

**“DIALOGUE INSTEAD OF A MONOLOGUE”
- Advertisers’ expectations towards the media**

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Abstract <p>Stakeholders' expectations can define the future of the media. Due to advertising revenues, producing audiences desirable for advertisers has been considered as a central function of media. Furthermore, it has been claimed that mass media today would not exist without advertisers. If media organizations want to survive, they will have to acknowledge the expectations that their stakeholders such as advertisers have towards them in the new media environment. Even though meeting stakeholders' expectations can be crucial for an organization's future in terms of legitimacy and reputation, expectations have been an understudied topic in organizational communication.</p> <p>The aim of this research was to shed light on whether the new media environment has changed advertisers' expectations towards the media, and find out if there is a gap between advertisers' experiences of the media and expectations towards the media. Furthermore, the aim was to explore whether social media have changed advertisers' expectations. All in all, the research objective was to find out if advertisers' expectations towards the media now resemble more those of public relations. The research was conducted as an empirical study using a qualitative research approach. 10 organizational representatives of large advertisers in Finland were interviewed. In addition, a social media observation was undertaken to further explore themes rising from the research interviews.</p> <p>The research results suggested that advertisers direct diverse expectations towards the media. Through media advertisers expect to reach and affect consumers and increase the organization's sales. Advertisers also expect long-term and close relationships with the media. In addition, the media are expected to provide advertisers measurability of advertising gains as well as tailored and holistic services. Social media had to some extent raised expectations towards the media in terms of dialogue with consumers. All in all, these expectations of advertisers had been met well by the media. Minor expectation gaps were revealed in tailored and holistic services, and measurability. The ethos of advertising was still strong in the advertisers' fundamental expectations towards the media such as reaching consumers and increasing the organization's sales. However, the main findings of the thesis suggested that advertisers' expectations are shifting towards expectations of public relations in terms of the rising expectation of dialogue. Hence, the results propose a need for a holistic view on advertising and public relations.</p>	
Keywords Expectations, public relations, advertising	
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Tiivistelmä <p>Sidosryhmien odotukset voivat määrittää median tulevaisuuden. Mainosrahojen vuoksi median keskeisenä tehtävänä on pidetty houkuttelevien yleisöjen tuottamista mainostajille. Onkin väitetty, ettei nykyistä massamediaa olisi olemassa ilman mainostajia. Selviytyäkseen median tulee huomioida sidosryhmiensä kuten mainostajien siihen kohdistamat odotukset uudessa mediaympäristössä. Vaikka sidosryhmien odotusten täyttämistä voidaan pitää elintärkeänä organisaatioiden legitimitietin ja maineen kannalta, odotukset ovat olleet tutkimaton aihe yhteisöviestinnässä.</p> <p>Tämän tutkimuksen tavoitteena oli selvittää onko uusi mediaympäristö muuttanut mainostajien mediaan kohdistamia odotuksia ja kohtaavatko mainostajien kokemukset mediasta sekä odotukset mediaa kohtaan. Lisäksi huomiota kiinnitettiin siihen, onko sosiaalinen media muuttanut mainostajien odotuksia. Tavoitteena oli selvittää muistuttavatko mainostajien odotukset nykyään enemmän suhdetoiminnan (public relations) odotuksia. Tutkimus toteutettiin empiirisenä tutkimuksena, jossa käytettiin kvalitatiivisia tutkimusmenetelmiä. Ensinnäkin tutkimuksessa haastateltiin 10 suuren mainostajan edustajaa Suomessa. Lisäksi suoritettiin sosiaalisen median observointi, jonka avulla tutkittiin lähemmin tutkimushaastatteluista esiin nousseita teemoja.</p> <p>Tutkimustulosten mukaan mainostajilla on erilaisia odotuksia mediaa kohtaan. Median kautta mainostajat odottavat tavoittavansa kuluttajat ja vaikuttavansa heihin sekä kasvattavansa organisaationsa myyntiä. Mainostajat odottavat myös pitkäaikaisia ja läheisiä suhteita median kanssa. Lisäksi median odotetaan tarjoavan mainostajille mittareita mainonnan tehokkuuden mittaamiseksi sekä räätälöityjä ja kokonaisvaltaisia palveluja. Sosiaalisen median voidaan katsoa vaikuttaneen erityisesti dialogin odotukseen, joka sisälsi toiveen mainonnan interaktiivisuuden kasvamisesta. Kokonaisuudessaan media oli täyttänyt mainostajien odotukset hyvin, vaikkakin räätälöidyssä ja kokonaisvaltaisessa palvelussa sekä mainonnan tehokkuuden mittaamisessa havaittiin pieniä odotuskuluja (expectation gaps). Mainonnan eetos oli yhä vahva mainostajien keskeisissä odotuksissa kuten kuluttajien tavoittamisessa ja organisaation myynnin kasvattamisessa. Tutkimuksen päälöydökset viittasivat kuitenkin siihen, että mainostajien odotukset ovat muuttumassa suhdetoiminnan odotuksiksi nousevan odotuksen, dialogin myötä. Näin ollen tulokset vahvistavat tarpeen kokonaisvaltaiselle mainonnan ja suhdetoiminnan näkemykselle.</p>	
Asiasanat Odotukset, suhdetoiminta, public relations, mainonta	
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1 INTRODUCTION

Through the rise of digital and social media, the media environment is changing and might be in the middle of the greatest revolution in its history (Papathanassopoulos 2011; Miel & Faris 2008; Matikainen 2009). Communication technologies have expanded and there has been a shift from the dominance of mass print media towards a multimedia environment (Papathanassopoulos 2011, 1). According to a Pew Research Center's survey, 37 percent of American adult Internet-users use an online social networking site daily (The Pew Research Center 2011b). Through the mobile revolution, people are in charge of their own media experiences (Rainie 2011), and media consumption and media production can be done anywhere, anytime and by anyone (Rainie 2011; Barnes 2002, 399). Overall, new communication channels open up direct channels for interaction between organizations and their publics, and are changing the way people interact with brands, organizations and each other (DuMars, Sitkiewicz & Fogel 2010, 6; Karjaluoto 2008, 2; Edelman, D. C. 2010, 64).

At the same time organizations and brands need to know how to create content that can break through the abundance of noise and connect with people across an ever-expanding number of new channels and communities (Gillmor, Heiferman, Ostrow, Rubel & Dubner 2010, 13). This is crucial in the current attention economy where information and knowledge are plentiful and human attention is a scarce commodity of which different organizations are competing for (Davenport & Beck 2001, 2-3). Marketing strategies have to

be redesigned to accord with the developed brand relationships and where consumers are spending their time (Edelman, D. C. 2010, 64-65).

Consequently, advertisers have started using more interactive content to bring about their ideas. In Finland, online advertising is thriving. 94 percent of Finnish advertisers planned to use social media in their marketing in 2011, and mobile marketing is expected to rise in 2012 (Mainosbarometri 2011; Mainosbarometri 2012). The development of advertising in the media environment is depicted in Figure 1, where the shift from the more separate actors of advertisers, the media and the audience has moved towards a close intertwined sphere including also new media (interactive digital media) (van Dijk 1999, 9) and social media (social networking sites such as Facebook and virtual worlds) (Kaplan & Haenlein 2010, 60).

Old advertising:



New advertising:

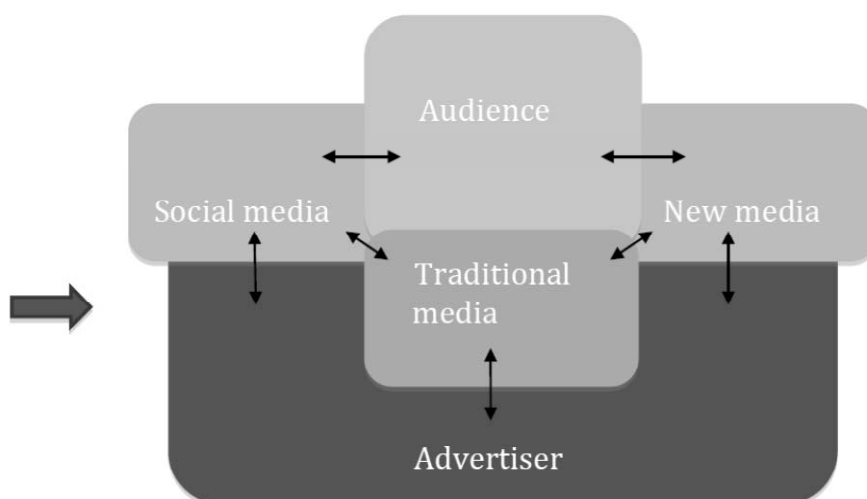


Figure 1. The media environment of advertising.

In the democratized media environment, the consideration of alternative revenue-generation models have been encouraged to suggest that media organizations' profits do not have to be generated only from advertising or subscription revenue (Baker, Bloom, Coleman, Lukasiewicz, Oreskes & Harrington 2010, 4). As business moves from shareholder to stakeholder mentality, there is a need to complement "paid media" advertising of the 1900s and "earned media" public relations strategies of the 1950s, by embracing engagement media – a combination of new, social, and owned media, which allow organizations and brands to construct direct relationships with stakeholders and engage with them (Edelman, R. 2010, 2). Furthermore, instead of providing information, today's advertising should seek to appeal to emotions, to entertain and to build brand-consumer relationships (McDonald & Scott 2007, 32).

A fundamental change in advertising has been suggested as it has become harder to differentiate between the conversations of journalism, marketing and media. The development of the communications environment is depicted in Figure 2, which illustrates how the different fields of communication are moving closer. Furthermore, it has been suggested that advertising and public relations today bring similar value in creating consumer interest (Michaelson & Stacks 2007, 6). A question arises: is advertising today becoming more like public relations (Gillmor et al. 2010, 13)?

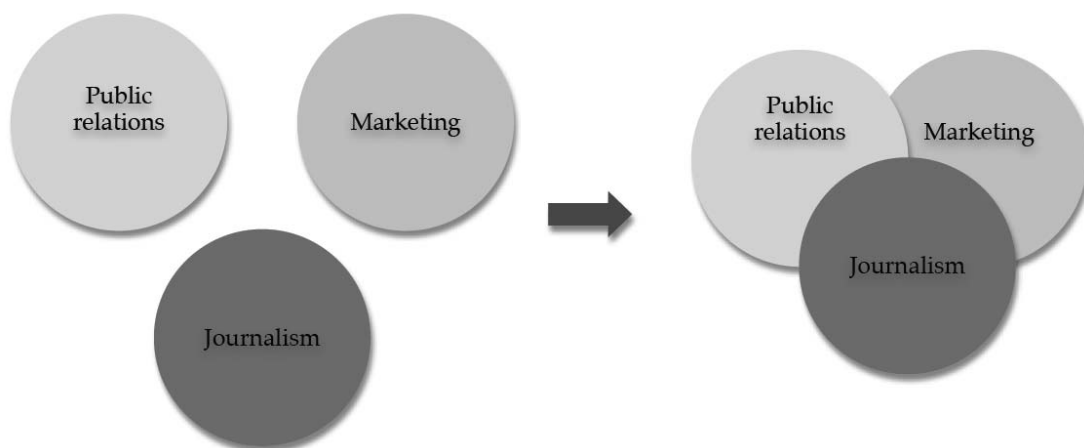


Figure 2. Development of the communications environment.

As stakeholder expectations towards an industry can be transformed in change processes (Chung 2009, 101), it can be indicated that changes in the media environment brought about by digitalization and the web-native media, have started to change media's stakeholders' expectations towards media services and media organizations (Slutsky 2011, Miel & Faris 2008; Matikainen 2009). If media organizations want to survive, they will have to acknowledge the expectations that their different stakeholders such as advertisers have towards them in the new media sphere. Stakeholders can affect, or are affected by, the accomplishment of organizational goals (Freeman 1984, 46) and should thus be taken into account in decision-making. Expectations can be considered significant as they influence the behavior of stakeholders by guiding what kind of action is considered desirable from an organization (Thomlison 2000, 185-187). Organization-stakeholder relationships are influenced by expectations (Ledingham 2003, 186) or constituted of a set of expectations (Thomlison 2000, 178). Podnar and Golob (2007, 326) even posit that organizations have 'an expectational relationship' to their stakeholders. The profitability and thus, the future of media organizations will depend upon media organizations' ability to embrace the changes and their stakeholders' expectations.

Producing audiences desirable for advertisers has been considered as a central function of the media as a large share of commercial media incomes comes from advertising revenue (Grossberg, Wartella, Whitney & Wise 1998, 104). Furthermore, the media business model emphasizing profitability has resulted in media content turning into content that attracts advertisers (Luostarinen & Uskali 2006, 194-195). As reported by Finland's leading daily newspaper Helsingin Sanomat, the primary goal of commercial radio is to sell audiences to advertisers (Helsingin Sanomat March 25th 2011). Furthermore, it has been claimed that without advertisers, mass media today would not exist (see e.g. Grossberg et al. 1998). Thus, it is crucial to study the expectations of advertisers who have a significant role in defining the future of the media. Furthermore, the advertiser-media relationships are important for many organizations and can thus be considered a central part of public relations. When studying relationships between advertisers and media, the role of media agencies offering advertising services should also be taken into account (West & Paliwoda 1996).

With this background, the purpose of this research is to study advertisers' expectations towards the media. More precisely the aim is to explore what kinds of expectations advertisers have towards the media in the new media and communications environment and whether the media have met the expectations. This master's thesis is a part of a larger research project "What is expected of the media in a reputation society?" conducted at the University of Jyväskylä. The research asks what is expected of the media, and whether the present day practices of media institutions and the stakeholders' expectations meet. This thesis focuses on the expectations of advertisers. The research framework of the present study is presented in Figure 3, where the variables of the media-advertiser relations and their interdependence are mapped.

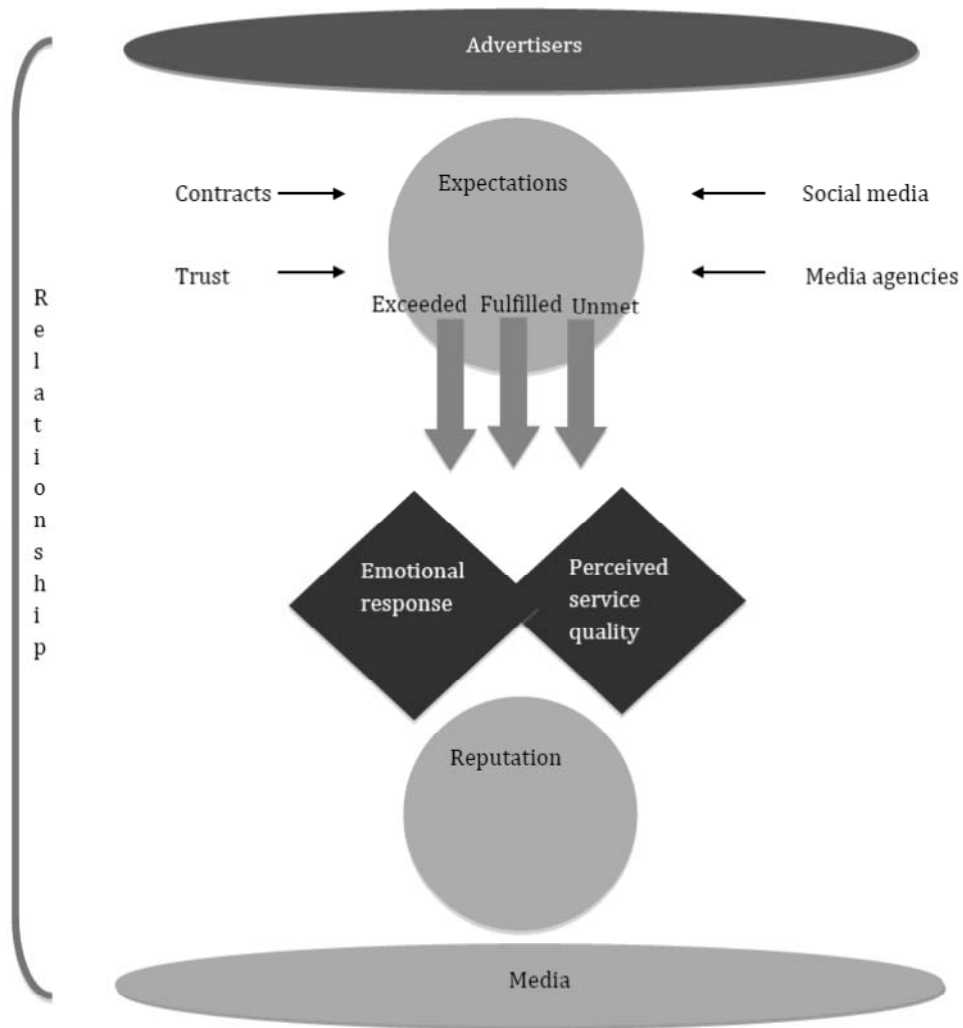


Figure 3. Research Framework.

Expectations have mainly been studied in the context of customer management and marketing research (see e.g. Muth 1961; Burmeister & Turnovsky 1976; Gummesson 1993; Walker & Baker 2000; Creyer & Ross, 1997). In organizational communication, however, stakeholder expectations have been an understudied topic. The public's expectations towards the media have been studied to some extent (see e.g. Braman 1988; Guo 2000), but the expectations of other media stakeholders such as advertisers have not received enough academic attention.

Mapping the expectations of advertisers is crucial, since if expectations and reality do not meet the legitimacy of the media is at stake (Fombrun & Van Riel 1997, 9). Meeting expectations has an effect on an organization's reputation, which has been seen as an intangible resource leading to competitive advantage (Deephouse 2000, 1092). It is also vital for organizations to acknowledge their expectations towards the media in order for them to be able to differentiate what forms of media they should use to be the most efficient. However, it remains a challenge to model the development of expectations since it is often only after consumption of a service that an analysis can be made (Cowell 1984 in Johnson & Mathews 1997, 291).

To meet the purpose of the study, the thesis begins by exploring the changing communications environment and the theoretical background of media-advertiser relations that suggest that expectations towards media are changing (chapter 2). After this background has been established, in sections 2.5 and 2.6 the research introduces a scientific discussion of advertising and public relations. For the purposes of the present study, advertising is considered as an organization investing resources in purchasing time or space in traditional mass media in order to accomplish an organizational objective (Aaker, Batra & Myers 1992, 1). Public relations is considered as the organizational function of establishing and maintaining relationships with organizations' stakeholders (Cutlip, Center & Broom 1994, 2) as well as creating and maintaining organizational social capital (Luoma-aho 2009, 247).

To understand the formation and implications of expectations, a theoretical background for stakeholder expectations is introduced (chapter 3). In order

to explore the experiences and expectations of advertisers, a qualitative research will be conducted in the empirical part of the research. Ten marketing professionals from nine organizations chosen from a TNS Gallup research will be interviewed. In addition, the organizations' presence in social media will be observed. In chapter 4, the research questions and research methodology will be presented. The results and conclusions of the research findings as well as answers to the research questions are discussed in chapters 5 and 6. Finally, the research will be evaluated in chapter 7.

2 THE CHANGING COMMUNICATIONS ENVIRONMENT

This chapter explores the changing communications environment. The aim is to establish a ground for understanding the kind of environment public relations and advertising act in today. First, media are defined in the context of this research. Resource dependence theory is presented to explore the changing relationship between advertisers and the media. Then, changes in the media sphere are discussed. The changing communications environment is explored by taking a closer look into the concepts of 'attention economy' (Simon 1971), and 'attention workers' (Nordfors 2006). After establishing the background of the changing communications environment, advertising and public relations are explored. Definitions in the context of the present study are given and the two fields are compared. The aim is to shed light on the differences and similarities of advertising and public relations.

2.1 Media and the resources they depend on

Overall, due to their complex nature and structure, there are multiple ways to categorize and define media (Grossberg et al. 1998, 8). Generally, media have been seen as encompassing press, broadcasting, cinema, outdoor (Scannell 2002, 194; Bolen 1984, 264) and technology based new media. The functions of the media can be seen as providing citizens with information, telling stories, monitoring and critiquing those wielding power in society and

providing different views with the opportunity for publicity (Kunelius 2000, 5; Christians, Glasser, McQuail, Nordenstreng & White 2009, 116; Nordenstreng 1997, 6). In addition, media have functions such as making profit and meeting economic demands of owners and different stakeholders such as advertisers (Christians et al. 2009, 116; Kunelius 2000, 5).

As other businesses, media organizations create returns through acquiring and organizing resources, which are transformed into intangible products and services (Grossberg et al. 1998, 8; Picard 2002, 2-21). Through advertising, media provide a service of space through which products and/or ideas can be promoted (Grossberg et al. 1998, 104). In the case of media and advertisers, the flow of transactions includes media providing a platform (or more specifically attention) for advertisers and advertisers giving monetary assets in exchange. Media organizations sell the attention of people to advertisers (Nordfors 2006, 8-9) and can thus be considered as service providers.

Through the exchange of resources and information, media organizations (more precisely the individuals in media marketing, not journalists) form relations with advertisers working in the surrounding environment (Broom, Casey & Ritchie 2000, 15). In the present study, Hon and Grunig's (1999) definition of an exchange relationship in which "one party gives benefits to the other because the other has provided benefits of comparable value in the past or is expected to do so in the future", is used to explain the relationship of media and advertisers. Mutual benefit is central for relationships between organizations and customers such as media and advertisers. (Hon & Grunig 1999, 20-21.)

According to resource dependence theory, the interdependence of organizations results from the fact that organizations must engage in exchanges with their environments in order to obtain resources necessary for achieving an outcome and maintaining survival (Pfeffer & Salancik 1978, 43-45). Consequently, organizations are subject to a set of demands from those with whom they co-operate (Pfeffer 1982, 193). Furthermore, interdependence requires flexibility and co-operation (Weber & Mayer 2011, 72). An organization's vulnerability to extra-organizational influence is partly

determined by the extent to which the organization has come to depend on certain types of exchanges for its operation. The criticality of a resource for an organization may vary from time to time as conditions in the organization's environment change. It could be suggested that in the case of advertisers the dependence of organizations on the media has diminished through possibilities provided by social media. In the new media environment it could be asked how much advertisers must take the media into account and, also, how likely it is that they will be perceived as important and considered in the organization's decision making. (Pfeffer & Salancik 1978, 46-52.)

Although the level of dependency is an important aspect in relationships, one could question if mutual dependency should be taken more into account. Resource dependence theory is dyadic, but it emphasizes the dependence of one actor on the other without considering reciprocal dependency. A revised resource dependence model on the other hand takes into account power imbalance and mutual dependence. In mutual dependence a failure of exchange damages both actors equally; they face equal uncertainty in the procurement of resources critical to their survival. (Casciaro & Piskorski 2005, 169-173.) In the case of media and advertisers, the aspect of mutual interdependence plays a significant role and is taken into account in this research. It is considered that an advertiser is interdependent on the media because the outcome of concluding sales to some extent depends on the media to provide a platform for marketing products, services or the brand itself. Media are dependent on advertisers in providing them with monetary resources.

For the purpose of the present study, media are seen as a business responding to economic and financial demands and aiming at making profit (Grossberg et al. 1998, 8; Picard 2002, 1). As it can be suggested that the media would not exist without advertisers (Grossberg et al. 1998, 104), studying the expectations of advertisers through the context of the media as a business is relevant. Even though the media as a business model is emphasized, it is noticed that the media still encompass other, non-commercial functions such as informing citizens. The existence of the public service broadcasting company must be taken into account in the Finnish

media sphere, but the focus of this research is on commercial media as it offers a wider and more fruitful setting for studying expectations in the context of advertising. Even though the changing communications environment might suggest that the dependence of media and advertisers could be altered, the present research acknowledges the reciprocity between the two. Within media platforms, this research excludes from evaluation media such as books and in-store design and focuses on so called mass media (Grossberg et al. 1998, 8). Additionally, it must be taken into account that a media-advertiser relationship is affected by a third player: a media agency that often mediates between the two (West & Paliwoda 1996, 22).

2.2 The changing media environment

As new channels of communication emerge through digitalization, major changes are taking place in global and Finnish media. Digital media have changed the media environment especially with its ability to deliver targeted information at a relatively low cost. (Rainie 2011; Miel & Faris 2008, 26.) Communication technologies have expanded and there has been a shift from the dominance of mass print media towards a multimedia environment (Papathanassopoulos 2011, 1). Nowadays, through the mobile revolution, people are in charge of their own media experiences. Media consumption and media production can be done anywhere, anytime and by anyone. (Rainie 2011.) Deuze (2011 citing Deuze 2009) proposes that nowadays we do not live with media but *in* media. The perspective emphasizes that the world and people's lived experiences in it can be seen as framed by, mitigated through and made immediate by ubiquitous media. (Deuze 2011, 137.)

A distinct characteristic of the new media environment is the spread of web-native media in many forms including social media. The importance of social media is evident as millions of people are using it for connecting with others, sharing content and discussing different topics (Kaplan & Haenlein 2010, 59). Building on Kaplan & Haenlein (2010, 61) social media in this research are understood as a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 (participatory web), and that allow the creation and exchange of user generated content. Instead

of social media, Miel & Faris (2008, 3) use the concept participatory media to depict “media formats or entities where the participation or editorial contributions of people whose primary role in life or in relation to the specific media entity is something other than media producer”. In this research, the possibility to participate is considered as a fundamental characteristic of social media.

It has been suggested that new and social media have changed communications functions from the traditional concept of a one-way mass communication process towards an ongoing dialogue (Papathanassopoulos 2011, 1; Weber 2007, 99). On the other hand, the impact of social media on organizational activities has also been questioned (Taylor & Kent 2010, 209). However, with the introduction of new media, the leading role of large media institutions has been diminishing as people are gathering their personal, targeted news and information from both professional and unprofessional sources (Luoma-aho 2010, 8). Armed with tools that not only allow them to screen what media they see, but also to shape and contribute to it, consumers are seizing control (Edelman 2007, 131).

In order to respond to changes in the media environment, the media business model is switching from catering to the public interest to identifying and enabling online communities (Matikainen 2008, 24). As in the new media environment, organizations’ trust building is done in the context of more intimate audiences and networks, media experiences now are not as much about mass events for mass audiences as they are about personalized experiences (Rainie 2011). The interactive media are offering tailored content for users. At the same time the boundaries of media and user provided content are disappearing. Consequently, when different media and content blend together, it is harder for the user to distinguish between them. (Matikainen 2007.)

2.3 Competition for attention

As a result of the explosion of different information flows, and more recently the increasing influence of the Internet and social media, it has been claimed

that we are now living in an attention economy, a system revolving primarily around paying, receiving and seeking attention of others (Davenport & Beck 2001, 2-4; Goldhaber 2006). Attention, a focused mental engagement on a particular item of information upon which decisions can be made (Davenport & Beck 2001, 20), is closely related to visibility and awareness, which are needed in decision-making. In the attention economy, information and knowledge are plentiful where as human attention has become a scarce commodity of which different organizations are competing (Davenport & Beck 2001, 2-3). Overall, “the more information there is, the more it consumes attention” (Luoma-aho & Nordfors 2009, 6-7). As attention has become an important determinant of business success, the development of the attention economy has had important implications especially for organizations (Davenport & Beck 2001, 2-3).

In the attention economy, journalists, public relations practitioners, marketers, advertisers and lobbyists are considered as attention workers (Nordfors 2006). Attention workers are in the business of collecting and trading attention. They often trade with each other: public relations trades with journalists – information for public attention. In addition, public relations and marketing sell improved reputation to the source. Part of the attention generated by journalists is sold to advertisers. Thus, advertisers are in the business of purchasing attention and directing it to where it is transferred back to for example products or services. In addition, advertisers sell attention to their customers. (Nordfors 2006, 9; Luoma-aho 2010, 12.)

In the attention economy, the goal of public relations, marketing and advertising can be seen as catching public attention with the purpose of improving the standing of the actors such as organizations, products and ideas they are serving (Luoma-aho 2010, 12). This suggests that the fields are working closely together. Furthermore, attention workers shape the way an organization or issue receives attention and through this contribute to its overall reputation (Luoma-aho & Nordfors 2009, 6). Next, the functions of two fields of attention work, advertising and public relations will be further discussed and defined in the context of the present study.

2.4 Advertising

This chapter aims to define the concept of advertising in the context of the present study and explore its functions and goals. The influence of the new media environment and social media on advertising will also be discussed. The aim is to further explore the more recent developments of the field.

Advertising has been considered a part of the marketing field performing marketing communication (Kotler & Keller 2009, 510-511; Harker 2004, 625), although it is also used for public relations purposes, e.g. advocacy advertising (Sethi 1979, 70). The traditional definition of advertising by the American Marketing Association holds that advertising encompasses “any controlled form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor that is used to inform and persuade the selected market” (Bolen 1984, 4-5). Furthermore, the 1992 -definition states that advertisers invest resources in purchasing time or space in mass media in order to accomplish an organizational objective (Aaker et al. 1992, 1). Overall, through advertising organizations communicate with their current and potential customers (Bendixen 1993, 19).

The traditional goals of advertising have been two-fold including sales and communication objectives (Bolen 1984, 161-163). According to Lavidge & Steiner (1961, 61) advertising aims at creating awareness and knowledge, fostering favorable attitudes and feelings toward a product, and producing action – the acquisition of a product. The higher purpose of the objectives of creating awareness, informing customers, creating desired perceptions, and creating a preference, is enhancing the buyer’s response to the organization and its offerings to achieve profitable sales in the long run (Bendixen 1993, 19). In addition to the central objectives of advertising, effectiveness measures and performance evaluations characterize the field (Patsioura, Vlachopoulou & Manthou 2009, 372; Lavidge & Steiner 1961, 59; Nyilasy, Whitehill King, Reid & McDonald 2011; 167; Assael 2011, 48). Effectiveness defines the productivity of advertisers and the use of media services (Bendixen 1993, 19).

2.4.1 Changes in advertising

The development of modern advertising is closely linked to the development of mass media (Nyilasy et al. 2011, 167). Hence, it could be suggested that changes in one affect the other. Mass media allowed marketers to reach (and communicate with) mass audiences across space and time (Nyilasy et al. 2011, 167). Before newspapers emerged, the main purpose of advertising was to inform people about products. Later on advertising messages emphasized social motivators such as status and the reduction of anxiety, which could be gained through consumption. This resulted in the use of people, emotions and personalization in advertising. The result has been the development of segmented and fragmentized advertising, a change that still seems to be ongoing. (Leiss, Kline, Jhally & Botterill 2005 in Aaltonen 2010, 30-32.) However, Nyilasy et al. (2011, 174) state that even though advertising is also used to reach specific market segments, mass audiences characterize the core of advertising.

In recent advertising, the most evident development has been the expansion of channels and possibilities for media advertising (Kangas, Toivonen & Bäck 2007, 46). Especially online advertising has experienced tremendous growth (Barnes 2002, 400) and in recent years, the Internet has become a mainstream medium for advertisers (Cheong, de Gregorio & Kim 2010, 403). According to Kangas et al. (2007, 46) advertising in web services, especially related to social media has turned out to be the best means to acquire resources for organizations. Furthermore, “social media represent a revolutionary new trend that should be of interest to organizations” (Kaplan & Haenlein 2010, 59). On the other hand, it has been claimed that conventional advertising online will not sustain media organizations. The scale of new forms of advertising is still a small fraction of what has been lost in the past years in traditional advertising revenues even though the use of digital media has expanded. (The Pew Research Center 2010b.)

Overall, advertising has become an integral part of media (Wernick 1991 in Aaltonen 2010, 35). Furthermore, it has been argued that individual advertisements have lost their singularity due to ubiquitous advertising

(Fowles 1996, 39). Thus, an important goal of advertising in the new media and communications environment has been seen as catching consumer attention and to influence the perceived quality of a product or brand (Aaker & Biel 1993, 144; 150). Instead of providing information, today's advertising seeks to appeal to emotions, to entertain and to build brand-consumer relationships (McDonald & Scott 2007, 32). It has been suggested that nowadays advertising is highly connected to entertainment and strong emotions (Hudson & Hudson 2006, 489).

Academic research hence focuses on the study of the effect of advertising on consumers' emotional responses (Micu & Plummer 2010, 137). In addition, understanding consumer engagement with the media and what kind of impact engagement might have on the effectiveness of advertising remains a subject of interest to advertisers (Nyilasy et al. 2011, 172). Overall, within the advertising industry, there is support for a view of consumers as active, not passive receivers of advertising (O'Donohoe 1993, 52-55).

Newspapers and magazines are still important media, even though their places in the advertising landscape have been altered by the economic, social, and technological changes (Nyilasy et al. 2011, 167). In the Finnish context, the traditional media's role in advertising might remain strong as television, radio and print media seem to be holding their ground (Luoma-aho, Uskali, Heinonen & Ainamo 2011, 44-45). However, the vastness of online space and the dominance of search engines in online advertising mean that traditional media cannot generate the same revenues from online audiences as they could in the past (Miel & Faris 2008, 33).

In the evolving media environment, media organizations must actively create new possibilities for advertising and bring new services to markets in order to keep the incomes from advertising (Aitamurto 2010, 23; Viljakainen, Bäck & Lindqvist 2008, 3). Sponsoring, advertising integrated in content, real-time advertising, hyper personal advertising and advertising based on location are becoming more common. It has been estimated that in the future the Internet and digital media will acquire a bigger piece of the advertising markets and new actors and innovative advertising solutions will emerge. (Aitamurto 2010, 23; Viljakainen et al. 2008, 3.) On the other hand, it has been

claimed that the future of new and traditional media will be more interconnected. Formal alliances or networks of new and traditional media have been proposed. Media organizations still depend on finding a more sustainable revenue model than what exists today or than is projected to come from conventional online advertising. (The Pew Research Center 2010a.)

What remains challenging for traditional media is that audiences are now able to separate stories from advertising and choose what they want to consume. The disaggregation of content and advertising has been seen as a threat to the traditional media industries' revenue model. (Miel & Faris, 2008, 5.) A possibility of social media, however, is to place advertising in a natural way, without interrupting the use of the social media service (Kangas et al. 2007, 47). Even though the ignorance of ads has been made easier, on the other hand nowadays people seem to accept advertising for benefits they receive as a tradeoff (for example Hulu, an American online commercial video service).

It has been suggested that instead of interrupting media use, advertising today should be relevant, evoke interest, offer experiences and let people interact with brands (Edelman, D. C. 2010, 64). Internet and social media services have been suggested to offer consumers interactive advertising and a possibility to engage with brands (Patsioura et al. 2009, 373). Consumers' needs and creating environments, in which advertisers can reach consumers when they are interested in the advertisers' message, have to be taken into account when developing media products and services (Viljakainen et al. 2008, 6; Edelman, D. C. 2010, 64). According to Miel and Faris (2008, 11-12) citing Smith, the possibilities of context-sensitive advertising, in which the content of audience discussions trigger ads targeted at consumer's presumed interests, have been researched. On Facebook context-sensitive advertising has already been used. Overall, the ability of participatory media to target niche communities has been seen as a possibility for targeted advertising revenue (Miel & Faris, 2008, 35; The Pew Research Center 2010b).

Social networks have also increased the multiplier effect of word-of-mouth (Assael 2011, 43), stakeholders' comments about organizations (Schultz, Utz

& Göritz 2011, 21). Furthermore, cross-media takes on a different meaning as social media sites such as YouTube, Facebook, and Twitter can be considered as media (Assael 2011, 43). Advertisers are demanding and will continue to demand more clear evidence of marketing communication effectiveness (Nyilasy et al. 2011, 173). However, further development of the means to measure cross-media effectiveness is needed (Nyilasy et al. 2011, 173; Assael 2011, 42). Optimizing consumer reach in advertising has been important since the 1960s (Assael 2011, 45) and still remains strong (Nyilasy et al. 2011, 173). However, in the new media environment, reach and frequency estimates should be developed with cross-media models (Nyilasy et al. 2011, 173).

2.5 Public relations

This chapter aims to define the concept of public relations, which has been seen as a form of relationship building for organizations and their stakeholders. The aim is to give insights into the functions and goals of public relations mainly through the relationship view of public relations. The influence of the new media environment and social media on public relations, are also explored.

Public relations has been defined as an organizational function that mediates between organizations and their environments (van Woerkum & Aarts 2008, 180). It has been considered fundamental for monitoring organizational activity and controlling an organization's reputation (Eisenegger & Imhof 2008, 125) or even as reputation management (Hutton, Goodman, Aleksander & Genest 2001, 248). Public relations has also been considered as a management function including analysis, planning, implementation and evaluation (van Woerkum & Aarts 2008, 181; Ledingham 2006, 465-466). A recent definition of public relations holds that it is the creation and maintenance of organizational social capital (Luoma-aho 2009, 247).

The traditional aim of public relations includes building and maintaining beneficial relationships between an organization and its publics on whom the organization's success or failure depends (Cutlip et al. 1994, 2). Public

relations goals derive from the overall organizational mission, goals, and objectives and help organizations to meet their overall performance goals. Public relations has been considered effective when communication activities achieve communication goals cost-efficiently. (Hon 1998, 104-128.) However, the relationship management perspective of public relations implies a fundamental change away from measuring communication impacts such as quantities of messages towards evaluating the quality of the relationship between an organization and its publics (Ledingham 2006, 465-466).

2.5.1 Changes in public relations

At the moment the primary function of public relations is considered to be planning and delivering effective communication for the value of the organization's products, services and stakeholder relationships and thereby creating and strengthening brand loyalty, equity and organizational capital. Furthermore, public relations must be able to interpret societal expectations and answer to them in order to benefit the organization and society. (Stockholm Accords 2010, 5-9.) As the expansion of the network society (van Dijk 1999) accelerates and stakeholders become more influential, it has been suggested that the relationship perspective of public relations as well dialogue with stakeholders gains even more meaning (Stockholm Accords 2010, 8).

In recent years, the role of technology in public relations has grown (Taylor & Kent 2010, 209). Communications have become more instantaneous encouraging organizations to respond more quickly to stakeholder critique (Wright & Hinson 2008, 18). The expanding media sphere is offering varied channels for different kind of communication in public relations (Trammell 2006, 405). The strengths of the Internet for public relations have been seen as low cost, wide dissemination, the possibilities for pull rather than push strategies and co-creation of content by public relations practitioners and consumers (Taylor & Kent 2010, 209; Kent 2008, 36). It has been stated that new media have changed public relations by transforming the way organizations communicate with their stakeholders (Wright & Hinson 2008, 1). With the rise of personal publishing in the new media environment,

public relations practitioners no longer mainly need to rely on mass media for transmitting messages and reaching publics (Luoma-aho 2010, 8; Trammell 2006, 402).

However, how can public relations be interactive when through the rise of social media the existence of the thousands of stakeholders and their opinions has become more evident (Luoma-aho 2010, 8)? For public relations, social media have been understood as an opportunity for relationship building in the new stakeholder environment: a new low-cost tool for feedback and developing relationships with important publics as well as a chance for better visibility (The Public Relations Strategist 2009; Wright & Hinson 2008, 9-11). Blogs and social media open up direct communication channels and provide opportunities for public relations practitioners to facilitate two-way communication between organizations and their publics as well as build relationships with them (Wright & Hinson 2008, 16-18). Another potential of social media has been seen as the power of word-of-mouth and recommendation, "word-of-mouse" (Scott 2008, 8).

Even though blogs and social media have changed the way organizations communicate with stakeholders, they face the challenge of being equal to traditional media in terms of accuracy, credibility, truth and ethics (Wright & Hinson 2008, 9-11). As Taylor and Kent (2010, 209) state, "social media are not yet what many public relations professionals want them to be". Social media evidently already play a role in public relations but thus far, there exists little evidence of social media's value and effectiveness in relationship building between organizations and their publics (Taylor & Kent 2010, 207-209).

2.6 Similarities and differences of advertising and public relations

In this chapter, the functions and goals of advertising and public relations are compared to get an overview of the similarities and differences of the two fields. Even though advertising has also been seen through a broader view, considering public relations a 'subtle' advertising format (Hansen & Christensen 2004, 320), this research considers the fields of advertising and

public relations to be more adjacent to each other.

Theory puts forward that advertising is characterized by functions of consumer reach, creating awareness and knowledge, influencing consumers' emotions and fostering favorable attitudes and feelings toward a product. Public relations focuses on relationship building as well as creating and maintaining organizational social capital (see Table 1). Despite the different approaches, both advertising and public relations work with collecting and trading attention. However, it can be considered that advertising has always been attention work, with the objective of reaching consumers through advertising. For public relations on the other hand, attention work has gained importance. However, for both, pull rather than push strategies have been given emphasis because of developments in the new media and communications environment. The differences and similarities of advertising and public relations are put together in Table 1.

Table 1. Advertising and public relations.

	Advertising	Public Relations
Definitions	“Any controlled form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor that is used to inform and persuade the selected market”(American Marketing Association in Bolen 1984)	“A management function including analysis, planning, implementation and evaluation” (van Woerkum & Aarts 2008; Ledingham 2006)
Definitions	“Investing resources in purchasing time or space in mass media in order to accomplish an organizational objective” (Aaker et al. 1992)	“Reputation management” (Hutton et al. 2001)
Definitions	“Communicating with current and potential customers” (Bendixen 1993)	“Mediates between organizations and their environments” (van Woerkum & Aarts 2008)
Goals	Sales and communication objectives “Enhancing the buyer’s response to the organization and its offerings to achieve profitable sales in the long run” (Bolen 1984; Bendixen 1993)	“The creation and maintenance of organizational social capital” (Luoma-aho 2009)
Goals	“Effectiveness measures and performance evaluations” (Patsioura et al. 2009; Lavidge & Steiner 1961; Nylasy et al. 2011; Assael 2011)	“Building and maintaining beneficial relationships between an organization and its publics” (Cutlip et al. 1994)
Goals	“Creating awareness and knowledge, fostering favorable attitudes and feelings towards a product, producing action” (Lavidge & Steiner 1961)	“Controlling an organization’s reputation” (Eisenegger & Imhof 2008)

In this chapter, the new media environment and the media-advertiser relationship has been discussed. The concept of attention economy was explored to give insights into the changing communications environment. In addition, changes in advertising and public relations as well as the similarities and differences of the two fields have been discussed. All in all, the field of communication has been explained through the changes it has been and is undergoing. It can be suggested that also the mindsets of advertisers have changed with the changing media and communications environment. With this view the chapter 3 will discuss the main concept of the thesis: expectations.

3 EXPECTATIONS

Building on previous research literature, this chapter aims to define the concept of expectations and discuss how and why expectations form. In addition, the objective is to shed light on the implications expectations have for media-advertiser relationships and media organizations in terms of organizational legitimacy, and how expectations can be managed. Although multiple neighboring concepts of expectations such as 'anticipations', 'beliefs' and 'attitudes' have been used in previous expectation research literature, these concepts will not be further discussed. In this research, these concepts are considered a part of expectations. In this chapter, the scientific discussion on expectations will be drawn from psychology (Lazarus 1991), service marketing (Boulding, Kalra, Staelin & Zeithaml 1993; Coye 2004) and communications (Vos & Schoemaker 1999) literature. In this thesis, media are considered as a business providing services for advertisers. Thus, presenting theories from the services marketing literature is considered relevant.

Lazarus (1991, 329) theorizes an expectation as "a cognitive concept that refers to what is going on in the mind". Furthermore, expectations have been seen as the subjective probability that a behavior will be followed by a particular outcome. More broadly, expectations can reflect an individual's or a group's subjective probabilities about the current or future existence of a particular state of affairs. (Coye 2004, 55; James 2007, 3.) These predictions can range from general beliefs to more specific expectations such as product characteristics. In other words, expectations can be seen as heavily invested

beliefs and anticipations; mental standards and images about what is likely to happen in the future. These mental standards are challenging since they are subject to change and are affected by emotions. (Luoma-aho 2008, 4; Olkkonen & Luoma-aho 2011, 14.) Emotions are relevant since they guide people's decision-making processes (Lakowski & Evers 2010, 439), which is central in advertising, marketing and public relations.

The organizational research literature discusses stakeholder expectations' influence in the organizational context. Chung (2009, 104) posits that individuals as well as publics have certain expectations towards organizations. Compared to attitudes, which have been seen as difficult to change, expectations tend to be more transient in nature (Johnson & Mathews 1997, 293). Overall, stakeholder expectations are dynamic; they may rise and vary in time (Vos 2007, 4; Boulding et al. 1993, 24) and they can turn into demands (Luoma-aho 2008, 1). Stakeholder expectations have been seen as more subtle than stakeholder demands since they might not lead to visible outcomes, but in silent manifests of satisfaction or dissatisfaction which are often demonstrated through choices in consuming, partnering, and the willingness to co-operate (Olkkonen & Luoma-aho 2010, 14).

Expectations may be active, consciously anticipated, or passive; existing only generally and not likely to be processed unless unconfirmed (Oliver & Winer 1987 in Coye 2004, 56). Furthermore, expectations can be positive (trusting) or negative (distrusting) regarding another's behavior (Lewicki, McAllister & Bies 1998, 439). Expectations are related to optimism and pessimism, self-esteem, and efficacy; personality factors that facilitate coping and adaptation (Lazarus 1991, 419). Expectations also influence emotions. These positive and negative emotional outcomes are based on whether or not a person's goals and expectations have been realized, and in what ways. (Lazarus 1991, 111; 419; Weber & Mayer 2011, 53-54.)

In general people prefer things that conform to their expectations and thus, give them a sense of control and predictability (Wan & Schell 2007, 29). According to Lazarus (1991), it is the anticipation of the future that creates expectations about it and affects the emotional response. For instance, positive expectations increase the likelihood of disappointment, whereas

negative expectations can make a negative outcome seem even positive (“It could have been worse”), or a positive outcome seem negative (“It could have been better”). (Lazarus 1991, 106.) Furthermore, any outcome can be anticipated and reacted to emotionally before it has even occurred. “When things actually turn out well, we experience relief, which is as much the result of our negative expectation as it is the result of the actual outcome”. (Lazarus 1991, 107.)

3.1 Service expectations

Expectations have generally been divided into judgments and predictions of what individuals or groups think either will or should happen under particular circumstances (James 2007, 3). In the service management literature, expectations are further characterized as predictions made by customers about what is likely to happen and what should happen during an impending transaction or exchange. The first level (*what is likely to happen*) represents expectation as a *prediction* of future events and has been referred to as *will* expectations. (Boulding et al. 1993, 9.) The second level (*what should happen*) can be seen as a *normative* expectation of future events: desired or ideal expectations. These normative expectations (combining both customer wants and customer beliefs) are expressions of what customers believe a service provider *should* offer rather than would offer, or what customers ideally want. Furthermore, they express the level of service customers feel they appropriately deserve. (Boulding et al. 1993, 8-9; Coye 2004, 55-6.)

What customers think *should* happen, may change as a result of what they have been told to expect by a service provider, as well as what the customer views as reasonable on the basis of being told of a competitor's service or experiencing the organization's or the competitor's service. An ideal expectation can also differ from a should expectation as an *ideal* expectation may be unrelated to what is reasonable and/or what the service provider tells the customer to expect. Moreover, since *ideal* expectations represent enduring wants and needs, *ideal* expectations have been seen as much more stable over time than consumer expectations of what should occur. (Boulding et al. 1993, 9.)

Overall, expectations can be seen as a mixture of shoulds and wills; a cognitive melting pot of what should, ideally, happen and what will realistically happen in the next service encounter (Johnson & Mathews 1997, 292-301). Boulding et al. (1993, 9) posit that will and should are the only expectation levels that might adjust over time for example through experiences of new service encounters. More frequent users of a service are likely to have more accurate and higher expectations of service quality although the impact may be restricted to predictive (will) as opposed to normative (should) expectations (Johnson & Mathews 1997, 293-294).

Zeithaml, Berry and Parasuraman (1993) divide service quality expectations into *desired service level* expectations and *adequate service level* expectations. The desired service level is the level the customer wants and sees likely for the service provider to achieve. Adequate expectations, a lower level of expectations, relate to what consumers deem an acceptable level of performance. The area between the two levels is called the *zone of tolerance*, which varies between customers and might be altered due to changing circumstances. An adequate expectation is comparable to the concept of a minimum expectation (Miller 1977 in Zeithaml et al. 1993, 6), which is used in this research to depict the bottom line expectation of advertisers towards media. (Zeithaml et al. 1993, 4-6.)

Also explicit, implicit, fuzzy, precise, and unrealistic expectations have been defined in previous research. Ojasalo (2001) characterizes explicit expectations as “conscious assumptions or wishes about the service in the customer's mind”. On the contrast of having explicit expectations customers do not always have a clear understanding of what they want from the service provider. Customers may also wish for improvement from the service, but do not have a clear picture of what kind of change should be made. These kinds of wishes can be understood in terms of implicit, fuzzy, and unrealistic expectations. Implicit expectations are self-evident characteristics of a service which customers do not actively or consciously think about and which they assume to materialize in the service encounter. Even though implicit expectations are not expressed openly, the customer pays attention to these expectations and whether they are met. The existence of implicit expectations becomes obvious when they are not met. (Ojasalo 2001, 202-203.)

A fuzzy expectation refers to a vague and uncertain picture of what a wanted change should be like. If fuzzy expectations do not materialize, customers feel that the service was unsatisfactory, but they do not understand exactly why. Fuzzy expectations can be considered essential in the context of advertising since they can have a significant influence on why customers abandon an existing relationship and switch to another service provider. (Ojasalo 2001, 201-202.) Unrealistic expectations describe wishes, which are impossible or highly unlikely for a service provider to meet. The more realistic customer expectations are, the higher the possibility that they will be met in reality resulting in good customer-perceived service quality. Realistic expectations refer to expectations, which are likely to be fulfilled by a service provider. Fuzzy, precise, implicit and explicit expectations can all be both realistic and unrealistic, and the set of expectations may include all of the expectations at the same time with a varying degree. (Ojasalo 2001, 202.) The different types of expectations discussed in this section are presented in Table 2.

Table 2. Different types of expectations.

Type of expectation	Description	Authors
Predictive (will)	Describes what a person considers as likely to happen. Also referred to as 'will' expectations.	Boulding et al. (1993)
Normative (should)	An expectation guided by a person's hopes and wishes, indicating a desired and deserved state of things. Also referred to as 'should' expectations.	Boulding et al. (1993)
Ideal	Describes the "wished for" level and enduring wants and needs.	Zeithaml et al. (1993) Coye (2004)
Adequate (minimum)	Indicates the bottom line level of acceptable service.	Miller (1977 in Zeithaml et al. 1993)
Explicit	Consumers' conscious assumptions about a service.	Ojasalo (2001)
Implicit	Self-evident characteristics of a service, not actively or consciously thought about.	Ojasalo (2001)
Fuzzy	A vague and uncertain picture of how something should be changed.	Ojasalo (2001)
Precise	A clear and convinced picture that something should be in a different way.	Ojasalo (2001)
Unrealistic	Hopes, wishes or anticipations, which are impossible or highly unlikely to be met.	Ojasalo (2001)

3.2 Expectation formation

As expectations remain a limited area of study in the organizational research literature, theories of expectation formation presented here are drawn mainly from service quality literature and satisfaction theory. As media organizations can be seen as service providers for advertisers, it is suggested that the expectations of advertisers follow a similar expectation formation process as service clients' expectations.

It is difficult to model the development of expectations of a service since it is often only after consumption of a service that an analysis can be made (Cowell 1984 in Johnson & Mathews 1997, 291). Generally, it is the knowledge gained from the initial experience of a service that provides a firm basis for future expectations, but the amount of information prior to initial purchase is usually situation and consumer specific (Johnson & Mathews 1997, 291). Overall, past experiences have important implications for the future by creating a reputation based on which future expectations are matched (Luoma-aho 2005, 174-175). According to Burt (2005, 100) "reputation is behavior expected of you".

Todorov (1990, 450) citing Todorov (1978) claims that structures and recurring functions are needed in order to have expectations. Furthermore, "while media must be different and innovative in order to be interesting, it must also, in many ways, be the same, so we know what to expect and are not disappointed" (Todorov 1990, 450). In the absence of any information, expectations of service will be diffuse. In reality customers have many sources of information that lead to expectations about upcoming service encounters. (Boulding et al. 1993, 9.)

Similar to the development of expectations, the origins of expectations are often hard to define clearly, as both weak signals and individual clues are combined to form a scenario of what is likely to happen (Olkkonen & Luoma-aho 2010, 14). Expectations are combinations, which are formed through

- the customer's past experience and exposure to the service (Zeithaml, Berry & Parasuraman 1991 in Boulding et al. 1993, 9; Walker & Baker 2000, 416; Coye 2004, 60),
- prior exposure to competitive services (Zeithaml et al. 1991 in Boulding et al. 1993, 9; Walker & Baker 2000, 416; Coye 2004, 60),
- communications controlled by the company such as advertising, personal selling and price (Zeithaml et al. 1991 in Boulding et al. 1993, 9; Coye 2004, 60),

- on the basis of information provided by outside sources such as the mass media, other's experience and word-of-mouth communications (Creyer & Ross 1997, 423),
- expert opinion (Zeithaml et al. 1991 in Boulding et al. 1993, 9),
- opinion leaders (Brønn 2009, 48),
- and other sources and information that is available (Coye 2004, 60).

Expectations are formed through experience and time (Vos & Schoemaker 1999, 161-166), and influenced by culture, which has a role to play in defining the levels of expectations (Lazarus 1991, 369; Tsikriktsis 2002, 104-110). In addition to 'knowledge' expectation antecedents, such as experience and familiarity (with the service provider), there is a link between customer role understanding and service quality evaluation. For example, if relevant information held by the customer is not shared with the service provider, the ability of the service provider to provide an expected level of service is hindered. Thus, 'role understanding' affects the expectations customers form and it has the strongest affect on 'predictive' and 'desired' expectations. (Webb 2000, 1-15.)

The role of service representatives meeting expectations, which can be considered as relevant in media-advertiser relationships, has also been emphasized: "While numerous attributes may be used to judge overall service quality, having a service representative keep his/her promise seems more essential than his/her friendliness or the cleanliness of the service facility to such judgments" (Walker & Baker 2000, 416). In addition, word-of-mouth recommendations have been considered to play a significant role especially in customers' purchases of service (Zeithaml, Parasuraman & Berry 1990, 32). As one key determinant of service expected, word-of-mouth communications affect the representation of potential discrepancies between expectations and experiences (Zeithaml et al. 1990, 36).

Stakeholder expectations are also influenced by organizational type, institutional rules (Luoma-aho 2008, 4) and factors such as moral values, cultural norms, legal demands and generally acceptable performance norms in the particular sector (Brønn 2009, 48). "As the *raison d'être* of different types of organizations varies, the stakeholder expectations also differ"

(Luoma-aho 2008, 1). Within organizational relationships, contracts also set expectations and can thus, psychologically impact an organization's exchange relationship (Weber & Mayer 2011, 62). Overall, expectations are the result of many factors some of which are outside the direct control of organizations providing the service (Johnson & Mathews 1997, 301).

The complex set of expectations operates as the customer enters the service delivery system and is likely to consist of both will and should expectations and desires about the forthcoming service encounter (Coye 2004, 60). Consumers also update their expectations whenever they receive relevant information about the service through the different means (Boulding et al. 1993, 8). Next, the implications expectations have for organizations will be discussed.

3.3 Implications of expectations for organizations

Stakeholder expectations are crucial for organizational success since adhering to expectations enhances organizational legitimacy (Deephouse & Carter 2005, 329). Legitimacy is the social acceptance resulting from adherence to the expectations of a social system (Hirsch & Andrews 1984; Parsons 1960 in Deephouse & Carter 2005, 329-330). An important consequence of organizational legitimacy and organizational reputation is the improved ability to acquire resources (Hall 1992; Suchman 1995 in Deephouse & Carter 2005, 330).

In the business-to-business marketplace in which also the media and advertisers operate, services can be considered significant. Buyers' service expectations are integral to the achievement of service quality and satisfaction, as expectations guide the evaluation of a service, and meeting expectations is relevant to customer evaluations of service quality (Johnson & Mathews 1997, 290-293; Coye 2004, 58; Dion, Javalgi & DiLorenzo-Aiss 1998, 66).

In summary, expectations

- guide the evaluation of a service (Johnson & Mathews 1997, 290-293; Coye 2004, 58; Dion et al. 1998, 66),
- influence managerial decision making through satisfaction measures influenced by meeting expectations (James 2007, 2),
- and operate as standards against which organizational performance is assessed (Walker & Baker 2000, 412; Creyer & Ross 1997, 423).

The continuation of organizational relationships is dependent on the degree to which expectations are met (Ledingham 2003, 195). Expectations are expressed in the interactions between organizations and its publics (Ledingham 2003, 195), and responding to expectations lead to different exchange outcomes and relationships (Weber & Mayer 2011, 53). Expectations matter since in order to be accepted, organizations must be similar to what is expected of them or their sector (Olkkonen & Luoma-aho 2010, 13-14). The idea of organizational adaptation originates from the theory of institutional isomorphism. According to theory, external factors induce organizations to modify their characteristics in the direction of increasing comparability with environmental characteristics. Isomorphism results from both formal and informal pressures placed on organizations by other organizations and by societal expectations. (DiMaggio & Powell 1983, 149-150.)

Service quality and customer satisfaction result from how well the actual service performance matches the customer's expectations: the higher the expectation, the higher the delivered service must be to be perceived as high quality (Zeithaml et al. 1990, 125; Walker & Baker, 2000, 413). However, when a service is intangible, it can be harder for the producer to control quality and harder for the consumer to evaluate the service (Levitt 1980, 88-89). In order to match performance with expectations, organizations need to identify their stakeholders, listen to their expectations and to know how to meet these changing expectations within everyday operations (Olkkonen & Luoma-aho 2010, 14).

Organizations are expected to fulfill their performance requirements,

(Eisenegger & Imhof 2008, 131). However, as stakeholder demands are on the rise it is not enough for organizations to merely adapt and comply with stakeholder expectations. Organizations should be ahead of expectations and aim to create an unmistakable and emotionally attractive identity. (Luoma-aho & Vos 2010, 322; Eisenegger & Imhof 2008, 131; Deephouse & Carter 2005, 329.) Beyond meeting expectations, organizations should aim at living up to stakeholders' preferences and demands (Luoma-aho & Vos 2010, 322). To maintain stakeholder support, expectations should be met and to gain competitive edge expectations should be exceeded (Olkkonen & Luoma-aho 2010, 15). A symmetrical relationship between a company and its stakeholders would reflect the stakeholders' expectations of the company on the one hand, and how the company would like to be perceived on the other (Wan & Schell 2007, 39).

In a broader view, living up to expectations matters since it may benefit in fostering favorable attitudes and positive behaviors toward an organization (Wan & Schell 2007, 26, 42). If organizations manage to build suitable expectations among stakeholders and meet these expectations, acquiring stakeholder favor is possible, whereas unmet expectations may hinder or even prevent collaboration (Olkkonen & Luoma-aho 2010, 14). Furthermore, fulfilled expectations are rewarded with the generation of trust, which has a positive effect on reputation (Eisenegger & Imhof 2008, 131).

Reputation has been defined as the overall estimation of an organization by its stakeholders, which is expressed by the actions and reactions of the organization's stakeholders (Fombrun & Shanley 1990, 234). As reputation is about assessing and anticipating an organization's performance, the underlying concern of reputation is expectations (Brønn 2009, 42). An organization's reputation is affected by expectations regarding its future (Aula & Mantere 2008, 25) and its service offering information (Yoon, Giffey & Kijewski 1993, 215). If these expectations are not based on realistic or truthful impressions, the future of the organization can be threatened (Aula & Mantere 2008, 25). Trustworthiness is also based on how a stakeholder experiences that an organization's action are in compliance with expectations. If a stakeholder trusts an organization, they assume that the organization will also fulfill their expectations (Eisenegger & Imhof 2008, 131).

Organizations put their reputations at risk when they misunderstand what their stakeholders expect from them. This can produce a legitimacy gap, a chasm between what an organization does and what its key publics think it should do. (Sethi 1977 in Brønn 2009, 42.) Fulfilling expectations and providing excellent service is dependent on the organization being aware of what its stakeholders' expectations are (Brønn 2009, 41; Zeithaml et al. 1990, 51). Thus, the final section of this chapter will discuss expectation management.

3.4 Managing expectations

In this research expectation management is considered to be a process consisting of monitoring, identifying, understanding and reacting to stakeholder needs (Miller 2000, 95) according to the negotiation between the needs of the organization and its stakeholders (Ledingham 2003, 188). Expectations management includes ensuring that customers have clear expectations about what the organization can actually deliver, and not promising more or less than can be delivered in reality. Too high or low expectations can make it difficult for the service provider to meet and exceed expectations, leaving the customer unsatisfied. (Coye 2004, 62-3; Parasuraman, Zeithaml & Berry 1985, 45.) Knowing how customers understand and interpret their position as contributors during service interaction gives organizations an advantage in managing their expectations (Webb 2000, 18). Furthermore, mismatched expectations could be avoided with the help of well-managed relationships and communication (Ojasalo 2001, 204-205). The role of communication is important also in managing a possible legitimacy gap (Chung 2009, 102).

Overall, expectation management is important, since a revealed expectation gap is a potential threat to an organization's reputation (Coombs 2007), and failure to meet expectations can result in conflict situations between an organization and its stakeholders (Kim, Park & Wertz 2010, 220). It has also been claimed that systematic management of customer expectations increases the likelihood of achieving long-lasting customer satisfaction (Ojasalo 2001, 200). Systematic management of customer expectations

increases the likelihood that expectations are met and the relationship between the parties will develop as desired (Weber & Mayer 2011, 71).

When customers' expectations are not fulfilled by the service, they will be disappointed, and when these expectations are unrealistic, disappointment cannot be avoided. However, with expectation management unrealistic expectations can be made realistic. Consequently, a service provider might be able to provide satisfying services that meet expectations. (Ojasalo 2001, 205.) Fuzzy expectations can also increase the possibility that experiences will not meet expectations. According to Ojasalo (2001), fuzzy expectations are not necessarily a threat to the service provider; if the service provider is aware of the fuzzy expectations. Providing resources for dealing with them can also provide a competitive advantage for the service provider. (Ojasalo 2001, 209.)

The service provider can try to manage fuzzy expectations by making them more precise. This happens in a dialogue between the service provider and the customer. When the customer's expectations become clearer, the customer is more convinced about the kind of change they need. If the fuzzy expectation is not identified, and brought to the attention of the parties, the experience will not in the end match the fuzzy expectation. This naturally will not lead to high long-term quality of service. Thus, managing fuzzy expectations involves a process of defining unclear problems and needs. (Ojasalo 2001, 204.)

Overall, identifying and managing stakeholder expectations is challenging since organizations today are being pressured for both stability and change or new demands (Luoma-aho 2008, 8). For the media, expectations are many as stakeholders are multiple (for example investors, employees, consumers, advertisers and partners). Stakeholder interests are often also competing; different stakeholders can expect different things (Luoma-aho & Vos 2010, 323). Furthermore, the differing expectations might contradict each other and response to the demands of one group can constrain the organization in its future actions (Pfeffer & Salancik 1978, 43).

This suggests that organizations cannot respond to every expectation and demand. Creating uniform standards is not always sufficient or even

possible for expectation management. Furthermore, in order for an organization to find a way to operate in a legitimate way, both what is expected of the organization and what the organization is willing to deliver needs to be negotiated constantly between organizations and their stakeholders. (Olkkonen & Luoma-aho 2010, 15.) Organizations need to find ways to balance organizational needs with stakeholders' needs and expectations, and how they can be fulfilled for mutual benefit (Ledingham 2003, 188).

3.5 Summary of definitions

The theoretical part of the present study has covered terminology from communication to advertising and public relations as well as different aspects of expectation formation. The implications of expectations for organizations have also been discussed. As the terms have been discussed in various ways, a brief summary will be provided to review how the concepts are defined in this research.

For the purposes of the present study, media are considered as a business offering services for advertisers. Due to digitalization, the media environment has gone and is going through significant changes. The current multimedia environment is characterized by social media and tailored media content. The shift of power from advertisers towards consumers is also evident in the new communications environment where people are in charge of their own media experiences. In the ubiquitous media environment, attention has become a scarce commodity. In the current attention economy the goal of public relations and advertising can be seen as catching public attention.

More precisely, in the present study advertising is seen as an organizational function in which an organization purchases time or space in a medium or co-operates with the media. It is also taken into account that the organizational function of advertising involves the interaction of groups and individuals. All in all, advertising is characterized by the aims of reaching consumers, creating awareness and desired perceptions toward a product or

service and producing action. The ultimate objective is increasing an organization's sales. However, due to affects of new media, the view on advertising in the present study is broader than the traditional definition. A change towards building relationships with consumers through advertising has been suggested although the impact of digital and social media has also been questioned.

Public relations on the other hand, is considered as the more traditional form of relationship building. The primary function of public relations is seen as establishing beneficial relationships between an organization and its publics. Through the rise of the Internet, the means for this relationship building have also changed. Even though the role of social media in public relations has been questioned, it has to be noticed that new media open up direct channels for interaction between organizations and their publics (Wright & Hinson 2008, 16).

In the present study, an expectation is considered to be a cognitive concept, a subjective probability of what is likely to happen and what should happen in a media service encounter. It is also taken into account that expectations might also be negative, they can vary in time, they are affected by different factors and they affect emotions and customer satisfaction. More specifically, building on previous research in this research the term expectation will be used to describe what media advertisers predict about the occurrence of the media service (what will happen) and the capability of the service provider (what should happen). In addition, the concept of minimum expectations (Miller 1977 in Zeithaml et al. 1993, 6) is used to define what the bottom line expectations of advertisers are. These three levels of expectations (minimum, will and should) were considered relevant in mapping out the advertisers' expectations and evaluating their urgency for media.

4 METHODOLOGY

This study explores the expectations of advertisers. The aim of the research is to find out what do advertisers expect from the media in the new media environment. Furthermore, the aim is to assess possible expectation gaps, and whether the advertisers' expectations have changed through the rise of social media. The focus is to research if advertising is based on different characteristics than it used to be and whether the relationship between media organizations and advertisers has changed. Based on scientific discussion of new and social media it could be asked whether the relations have changed from short-term exchange relations to long-term exchange relations. To meet the objectives of the study the following research questions are posited:

RQ1 What do advertisers expect from the media today?

RQ2 Is there a gap between advertisers' experiences of the media and expectations towards the media?

RQ3 Have social media changed advertisers' expectations towards the media?

RQ4 Have advertisers' expectations towards the media changed to more similar to public relations?

This research adheres to the interpretive worldview according to which reality is built over time through communication and interaction. The focus is not in studying external forces (e.g. advertising regulations) determining

people's behaviors but understanding reality from the people's point of view through exploring people's intentions, motivations and subjective experiences. (Daymon & Holloway 2002, 4-5.) With this view, this chapter presents a description of the chosen qualitative research approach and the general principles of the data gathering methods: semi-structured interviews and social media observation. After presenting the methods for the data collection, principles of forming the research sample and the data analysis are explained.

4.1 Qualitative research

As many qualitative studies, rather than directing attention to one or two isolated variables, this research focuses on a wide range of interconnected activities, experiences and intentions of advertisers (Daymon & Holloway 2002, 6). More precisely, the aim is to explore multiple dimensions and relationships in the context of advertisers' expectations towards media. The qualitative research approach was chosen since through qualitative research it was predicted to be able to get more in depth perspectives to the multidimensional research questions (Remenyi, Williams, Money & Swartz 1998, 126; Jensen 2002, 242).

Although qualitative research cannot be considered as a unified set of philosophies and research methods, it encompasses certain common elements (Mason 2002, 2-4). Qualitative research focuses on words rather than numbers and is characterized by researcher involvement, viewpoints of research participants, small-scale studies, and flexibility (Daymon & Holloway 2002, 5-6). Furthermore, qualitative research adheres to a process approach and method of analysis, as well as explanation and argument building which involve understanding complexity, detail and context (Mason 2002, 2-4). The role of the researcher is central, as in qualitative research interpretation plays a central part (Eskola & Suoranta 1998, 18-20; Daymon & Holloway 2002, 6).

Qualitative research aims to produce a more holistic analysis and a comprehensive understanding on the basis of rich and detailed research data.

Furthermore, qualitative research is concerned how the social world is interpreted, experienced and produced. (Mason 2002, 2-4.) As a consequence of this underpinning interest, data gathering methods in qualitative research are flexible (Daymon & Holloway 2002, 6; Eskola & Suoranta 1998, 15) and sensitive to the social context in which the data is produced (Mason 2002, 2-4).

In qualitative research the theoretical frame of reference usually rises from the empirical analysis (Eskola & Suoranta 1998, 15-20; Daymon & Holloway 2002, 6). This was considered a fruitful standpoint for the present study, which concentrates on the complex concept of expectations. The qualitative research provided a flexible basis for the study, and the theoretical study evolved in reference to empirical findings of the advertisers' expectations. More specifically, key concepts of the research were defined and remained open to redefinition throughout the study. This allowed the research to take influences throughout the research process and assess the contexts to be interpreted in the research. (Jensen 2002, 246.)

Despite its advantages, qualitative research has been criticized for its subjectivity. The strong role of researchers in qualitative research has been seen to limit the replication and generalization of research. (Daymon & Holloway 2002, 7.) However, Eskola & Suoranta (1998, 21-22) question this view by stating that all research is subjective to a certain extent and that subjectivity can be considered a natural part of research. Qualitative research aims to provide rich descriptions and illuminations of a particular context (Daymon & Holloway 2002, 7). It is considered that when a single case is researched enough, one can find out what is important in the issue and what reoccurs when looking at the issue from a larger perspective (Hirsjärvi, Remes & Sajavaara 1997, 177). Next, the data collection methods will be presented.

4.1.1 Qualitative interviewing

In this research, interviewing was chosen as the main data gathering method since it allows exploring the perspectives and perceptions of different

stakeholders (Patton 2002, 341; Daymon & Holloway 2002, 166; Jensen 2002, 240). It has also been assumed that verbal reports by individuals reflect people's expectations (Vroom 1964, 24). Interviews can be seen as exploring these reports. Generally, interviews aim to capture people's experiences and expectations, which is also the aim of this study (Patton 2002, 341). Furthermore, interviews may be used as a research method when the research deals with an unknown area where it is hard to predict the research outcomes. In this research, it was predicted that the research subject could generate multifaceted answers and it was desired to be able to ask for clarification and further argumentation for the answers given by the interviewees. (Hirsjärvi et al. 1997, 200.) Thus, the interview as a data gathering method was considered to provide a fruitful standpoint for the research.

An advantage of qualitative interviewing has been seen to be that it leaves room for respondents to say what they really mean. The data collected is in the participants' own words and is based on the participants' own interpretations as opposed to deriving from restricted questionnaire methods. In interviews, participants are able to explore their own thoughts more deeply and give more in depth answers to the questions being explored. (Daymon & Holloway 2002, 13, 166-167.)

However, the challenges of interviews are that people might not say what they really think, or even mean what they say. Furthermore, it must be taken into account that in interviews, communication has its purposes, and statements of interviewees are not simple representations of people's opinions. All interview statements arise from the interaction between the interviewer and the interviewee. Consequently, the statements of interviewees have been seen as data that become sources of information only through the researcher's analysis and interpretation. However, despite the criticism of its constraining characteristics, spoken language remains a primary mode for social interaction. Thus, interviews can be seen as a fundamental way of researching people's views on a particular issue. (Jensen 2002, 240.)

4.1.2 Semi-structured interview

The semi-structured interview was chosen as the main data gathering method since it allows flexible collection of data according to the interview situation (Hirsjärvi et al. 1997, 200; Daymon & Holloway 2002, 166-167). This interview type has also been called a thematic or focused interview but in this research the term semi-structured interview is used (Hirsjärvi et al. 1997, 203-204; Tuomi & Sarajärvi 2002, 77).

In semi-structured interviews the themes of the interview are predetermined, but the researcher is unlikely to have a complete and structured script of questions (Mason 2002, 62; Hirsjärvi et al. 1997, 203). The interview structure can be modified if necessary, there is more room for interpretation of the answers comparing to questionnaires and the interviewer can prompt for more information if something interesting emerges (Hirsjärvi et al. 1997, 200; Daymon & Holloway 2002, 166-167). This is important since new themes related to the topic that have not been considered in the interview framework can emerge during the interview (Patton 2002, 344).

In this research, 10 semi-structured interviewees were held. The themes of the interview remained the same for all interviewees but the order of the questions could vary in accordance with the interviewees' answers. The themes of the interview framework were chosen according to theory and modified according to what the pre-interviews suggested. The interview framework is presented in Appendix 1 (in English). The interview framework in Finnish is presented in Appendix 2. Next, the research sample is introduced.

4.1.3 The research sample

Qualitative sampling is rarely random but purposeful, based on the purpose of the research objectives (Daymon & Holloway 2002, 157). Thus, in qualitative research a discretionary sample is commonly used (Eskola & Suoranta 1998, 18). Patton (2002, 230) suggests that studying information-rich cases provides insights and understanding rather than empirical

generalizations. This aim applies also in this research in which a discretionary sample was chosen keeping in mind the underlying principle of gaining rich, in depth information on the subject under research (Daymon & Holloway 2002, 158-159). More specifically, predetermined criteria were used in selecting the sample (Patton 2002, 238).

The research sample was chosen from a TNS Gallup research that lists the largest advertisers in Finland. The organizations were chosen for the research from the TNS Gallup lists of 2007, 2008, 2009 (lists of the biggest brand advertisers and advertisers in the field of trade) and 2010 (lists of the biggest brand advertisers and advertisers in the field of trade as well as the biggest advertisers in magazines, customer magazines and public magazines). In addition, in order to have one representative from the non-profit sector, the Social Radio advertiser of the year 2010 (Vuoden yhteiskunnallinen radiomainostaja 2010) was included in the research sample.

As a whole, the chosen organizations (presented in Table 3) represent large companies and one non-profit organization. Consequently, there is a bias toward bigger advertisers, but as they are the drivers of advertising budgets, it was considered acceptable. The interviewees from the organizations were chosen for the sample on the basis of their role and experience in their organization (Daymon & Holloway 2002, 158). The interviewees were marketing professionals who were considered to have the most relevant knowledge and views regarding the organization's media advertising as their daily tasks included for example planning and implementing media strategies and campaigns as well as co-operating with media and advertising agencies. The majority of the interviewees represented marketing communications and worked as marketing managers in their organizations. One interviewee represented the public relations department but worked also in marketing.

In the research, altogether a sample of 10 organizational representatives was interviewed in order to explore what advertisers expect from the media. As in qualitative research it is more relevant to get depth and richness from the interviews rather than a large sample size, a smaller sample was chosen. Consequently, with the data collected through a smaller sample the aim was

to provide a detailed and holistic explanation of the research topic. According to Daymon & Holloway (2002, 163) smaller samples are acceptable as long as saturation occurs. Saturation means that no new data, which are important for the research, emerge in new interviews (Daymon & Holloway 2002, 163-164). In the present study, new interviews were added until they provided little new information for the research gap and similar issues started to reoccur. Thus, it can be stated that saturation occurred. Even though the concept of saturation has been proven a good way to define the amount of data to research it must be remembered that the concept is challenging. In qualitative research it is considered that every case is unique, thus, it is difficult to predict that the next interview would not give new insights into the research problem (Hirsjärvi et al. 1997, 177).

Table 3. The organizations represented by the research interviewees.

Organization	Short description
Berner	Berner Ltd is a global Finnish company, which produces and imports consumer products (e.g. cosmetics) to Finland. Berner was the 7 th biggest advertiser in magazines in 2010 and the 6 th biggest advertiser in periodicals in 2010.
DNA Finland	DNA Ltd is a telecommunications group. DNA Finland was the 5 th biggest brand advertiser in 2009.
The Finnish Red Cross	The Finnish Red Cross is one of the biggest non-governmental organizations in Finland. The organization was presented the Social radio advertiser of the year -award (awarded by RadioMedia) in 2010.
L'Oreal Finland	The L'Oreal Group is a global cosmetics company. L'Oreal was the 5 th biggest brand advertiser in 2008, the 2 nd biggest brand advertiser in 2009 and 2010 as well as the biggest advertiser in magazines in 2010.
Nanso Group	Nanso is a Finnish clothing company. The Nanso Group was the 8 th biggest advertiser in customer magazines in 2010.
Procter & Gamble	P&G is a global company that provides consumer products (e.g. pharmaceuticals). P&G was the 4 th biggest brand advertiser in 2010, the 4 th biggest advertiser in public journals in 2010 and the 4 th biggest advertiser in customer magazines in 2010.
S-Group	The S-Group comprises the cooperative enterprises and Suomen Osuuskauppojen Keskuskunta (SOK) with its subsidiaries. The S-Group provides services for example for the supermarket trade. Prisma (a supermarket chain, part of the S-Group) was the 2 nd biggest advertiser in supermarket trade in 2008, 2009 and 2010.
TeliaSonera	TeliaSonera is an international telecommunications group. TeliaSonera was the 2 nd biggest brand advertiser in 2007 and 2008 and the 3 rd biggest brand advertiser in 2010.
WSOY	WSOY is a Finnish book publisher and part of Sanoma WSOY, a media group in the Nordic region. WSOY was the 10 th biggest advertiser in periodicals in 2010.

4.1.4 Data analysis of semi-structured interviews

Data analysis means first segmenting and categorizing the data after which a more general representation of the object of analysis is compiled (Hirsjärvi & Hurme 2008, 143; Jensen 2002, 245). The data analyzing methods derive from the purpose of the study and the data collection methods (Jensen 2002, 239). In this research all the data collected through semi-structured interviews was analyzed through theory-driven content analysis in which the analysis is driven by themes or map of concepts (Tuomi & Sarajärvi 2009, 113).

Content analysis includes identifying, coding, categorizing, classifying, and labeling the primary patterns in the data. This part of the analysis can also be defined as inductive analysis. In the analysis the core content of interviews are analyzed to determine what is significant. The findings emerge out of the data and through the researcher's interaction with the data. (Patton 2002, 453-463.) In this research, the content analysis was done through thematizing, which means that in analyzing, the themes and issues, which stand out from several interviewees' answers, were examined (Hirsjärvi & Hurme 2008, 153, 173). Furthermore, thematizing attempts to identify, compare, and contrast meaning elements, as they emerge from and reoccur in several different contexts (Jensen 2002, 247, 251).

The themes usually derive from the themes covered by the interview framework. However, the data can often provide other themes that can be even more interesting and relevant for the research analysis than the initial themes. (Hirsjärvi & Hurme 2008, 173.) The final stage of analysis may be deductive in testing and affirming the authenticity and appropriateness of the inductive content analysis. This includes examining data that do not fit the themes developed. In the analysis of this thesis, both answers to themes that were generated during the design stage of the study as well as new themes and analytic insights that emerged during the data collection were observed. (Patton 2002, 454.)

4.1.5 The research process

In the beginning of the research, the managing directors of the Association of Finnish Advertisers and MARK (The Association of Finnish Marketers), and a media planner from an Internet Marketing company Klikki were pre-interviewed to get insights into the field of advertising today. These pre-interviews were conducted in December 2010 and January 2011. The pre-interviews were done in person (1) and on the phone (2). They were recorded and they lasted from 25 to 60 minutes. The interview framework was tested in the pre-interviews and modified accordingly.

After the pre-interviews, 20 organizations chosen from the TNS Gallup list (listing the biggest advertisers in Finland) were contacted by e-mail and asked to participate in the research. If no answer was received by e-mail the organizational representatives were contacted by telephone. In the end, 10 representatives of advertisers were interviewed through semi-structured thematic interviews. The interviews were pre-planned, one-on-one interviews. The interviews were carried out in the interviewees' offices (8) or on the phone (2), if a meeting could not be arranged.

The interviews focused on the expectations of advertisers in the changing media environment. The interest was to find out expectations' role in why advertisers have chosen a specific medium for advertising, how the advertisers will choose where to advertise in the future, and what benefits they believe they are getting from advertising in certain media. In addition, the advertisers' experiences and expectations related to the media-advertiser relationship and the services provided by media to advertisers were explored.

All interviews were recorded and transcribed. As the research focus was not on "how" but "what", it was not considered necessary to transcribe all the data. The transcription was done with selection and only the interviewees' speech was transcribed. The data was transcribed into 52 pages of text altogether. After the transcription, the collected data was read several times to get a sense of the whole. The first readings were also aimed at developing the coding categories. (Patton 2002, 440-463.) This was followed by marking

the text with color codes in accordance with the themes of the interview framework as well as new themes that arose from the data. With the help of the thematic codes, the data was grouped under different themes from which the data was further analyzed. (Hirsjärvi & Hurme 2008, 138-143.) The descriptive phase of analysis built the foundation for the interpretive phase where meanings were extracted, significance was created and conclusions were drawn from the coded data (Patton 2002, 465).

4.2 Social media observation

The results of the research interviews indicated that one of the main expectations' of advertisers in the new media sphere is dialogue with consumers. As this kind of direct dialogue has not been available before social media, this expectation was considered as a critical finding, which needed to be studied further. It was considered that this expectation could further be examined through social media, which provide one essential platform for dialogue. More precisely, the outcomes of expectations of dialogue could be further studied through "consumer expressions" such as comments on social media. Thus, after the research interviews had been held, a social media observation was undertaken. In this section, the observation methodology is explained. As research methodology focusing on social media observation does not exist, this thesis draws from traditional observation research methodology. At the end of this section, the social media observation process is explained more in depth.

Overall, observation involves systematic recording of what can be seen "in the field", which is considered as social media platforms in the present study. Observation provides a means for assessing and understanding the ways in which people act. It can be used to supplement other research methods such as interviews, but in this social media observation, it was a primary research technique. It has to be taken into account that characteristics of observational research differ when it is carried out online. Text on the screen acts as the research setting, and thus the researcher is not able to analyze the environment in which the research data is produced. In addition, the data ignores the perceptions of the researcher and comes from the perspectives of

participants. Furthermore, the researcher needs to be able to interpret nuances of written language, as online surrounding cultural signals do not exist. (Daymon & Holloway 2002, 202-205.)

The disadvantage in observation is that the researcher can miss crucial events happening elsewhere than what is under the observation (Daymon & Holloway 2002, 215). Furthermore, observation is considered subjective and can be selective missing relevant aspects of the phenomenon (Eskola & Suoranta 1998, 103). However, a skilled observer is able to improve the accuracy and reliability of observations (Patton 2002, 261). Furthermore, the strength of observation is considered to be disruptiveness and unobtrusiveness and the fact that the researcher is unlikely to influence the data. This is especially true in the present study, in which the social media observation was undertaken as a covert observation. The researcher did not take part in the social media setting or discussions but acted as a complete observer making observations and analyzing the comments. (Daymon & Holloway 2002, 204-209.)

The people participating in the social media settings were not informed about the research as it was considered that it would hinder the covert research online, observing natural behaviors of people (Daymon & Holloway 2002, 209). It was considered that covert observations are more likely to capture the authentic situations as opposed to overt observations where people could act differently online knowing that an observation is taking place (Patton 2002, 269; 291). It was also considered that the messages were posted in the public domain, and could thus be used in the study without consent (Daymon & Holloway 2002, 209). In the present study, search words were mainly used as opposed to focusing on certain discussion forums. Thus, informing people about the observation was also considered infeasible.

The aim of the social media observation was to get an overview of how the organizations that were interviewed were discussed in social media and whether a dialogue between organizations and publics could be verified. Furthermore, the social media platforms were observed on the basis of whether and how the public saw the organizations and their advertising and what kind of public's responses the organizations and their advertising had

received in social media. Altogether three different social media platforms were observed: two content publishing sites: Twitter and Facebook and one content sharing site: YouTube. The sites were chosen since they are one of the most popular social media platforms (The Pew Research Center Internet 2011a; The Pew Research Center 2009).

In the social media observation of Facebook, the most relevant group related to an organization was chosen for the analysis. If the organizations did not have their own Facebook page, the group with the most participants and most related to the organization was analyzed. Groups for the organization's workers were not included in the sample. From the group, the newest ten messages sent by consumers were analyzed in order to get a snapshot of how the organizations are perceived on the social media platform.

In the social media observation for Twitter, the organization's name was searched in the Twitter feed after which the ten newest and most relevant tweets (a post or status update on Twitter) were analyzed. The newest 50 tweets were observed to find the most relevant tweets. In the social media observation for YouTube, videos and comments were searched in the YouTube feed with the name of the organization. The three newest videos related to the organization's advertising and their comments were analyzed. More precisely, ten most recent comments in each video were analyzed. The 60 newest videos were observed to find three relevant videos. On all three social media platforms, only Finnish and English speaking groups and comments were analyzed. All the data in the social media observation was collected on the 20th of April 2011. In the data analysis, four categories were used to differentiate between positive, neutral, negative and mixed comments.

After a general overview of the social media sphere was made, two advertising campaigns of two organizations studied in the research were further studied on Facebook, Twitter and YouTube. The aim was to get a more in depth assessment of how the expectation of dialogue had been met according to social media findings. The data was collected on the 21st of April 2011.

In the second part of the social media observation the newest and most relevant responses were examined. More precisely, on YouTube the newest most relevant video's first 30 comments were analyzed. On Facebook, the newest most relevant page and its first 30 comments were analyzed. Also on Twitter the newest 30 tweets were examined. 30 data units (comments/tweets) were considered sufficient to gain understanding but at the same time draw a line to excess data. The search word used in all the social media platforms was the advertising campaign's name.

4.3 Summary of the empirical research

This chapter summarizes the empirical part of the research by shortly presenting the whole research process and methods used. Table 4 sums up the research process.

A qualitative research was conducted to map out the expectations of advertisers. First, three pre-interviews were undertaken with marketing professionals to get insights into the field of advertising today. Next, ten representatives of large advertisers (chosen from a TNS Gallup list), were interviewed (interview framework presented in appendices 1 and 2) focusing on the expectations of advertisers in the changing media environment. All of the interviews were conducted as semi-structured research interviews. The data was analyzed through theory-driven content analysis.

In addition, a social media observation was conducted to further study the advertisers' expectation of dialogue, which was considered a critical finding of the research interviews. The aim was to explore how the organizations' advertising is discussed in social media, and if a dialogue between advertisers and consumers could be verified. Three social media sites were observed using search words related to the organizations. First, a general overview of the social media discussions about the organizations was done. In addition, two advertising campaigns were studied with the aim to get a more in depth assessment how the expectation of dialogue had been met. The social media observation was conducted as a covert study focusing on observing discussions. Next, the results of the empirical study are presented.

Table 4. The research process.

Research method	Quantity	Date(s)
Pre-interviews	3	December 2 nd 2010, December 28 th 2010 January 17 th 2010
Research interviews	10 (interviewees, 9 organizations)	March 23 rd 2010 (3) March 24 th 2010 (1) March 25 th 2010 (2) April 18 th 2010 (1) April 19 th 2010 (2) April 20 th 2010 (1)
Social media observation part 1: Facebook, Twitter and YouTube	9 (organizations)	April 20 th 2011
Social media observation part 2: Facebook, Twitter and YouTube	2 (campaigns)	April 21 st 2011

5 RESULTS

This chapter presents the results of the research derived from the research interviews and the social media observation. The results are presented in the order of the interview themes including 1) the advertisers' media use for advertising and expectations of future use, 2) the media-advertiser relationship, and 3) the advertisers' service experiences and expectations. The influence of social media on expectations is assessed at the end of every section. After discussing the advertisers' experiences and expectations as well as the influence of social media, possible expectation gaps are explored. This will be followed by presenting an additional theme derived from the research interviews: responsibility of advertisers and media agencies within expectations. Lastly, the results of the social media observation are examined. The four research questions set up in the beginning of the thesis are answered in chapter 6.

Even though several different issues were discussed in the interviews, only the results relevant for the research questions are presented. The levels of the expectations mapped from the research data are categorized in the text as presented in Table 5.

Table 5. Categories of advertisers' expectations.

Expectation considered as	Expectation categorized as	Author
the bottom level of what is wished or considered acceptable	'Minimum expectation'	Miller (1977 in Zeithaml et al. 1993)
describing what is likely to happen	'Will expectation'	Boulding et al (1993); Coye (2004)
indicating an ideal state, what is desired and deserved	'Should expectation'	Boulding et al (1993); Coye (2004)
vague and unclear	'Fuzzy expectation'	Ojasalo (2001)

To exemplify the conclusions made by the researcher, quotations are used when presenting the research findings. To ensure anonymity, the respondents are not referred to by names or codes. In addition, details from which it could be possible to recognize organizations (such as brand names) as well as unnecessary fill words and speech-language have been removed from the quotations. The researcher has freely translated the quotations into English and the original quotations in Finnish are presented in appendix 3. The translated quotes can be traced back to the original ones with markings (e.g. q1) placed after each quote (except quotes that were given in English).

5.1 Media use of advertisers

In the following, the advertisers' current media use and their expectations of future media use in advertising are presented. The aim is to get an overview of the advertisers, and shed light on how the media use in advertising is expected to evolve. The possible impact of social media on media use for advertising is also discussed.

In the beginning of the interviews, the respondents were asked to draw a pie chart of their organizations' media use for advertising. These drawings are presented in appendix 4. Interviewees who gave the interviews by phone, and one interviewee, who considered that the content of the drawing might reveal the organization's commercial secrets, did not provide a picture. The current and future media use was also discussed in the second part of the interviews. The data revealed that the respondents use all or a number of the following media channels for advertising: television, radio, newspapers,

magazines, cinema, outdoor, online and social media. The biggest shares of advertising for most of the organizations (5) go to television, online and print advertising. All of the organizations were present in social media, but for many, the use was at an initial stage. The most significant change in the organizations' media use in advertising had been the growth of online advertising. What is more, the respondents estimated that as people are spending more and more time online, the Internet's and other digital media formats' role in advertising will continue to rise.

"(...) we are accelerating our presence in digital and this reflects the consumer behavior (...) So we move more into digital format or we explore into the format and see what role it can play in our media mix. Digital format can take various shapes and forms and some of the most obvious ones (...) social media Facebook of course but it also includes other platforms like for example mobile advertising, also Web TV and of course marketing."

Two kinds of responses were given on the expectations of print media use. On the one hand, some respondents expected no major changes in the use of print advertising. On the other hand, some respondents expected print advertising to diminish in the future through the rise of online advertising possibilities. Overall, the expectations of print media use were to some extent decreasing whereas the expectations towards online media were on the rise. Thus, it could be indicated that the expectations of print media use had to some extent shifted towards online media. One explanation given was that in the future the masses and young people could be reached mainly through online as well as television. It was expected that in the next five years shifts between media would happen: advertising in web television might take investments from traditional television advertising and online advertising from print advertising. This could also indicate that the contents of media packages are changing. However, although the respondents expected the emphasis and use of traditional television and print media to change and the use of online media to rise, overall no major changes in media use were expected. Respondents expected to use the same media for advertising also in the future.

"I think the role of the different media might change in the overall mix and of course I mean there is a digitalization of all media happening, Ipad, Web TV. So I don't think any media will necessarily be replaced but as the consumer behavior shifts so will the advertising platforms as well the advertising strategies."

Within online media, the advertising possibilities provided by social media were also seen as promising. All the respondents expected social media to be something they will invest in and pay even more close attention in the future. According to the respondents, even though social media have changed advertising practices greatly, social media have not replaced another form of media in advertising. However, one respondent stated that social media might have taken some investment away from traditional media advertising channels as people are spending more and more time online. Another respondent also suggested that social media might affect negatively to display advertising, as social media could be more efficient. This suggests that social media might hinder traditional media advertising. Overall, respondents expected the traditional media to continue to support social and other online media and vice versa, and not for traditional media to vanish through the rise of participatory media. Both were considered needed and complementing each other.

“(Social media) have not replaced, but come to work alongside (other media). These all work together: if you have had good television advertising, it increases Google searches and if you have been told something, you have a chance to check and research it and look for opinions from different discussion forums or Google or discuss it on Facebook or somewhere else. Confrontation is unnecessary, big mass media will continue to be big mass media for a long time but social media have become a strong component alongside them.” q1

Overall, the highest expectations regarding media use were directed towards online media. Furthermore, as organizations were investing more and more on online media it could be predicted that the minimum level of expectations (Miller 1977 in Zeithaml et al. 1993, 6) towards online media will rise. At the same time expectation levels towards other media regarding use might also undergo changes. The interviewees estimated that new advertising services and especially the overall development of consumers' media use and behavior will affect their media use the most in the becoming five years. The respondents expect to follow where consumers go and measure the gains they receive from advertising in different media and act accordingly to possible changes. This suggests that attention value of media as well as attention measuring will have an important role in defining what media will be used in advertising in the future. Media organizations may have to invest in developing innovative possibilities for getting the attention of people and improve the ways of measuring attention value of specific media.

"Consumers' media use, fragmentation, new services, and measuring attention value, acting according to what has attention value." q2

5.2 Experiences of and expectations towards media advertising

In the second part of the interview, the respondents were asked questions related to media channels, goals of advertising as well as views on different media and advertising in general. The aim was to map the advertisers' experiences of, as well as their expectations towards media channels and media advertising. The research data revealed that several and diverse expectations are directed towards media channels and media advertising by advertisers. In the following, the expectations that gained most emphasis in the interviews will be discussed: expectations of reaching audiences, increasing the organization's sales and engaging consumers. Lastly, the possible impact of social media on advertisers' expectations towards media channels and advertising gains are discussed through expectations of interactivity and recommendation.

5.2.1 Reach

The results of the research interviews indicated that reaching audiences is considered as a fundamental reason for using media for advertising. When in the beginning of the interviews, the respondents were asked what first came to their mind from the word media; the role of media in reaching audiences was distinct. The respondents' answers included media channels such as television (4), magazines (4), newspapers (3), radio (3), the Internet (3), social media (2), outdoor media channels (1) and the media mix (1), and half of the respondents (5) considered the media with a more broader view: as a channel through which one can reach people and connect with consumers (see Figure 4).

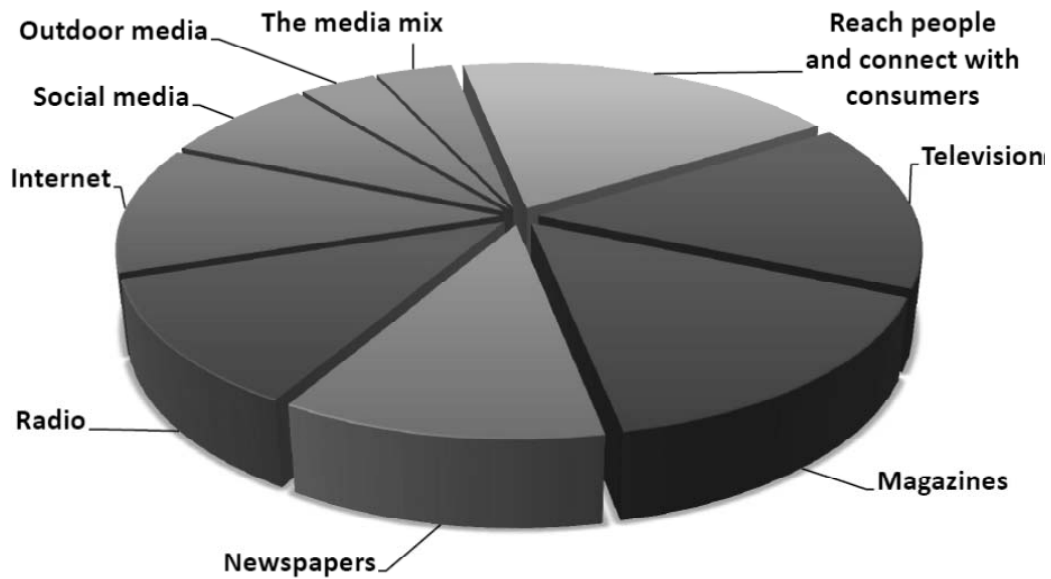


Figure 4. Respondents' views on media.

In addition for playing an important role in the advertisers' first thoughts on advertising, reaching consumers was emphasized generally in the interviews. Thus, reach could be viewed as a minimum expectation (Miller 1977 in Zeithaml et al. 1993, 6) towards media. In addition to solely reaching audiences, the respondents emphasized the possibility provided by the media to reach mass audiences quickly and efficiently. Furthermore, some respondents considered media advertising a necessity in order to reach the masses. Especially television was considered an excellent and efficient channel for advertising mass products to mass audiences.

"We reach the big mass, we are able to tell the mass about our brand, our products and our offers." q3

What is notable is that in addition to reaching masses, reaching targeted audiences and getting quality customer contacts were emphasized. Especially online media was seen to provide opportunities for more targeted marketing. An advantage of magazines was also seen that they profile themselves in a certain way through which advertisers can target their message to specific target audiences. Overall, providing opportunities for targeted advertising can be seen as an opportunity for media as it was expected to have an important role in the future.

"(...) nowadays one can target it more precisely with the help of the Web, so it is very efficient: we get quality contacts instead of the big mass and using a sledgehammer to crack a nut." q4

"I would say that maybe in the future it will move towards more personalized marketing, talking for example about these kinds of social media channels such as Foursquares which provide opportunities also for marketers". q5

Reaching consumers was expected in order to communicate the brand, product image, characteristics and offers, affect consumers' decision-making and finally increase the organizations sales. These expectations were present also when in the beginning of the interviews the respondents were asked what first came to their mind from the word "advertising". Thus, getting a message to the consumers and increasing sales could be considered as minimum expectations (Miller 1977 in Zeithaml et al. 1993, 6) towards media.

"Sales are an important goal, and of course increasing the recognizability of products and in addition constructing our corporate image and bringing forth our brand attributes and criteria." q6

"A strategy to connect with our consumers, getting the message out there."

5.2.2 Engage

In the respondents' answers, an expectation of engaging audiences through media advertising could also be identified. Engaging audiences was expected through getting close to the consumer and advertising in the consumers' environments. It was expected that the media construct a favorable media environment and relationship with the consumer, which is beneficial for the advertiser and the advertiser's message.

"Online on the other hand is a certain kind of place for commitment and closeness, an opportunity to get close to the consumer, where he/she will likely, also on the campaign website, hopefully spend minutes instead of seconds." q7

"You reach the person in the good, peaceful media environment. The person reads the magazine he/she likes, the environment is appropriate, the person will also regard advertising and your ad in a positive way, possibly will familiarize oneself with it, hopefully as long and deeply as possible." q8

In addition, through media advertising, advertisers want to stand out, to be remembered and affect audiences' emotions. Especially television, radio and

cinema were considered good channels for touching people's emotions. Thus, traditional media remained strong regarding these specific expectations.

"Maybe it is television. I don't know if we are especially content, we have used all of them, but it is maybe the one through which we get the strongest message through. It is the richest of them all, so that the strongest story can be carried through. Radio is maybe the next one but it lacks image." q9

5.2.3 Impact of social media: dialogue and recommendation

One of the main findings of the research indicated that the respondents also expect further rise of dialogue and reciprocity in advertising. Overall, the interactivity in advertising was expected to rise. This suggests that organizations expect to get closer to the consumers through advertising in media. Especially social media were considered to open up a new channel for interactivity.

"Well probably reciprocity and such will increase, in other words this kind of dialogue (...)" q10

"Social media allow us to have a conversation and interaction with the consumer and engage them, which is something we didn't necessarily have a few years back. I think that of course opens up a lot of opportunities related to that dialogue instead of a monologue."

One respondent also suggested that social media could act as "a conversation hub" for discussion generated by an organization's advertising. Thus, it could be seen that social media could meet the respondents' expectations of interactivity, something, which traditional media channels were not expected to do. Overall, respondents stated that social media had brought out new forms of communication and advertising that could not have been done previously.

"No I don't think it replaces it but it opens up a whole new dimension and in some way can also serve as a hub for the different conversation that the traditional advertising actually generates."

"Through social media, consumers have a lot more power; the marketer's message is not at all one-way. As it is wanted and wished that consumers can really comment on matters, the marketer has to throw oneself into the game." q13

It had also been experienced as well as expected by the respondents that

especially social media provide advertisers with possibilities for consumer recommendation. Consumer recommendation was considered significant for reaching the advertisers' goals of having an influence on consumers and their decision-making. The expectation suggests that advertisers are willing to give consumers more responsibility in the advertising process. Furthermore, opinion leaders and consumer experiences can be considered relevant in the new media environment.

"Influencing so that through social media one can get good user experiences, through word-of-mouth, even though it is not through mouth when it is in social media, it spreads remarkably further." q11

"I believe it is moving towards having consumers using these media and doing media advertising, so to say. The control of advertising is moving from product manufacturers, so that it does not exist as such anymore. It has been brought by all these social media, blogs, discussion forums, they are changing the nature of advertising so that it is more the consumers that use media and discuss in media." q12

5.3 Experiences of and expectations towards relationship with media

This section presents the results regarding the media-advertiser relationship: what are the advertisers' experiences of the relationship with different media organizations and what do they expect from the relationship. It must be noted that the relationships between advertisers and media with which advertisers have most interaction with (organizations' main media channels) were given more emphasis in the respondents' answers. What is more, as the organizations represent different kinds of business operations and do different kind of advertising with different media no exact comparison between relationships with certain media can be made.

5.3.1 Description of the relationship

In general, the media-advertiser -relationship involves the organization and the media having two-way contact, usually between certain contact people. Usually it is the marketing department of media organizations that are in contact with advertisers: they suggest and provide ideas for advertising campaigns as well as more long-term co-operation. Many of the organizations stated that they make yearly contracts and plans for

advertising with the largest media organizations and biggest co-operative partners. Thus, the relationships between media and advertisers can be mainly characterized as more long-term than short-term. The nature of the relationship is determined greatly to which extent advertisers advertise in certain media: the more the media are used for advertising (for example as a main media channel) the more close the relationship usually is. The relationships advertisers have with different media channels cannot always be separated, as large media organizations comprehend different media channels. Thus, having a relationship with a big media organization can mean having relationships with different media channels.

"With the ones we co-operate with, we of course have continuous co-operation through yearly contract negotiations and other things. With the ones that are not in our portfolio as much like radio or outdoor advertising, it is more occasional and case-specific." q14

"(...) with the main media, we have a yearly contract. We use radio channels a little bit less or then quite a few of the big channels come through television corporations kind of in the same package." q15

The relationship with online media service providers was considered to slightly differ from the relationships with other media. Sometimes relationships with the digital operators were organized through large media organizations who also offer digital advertising services in addition to traditional advertising channels. However, respondents stated having also direct contact and relationships with smaller media actors such as bloggers and other digital media service providers. One respondent specified that with online media they have more mediated relationships as media agencies play a major role in the splintered online media sphere.

"Well it (online) is maybe somewhat more fuzzy since there are these kinds of own, individual actors so it is more specific. We have our own people for it and media and own sites that we use, or co-operative partners." q16

"Online has many service providers so generally online services we get through media agencies so it is a very mediated relationship. There is no direct relationship. It is very different. (...) It changes so much that following it actively would not be possible. So in my opinion it is good that we have help in between." q17

As indicated above, the media-advertiser -relationship is also characterized by the role of media agencies. Seven of the nine organizations interviewed stated that they co-operate with a media agency. One organization was

currently looking for a media agency and one organization had an in-house advertising/media agency. Agencies were seen as very close co-operative partners, that help make decisions on media choices for advertising and acting as mediators or 'buffers' between organizations and the media. However, both the organization's representatives and the media agencies' representatives have contacts with different media representatives.

"Yes, in my opinion, generally media agencies are in place (...) Of course media's job is to sell, that is evident. So in some way I am content with the fact that there are media agencies which one can have conversations with. The thought of having to get them straight from service providers in that jungle would feel pretty crazy." q18

5.3.2 A close and long-term relationship

Despite the role of media agencies, advertisers expect a close relationship with the media. The advertisers' experiences of the relationship with different media were generally considered to be very good and the respondents also expected good relationships with the media, especially the ones they work the most with, in the future. Furthermore, it was expected that in the future the importance of media-advertiser relationships would grow, and that new relationships with new media actors would emerge in accordance with the development of the media sphere.

"I think we have always had a close relationship with the different media owners and especially now that we take this digital journey it is even more important that we stay close together. The media owners themselves undertake the journey as digital format become more and more important. And we work closely together with them."

"The media field, certainly if some new, innovative things emerge we will have good relations with them as well at least in a way so that we are on top of things and then mapping out the possibilities." q19

The ideal relationship with the media was seen as similar to the one advertisers have with the media today. More precisely, the respondents would characterize an ideal relationship with different media as close, interactive and long-term. As the ideal situation was seen as similar to the current relationship, it could be seen that the expectations had been met well and no expectation gap related to the relationship exists. However, a notable issue is that expectations towards the relationship might to some extent be lower due to the role of media agencies.

*"In the ideal situation there would be, perhaps with many media at least radio we have continuous co-operation and we can be in contact so that we can think together about how we are going to do things now and so on and that would probably be an ideal situation."*q20

5.3.3 Impact of social media: straight connection to consumers

Two respondents also mentioned that even though relationships with the media are needed in the future, as organizations are now more free from media, the relationships might change to some degree. The fundamental switch brought by online and more specifically social media were the changes in communication practices: organizations no longer have to rely solely on traditional media to reach consumers. It had been noticed by the respondents that the power has shifted towards the consumers since they are now the ones having conversations amongst themselves about brands and organizations as opposed to organizations pushing the message to them.

"(...) we will certainly have a close relationship. Media are needed but at the same time we are more independent than before as media are not the only way to reach (...) and consumers." q21

Overall, it could be suggested that the expectation levels related to advertiser-media relationships might change as advertisers engage more with social media.

5.4 Experiences of and expectations towards media services

In the interviews, also expectations towards media in relation to advertising services were examined. The results are presented in the following. First, expectations towards measuring the value of advertising are discussed. This will be followed by the presentation of the results related to the expectations of tailored and holistic services.

5.4.1 Measuring the value of advertising

The respondents considered media advertising as an investment, which is expected to bring value to organizations. Generally, it was considered that

media advertising is a necessity for organizations and that it has a significant impact on increasing an organization's revenue. Overall, the advertisers' expectations towards advertising bringing value to their investment were high.

"It is an investment so of course it should bring multifold returns compared to what is put in." q22

Measuring the value of media advertising was something all the organizations were doing even though it was considered challenging. Media organizations were expected to develop and enhance ways for measuring the value of advertising.

"Well maybe the measurability and the profitability of advertising, one can always make them better. Of course it is not easy and doing the research always costs money, but advertisers are always interested about them." q23

Online advertising was seen as an exception for better measurability. The respondents considered measurability of online media advertising as an ideal situation and something, which could be even impossible to accomplish with other media.

"I would not consider them (media) excellent in terms of measurability, here the web can be seen as ideal because we know what we are getting right from the start." q24

In regards of measurability, the difference between 'will' and 'should' expectations (Boulding et al. 1993, 9) were distinct. The ideal situation for measurability in traditional media was considered something that should but is unlikely to happen. Even though the expectations towards traditional media in terms of measurability were lower than towards online media, it could be stated that possibilities for measurement provided by online media have raised the ideal expectations of measurability also towards other media.

5.4.2 Tailored services

In addition to measuring the value of advertising, advertisers' service experiences and expectations were closely linked to the competence of media and media marketers offering services. From the media and media

marketers, the respondents expected tailored services, which included the media marketers understanding the advertiser's needs, and line of business including customers and target groups.

"For example in regards of a sales visit what media represent, I myself highly value if a media sales person has really gotten acquainted with us, thought about why this specific media could help us in particular instead of just presenting what the media have done, for example how its circulation or ratings have developed. So, it always impresses, and it also makes buying easier if it is made clear what's in it for me." q25

In general, the respondents' experiences of media organizations' and media marketers' competence were good. However, as the role of the media marketers and their competence played a significant role, the respondents found variety between services of different media. Some media marketers were seen to understand the advertisers' needs better and being able to provide tailored services for advertisers.

"I would say it varies a lot. Here I'm referring to media sales people so the difference between media groups, media organizations and people can be very big." q26

Overall, the expectation level for tailored services can be considered more as a 'should' expectation (Boulding et al. 1993, 9) as the respondents did not expect all media service providers to be at the same level of competence. However, to exceed expectations, media should aim to enhance tailored services provided by media marketers.

5.4.3 Holistic services

The media were also expected to provide 'holistic services', which included offering advertisers different channels for connecting with consumers. In addition, expectations of holistic services could also be seen as including beneficial yearly contract discounts and not having multiple contact people providing information on different media channels. Some of the respondents expected larger media organizations to have the advantage of providing more holistic services for advertisers as they can offer different media channels and a holistic media package, which takes all media into account. On the other hand, a disadvantage of big media organizations was seen as

having multiple contact people for different media channels.

"The media mix is always very important for us how the different media channels actually place together. So when we work with the bigger media owner we are happy when they can offer us a more holistic solution that really allows us to engage with consumers with different touch points."

According to the respondents, as different media have different competences and roles, a media mix is the most efficient way for advertising compared to relying on one medium. Media were expected to complement the use of other media: for example other media were expected to guide consumers to online media. Thus, expectations of service also included providing advertisers with efficient media mixes.

"(...) The package was very efficient, it evoked interest and it was raised to the awareness of consumers. It was so vast, it came through many channels at the same time and through different media." q27

"Maybe as I said so that we would know more how all of them (media) work and so that we would get a good, comprehensive plan, like "some here and some there and then it will work like this and you will cover this kind of group in that and that area". Maybe more clear so that we would know where it is actually worthwhile to operate." q28

Furthermore, a communications mix combining advertising as well as public relations and marketing activities was considered efficient. Thus, it could be stated that the expectations towards media especially regarding advertising gains are closely related to expectations of public relations and other marketing activities.

"A successful campaign for us is a campaign which integrated different pillars or touch points with the consumer so not only media and digital but PR and in-store."

"Nowadays, I like to talk about communication, marketing and marketing communications as one. So we rarely use pure advertising, our activities combine different components." q29

Even though it could not be identified that expectations towards media included providing holistic services including other communications activities, it could be suggested that in order to exceed expectations media should take into consideration the holistic view on public relations and advertising activities. Furthermore, as the respondents emphasized a holistic view on communication activities, expectations regarding holistic services of

advertising and public relations may be on the rise and this should be taken into account by media. Overall, the respondents' answers indicated that the importance of a holistic service approach would rise in the future.

"It would probably involve us being able to look at the possibilities available from 360 degrees. Knowing the target group, knowing how it behaves and how it works and how it can be reached. And we can also combine the solutions and the service packages, how the media can provide service in an open-minded, surprising way. And that, it is not only that now a marketing campaign is out and now it is finished, but doing analysis and coming up with conclusions and that we are able to look with bright eyes and genuinely assess how we succeeded and what we learned from this." q30

Overall, even though the experiences of competence varied, the general expectation level of media's competence was high. It was predicted that as the competition rises, the services provided by the media would also improve. Media were expected to be even more competent, keep up with changes in the media sphere, especially online media and to provide new and innovative solutions and possibilities for advertising. However, some respondents stated that as media are going through major changes it is to some extent understandable that it takes time for the media to adjust. In this sense, the expectations of competence were lower among a few respondents.

"(...) like always, one wants more and now that new media and new possibilities for advertising and for visibility emerge, it demands certain vision from the buyer of media space and holistic professional skills especially from the media (service) providers so that they can tell the advantages of certain things and of course verify them." q31

"Well the starting point is that their competence level should be one hundred percent but of course there are...Media are in a state of transition and it takes time to learn how to find, pick up and understand the opportunities, for example all tablets and other mobile applications, there still remains a lot to go through." q32

5.5 Expectation gaps

Although the advertisers' expectations had been relatively well met by the media, the research data revealed some expectations gaps. Firstly, as online media use in advertising had been rising, it could be seen that print media had not been able to meet all the expectations of advertisers. Even though it was considered that traditional media would not vanish through the rise of online and social media, some expectations had shifted from traditional media towards online and social media. What is more, online and social

media could be seen as having built new expectations and this should be taken into consideration by the media in order to meet, and possibly exceed advertisers' expectations.

"Traditionally we have used print media a lot but their share has decreased quite a bit. Maybe it's because we are moving more towards this kind of two-way media advertising. They (print media) are, you cannot get feedback from them in the same way, and maybe the advertisements are starting to get lost inside the magazines and it's not, I don't consider it to be as efficient a medium it used to be." q33

The selling of advertising services was seen as a challenge for some media. Some of the respondents had been disappointed with services of media when they had experienced overselling. Furthermore, respondents were dissatisfied with service in which they felt that the media marketer had not made an effort to get to know the customer's business and provided them with specified research information as opposed to general views on what possibilities the media can offer for advertisers. In these cases, advertisers' expectations for tailored services had not been met. In other words, the media had raised expectations too high and were not able to meet them, which led to dissatisfaction.

"Maybe when they have oversold some special gimmicks, they have promised too much and the execution has been far from what has been promised." q34

"(...) it is more related to when you can see that the media sales person takes the easy way out. There was one case with TV where the contact person changed and then they came to present a) the new contact person and b) research results and somehow we had been working on the time of the meeting so that our expectations were raised too high. What's coming now, we get to hear research results and then it was...The sales person did not control the customer's expectations, which is a very bad situation when the research results are presented: they are something which we could have gotten online ourselves. And it was a big disappointment, which had an effect not on the new contact person but blaaah also towards the whole channel... But it is something you asked about, how media could make their services better, is that meeting customers' expectations better." q35

Some media marketers had also failed to meet the expectations of holistic services. There was also variation between the respondents answers related to the competence of media in providing holistic services. However, it was considered that there was effort from media to offer good service.

"So in other words how competent are media sales people. Some are some are not. There are sales people who understand this aspect of having multiple channels and a publishing system with multiple channels and its possibilities but then there are people who are maybe a little bit behind and only offer the traditional." q36

"They try all the time. They think about packages and the whole system and possibilities for co-operation and everything and different forms of media suitable for the customer and these kinds of things." q37

As suggested previously, online media had to some extent raised the expectations of measurability. Consequently, in some cases the expectations of measurability had not been met. Improvement of measurability was also wanted but not considered likely. Thus, the expectation of measurability can be considered more as an ideal expectation which had not been fully met by media.

"Precise plans are made and plans for how the target groups will be reached but then it's another situation when we should stop and look at how things actually went. There is the spot and need, for which I haven't received a proper answer from media. In other words, they are able to report that "now this percentage of an amount has seen this advertisement" but so what? So the last meter: the conclusions and the analysis, tools, dialogue, asking the right questions in that situation and challenging the customer. That's what I hope for." q38

"I expect them to continue working towards crystal clear measuring of success of digital campaigns as well providing us with a holistic view of cross-media but I think it might take probably a while until both the media owners and we as an advertiser are really there."

Online advertising was seen as area with the most challenges since the respondents felt that there are multiple ways to be present in online media. Furthermore, it is an ever-developing area for advertising. If the media do not take into account the advertisers' rising expectations towards online media in the future, a possible expectation gap may emerge. The gap may emerge since there are high expectations towards online media but advertisers do not have a clear view about how the expectations will be met and who will meet them. As one respondent suggested, the expectation of online advertising service could also be met by media agencies. Overall, as advertisers had high but unclear expectations towards online media, the expectations could be referred to as fuzzy expectations (Ojasalo 2001, 200).

"The biggest question mark is probably the Internet because it's so... There is no one Internet but many ways to work online so it's maybe, there's the most, it's not established and probably will never be stable. It's the kind of media, which develops by form all the time and the forms of advertising in it develop and the services offered. It's probably the most challenging." q39

"Maybe the Internet, mastering it and we would hope to receive good service regarding it. The question remains whether it will be from the media or a media agency." q40

5.6 Responsibility of advertisers and media agencies

When assessing the expectations of advertisers and especially the possible expectation gaps, it has to be taken into account that the advertisers themselves as well as their co-operative partners, media agencies, have a significant role in the advertisers' expectations related to media advertising. Overall, it could be stated that what respondents considered their own responsibility as advertisers, affected the expectations they posed on media. For example, the expectations of advertising gains were considered to depend significantly on the advertiser's message and not as something, which was the responsibility of media. All in all, the advertisers' own responsibility was mirrored to responsibility taken by media as well as media agencies.

"Of course we have had those (unsuccessful campaigns) as well, but it is more about our message. It doesn't depend on the media." q41

The media agencies' role in expectations towards media can also be considered significant as the agencies can to some extent influence the expectations that are directed towards the media by advertisers. Advertisers' expectations towards the media could be influenced by for example recommendations of media agencies. What is more, expectations towards the media could also be lower due to responsibility taken by media agencies.

"Of course the strategy comes from the customer, but within that strategy the media agency is a strong partner of ours, doing both intermedia level and intramedia level decisions." q42

5.7 Results of the social media observation

One of the most significant findings of the research interviews was that advertisers expect social media to provide advertisers with possibilities for dialogue with audiences and possibly create a conversation hub in social media for traditional advertising. The expectation was further examined through a two-stage social media observation. In the first stage of the observation, social media sites YouTube, Facebook and Twitter were

observed to examine how the advertisers' expectation of dialogue with consumers had been realized in social media. The results are presented next.

5.7.1 Results of the first part of the social media observation

As no relevant videos were found on two organizations, the social media observation on YouTube was conducted regarding seven organizations. In general, the observed discussions on YouTube could be characterized as short-term. Furthermore, the discussions were generated between consumers. The observation revealed that YouTube was used for giving feedback on the organizations' advertisements as well on the organizations as a whole. The comments could mainly be characterized as positive (45) or neutral (30), but also negative comments could be found (18).

"Seriously this is the greatest commercial I've ever seen. Emotional marketing at its best. Made me cry so_ much haha."

"The fact is that more than 600 companies manufacture safe and effective products that are comparable to Procter & Gamble's WITHOUT TESTING ON ANIMALS. When I called the company to ask if they tested on animals Jose LIED and said they didn't. Not only do they kill thousands of animals, but they LIE about their products."

For six organizations, a relevant Facebook group could be found. Two of the groups or pages were set up by audiences, four most likely by the organizations themselves. As the number of group members varied from 78 to 68 088, it can be stated that the level of discussion also varied greatly. The comments were related to the organizations themselves, their products but also a couple of comments were related to the organizations advertisements.

"A really annoying and awkward ad. Do some people really like this kind of humor?" q43

"Wonderful ad, well done!"

The comments on Facebook could mainly be categorized as neutral (30) or positive (27), but also negative comments had been posted (8). The platform had been used for example for expressing one's commitment for a brand. Furthermore, some discussion was generated as the social media platform had been used for feedback as well as asking questions.

"Yle TV1 aired a show "Cheap toxic". The clothes and toys have more residues of toxic than we might think. I believe Nanso's clothes are safe. Is this true?" q44

The Twitter observation revealed that most of the organizations were not present or discussed in Twitter. Comments (tweets) could be found only on three organizations. The comments were mainly related to organizations themselves as opposed to their advertisements. The comments were mainly positive (9), but also negative comments were found (4). Overall it can be concluded that Twitter had not generated discussion about the organizations' advertising. However, it had to some extent been used as a channel for emotional response and feedback about the company.

"No longer happy w/ yesterday's hair color experience using #Feria by #L'Oreal! My hair is blue-ish now instead of black and it doesn't last!"

The social media observation revealed that of the three observed social media platforms, the organizations were mostly present on Facebook. Despite the limited data, it could be stated that especially Facebook and YouTube could be seen as providing a platform for feedback, emotional responses as well as raising questions. Overall, advertising invokes both positive and negative feelings for which social media can to some extent function as a passage. A summary of the first part of the social media observation is presented in Table 6. The numbers indicate the number of comments and letters the category (neutral = o, positive = +, negative = -, mixed = +/-o).

Table 6. Results of the social media observation (part 1)

Organization	Facebook	Twitter	YouTube	Date of observation
Berner	0o, 0+, 0-, 0+/-/o	0o, 0+, 0-, 0+/-/o	0o, 0+, 0-, 0+/-/o	20 th of April 2011
DNA Finland	3o, 0+, 7-, 0+/-/o	0o, 0+, 0-, 0+/-/o	6o, 3+, 1-, 0+/-/o	20 th of April 2011
The Finnish Red Cross	8o, 2+, 0-, 0+/-/o	0o, 0+, 0-, 0+/-/o	3o, 2+, 0-, 1+/-/o	20 th of April 2011
L'Oreal	4o, 6+, 0-, 0+/-/o	2o, 6+, 1-, 1+/-/o	5o, 13+, 10-, 2+/-/o	20 th of April 2011
Nanso Group	5o, 5+, 0-, 0+/-/o	0o, 0+, 0-, 0+/-/o	0o, 0+, 0-, 0+/-/o	20 th of April 2011
Procter & Gamble	3o, 7+, 0-, 0+/-/o	6o, 2+, 2-, 0+/-/o	5o, 13+, 2-, 0+/-/o	20 th of April 2011
S-group (Alepa)	2o, 2+, 1-, 0+/-/o	0o, 0+, 0-, 0+/-/o	3o, 4+, 3-, 0+/-/o	20 th of April 2011
TeliaSonera	0o, 0+, 0-, 0+/-/o	9o, 0+, 1-, 0+/-/o	8o, 9+, 2-, 1+/-/o	20 th of April 2011
WSOY	5o, 5+, 0-, 0+/-/o	9o, 1+, 0-, 0+/-/o	0o, 1+, 0-, 1+/-/o	20 th of April 2011
Summary	30o, 27+, 8-, 0+/-/o	26o, 9+, 4-, 1+/-/o	30o, 45+, 18-, 5+/-/o	20 th of April 2011

5.7.2 Results of the second part of the social media observation

Part two of the social media observation was conducted to gain deeper understanding of how the expectation of dialogue is being realized in social media. Two media advertising campaigns of two of the organizations interviewed were studied more in depth in three social media sites: YouTube, Facebook and Twitter. The two campaigns observed were The Virtanen Band (a campaign of DNA Finland) and Reilu Nettitikku (a campaign of TeliaSonera) which were both mentioned in the research interviews. The campaigns were studied in relation to social media feedback and discussion. The aim was to find out whether the organizations' advertising had provoked conversation and dialogue in social media.

The results of the two campaigns differed greatly. The DNA campaign was present both on YouTube and Facebook. The campaign had received feedback, raised discussion and questions especially on YouTube. Overall, for observing the discussion on the organizations' advertising, YouTube was found as the most fruitful social media platform. On Facebook only minor discussion could be observed but relevant feedback was given from the

public. Generally, the feedback was neutral or positive. However, in the case of the DNA campaign it must be noticed that the organization had provided a platform for the discussion on Facebook by putting up a campaign page.

Neither of the campaigns had been commented on Twitter. The TeliaSonera campaign had only been given very minor feedback on YouTube. Overall, it can be said that in the TeliaSonera campaign, generating conversation had not been realized in social media. The differences of the campaigns' social media discussion might have to do with differences in the campaign and how much the organizations had put effort into social media with the particular campaigns. However, the discussion of the DNA campaign in social media indicates that the expectation towards social media to provide a conversation hub for traditional advertising could be met. The results of the second part of the social media observation (YouTube, Facebook and Twitter comments) are presented in Table 7. The numbers indicate the number of comments and letters the category of the comments (a= neutral, b= positive, c= negative, d= mixed).

Table 7. The DNA and TeliaSonera campaigns

Campaign	Facebook	Twitter	YouTube	Date of observation
DNA - The Virtanen Band	10o, 6+, 1-, 3+/-/o	0o, 0+, 0-, 0+/-/o	10o, 9+, 0-, 1+/-/o	21 st of April 2011
TeliaSonera - Reilu Nettitikku	0o, 0+, 0-, 0+/-/o	0o, 0+, 0-, 0+/-/o	0o, 1+, 1-, 0+/-/o	21 st of April 2011
Summary	10o, 6+, 1-, 3+/-/o	0o, 0+, 0-, 0+/-/o	10o, 10+, 1-, 1+/-/o	21 st of April 2011

6 CONCLUSIONS AND ANSWERS TO RESEARCH QUESTIONS

The aim of this research was to explore what kinds of expectations are directed towards the media by advertisers in the new media environment. Furthermore, the aim was to assess possible expectation gaps, and whether advertisers' expectations have changed through the rise of social media. The fundamental question asked was: "Have advertisers' expectations towards media changed to more similar to public relations?" In the beginning of the research, four research questions were posited. In the following, the questions will be answered according to the results of the research interviews and social media observation. The results are interpreted through the theoretical discussion presented in the first half of the study.

RQ1 What do advertisers expect from the media today?

The research interviews revealed that advertisers allocate diverse expectations towards the media. With regard to media advertising, advertisers expect to reach people, connect with consumers and communicate their message in order to increase the organization's sales. Furthermore, two layers of expectations could be identified: on the one level telling people about products, prices and offers and on the other, more broadly communicating a certain image or brand. Furthermore, media advertising was expected to engage consumers, to affect people's emotions,

and media to construct a favorable media environment for advertisers.

Through media advertising, advertisers also expect to reach mass audiences, a notion that supports the traditional function of mass media (Grossberg et al. 1998, 8). However, it could be questioned whether mass audiences even exist in the new media environment. For advertisers there might also be a risk in targeting mass audiences as through social media individual customers can give feedback to organizations. However, this expectation had been combined with the expectation that media would provide opportunities for targeted marketing. The results implied that even though mass marketing was still considered needed, advertisers' expectations are moving from reaching mass audiences to reaching more targeted audiences. Reaching targeted audiences may be an implication of the influence of online media, which were especially considered as efficient media channels for targeted advertising. These changes in the advertisers' expectations are supported by theory that acknowledges that stakeholder expectations are dynamic; they may rise and vary in time (Vos 2007, 4). Overall, a shift towards expectations of more personal advertising as well as closer relationships with consumers could be identified. In fact, one of the main findings of the research was the advertisers' expectation of dialogue with consumers, which will be discussed more thoroughly within answers related to RQ3 and RQ4.

Service, please.

In terms of service, advertisers expect tailored and holistic services from the media. In addition, advertisers expect media organizations to develop and enhance ways for measuring the value of advertising. The research results suggested that the rise of online and digital services has raised expectations also towards other media. As theories discussed in section 3.1 suggested, in relation to measurability there were differences in the will, should and ideal expectations of advertisers (Johnson & Mathews 1997, 292-301). Online media represented the ideal expectation. With traditional media, two expectation levels of measurability could be identified: a will expectation and a should expectation, most likely deriving from online measuring possibilities, and something which was considered unlikely to be realized by traditional media. Even though the expectations towards traditional media in

terms of measurability were lower than towards online media, it could be suggested that the performance of online media has raised the should and ideal expectations towards other media as they are now compared to online media services. The results support the notion that a competitive service can also affect expectations (Zeithaml et al. 1991 in Boulding et al. 1993, 9).

Managing expectations of measurability can turn out to be challenging for media organizations, as similar service can be considered to influence the advertisers' expectations. Even though it was not expected that traditional media meet same measurability as online media, the ideal expectations of measurability might affect the advertisers' use of traditional media and level of satisfaction. If the should and ideal expectation of measurability, representing enduring wants and needs (Boulding et al. 1993, 9), are considered out of reach for traditional media, it might deteriorate advertisers views on traditional media. Of course the customer has to care enough about measurability in order for the expectation, and how service providers meet it, to matter.

Tailored services, which advertisers expected from media organizations and media marketers, included understanding the advertiser's needs and line of business and, accordingly, offering tailored solutions for advertising. Overall, the expectation level for tailored services can be considered more as a 'should' expectation as the respondents did not expect all media service providers to be at the same level of competence. In addition to tailored services, the media were expected to provide holistic services through yearly contracts and advertising packages, media mixes. What is more, the importance of holistic services was expected to rise in the future. In addition, as the respondents also emphasized a holistic view on public relations and advertising activities, expectations regarding holistic services of advertising and public relations may be on the rise and this should be taken into account by the media.

In general, the expectation level of media organizations' competence in delivering advertising services was high. The media organizations are expected to enhance their services, keep up with changes in the media

sphere, especially concerning online media, and to provide new possibilities for advertising. In terms of relationship, advertisers expect close contacts with the media. More precisely, an ideal relationship with media was characterized as close, interactive and long-term. A notable issue is that expectations towards the relationship might to some extent be influenced by the role of and expectations directed towards media agencies. However, despite the role of media agencies, a close relationship with the media is expected. What is more, the importance of media-advertiser relationships is to some extent expected to rise and relationships with new media actors expected to emerge.

Regarding media use, it is expected that all the same media that have been used thus far would be used in the future. However, the emphasis of media use was expected to change, as the use of online and social media would grow. All in all, the highest expectations of media use of advertisers were directed towards online media. All media were considered to have their own strengths in meeting the different expectations, thus, expectations towards different media channels varied to some extent. A summary of expectations towards the media is presented in Table 8. The table also summarizes the level of advertisers' expectations, whether there have been changes in them or if changes in expectations are to be expected, and what kind of action is needed from media organizations to meet or even exceed the expectations.

Table 8. Summary of expectations towards media.

Expectation	Comprising	Level	Changes	Needed action
Reach	Reaching mass and targeted audiences	Minimum expectation	Reaching targeted audiences now emphasized	Needs monitoring
Engage	Affecting emotions and decision-making	Should expectation	No changes, same as before	Needs monitoring
Dialogue	Direct contact with consumers, interactivity	Rising expectation	Social media a new platform for dialogue	Needs expectation management; could become competitive edge if worked on
Recommendation	Enabling consumer recommendation	Should expectation	Social media a new platform for recommendation	Could become competitive edge if worked on
Enhancing sales	Reach, engage, dialogue, recommendation	Minimum expectation	No changes, same as before	No actions
Close and long-term relationships	Interactive relationship	Will expectation	Social media could change the expectation to some degree	Needs monitoring
Measuring the value of advertising	Measuring attention value	Will and should expectation	Online media have raised expectations of measurability, demand for measuring value of advertising is rising	Needs expectation management; could become competitive edge if worked on
Tailored services	Understanding the customers' line of business and providing tailored services accordingly	Should expectation	Competition might raise the importance of tailored services	Could become competitive edge if worked on
Holistic services	Offering media mixes	Differed between media	Competition might raise the importance of holistic services, expectation of offering communication mixes might be on the rise	Could become competitive edge if worked on

RQ2 Is there a gap between advertisers' experiences of the media and expectations towards the media?

Overall, the research data suggests that the expectations of advertisers have been met well. Advertisers were generally satisfied with the media they were using and with the relationships with media. No significant variety between levels of satisfaction between different media was discovered. However, even though in general the expectations towards media had been met well, the research data revealed some expectations gaps. They should be taken into account by media because in order to maintain stakeholder support, expectations of advertisers should be met (Olkkonen & Luoma-aho 2010, 15) and a revealed expectation gap can be a potential threat to an organization's reputation (Coombs 2007).

As online media use in advertising had been rising, it could be seen that print media had not been able to meet all expectations of advertisers. Overall, the highest expectations of media use were directed towards online media. At the same time online advertising was seen as the most challenging area for advertisers. Even though it was considered that traditional media would not vanish through the rise of online and social media, some expectations had shifted from traditional media towards online media. What is more, online and social media could be seen as having built or raising new expectations towards media. This should be taken into consideration by the media in order to meet, and possibly exceed advertisers' expectations.

Other expectation gaps were generally related to service quality and the performance of media marketers. Expectation gaps had emerged especially in situations of overselling and when the media marketer had not made an effort to get to know the customer's business, and had not provided tailored services. The importance of setting a proper level of expectations can be seen as significant, as dissatisfaction of advertisers had been a cause of media raising expectations too high and not being able to meet them. As theory of disconfirmation suggested, service quality and satisfaction result from how well the actual service performance matches the customer's expectations (Ojasalo 2001, 200; Zeithaml et al. 1990, 125). Consequently, to prevent dissatisfaction media should not promise more or less than it can deliver in

reality as too high or low expectations can make it difficult to meet and exceed the expectations (Coye 2004, 62-3; Parasuraman et al. 1985, 45). Some media marketers had also failed to meet the expectations of holistic services. However, there was variation between the respondents answers related to holistic services and it was considered that media organizations were making an effort to provide offer good services. Furthermore, as online media had to some extent raised the expectations of measurability, in some cases the expectations of measurability had not been met.

The research data also suggested a possible future expectation gap. Expectations of online media were high but at the same time online advertising was seen as area with the most challenges. If the media do not manage the rising expectations of online media, a possible expectation gap may emerge. The gap may emerge since there are high but fuzzy expectations (Ojasalo 2001, 200) towards online media: advertisers do not have a clear view about how the expectations will be met and who will meet them. As one respondent suggested, the expectations directed towards online advertising services could also be met by outsourced services of media agencies. It remains a question whether media agencies or media will meet these expectations. Acknowledging the expectations may be a necessity for the media even though media agencies would take some responsibility of the expectations. All in all, media organizations need to figure out the extent to which they can and should respond to the expectations related to online advertising (Pfeffer & Salancik 1978, 43-4; Luoma-aho & Vos 2010, 323).

The social media observation also revealed an expectation gap in terms of the expectation of social media providing a platform for dialogue. Although advertisers were present in social media, a relevant dialogue with consumers could not be identified. However, the expectation of dialogue should be taken into consideration in the future since it could be characterized as a rising expectation. Overall, it could be suggested that if the media would like to exceed expectations of advertisers, they should concentrate on new and social media since advertisers' expectations were mostly allocated towards them. As it has been stated, organizations should be ahead of expectations (Luoma-aho & Vos 2010, 322; Eisenegger & Imhof 2008, 131; Deephouse & Carter 2005, 329).

Role of responsibility in meeting expectations

What was noticeable in the results was that media were forgiven for unmet expectations that respondents considered the media could not influence. This suggests that unrealistic expectations (Ojasalo 2001, 200) were not directed towards media. Forgiving media of certain expectations and the non-existence of unrealistic expectations could possibly be explained by a favorable reputation and a record of good deeds of media or good expectations management. Another explanation might be the fact that advertisers felt that they, as well as media agencies, have responsibility in the success of media advertising. In other words, expectations of advertisers were influenced by the responsibility they felt they had in for example getting the message through to consumers. Thus, as presented in section 3.2, advertisers' 'role understanding' could be considered to have affected their expectations (Webb 2000, 1-15). It is suggested that also media agencies to some extent lowered the expectations towards media as they were seen to take a part of the responsibility related to media. Even though advertisers considered close relations with the media needed, the role of media agencies suggests that the media should also take media agencies and their expectations into account when planning co-operation with advertisers.

RQ3 Have social media changed advertisers' expectations towards the media?

The theories discussed in section 2.2, confirm the answers of the respondents, which indicated that the use of online and social media is on the rise (Papathanassopoulos 2011, 1; Kaplan & Haenlein 2010, 59). As the use was expected to rise, so might the expectations towards the media in the near future. Stakeholder expectations can change, and in relation to online and social media, this is something the media should prepare itself for. Expectations can also be influenced on: in terms of online and social media services, the media should ensure that customers have clear expectations about what the organization can deliver (Coye 2004, 62-3; Parasuraman et al. 1985, 45). Media should acknowledge the influence of communication, through which expectations can be made clearer (Chung 2009, 102).

The research indicated that social media had changed advertisers' expectations towards media in terms of measurability, relationship, dialogue and connecting with consumers. Regarding media use, although online and social media use was on the rise and expected to continue, traditional media were expected to support social and other online media and vice versa. However, it was considered that social media had already changed advertising practices greatly in terms of offering a channel for direct contact with consumers. The respondents also expected further rise of dialogue and interactivity in advertising as well as the importance of measuring attention value in advertising. Overall, interactivity in advertising could be seen as a rising expectation, which had been influenced by social media.

In addition to opening a platform for dialogue, social media were considered to enable consumer recommendation, which supports Scott's (2008, 8) view stating that the potential of social media is the power of recommendation. Even though recommendation can be considered as a traditional expectation and tool for advertising, what is notable is that now it is suggested that media are a part of the recommendation process. Thus, when planning services for advertisers, the expectation of recommendation should also be taken into account by media.

As stated previously, social media had opened up a new channel for advertisers to connect with consumers. In terms of relationships, the data revealed that even though relationships with the media are needed in the future, organizations considered that they are now more free from media and no longer need to rely mainly on mass media to reach consumers. This suggests that the interdependence of advertisers and media might be changing. Pfeffer and Salancik (1978, 43) posit that organizational interdependences result from the fact that to obtain resources necessary for an outcome, organizations must engage in exchanges with their environments. In regard with the research results, it could be questioned whether interdependence is as significant for the media-advertiser relationships as organizations can to some extent directly interact with consumers through social media.

This view is supported by theory discussed in chapter 2.1 that suggests that

the criticality of a resource for an organization may vary from time to time as conditions in the organization's environment change (Pfeffer & Salancik 1978, 46). Previously, organizations were more dependent on traditional media for providing a platform to reach consumers. Now it could be suggested that in the case of advertisers, their dependence on media, the measure of how likely it is that media will be perceived as important (Pfeffer & Salancik 1978, 52), may have diminished through possibilities provided by social media.

However, as stated before, direct and close relationships with media were considered important and social media were merely seen as complementary media for traditional media in advertising. Thus, interdependence, which impacts the ability of the media and advertisers to achieve their goals, is still strong in media-advertiser relationships (Pfeffer & Salancik 1978, 40). It will remain to be seen how consumer behavior will develop, and how organizations' journey with social media will affect the expectation levels related to advertiser-media relationships. It could be suggested that the expectation levels related to advertiser-media relationships might change presuming advertisers engage more with social media.

All in all, too much emphasis should not be given to expectations of social media. According to the results, social media had not replaced another form of media advertising. Social and traditional media were seen as complementing each other, while the position of traditional media still remains strong in the advertisers' view. This reinforces the predictions that in the future new and traditional media might be more interconnected or even that formal alliances or networks of new and traditional media will be formed (Pew Research Center 2010a).

RQ4 Have advertisers' expectations towards the media changed to more similar to public relations?

According to the research results, the most fundamental reason for using media for advertising was reaching consumers and having an impact on the organizations' sales. As theory suggests, through advertising media provide space to organizations through which organizations expect to promote their products and/or ideas as well as the organization's brand (Grossberg et al.

1998, 104; Aaker & Biel 1993, 144; 150). Even though it was suggested that the means of advertising might have changed, the higher purpose of the functions of advertising are still achieving profitable sales in the long run (Bendixen 1993, 19). This implies that the gains and goals for advertising remain the same as traditional advertising theory suggests. The advertisers' expectations were also in line with advertising theories that suggest that central functions of commercial media are producing audiences desirable for advertisers and providing an attractive environment for them (Grossberg et al. 1998, 104; Luostarinen & Uskali 2006, 194-195). What is more, effectiveness measures and performance evaluations still characterize advertising (Patsioura et al. 2009, 372; Lavidge & Steiner 1961, 59; Nyilasy et al. 2011, 167 & Assael 2011, 48).

The advertisers' expectations also included appealing to emotions and getting close to the consumer, as suggested by advertising theory presented in chapter 2.4.1 (McDonald & Scott 2007, 32). Advertisers want to "overcome" the ubiquitous advertising by standing out and having an effect on consumers. In these expectations, traditional media were also expected to be strong, which goes well with the expectation that traditional media will also be used in the near future. Furthermore, advertisers invested resources in media in order to accomplish an organizational objective, increasing sales (Aaker et al. 1992, 1). The fundamentalities of advertising could thus be seen as strong in the expectations towards media.

Expectations shifting towards public relations?

Even though the ethos of advertising was strong in the expectations of advertisers, the research results also suggest a shift towards expectations of public relations. As with consumers, advertisers want to construct and maintain long-term relations with media. Furthermore, advertisers expect the close relationship to get even more meaning as online media rises and the media environment gets more fragmented. In the light of these findings, it could be suggested that the media-advertiser relationship is also characterized with a view close to public relations; the media are expected to build and maintain beneficial relationships with advertisers (Cutlip et al. 1994, 2; Kitchen 1997, 8). However, at the same time tactical advertising was

still used, so too much emphasis on the expectation of the long-term relationship should not be given.

The research results also suggest that measurability of advertising is expected more than before. Theory holds that measurability plays an important role in public relations as it also includes analysis, planning, implementation and evaluation (van Woerkum & Aarts 2008, 181; Ledingham 2006, 465-466). This could suggest that the advertisers' expectations have shifted towards expectations of public relations. However, the relationship management perspective of public relations holds that measuring public relations emphasizes evaluating the quality of the relationship between an organization and its publics rather than merely measuring communication impacts (Ledingham 2006, 465-466). Even though advertisers value and promote relationships with consumers, measuring the value of advertising primarily included measuring sales impact as opposed to the value of relationships with consumers.

A rising expectation suggests that advertisers' expectations are moving closer to expectations of public relations. The results revealed that advertisers expect dialogue to rise in advertising in the future. In other words, organizations want to increase interaction with consumers through advertising. Theory suggests that dialogue can be considered one of the most relevant goals of public relations (Cutlip et al. 1994, 2; Kitchen 1997, 8; Stockholm Accords 2010, 8). Furthermore, the relationship management perspective of public relations emphasizes the quality of a relationship between an organization and its publics over measuring communication impacts such as quantities of messages (Ledingham 2006, 465-466). The results suggest that advertisers are willing to invest in engaging in relations with consumers as well as long-term relationships with media.

However, the social media observation revealed that the expectation of dialogue had not been fully met by social media. The result is supported by critical voices suggesting that little evidence exists of value of social media as an effective tool for relationship building for organizations and their publics (Taylor & Kent 2010, 207-209). However, as it was suggested in one of the research interviews, social media could act as a conversation hub: enabling

consumer discussions on traditional advertising in social media. There was some evidence of this in the social media observation. For advertisers and media the question remains, what is the role of media and advertisers in fostering the dialogue? Can media enhance dialogue or does it just provide the platform? Overall, dialogue in advertising could be seen as a rising expectation, which had been influenced by social media and something worth taking into account by media organizations.

Even though traditional media were seen to have their own roles in advertising and they seem to remain strong, the research results raise a question: how will traditional media answer to the expectations of dialogue? As the expectation of dialogue was directed generally towards online and more specifically social media, it can be questioned whether the qualities of traditional media remain strong if expectations of dialogue further rise with the use of social media. One might argue that traditional media do not have to answer to the specific expectations as in media mixes media have different roles, complementing the use of each other.

Another interesting expectation of service in terms of advertising and public relations was the expectation of holistic services including providing advertisers with media mixes. The role of a communications mix in holistic services suggests that even though advertising might still has its own distinct area, it should interact with public relations in a more fundamental way. A question remains: will media take the communications mix into account in its services? It could be suggested that to exceed expectations, the media should be able to understand the advertisers' communications mixes. As holistic services were also emphasized in the advertisers' future expectations, the expectations regarding holistic services of advertising and public relations may be on the rise and this should be taken into account by media. A comparison between the functions of media advertising according to theory and the research interviews is presented in Table 9.

Table 9. Comparison of expectations of advertising and public relations.

Advertisers' expectations (research interviews)	Advertising theory	Public relations theory
Reaching consumers	X	
Engagement	X	
Dialogue		X
Recommendation	X	
Enhancing sales	X	
Close and long-term relationship		X
Measuring value	X	X

Overall, the research results suggested that advertisers' expectations towards media are changing towards similar to expectations of public relations, especially in terms of dialogue. However, the most fundamental expectations can be considered to be in line with more traditional expectations of advertising. In other words, the fundamentalities of traditional advertising still hold their ground in the advertisers' expectations. For example, increasing sales was emphasized as the main goal for advertising. However, the means for what can be done with media advertising in order to enhance an organization's sales had changed to some extent, and the expectations could be seen as shifting towards public relations. Furthermore, as the rising expectations of advertisers involved expectations more similar to public relations (dialogue, long-term relationship and holistic services) it can be suggested that a shift might be taking place.

7 DISCUSSION

The aim of this research was to explore what kinds of expectations are directed towards the media by advertisers in the new media environment. Furthermore, the focus was to assess whether the media have met the expectations, and whether the expectations have changed through the rise of social media. The fundamental question asked was: "Have advertisers' expectations towards media changed to more similar to public relations?" A qualitative study was conducted by interviewing 10 organizational representatives of large advertisers in Finland through semi-structured thematic interviews. In addition, social media were observed in order to explore the expectation of dialogue, which was derived from the research interviews. This final chapter of the thesis will proceed as follows. First, the results are briefly summarized and their implications for organizational communication are discussed. Then the validity and reliability of the study are assessed. Lastly, suggestions for future research are given.

In chapter 5 it was suggested that advertisers direct diverse expectations towards media. Through media, advertisers expect to reach and affect consumers and increase the organization's sales, respectively. Advertisers also expect dialogue with consumers, long-term and close relationships with media, as well as tailored and holistic services from media. An advantage for big media organizations to meet the expectations of holistic services could be seen them encompassing multiple media channels. For advertisers having a relationship with a large media organization can mean having relationships

with different media channels, which was considered beneficial in planning media mixes. Furthermore, it was suggested that to a certain degree the media mixes offered by big media organizations define the advertising channels. This may have important implications for future advertising. However, the advantages offered by smaller media companies (e.g. tailored services) and the influence of for example bloggers were also acknowledged. All in all, the development of advertiser-media (traditional and new media actors) relationships will most probably have a role in defining future media advertising.

The thesis suggested that social media had raised advertisers' expectations of dialogue with consumers. It was also suggested that with social media the marketer has to "throw oneself into the game". For organizations and media this suggests a fundamental change in how they go about their daily activities. For example, this may have an impact on the privacy and openness of organizations. Furthermore, the impact of social media on advertisers' expectations indicates a power shift from organizations to consumers, who can express expectations, satisfaction and dissatisfaction in social media. Overall, the change indicates a fundamental shift from push advertising to pull advertising, where the role of the consumer becomes even more central.

Even though the main finding of the research, advertisers' expectation of dialogue, suggested that expectations of advertisers were shifting towards public relations, the ethos of marketing was still strong in the advertisers' fundamental expectations towards the media. For example, advertisers firstly expected to reach consumers and increase the organization's sales through media advertising. However, the shift towards expectations of public relations indicates that in addition to more traditional expectations of advertising, media should take into account these rising expectations in order to satisfy advertisers in the future.

In addition to dialogue with consumers, the rising expectations of advertisers were related to online and social media as well as the holistic services including communication mixes. The indications of this for organizational communication might be that public relations expertise will be needed in planning holistic communications mixes including media advertising.

Overall, the expectations of advertisers were met well by the media. However, the thesis also suggested that expectation gaps had emerged when the media had raised advertisers' expectations too high. This not only marks the value of the present study but also underlines that expectation management should be of interest to the media.

7.1 Evaluation of the study

Quality in research is often explained through concepts of validity and reliability (Daymon & Holloway 2002, 88-89). Validity assesses whether the methods and approaches of the research relate to and measure what has been intended (Tuomi & Sarajärvi 2002, 133; Daymon & Holloway 2002, 90). In this research, limitations for validity might have been caused by the research framework. Expectations towards media that the advertisers use more (e.g. as main channels for advertising) were emphasized in the respondents' answers. Thus, expectations towards other media might have been left under researched. Regarding the social media observation, it must also be taken into consideration that some of the organizations studied encompass different brands. If the names of these sub-brands would have been used as search words, the results might have differed to some degree. Furthermore, the most relevant data related to the social media observation might not have been found with the chosen search words as discussions of the organizations' advertising could be found using varied search words. However, the aim of the social media observation was to get an overview of how the expectations of dialogue are being realized by the organizations as a whole.

Another aspect of validity is generalizability, which is considered to exist when the findings and conclusions of a study can be applied to another similar setting and research group (Daymon & Holloway 2002, 90-91). As this study was a qualitative study focused on specific instances, large advertisers in Finland, the research results may not necessarily be representative of other types of advertisers. However, this was taken into account already during the study. As Daymon and Holloway (2002, 92) state "although you can never be fully certain that you have eliminated all threats to validity, having an awareness of them helps you to produce a valid piece of research".

Furthermore, as the aim was to get a deeper understanding of a certain group that can be considered a relevant stakeholder of the media, the research sample was considered appropriate.

Reliability refers to the repeatability of the research (Tuomi & Sarajärvi 2002, 133). In qualitative studies, researcher involvement is a common feature. In order to interpret reality the researcher engages with the people studied through the data collection methods, in the present study through interviews. Furthermore, it is considered that the researcher's own characteristics and background influence what they see and how they arrive at conclusions. Consequently, as researchers' interpretations of meanings characterize the analysis, qualitative research can never be wholly consistent and replicable. (Daymon & Holloway 2002, 4-90; Jensen 2002, 236.) In the present study, the themes highlighted from the data are based on the researcher's interpretation of the interviewees' answers (Hirsjärvi & Hurme 2008, 173). Furthermore, the researcher's background in public relations studies might have affected the interpretation of the data. In the social media observation, the researcher also played a significant role in interpreting the data and categorizing it. However, in order to achieve some measure of reliability in this qualitative research, the data, research methods as well as decisions made during the research project were recorded in detail (Daymon & Holloway 2002, 90).

Possible subjectivity of the respondents may also have influenced the validity of the research. As advertisers have co-operative relationships with the media, favorable impressions of the relationships might have been given by advertisers. When respondents are responsible for media contacts, it can be questioned whether they can be objective about the relationship. Advertisers might also have given favorable answers towards traditional media in order to save face with large media organizations that still highly rely on traditional media in Finland.

In this research, the most relevant issue in research ethics can be seen as privacy. To ensure the ethicalness of the research, it was made sure that research findings which present confidential information or exposing confidences, which could be traced back to participants, were not exposed

(Daymon & Holloway 2002, 79). The anonymity of people was safeguarded, it was made sure that no information that could be valuable to the organizations' competitors was released, and the research participants had the right to give or withhold co-operation (Jensen 2002, 289-290; Daymon & Holloway 2002, 72-78).

7.2 Suggestions for future research

As concluded above, in the present study the research sample had to be narrowed down to the largest advertisers in Finland. In the future, it would be interesting to investigate smaller, non-experienced and possible future advertisers, and their expectations towards the media to find out if there are differences between different kinds of advertisers' expectations. It would also be interesting to widen the sample to the non-profit and the public sector. Another under researched area would be the impact of culture on organizational expectations. As it was indicated in the present study that legal issues and the line of business of advertisers affect media advertising, it could be worthwhile to investigate how organizational needs as well as organizational culture affect expectations towards the media.

The research findings of the present study indicated that media agencies have an important role to play in the advertiser-media relationship as well as the expectations advertisers have towards the media. As it was suggested, expectations towards media could be lower due to responsibility taken by media agencies. For media it could be important to further study, which expectations are directed towards the media and which ones towards media agencies. Overall, future research could map out the role of media agencies: how they see their role with the advertisers and the media and what are their expectations towards the media when working closely with them as well as advertisers. The level of expectations mapped in the present study as well as factors influencing their formation, could also be further assessed in order to explore possible changes in the future. Additionally, the theory of expectation management may be explored to get a better insight into how organizations can impact the outcomes of expectations. Thus far, few studies in organizational communication have focused on the topic.

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APPENDICES

Appendix 1. The interview framework in English.

Intro questions:

Description of work tasks?

What first comes to your mind when you hear the word 'media'?

What first comes to your mind when you hear the word 'advertising'?

Please draw a pie chart of your organization's media use regarding advertising.

What do you consider to be the benefits of using media for advertising?

Media use and advertising:

Organization's use of media for advertising?

	have ever used:	still use:	stopped using:	plan to use:	plan to use less:	plan to use more:
TV	()	()	()	()	()	()
Radio	()	()	()	()	()	()
Newspaper	()	()	()	()	()	()
Magazine	()	()	()	()	()	()
Free newsp.	()	()	()	()	()	()
Street	()	()	()	()	()	()
Web pages	()	()	()	()	()	()
Social media	()	()	()	()	()	()
Cinema	()	()	()	()	()	()

Something else, what?

If stopped using or plan to use, please clarify why.

How do you choose media channels for your advertising?

What kind of changes, if any, have you made in your advertising recently? Why?

What are your goals for advertising?

Have your goals for advertising changed?

What medium are you currently satisfied with regarding advertising?

What do you like about different media regarding advertising?

What do you dislike about different media regarding advertising?

What kind of advertising purposes are different media especially good for?

In advertising, what is the role of different media?

Relationship with the media - experiences and expectations

How would you describe your relationship with different media?

What kind of relationship will you have with MEDIUM X in the future?

What kind of relationship would you want with MEDIUM X?

Service experiences and expectations

How well does media advertising bring value to your money?

Considering the possibilities available for media, how well should media advertising services bring value to your money?

Do you think media could bring more value to your money? In what way?

Considering media's performance in providing advertising services, how competent do you consider it to be?

Considering the resources and possibilities available for media, how competent do you think it should be?

How are your needs as an advertiser currently fulfilled with MEDIUM X?

What needs are unfulfilled with MEDIUM X?

Do you think MEDIUM X could fulfill your needs better? In what way?

How much does MEDIUM X give you advice on advertising?

How much advice should the media give on advertising?

Could you name a successful media advertising case you have had?

Could you name a failed media advertising case you have had?

Could you describe a situation where you feel you have received good service from media?

Could you describe a situation where you feel you have received poor service from media?

What challenges have you had with advertising?

What un-answered questions do you have at the moment about media advertising?

What kind of service will you get from the media in the future?

What kind of service would you want from the media?

Social media and advertising

Do you use social media for advertising?

Have social media changed your advertising practices?

Have social media replaced another form of media advertising?

Future of advertising

What media will you use for advertising five years from now?

What media will you not use for advertising five years from now?

Is there a service that should be made better in the future? In what way?

What do you expect to gain with advertising in the future?

Will the gains have changed in the next 5 years?

What do you think will affect your media use most in the becoming 5 years?

Ending questions

Was some important subject not dealt with in the interview? Do you want to add something?

Appendix 2. The interview framework in Finnish.

Alustavat kysymykset:

Työnkuva?

Mitä tulee ensimmäisenä mieleenne sanasta 'media'?

Mitä tulee ensimmäisenä mieleenne sanasta 'mainonta'?

Piirtäisittekö ympyrädiagrammin siitä, miten organisaationne mainonta jakautuu eri medioiden kesken?

Mitkä ovat mielestänne mediamainonnan hyödyt?

Median käyttö ja mainonta

Mediamainonta organisaatiossanne?

	käyttänyt:	käyttää yhä:	lakannut käyttämästä:	aikoo käyttää:	aikoo vähentää:	aikoo lisätä käyttöä
TV	()	()	()	()	()	()
Radio	()	()	()	()	()	()
Sanomalehdet	()	()	()	()	()	()
Aikakauslehdet	()	()	()	()	()	()
Ilmaislehdet	()	()	()	()	()	()
Ulkomainonta	()	()	()	()	()	()
WWW-sivut	()	()	()	()	()	()
Sos. media	()	()	()	()	()	()
Elokuva	()	()	()	()	()	()

Jotain muuta, mitä?

Jos lopettanut tai aikoo käyttää, miksi?

Miten valitsette mainonnassa käytettävät mediat?

Onko mainonnassanne tehty muutoksia lähiaikoina? Millaisia? Miksi?

Mitä ovat mainonnan tavoitteenne?

Ovatko mainonnan tavoitteenne muuttuneet?

Mihin mediaan olette tällä hetkellä tyytyväinen mainonnan suhteen?

Mistä pidätte eri medioissa mainostamisen suhteen?

Mistä ette pidä eri medioissa mainostamisen suhteen?

Millaisia mainonnan tarkoituksia varten eri mediat erityisesti sopii?

Mitä ovat eri medioiden roolit mainonnassanne?

Mainostajien suhde median kanssa

Miten kuvailisit yhteistyösuhdettanne eri medioiden kanssa?

Millainen suhde teillä on median kanssa tulevaisuudessa?

Millaisen suhteen haluaisitte median kanssa?

Kokemukset palvelusta ja palveluodotukset

Kuinka hyvin mediamainonta antaa vastinetta rahoillesne?

Ajatellen MEDIA X:n mahdollisuuksia kuinka hyvin mainonnan pitäisi antaa vastinetta rahoillesne?

Voisiko MEDIA X antaa enemmän vastinetta mainostajien rahoille? Miten?

Ajatellen mediaa mainospalvelujen tarjoajana, kuinka pätevä se on?

Ajatellen median resursseja ja mahdollisuuksia, kuinka pätevä sen pitäisi olla?

Miten MEDIA X tyydyttää tarpeenne mainostajana tällä hetkellä?

Mitä tarpeita MEDIA X ei tällä hetkellä tyydytä?

Voisiko media tyydyttää tarpeenne mainostajana paremmin, miten?

Kuinka paljon neuvoja MEDIA X antaa mainonnassa?

Kuinka paljon neuvoja median pitäisi antaa mainonnasta?

Voisitteko nimetä onnistuneen mediamainonnan tapauksen?

Voisitteko nimetä epäonnistuneen mediamainonnan tapauksen?

Voisitteko nimetä tilanteen, jossa olette saaneet hyvää palvelua medialta?

Voisitteko nimetä tilanteen, jossa olette saaneet huonoa palvelua medialta?

Mitä haasteita teillä on ollut mainonnassa?

Onko teillä vastaamattomia kysymyksiä mediamainonnasta, mitä?

Millaista mainonnan palvelua saatte medialta tulevaisuudessa?

Millaista palvelua haluaisitte medialta mainonnassa?

Sosiaalinen media ja mainonta

Käytättekö sosiaalista media mainonnassanne?

Onko sosiaalinen media muuttanut mainonnan käytäntöjanne?

Onko sosiaalinen media korvannut jonkin muun mediamainonnan muodon?

Mainonnan tulevaisuus

Mitä media käytätte mainonnassa 5 vuoden päästä?

Mitä mediaa ette usko tarvitsevanne mainontaan 5 vuoden päästä?

Onko jokin palvelu, jota median pitäisi parantaa tulevaisuudessa?

Mitä uskotte saavuttavanne mainonnalla 5 vuoden päästä?

Ovatko mainonnan saavutukset muuttuneet 5 vuoden päästä?

Minkä uskotte vaikuttavan mediakäyttöönne mainostamisessa seuraavan 5 vuoden aikana?

Päätöskysymykset

Jäikö jotain tärkeää käsittelemättä haastattelussa? Haluatteko lisätä jotakin?

Appendix 3. The original quotes from the research interviews in Finnish.

q1 *“Ei korvannut, mut tullu (muiden medioiden) rinnalle. Et näähän menee käsikädessä et jos sulla on ollu hyvää tv mainontaa niin se lisää myös Google hakuja ja se et jos sulle on kerrottu jotain niin sulla on mahdollisuus tarkistaa ja tutkia tätä asiaa, ja hakea mielipiteitä eri keskustelufoorumeista tai Googlesta tai vaikka keskustella siitä vaikka Facebookissa tai muualla. Vastakkainasettelu on turhaa, isot massamediat tulee jatkossakin olemaan isoja massamedioita vielä pitkään mutta sosiaalinen media on tullu vahvana osatekijänä niiden rinnalle.”*

q2 *“Kuluttajien mediakäyttö, pirstaloituminen, palveluideoiden lisääntyminen, ja ihan huomioarvojen mittaaminen, toimitaan sen mukaan millä on huomioarvoa.”*

q3 *“Saadaan iso massa kiinni, saadaan isolle massalle kerrottua meidän brändistä, meidän tuotteista ja meidän tarjouksista.”*

q4 *“(…) sitä tänä päivänä pysty kohdentamaan entistä tarkemmin ton verkon avulla niin se on erittäin tehokasta myös eli saavutetaan laatukontakteja niiden sen ison massan ja tykillä ampumisen sijaan.”*

q5 *“Ehkä se menee jatkossa mä näkisin et se menee enemmän sellaseen personoituun markkinointiin et puhutaan vaikka tällasista sosiaalisen median kanavista esimerkiksi Foursquares johon markkinoijallakin on mahdollisuuksia.”*

q6 *“Myynti on tärkeä tavote, ja tietenkin tuotteiden tunnettuuden lisääminen ja tota myös tää meidän yrityskuvan tekeminen ja niiden meidän brändiattribuuttien ja kriteerien esille tuominen.”*

q7 *“Online taas on omanlaisensa sitouttamisen ja läheisyyden paikka, mahdollisuus päästä siihen kuluttajan iholle, jossa hän todennäköisesti kampanjasivuillakin viettää toivottavasti sekuntien sijaan minutteja.”*

q8 *“Sä tavoitat ihmisen siinä hyvässä, rauhallisessa mediaympäristössä. Se lukee lehteä, josta pitää se ympäristö on oikee, suhtautuu positiivisesti myös mainontaan ja sun ilmotukseen, mahdollisesti perehtyy siihen, toivottavasti mahdollisimman pitkään ja syvällisesti.”*

q9 *“Ehkä se on se tv, emmä tiää ollaanko me erityisen tyytyväisiä, et me ollaan niin kauan noita kaikkii käytetty, mut se on ehkä se missä me saadaan se vahvin viesti menemään läpi. Se on tällanen elämyksellisin noista, et siinä saa sen vahvimman tarinan vietyä läpi. Radio on ehkä siitä seuraava mut siitä puuttuu sitten taas se kuva.”*

q10 *“No varmaan vastavuoroisuus ja tällanen lisääntyä eli tällanen dialogi (…)”*

q11 *“Vaikuttamista et saadaa sosiaalisen median avulla hyviä käyttökokemuksia, niinkun suusta suuhun, vaikka se ei oo suusta suuhun kun se on sosiaalisessa mediassa ni se leviää huomattavasti laajemmalle. Ja se vaikuttaminen siihen et koetaan että brändistä pidetään (…)”*

q12 *“Kyllä se siihen suuntaan on mun mielestä on menossa että enemmän ne on nää kuluttajat jotka käyttää näitä medioita ja tekee sitä niin sanotusti mediamainontaa. Et onhan se mainonnan kontrolli siirtymässä*

tuotteiden valmistajilta, et sitä ei sillä tavalla enää oo. Sen on tuonu nää kaikki sosiaaliset media, blogit, keskustelupalstat, nää on muuttamassa sitä mainonnan luonnetta et ne on enemmän ne kuluttajat kun käyttää sitä mediaa ja siellä keskustelee.”

q13 “Sosiaalinen media on saanut sen aikaan että kuluttajalla on paljon enemmän valtaa, myös se että markkinoijan viesti ei todellakaan ole niin yksisuuntaista. Markkinoijan pitää enemmän heittää itsensä peliin, koska halutaan ja toivotaan että kuluttaja voi oikeesti kommentoida asioita.”

q14 “Tietysti ne kenen kanssa me tehdään yhteistyötä niin meillä on jo ihan vuosisopimusneuvotteluiden ja kaikkien muiden kautta aivan jatkuva yhteistyö. Niiden kanssa, jotka ei oo niin paljon meidän portfolioissa vaikka radio tai ulkomainonta niin ne on enemmän kausi ja tapauskohtasia.”

q15 “(...) kärkimedian kanssa on vuosisopimus. Radioita käytetään ehkä vähän vähemmän tai sitten ne aika monta isoo kanavaa tulee sit sieltä to yhtiöitten kautta vähän niin kuin samassa.”

q16 “No se (internet) ehkä vähän sellanen sekavampi et kun siellä on tällasia omia toimijoita ni se on vähän spesifimpi. Meillä on sitten omat ihmiset siihen ja mediat tai omat saitit joita sit käytetään tai yhteistyökumppaneita.”

q17 “Netissä on monta palvelun tarjoajaa et netti me oikeestaan hankitaan mediatoimiston kautta et se on hyvin välitetty se suhde. Et ei oo sellasta suoraa suhdetta. Et se on niinku hyvin erilainen. (...) Se muuttuu niin paljon et sitä pystyis oikeesti niinku aktiivisesti seuraamaan ni se ei ois niinku mahdollista. Et se on must ihan hyvä et siinä on meillä apuja välissä.”

q18 “Joo, kyl mun mielestä mediatoimistot on usein ihan paikallaankin (...) Tottakai median tehtävä on myydä, et sehän on ihan selvä juttu. Et kyllä jotenkin mä oon tyytyväinen siitä että on mediatoimistot joiden kanssa voi sit käydä sitä keskustelua. Et kyl semmonen ajatus et suoraan palveluntarjoajalta itse tossa viidakossa niitä jotenki hankkia ni se tuntuis aika hurjalta.”

q19 “Tää mediakenttä niin varmasti jos sieltä tulee jotain uusia, innovatiivisia juttuja niin varmasti sit niihinkin on hyvät suhteet ainakin silleen et tiedetään missä mennään ja sitte kartotetaan niitä mahdollisuuksia.”

q20 “Ideaalitulanteessa et olisi, varmaan monien medioiden kanssa on ainakin radion kanssa on sellanen jatkuva yhteys ja voidaan yhdessä vähän miettiä et miten nyt toimitaan ja muuta et se olisi varmaan sellanen ideaali tilanne.”

q21 “(...) meillä on varmasti kiinteä suhde. Medioita tarvitaan, mutta me ollaan myös itsenäisempiä kuin ennen eli se media ei oo ainut keino tavoittaa niitä (...) ja kuluttajia.”

q22 “Tottakai se on investointi et pitäishän sen tuoda moninkertaisesti kaikki takas mitä sinne laitetaan.”

q23 “No ehkä se mitattavuus ja mainonnan tuloksellisuus ni sitä voi aina parantaa. Mut ei se tietenkään helppoo oo ja aina se maksaa se tutkiminen mut aina mainostajat on siitä kiinnostuneita.”

q24 "En antaisi erinomaista arvosanaa mitattavuuden takia, webbi on tästä ideaali sillä tiedetään heti mitä saadaan."

q25 "Esimerkiks myyntikäynti mitä joku media edustaa niin mä itse arvostan erittäin suuresti sitä jos tämmönen mediamyyjä on oikeesti perehtynyt meihin, miettinyt et miks tämä tietty media voisi juuri auttaa meitä sen sijaan vaan et esitellään mitä tää media on tehty miten sillä on vaikka levikki kehittyny tai katsojaluvut kehittyny. Eli aina tekee vaikutuksen se, ja se tekee myös ostamisen paljon helpommaks jos selkeesti tulee se, että mitä täs on mulle."

q26 "Sanoisin et vaihtelee paljon. Täs mä viittäisin oikeestaan mediamyyjiin elikä hajonta mediaryhmittäin, mediataloittain ja henkilöittäin voi olla tosi kova."

q27 "(...) Se paketti oli kyllä tosi tehokas, se herätti kiinnostusta ja se tuli kuluttajien tietosuuteen. Se oli niin laaja, se tuli monen kanavan kautta yhtä aikaa ja monen median kautta."

q28 "Ehkä niinku sanoin niin semmonen et tietäis enemmän miten mikin (media) toimii ja sit sais sellasia hyviä kokonaissuunnitelmia et "osa tähän ja osa tähän ja osa tähän ja sitten toimii näin ja katetaan tämmönen ryhmä ja sillä ja sillä alueella". Ehkä enemmän tämmöstä selkeetä et tietäis missä sit oikeesti kannattaa toimia."

q29 "Tänä päivänä puhun mielelläni viestinnästä, markkinoinnista ja markkinointiviestinnästä yhtenä. Eli ihan sellasta puhdasta mainontaa meillä toimenpiteissä harvoin on eli se kombinoi monia eri osa-alueita."

q30 "Se ois varmasti sitä, että pystyttäis katsomaan 360 astetta niitä mahdollisuuksia mitä on olemassa, tiedetään se kohderyhmä, tiedetään miten se käyttäytyy ja miten se toimii ja tavoitetaan. Ja pystytään myös ennakkoluulottomasti, yllätyksellisesti kombinoimaan niitä ratkaisuja ja sitä palvelupakettia, miten media voi palvella. Ja annetaan myöskin niitä, et se ei oo vaan se että nyt markkinointikampanja on ulkona ja nyt se meni vaan annetaan sitä analyysia ja niitä johtopäätöksiä ja pystytään katsomaan kirkkain silmin ja aidosti sitä, että miten tässä nyt onnistuttiin ja mitä tästä opittiin."

q31 "(...) samalla tavalla kuin missä tahansa vähän niinku nälkä kasvaa syödessä ja nyt kun tulee uutta mediaa ja uusia mahdollisuuksia ilmottaa ja näkyä asioissa niin se toisaalta vaatii siltä median ostajalta tiettyy näkemystä mut erityisesti siltä median (palvelun) tarjoajalta sellasta kattavaa ammattitaitoa et hän pystyy kertomaan et mitkä on tiettyjen asioiden hyvät puolet ja myös todentamaan sen."

q32 "Kyllähän tota sen pitää olla sataprosenttista se heidän pätevyysasteensa noin lähtökohtaisesti mut että totta kai täs on...Media elää murroskautta niin sen niinkun, se ottaa tietysti oman aikansa et ne mahdollisuudet opitaan hakemaan ja haistamaan ja ymmärtämään, esimerkiksi kaikki tabletit ja muut mobiilisovellukset ni siellä on vielä paljon paljon kenttää myllerrettävänä."

q33 "Printtimediaa meillä on käytetty perinteisesti todella paljon mutta sen osuus on laskenu kyllä aika paljon. Ehkä siin on se että ollaan enemmän siirtymässä tällaseen kakssuuntaseen mediamainontaan. Se (printtimedia) on kuitenkin, siitä ei samalla tavalla saa sitä palautetta ja ehkä siinä ne mainokset alkaa vähän hukkuakin lehtiin sisään ja se ei, mä koen et se ei oo enää niin tehokas media kuin ennen."

q34 "Et ehkä sit taas sellasii kun ne on ylimyyny jotain spesiaali juttuja, ne on luvannu liikaa ja se toteutus on ollu aika kaukana siitä mitä ne on luvannu."

q35 "(...) lähinnä se liittyy siihen et näkee et se mediamyyjä menee siitä mistä aita on matalin. Yks case oli tv puolella jossa yhteyshenkilö vaihtu ja sit ne tuli esittelemään paitsi a, tän uuden yhteyshenkilön niin b, tutkimustuloksia, ja jotenki sitä oli hierottu ja väännetty sitä tapaamisaikaa ja meidän odotukset ehti kasvaa liian suuriksi. Et mitä nyt on tulossa kun kuullaan tutkimustuloksia ja sit se olikin...Myyjä ei hallinnu niitä asiakkaan odotuksia mikä on tosi paha tilanne kun sillä hetkellä kun tutkimustulokset rävähtää niin se oli jotain sellasta mitä oltais voitu itekin netistä kaivaa. Ja se oli iso pettymys, mikä jätti jälkensä paitsi sitä uutta yhteyshenkilöä kohtaan niin myös koko kanavaa kohtaan semmosen blaah... Mut se on sellanen kun kysyt et miten media vois parantaa palveluaan niin myöskin se odotuksiin vastaaminen."

q36 "Eli kuinka ammattitaitosia mediamyyjät on toisin sanoen. Osa on osa ei. Siellä on myyjiä jotka ymmärtää tän monikanavaisuuden ja monikanavaisen julkaisujärjestelmän ja sen mahdollisuudet mut sit on ihmisiä jotka on ehkä vähän jääny kelkasta ja tarjoaa vain ja ainoastaan sitä perinteistä."

q37 "Kyllähän ne koko ajan yrittää. Et siellä mietitään paketteja ja kokonaisuuksia ja yhteistyökuvioita ja kaikkee ja asiakkaan kannalta eri mediamuotoja ja tällasta."

q38 "Tehään tarkat suunnitelmat ja planit miten ne kohderyhmät saavutetaan mut sit ollaankin jo seuraavissa asioissa kun tulisi pysähtyä ja katsoa et miten tää itse asiassa meni. Niin siinä on se palikka ja se tarve mihin en oo saanu medioilta kunnollista vastausta. Eli pystytään kyllä raportoimaan et "nyt näin ja näin monta on prosentuaalisesti nähmy tän mainoksen," mutta mitä sitten? Eli se viimeinen metri, ne johtopäätökset ja analyysit, niin työkaluja, eväitä, dialogia, oikeiden kysymysten esittämistä siinä tilanteessa ja asiakkaan haastamista. Niin sitä toivoisin."

q39 "Netti on ehkä suurin kysymysmerkki kun se on niin sellanen... Kun ei oo yhtä nettiä vaan on niinku monenlaista tapaa toimia netissä ni se on ehkä semmonen et siin on eniten semmosta, se ei oo vakiintunu eikä se varmaan ikinä tuukkaan vakiintumaan. Et se on sellanen media joka nimenomaan muodoltaan kehittyy jatkuvasti ja siel kehittyy mainosmuodot ja siel kehittyy myytävät palvelut. Se on ehkä sellanen haasteellisin. "

q40 "Ehkä toi netti, sen haltuun ottaminen ja sellanen et siihen toivois saavansa hyvää palvelua. Onks se sitten medialta tai mediatoimistolta niin se on sitten se kysymys."

q41 "No onhan niitäkin (epäonnistuneita kampanjoita) ollut, mut enemmän se lähtee siitä meidän viestistä. Et ei se oo siitä mediasta kiinni."

q42 "Totta kai strategia tulee asiakkaalta, mut sen strategian puitteissa hyvin vahvana kumppanina meillä on mediatoimisto, joka tekee sekä intermedia että intramediatason ratkaisuja."

q43 "Todellakin ärsyttävä ja kaikin puolin tökerö mainos. Uppookohan tämmönen "huumori" joihinkin ihmisiin oikeesti?"

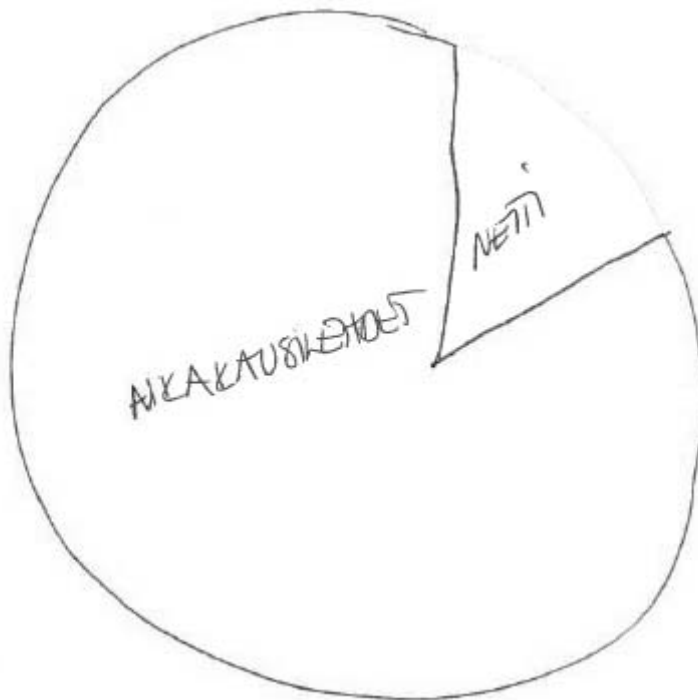
q44 "Yle TV1 esitti ohjelman "Myrkyä halvalla". Vaatteissa ja leluissa on myrkyjämiä ehkä enemmän kuin saatamme arvata. Luulen, että Nanson vaatteet ovat turvallisia. Pitääkö tämä paikkansa?"

Appendix 4. Organizations' drawings of media use.

1



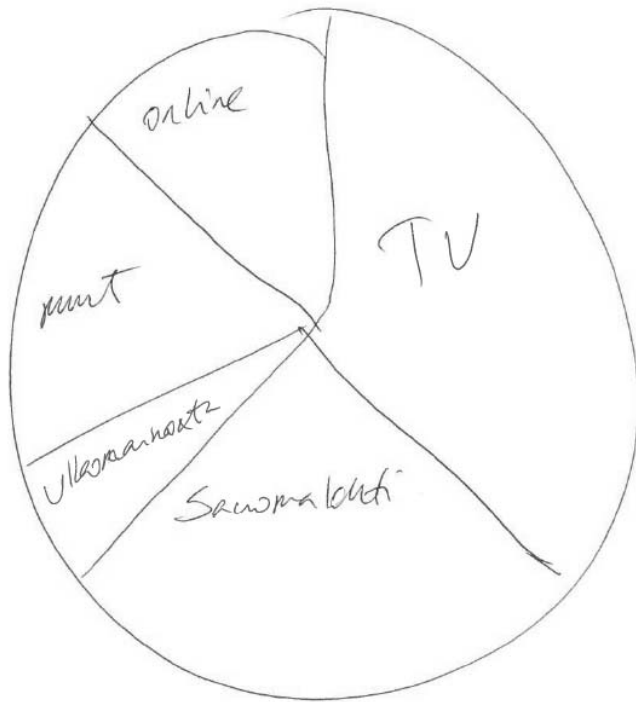
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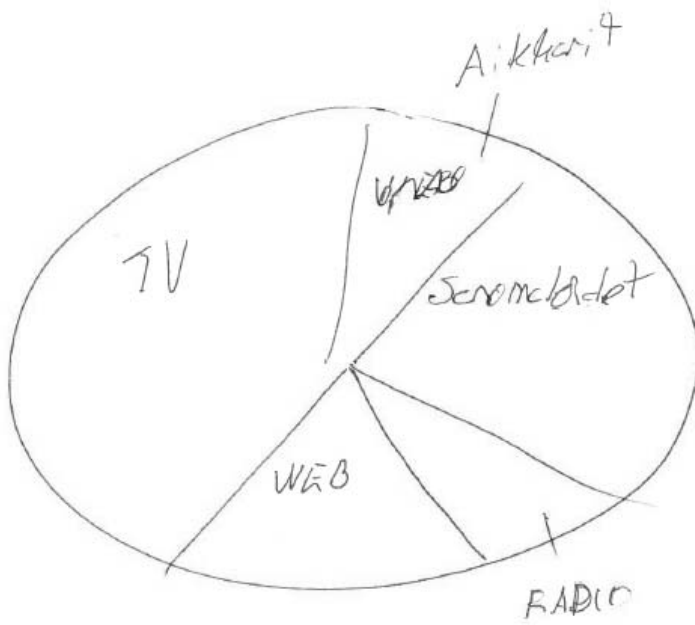
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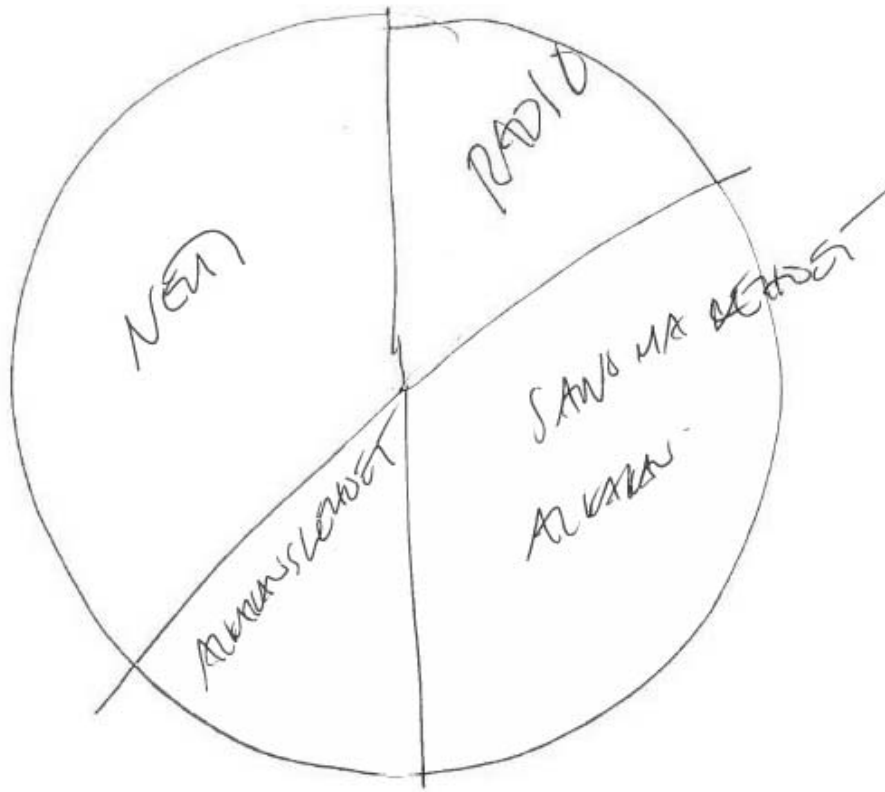
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