concludes by discussing how SME owner/managers might adopt the framework to improve marketing control.

Keywords: Marketing control, SMEs, Austria, exploratory study, measures.

Managing marketing resources for stakeholder value: A relational view
Tuominen Matti, Anttila Mai, Hooley Graham J., Hyvönen Saara, Kajalo Sami, Matear Sheelagh, Möller Kristian, Rajala Arto

The emerging relational view within the resource based theory of the firm offers new conceptual tools on how to fulfil marketing resources for superior value delivery. However, the extant literature on value and on the measurement of value delivery in business relationships remains in its infancy, leaving scholars and practitioners without full understanding of how marketing assets and capabilities can enhance stakeholder value. We adopt the relational view and a causal model is developed to examine the links between marketing resources and stakeholder value in a sample of 1286 businesses operating in developed business or consumer markets (Finland, New Zealand, and the UK) and representing suppliers, manufacturers (service providers), intermediaries, and business customers (retailers). Our findings clearly support the claim that marketing resources invested in collaborative exchange relationships are key drivers for stakeholder value delivery in the context discovered.

Keywords: Marketing resources, stakeholder value, relational view, resource based theory of the firm.

Friday 14:00-15:30 | Advertising, Promotion and Marketing Communications 8
Room: Mycenae
Session chair: Shintaro Okazaki

IMC: Time to move forward
Caruana Albert, Belch Michael, Krentler Kathleen

The Integrated Marketing Communications (IMC) literature has spawned much debate over the nature and breadth of the concept. This continuing debate has made it difficult to pin down a generally accepted definition. However, while acknowledging that debate continues, the authors feel it is time to move on to the development of a scale that measures the use of IMC in organi-

zations. Using a "theories-in-use" approach, an operational definition of IMC is proposed. From the definition, an IMC model and propositions are developed. The model provides a systematic framework for the proper development of a theory of IMC orientation.

Keywords: IMC, operational definition, antecedents, moderators.

Stimulus – schema incongruity and humorous advertising effectiveness. The role of integrated marketing communications
Hatzithomas Leonidas, Tsourvakas George

Research in the field of creative strategy has shown a plethora of creative approaches that strengthen the customers' attention to ad and help brands to "break through the clutter". The present study examined the contribution of stimulus – schema incongruity in humorous advertising effectiveness and the role of Integrated Marketing Communications to eliminate possible weaknesses of this technique. The results of the study reveal that higher levels of incongruity heighten ad awareness, brand awareness, and ad word of mouth. Furthermore, Integrated Marketing Communications help humorous ads with moderate levels of incongruity to achieve higher brand recall, brand name recognition and easier brand identification.

Keywords: Stimulus-schema incongruity, integrated marketing communications, humorous advertising.

Types of humour in advertising
Hatzithomas Leonidas, Boutsouki Christina

The influence of humour on advertising effectiveness is an issue that has concerned the advertising literature to a great extent over the last 30 years. The present study used Speck's humorous message taxonomy in order to comprehend humour that is incorporated in advertisements in Greece. Furthermore, the combination of Speck's humorous message taxonomy and Rossiter and Percy's brand attitude grid led to a plethora of theoretical and practical conclusions regarding the implementation of Speck's humorous message taxonomy. Finally, the paper presented how Rossiter and Percy's theory applies to humorous advertising.

Keywords: Content analysis, humorous message taxonomy, brand attitude grid.