

References

- Aaker DA & Biel A 1993. *Brand Equity and Advertising*. Hillsday New Jersey: Lawrence Erlbaum Associates.
- Aaker DA & Joachimsthaler E 2000. *Brand Leadership*. New York: The Free Press.
- Aaker DA , Kumar V & Day GS 1998. *Marketing Research*. Sixth Edition. New York: John Wiley & Sons.
- Aaker DA & Meyers JG 1987. *Advertising Management*. Third Edition. New Jersey: Prentice-Hall.
- Addison G 2000. Fun At Full Throttle. *The SA Journal of Marketing and Sales*, 6(2): 22-24.
- AdFocus Survey 2000. An Industry Overview. The Times They Are A Changing. *AdFocus/Supplement to the Financial Mail*, May 19: 62-63.
- Adler RB & Rodman G 1997. *Understanding Human Communication*. USA: Harcourt Brace College Publishers.
- Amabile TM & Tighe E in: Brockman J (Ed.) 1993. Questions Of Creativity. *Creativity*. New York: Simon & Schuster.
- Arens WF 2002. *Contemporary Advertising*. New York: McGraw-Hill.
- Baulk M 2003. The Future of Brands. *AdFocus Conference 2003 – The Future Face of Marketing*. Financial Mail. May 21.
- Bearden B, Ingram T & LaForge B 2001. *Marketing Principles and Perspectives*. Third Edition. New York: McGraw-Hill.
- Bedbury S 1999. It's A New Brand World. www.fastcompany.com. February: 2.
- Bedbury S 2002. Nine Ways To Fix A Broken Brand. *Fast Company*, February: 72-77.
- Belch GE & Belch MA 1998. *Advertising and Promotion. An Integrated Marketing Communications Perspective*. Fourth Edition. USA: Irwin/McGraw-Hill.
- Belch GE & Belch MA 2001. *Advertising and Promotion. An Integrated Marketing and Communications Perspective*. Fifth Edition. Boston: McGraw-Hill.

- Berkowitz EN, Kerin RA, Hartley SW & Rudelius W 2000. *Marketing*. Sixth Edition. New York: McGraw-Hill.
- Berelson B 1952. *Content Analysis in Communication Research*. New York: Hafner Press.
- Billet in Rogers D 2003. Media Clients Seek Innovation. *Marketing*. Haymarket Business Publications Ltd January 23:17.
- Blackwell RD, Miniard PW & Engel JF 2001. *Consumer Behavior*. Ninth Edition. Orlando Florida: Harcourt College Publishers.
- Bosman M 2000 in: The Times They Are A Changing. *AdFocus/Supplement to the Financial Mail*, May 19: 62-64.
- Brannon 1995. *A Practical Guide to Integrated Marketing Communications*. London: Kogan Page.
- Burnett J & Moriarty S 1998. *Marketing Communications. An Integrated Approach*. New Jersey: Prentice-Hall.
- Burns AC & Bush RF 1998. *Marketing Research*. Second Edition. New Jersey: Prentice-Hall.
- Business Week 2001 on: The Best Global Brands. *Business Week* (European Edition), August 6: 44-51.
- Calder B 1977. Focusgroups and the Nature of Qualitative Marketing Research. *Journal of Marketing Research*, August 14: 353-364.
- Carefoot J 2000. Don't Promote Your Brands to Oblivian. in: *The Encyclopaedia of Brands & Branding in South Africa*. Sunday Times.
- Carter C 2001. Is the Globalisation of Brands Good for Local Advertising? *Financial Mail AdFocus Conference*, May 15.
- Clancy F in Dru J 2002. *Beyond Disruption*. Changing the Rules in the Marketplace. New York: John Wiley & Sons.
- Cleaver C 1998. Brands as the Catalyst. *The Journal of Brand Management*, 6 (5): 309-312.
- Clift S 2001. Building Global Brands. *Financial Mail AdFocus Conference*, May 15.
- Clifton R 2001 in: Who's Wearing The Trousers Now? *The Economist*, September 8th-14th: 27-30.
- Cockcroft S in: Chronis M 2000. A Good Alternative. *The Future. The Future of Media Supplement*, 2: 64-67.

Cooper A 1999. Everything You Wanted to Know About Brand Equity Tracking but were Afraid to Ask. *The Journal of Brand Management*, 6(3):153-160.

Cooper DR & Schindler PS 1998. *Business Research Methods*. Singapore: McGraw-Hill.

Corner J 1996. Reappraising Reception: Aims, Concepts and Methods in: Curran J & Gurevitch M 1996. *Mass Media and Society*. Second Edition. London: Edward Arnold.

Curtis G 2001 in: Pulling the Rug from the Dinosaurs. *AdFocus/Supplement to the Financial Mail*. May 18: 138.

Dane FC 1990. *Research Methods*. Belmont: Brooks/Cole Publishing.

Darroll C 2002. *Advertising Effectiveness*. Presentation at Vega The Brand Communications School: 4 September.

Dawson N in Dru J 2002. *Beyond Disruption*. Changing the Rules in the Marketplace. New York: John Wiley & Sons.

Deacon S, Pickering M, Golding P & Murdock G 1999. *Researching Communications*. London: MPG Books.

De Bono E 1971. *Lateral Thinking for Management*. New York: American Management Association.

Diller B in: Dru J 1996. *Disruption*. Overturning Conventions and Shaking up the Marketplace. New York: John Wiley & Sons.

Dillon WR, Madden TJ & Firtle NH 1993. *Essentials of Marketing Research*. USA: Richard D Irwin Inc.

Dimancescu D 1994. *The Seamless Enterprise: Making Cross Functional Management Work*. Omneo: Oliver Wright Publications Essex Junction, VT.

Dru J 1996. *Disruption*. Overturning Conventions and Shaking up the Marketplace. New York: John Wiley & Sons.

Dru J 2001. Building Brands with Disruptive Thinking. *Financial Mail AdFocus Conference*, May 15.

Dru J 2002. *Beyond Disruption*. Changing the Rules in the Marketplace. New York: John Wiley & Sons.

Drucker P in: Webster F 1994. *Market Driven Management*. New York: John Wiley & Sons.

- Duncan T 1995. The Concept and Process of Integrated Marketing Communication. *IMC Research Journal*, 1(1): 3-10.
- Duncan T & Moriarty S 1997. *Driving Brand Value*. New York: McGraw-Hill.
- Duncan T 2002. *IMC Using Advertising & Promotion to Build Brands*. New York: McGraw-Hill Companies.
- Du Plessis D 2003. Slipstream is Mainstream. *Marketing Mix*. 21(3): 22-24.
- Elliott S 2001. Nike Ad Blurs into Music Video. The New York Times On The Web. www.nytimes.com 10 April.
- Engel JF, Warshaw MR & Kinnear TC 1994. *Promotional Strategy*. Eighth Edition. USA: Irwin/McGraw-Hill.
- Etzel MJ, Walker BJ & Stanton WJ 1997. *Marketing*. Eleventh Edition. USA: McGraw-Hill.
- Farnfield I 1999. Driving For Effective Positioning and Competitive Differentiation. *The Journal of Brand Management*, 6 (4): 250-257.
- Farquhar PH 1999. The Mysteries of Branding Revealed. *The Journal of Brand Management*, 7(1): 4-7.
- Fitzgerald J 1995. Reinventing Advertising. *Reputation Management*, March/April: 46.
- FitzGerald N 2001 in: Who's Wearing The Trousers Now? *The Economist*, September 8th-14th: 27-30.
- Georgescu P 1991. Best Alone, Better Together. *Promo*, June: 7.
- Godin S 2000. *Unleashing the Ideavirus*. www.ideavirus.com. Do You Zoom, Inc.
- Gordon-Brown C 2000. Into The Gap. *The Future. The Future of Media Supplement*, 2: 30.
- Gordon W in: Cowley C 1996. Assessing the Brand through Research. *Understanding Brands*. Second Edition. London: Kogan Page.
- Gordon in: Moriarty S 1986. *Creative Advertising: Theory and Practice*. First Edition. New Jersey: Prentice-Hall.
- Green PE, Tull DS & Albaum 1988. *Research for Marketing Decisions*. Fifth Edition. New Jersey: Prentice-Hall.

- Gronstedt A & Thorsen E 1993. *In Search of Integrated Communications Excellence: Five Organisational Structures in Advertising Agencies*. Kansas City: AEJMC.
- Grunig JE & Hunt T 1984. *Managing Public Relations*. Seventh Edition. New Jersey: Prentice Hall.
- Hair JF, Bush RP & Ortinau DJ 2000. *Marketing Research. A Practical Approach for the New Millenium*. Boston: McGraw-Hill.
- Hamel G 1996. Strategy as Revolution. *The Harvard Business Review*, July-August: 69-82.
- Hammer M & Champy J 1993. *Reengineering the Corporation*. New York: Harper Collins.
- Hammersley P 2003. Who's Killing Creativity? *AdFocus Conference-The Future Face of Marketing*. Financial Mail. May 21.
- Hankinson P & Hankinson G 1999. The Role of Organisational Structure in Successful Global Brand Management: A Case Study of the Pierre Smirnoff Company. *The Journal of Brand Management*, 6(1): 29-43.
- Harris G in: Chronis M 2000. A Good Alternative. *The Future. The Future of Media supplement*, 2: 64-67.
- Harris TL 1993. *The Marketer's Guide to Public Relations*. New York: John Wiley and Sons.
- Hatfield J 2001. Exploring Ambient Media: Looking to the Future. *World Advertising Research Center & Admap Seminar*, October: London.
- Henderson NR 1992. Trained Moderators. *Marketing Research: A Magazine of Management & Applications*, 4(2): 20-23.
- Herber H 2000. Media: The Future? *The Future. The Future of Media supplement*, 2: 6-7.
- Herber H 2001 in: Boom and Bust. *AdFocus/Supplement to the Financial Mail*. May 18: 77-81.
- Heyns E 2001 in: Come out of the Static. *AdFocus/Supplement to the Financial Mai*. May 18: 50.
- Hilton G & Maclean A in Dru J 2002. *Beyond Disruption*. Changing the Rules in the Marketplace. New York: John Wiley & Sons.
- Hofmeyr J & Rice B 2000. Brand Equity: What it is and how it should be measured. in: *The Encyclopaedia of Brands & Branding in South Africa*. Sunday Times.

Holhut T 2001. *A Brief History of American Alternative Journalism in the Twentieth Century*. <http://www.brasscheck.com/seldes/history.html>. October: 1-8.

Hollis V in: Chronis M 2000. A Good Alternative. *The Future. The Future of Media Supplement*, 2:64-67.

Hollis V 2001. Too Many Media? *Advantage with Advertising Age*, January: 50.

Holsti OR 1969. *Content Analysis for the Social Sciences and Humanities*. Addison-Wesley: MA.

Horton B 2001. Ambient: Public Perception. *World Advertising Research Center & Admap Seminar*, October: London.

Hunt J & Jamieson M in Dru J 2002. *Beyond Disruption*. Changing the Rules in the Marketplace. New York: John Wiley & Sons.

Joachimsthaler & Aaker 1997. Building Brands Without Mass Media. in: *Harvard Business Review on Brand Management*. USA: Harvard Business School Press.

Jones R in: Ormerod T 1999. Brand Building through Television. in: *The Encyclopaedia of Brands & Branding in South Africa*. Sunday Times.

Kahan H 1990. One-on-Ones should sparkle Like the Gems they are. *Marketing News*, September 3: 8-9.

Kapferer JN 1997. *Strategic Brand Management*. London: Kogan Page.

Karo M in Dru J 2002. *Beyond Disruption*. Changing the Rules in the Marketplace. New York: John Wiley & Sons.

Keller KL 1999. Brand Mantras: Rationale, Criteria and Examples. *Journal of Marketing Management*, 15: 43-51.

Keller KL. 2000. The Brand Report Card. *The Harvard Business Review*, January-February:147-157.

Keller KL 2001. Brand Equity Guidelines and Pitfalls: Lessons from the World's Strongest Brands. in: *The Encyclopaedia of Brands & Branding in South Africa*. Sunday Times.

Keller KL, Sternthal B & Tybout A 2002. Three Questions You Need To Ask about Your Brand. *Harvard Business Review*, September: 80-86.

Kelly T & Littman J 2002. *The Art of Innovation*. London: HarperCollins.

Kinnea TC & Taylor JR 1996. *Marketing Research*. An Applied approach. Fifth Edition. USA: McGraw-Hill.

Klein N 2000. *No Logo*. London: Flamingo.

Kotler P 1997. *Marketing Management*. Ninth Edition. New Jersey: Prentice-Hall.

Kotler P 2000. *Marketing Management*. Tenth Edition. New Jersey: Prentice-Hall.

Kotze P: in Chronis M 1999. What's The Alternative? *Advantage with Advertising Age*, July: 81.

Krige S 2001. Media Gets the Message? in: *The Encyclopaedia of Brands & Branding in South Africa*. Sunday Times.

Krippendorff K 1980. *Content Analysis: An Introduction to Its Methodology*. Beverley Hills, CA: Sage Publications.

Lankester T 2003. Big Audacious Goals Smack in your Face. *AdFocus/Supplement to the Financial Mail*, May 23: 16-18.

Lascaris R 2000 in: The Times They Are A Changing. *AdFocus/Supplement to the Financial Mail*, May 19: 62-64.

Lindlof T quoted in: Deacon S, Pickering M, Golding P & Murdock G 1999. *Researching Communications*. London: MPG Books.

Lindsay D in Emdon C 2003. Rocketing into the Future. *Journal of Marketing*, 9(1): 24-27.

Lohr SL 1999. *Sampling: Design and Analysis*. Pacific Grove: Duxbury.

Malhotra NK 1996. *Marketing Research*. An Applied Orientation. Second Edition. New Jersey: Prentice Hall.

May T 1993. *Social Research: Issues, Methods and Process*. Buckingham & Philadelphia: Open University Press.

McDaniel Jr C & Gates R 1996. *Contemporary Marketing Research*. St Paul, MN: West Publishing Company.

McDonald WJ 1994. Focus Group Research Dynamics and Reporting: An Examination of Research Objectives and Moderator Influences. *Journal of the Academy of Marketing Science*, 21(2): 161-168.

McLean N in Dru J 2002. *Beyond Disruption*. Changing the Rules in the Marketplace. New York: John Wiley & Sons.

Mendoza M & Greaves P 2001. Ambient: A Strategic View. *World Advertising Research Center & Admap Seminar*, October: London.

Meyers HM 2000. Brand Identity Equals Brand Value. *Brandweek*, May 15:X

Monge R, Cozzens MD & Contractor NS 1992. Communication and Motivational Predictors of the Dynamics of Organisational Innovation. *Organisational Science*, May: 250-274.

Moon M 2000. *Firebrands*. California: Osborne/McGraw-Hill.

Morgan DL 1988. *Focus Groups as Qualitative Research*. Newbury Park, CA: Sage.

Muller G 1996. *Media Planning – Art or Science?* SA: Media Association of South Africa.

Nasar-McMillan SC & Borders LD 2002. Use of Focus Groups in Survey Item Development. *The Qualitative Report*, 7(1):1-9.

Nickerson RS in: Sternberg RJ (Ed.) 1999. Enhancing Creativity. *Handbook of Creativity*. UK: Cambridge University Press.

O'Brien: in Senge M 1990. *The Fifth Discipline*. New York: Double Day Currency.

O'Malley D & Birge R in Dru J 2002. *Beyond Disruption*. Changing the Rules in the Marketplace. New York: John Wiley & Sons.

Oosthuizen T 1996 in: Ad Industry Myopia. *Advantage with Advertising Age*, February:35.

Oosthuizen T 2000 (a). Has Branding come to the End of the Road? in: *The Encyclopaedia of Brands & Branding in South Africa*. Sunday Times.

Oosthuizen T 2000 (b) in: The Times They Are A Changing. *AdFocus/Supplement to the Financial Mail*, May 19: 62-64.

Ormerod T 1999. Brand Building through Television. in: *The Encyclopaedia of Brands & Branding in South Africa*. Sunday Times.

Osborn AF 1953. *Applied Imagination*. New York: Scribner's.

Parasuraman A, Zeithaml VA & Berry L 1998. SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64(1): 12-40.

Patterson G 2001 in: Boom and Bust. *AdFocus/Supplement to the Financial Mail*. May 18: 77-81.

Payne MS in: Tull DS & Hawkins DI 1993. *Marketing Research*. Measurement and Method. Sixth Edition. New York: MacMillan Publishing Company.

Percy L, Rossiter JR & Elliott R 2001. *Strategic Advertising Management*. New York: Oxford University Press Inc.

Pereira P 2001. Alternatively, Selling. *Finance Week*, 10 August: 60.

Perreault WD & McCarthy EJ 1996. *Basic Marketing*. USA: Irwin Book.

Phillipson G 2001. Ambient Media. The Client's Perspective. *World Advertising Research Center & Admap Seminar*, October: London.

Potts D 1990. Bias Lurks in All Phases of Qualitative Research. *Marketing News*, September 3: 12-13.

Proctor T 1997. *Essentials of Marketing Research*. London: Pitman Publishing.

Prue T 1998. An all-embracing theory of how advertising works? *Admap*, <http://www.warc.com> February: NTC Publications Ltd.

Rice A 2000. Brand Leadership Is A Niche Activity. in: *The Encyclopaedia of Brands & Branding in South Africa*. Sunday Times.

Richardson K & Corner J 1986. Reading Reception: Mediation and Transparency in Viewers Accounts of a TV Programme. *Media Culture and Society*, 8(4): 485-512.

Ries A 1997. *Focus – The Future of Your Company Depends on it*. London: HarperCollins.

Ries A & Ries L 2000. *The 22 Immutable Laws of Branding*. London: HarperCollins.

Ries A & Ries L 2002. *The Fall of Advertising*. New York: HarperCollins.

Rix P & Stanton WJ 1998. *Marketing: A Practical Approach*. Third Edition. Australia: McGraw-Hill.

Robertson P 2000. Creating World Class Brands. in: *The Encyclopaedia of Brands & Branding in South Africa*. Sunday Times.

Robbins SP 1994. *Management*. Fourth Edition. Englewood Cliffs New Jersey: Prentice-Hall.

Rogers P 1989. One-on-one's don't get the Credit they deserve. *Marketing News*, January 2: 9-10.

- Rogers D 2003. Media Clients Seek innovation. *Marketing*. Haymarket Business Publications Ltd January 23: 17.
- Rossiter JR & Percy L 1997. *Advertising Communications & Promotion Management*. Second Edition. USA: McGraw-Hill.
- Rozin RS & Magnusson L 2003. Processes and Methodologies for Creating a Global Business-to-Business Brand. *The Journal of Brand Management*, 10(3): 185-207.
- Runnalls N 2002. Brand “Me” – Challenges to Brand-builders and Marketers in the Customer Generation. in: *The Encyclopaedia of Brands & Branding in South Africa*. Sunday Times.
- Sampson J 2000. Corporate Brands Come Into Their Own. in: *The Encyclopaedia of Brands & Branding in South Africa*. Sunday Times.
- Sampson J 2002. Branding for Kicks. in: *The Encyclopaedia of Brands & Branding in South Africa*. Sunday Times.
- Schmitt BH 1999. *Experiential Marketing*. London: Free Press.
- Schultz DE 1993. Integrated Marketing Communications: Maybe definition is in the point of view. *Marketing News*, January 18:17.
- Schultz DE, Tannenbaum SI & Lauterborn 1993. *Integrated Marketing Communications*. Illinois: NTC Business Books.
- Schultz DE & Barnes B 1995. *Strategic Advertising Campaigns*. Fourth Edition. Illinois: NTC Business Books.
- Scorer N in Rice A 2003. A Struggle for Strategy. *AdFocus/Supplement to the Financial Mail*. May 23: 32-33.
- Senge PM 1990. *The Fifth Discipline*. New York: Double Day Currency.
- Shankar A & Horton B 1999. Ambient Media: Advertising’s New Media Opportunity? *International Journal of Advertising*, 18(3): <http://www.warc.com>.
- Skinner C & Von Essen L 1999. *Handbook of Public Relations*. South Africa: International Thomson Publishing.
- Steinhobel M 2003. Advertising is Dead. *Advantage with Advertising Age*, February: 8.
- Sternberg RJ & Lubart TI in: Sternberg RJ (Ed.) 1999. The Concept of Creativity: Prospects and Paradigms. *Handbook of Creativity*. UK: Cambridge University Press.

Sudman S & Blair E 1998. *Marketing Research. A Problem-Solving Approach*. Singapore: McGraw-Hill.

Taylor M & Rigby M 2001. Monkey Thoughts: Applying Ambient Media to a Creative Campaign. *World Advertising Research Center & Admap Seminar*, October: London.

Templeton in: Tull DS & Hawkins DI 1993. *Marketing Research. Measurement & Method*. Sixth Edition. New York: MacMillan Publishing Company.

The Future Of Media 2000 on: Have You Been Bugged By Graffiti? *The Future. The Future of Media Supplement, 2*: 42.

The Future Of Media 2000 on: Breakthrough Broadcast Medium In The Limelight. *The Future. The Future of Media Supplement, 2*: 49.

The Future Of Media 2000 on: In Your Face Advertising. *The Future. The Future of Media Supplement, 2*: 52.

The Strategic Planning Institute and The Ogilvy Centre for Research and Development 1986. Does Advertising Pay? *The Impact of Advertising Expenditure on Profits for Consumer Business*: San Francisco.

Trout J & Ries A 1972. Positioning Cuts Through Chaos in the Market Place. *Advertising Age*, May: 51-53.

Tubbs SL & Moss S 2000. *Human Communication*. Eighth Edition. USA: McGraw-Hill.

Tull DS & Hawkins DI 1993. *Marketing Research. Measurement and Method*. Sixth Edition. New York: MacMillan Publishing Company.

Walker S 2000. Media's Move into the Realm of Ideas. *The Future. The Future of Media Supplement, 2*: 3.

Ward A & Hebert J 1996. Content Analysis: A Tool for Evaluating Perception against Reality. *IMC Research Journal, 2*(1): 28-31.

Webb B 1950. *My Apprenticeship*. London: Longmans Green & Co.

Wessels K 2001. *Reengineering The Advertising Agency*. Presentation at Vega The Brand Communications School: 21 August.

Williams WM & Yang LT in: Sternberg RJ (Ed.) 1999. Organisational Creativity. *Handbook Of Creativity*. Cambridge University Press: UK.

www.thesaurus.com. Search: *Alternative*.

www.dictionary.com. Search: *Ambient*.

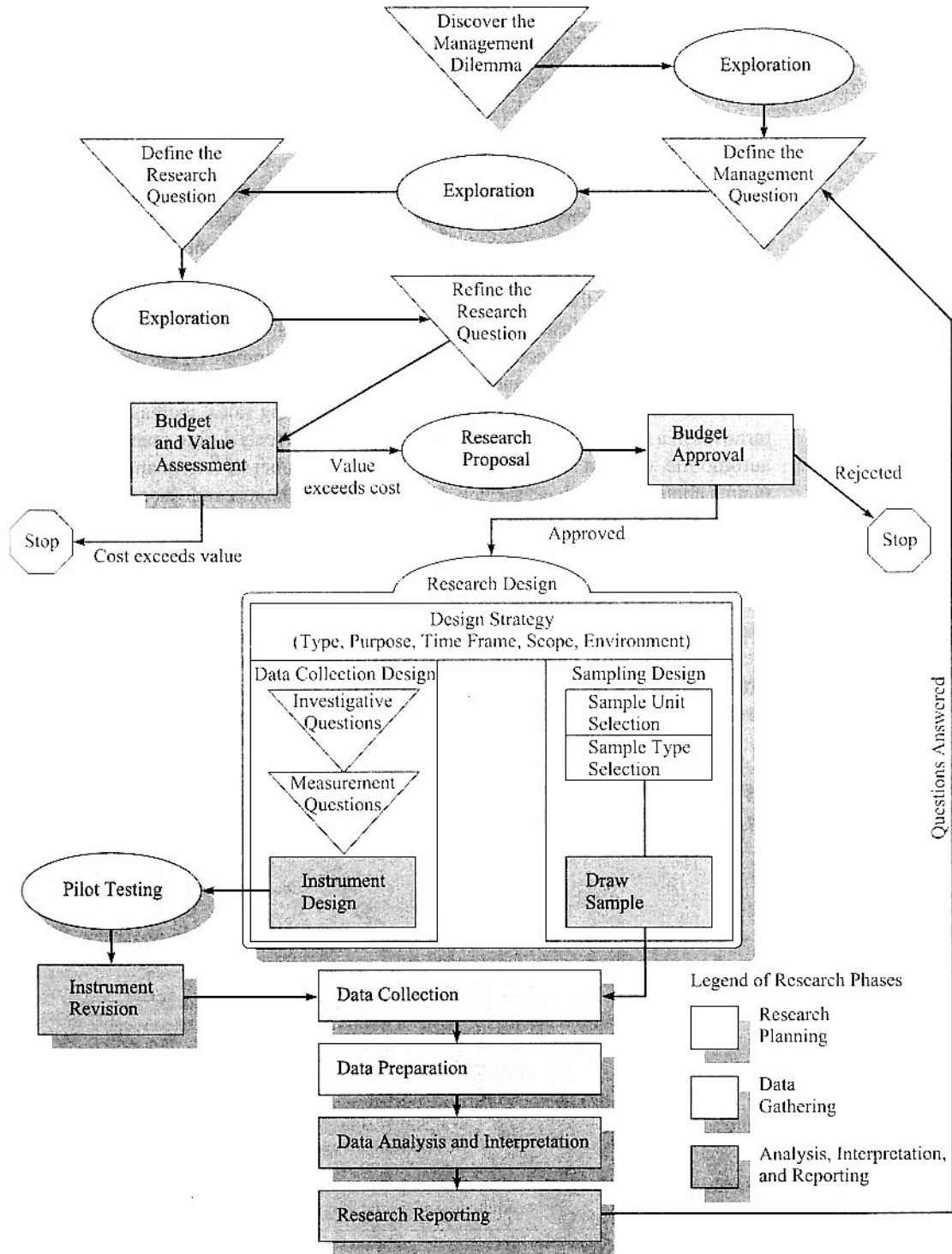
Yeo R 1998. The Challenge for Brands. in: *The Encyclopaedia of Brands & Branding in South Africa*. Sunday Times.

Yeo R 1999 in: Crisis? What Crisis? *AdFocus/Supplement to the Financial Mail*, May 21: 49-53.

Young JW 1975. *A Technique For Producing Ideas* 3rd Edition. Lincolnwood, IL: NTC Business Books.

Zeithaml VA & Bitner MJ 2003. *Services Marketing. Integrating Customer Focus Across the Firm*. Third Edition. Boston: McGraw-Hill.

Appendix A: Diagrammatic summary of the Research Process as depicted by Cooper and Schindler (1998:57).



Appendix B: Alternative Brand Contact Examples presented to Respondents

Tobasco

Tobasco's (the fiery American chilli sauce) innovative campaign in South African restaurants with the launch of a mild version of the product. Branded toilet paper carried the copy line: Don't you wish you'd had mild Tabasco instead?

Virgin Atlantic

Virgin Atlantic placed egg trays with a wrap-around message 'Handled by Virgin Atlantic' on airport luggage conveyer belts to break through traditional clutter barriers and achieve impact in an unconventional and unexpected manner.

Cadbury's Flake

The magazine insert campaign for Cadbury's Flake using the Flake wrapper with a post-it note – "Sorry just couldn't resist".

Audi Airbags

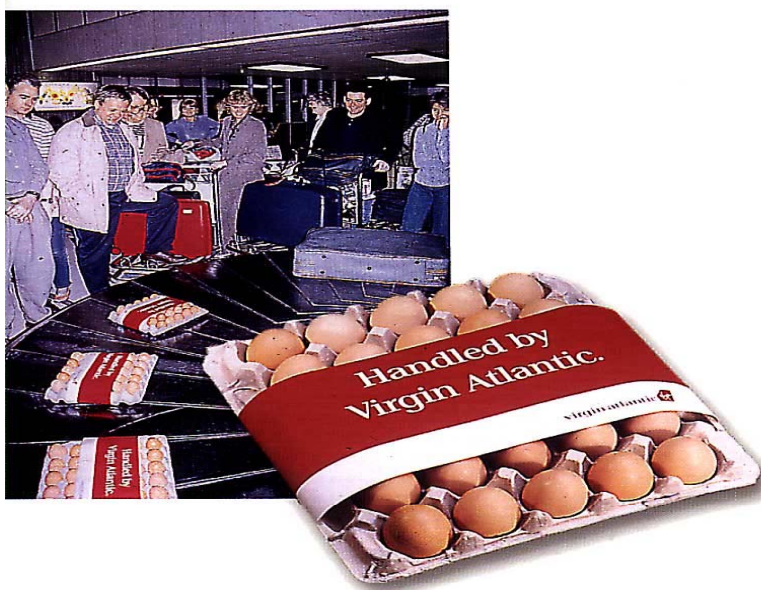
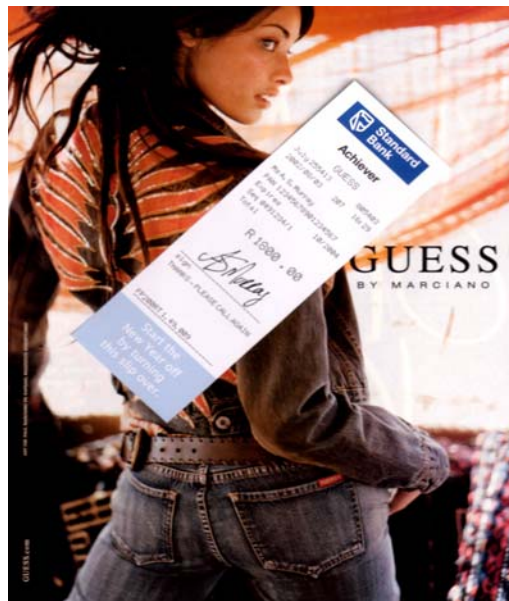
Audi used bubble wrap covers on magazines to advertise the benefit of Audi airbags.

Standard Bank – Achiever Plan

Standard Bank's co-operative use of existing print advertisements for premium brands such as Guess. A look-alike original and signed credit card proof of payment slip is simply stuck onto the Guess print advertisement to create an unconventional contact experience for the Standard Bank Achiever account.

Nike on MTV

The Nike brand message is transformed into editorial content. Nike penetrates MTV programming content with brand messages that resemble music videos.



Appendix C: Interview Guide to the Exploratory Focus Groups with Senior Account Teams

1. Introduce the description of the alternative brand contact.

Brands communicate through a myriad of contacts with consumers. This discussion will focus on one of the areas of contact, namely planned marketing communications point of contact.

The alternative brand contact is planned and implemented in context of the brand communications or marketing communications strategy. An alternative brand contact is presented as a point of contact, in and/or beyond traditional media that will be experienced by the consumer as unexpected and unconventional.

2. Introduce examples of alternative points of brand contact.

3. Single open-ended question:

How would you define the nature, role and planning of the alternative point of brand contact?

(Probe responses that present newly identified dimensions of the nature, role and planning of the alternative point of brand contact).

4. Summarise group responses, to determine the extent to which agreement exists.

Appendix D: Financial Mail AdFocus (2002:30-31) Survey of major league agency rankings by Income from Fees, Commission and Mark-ups.

The Major League

Marketing communications groups ranked by income from fees, commission and mark-ups

Ranking 2001	Agency 2000	Income Rm ¹			Media Billings ²			Number of staff			Above-the- line %	No of clients	Five biggest clients
		2001	2000	% change	2001	2000	% change	2001	2000	% change			
1	1 FCB SA ³	228,5	192,6	18,6	1 274,2	1 184,3	7,6	643	607	5,9	56	323	Shoprite, Toyota, Vodacom, First National Bank, Distell
2	3 TBWA SA ⁴	215,8	181,6	18,8	1 054,4	511,6	107,0	535	544	-1,7	80	161	MTN, Spar, SA Tourism, Tiger Brands, Standard Bank
3	2 Ogilvy & Mather Rightford ⁵	200,4	185,6	8,0	560,5	584,6	-4,1	454	520	-12,7	79	143	Old Mutual, Volkswagen/Audi, SA Breweries, BAT, MultiChoice
4	- Y&R Gitam ⁶	101,5	57,8	75,6	495,0	405,0	22,2	272	189	43,9	70	52	Pick 'n Pay, Absa, Colgate, Ford, JD Group
5	5 Leo Burnett ⁷	65,4	67,8	-3,5	389,0	284,4	37,0	148	191	-22,5			McDonald's, SAB, Mercedes-Benz, Incredible Connection, Golden Fried Chicken
6	7 Saatchi & Saatchi ⁸	57,3	50,3	13,9	116,4	144,6	-19,5	142	150	-5,3	90	21	Guinness Africa, Uthingo, Engen, Visa, Metropolitan Life, Peugeot
7	4 The Agency	56,8	72,2	-21,4	325,0	383,2	-15,2	131	134	-2,2	50	52	Tellam, SAB, Technikon SA, Yellow Pages, SA Post Office
8	11 J Walker Thompson ⁹	54,3	40,9	32,8	216,2	221,0	-2,2	106	134	-20,9	93	36	Unilever Home & Personal Care, Ford, Kellogg, Gilbey's Distillers, LG Electronics
9	10 The Jupiter Drawing Room	47,5	43,6	8,9	80,3	95,0	-15,5	130	147	-11,6	50	26	Neobank, United Retailers, NBS, Discovery, Red Bull
10	12 Lowe Bull Convent Pace ¹⁰	42,9	35,7	20,2	300,2	276,2	8,7	128	114	12,3	75	53	Unilever, Investec, Coca-Cola, Microsoft, Johnson & Johnson
11	15 Net#work BBDO ¹¹	41,7	30,6	24,1	140,6	110,2	27,6	80	75	6,7	70	31	Cell C, Delta Motor Corporation, Rand Merchant Bank, Virgin Atlantic, SAB
11	16 Grey Global SA ¹²	41,7	34,2	21,9	263,6	261,1	0,9	82	84	-2,4	80	49	Branding SA, Ford, P&G, GlaxoSmithKline, Barclays
13	9 Berry Bush BBDO	40,6	44,0	-7,7	130,0	180,0	-27,8	93	108	-23,9	75	28	Sonlam, Checkers, Distell, Cadbury, Ackermans
14	17 HardBoys McCann-Erickson	36,3	29,6	22,6	150,1	143,3	4,7	105	120	-12,5	97	42	Reckitt Benckiser, Caltex, Coca-Cola, SA Breweries, Gillette
15	13 DDB Communications Group SA ¹³	32,7	35,1	-6,8	74,6	77,2	-3,4	43	52	-17,3	54	53	Unifoods, Mitsubishi Motors, Johnson & Johnson, Business Trust, Imperial Car Rental
16	18 Admakers ¹⁴	26,8	26,8	-0,1	36,3	37,2	-2,4	19	16	18,8	75	38	Daewoo Motors, Prominent Paints, V&A Waterfront Marina, UCT, Mountrath Investments
17	19 Publicis Communications ¹⁵	21,7	25,4	-14,6	113,4	146,6	-22,6	96	94	2,1	84	37	Distell, L'Oréal, Nestlé, Renault, Federal Marine
18	24 The Flagship ¹⁶	14,9	12,7	17,3				52	35	48,6	55	42	Relyant, Ster-Kinekor Theatres, Reebok, Forsdicks BMW, Natal Sharks, Ukhozi FM
19	25 Bester Burke D'Arcy ¹⁷	11,6	6,6	75,8	71,0	39,0	82,1	34	25	36,0	70	21	Yardley, Fiat, Roche, Distell, Procter & Gamble
20	- Magicom ¹⁸	10,3	8,9	15,7	24,6	21,4	15,0	38	37	2,7	47	170	Metcash, Anglo Platinum, Ellabella, Nestlé, Clover
21	30 HarrisonHuman Bates ¹⁹	10,2	4,9	108,0	42,6	16,5	158,0	23	14	64,3	70	17	Pfizer, Wella, Imax, Exclusive Books, Eskom
22	23 KingJames ²⁰	9,4	7,8	20,5	26,7	22,0	21,4	34	32	6,3	55	14	Guinness UDV, 20twenty, National Brands, Allan Gray, Independent Newsp, Bromar
23	22 Alcom Rayner Marketing	9,3	8,9	4,5	25,3	22,8	11,2	18	20	-10,0	60	25	Mutual & Federal, PPS, Lafarge, Cobra Watertech, Petzelakis Africa
24	20 Te3P ²¹	9,1	14,6	-37,7	21,1	34,4	-38,7	22	39	-43,6	51	46	Ster-Kinekor, Honda, Kellogg, Pikitup, Saica
25	26 Johnson Haydenbury Advig	6,7	6,3	6,8	13,6	10,1	34,7	14	15	-6,7	55	24	Price 'n Pride, Alpha Cement, Crabtree, Hellebrand Tyson, Harveyille
26	28 The Gap	6,4	5,4	18,5	19,7	16,0	23,1	17	16	6,3	75	9	BoE, American Swiss, Pernod Ricard, Jordan shoes, Weylandts
27	27 DWF Advertising	5,7	5,9	-2,2	21,2	20,3	4,2	16	15	6,7	49	40	Autopage Cellular, Comzetek, Bridgestone Firestone, Gestetner, Maxiprest
28	29 Troika Imagineering Works ²²	5,2	5,0	4,0	18,0			18	17	5,9	55	9	Prism, Damsel, Seppi, Dimension Data, Internet Solutions

NOTES:

In groups, subsidiaries in which the parent company holds 50% or more of the equity are fully consolidated in the figures; where less than 50% is held, only that percentage attributable to the parent company is reflected.

1. Income is defined as fees, commission and mark-ups for advertising-related services. Grossed-up billings are no longer shown. The figures in this column are confined to the income earned in SA offices.

2. Actual expenditure on time and space in the media for the agency's advertising clients, even if the buying is done by a specialist media agency. This is not a grossed-up billing figure.

3. FCB (Jhb, CT, Dbn), Azaguis Advertising & Marketing, FCB Activ, FCB Africa, FCB Design, FCB Electric Ocean, FCBi, FCB Impact, FCB Investor Connection, FCB Jonssons, FCB Plato Healthcare, FCB Sponsorship, FCB Redline, Joe Public, Finset, co-operative member share of The Media Shop. Global income includes R19m from African network.

4. TBWA Hunt Laszaris (Jhb, CT, Dbn), Tequila (Jhb, CT, Dbn), TBWA Gavin Reddy, TBWA Digrati, Sasoni Communications, the difference engine, member's share of Media Direction OMD.

5. O&M Rightford Searle-Tripp & Makin (Gauteng, Cape), Ogilvy One (Gauteng, Cape), Promotional Campaigns, Optimum Media, Matthews & Charter O&M, Ogilvy Healthcare, Zoom (Gauteng, Cape), Orange Juice Design, Ogilvy Interactive, Added Value Group, Bryan Singers Partnership, O&M Africa, Mindshare.

6. Y&R Gitam (Jhb, Cape), Y&R Gitam Direct, Bonsai, Strats Inc, Type 01, Y&R Hesley Byrne, Media By Storm.

7. Sonnenberg Murphy Leo Burnett, Red Nail, Scarcom, Manning Selvaage & Lee, Leo Africa.

8. Saatchi & Saatchi Advertising, S&S Cape, S&S Recruitment Advertising

9. JWT SA (Jhb, Cape), Thompson Connect, Logistix Kids, Mindshare

10. Lowe Bull Convent Pace (Gauteng, CT), Initiative Media SA, INB

11. Net#work BBDO, Network Naledi BBDO, Naledi Media Company.

12. Grey Worldwide, MediaCompe, Dicom Grey, Kagiso Grey

13. DDB SA, DDB Old Shanghai Firecracker Factory

14. Admakers, Admakers Web Design, Adbrands, Admakers Internet

15. Publicis (Cape, Jhb)

16. Flagship SA, Yellow Submarine, Black Inc, Galleon Productions, Echo Interactive, Hammerhead, Flagship PR, Ersgin, Stingray Interactive, Flagship Events

17. Bester Burke D'Arcy (Cape, Jhb)

18. Magicom, Bonny's Best Buys, Is'godi, Proman, Toll Reach, School Media, Now Unlimited Ideas

19. HarrisonHuman Bates, Talk Bates

20. KingJames, KingJames RSVP, Mmemoric

21. Hercules II Advertising, The Penny Black Direct Marketing, Tri-Leisure Communications, Citidragon Merdia, The Imagination Design Corporation Warstreet Marketing.

22. Troika Imagineering Works, CI Online