

Until the late 1990s M&S was highly successful in terms of market share and profit by applying a fundamental formula to its operations which included **offering customer high quality, simple pricing structure, and attractive merchandise under the brand name 'St Michael' and providing a friendly, helpful service**. M&S's problems crescendoed in 1998 when it announced declines in profit, and suffered decreasing customer satisfaction. To counter these problems successive **CEOs implemented many strategies, including restructuring, new ranges and refurbishments but these measures made little impact and falling share prices and profit warnings followed (Collier, 2007)**.

According to Thomson (2006), the negative news flows and continual negative PR results in loss of confidence among analysts, journalists and customers in M&S. Communications needed to serve as a public declaration of M&S's confidence and commitment to change and changes at **store level must not be underestimated such as opening prices points have been lowered in-line with the competition, clothes are becoming more stylish, stores are beginning to be refurbished and services has started to improve**. To change the lens through which the public viewed M&S could have only been achieved by communication and without these changes, communications could never succeed to build positive impressions of M&S. As Bill Bernbach said that "a great ad campaign will make a bad product fail faster. It will get more people to know that it's bad" (2002, 9).

McQuail (2005) identified four communication models and each model has different perspectives of mass communication. These four models help M&S for the success of the campaign and to regain the market position which they had lost in the past few years.

Transmission model

It implies instrumentality, cause-and-effect relations and one-directional flow (Carey, 1975). According to McQuail (2005) the most commonly applied model of mass communications and advertising is the information oriented transmission model which depends on information processing through **which audience assumed to be looking for information from advertising messages which they process and use it for consumption related activities**

McQuail (2005) states that the transmission model **pay no attention to cultural aspects** of the communication process that express meaning through the exchange of information the advertisement, the consumer and product.

Ritual model

According to McQuail (2005), the focus of the ritual model of mass communications is a transfer of the cultural meaning to a product through the advertisement and also to the consumer through a ritual which is customary practice and in general the advertisements which are congruent to culture are generally more effective. Carey (1975) defines communication as circular directional model and representation of sharing, association and participation and he also explained ritual model relates to the content of the advertising message.

The sender of the message expresses emotions, attitudes, and feelings and desires in order to evoke a particular response in the receiver. Thus information is exchanged between sender and the receiver who attempt to give a shared common meaning to symbolic events through the process of communication. The ritual model of communications makes use of different symbols and appeals to cultural values and this model is based on the creation of a common link between the sender of the message and the recipients as audience is a participant.

Display model

According to McQuail (2005), it is simply to catch and hold visual or aural attention.

Altheide and Snow (1991) also state that **this model focuses on context, and gaining and maintaining the audience's attention.**

Critical theory model

Jensen and Rosengren (1990) explain the purpose of this model to take account of the power of the audience and to place the content of the message in context. McQuail (2005) states this model as construction of meaning derived from media with the receiver. They also explain that the media messages having multiple meanings and are interpreted according to the culture and context of the receiver.