields in the Arab and non-Arab world. SRPC currently publishes fifteen publications in various languages like Arabic, English, Malayalam, Urdu and Tagalu. Recently SRPC create a common digital platform for all the fifteen publications, and it is beneficial to the company as well as consumers. (Annual Report of SRPC 2008)

It can promote products and services using digital distribution channels to reach consumers in a timely, relevant, personal and cost-effective manner. In the age of digital content, marketing departments are increasingly tasked with creating digital experiences to promote their companies' brands. Marketing organizations benefit substantially from implementing an enterprise marketing platform. Such a platform is the foundation for organizing, accessing, and distributing all of the digital content (including rich media assets) that is required to successfully manage marketing initiatives in the digital age. The digital marketing platform can help the marketing organization define and implement its more formal business processes and also facilitate ad hoc collaboration. The result is a holistic, solutions-oriented approach to managing the wide range of marketing activities required to compete effectively in today's digital marketplace.

Therefore, it is essential to conduct broad research on "consumers' attitude towards integrated multi-channel digital platform". The overall purpose of this study is to explore and understand the attitude of consumers towards integrated multi-channel digital marketing platform'. Digital marketing studies are still in the infancy stage. Such studies caught attention of the marketers recently. This is the topic in which much exploration has not been done yet.

1.2 Statement of the problem

SRPC needs to expand its integrated multi-channel digital platform to deliver personalized multimedia message communications to the best of consumer satisfaction. For that, a study of consumers' attitude towards the existing digital platform is inevitable.

1.3 Aim and Objectives

1.3.1 The Aim of the Study

1. Explore the Integrated Multi-Channel Digital Platform and its impact on creating customer value, thereby imparting sustainable advantage to SRPC.

2. Identify the benefits of expanding Integrated Multi-Channel Digital Platform to SRPC and its consumers on along term basis.

3. Recommend possible solutions to the problems.

1.3.2 Objectives

1. To study the consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC

2. To determine the relationship between personal characteristics of consumers and their attitude towards Integrated Multi-Channel Digital Platform of SRPC

3. To give suggestions in the light of the result of the study.

1.4 Scope of the project

To try and make the company to understand the issues connected to Integrated Multi-Channel Digital Marketing Platform and its impact on the SRPC Products / Publications.

1.5 Focus of the study

The study emphasizes on the issues connected to Integrated Multi-Channel Digital Marketing Platform and its impact on the SRPC Products / Publications. The study focuses on the:

1. Attitude of consumers towards Integrated Multi-Channel Digital Platform of SRPC

2. Determine the relationship between personal factors and attitude of consumers

3. Attempt to develop and suggest policy changes in the light of the results of the study.

1.6 Hypothesis

Null Hypothesis

H_0: Consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC is unfavourable

Alternate Hypothesis

H_1: Consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC is favourable

1.7 Significance of the study

Considering the importance of the role played by Integrated Multi-Channel Digital Marketing Platform, it is essential that outcome of the study should be used to formulate strategies and create guidelines if suitable for the benefit of the company and the consumers. The significance of this research is that it may be used as a reference manual for future research and policy making by the organization that I am currently working for. The study can be very significant for the future marketing plans, and to make the business more profitable. Following are main benefits of this research study.

1. To strategize for an e-commerce revenue model.

2. To generate online subscription for the publications

3. To create e-newspapers without diluting the revenue of print media.

4. To create audio/video programme. (T.V & Radio)

5. To inform news through SMS to the readers.

6. To get maximum number of Website Hits and increase the traffic to website.

7. To get priority in search engines.

8. To get participatory reporting from the readers/public.

9. To conduct online research and to get feedback from the readers.

10. To deliver the SRPC's publications through automated vending machines.

CHAPTER 2

LITERATURE REVIEW

Literature survey is the documentation of a comprehensive review of the published and unpublished work from secondary sources of data in the areas of specific interest to the researcher. The purpose of the literature review is to ensure that no important variable is ignored that has, in the past, been found to have an impact on the problem. It is possible that some of the critical variables are brought out in the interviews, either because the employees cannot articulate them or are unaware of their impact, or because the variable seems so obvious to the interviewees that they are not specifically stated, (Uma Sekaran, 2002).

In this research study, books, journals, newspapers, magazines, conference proceedings, doctoral dissertations, master's theses, government publications, and other reports were referred to in order to obtain information on the research topic. Reviewing the literature on the topic helped to focus the interviews more meaningfully on certain aspects found to be important in the published studies. It not only helped to include all the relevant variables in the research work, but also facilitated the creative integration of the information gathered from the structured and unstructured interviews with what was found in previous studies.   Literature survey provided the foundation for developing a comprehensive theoretical framework from which hypotheses were developed for testing.

2.1 CONSUMER ATTITUDES

Whenever, a consumer is asked to express his views about whether he likes or dislikes a product, a service, an advertising theme or a particular retailer, he is being asked to express his attitude about the object. Within the realm of consumer behaviour, attitude research has been employed to study a wide range of critical marketing strategy questions. For example, attitude research is commonly undertaken to ascertain the likelihood that consumers will accept the proposed new product idea, to gauge why a firm's target audience has not reacted more favourably to its revised promotional theme or to learn how target consumers are likely to react to a proposed change in the firm's packaging and label. (Guiltinan and Madden. 2005)

It is not surprising that attitude has received so much attention in the consumer behaviour literature. In fact, the topic of attitude has been the most important subject in the field of consumer behaviour. Attitude research forms the basis for developing new products, repositioning existing products, creating advertising campaigns, and predicting brand preferences as well as general purchase behaviour. To a marketer, it is very important to understand how attitudes are developed and how they influence the consumers so that marketing programmes may succeed.

In this chapter, researcher will discuss the reasons why attitude research has had such a pervasive impact on consumer behaviour. This chapter starts with definitions of attitude and culture. The sources and functions of attitude, characteristics of culture, and

relationship between culture and attitude are also discussed. Finally, researcher will review the approaches frequently used to measure consumer attitudes.

2.1.1 Meaning of Attitude

Attitudes are an expression of inner feelings about a person, product, service, brand or store that reflects whether a person is favourably or unfavourably predisposed to the object. Attitude is not a tangible object and, therefore, is not directly observable. It must be inferred from what people say about the object or from the behaviour of the consumer. Attitude researchers tend to know about the attitude by asking questions or making inferences from behaviour. For example, if a researcher has come to the conclusion after asking a series of questions that the individual has consistently purchased a product and also recommends them to his friends, the researcher would be likely to infer that the individual has positive attitude towards products. It suggests that consistent purchase, recommendations to friends, relatives and others, top rankings, beliefs, evaluations and intentions of an individual about a particular object, carry positive attitude. Contrarily, if an individual hates, avoids recommending to others, last ranking of a particular product, brand etc., it means he has a negative attitude. It means, attitude may be positive or negative and it is important for the marketers to develop positive attitudes of the consumers. (Wells et.al. 2003).

Before quoting important definitions, it is fruitful to bring out the salient features which contribute to the meaning of attitudes. The following are the six salient features of attitude (Aswathappa 2001):

1. Attitudes refer to feelings and beliefs of individuals or groups of individuals.

2. The feelings and beliefs are directed towards other people, objects, or ideas.

3. Attitudes tend to result in behaviour or action

4. Attitudes can fall anywhere along a continuum from very favourable to very unfavourable.

5. Attitudes endure.

6. All people, irrespective of their status or intelligence, hold attitudes.

Some important and relevant definitions are quoted below:

Reitz, Joseph (1977): "The word attitude describes a persistent tendency to feel and behave in a particular way towards some object". It is a disposition or tendency to respond positively or negatively towards a certain thing (idea, object, person, and situation). Attitude is an internal state of person that is focused on objects, individuals, issues that can exist in the persons mind. It also plays a very important role in determining the behaviour of human beings.

Eugene McKenna (2000): "Attitude can be defined as mental states developed through experience, which are always ready to exert an active influence on an individual's response to any condition and circumstances that the attitudes are directed towards." It is a bent of mind, predisposition of certain actions. It is a process by which the individual learn as a result of experience to orient themselves towards objectives and goals.

Newstrom, John W. and Keith Davis (1997): "Attitudes are the feelings and beliefs that largely determine how employees perceive their environment, commit themselves to intended actions and ultimately behave". They are the feelings and beliefs of individuals or a group of individuals. These feelings are directed towards other objects, ideas, and persons. They strongly influence the perception of the situation and hence they are influence behaviour

For the purpose of this research, in which study of attitude of consumers is the main element, the following definition of attitude is used. Any attitude contains an assessment of whether the object to referred to is liked or disliked. Attitudes are developed through experience but they are less stable than traits and can change as new experiences are gained or influences absorbed. (Makin, et al.1996).

Thus an attitude expresses values and disposes a person to act or to react in a certain way toward something or someone. Attitudes are present in the relationship between a person and some kind of object. Moreover, an attitude is a kind of mental set and it represents a predisposition to evaluate objects. Attitudes are the feelings and beliefs of individuals or group of individuals. These feelings are directed towards other objects, ideas or persons and they strongly influence the perception of the situation and hence they influence attitude. (Armstrong, et al.2003).

2.1.2   Functions of Attitude

As Pestonjee (1981) points out, attitudes perform at least four important functions in organizational settings: determination of meaning, reconciliation of contradictions, organization of facts and selection of facts.

Attitudes determine the meaning of what is seen in the environment. If an individual has a favourable attitude towards another individual, the former tends to judge the latter's action as 'good' or 'superior'. However, if he holds a negative attitude towards the other person, he may be prompt in disagreeing with him and fail to appreciate any good work done by him.

Attitudes reconcile contradictions in the opinions of people. With the help of a proper attitude as a background, it is possible for an individual to reconcile or rationalize actions which to another individual are obvious contradictions.

Attitudes organize facts. Accordingly, objective events can be perceived differently by different people with divergent attitudes. Thus, by influencing the attitudes of workers, it is possible for an irresponsible leader to lead to misinterpretation of facts among them.

Attitudes also facilitate the selection of facts. An individual tends to select only those facts and stimuli from the environment, which are consistent with his/her, cherished attitudes. Thus, attitudes act as a screen or filter. (Schiffman and Kanuk 2007).

2.1.3   Sources of Attitude

Broadly speaking, our attitudes are a product of our culture. People are not born with specific attitudes for they are not inherited.   Individuals learn attitudes from several sources.   All the attitudes are acquired through the process of learning.   The most important sources of acquiring attitudes are from personal experience, association, family, peer groups and personality factors (Subramani and Rajendra, 2001).

1. Personal Experience

An individual develops attitudes through his/her personal experience i.e., by direct contact with the attitude object.   As noted by Hackett (1998), people develop attitudes on all objects, events, issues, other individuals, and on everything they personally experience.

2. Association

Attitudes are highly influenced by the group with which an individual is associated with. The influence of groups on the attitude of an individual is universally proportional to the distance of the group from the individual. As pointed out by Ahuja (1998), many of the attitudes of individuals have their source and support in groups with which the individual comes in contact with.

3. Family

The family environment exerts the greatest influence on a person's attitudes. When a person starts learning anything about the world, he or she learns it through his or her parents and other members of the family. The family, as a whole, shares certain attitudes and values which are naturally imbibed by an individual. It also mediates the influence of larger social systems on the individual's attitudes, values and personality characteristics. According to Milton (1987), the family generally instills attitudes that are considered appropriate for its social and economic position in society.

4. Peer Groups

During adulthood, people increasingly depend on their peer groups for attitude. An individual's friends in colleges and other organizations greatly influence the formation of attitudes. Robbins (1998) opined that: "people imitate the attitudes of popular individuals they admire and respect".

5. Personality Factors

Personality emerges over time from the interaction of genetic and environmental factors. To a large extent; genes predetermine an individual's physical characteristics, and also contribute to other important personality characteristics such as intelligence and temperament. As cited by Cook et al. (1997), personality is the set of traits and behaviours that characterizes an individual.

Moreover, attitudes which are acquired through personal experience tend to be more resistant to change than those learned from association or from others (Subramani and Rajendra 2001). However, attitudes acquired in ways other than personal experience can likewise be very stable and resistant if they are part of a mutually reinforcing cluster of attitudes and values.

2.2 CULTURE

Culture refers to the total way of life of a group of people. Their particular life style is what characterizes that group or society, underlining their identity. The fact that other people do things differently is part of why they are considered distinct. "We" do things this way (the right way, as far as we're concerned), and "they" do things differently (the strange way, as far as we can see). All are born into a particular culture and have learned that culture as they have matured. A simple definition of culture might be the life style characteristic of a specific group of people living in a particular place at a given time. It can also be defined in terms of the elements of the complex that we call "way of life." Primary among the elements of culture is the basic philosophy of a group of people - the fundamental ideas, beliefs, and values that guide them and help them shape and understand the world in which they live. These ideas develop and are handed down over generations; they are guidelines by which societies live. Cultures are thus created and shaped by people. Culture is dynamic; each generation modifies and adds to an inherited culture. A more formal definition of culture is the following:

 A historically created guide for living and collective mental programming, and these are derived from deep assumptions that are not directly accessible but may be reflected in the values, attitudes, and behaviour of individuals and groups. The assumptions are learned, not innate; they have a pattern, are shared, and passed down through the generations (Goffee, 1997).

From the above definition it could be noted that there are two terms to the concept culture: 'History' and 'Shared phenomenon'. With regard to the first, it may be stated that the cultural mores of a society are passed on from generation to generation. The second key term, which is basic to culture, implies that the cultural ethos is shared among the members of a society.

Thus, culture forms a significant determinant of human behaviour in organizations.   It connects the objective aspects of an organization with values, attitudes and behaviour of its human resources.   The interaction of the culture with the other aspects of total environment results in culture variations. (Frances and Stephen 2008). The significance of culture variations are discussed below:

2.2.1 Culture and Perception

Culture is one of the strongest influences on personal perception, the ability to look at the world around us and make certain judgments.   In the economic sense, it may be concluded that there are certain possibilities for making a living in a given area because of a combination of what is perceived to be the physical environment and our inherited

cultural attitudes. Our learned values and our concept of our place in the world (and what we expect from the world) combine to act as a filter between us and the "real" world. Differences in remembered data represent the sorted portion of our observations of the total environment. This concept of exactly what we think we see (or what we interpret and understand from our senses) is the concept of perception. (Peter and Olson 2002).

2.2.2 Culture's Impact on Race, Language and Religion

In their book of The Human Landscape, Zimolzak and Stansfield (1979) have illustrated culture's impact on race, language and religion, which is given below:

Race, language, and religion have an unfortunately common link: Each is an important component of culture, but each is also the subject of much misunderstanding and prejudice. As components of culture, they all contribute to the development of nationality. As terms, they are frequently misused and misunderstood. Race refers to physical, biological characteristics of humankind, while language and religion are strictly cultural characteristics. (Jobber, 2001)

Of the three topics, race perhaps has suffered the most serious misunderstanding. Race probably holds the title of the most misunderstood, most misinterpreted characteristic of the earth's people.

Language is a basic expression of culture; language both reflects culture and also has an impact on culture. Language is an important tool in studying the historical migration patterns of people, the location of the cultural hearth (area of origin) of a specific group,

and the degree of interaction of different language groups over time. (Paul and James 2007)

Race and language are both extremely important factors in our understanding of the world and its human inhabitants. Strong biases concerning race and serious communications gaps between different language-cultural groups have had, and may continue to have, grave implications for the earth's citizens.

Religion is a major expression of and influence on culture. Religion is the system of beliefs and perceptions about the human condition which, among other things, guides attitudes toward the natural environment and our fellow humans. An ethical code is an important part of all religions. Contemporary cultural geographers and anthropologists, while rejecting determinism, recognize that the total environmental complex, including both physical and cultural factors, is related to certain aspects of religious beliefs and practices. There is no doubt that religion is one of the most significant aspects of culture. (Roberts 2003)

These three different factors are closely interrelated in the way they help shape our understandings (and misunderstandings) about our fellow passengers on spaceship Earth. Each factor offers fascinating insights into cultural variations around the world, and each has been loaded, at various times, with prejudice resulting from a lack of careful study and objective evaluation.

2.2.3   Characteristics of Culture

Triandis et al (1995) classified the characteristics of culture in three aspects;

1. culture emerges in adaptive interactions with the environment.

2. culture consists of shared elements; and

3. culture is transmitted across time periods and generations.

1. Adaptive Elements

Culture is to society what memory is to individuals. It is the repository of what worked and not worked in the past. As people interact, they develop new tools, skills, and definitions of concepts, and achieve consensus on organizing information, symbols, evaluations, patterns of behaviour, intellectual, moral, and aesthetic standards, expectations, and ideas about correct behaviour that are more or less effective (functional). The more effective ones (those that lead to satisfying solutions of every day problems of existence) become shared and are transmitted to others, most importantly to the next generations.

2. Shared Elements

Since interaction normally requires a shared language and the opportunity to interact, one conveniently uses (a) shared language, (b) time, and (c) place as hypotheses to identify those who are likely to belong to the same culture. Thus, nations, occupational groups,

social classes, genders, races, religions, tribes, and social movements may become the bases of cultures.

3. Transmission to Others

Cultural elements are transmitted to a variety of others, such as the next generation, co-workers, colleagues, family members, and a wide range of groups. For example, new workers are socialized into a corporation.

2.2.4   RELATIONSHIP BETWEEN CULTURE AND ATTITUDE

Figure 2.1: The Relationship between Culture and Attitude
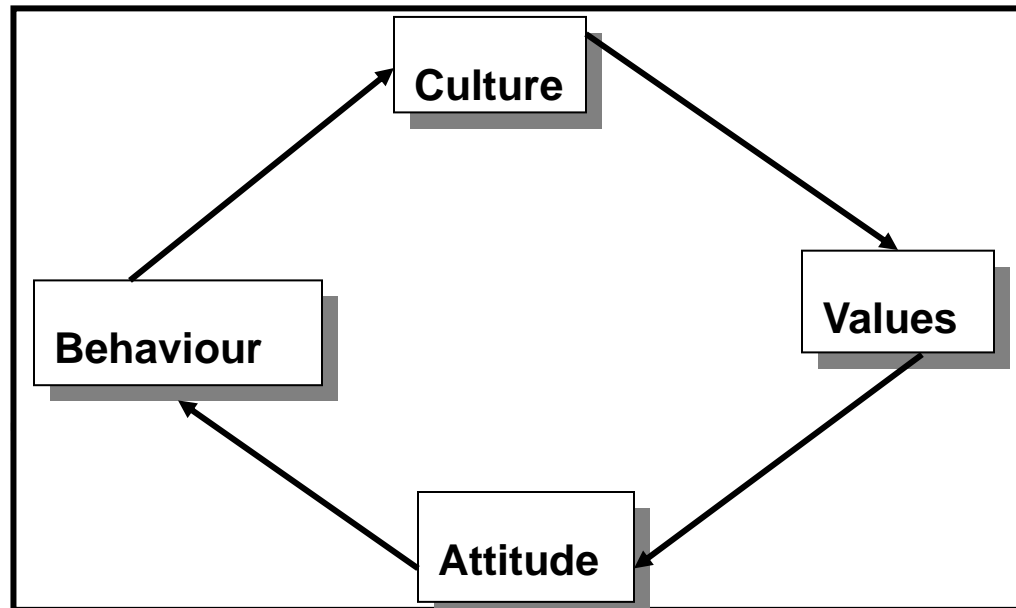
Source: Hofstede, (1994).

The cultural orientation of a society reflects the complex interaction of values, attitudes, and behaviours displayed by its members (Hofstede, 1994). As shown in Figure 2.1, individuals express culture and its normative qualities through the values they hold about life and the world around them. These values in turn affect their attitudes about the form of behaviour considered most appropriate and effective in any given situation. The continually changing patterns of individual and group behaviour eventually influence culture, and the cycle begins all over again.

James and Garrick (1988), describes the relationship between culture and attitude in two aspects.

Cultural knowledge consists of more than just rules or instructions for attitude and behaviour. It also consists of values, which provide only rough (sometimes conflicting) guidelines for attitude and behaviour. It includes shared categories and views of reality that certainly influence attitude and behaviour, but only indirectly (by affecting how individuals perceive the world) rather than directly (as rules). Culture includes attitudes, shared understandings, and other kinds of knowledge that affect how an individual acts, but not in the same way as rules. The effects of these other components of culture on behaviour and attitude are too subtle and complex to call them 'instructions'. (Cox and Koelzer 2003).

Culture provides a great deal of leeway for individuals to choose between alternative courses of action. Even most of the rules that people are said to 'obey' do not specify how they should act in great detail, but provide only general guidelines. In their

everyday lives, most people do not blindly follow the dictates of culture; they plan, calculate, weigh alternatives, and make decisions on what they think is best for those they care about. They consider (or often consider, at any rate) the possible consequences of alternative courses of action in their minds before actually acting. Indeed, this ability of thinking ahead is undoubtedly one of the secrets of one's evolutionary success. In deciding how best to approach the relationship between culture and attitude, a human being's ability to plan and choose has to be taken into account.

One way to build planning and choosing into the relationship between culture and attitude is, to begin with the realization that formulating plans and making choices are mental processes, and therefore they rely on and work within the framework of knowledge that individuals acquire culturally. To make a decision about how to behave involves at least the following procedure: choosing one's goals (or ends); determining the resources (or means) available to attain these ends; considering which specific actions are likely to be most effective; calculating the relative costs (in resources) and benefits (in rewards) of these alternative attitudes; and, finally, choosing between these attitudes. These mental processes can be called as strategizing, and the overall plan of behaviour that an individual has decided upon may be called as strategy. As a result of choosing between alternative strategies, individuals adopt particular attitudes that they believe will help them effectively attain their ends.

2.3 THE MANAGERIAL IMPLICATIONS OF ATTITUDE FORMATION AND CHANGE

The principles and concepts derived from the study of attitudes, beliefs, and behavior formation and change have applications to each of the five PERMS concepts.

Positioning and Differentiation

By identifying the salient attributes that have high importance ratings and are given extremely positive evaluation ratings in the attitude-toward-the-object model, managers have a means of positioning and differentiating a brand. For example, Burger Sing differentiates its burgers from McDonald's with its "Have it your way" slogan. Having the ability to order a burger with the trimmings that you want is an important attribute, and Burger King uses the slogan and backs it up with service to position and differentiate its brand. (Belch and Belch 2001)

Environmental Analysis

In order to implement the behavioral influence approach to behavior change, the analyst must carefully evaluate the environment in which the influence technique is to take place. For example, if the goal is to influence the movement of consumers through a retail store, the analyst must carefully evaluate the direct effects of the arrangement of aisles and the atmospheric variables, such as the sounds, smells, and textures of the store. On the other hand, if an influence technique such as ingratiation is to be employed, it is important to identify the norms of the culture and subculture that

impact the target of influence. For example, offering a gift may be appropriate in many Asian cultures but inappropriate in the United States. Mickey et al. (2008),

Research

Market research is required to identify the salient attributes that are of high importance to consumers in a product category. It is also critical to perform research studies to compare your brand to competitors' in terms of overall attitudes and of the belief ratings of the extent that it possesses key attributes. Other areas of research include identifying the involvement level of the target market and evaluating consumers' attitudes toward the advertisements that are being developed. Finally, it is important to conduct research in order to identify the key benefits that consumers are seeking in a product category. Paul et al. (2008),

Marketing Mix

The investigation of consumer beliefs, attitudes, and behaviors has particular relevance to product development and promotional strategy. First, after identifying the important product benefits, companies can develop brands that have attributes that provide these benefits. Indeed, new-product development should begin with an evaluation on of the product benefits consumers seek and the attributes that provide them. Second, promotional strategy should be based on communicating to consumers the messages that evolve from the positioning strategy that emerges from the identification of key attributes. Other promotional issues that emerge include how to employ balance-theory

principles and behavioral influence techniques to persuade and influence consumers. Finally, it is important to work with the creative on the advertising to fashion communications toward which consumers will have positive attitudes. (Kotler and Armstrong 2008)

Segmentation

The identification of important product attributes is the foundation of benefit segmentation. Benefit segmentation of is the division of the market into homogeneous groups of consumers based on a similarity of benefits sought in a product category. Some companies have built huge market shares for many of its brands by establishing a strategy of focusing on how a product provides a benefit that fulfills one particular consumer need. (McCarthy and Perreault, 2002)

2.4   CONCLUSION

Although the term "culture" popularly means the whole way of life of some human society, in this research it is defined as shared and socially learned ideas. This definition of culture sees culture as a mental phenomenon, which affects attitude. Culture is the shared knowledge that underlies and guides attitude. Culture is socially learned, i.e. it can   be   transmitted   from   one   group   or   individual   to   another.

CHAPTER 3

RESEARCH METHODOLOGY AND DATA COLLECTION

3.1 INTRODUCTION

To examine consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC, a research design was framed. In this Chapter, the methodology, data collection and data analysis will be discussed in order to show how the data was collected, organized and analyzed. According to the research objectives, setting out some hypotheses is necessary to help give direction to the data analysis.

3.2 REASON FOR THE RESEARCH

Identifying and defining the problem is the first step in the process of research. A problem does not necessarily mean that something is seriously wrong with a current situation and needs to be rectified immediately. A 'problem' could simply indicate an interest in an issue where finding the right answers might help to improve the existing situation.

SRPC needs to expand its integrated multi-channel digital platform to deliver personalized multimedia message communications to the best of consumer satisfaction. Therefore, it is essential to conduct broad research on "consumers' attitude towards integrated multi-channel digital platform". The overall purpose of this study is to explore

and understand the attitude of consumers towards integrated multi-channel digital marketing platform'. Digital marketing studies are still in the infancy stage. Such studies caught attention of the marketers recently. This is the topic in which much exploration has not been done yet.

In the age of digital content, marketing departments are increasingly tasked with creating digital experiences to promote their companies' brands. Marketing organizations will benefit substantially from implementing an enterprise marketing platform. Such a platform is the foundation for organizing, accessing, and distributing all of the digital content (including rich media assets) that is required to successfully manage marketing initiatives in the digital age.

The digital marketing platform can help the marketing organization define and implement its more formal business processes and also facilitate ad hoc collaboration. The result is a holistic, solutions-oriented approach to managing the wide range of marketing activities required to compete effectively in today's digital marketplace.

3.3 STEPS IN RESEARCH

Research, in its broadest sense, is an attempt to acquire a solution to problems. More precisely, it is the collection of data in a rigorously controlled situation for the purpose of prediction or explanation (Treece and Treece, 1982). Social research is the systematic observation of social life for the purpose of finding and understanding patterns among

what is observed (Babbie, 1992). It is the application of scientific research procedures to solve problems of a social nature.

It is also a social interrogation directed towards the domains of behaviour, often within the scope of organizational problems or questions (Levin et al., 1991).

Many methods are used to conduct social research and these fall under the general classification of research methodology. Within this classification, the research methodology can be divided into research design and statistical methods (Krueger et al., 1978). While research design addresses the formulation of scientific inquiry - designing a strategy for finding out something (Babbie, 1992) - the statistical methods provide the tools to implement the design methods (Krueger et al., 1978).

It may be mentioned here that, though the objectives of various researches vary, the organization of any social research, more or less remains identical. As Leedy (1993) identified, the structure of the social research, common to all research studies is as follows:

1. It begins with a problem.

2. It ends with a conclusion.

3. The entire process is based upon observable facts called data.

4. It is logical.

5. It is orderly.

6. It is guided by a hypothesis.

7. It confirms or rejects the reasonable guess on the basis of facts only.

8. It arrives at a conclusion on the basis of what the data and only the data dictate.

9. The conclusion resolves the problem.

Every research problem is unique and requires a special emphasis and approach. One way to face the uniqueness of every problem is to tailor the research work according to individual needs. However, in practice, there is a sequence of steps called research process that have to be followed while conducting a research (Crabtree et al., 1992):

Step 1:   Define Research Problem

Step 2:   Literature Review

Step 3:   Hypotheses Formulation

Step 4:   Research Design

Step 5:   Instrumentation and Sampling

Step 6:   Data Collection

Step 7:   Data Analysis

Step 8:   Conclusion

Step 9:   Revise Hypotheses

Based on the above, the model for this research work has been framed.

3.4 PROBLEM FORMULATION

Identifying and defining the problem is the first step in the process of research. A problem does not necessarily mean that something is seriously wrong with a current situation and needs to be rectified immediately. A 'problem' could simply indicate an interest in an issue where finding the right answers might help to improve the existing situation, (Uma Sekaran, 2000).

Therefore, keeping the above points in mind, the problem for this research was formulated. The problem for this research is "consumers' attitude towards integrated multi-channel digital platform". The overall purpose of this study is to explore and understand the attitude of consumers towards integrated multi-channel digital marketing platform'. Moreover, studying the attitude of the consumers' towards the integrated multi-channel digital platform of SRPC can provide adequate information to the management about the efficacy of its marketing policies and practices.

3.5 REVIEW OF LITERATURE

Literature survey is the documentation of a comprehensive review of the published and unpublished work from secondary sources of data in the areas of specific interest to the researcher. The purpose of the literature review is to ensure that no important variable is ignored that has, in the past, been found to have an impact on the problem. It is possible that some of the critical variables are brought out in the interviews, either because the

consumers cannot articulate them or are unaware of their impact, or because the variable seems so obvious to the interviewees that they are not specifically stated, (Uma Sekaran, 2000).

In this research study, books, journals, newspapers, magazines, conference proceedings, doctoral dissertations, master's theses, government publications, and other reports were referred to in order to obtain information on the research topic. Reviewing the literature on the topic helped to focus the interviews more meaningfully on certain aspects found to be important in the published studies. It not only helped to include all the relevant variables in the research work, but also facilitated the creative integration of the information gathered from the structured and unstructured interviews with what was found in previous studies.   Literature survey provided the foundation for developing a comprehensive theoretical framework from which hypotheses were developed for testing.

3.6   FORMULATION OF HYPOTHESES

A hypothesis is a conjectural statement of the relation between two or more variables. Hypotheses are always in declarative sentence form, and they relate, either generally or specifically, variables to variables. There are two criteria for 'good' hypotheses and hypothesis statements. One, hypotheses are statements about the relationship between variables. Two, hypotheses carry clear implications for testing the stated relations. These criteria mean that hypothesis statements contain two or more variables that are

measurable or potentially measurable and that they specify how the variables are related. A statement that lacks either or both these characteristics are not a hypothesis in the scientific sense of the word (Kerlinger, 2000).

In this research, the discussion comprises three elements:

- stating the reason for the hypothesis;

- stating the hypothesis; and

- measuring the hypothesis

These are non-directional hypotheses because the directions of the relationship between the variables (positive/negative) are not indicated. In other words, although they may be conjectured that there would be a significant relationship between two variables (attitude and personal factors of consumers), the researcher may not be able to say whether the relationship would be positive or negative. Non-directional hypotheses are formulated because there have been conflicting findings in previous research studies on the variables and hence there is no basis for indicating the direction. In some studies a positive relationship is found, while in others, a negative relationship is traced. Hence, the researcher might only be able to hypothesize that there would be a significant relationship, but the direction may not be clear.

Based on the above and from the literature survey, the following hypotheses were formulated in order to find out the consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC.

Null Hypothesis

H_0: Consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC is unfavourable

 Alternate Hypothesis

H_1: Consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC is favourable

3.7   RESEARCH DESIGN

In a broad sense, the research design may be referred to as the general plan for conducting the research. Before making observation and analyzing, however, the researcher needs a plan to continue to derive the results from the inquiry. One has to understand what exactly is the objective of the work, the way the research progresses and the expected outcomes of such work (Babbie, 1992). Discussing the research study, Manly (1992) detailed various related segments of a research as: deciding the objectives of the study, choosing an appropriate study design with adequate sample sizes, collecting the data accurately and consistently, analyzing the data with appropriate methods, and producing a final report that includes all the important details about the study. In order to ensure the success of any research, each of these segments must be carried out properly.

The present study is designed to understand the consumers' attitude towards Integrated Multi-Channel Digital Platform. Stratified random sampling was chosen to derive the required and representative sample for the study. Identifying this sampling procedure as reasonable to obtain the best representation of the whole population, the study used certain criterion to stratify the consumers. In other words, this procedure was applied by dividing the whole population into strata, from which the selection was made. That is, a sample was chosen from the population in each stratum (Marks, 1982). The researcher used stratified sampling because of two important reasons, namely feasibility and economy. Stratified sampling is more feasible in representative methods of sampling where all individuals in the population are available. While stratifying and selecting a random sample from each stratum, it serves as an economical form of sampling.

3.7.1   Study Population

A population is the theoretically specified aggregation of study elements. A study population is that aggregation of elements from which the sample is actually selected (Babbie, 1992). In a sample survey, the major statistical components are referred to as the sampling plan. While the sampling plan refers to the methodology used for selecting the sample from the population, the estimation procedures are the formulae used for obtaining the estimates of population values from the sample data and for estimating the reliability of these population estimates (Levy et al., 1991).

Smith (1975) questions the reason why researchers are interested in sampling and not in the complete count of population in research. There are two main reasons a population may be sampled rather than a full census being taken (Manly, 1992):

1. A full census may be impractical because of the cost, human power, and efforts involved.

2. Sampling is faster and saves time.

In other words, the sample has many advantages over a census or complete enumeration. If carefully designed, the sample is considerably cheaper but may give results which are just as accurate and sometimes more accurate than that of a census. Hence, a carefully designed sample may actually be better than a poorly planned and executed census.

Considering all these factors in mind, the study population here includes all the consumers of the SRPC, from which 5% sample was selected. A total of 3850 consumers are presently in UAE. They come from different countries.

There are no simple answers to the question of how large a sample selected for survey work should be. Many formulae have been applied to the problem, but they alone still cannot provide definitive answer (Cormack, 1991). One of the most important problems in sample design is that of determining how large a sample is needed for the estimates obtained in the sample survey to be reliable enough to meet the objectives of the study.

In general, the larger the sample, the greater will be the reliability of the resulting estimates (Levy et al., 1991).

Since it is difficult to contact all consumers, a representative sample was selected for achieving the objectives of the present research. The sample size for the study was specified in terms of a target number of respondents. Therefore, keeping these points in mind, the sample size for this study was fixed at 5 percent of the total population. Accordingly, a sample of 192 consumers consisting of all the categories of the populations was drawn into the sample for the study of their attitude towards Integrated Multi-Channel Digital Platform of SRPC.

Further, it is indicated that this sample size would provide more reliable results than one with small sample size.

3.7.2 Sampling

The stratified random sampling was used to obtain a clear representation of the study population of the SRPC. While considering stratified random sampling as the selection procedure, one often comes across the factors considered for stratifying the population. The researcher used the variable, having a large variability as the stratifying variable. This not only enabled representation from all categories, but also provided the best representation of the whole study population.

The researcher used the stratified random sampling procedure after preparing a complete list of consumers in UAE. After dividing the population into different strata based on nationality and categories of employment, a systematic random sampling procedure was made to achieve the required sample size. Systematic random sampling design involved drawing every nth element in the population starting with a randomly chosen element between 1 to n. Before selecting the sample from each stratum, the population was arranged in a systematic manner to reduce variability.

Considering 5 percent sample size, the sample interval was computed as 5. Thus, the sample selection was made by drawing a first sample randomly between a number from 1 to 5. Then, every fifth employee in the frame was selected as sample.

More clearly, every fifth consumer was selected as shown below:

5, 10, 15, 20, 25, 30, 35, 40, 45, 50, 55, …………………………………………….3850

3.8   INSTRUMENTATION

Special attention needs to be paid to the technical considerations, validity and reliability in the construction and evaluation of measurements in any research. Referring of validity is an instrument's ability of what it is supposed to test, the reliability is whether a

particular technique, applied repeatedly to the same object, would yield the same result each time (Babbie, 1992, Marks 1982). In other words, it is much more difficult and important to establish validity than to establish reliability; but the research instrument must have validity if a study is to be meaningful and worthwhile (Treece and Treece, 1982). It is very important for the instrument to be valid for the correct prediction of result. Further, a technique is considered as reliable if it measures factors accurately, even though it may not be the factor we want to measure (Treece and Treece, 1982). In other words, a technique is termed as an invalid, when the measurements are inaccurate and inconsistent (unreliable).

As Kaluzny et al. (1980) identified as the most obvious, simple and straightforward, the researcher selected and used face validity as a measure of validity. This type of validity relies on the subjective judgment of the researcher. It asks two questions that the researcher must finally answer in accordance with his/her best judgment: (a) Is the instrument measuring what it is supposed to measure? and (b) Is the sample being measured representative of the behaviour or trait being measured? (Leedy, 1997) In other words, face validity, or logical validity, comprises an analysis of the instrument's appearance in to valid scale (Treece and Treece, 1982).

To measure face validity of instruments in this study, a group of jurors was selected. The help of outside consultants was essential here as outsiders, being generally more objective, can recognize flaws that the investigator is invariably too close to see. The

group of jurors in the study included one statistician and two experts from the project. During the period of work, jurors were asked, independently, to review and evaluate questionnaires. Some amendments and modifications based on their comments and feedback were carried out. Also, the pilot studies, as discussed in the following section were done to improve the validity.

The reliability of a measurement, as stated by Bailey (1982) "is simply its consistency. A measure is reliable if the measurement does not change when the concept being measured remains constant in value." The reliability of the instruments can be tested through a variety of methods. Specifically, such methods are classified as test-retest method, split-half method, equivalent test method, and the Kuder-Richardson method (Treece and Treece, 1982). Further, Bryman et al.(1992) and Babbie (1992) added three more methods to this group, which are Cronbach's alpha method, using established measures, and research-worker reliability.

In order to measure the reliability of the instruments, the researcher selected and used the test-retest method, because it is relatively easy to evaluate and gives good results (Kaplan et al., 1997). Questionnaires were administered to 20 consumers after the initial interview. These respondents were a part of the selected sample at the pilot stage. The results of the two surveys were then compared. Then, alpha coefficient was used to determine the internal reliability. The result was computed using the Statistical package for Social Sciences (SPSS) and it was found that the alpha coefficient was 0.97 in type A

and 0.95 in type B. These results were considered to be an acceptable level of reliability

(Cramer, 1994; and Polgar and Thomas, 1991).

3.8.1   Preparation of the Interview Schedule

The interview schedule was prepared after the investigator had become acquainted with

the conditions of the project. At a preliminary interview, the management and consumers

were asked for suggestions on any particular points, which they wished to have included

in the interview schedule. The interview schedule was then framed and tested on a few

consumers and was finalized. Lastly, a blank space was provided for suggestions on any

points, which had not been included in the interview schedule, and on which the

consumers desired to express an opinion.

Multiple choice questions were used with the exception of certain questions requiring a

general type of response; all others were provided with 5 degrees of responses. These

five responses were provided so that consumers would be able to locate the exact degree

of satisfaction or dissatisfaction. The interview schedule was originally prepared in

English but as the consumers spoke different languages, it was translated into Bangla,

Sinhalese, Tamil, Hindi, and Arabic. For the purpose of easiness and clarity, the

researcher gave subtitles to his interview schedule.

3.8.2 Training of Investigators

The quality of data collection depends largely on the type of investigators used for the purpose and efficient supervision as well. A well-trained investigator can ask to the respondents' questions in a better way and can gain more accurate information from them. Also, supervision is essential to ensure the quality of data collected. Therefore, in this research, two supervisors each were selected from Bangladesh and Sri Lanka and one each from other nationalities. These educated supervisors were then given training to emphasize the importance and objectives of the research.

The second stage of selection was the recruitment of investigators from each nationality. Towards this, qualified persons were selected from different nationalities. A total of 15 investigators were trained for the purpose of the data collection: six from Bangladesh, four from Sri Lanka, two each from Arab Countries and India, and one from the Philippines.

3.9   DATA COLLECTION

Data collection needs to be planned very carefully and the required data should be gathered as per the design and in an orderly manner with enough flexibility to allow for occasional crises to be handled (Levy et al., 1991). Duly then will the estimates from the survey be valid and reliable. With a large data set, there is a high chance for the

occurrence of errors in recording, and such errors might increase considerably if the data have to be transcribed before they are analyzed. Hence, if possible, the original records should be used for computing (Manly, 1992).

In addition to the data collection, survey operations go through data management as well. Data management includes receiving data from the field and preparing it for the editing process; manual and computer editing of this data into a computerized database; and retrieving and transforming these data into formats that can be used to prepare summary reports and statistical analyses (Levy et al., 1991).

The data required for this study were collected from three sources:

1. Primary data were collected by interviewing consumers with the help of an interview schedule

2. Secondary source of information was collected from printed materials such as books, journals, newspapers, magazines, conference proceedings, government publications, and other reports to obtain information on the research topic.

3. Discussions, with the management personnel from various departments, proved to be another source of data.

3.9.1 DISCUSSIONS

With the help of executives of the company, meetings of the consumers were held within the company premises. At these meetings, the objectives of the survey were explained and the co-operation of the consumers was sought.

To gain the confidence of the consumers and to ensure honest opinions, total anonymity of the respondents was guaranteed. Assurance was also given that the management would make no attempts to identify consumers' unfavourable opinions. At the same time, it was made clear that it would not be possible for the management to implement all the suggestions, the consumers made in the interviews. The management might however, at its discretion, act on any suggestions that were considered practicable.

3.9.2 INTERVIEW

The researcher chose direct, face-to-face interview because this gave an opportunity for the researcher to sense their feelings and to some extent, correctly understand their opinions and criticisms (Cormack, 1991). The interview was carried out with the help of interview schedule, prepared for this study. Before beginning the interview, the researcher explained to the respondents that the information they furnished would be treated as confidential. Other such measures were taken to minimize the suspicious of the

respondents. Interviewing was done during their free time; however, they were given adequate time to understand, think and answer the questions.

There are many practical difficulties in conducting interview with every consumer. Though the researcher adopted the technique of conducting the interview with each and every respondent, he felt that filling up the interview schedule himself was better than supplying questionnaires to the respondents themselves for maximum efficiency and accurateness. Each interview took 30 minutes and the researcher's question on "any comments on marketing policies", took more time to answer, as it was an open-ended question. Open ended questions that helped the researcher a lot in getting the gist of their feelings; these questions also made the respondents talk openly.

The questionnaire forms were collected daily from the interviewers and forwarded for editing after which the data were entered into the computer for validity and reliability checking and for further analysis.

3.9.3   DESCRIPTION OF THE STUDY VARIABLES

Considering the number of variables in the study, special attention has been given for various attitude factors. The researcher considered   some   selected marketing policies of the SRPC and correlated them with the consumers' attitude variables.

The above-mentioned variables have been considered to study the consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC.

3.9.4 PILOT STUDY

Survey research is probably the best method available to the social scientists interested in collecting original data for describing a population too large to observe directly. It is also an excellent tool for measuring attitudes and orientations in a large population (Babbie, 1992).

Before the actual data collection starts, a pilot study may be undertaken on a small sample to test the quality of the instrument used for the research. Not only does it test many aspects of the proposed research, but also gives enough understanding of the study population and the need for such study. Pre-testing the research instrument and conducting the pilot study are important to the success of an investigation, and precede the gathering of data for the actual research project (Treece and Treece, 1982). Pilot observations and interviews are conducted in situations and with people as close to the realities of actual study as possible. Ideally, pilot study participants should be drawn from the target population and they should know that they are part of a pilot and not the actual study. With the results of the pilot study, the researcher would be able to revise the research plans, the interview questions, and even the way of presenting them (Glesne et al., 1992). Thus the purpose of the pilot study is to make improvements in the research

project, and to detect problems that must be solved before the major study is attempted (Treece and Treece, 1982).

A pilot study was undertaken in this study wherein 10 consumers were interviewed. The objective of the pilot study was to evaluate the tools used for data collection, test the wording and clarity of the questions, and improve the interviewer skills, data entry, and database management. The questionnaire forms were administered to this group to test the quality of questions. Further, the consumers involved in the pilot study were not included in the actual sample.

According to the results of the pilot study, and from the experiences, the questionnaire was modified and the procedure was discussed with the supervisors and interviewers.

3.10   DATA ANALYSIS

In order to derive any conclusions from the collected information, the next stage of research proceeds to its analysis.   In a theoretical research, Crabtree and Miller (1992) maintain that analytic techniques are more objective (separate the researcher from the object of research), scientific (valid, reliable, reproducible, accurate, and systematic), general (law-like regularities), technical (procedural, and mechanical), and standardised (measurable, and verifiable).

The main purpose of this study was to examine the consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC. Data was processed and analyzed with the help of SPSS.   To achieve the objective of the research, the data was analyzed and described in two parts:

3.10.1 Descriptive Section

A major purpose of many social scientific studies is to describe situations and events (Babbie, 1992). In the descriptive section, frequency distribution and percentages of the responses are used in order to describe the results of the data that are obtained from the study sample. These analyses are mostly of univariate type.

3.10.2 Analytical Section

In this part Chi-Square test was used in order to test the existence of significant relationships between the independent variables and the dependent variable.   A probability of 0.05 or less was considered as significant. It uses mathematical techniques to determine the way of computing scores that results in the best separation among the groups (Norusis, 1986).

3.11 QUALITATIVE ANALYSIS

In order to substantiate the results obtained from the descriptive analysis, a detailed analysis of three other areas of information were scrutinized. This information includes the data from the open-ended questions, information from focus group discussions and the data from resignation surveys. A content analysis was carried out to study in detail the qualitative data derived from both sources.

Content analysis is a technique for the systematic determination of the content of written material. In its simple form it can consist of the rather straight forward classification into certain categories of the written statements made in other sources. (North, 1963)

Most of the applications of content analysis in the field of consumer behaviour probably have consisted of the classification of the content of statements made by consumers (as in questionnaires) that reflect their attitudes and opinions. In this process the following steps typically are carried out:

A review of a sample of statements or comments in order to identify the "content" that is covered; a tentative listing is made during this process. The development of a final list of categories from this tentative list. A review of all statements or comments and the categorization of each one into a specific category. A tally of the frequency of mention of the statements or comments in each category.

According to Weller and Romney (1988), the first step in a study of attitude is to obtain a clear understanding of the definition and boundaries of what the domain being studied. Free listing is a technique used to define the contents of a domain. It is particularly useful to get the relevant items (vocabulary) and to delineate the boundaries of a semantic domain. The free listing can also be used to make inferences about the respondent's cognitive structure from the order of recall and the frequency of recall. The free list helps to collect the vocal vocabulary used for the study items. Responses are tabulated by counting the number of respondents who mentioned each item and then items are ordered in terms of frequency of response. Frequencies or percentages can then be used as estimates of how salient or important each item is to the sample of respondents.

3.12 TRIANGULATION OF THREE LEVELS

Triangulation aims at providing a larger database, by further decoding and interpretation of data, and additional methodological sternness. The information is gathered in three ways, viz. quantitative data (multiple choice questions) through interview, qualitative data (open-ended questions) through interview, qualitative data through focus group interview. The three dimensions of information gathered were triangulated. The purpose of the latter two levels of   information is obtained to support the initial findings.   In other words, the information on open-ended questions, focus group interview and resignation survey are used in order to support the findings derived in the qualitative data

collected through the open-ended question to find the attitude of consumers towards Integrated Multi-Channel Digital Platform

Researcher's question on "any comments" was open-ended. Those open ended question helped the researcher in getting even the pulses of their feelings and also helped them to talk too much, in turn will reveal their inner heart and thus would lead to supplement further in deriving conclusions.

Focus group discussion avails a large number of subjects in a relatively easy fashion and thus complements any other method being used. Thus, it would, on one hand, triangulate the data of formal methodological techniques by adding to them the human element of the voices of multiple subjects; it would, on the other hand, with the cross-referenced multiple opinions stemming from its group nature, lend methodological rigor to the one-to-one interpretative nature of field interviews. With this objective, 15 respondents were selected and divided into 3 groups. The persons, who were selected, hail from different cultural background. All the members were informed well in advance of the different components of the topic "consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC". The focus group discussion took place for period of about 1 hour and entire proceedings were recorded. From this an exact analysis and interpretation of the data was made with the help of content analysis using free listing of items.

Thus, by way of exploring the information derived through three different processes leads to evolve a far-reaching conclusion.

3.13   VALIDATION AND TESTING OF HYPOTHESIS

A sampling investigation produces a result, which has to be compared with the one expected on the basis of population parameter. Because of the laws of chances, it is possible that any particular sample will produce a result, which is out of accord with the one expected. Before acting hastily or emotionally, researcher has to determine whether the difference is significant and cannot arise merely because of the use of sampling. Researcher, therefore, subject to judgment to an appropriate test for significance, in order to see that the apparent disparity between the observed and expected result arose solely through the use of sampling (Daniel, 1991).

Validation of each hypothesis is as follows:

1. Frequency distribution and percentages of the responses will be used to describe the results of the data.

2. Focus on each factor that determines the consumers' attitude.

3. Chi-Square will be used to test the existence of significant relationship between these personal variable and attitude variable.

4. Hypothesis will be tested at the 0.05 level of significance.

5. Chi-Square Test will be used to check the reliability of results.

A hypothesis framed under this study may be verified on the basis of certain sample tests. Chi-square test is used to test the significance of the hypothesis. This test uses the square of a standard normal variate as the test statistic. The importance of this statistic is that when we ascertain the frequency of the events falling in specified categories. In other words, chi-square test is applied in situations where the observed frequencies of occurrence are compared with the expected ones without reference to population parameters.

From the knowledge of the sampling distribution of a statistic, it is possible to find the probability that a sample statistic would differ from a given value of the parameter or from another sample value, by more than a certain amount and hence to answer the question of significance. Accordingly, a procedure to assess the significance of a statistic or difference between two independent statistics is known as test of significance (Giventer, 1996). In many problems, researcher requires to ascertain the frequency or number of cases falling in specific categories. There are thus many situations of this type where measurements are by counting of numbers or frequency in each category. Chi-square test is applied to frequencies of occurrence as against the expected ones without reference to population parameters, which was being done in other tests of significance. In other words, here in this test, measurements are done by counting of numbers or frequencies in each category.

The chi-square, (χ2), is frequently used in testing of hypothesis concerning the difference between a set of observed frequencies of a sample and a corresponding set of expected or theoretical frequencies. In other words, a test statistic which measures the discrepancy between observed or actual frequencies O1, O2, ….,On, and their corresponding expected frequencies E1, E2, ….., En is called the chi-square (χ2)statistics.

χ2 can be obtained by using the formula:

$$\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i} = \left[\frac{(O_1 - E_1)^2}{E_1} + \frac{(O_2 - E_2)^2}{E_2} + ... + \frac{(O_n - E)^2}{E_n} \right]$$

i.e. square the difference between the observed and expected frequencies, and then divide the result by the expected frequencies, the chi-square (χ2) statistic is the sum of the quotients of all the cells or categories.

3.14   ASSUMPTIONS IN CHI-SQUARE TEST

1. This test assumes that the observations recorded are collected on a random basis.

2. The sample observations should be independent. i.e. no items should have the chance to occur twice or more in a sample.

3. The total number of observations should be reasonably large.

4. No theoretical frequency should be small. That is, no cell frequency should be small.

3.15   OBSTACLES OF THE RESEARCH

In the beginning, the consumers were openly suspicious of researcher's intentions and consequently the responses were not as satisfactory as had been hoped for.   The researcher, therefore, impressed on consumers the fact that the survey was of academic interest to him; and also that their interview schedule would not be seen by their superiors.   This explanation was accepted by the majority of the consumers who thereafter gave a satisfactory response. A few, however, maintained their hostile attitude till the very end in spite of all assurances, and arguments. The reasons for adopting the attitude appeared to be the researcher's association with management, which made them suspect his motives too. The hostile element consisted mostly of educated consumers.

3.16   LIMITATIONS

The limitations of the present study are briefly discussed below:

1. The total number of consumers of SRPC is 3850, wherein only 5% respondents were taken as sample; hence the statistical analysis on the basis of this sample may be subject to a certain amount of statistical error or instability.

2. The study involved a large number of variables. Hence detailed analysis of each variable could not be achieved.

3. Many respondents were unable to recollect past problems, as a long time had elapsed since then.

3.17   CONCLUSION

This is the last and most important step in research. An attempt was made to conclude on the basis of the observations and also on the basis of information collected from different sources. Examination was done on the basis of data collection to find out whether the hypothesis is valid or not within the framework of established theories. At the last chapter, a conceptual framework was built based on analysis and levels of significance. This was used to generate suggestions for management.

CHAPTER 4

ANALYSIS AND INTERPRETATION OF DATA

4.1   INTRODUCTION

This chapter presents the analysis and the interpretation of data based on attitude survey, focus group interview and open ended questions. The aim of this chapter is to analyse the consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC.

As mentioned earlier, the sample for this study comprised 5% of consumers of the SRPC. The study focused more on details about the different aspects of the attitude of consumers towards Integrated Multi-Channel Digital Platform of SRPC.

The details are presented in such a way that the interpretations give the description of the topics like personal information, attitude of consumers and other relevant aspects. All the descriptions are very much helpful for understanding the consumers' attitude.

Before outlining the processes adopted in analyzing and interpreting the data, it is important at this level to know the different personal characteristics of the respondents in

this study. These characteristics are nationality, domicile, type of family, number of dependents, age, education, income etc.

4.2   DATA ANALYSIS

This section discusses the two approaches involved in analyzing and interpreting the data. First, through quantitative analysis wherein the data was gathered through interviews with the help of multiple choice questions. In this process, the univariate analysis procedure was adopted to analyse and interpret the data. The second approach was through qualitative analysis wherein the data was collected through interviews with the use of open-ended questions, focus group interviews and employee survey. Here the process involved in analyzing and interpreting the data with the help of content analysis using free listing of items.

4.2.1   Quantitative Analysis

4.2.1.1   *Univariate Analysis*

The data gathered through interviews with the help of multiple-choice question was analysed and interpreted with the use of univariate analysis. In other words, the distribution of samples according to different categories of the characteristics. The basic purpose of this analysis was to examine the pattern of consumers in different characteristics and thus to show how the sample was distributed. As a first step, the sample distribution based on the personal factors is given. This section discusses the distribution of consumers based on the attitude towards Integrated Multi-Channel Digital

Platform of SRPC. The sample is distributed separately for each policy to understand the distribution more clearly.

4.2.1.1.1   Personal Background

Table 4.1: Distribution of Respondents according to their Personal Background

PARTICULARS	NUMBER	%
NATIONALITY		
Arabs	142	73.6
Europeans	7	3.6
Indians	36	18.7
Other Asian Countries	8	4.1
AGE		
Up to 29 years	15	7.7
30 to 44 years	80	41.5
45 and above	98	50.8
LEVEL OF EDUCATION		
Primary	33	17.1
Secondary	49	25.4
Higher Secondary	35	18.1
Under Graduate	47	24.4
Post Graduate and Above	29	15.0
TYPE OF WORK		
Managerial	156	80.8
Supervisory	32	16.6
Labour	5	2.6
PRESENT BASIC SALARY		
Less than 1,000	4	2.1
1,001 to 3,000	28	14.5
3,001 to 5,000	55	28.5
5,001 to 8,000	84	43.5
8,000 and Above	22	11.4

Table 4.1 shows that 73.6% of the respondents hail from Arab countries, while 18.7% of the respondents belong to India. Four per cent of the respondents belong to other Asian countries and 3.6% of the employees are from European countries. This distribution clearly indicates that the majority of the respondents belong to Arab Countries.

With regard to age, 50.8% of the respondents are more than 45 years old while 41.5% of the respondents belong to the age group of 30-44 years and only 7.7% of the respondents are below 29 years. Table 4.1 also shows that 25.4% of the respondents have studied up to the secondary level, whereas only 24.4% of the respondents have studied up to under graduate level. While 18.1% of the respondents have studied up to the higher secondary level, 17.1% of the respondents have studied up to primary level and 15% are post graduates and above.

With regard to the type of work, 2.6% of the samples are working in the labourer category and 16.6% are in supervisory positions, and a majority of them i.e. 80.8% of the sample, are working in the managerial positions. Table 4.1 also gives the distribution of respondents as per the salary structure. A majority of the respondents (43.5%) earn AED 5,001 to 8,000 followed by 28.5% who earn a salary of AED 3,001 to 5,000. While, 14.5% of the respondents earn a salary of AED 1,001 to 3,000, 11.4% of the respondents have a salary structure of 8,000 and above. Only 2.1% of the respondents earn less than AED 1,000.

4.2.1.1.2   Internet Protocol TV Programme

Table 4.2: Distribution of Respondents according to their Attitude towards the IPTV

PARTICULARS	NUMBERS	%
SATISFACTION IN INTERNET PROTOCOL TV PROGRAMME		
Very Satisfied	12	6.2
Satisfied	85	44.0
Neither Satisfied nor Dissatisfied	44	22.8
Dissatisfied	32	16.6
Very Dissatisfied	20	10.4

In Table 4.2, the distribution of respondents according to their attitude towards the IPTV of the SRPC is also analysed and interpreted with the help of univariate analysis. It shows that 6.2% of the respondents are very satisfied, 44% of the respondents are satisfied and 22.8% of the respondents are neither satisfied nor dissatisfied with the IPTV of the SRPC. Similarly, 16.6% of the respondents are dissatisfied and 10.4% of the respondents are very dissatisfied with the IPTV of the company. With the above data, it indicates that majority of the respondents, having different cultural backgrounds showed favourable attitude towards the IPTV of the company. Majority of respondents opined that the IP-based platform offers significant advantages, including the ability to integrate television with other IP-based services like high speed Internet access and VoIP (Voice over Internet Protocol). Those who showed unfavourable attitude opined that the limited connection speed/bandwidth affect the quality of the picture.

4.2.1.1.3   Radio Programme

Table 4.3: Distribution of Respondents According to their Attitude towards the Radio

PARTICULARS	NUMBERS	%
SATISFACTION IN RADIO PROGRAMME		
Very Satisfied	17	8.8
Satisfied	33	17.1
Neither Satisfied nor Dissatisfied	4	2.1
Dissatisfied	7	3.6
Very Dissatisfied	1	0.5
Not Applicable	131	67.9

Table 4.3 indicates that while 8.8% of the respondents are very satisfied, 17.1% are satisfied, only 2.1% of the respondents are neither satisfied nor dissatisfied with the radio programme given by the company.   Whereas, only 3.6% of the respondents are dissatisfied and 0.5% of the respondents are very dissatisfied with the radio programme given by the company.   And 67.9% did not subscribe the radio programme from the company.   In this table, it indicates that 25.9% of the respondents having different cultural backgrounds have shown favourable attitudes towards the Radio Programme of SRPC.   Those who showed favourable attitude opined that SRPC satellite radio is not often interrupted by advertisements and also travelers can listen it clearly while travelling across the country.   Those who were against this view said that radio programmes are not interesting upto their expectation.

4.2.1.1.4   Mobile Portal

Table 4.4: Distribution of Respondents according to their Attitude towards the mobile portal of the Company

PARTICULARS	NUMBERS	%
SATISFACTION IN THE MOBILE PORTAL OF THE COMPANY		
Very Satisfied	3	1.6
Satisfied	64	33.2
Neither Satisfied nor Dissatisfied	55	28.5
Dissatisfied	24	12.4
Very Dissatisfied	47	24.3

Table 4.4 reveals that 1.6% of the respondents are very satisfied and 33.2% of the respondents are satisfied, whereas, 28.5% of the respondents are neither satisfied nor dissatisfied with the mobile portal of the Company. Similarly, 12.4% of the respondents are dissatisfied and 24.3% of the respondents are very dissatisfied with the mobile portal of the company. This table indicates that a majority of the respondents have shown unfavourable attitude towards the mobile portal of SRPC. Those who showed favourable attitude opined that SRPC Mobile's easy-to-use tabbed navigation and intuitive menus enable users to easily scroll through the applications and content most important to them and access key mobile services in the fewest number of clicks. Those who were against this view said that the SRPC mobile portal does not ensure that all web content is configured to match their phone, regardless of what handset they have.

4.2.1.1.5   ePortal Facilities

Table 4.5:   Distribution of Respondents according to their Attitude towards the
EPortal Facilities of the Company

PARTICULARS	NUMBERS	%
SATISFACTION IN THE ePORTAL FACILITIES OF THE COMPANY		
Very Satisfied	8	4.1
Satisfied	82	42.5
Neither Satisfied nor Dissatisfied	31	16.1
Dissatisfied	46	23.8
Very Dissatisfied	26	13.5

Table 4.5 shows that 4.1% of the respondents are very satisfied, 42.5% of the respondents are satisfied and 16.1% of the respondents are neither satisfied nor dissatisfied with the ePortal facilities of the company. Whereas, 23.8% of the respondents are dissatisfied and 13.5% of the respondents are very dissatisfied with the ePortal facilities of the company. This table indicates that 46.1% of the respondents have shown favourable attitude towards the ePortal facilities of SRPC. Those who showed favourable attitude opined that SRPC's web portal presents information from diverse sources in a unified way. Apart from the standard search engine feature, it offers other services such as e-mail, news, stock prices, information, and entertainment. Those who showed unfavourable attitude opined that SRPC does not provide adequate services to secure the user-base and lengthen the time a user stayed on the portal. Expanding services should be a strategy to secure the user-base and lengthen the time a user stayed on the portal.

4.2.1.1.6   eNewspaper

Table 4.6: Distribution of Respondents according to their Attitude towards the eNewspaper of the company

PARTICULARS	NUMBERS	%
SATISFACTION WITH THE eNEWSPAPER		
Very Satisfied	8	4.1
Satisfied	105	54.4
Neither Satisfied nor Dissatisfied	39	20.2
Dissatisfied	31	16.1
Very Dissatisfied	10	5.2

Table 4.6 reveals that 4.1% percent of the respondents are very satisfied, 54.4% of the respondents are satisfied and 20.2% of the respondents are neither satisfied nor dissatisfied with the supervision of their supervisors. Similarly, 16.1% of the respondents are dissatisfied and 5.2% of the respondents are very dissatisfied with the eNewspaper. This table indicates that majority of the respondents showed favourable attitude towards the eNewspaper. Those who showed favourable attitude opined that SRPC has attempted to integrate the internet into every aspect of heir operations, i.e., reporters writing stories for both print and online, and classified advertisements appearing in both media; but others operate websites that are more distinct from the printed newspaper. Those who were against this view said that SRPC's news sheet is a paper that is on one or two pages only and also they are not updating these sheets periodically or regularly, unlike other online newspaper.

4.2.1.1.7   eMagazine

Table 4.7: Distribution of Respondents according to their Attitude towards the eMagazine of the company

PARTICULARS	NUMBERS	%
SATISFACTION IN THE eMAGAZINE		
Very Satisfied	6	3.1
Satisfied	119	61.7
Neither Satisfied nor Dissatisfied	46	23.8
Dissatisfied	17	8.8
Very Dissatisfied	5	2.6

Table 4.7 exhibits that 3.1% of the respondents are very satisfied, 61.7% of the respondents are satisfied and 23.8% of the respondents are neither satisfied nor dissatisfied in their attitude towards the eMagazine of the Company. Whereas, 8.8% of the respondents are dissatisfied and 2.6% of the respondents are very dissatisfied in their attitude towards the eMagazine of the company. In this table, it indicates that 64.8% of the respondents have positive attitude towards the eMagazine of SRPC.   These respondents opined that the company provides an effective system.   SRPC initially provide free access to all aspects of their online content although some competitors have opted to require a subscription fee to access premium online article and/or multi-media content. Those who showed unfavourable attitude opined that SRPC's eMagazines are not upto the level and the contents are very substandard as compared to other eMagazines.

4.2.1.1.8   eKiosk Facilities

Table 4.8: Distribution of Respondents according to their Attitude towards the   eKiosk
               Facilities of the company

PARTICULARS	NUMBERS	%
SATISFACTION WITH THE eKIOSK FACILITIES		
Very Satisfied	2	1.0
Satisfied	26	13.4
Neither Satisfied nor Dissatisfied	20	10.4
Dissatisfied	69	35.8
Very Dissatisfied	76	39.4

Table 4.8 indicates that 1.0% of the respondents are very satisfied, 13.4% of the
respondents are satisfied and 10.4% of the respondents are neither satisfied nor
dissatisfied in their attitude towards the eKiosk facilities by the company. However,
35.8% of the respondents are dissatisfied and 39.4% of the respondents are very
dissatisfied in their attitude towards the eKiosk facilities by the company. In this table, it
indicates that 75.2% of the respondents having cultural differences showed unfavourable
attitude towards the eKiosk facilities of the SRPC. Those who showed favourable
attitude opined that   SRPC's newspaper vending machines are reliable, easy to use, and
easy to locate. Those who were against this view said that many machines are always out
of order and there is no proper maintenance.

4.2.1.1.9 eReader Facilities

Table 4.9: Distribution of Respondents According to their Attitude towards the
eReader Facilities

PARTICULARS	NUMBERS	%
SATISFACTION WITH THE eREADER FACILITIES		
Very Satisfied	2	1.0
Satisfied	36	18.7
Neither Satisfied nor Dissatisfied	65	33.7
Dissatisfied	61	31.6
Very Dissatisfied	29	15.0

Table 4.9 explains that 1.0% of the respondents are very satisfied, 18.7% of the respondents are satisfied and 33.7% of the respondents are neither satisfied nor dissatisfied in their attitude towards the eReader facilities of the company. Similarly, 31.6% of the respondents are dissatisfied and 15.0% of the respondents are very dissatisfied in their attitude towards the eReader facilities of the company. This table shows that 46.6% of the respondents have shown negative attitude towards the eReader facilities of the SRPC. Those who showed favourable attitude opined that SRPC offers a wide selection of eReader-formatted eNewspaper and eMagazines available for purchase and download, and also a few for free. The eReader shows text one page at a time as paper magazines do. It also supports embedded hyperlinks and images. Those who showed unfavourable attitude opined that SRPC's eReader is not at all effective.

4.2.1.1.10 Subscription and Billing Management

Table 4.10: Distribution of Respondents According to their Attitude towards the Subscription and Billing Management

PARTICULARS	NUMBERS	%
SATISFACTION IN THE SUBSCRIPTION AND BILLING MANAGEMENT		
Very Satisfied	11	5.7
Satisfied	65	33.7
Neither Satisfied nor Dissatisfied	46	23.8
Dissatisfied	35	18.1
Very Dissatisfied	36	18.7

Table 4.10 reveals that 5.7% of the respondents are very satisfied, 33.7% of the respondents are satisfied and 23.8% of the respondents are neither satisfied nor dissatisfied in their attitude towards the subscription and billing management. Whereas, 18.1% of the respondents are dissatisfied and 18.7% of the respondents are very dissatisfied in their attitude towards the subscription and billing management of SRPC. In this table, 39.4% of the respondents showed favourable attitude towards the subscription and billing management of SRPC. They opined that subscription and billing management system of SRPC is very effective and this system make it fast and easy to launch new products, scale operations, and automate recurring billing and subscription payments in one solution. Those who showed unfavourable attitude opined that SRPC's subscription and billing management is not at all efficient.

Table 4.11: Summary of Results of Consumers' Attitude towards Integrated Multi-Channel Digital Platform of SRPC

PARTICULARS	FAVOURABLE ATTITUDE	UNFAVOURABLE ATTITUDE	NEUTRAL
INTERNET PROTOCOL TV	50.2	27.0	22.8
RADIO	25.9	4.1	70.0
MOBILE PORTAL	34.8	36.7	28.5
ePORTAL	46.6	37.3	16.1
eNEWSPAPER	58.5	21.3	20.2
eMAGAZINE	64.8	11.4	23.8
eKIOSK	14.4	75.2	10.4
eREADER	19.7	46.6	33.7
SUBSCRIPTION AND BILLING	39.4	36.8	23.8

Calculation of χ^2 Statistic

	I	II	III	
1	50.2	27.0	22.8	100
2	25.9	4.1	70.0	100
3	34.8	36.7	28.5	100
4	46.6	37.3	16.1	100
5	58.5	21.3	20.2	100
6	64.8	11.4	23.8	100
7	14.4	75.2	10.4	100
8	19.7	46.6	33.7	100
9	39.4	36.8	23.8	100
	354.3	296.4	299.3	900

i	j	O_{ij}	E_{ij}	$\dfrac{(O_{ij} - E_{ij})^2}{E_{ij}}$
1	I	50.2	39.4	3.54
1	II	27.0	32.9	1.06
1	III	22.8	27.7	0.87
2	I	25.9	39.4	4.63
2	II	4.1	32.9	25.21
2	III	70.0	27.7	64.6
3	I	34.8	39.4	0.54
3	II	36.7	32.9	0.44
3	III	28.5	27.7	0.02
4	I	46.6	39.4	1.32
4	II	37.3	32.9	0.59
4	III	16.1	27.7	4.86
5	I	58.5	39.4	9.26
5	II	21.3	32.9	4.09
5	III	20.2	27.7	2.03
6	I	64.8	39.4	16.38
6	II	11.4	32.9	14.05
6	III	23.8	27.7	0.55
7	I	14.4	39.4	15.86
7	II	75.2	32.9	54.38
7	III	10.4	27.7	10.80
8	I	19.7	39.4	9.85
8	II	46.6	32.9	5.70
8	III	33.7	27.7	1.3
9	I	39.4	39.4	0.0
9	II	36.8	32.9	0.46
9	III	23.8	27.7	0.56
Total				252.95

Above mentioned table is 9 X 3 contingency table

H_0 : Consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC is unfavourable

H_1 : Consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC is favourable

Level of Significance: $\propto = 5\,\%$

Test Statistic:
$$\chi^2{}_{cal} = \sum\sum \frac{(O_{ij} - E_{ij})^2}{E_{ij}}$$

$= 252.95$

Table / Critical value: $\chi^2{}_{table} = \chi_{0.05,(27-1)\times(3-1)}$

$= \chi^2{}_{0.05,\ 8\times2}$

$= \chi^2{}_{0.05,\ 16}$

$= 26.296$

Decision Criteria: Reject H_0 if $\chi^2{}_{cal} > \chi^2{}_{table}$

Interpretation: Since, $252.95 > 26.296$

i.e. $\chi^2{}_{cal} > \chi^2{}_{table}$

We reject H_0

i.e. Consumers attitude towards Integrated Multi-Channel Digital Platform of SRPC is favourable

4.2.2 Qualitative Analysis

4.2.2.1 Content Analysis

This section discusses how the qualitative data was analysed and interpreted. The data was collected through interview with the use of open-ended question; and focus group interview. Here the data will be analysed and interpreted with the help of content analysis using free listings of items. It is a technique adopted to define the contents of a domain. The free list helps to collect the vocal vocabulary used for the study items. Responses are tabulated by counting the number of respondents who mentioned each item and then items are ordered in terms of frequency of response. Frequencies or percentages can then be used as estimates of how salient or important each item is to the sample of respondents. The salience was calculated from the average rank and the frequency of a particular item to identify the major area, which requires more attention.

4.2.2.2.1.1 Open-Ended Questions

The open-ended question means that a question with no pre-listed responses. Generally used for 'why' type of questions and comments. In the present study, each respondent was asked, "Any other comments related to Integrated Multi-Channel Digital Platform of SRPC (Specify)". The answer to this question generated a large number of problems related to Integrated Multi-Channel Digital Platform of SRPC by respondents. A variety of synonyms were used to in the case of some of the problem. Therefore, the list was edited by grouping obvious synonyms under a common heading. Data were analyzed and tabulated and discrepancies in spellings were corrected before data entry. The problems, which are grouped, are as follows:

Problems	Code
1. Internet Protocol Television	IPTV
2. Radio Programme	Radio
3. Mobile Portal	mPortal
4. Electronic Portal	ePortal
5. Electronic Newspaper	eNewspaper
6. Electronic Magazine	eMagazine
7. Electronic Vending Machine	eKiosk
8. Electronic Reader (RSS)	eReader
9. Distribution Management	Distribution
10. Subscription Management	Subscription
11. Licensing Management	License
12. Loyalty Management	Loyalty
13. Billing Management	Billing
14. Digital Asset Storage	Digital Assets
15. Search Engine	Search
16. Banner Ad	Ad
17. Language tools	Language
18. Archive Files	Archive
19. Templates Management	Templates
20. Administration Tools	Admin
21. Client Management	Client
22. Report Generation Management	Report
23. Resource Management	Resource
24. Access Control Management	Access
25. Convert Management	Converter
26. Retrieval Management	Retrieval
27. Publishing Management	Publishing
28. Content Management	Contents
29. Security Measures	Security
30. Payment Management	Payment
31. News Agencies	News
32. File Transfer Protocol	FTP
33. Text and Images	Text
34. Short Message Service	SMS

Table 4.12: Free Listing of Consumers' Attitude towards Integrated Multi-Channel Digital Platform of SRPC (Open-Ended Question)

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           ITEM            FREQUENCY  RESP PCT  AVG RANK  *SALIENCE

--------------------------- --------- --------- --------- --------

   1   Distribution          289        44       2.370     0.340
   2        Client           286        44       2.622     0.299
   3      Security           241        37       2.784     0.246
   4      Language           180        27       2.700     0.188
   5      Contents           167        25       3.719     0.137
   6          News           145        22       3.255     0.133
   7          Text           142        22       3.394     0.128
   8     Templates           127        19       3.142     0.119
   9          IPTV           116        18       2.431     0.118
  10           SMS            80        12       3.475     0.073
  11        Access            69        11       3.116     0.065
  12  Subscription            73        11       3.493     0.062
  13 Digital Assets           62         9       3.403     0.056
  14       Billing            76        12       4.197     0.053
  15       Loyalty            72        11       4.444     0.049
  16     Retrieval            45         7       3.022     0.047
  17           FTP            47         7       3.234     0.046
  18     eMagazine            59         9       3.797     0.043
  19       eReader            54         8       4.611     0.039
  20       Convert            38         6       2.763     0.036
  21         Radio            48         7       4.417     0.035
  22      Resource            33         5       2.939     0.033
  23        Report            20         3       2.650     0.021
  24     Licensing            22         3       3.318     0.020
  25 Administration           20         3       3.900     0.016
  26            Ad            16         2       3.750     0.014
  27        eKiosk            12         2       3.500     0.012
  28    eNewspaper            10         2       3.000     0.009
  29       mPortal             8         1       3.875     0.008
  30        Search             9         1       4.778     0.007
  31       Archive             5         1       3.000     0.005
  32       ePortal             4         1       5.750     0.003
  33    Publishing             1         0       2.000     0.001
  34       Payment             1         0       6.000     0.000

  -------------------------------------------------------------------

    Total/Average:          2577      3.934
```

Table 4.11 presents the frequency, response percentage, average rank and salience of the various types of problems listed by respondents. In this section, the data will be analysed and interpreted based on the result of the salience, which is calculated from the average rank and the frequency of a particular item. Salience is used in this particular context because it is a suitable tool to measure the intensity of the various problems which were commented by the respondents towards Integrated Multi-Channel Digital Platform of SRPC that contribute to the formation of unfavourable attitude of the consumers.

In this table, it shows that Distribution (Distribution Management), Client (Client Management), Security (Security Measures), Language (Language Tools), Content (Content Management), News (News Agencies), Text (Text and Images), Templates (Templates Management), IPTV (Internet Protocol T.V), SMS (Short Message Service) Access (Access Control Management), are the most frequently mentioned problems with high level of salience. Based on the data shown in Table 4.11, it indicates that these factors greatly influence the formation of attitude of the consumers towards the Integrated Multi-Channel Digital Platform of SRPC. This shows that most of the respondents greatly express their unfavourable attitude towards these particular aspects of the digital platform of SRPC.

Whereas, Subscription (Subscription Management), Digital Assets (Digital Assets Storage), Billing (Billing Management), Loyalty (Loyalty Management), Retrieval

(Retrieval Management), FTP (File Transfer Protocol), eMagazine (Electronic Magazine), eReader (Electronic Reader), Converter (Convert Management), Radio (Radio Programme), Resource (Resource Management), are the problems frequently mentioned by the respondents with medium level of salience. Table 4.11 reveals that these factors moderately influence the formations of the attitude of the consumers towards the Integrated Multi-Channel Digital Platform of SRPC. This indicates that less number of respondents express their unfavourable attitude towards these specific aspects of the digital platform of SRPC.

While Report (Report Generation Management), License (Licensing Management) Admin., (Administration Tools), Ad. (Banner Ad), eKiosk (Electronic Vending Machine), eNewspaper (Electronic Newspaper), mPortal (Mobile Portal), Search (Search Engine), Archive (Archive Files), ePortal (Electronic Portal), Publishing (Publishing Management), Payment (Payment Management), are the frequently mentioned problems with lower level of salience. In the Table 4.11, it exhibits that these factors slightly influence the formation of the attitude of the consumers towards the Integrated Multi-Channel Digital Platform of SRPC. This explains that very less number of respondents express their unfavourable attitude towards these certain aspects of the digital platform of SRPC.

4.2.2.1.2   Focus Group Interview

This is a technique of interviewing people in a group with the purpose to "focus" the group's attention on some particular problem or on a specific topic of interest to the researcher (Moorhead and Griffin, 1998). It is a non-structured and informal type of group interviewing to collect data on human behaviour or attitude. This is based on the assumption that people in the group will interact and talk freely about the different aspects of the problem than each one talking individually (Krueger et al, 1978). According to Dansky et al. (1996) that the focus group usually consists of 10 to 15 people selected at random or based on the requirements of the research study. The interviewer will invite all the respondents at a suitable place and initiates the topic for discussion. He will induce the respondents to participate spontaneously. The entire proceedings of the group are tape-recorded or video-taped. During the discussion, the interviewer ensures that every member is participating and the discussion is proceeding in a smooth way and on the right track.

In this study, focus group interviews were conducted to find out the attitude of consumers' towards the Integrated Multi-Channel Digital Platform of SRPC. With this objective, 10 respondents who are the consumers of SRPC were selected. The persons, who were selected, hail from different cultural background. It was also ensured that the members of the group are of different age groups and working at different levels of responsibility. All the members of the group were informed well in advance of the

different components of the topic "Consumers' attitude towards the Integrated Multi-Channel Digital Platform of SRPC.".

The focus group interview took place for period of about one hour and it was ensured that each consumer could get the opportunity to participate in the discussion. The entire proceedings of the discussion were recorded in videotape because it has some reference value. It is also possible to listen carefully the conversation of the participants and see it on television screen to get an exact analysis and interpretation of the data so that the conclusion can be easily drawn based on the analysis.

The qualitative data of the focus group interview was also analysed and interpreted with the help of content analysis using free-listing of items. The result of the analysis of the focus group interview were free listed and tabulated as shown in Table 4.12.

Table: 4.13 Free Listing of Consumers' Attitude towards the Integrated Multi-Channel Digital Platform of SRPC. (Focus Group Interview)

	ITEM	FREQUENCY	RESP PCT	AVG RANK	*Salience
1	Client	2	67	4.500	0.543
2	Security	2	67	5.500	0.504
3	Contents	3	100	17.333	0.502
4	Distribution	3	100	19.667	0.420
5	Language	3	100	17.000	0.382
6	Templates	2	67	13.500	0.354
7	IPTV	2	67	20.000	0.337
8	News	1	33	1.000	0.333
9	SMS	1	33	1.000	0.333
10	Text	3	100	22.000	0.321
11	Subscription	2	67	21.000	0.321
12	Access	1	33	2.000	0.318
13	Loyalty	2	67	11.500	0.288
14	eMagazine	1	33	4.000	0.288
15	Retrieval	1	33	5.000	0.273
16	Digital Assets	1	33	8.000	0.227
17	Billing	1	33	20.000	0.201
18	Licensing	2	67	27.500	0.200
19	Ad	2	67	22.500	0.199
20	eReader	1	33	21.000	0.194
21	Administration	1	33	22.000	0.188
22	FTP	2	67	27.500	0.176
23	Resource	1	33	28.000	0.146
24	Report	2	67	27.500	0.143
25	ePortal	1	33	29.000	0.139
26	Convert	1	33	30.000	0.132
27	mPortal	1	33	10.000	0.119
28	eKiosk	2	67	29.500	0.085
29	eNewspaper	2	67	32.500	0.081
30	Radio	1	33	38.000	0.076
31	Payment	1	33	41.000	0.056
32	Publishing	1	33	21.000	0.030
33	Search	1	33	45.000	0.028
34	Archive	1	33	22.000	0.015
	Total/Average:	54	17.98		

* Salience is calculated from the average rank and the frequency of a particular item

Table 4.12 shows that Client (Client Management), Security (Security Measures), Contents (Content Management), Distribution (Distribution Management), Language (Language Tools), Templates (Templates Management), IPTV (Internet Protocol Television), News (News Agencies), SMS (Short Message Service), Text (Text and Images) and Subscription (Subscription Management) are the major problems often mentioned by the respondents with higher value of salience. It may be noted that Distribution comes in the fourth place of salience as compared to the earlier free-listing of items which is shown in Table 4.11. It is also highly observed that Client (Client Management) obtained higher salience value. Moreover, this table indicates that most of the participants showed unfavourable attitude towards these particular aspects of Integrated Multi-Channel Digital Platform of SRPC.

While Access (Access Control Management), Loyalty (Loyalty Management), eMagazine (Electronic Magazine), Retrieval (Retrieval Management), Digital Assets (Digital Asset Storage), Billing (Billing Management), Licensing (Licensing Management), Ad (Banner Ad), eReader (Electronic Reader), Administration (Administration Tools), FTP (File Transfer Protocol) are also the problems frequently mentioned by the participants during the focus group interview with medium value of salience.

In Table 4.12, it also reveals that Resource (Resource Management), Report (Report Generation Management), Convert (Convert Management), mPortal (Mobile Portal are the frequently mentioned problems expressed by the participants with lower value of salience.

4.2.2.1.3 Employee Survey

An employee attitude survey can play a powerful and purposeful role in evaluation of the company's product and services. Hence, this study tried to examine the attitude of employees towards Integrated Multi-Channel Digital Platform of SRPC. Interview was taken among 25 employees of IT Department who are very much associated with digital platform. With the help of a standard interview schedule, the attitude of employees towards Digital Platform of SRPC was extracted.

The below table shows that contents (Content Management), Language (Language Tools), eNewspaper (Electronic Newspaper), Security (Security Measures), ePortal (Electronic Portal), IPTV (Internet Protocol TV), Templates (Templates Management), Subscription (Subscription Management), Access (Access Control Management), SMS (Short Message Service), eMagazine (Electronic Magazine), are the most frequently mentioned problems with high level of salience. This clearly indicates that most of the respondents shows unfavourable attitude towards these particular aspects of the digital platform of SRPC and these are major problems, which are responsible for the low response from the consumers.

Table 4.14: Free Listing of Employees' Attitude towards Integrated Multi Channel Digital Platform of SRPC

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_____

            ITEM   FREQUENCY  RESP PCT  AVG RANK  SALIENCE
-----------------------------------------------------------------
 1       Contents       29       60      1.207     0.576
 2       Language       24       50      2.500     0.337
 3       eNewspaper     18       38      2.444     0.272
 4       Security       23       48      3.435     0.253
 5       ePortal        16       33      2.813     0.220
 6       IPTV           17       35      3.471     0.176
 7       Templates      12       25      3.583     0.141
 8       Subscription    9       19      3.000     0.113
 9       Access         11       23      4.364     0.098
10       SMS             6       13      2.500     0.092
11       eMagazine       8       17      4.000     0.085
12       Text            8       17      3.875     0.083
13   Digital Assets      2        4      2.000     0.021
14       Radio           2        4      4.000     0.020
15       Search          2        4      3.000     0.017
16       Archive         2        4      5.000     0.014
17       Ad              2        4      4.500     0.013
18       Billing         2        4      6.000     0.009
19       Licensing       2        4      6.500     0.009
20       FTP             2        4      4.500     0.009
21       eKiosk          2        4      5.000     0.009
22       eReader         2        4      6.000     0.007
-------------------------- -------------------------------------

   Total/Average:        201    4.188
_____
```

* Salience is calculated from the average rank and the frequency of a particular item.

Whereas, Text (Text and Images), Digital Assets (Digital Asset Storage), Radio (Radio Programme), Search (Search Engine), Archive Files, Ad (Banner Ad), Billing (Billing Management), Licensing (Licensing Management), FTP (File Transfer Protocol), eKiosk

(Electronic Vending Machine), eReader (Electronic Reader) are also the problems frequently mentioned by the respondents with low level of salience. In Table 4.12, it indicates that these factors are slightly responsible for the low response from the consumers.

4.3   TRIANGULATION OF THREE LEVELS

In this study, the triangulation was done with three dimensions of information gathered viz. qualitative data through open-ended question; focus group interview and employee survey. The purpose of latter three levels of information is obtained to support the initial findings. In other word, the information on open-ended question, focus group interview and employee survey are used in order to support the findings derived in the data collected through the sample of consumers to find the attitude towards Integrated Multi-Channel Digital Platform of SRPC.

4.3.1 Result of Open-Ended Question, Focus Group   Interview and Employee Survey

In order to examine the attitude of consumers' towards Integrated Multi-Channel Digital Platform of SRPC, three dimensions of qualitative information were gathered viz. open-ended questions through interview, focus group interview and employees' survey. The practical use of this analysis is to summarize the result to examine clearly which are the policies severely affected the attitude of consumers in SRPC.   The result of these analyses is highlighted in Table 4.14 and Figure 4.1 illustrates the triangulation model of data analysis.

Table 4.15: Result of Open-Ended Question, Focus Group Interview and Employee Survey

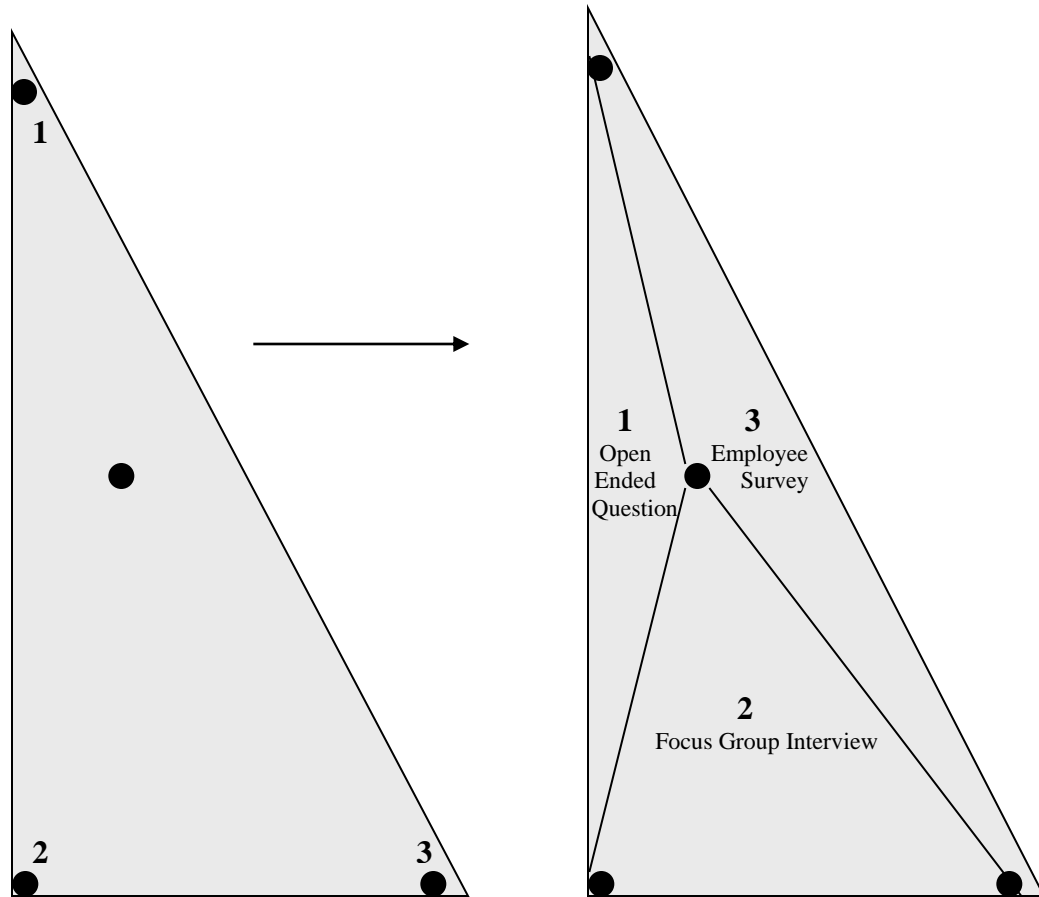| Attitude towards Integrated Multi-Channel Digital Platform of SRPC	
Favourable Attitude	**Unfavourable Attitude**
• Payment Management	• Content Management
• Publishing Management	• Client Management
• Electronic Portal	• Security Measures
• Archive Files	• Distribution Management
• Search Engine	• Language Tools
• Mobile Portal	• Templates Management
• Electronic Reader	• Internet Protocol Television
• Electronic Newspaper	• News Agencies
• Electronic Vending Machine	• Short Message Service
• File Transfer Protocol	• Text and Images
• Banner Ad	• Subscription Management
• Administration Tools	• Access Control Management
• Licensing Management	• Loyalty Management
• Report Generation Management	• Electronic Magazines
• Radio Programme	• Retrieval Management
• Digital Asset Storage	• Resource Management
• Billing Management	• Convert Management

Figure 4.1: Triangulation Model of Qualitative Data Analysis

4.4   CONCLUSION

In order to achieve the research objective in this chapter, quantitative data were analysed
and interpreted with the use of univariate analysis. While qualitative data were analysed
and interpreted with the help of content analysis by using free listing of items (open-ended
question, focus group interview and employee survey).

CHAPTER 5

OBSERVATIONS, CONCLUSIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

5.1   INTRODUCTION

In this chapter, an attempt has been made to arrive at a conclusion based on observations and information collected from different sources. The hypothesis, mentioned earlier in the study, formulated for this research were analysed and tested in order to examine the consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC.

5.2   OBSERVATIONS

Hypothesis (Ha)

"Consumers' attitude towards Integrated Multi-Channel Digital Platform of SRPC is favourable".

From the analysis it has been observed that majority of respondents showed favourable attitude towards Integrated Multi-Channel Digital Platform of SRPC especially in the case of Protocol TV Programme, Radio Programme, mPortal Facilities, ePortal Facilities, eNewspaper Facilities, eMagazine Facilities, eReader Facilities, and Subscription and Billing Management. On the contrary, majority of respondents showed unfavourable attitude towards eKiosk facilities of the company.

It has been observed that majority of respondents are satisfied with the Protocol TV Programme of SRPC and they opined that the IP-based platform offers significant advantages, including the ability to integrate television with other IP-based services like high speed Internet access and VoIP (Voice over Internet Protocol).

It was observed that majority of respondents are satisfied with the Radio Programme of SRPC and they opined that SRPC satellite radio is not often interrupted by advertisements and also travelers can listen it clearly while travelling across the country.

It was also observed that majority of respondents are satisfied with the mPortal of SRPC and they opined that SRPC Mobile's easy-to-use tabbed navigation and intuitive menus enable users to easily scroll through the applications and content most important to them and access key mobile services in the fewest number of clicks.

It has been observed that majority of respondents are satisfied with the ePortal of the company and they opined that SRPC's web portal presents information from diverse sources in a unified way. Apart from the standard search engine feature, it offers other services such as e-mail, news, stock prices, information, and entertainment.

It was observed that majority of respondents are satisfied with the eNewspaper of SRPC and they opined that SRPC has attempted to integrate the internet into every aspect of heir

operations, i.e., reporters writing stories for both print and online, and classified advertisements appearing in both media; but others operate websites that are more distinct from the printed newspaper.

It was also observed that majority of respondents are satisfied with the eMagazine of the company. These respondents opined that the company provides an effective system. SRPC initially provide free access to all aspects of their online content although some competitors have opted to require a subscription fee to access premium online article and/or multi-media content. SRPC's online magazines generate revenue based on targeted search ads to web-site visitors.

It has been observed that majority of respondents are satisfied with the eReader of the company and they opined that SRPC offers a wide selection of eReader-formatted eNewspaper and eMagazines available for purchase and download, and also a few for free. The eReader shows text one page at a time as paper magazines do. It also supports embedded hyperlinks and images.

It was observed that majority of respondents are satisfied with the subscription and billing management of SRPC. They opined that subscription and billing management system of SRPC is very effective and this system make it fast and easy to launch new products, scale operations, and automate recurring billing and subscription payments in one solution.

It was also observed that majority of respondents are not satisfied with the eKiosk facilities of the company and they opined that many automated vending machines are always out of order and there is no proper maintenance from the part of the company.

5.3   CONCLUSIONS

It is clear from the observation that consumers' personal factors have less influence on the level of attitude towards Integrated Multi-Channel Digital Platform of SRPC. Even though these factors have shown less influence, it does not mean that the management should disregard these factors. Also, other factors which exhibits significant relationship with the attitude of the consumers towards Integrated Multi-Channel Digital Platform of SRPC.

Above all, it is significantly important for the management to understand consumers' attitude by keeping in mind that each individual has his / her own sets of common beliefs and values in life due to their background. The investigation of consumer beliefs, attitudes, and behaviors has particular relevance to product development and promotional strategy.

First, after identifying the important product benefits, companies can develop brands that have attributes that provide these benefits. Indeed, new-product development should

begin with an evaluation on of the product benefits consumers seek and the attributes that provide them. Second, promotional strategy should be based on communicating to consumers the messages that evolve from the positioning strategy that emerges from the identification of key attributes. Other promotional issues that emerge include how to employ balance-theory principles and behavioral influence techniques to persuade and influence consumers. Finally, it is important to work with the creative on the advertising to fashion communications toward which consumers will have positive attitudes.

5.4   SUGGESTIONS FOR IMPROVEMENT

In the light of the study, the researcher wishes to recommend the following important suggestions for the necessary improvement of the SRPC.

1. It has been observed that the limited connection speed/bandwidth affect the IPTV picture quality. Company should make ensure that ample connection speed / bandwidth speed should be availed for the IPTV subscribers.

2. Company should launch a new radio programme that's proven to be most popular with audiences, available more broadly to local program directors in all markets for all day parts.

3. SRPC should advance its mobile portal and it should ensure that all web content is configured to match subscribers' phone, regardless of what handset they have.

4. Company should provide adequate services to secure the user-base and lengthen the time a user stayed on the portal. Expanding services should be a strategy to secure the user-base and lengthen the time a user stayed on the portal. Services which require user registration such as free email, customization features, and chatrooms should be considered to enhance repeat use of the portal. Game, chat, email, news, and other services also tend to make users stay longer, thereby increasing the advertising.

5. SRPC should increase the number of pages of eNewspaper from two to four and also they should update these sheets periodically or regularly, like other online newspapers.

6. Company should improve their eMagazines that should contain the best web development and design articles, inspiring graphics, interviews from the world's leading experts, the latest news, events etc. It should be viewed with the free version of Adobe Acrobat reader and can also be printed.

7. In addition to daily newspapers, eKiosk can also be trusted to dispense more costly magazines providing new opportunities for media distribution. Flexible payment options including a programmable electronic coin discriminator and a bill validator will increase sales revenue over present day machines wherever used. Machines should employ remote diagnostics to alert staff at headquarters when machines need refilling or servicing. Detailed stock status should be transmitted to centralized locations so that route drivers and technicians will know exactly what products are needed to re-stock their machines before they even begin their routes. Sophisticated data collection will provide more immediate feedback on what products are selling and what items need to be replaced with more popular merchandise.

8. SRPC should launch a new version of its e-reader that features a bigger screen in order to present newspaper and magazine content better than the current, smaller one. It should be an extremely fast, uncluttered, easy-to-use, and probably the best web-based FeedReader.

9. Subscription and billing management system of SRPC should be effective and this system should make it fast and easy to launch new products, scale operations, and automate recurring billing and subscription payments in one solution. As a

result, company can ensure licensing compliance, increase productivity and reduce systems management costs.

10. It has been observed that many respondents shown unfavourable attitude towards Content Management, Client Management, Security Measures, Distribution Management, Language Tools, Templates Management etc. Company should take necessary steps to improve these areas of digital platform.

5.5 SCOPE FOR FURTHER RESEARCH

As the present study has limitations and the topics under study itself is wide and large, there may be many more extensions to the present study if following factors are considered.

1. A comprehensive sample size could be included to avoid any possibility of statistical error.

2. Many other services could be included as independent variables.

3. The findings of the study cannot be generalized for a particular sector. For that purpose more organizations from each sector could be included.

The present study has been a worthwhile experience for the researcher in understanding the concept of the attitude of consumers and its relationship with the effectiveness of management policies. The researcher concludes the present study with the hope that at least some new light has been thrown on the concepts studied. The new light may lead to better insight into the objective of achieving the goals.

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APPENDIX

A STUDY OF CONSUMERS' ATTITUDE TOWARDS INTEGRATED MULTI-CHANNEL DIGITAL PLATFORM OF SAUDI RESEARCH & PUBLISHING COMPANY

Interview Schedule

A. Personnel Background

1   Please check which categories you belong to :

Arabs / Europeans / Indians / Other Asian Countries/ Others

2   Age : Up to 29 years / 30-44 years / 45 and above

3   Education : Primary / Secondary / Graduate / Post Graduate

4   Type of Work : Managerial/ Supervisory/ Labour

5   Present Salary (In SR) : Less than 1000 / 1001 -3000 / 3001-5000 / 5001-8000 / above 8000

B. Internet Protocol TV Programme

6   Are you satisfied with the internet Protocol TV Programme of the company?

Very Satisfied / Satisfied /   Neither satisfied nor dissatisfied / Dissatisfied / Very Dissatisfied

C. Radio Programme

7   Are you satisfied with the radio programme of the company?

Very Satisfied / Satisfied /   Neither satisfied nor dissatisfied / Dissatisfied / Very Dissatisfied

D. Mobile Portal

8   Are you satisfied with the mobile portal of the company?

Very Satisfied / Satisfied /   Neither satisfied nor dissatisfied / Dissatisfied / Very Dissatisfied

E. ePortal Facilities

9   Are you satisfied with the ePortal facilities of the company?

1   2   3   4   5
Very Satisfied / Satisfied / Neither satisfied nor dissatisfied / Dissatisfied / Very Dissatisfied

F. eNewspaper

10   Are you satisfied with the eNewspaper of the comapny?

1   2   3   4   5
 Very Satisfied / Satisfied / Neither satisfied nor dissatisfied / Dissatisfied / Very Dissatisfied

G. eMagazine

11   Are you satisfied with the eMagazine of the company?

1   2   3   4   5
Very Satisfied / Satisfied / Neither satisfied nor dissatisfied / Dissatisfied / Very Dissatisfied

H. eKiosk

12   Are you satisfied with the eKiosk facilities of the company?

1   2   3   4   5
Very Satisfied / Satisfied / Neither satisfied nor dissatisfied / Dissatisfied / Very Dissatisfied

I. eReader Facilities

13   Are you satisfied with the eReader facilities of the company?

1   2   3   4   5
 Very Satisfied / Satisfied / Neither satisfied nor dissatisfied / Dissatisfied / Very Dissatisfied

J. Subscription and Billing Management

14 Are you satisfied with the billing and subscription management of the company?

1   2   3   4   5
Very Satisfied / Satisfied /   Neither satisfied nor dissatisfied / Dissatisfied / Very Dissatisfied

K. Comments

15. Any other comments related to Integrated multi-channel digital platform of saudi research & publishing ompany . (specify)

LIST OF ABBREIVATIONS

AVG RANK   Average Rank used for free listing of items

df   Degrees of freedom

Eí   Expected frequencies used for Chi-Square test

Oí   Observed frequencies used for Chi-Square test

p   Level of Significance used for Bivariate (Pearson's
                             Chi-Square test) Analysis

SRPC   Saudi Research and Publishing Company

RESP PCT   Response Percentage used for free listing of items

SPSS   Statistical Packages for Social Sciences

AED   Arabian Emirates Dihram (Currency used in UAE)

χ^2 statistic   Chi-Square (χ^2) value calculated from observed and
                             expected frequencies

LIST OF DIGITAL MARKETING TERMS

1. **Banner Ad**

    An advertisement that appears on a Web page, most commonly at the top (header)

    or bottom (footer) of the page. Designed to have the user click on it for more

information. A web banner or banner ad is a form of advertising on the World Wide Web.

2. Blacklisted

A blacklisted notice means that the message may not have been delivered due to be flagged on one of the major lists that keep tabs of known spammers. Different ISPs use different blacklists to block mailings from being delivered to their clients. It can be a temporary ban or a permanent one, depending upon the list. ISP may mean: Internet service provider, an organization that offers users access to the Internet and related services.

3. Blocked

A blocked notice means that the message did not get through due to being considered spam by the subscriber's ISP. This may be due to being on a blacklist or because the message contains a domain that is already being blocked.

4. Blog

Shortened from "web log" a blog is a user-generated Web site where entries are made in journal style and displayed in a reverse chronological order.

5. Campaign

A campaign is a specific message being sent to a specific group of recipients.

6. Click Through

The number of times people clicked on the links in your message. This is often referred to as CTR (Click Through Rate). Note: you must have enabled click through tracking in the campaign in order for this to be recorded. Click Through Rate or CTR is way of measuring the success of an online advertising campaign.

7. DMA Market

DMA stands for Designated Market Area, which is often associated with the entertainment industry. DMAs are usually counties (or sometimes split counties) that contain a large population that can be targeted, such as New York City, Los Angeles or Chicago.

8. Email Service Provider (ESP)

Outside companies like mobileStorm that send bulk emails on behalf of their clients to prevent their messages as being labelled as spam or blocked entirely.

9. False Positives

Legitimate messages being labelled as "spam" Can cost companies potentially millions in potential lost revenue if not dealt with correctly.

10. GRPL

The Global Permanent Removal List consists of records that are automatically removed from a particular database. Almost all email service providers (ESP) or mutli-channel messaging companies maintain these lists for their clients.

11. Instant Messaging

Instant messaging (often shortened to IM) is a type of communications service that enables you to create a kind of private chat room with another individual in order to communicate in real time over the Internet.

12. Keywords

Used in conjunction with SMS messages. A user types a short code and matching keyword in order to be added to a mobile club or database.

13. Microsite

A mini Web site design to promote a specific portion or brand from a larger corporate site. Used often with contests or as a landing page for a specific promotion.

14. Open Rate

This is a ratio determined by the number of people who opened your email against the total number of people to whom you sent the message. Typically, this number will be low for large campaigns and higher for more targeted campaigns.

15. Personalization

Personalization gives you the ability to create a customized message for each person in your database. Can be addressed by first/last name, city, state, zip, etc.

16. RSS

RSS or Real Simple Syndication is technology designed to allow users to subscribe to a specific content feed and be automatically alerted when new updates are available.

17. RSS Reader

Application used to subscribe and monitor selected RSS content feeds.

18. Short Code

A short code is a 5 digit number that is used to send and respond to text messages. They can either be a random set of numbers or a "vanity" number tied to a specific brand or number pattern.

19. SMS

SMS (Short Message Service) is a one-way text message sent via a cell phone. It is usually received via the subscribers' text message inbox on their cell phone and can be a maximum of 160 characters per message.

20. Social Bookmarking

Social Bookmarking is a popular way to store, classify, share and search links that are combined into a single site for easy access.

21. Spam

An email message that is unwanted by the recipient. Legitimate emails can sometimes be incorrectly identified as spam and is a growing problem.

22. Streaming Technologies

Communication channel such as video and audio that is accessed online. Can be a pre-stored clip to access as well as a live feed that is streamed like an online broadcast.

23. Subscriber

A person who signs up to receive messages from a particular company or entity.

24. Targeting

Targeting allows you to send a message to people based on specific criteria from your subscriber database.

25. Voice Broadcast

Sending a pre-recorded voice messages to a large set of phone numbers at the time same. Can either be a voice call (meaning the recipient must answer the call for the message to play) or voice mail (meaning the message will play only if the recipient doesn't answer)

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Dr. Jacob Cherian is Associate Professor of Management with College of Business, Abu Dhabi University since 2007. He has a diversified international experience of 32 years in various positions such as Chairman of Department of Marketing, College of Business Administration, Jeddah, KSA; Head of the Department of Commerce, Rizvi College, Mumbai, India; HRD Manager in Sadaca O & M Group, Riyadh, KSA and R&D Manager, SRPC, Media City, Dubai, UAE. He has also worked as HRD and Export Consultant. Dr. Jacob has attained four Masters Degrees of M.Com., M.S.W (University Rank Holder), M.B.A., and M.Phil. and also Ph.D. in Human Resource Management. He has published around fifty research papers in International Peer Reviewed Journals out of which seven are in A* Journals and has presented several research papers in International conferences. Dr.Jacob is the reviewer and an editorial board member of various International Journals in Business and Management and has authored six books in business and management.

ABOUT THE BOOK

In this digital world, the biggest challenge for multichannel publishing is not spreading the message into both digital and physical platform. Today the challenge is "being everywhere at once" Consumers today receive their content in different ways. Some continue to swear by the printed editions of newspapers or magazines – while others prefer to read on smartphones, tablets or laptops. Whether it's print or digital content: if you want to reach the largest possible target group with your content, you have to be present on all relevant channels. This book is useful to the academic community as well as the marketers and bloggers. It gives an insight into the best practices of multichannel publishing and also the challenges. The contents of this book in various sections will enrich the knowledge base of upcoming generation of young scholars in various universities and colleges in gaining an