Integrated Marketing Communications
The holistic approach

Tony Yeshin  BSc(Econ), MCIM

Published in association with The Chartered Institute of Marketing
Contents

Preface xiii
Acknowledgements xv

Part One

1 Marketing communications – an overview 3
   Aims and objectives 3
   The changing nature and role of marketing communications 3
   A brief historical perspective 3
   The background to marketing communications 4
   The growth of marketing communications 6
   Blurring of the edges of the tools of marketing communications 8
   The strategic challenges facing organizations 9
   Strategic marketing communications 11
   The expanded marketing communications mix 11
   The communications process 12
   Achieving integration within the communications mix 14
   The philosophy and structure of the book 15
   References 15
   Additional reading 15

2 Understanding the marketplace 16
   Aims and objectives 16
   The dimensions of consumer and organizational buying behaviour 16
   The consumer market 16
   The changing consumer 19
   Targeting 20
   Positioning 21
   Understanding consumer behaviour 21
   Organizational buying behaviour 25
   The contribution of market research 27
   References 34
   Additional reading 34
## 3 Product and service strategies

- Aims and objectives
- Managing products and services over the life cycle
- Branding definitions
- Strategic importance of branding
- Strategic brand building
- The dimensions of branding
- Branding strategy
- Brands and consumer perceptions
- Identifying and building brand values
- Altering brand imagery
- The strategic value of brand extensions and brand stretch
- The roles of marketing communications in branding
- The challenges facing brands
- Service brands
- References
- Additional reading

## 4 The integration of marketing communications

- Aims and objectives
- The impact of external factors on marketing communications
- The driving forces behind the growth of IMC
- The impact on marketing communications
- Relationship marketing
- The benefits of IMC
- The process of achieving integration
- Organizational approaches to integration
- The barriers to integration
- References
- Additional reading

## 5 Managing the marketing communications mix

- Aims and objectives
- Organizing for marketing communications
- The strategic dimension of human resources
- The brand manager
- Category management
- The category manager
- The use of agencies
- Establishing the budget
- Budgeting for integrated marketing communications
- References
- Additional reading

## 6 Choosing and using marketing communications agencies

- Aims and objectives
- The structure and roles of marketing communications agencies
- The UK agency scene
Part Two

7 Advertising
   Aims and objectives
   The diverse nature of advertising
   The functions of advertising
   The advantages and limitations of advertising
   Types of advertising
   The advertising process
   Understanding the advertising process
   The strategic aspects of advertising planning
   Brand positioning
   Implications for strategy development
   Advertising strategy and the product life cycle
   Determining the advertising objective
   Developing the advertising plan
   Business-to-business advertising
   References
   Additional reading

8 The development of advertising
   Aims and objectives
   The creative brief
   Creative strategies and tactics
   The creative challenge
   Advertising appeals
   Styles of advertising
   Using celebrities
   Music in advertising
   Non-verbal communications
   Creativity in advertising
   Advertising and the brand personality
   Guidelines for evaluating creative output
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Sections</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td><strong>Media and media planning</strong></td>
<td>Aims and objectives</td>
<td>168</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The role of media planning</td>
<td>168</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The changing face of the media</td>
<td>169</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Access to media and their characteristics</td>
<td>171</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The new media</td>
<td>174</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The media plan</td>
<td>176</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The importance of media strategy</td>
<td>178</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Media information sources</td>
<td>179</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Identifying target audiences</td>
<td>181</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategic options</td>
<td>181</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Media scheduling issues</td>
<td>182</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Alternative approaches to media scheduling</td>
<td>185</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implementing the media plan</td>
<td>187</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other media considerations</td>
<td>188</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contingency planning</td>
<td>189</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Evaluation of the media plan</td>
<td>189</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The changing face of media implementation</td>
<td>190</td>
</tr>
<tr>
<td></td>
<td></td>
<td>References</td>
<td>191</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Additional reading</td>
<td>191</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Sections</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td><strong>Sales promotion</strong></td>
<td>Aims and objectives</td>
<td>192</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The growing role of sales promotion</td>
<td>192</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The benefits of sales promotion</td>
<td>194</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The limitations of sales promotion</td>
<td>195</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The determination of objectives</td>
<td>196</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sales promotion objectives</td>
<td>197</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sales promotion strategy</td>
<td>199</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sales promotion techniques</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promoting to consumers</td>
<td>205</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Brand franchise</td>
<td>206</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Point of purchase communications</td>
<td>207</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategic dimensions of sales promotion</td>
<td>207</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Joint promotions (or cross promotions)</td>
<td>209</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The evaluation of sales promotion</td>
<td>210</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Research into sales promotion</td>
<td>213</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The legal framework for sales promotion</td>
<td>215</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The use of sales promotion agencies</td>
<td>216</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Selecting promotional agencies</td>
<td>216</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The integration of sales promotion activities</td>
<td>218</td>
</tr>
<tr>
<td></td>
<td></td>
<td>International sales promotion activity</td>
<td>218</td>
</tr>
<tr>
<td></td>
<td></td>
<td>References</td>
<td>218</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Additional reading</td>
<td>219</td>
</tr>
</tbody>
</table>
11 Direct marketing
Aims and objectives 220
The growth of direct marketing 220
The impact of direct marketing 222
The factors contributing to the growth of direct marketing 222
The advantages of direct marketing techniques 224
The limitations of direct marketing 226
The importance of the database 227
The use of the database 230
The strategic approach to direct marketing 231
The objectives of direct marketing 231
Building relationships 233
The management of direct marketing 235
The planning process 235
Using direct marketing consultancies 237
The use of media 238
The use of market research in direct marketing 239
The use of testing in direct marketing 242
The application of direct marketing 243
Analysing direct marketing results 244
Business-to-business activity 245
Non-profit organizations 246
Relationship marketing 246
Integrating direct marketing 247
International direct marketing activity 248
References 248
Additional reading 249

12 Public relations
Aims and objectives 250
A comparison between public relations and advertising 251
Other benefits of public relations 252
The functions of public relations 254
The ‘publics’ of public relations 256
The management of public relations 259
Using PR consultancies 260
In-house versus consultancy 261
PR campaign development 261
The identification of public relations problems and opportunities 262
Programme planning 263
Evaluation of public relations 264
The tools of public relations 264
Corporate public relations objectives 265
Financial public relations 266
Charity PR 267
Integration of PR activities 268
International aspects of public relations 268
References 268
Additional reading 269
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Sponsorship and product placement</td>
<td>270</td>
</tr>
<tr>
<td>14</td>
<td>Corporate communications</td>
<td>281</td>
</tr>
<tr>
<td>15</td>
<td>International marketing communications</td>
<td>299</td>
</tr>
</tbody>
</table>
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>References</td>
<td>326</td>
</tr>
<tr>
<td>Additional reading</td>
<td>327</td>
</tr>
<tr>
<td><strong>16 Future developments in marketing communications</strong></td>
<td>328</td>
</tr>
<tr>
<td>Aims and objectives</td>
<td>328</td>
</tr>
<tr>
<td>Changes in the broad environment</td>
<td>328</td>
</tr>
<tr>
<td>The impact on the marketing function</td>
<td>331</td>
</tr>
<tr>
<td>The changing face of the communications industry</td>
<td>332</td>
</tr>
<tr>
<td>References</td>
<td>335</td>
</tr>
<tr>
<td>Additional reading</td>
<td>335</td>
</tr>
<tr>
<td><strong>Glossary of terms</strong></td>
<td>337</td>
</tr>
<tr>
<td><strong>Index</strong></td>
<td>345</td>
</tr>
</tbody>
</table>
Index

Above the line, 337
A.C. Nielsen MEAL, 180, 211–12
Account executive, 337
Account planner, 37
Accountability, 334
ACORN, 239, 337
Adoption process, 337
Advertising, 4–6, 119–42, 144–66, 337
  advantages and limitations of, 122–3
  advertising appeals, 150–3, 337
    appeals to ego or self-esteem, 152–3
    emotional appeals, 151, 340
    rational appeals, 150–1
  advertising manager, 337
  advertising plan, 139–41, 337
  advocacy advertising, 337
  brand personality and, 161
  brand positioning, 132–3
  business-to-business advertising, 142
  campaign evaluation, 161–6
    competitor information, 163
    consumer research, 163
    monitoring research, 163–6
    strategy development, 163
  comparison with public relations, 251–2
  consistency in, 56
  corporate advertising, 288, 339
  creative brief, 144–9
  creativity, 158–60
    evaluation of, 161
  disillusionment with, 73
  diverse nature of, 119–20
  expenditure, 4–6
  functions of, 120–2
  international advertising, 320–2, 342
  leading advertisers, 59
  music in, 157–8
  objectives, 138–9, 140–1, 337
    awareness, 140–1
    changing attitudes, perceptions and beliefs, 141
    communications objective, 144
    image, 141
    product line building, 141
    reinforcing attitudes, 141
    relating product to consumer needs, 141
    reminder, 141
  process of, 124–30
    understanding of, 126–30
  strategies, 130–2, 134–8, 337
    determination of creative platform, 149–50
    product life cycle and, 135–8
    strategy development, 163
  styles of, 153–6
  types of, 123–4
    comparative advertising, 124, 151, 338
    competitive advertising, 124
    pioneer advertising, 123–4
see also Media
Advertising agencies, see Agencies
Advertising avoidance, 149
Advertising/sales (A/S) ratio, 89
Advertorials, 265, 337
Advocacy advertising, 337
Affordability method, 92, 337
Ageing population, 19–20, 71
Agencies, 86–7, 97–115, 337
  advertising agencies, 99–106
    account management, 101
    agency management team, 100
    creative department, 103–4
    media department, 104–5
    planning, 102–3
    production, 105–6
Agencies – continued
agency structures, 98–107
agency/client relationship, 109
criteria for agency selection, 113–15
dissillusionment with, 73
finance, 106
full service agencies, 340
information department, 106
multinational agencies, 315–20, 342
independent networks, 317–18
local independents, 318
selection of, 318–20
personnel, 106
regional agencies, 107
remuneration, 110–13
changing face of, 333–4
commission, 110, 338
cost-based remuneration, 111
fee-based remuneration, 111
negotiated commission, 110–11
performance-based remuneration, 111–12
production costs, 112
time-based remuneration, 111
sales promotion, 216–18
specialized agencies, 107–9
a la carte, 108
creative boutiques, 108
media specialists, 108
UK agency scene, 97–8
AIDA model, 126–7, 337
Ambush marketing, 278
Andrex, 77
Animation advertising, 156
Appropriation, 337
Asda, 61
Association of Independent Radio Contractors (AIRC), 181
Assorted media mix, 182
Attention, 25, 337
Attitudes, 30, 337
Attributes, 337
Audience, 338
corporate communications, 289–90
target audiences, 147, 181, 344
Audit Bureau of Circulation (ABC), 180
Awareness, 140–1, 338
Banded packs, 202
Beliefs, 141, 338
Below the line, 338
Benefit segmentation, 338
Benetton, 156
Billings, 338
Bisto, 78–9
Black box model, 338
Blind taste tests, 38
Boddington’s, 133, 148
Bonus packs, 201–2, 338
Brand heritage and history advertising, 155
Brand managers, 84
Branded corporate identity, 292
Branding:
definitions, 37–8
dimensions of, 39–44
global branding, 301–2
international branding, 303–5
marketing communications roles in, 55–8
strategy, 39, 44–6, 47
generic branding, 46, 340
manufacturer branding, 44–5, 341
mixed branding, 45–6
multi-branding, 45, 341
multi-product branding, 44–5
private branding, 46
Brands, 36–7, 338
brand equity, 43–4, 338
brand extensions, 53–5
brand franchise, 206–7
brand leadership, 48–9
brand loyalty, 205–6, 338
brand name, 40–1
brand positioning and image, 32–3, 50, 135, 338
advertising and, 132–3, 161
altering brand imagery, 51–3
brand promise, 33
brand relationships, 58
brand values, 49–51, 266
budgeting, 93
challenges facing brands, 58–64
brand look-alikes, 61–3, 341
brand response, 63–4
changes in retailing, 58–9
consequence of manufacturer failure, 60–1
growth of private labels, 59–60
weakening brands, 58
consumer perceptions and, 46–9
global brands, 301–3
development of, 301
management of, 302–3
importance of, 36–7, 38–9
market research, 32–3
objectives, 93
proliferation of, 7
protection of, 42
service brands, 64-5
valuation of, 42-3
see also Branding
British Airways, 252, 298
British Code of Sales Promotion Practice, 215
British Rate and Data (BRAD), 179
Broadcast Audience Research Board (BARB), 29, 181
Broadcasting, 339
Budgeting, 87-93, 147
competitive expenditure, 91
DAGMAR approach, 91-2
desired share of voice, 91
experimentation, 92
for integrated marketing communications, 93-6
allocating the promotional budget, 94-5
budget contingency, 94
consumer continuum, 95-6
integration and, 81
marginal analysis, 88-9
media inflation, 91
new products, 93
percentage of anticipated turnover, 90
percentage of product gross margin, 90
percentage of sales, 89-90, 342
residue of previous year’s surplus, 90
sales promotion, 197
Unit–Case–Sales ratio method, 90-1
‘what we can afford’ approach, 92, 337
BUPA, 54-5
Burst, 338
Business-to-business activity, 338
advertising, 142
direct marketing, 245-6
Butterfield diamond framework for strategic analysis, 131
Buying behaviour, see Consumers; Organizational buying behaviour
Cable and Wireless, 284
Case rate method, 338
Category managers, 85-6, 338
Celebrities, use in advertising, 152-3, 156-7
Centralization, 313
Charity public relations, 267-8
Cinema advertising, 174
Cinema and Video Industry Audience Research (CAVIAR), 181
Circulation, 338
Co-operative advertising, 339
Coca Cola, 38, 55, 132, 205, 271-2, 308, 312
Cognitive response, 338
Commission, 110, 338
negotiated commission, 110-11
Committee of Advertising Practice (CAP), 215
Communications, 338
communication channels, 13
future developments, 330
integration, 14
noise/interference, 13, 342
non-verbal communication, 72, 155, 158, 342
process of, 12-14
public relations role, 255
see also Advertising; Corporate communications; Marketing communications
Communications industry, changing face of, 332-5
accountability, 334
agency remuneration, 333-4
communications strategy, 332-3
education and training, 334-3
global marketing, 334
industry structure, 332
information technology, 333
integration, 333
Community relations, 255
Company structure, 83-4
Comparative advertising, 124, 151, 338
Competitions, 204-5, 338
Competitive advertising, 124
Competitive strategy, 33, 135
Complex problem solving, 338
Comprehension, 338
Consortia, 79
Consultancies:
direct marketing, 237-8
public relations, 260-1
Consumer market, 16-19
future developments, 331
market segmentation, 17-19, 340, 341, 344
market structure, 341
market targeting, 20, 344
mature market, 341
understanding the market, 29-32
see also Market research
Consumers:
buying behaviour, 16, 21-5, 206, 338
attention, 25, 337
changing patterns, 328-9
decision-making process, 22-3, 134-5
factors influencing buying behaviour, 23-5
Consumers – continued
buying behaviour – continued
perceptual selection, 25, 70–1
problem solving, 23, 134, 338
promotional activity and, 200
purchasing patterns, 185, 206
characteristics of, 19–20
consumer continuum, 95–6
consumer loyalty:
brand loyalty, 338
direct marketing and, 232–5
loyalty programmes, 74, 232, 234–5
discerning consumers, 70, 73
interactivity with, 225
international consumers, 305–10
culture and tradition, 307–10, 339
language, 316
standards of living, 310
targeting of, 20–1
identification of target audiences, 147, 181
testing, 242
transactional information, 225
Contests, 204–5, 338
Contingency, 338
budget contingency, 94
Continuing character advertising, 155
Copy testing, 339
Core values, 338
Corporate cohesion, 76
Corporate communications, 281–98
advertising, 288, 339
audiences for, 289–90
communication of company image, 286–7
corporate advertising, 339
evaluation of, 293–4
growth of, 281–2
key aspects of, 294
management of, 287–8, 292–3
objectives, 283–6
public relations, 265–6, 288
see also Corporate identity; Crisis management
Corporate identity, 283, 339
establishment of, 286, 290–1
types of, 291–2
Corporate image, 283, 339
communication of, 286–7
Corporate strategy, 339
Corporations with autonomous units, 79
Cost per thousand, 339
Coupons, 201, 339
Coverage, 182, 339
Creative boutiques, 108
Creative brief, 144–9
Creative strategy, 339
Creativity, in advertising, 158–60
Credit facilities, 8
Crisis management, 266, 294–8, 339
dealing with crisis, 297–8
key dimensions of, 297
phases of crises, 296
Culture, international consumers, 307–10, 339
Custom marketing, 20
Customers, see Consumers
DAGMAR approach, 91–2, 127–8, 139, 339
Daily Mirror, 213
Databases, 225, 227–31, 339
external databases, 228, 340
use of, 228–9
internal databases, 227–8, 340
management applications, 231
marketing applications, 230
profiling, 229–30
sources of relevant information, 228–9
Decentralization, 313
Decision-making process, 22–3, 134–5, 309, 339
Decision-making unit (DMU), 26, 246, 339
Decoding, 339
Defensive strategy, 33–4
Demographic factors, 17, 19–20, 339
DHL, 154
Diesel Jeans, 189
Differentiated marketing, 20
Diffusion, 339
Direct marketing, 220–48, 339
advantages of, 224–6
application of, 243–4
business-to-business activity, 245–6
consultancies, 237–8
costs of, 226
direct mail, 5, 239, 339
evaluation of, 226, 244
growth of, 220–2
contributing factors, 222–4
impact of, 222
integration of, 247–8
international activity, 248, 323–5
limitations of, 226–7
management of, 235
market research use, 239–42
media use, 238–9, 240
non-profit organizations, 246
objectives, 231–3
planning process, 235–7
relationship marketing, 233–5, 246–8
strategic approach, 231
telephone marketing, 239, 344
testing, 226, 242–3
see also Databases
Direct response, 339
Direct response television, 239
Direct selling, 339
Display allowance, 339
Distribution, 7
direct marketing, 232
distributor relations, 258
Drip, 339
Dyson, 121, 146, 151
Education, 334–5
Ehrenberg model, 129–30
Emotional strategy, 340
Encoding, 340
Endorsed corporate identity, 291–2
Endorsement, 340
in advertising, 154
Environmental issues, 71, 73, 330
Ethics, 340
Eurostar, 124
Event management, 256, 270
Event sponsorship, 340
Every day low prices (EDLP), 340
Exhibitions, 270–1
Exposure, 340
Family composition, changes in, 71
Family life cycle, 340
Fantasy advertising, 156
Feedback, 225, 340
Financial Services Act (1986), 215
Flighting, 340
Free gifts, 202–3
Free mail-ins, 203–4, 340
Full service agencies, 340
Generic strategy, 135
generic branding, 46, 340
Geodemographic segmentation, 340
Geographic segmentation, 340
George and Michael model, 129
Global marketing, 72, 299–301, 340
changing face of, 334
global brands, 301–3
management of, 302–3
global marketing communications, 311–12
see also International marketing
Gold Blend campaign, 155
Goldeneye, 279
Granada, 41
Grand Metropoitan, 287
Green Flag, 272
Green imperative, 71
Gross margin, 90, 340
Guerrilla marketing, 278
Häagen Dazs, 33, 132, 147, 148, 188
Halo effect, 33, 340
Hard sell advertising, 150
Heightened Appreciation model, 129, 130
Heinz, 61, 135
Hierarchy of effects, 340
Hoover, 213
Hospitality, 270
Households, 20, 71
Howard-Sheth model, 22
Human resources, 84
IBM, 252, 315, 316
Impulse purchase, 340
In-pack free gifts, 202
In-pack premiums, 340
In-store sampling, 205
Infomercials, 156, 265
Information access, 72–3
Information overload, 69–70
Information technology, 330, 333
Institute of Sales Promotion (ISP), 215
Integrated marketing communications (IMC), 14, 333, 340
barriers to integration, 80–1
benefits of, 75–6
budgeting for, 93–6
allocating the promotional budget, 94–5
budget contingency, 94
consumer continuum, 95–6
competitive environment, 311
definition, 68–9
direct marketing integration, 247–8
driving forces behind, 73
impact of, 74
organizational approaches to integration, 79–80
process of achieving integration, 76–9
see also Marketing communications
Integrated organization, 79–80
Interaction, 76
Interference, 13
International marketing, 299–326
  central versus local control of communications, 312–14
centralization, 313
combination, 314
decentralization, 313
direct marketing, 248, 323–5
growth of, 299
international advertising, 320–2, 342
international branding, 303–5
legal and regulatory requirements, 310–11, 323
market research, 305, 325–6
media availability and usage, 311
multinational agencies, 315–20, 342
  independent networks, 317–18
  local independents, 318
  selection of, 318–20
multinational versus global marketing, 299–301
public relations, 268, 323
sales promotion, 218, 322–3
standardized communications, 314–15
strategy, 320
understanding international consumers, 305–10
culture and tradition, 307–10, 339
language, 306
  standards of living, 310
see also Global marketing
Investor relations, 257
Joint Industry Committee for Regional Press Research (JICREG), 181
Just Noticeable Difference (JND), 341
Language, 306
Lavidge and Steiner model, 127
Lever Bros., 251
Levi's, 50, 51, 54, 135, 148, 157, 189
Living standards, improvements in, 8
Local Trading Standards Officers, 215, 216
Look-alike brands, 61–3, 341
Loyalty:
  brand loyalty, 205–6, 338
direct marketing and, 232–5
  loyalty programmes, 74, 232, 234–5
McDonald's, 307
Magazine advertising, 4, 172
Mailing lists, see Databases; Direct marketing
Manufacturer branding, 44–5, 341
Manufacturing services, growth of, 6
Marginal analysis, 88–9
Market research, 8, 27–34, 341
  brand positioning and personality, 32–3
  brand promise, 33
  contribution to strategic direction, 33–4
direct marketing and, 239–42
effective reach of target consumers, 33
external sources, 29
internal sources, 29
international marketing, 305, 325–6
market planning, 28–9
process of, 28
public relations and, 262
stages of, 28
understanding the market, 29–32
Market segmentation, 17–19, 340, 341, 344
Marketing communications, 341
  background to, 4–6
  changing nature and role of, 3, 107
discipline overlap, 8–9
global marketing communications, 311–12
growth of, 6–8
  specialist companies in, 8
  understanding of use of, 8
historical perspective, 3–4
impact of external factors, 69–73
ageing population, 71
changes in family composition, 71
discerning consumers, 70
green imperative, 71
growth of global marketing, 72
growth of narrow casting, 71
information overload, 69–70
non verbal communications, 72, 155, 158, 342
perceptual values, 70–1
  speed of information access, 72–3
relationship marketing, 74–5, 76
research, 32
roles in branding, 55–8
standardized communications, 314–15
strategic marketing communications, 11
see also Communications; Corporate communications; Integrated marketing communications (IMC)
Marketing communications mix:
  expanded marketing communications mix, 11–12
  integration within, 14
see also Integrated marketing communications (IMC)
Marketing concept, 341
Marketing function, 311–32
Marketing mix, 341
see also Marketing communications mix
Index

Marketing objectives, 341
Marketing plan, 341
Marketing strategy, 341
Markets, see Consumer market
Mars, 42, 121, 280
Mass marketing, 341
Matrix organization, 79
Media, 4–6, 147, 168–91, 341
    changing face of, 169–71, 190–1
    characteristics of, 171–4, 175
        cinema, 174
        posters, 174
        press, 172
        radio, 172–4
television, 171–2
direct marketing and, 238–9, 240
future developments, 330–1
information sources, 179–81
international marketing, 311
media mix, 341
media relations, 256, 258–9
media specialist agencies, 108
new media, 174–6
planning, 176–8, 341
    contingency planning, 189
    evaluation of media plan, 189–90
    implementation of media plan, 187–8
    role of, 168–9
scheduling issues, 182–7, 341
    competitive environment, 183
    creative factors, 186
    intrusive nature of message, 182–3
    marketing factors, 185–6
    media factors, 186–7
    message length, 183
    nature of message, 183
    number of exposures, 183–4
    purchasing patterns, 185
    seasonality factors, 185
    status of brand, 185
strategy, 178–9, 181–2
    wider reach of, 8
Merge and purge, 341
Mini-drama advertising, 155
Mixed branding, 45–6
Money-off promotions, 200–1, 341
Monolithic corporate identity, 291
Motivation, 76, 308, 309
direct marketing and, 225
Multi-branding, 45, 341
Multinational marketing, 299–300
    see also Global marketing; International marketing
Murdoch, Rupert, 42
Music, in advertising, 147–58
Narrow casting, 71, 342
National Readership Survey (NRS), 181
Nescafé, Gold Blend campaign, 155
New products:
    direct marketing applications, 232
    future developments, 329–30
    marketing communications budget, 93
    sales promotion, 198
    see also Products
Newspaper advertising, 4, 172
Nike, 57, 188–9, 307–8
Noise, 13, 342
Nokia, 280
Non-profit organizations, 246–7
Non-verbal communication, 72, 155, 158, 342
Objective and task method, 342
On-pack free gifts, 202
Opinion forming, 254–5, 258
Opinion leader, 342
Opportunistic advertising, 155
Organizational buying behaviour, 25–7
    buying centre, 26
    derived demand, 27
    purchasing process, 26–7
Organizational structure, 83–4, 285–6
    agency structures, 98–107
    communications industry structure, 332
    integrated organizations, 79–80
OSCAR, 181
Outboard Marine Corporation, 314
Packaging, brand image and, 57–8
Participation, 76
Pastiche advertising, 155
People like me advertising, 155
Pepsi, 38, 213, 272, 280
Perceptions, 141, 342
    brands and, 46–9
Perceptual map, 50, 342
Perceptual selection, 25, 70–1
Perrier, 42, 121, 146
Personal selling, 342
    decline in, 7
PEST + C, 342
PG Tips, 146
Pioneer advertising, 123–4
Pioneer strategy, 33
index
Regional agencies, 107
Relationship marketing, 74–5, 76, 343
direct marketing and, 225, 233–5, 246–7
see also Public relations
Renault, 155
Retailers, power shift towards, 73
Road blocking, 343

Safeway, 46
Sainsbury’s, 62, 64
Sale of Goods Act, 215
Sales promotion, 192–218, 343
agencies, 216–18
benefits of, 194–5
brand franchise, 206–7
brand image and, 56
budgeting, 197
evaluation of, 196, 210–12
growing role of, 192–4
integration of activities, 218
international activity, 218, 322–3
joint promotions, 209–11
legal framework, 215–16, 323
limitations of, 195–6
objectives, 196–9
consumer objectives, 197–8
determination of, 196–7
trade objectives, 198–9
point of purchase communications, 207, 342
promoting to consumers, 205–6
research into, 213–14
desk research, 213–14
monitoring research, 214
pre-testing, 214
qualitative research, 214
quantitative research, 214
strategies, 199–200, 207–9
consumer behaviour, 200
price discrimination, 199–200
techniques, 200–5
contests and competitions, 204–5, 338
free gifts, 202–3
free mail-ins, 203–4
in-store sampling, 205
reduced price offers, 200–2, 343
self-liquidating offers, 204, 344
Sales Promotion Consultants Association (SPCA)
awards, 214
Sampling, 205, 344
Scheduling issues, see Media
Seasonality factors, 185
Segmentation, see Market segmentation
Self-liquidating offers, 204, 344
Services:
management over life cycle, 36–7
service brands, 64–5
Share prices, 256, 285
Shareholder relations, 257
Shell, 255, 263, 282
Shock advertising, 156
Slice of life advertising, 154
Snickers, 175
Soft sell advertising, 150
Spokespersons, 57, 154
Sponsorship, 56–7, 256, 270–8, 340, 344
evaluation of, 276–8
growth of, 274–5
guerrilla marketing, 278
international aspects, 325
issues, 275–6
radio programmes, 173, 273–4
television programmes, 172, 273–4
Standards of living, international consumers, 310
Stella Artois, 38
Strategies, 341
advertising strategies, 130–2, 134–8, 337
creative strategy, 339
determination of creative platform, 149–50
product life cycle and, 135–8
strategy development, 163
challenges, 9–11
communications strategy, changing face of, 332–3
competitive strategy, 33, 135
corporate strategy, 339
defensive strategy, 33–4
direct marketing, 231
emotionalisty, 340
generic strategy, 135
international marketing, 320
market research contribution to, 33–4
media strategy, 178–9, 181–2
pioneer strategy, 33
pull strategy, 343
push strategy, 343
sales promotion strategies, 199–200, 207–9
center objective strategy, 200
price discrimination strategy, 199–200
strategic brand building, 39
Subaru, 132
Sunlight Soap, 37
Supplier relations, 257–8
Sweepstakes, 344
SWOT analysis, 344
Tango, 51, 58, 160
Target Group Index (TGI), 29, 181
Targeting, 20–1
   direct marketing and, 224, 232
testing, 242
   of consumers, 20–1
   identification of target audiences, 147, 181
   of markets, 20, 344
see also Positioning
Teaser advertising, 156
Technology, growth in, 7
Telephone marketing, 239, 344
Television:
advertising, 4, 171–2
costs of, 171–2
direct marketing and, 238
direct response TV, 239
expenditure, 4–5
programme sponsorship, 172, 273–4
Tesco, 46, 48, 253
Testimonial advertising, 154
Testing, 226, 242–3, 338
copy testing, 339
Tetley Tea, 218
Texaco, 272–3
Thames Water, 286
The Body Shop, 254, 287
Tracking study, 344
Trade allowances, 344
Tradition, international consumers, 307–10
Training, 334–5
Transportation, improvements in, 7
Tylenol, 42
Undifferentiated marketing, 20
Unique Selling Proposition, 344
Unit–Case–Sales ratio method, 90–1
Usage, 30
Usage and Attitude (U&A) Studies, 29–30
Value for money, 73
Values and lifestyles (VALS2) model, 17–19
Virgin, 55, 253, 263, 287
Visual communication, 72
Walkers Crisps, 295
Weights and Measures (Miscellaneous Foods) Order (1997), 216
With-pack free gifts, 202
Wonderbra, 147