PREFACE

THE CHANGING WORLD OF ADVERTISING AND PROMOTION

Nearly everyone in the modern world is influenced to some degree by advertising and other forms of promotion. Organizations in both the private and public sectors have learned that the ability to communicate effectively and efficiently with their target audiences is critical to their success. Advertising and other types of promotional messages are used to sell products and services as well as to promote causes, market political candidates, and deal with societal problems such as alcohol and drug abuse. Consumers are finding it increasingly difficult to avoid the efforts of marketers, who are constantly searching for new ways to communicate with them.

Most of the people involved in advertising and promotion will tell you that there is no more dynamic and fascinating field to either practice or study. However, they will also tell you that the field is undergoing dramatic transformations that are changing the ways marketers communicate with consumers forever. The changes are coming from all sides—clients demanding better results from their advertising and promotional dollars; lean but highly creative smaller ad agencies; sales promotion and direct-marketing firms, as well as interactive agencies, which want a larger share of the billions of dollars companies spend each year promoting their products and services; consumers who no longer respond to traditional forms of advertising; and new technologies that may reinvent the very process of advertising. We are experiencing perhaps the most dynamic and revolutionary changes of any era in the history of marketing, as well as advertising and promotion. These changes are being driven by advances in technology and developments that have led to the rapid growth of communications through interactive media, particularly the Internet and mobile phones.

Companies from outside the traditional advertising industry are rapidly changing the process of making and delivering advertising messages to consumers. Marketers are looking beyond traditional mass-media advertising to find new and more effective ways to communicate with their target audiences. They recognize there are numerous ways to reach their current and prospective customers and bring them into contact with their products and services. Many marketers view the Internet ads as a more cost-effective way to reach specific target markets and measure the results of their marketing efforts. Major changes are taking place in the way marketers are using the Internet for marketing communications including new applications that facilitate interactive information sharing and collaboration and bilateral, as opposed to unilateral, communication. Web 2.0 developments mean that Internet users are no longer limited to the passive viewing of information and can interact with one another as well as change website content. These applications have been given to social networking sites, video sharing sites, wikis, blogs, and online communities which have all experienced explosive growth. Five years ago Facebook, Twitter, YouTube, and LinkedIn did not even exist and MySpace was only a year old. However, Facebook now has more than 500 million members, Twitter boasts over 40 million, and more than 100 million videos are viewed each day on YouTube, including many of the TV commercials and other promotional videos created by marketers. Nearly every company or organization has a Facebook and Twitter page that they use to keep in constant contact with their customers and these tools, along with other types of social media, have become an integral part of most marketers' marketing communications programs. However, the increased use of the Internet and social media is only the latest in a number of fundamental changes that have been occurring in the way companies plan, develop, and execute their marketing communications programs.

For decades the advertising business was dominated by large, full-service Madison Avenue–type agencies. The advertising strategy for a national brand involved creating one or two commercials that could be run on network television, a few print ads that would run in general-interest magazines, and some sales promotion support such as coupons or premium offers. However, in today's world there are a myriad of media outlets—print, radio, cable and satellite TV, and the Internet—competing for consumers' attention. Marketers are looking beyond the traditional media to find new and better ways to communicate with their customers because they will no longer accept on faith the value of conventional advertising placed in traditional media. Major marketers are moving away from a reliance on mass-media advertising and are spending more of their marketing communication budgets in specialized media that target specific markets. Companies are also spending more of their monies in other ways such as event marketing, sponsorships, cause-related promotions, and viral marketing. Advertising agencies are recognizing that they must change the way they do business.

In addition to redefining the role and nature of their advertising agencies, marketers are changing the way they communicate with consumers. They know they are

operating in an environment where advertising messages are everywhere, consumers channel-surf past most commercials, and brands promoted in traditional ways often fail. New-age advertisers are redefining the notion of what an ad is and where it runs. Stealth messages are being woven into the culture and embedded into movies and TV shows or made into their own form of entertainment. Many experts argue that "branded content" is the wave of the future, and there is a growing movement to reinvent advertising and other forms of marketing communication to be more akin to entertainment. Companies are using branded entertainment as a way of reaching consumers by creating short films that can be viewed on their websites, arranging product placements, and integrating their brands into movies and television shows to promote their products and services.

A number of factors are impacting the way marketers communicate with consumers. The audiences that marketers seek, along with the media and methods for reaching them, have become increasingly fragmented. Advertising and promotional efforts have become more regionalized and targeted to specific audiences. Retailers have become larger and more powerful, forcing marketers to shift money from advertising budgets to sales promotion. Marketers expect their promotional dollars to generate immediate sales and are demanding more accountability from their agencies. The Internet revolution is in full force and new ways to communicate with consumers are constantly being developed. Many companies are coordinating all their communications efforts so that they can send cohesive messages to their customers. Some companies are building brands with little or no use of traditional media advertising. Many advertising agencies have acquired, started, or become affiliated with sales promotion, direct-marketing, interactive agencies, and public relations companies to better serve their clients' marketing communications needs. Their clients have become "media-neutral" and are asking that they consider whatever form of marketing communication works best to target market segments and build long-term reputations and short-term sales.

This text will introduce students to this fast-changing field of advertising and promotion. While advertising is its primary focus, it is more than just an introductory advertising text because there is more to most organizations' promotional programs than just advertising. The changes discussed above are leading marketers and their agencies to approach advertising and promotion from an integrated marketing communications (IMC) perspective, which calls for a "big picture" approach to planning marketing and promotion programs and coordinating the various communication functions. To understand the role of advertising and promotion in today's business world, one must recognize how a firm can use all the promotional tools to communicate with its customers.

TO THE STUDENT: PREPARING YOU FOR THE NEW WORLD OF ADVERTISING AND PROMOTION

Some of you are taking this course to learn more about this fascinating field; many of you hope to work in advertising or some other promotional area. The changes in the industry have profound implications for the way today's student is trained and educated. You will not be working for the same kind of communication agencies that existed a few years ago. If you work on the client side of the business, you will find that the way they approach advertising and promotion is changing dramatically.

Today's student is expected to understand all the major marketing communication tools: advertising, direct marketing, the Internet, interactive media, sales promotion, public relations, personal selling, as well as social and consumer-driven media. You will also be expected to know how to research and evaluate a company's marketing and promotional situation and how to use these various functions in developing effective communication strategies and programs. Marketers are also increasing their attention on the determination of return on investment (ROI) of various IMC tools as well as the problems companies face in attempting to make this evaluation. This book will help prepare you for these challenges.

As professors we were, of course, once students ourselves. In many ways we are perpetual students in that we are constantly striving to learn about and explain how advertising and promotion work. We share many of your interests and concerns and are often excited (and bored) by the same things. Having taught in the advertising and promotion area for a combined 50-plus years, we have developed an understanding of what makes a book in this field interesting to students. In writing this book, we have tried to remember how we felt about the various texts we used throughout the years and to incorporate the good things and minimize those we felt were of little use. We have tried not to overburden you with definitions, although we do call out those that are especially important to your understanding of the material.

We also remember that as students we were not really excited about theory. But to fully understand how integrated marketing communications works, it is necessary to establish some theoretical basis. The more you understand about how things are supposed to work, the easier it will be for you to understand why they do or do not turn out as planned.

Perhaps the question students ask most often is, How do I use this in the real world? In response we provide numerous examples of how the various theories and concepts in the text can be used in practice. A particular strength of this text is the integration of theory with

practical application. Nearly every day an example of advertising and promotion in practice is reported in the media. We have used many sources, such as *Advertising Age, Adweek, Brandweek, The Wall Street Journal, BusinessWeek, The Economist, Fortune, Forbes, Sales & Marketing Management, Mediaweek, Promo,* and numerous online sites such as eMarketer, Mashable, MediaPost.com, and ClickZ News to find practical examples that are discussed throughout the text. We have spoken with marketing and agency personnel about the strategies and rationale behind the ads and other types of promotions we use as examples. Each chapter begins with a vignette that presents an example of an advertising or promotional campaign or other interesting insights. Every chapter also contains several **IMC Perspectives** that present in-depth discussions of particular issues related to the chapter material and show how companies are using integrated marketing communications. **Global Perspectives** are presented throughout the text in recognition of the increasing importance of international marketing and the challenges of advertising and promotion and the role they play in the marketing programs of multinational marketers. **Ethical Perspectives** focus attention on important social issues and show how advertisers must take ethical considerations into account when planning and implementing advertising and promotional programs. **IMC Technology Perspectives** focus on how changes and/or advances in various areas are impacting the field of integrated marketing communications.

Each chapter features beautiful four-color illustrations showing examples from many of the most current and best-integrated marketing communication campaigns being used around the world. We have included more than 350 advertisements and examples of numerous other types of promotion, all of which were carefully chosen to illustrate a particular idea, theory, or practical application. Please take time to read the opening vignettes to each chapter, the IMC, Global, Ethical, and IMC Technology Perspectives, and study the diverse ads and illustrations. We think they will stimulate your interest and relate to your daily life as a consumer and a target of advertising and promotion.

TO THE INSTRUCTOR: A TEXT THAT REFLECTS THE CHANGES IN THE WORLD OF ADVERTISING AND PROMOTION

Our major goal in writing this edition of *Advertising and Promotion* was to continue to provide you with the most comprehensive and current text on the market for teaching advertising and promotion from an IMC perspective. This new edition focuses on the many changes that are occurring in areas of marketing communications and how they influence advertising and promotional strategies and tactics. We have done this by continuing with the *integrated marketing communications perspective*. More and more companies are approaching advertising and promotion from an IMC perspective, coordinating the various promotional mix elements with other marketing activities that communicate with a firm's customers. Many advertising agencies are also developing expertise in direct marketing, sales promotion, event sponsorship, the Internet, social media, and other areas so that they can meet all their clients' integrated marketing communication needs—and, of course, survive.

The text is built around an integrated marketing communications planning model and recognizes the importance of coordinating all of the promotional mix elements to develop an effective communications program. Although media advertising is often the most visible part of a firm's promotional program, attention must also be given to direct marketing, sales promotion, public relations, interactive media, and personal selling.

This text integrates theory with planning, management, and strategy. To effectively plan, implement, and evaluate IMC programs, one must understand the overall marketing process, consumer behavior, and communications theory. We draw from the extensive research in advertising, consumer behavior, communications, marketing, sales promotion, and other fields to give students a basis for understanding the marketing communications process, how it influences consumer decision making, and how to develop promotional strategies.

While this is an introductory text, we do treat each topic in some depth. We believe the marketing and advertising student of today needs a text that provides more than just an introduction to terms and topics. The book is positioned primarily for the introductory advertising, marketing communications, or promotions course as taught in the business/marketing curriculum. It can also be used in journalism/communications courses that take an integrated marketing communications perspective. Many schools also use the text at the graduate level. In addition to its thorough coverage of advertising, this text has chapters on sales promotion, direct marketing and marketing on the Internet, smart media, and publicity/public relations. These chapters stress the integration of advertising with other promotional mix elements and the need to understand their role in the overall marketing program.

ORGANIZATION OF THIS TEXT

This book is divided into seven major parts. In Part One we examine the role of advertising and promotion in marketing and introduce the concept of integrated marketing communications. Chapter 1 provides an

overview of advertising and promotion and its role in modern marketing. The concept of IMC and the factors that have led to its growth are discussed. Each of the promotional mix elements is defined, and an IMC planning model shows the various steps in the promotional planning process. This model provides a framework for developing the integrated marketing communications program and is followed throughout the text. Chapter 2 examines the role of advertising and promotion in the overall marketing program, with attention to the various elements of the marketing mix and how they interact with advertising and promotional strategy. We have also included coverage of market segmentation and positioning in this chapter so that students can understand how these concepts fit into the overall marketing programs as well as their role in the development of an advertising and promotional program.

In Part Two we cover the promotional program situation analysis. Chapter 3 describes how firms organize for advertising and promotion and examines the role of ad agencies and other firms that provide marketing and promotional services. We discuss how ad agencies are selected, evaluated, and compensated as well as the changes occurring in the agency business. Attention is also given to other types of marketing communication organizations such as direct marketing, sales promotion, and interactive agencies as well as public relations firms. We also consider whether responsibility for integrating the various communication functions lies with the client or the agency. Chapter 4 covers the stages of the consumer decision-making process and both the internal psychological factors and the external factors that influence consumer behavior. The focus of this chapter is on how advertisers can use an understanding of buyer behavior to develop effective advertising and other forms of promotion.

Part Three analyzes the communication process. Chapter 5 examines various communication theories and models of how consumers respond to advertising messages and other forms of marketing communications. Chapter 6 provides a detailed discussion of source, message, and channel factors.

In Part Four we consider how firms develop goals and objectives for their integrated marketing communications programs and determine how much money to spend trying to achieve them. Chapter 7 stresses the importance of knowing what to expect from advertising and promotion, the differences between advertising and communication objectives, characteristics of good objectives, and problems in setting objectives. We have also integrated the discussion of various methods for determining and allocating the promotional budget into this chapter. These first four sections of the text provide students with a solid background in the areas of marketing, consumer behavior, communications, planning, objective setting, and budgeting. This background lays the foundation for the next section, where we discuss the development of the integrated marketing communications program.

Part Five examines the various promotional mix elements that form the basis of the integrated marketing communications program. Chapter 8 discusses the planning and development of the creative strategy and advertising campaign and examines the creative process. In Chapter 9 we turn our attention to ways to execute the creative strategy and some criteria for evaluating creative work. Chapters 10 through 13 cover media strategy and planning and the various advertising media. Chapter 10 introduces the key principles of media planning and strategy and examines how a media plan is developed. Chapter 11 discusses the advantages and disadvantages of the broadcast media (TV and radio) as well as issues regarding the purchase of radio and TV time and audience measurement. Chapter 12 considers the same issues for the print media (magazines and newspapers). Chapter 13 examines the role of traditional support media such as outdoor and transit advertising, the Yellow Pages, and promotional products, as well as the tremendous increase in the use of nontraditional branded entertainment strategies such as product placements and product integration.

In Chapters 14 through 17 we continue the IMC emphasis by examining other promotional tools that are used in the integrated marketing communications process. Chapter 14 looks at direct marketing. This chapter examines database marketing and the ways companies communicate directly with target customers through various media including direct mail, infomercials, and direct-response TV commercials. Chapter 15 provides a detailed discussion of marketers' increasing use of interactive media, including the Internet and wireless technologies to market their products and services. We examine the increasing use of blogs, mobile, paid search, and other digital media strategies. We also give attention to how the Internet is used to implement various IMC activities including advertising, sales promotion, and even the selling of products and services. Chapter 16 examines the area of sales promotion including both consumer-oriented promotions and programs targeted to the trade (retailers, wholesalers, and other intermediaries). Chapter 17 covers the role of publicity and public relations in IMC as well as corporate advertising. Basic issues regarding personal selling and its role in promotion strategy are presented in Chapter 21, which is available online in this edition.

Part Six of the text consists of Chapter 18, where we discuss ways to measure the effectiveness of various elements of the integrated marketing communications program, including methods for pretesting and posttesting advertising messages and campaigns. In Part Seven we turn our attention to special markets, topics, and perspectives that are becoming increasingly important in contemporary marketing. In Chapter 19 we examine the global marketplace and the role of advertising and other

promotional mix variables such as sales promotion, public relations, and the Internet in international marketing.

The text concludes with a discussion of the social and economic environments in which advertising and promotion operate. Because advertising's role in society is constantly changing, our discussion would not be complete without a look at the criticisms frequently levied, so in Chapter 20 we consider the social, ethical, and economic aspects of advertising and promotion.

CHAPTER FEATURES

The following features in each chapter enhance students' understanding of the material as well as their reading enjoyment.

Learning Objectives

Learning objectives are provided at the beginning of each chapter to identify the major areas and points covered in the chapter and guide the learning effort. We also indicate where specific learning objectives are covered within the chapter and how the discussion questions are keyed to the objectives.

Chapter Opening Vignettes

Each chapter begins with a vignette that shows the effective use of integrated marketing communications by a company or ad agency or discusses an interesting issue that is relevant to the chapter. These opening vignettes are designed to draw the students into the chapter by presenting an interesting example, development, or issue that relates to the material covered in the chapter. Companies, brands, and/or campaigns featured in the opening vignettes include Facebook's social ads, Red Bull's use of participation marketing, Standard Charted's "Here for Good" brand awareness campaign, Shangri-La's concept of treating travelers like family in their campaign entitled "It's in our nature", UNIQLO's use of social media, and more.

IMC Perspectives

These boxed items feature in-depth discussions of interesting issues related to the chapter material and the practical application of integrated marketing communications. Each chapter contains several of these insights into the world of integrated marketing communications. Some of the companies/brands whose IMC programs are discussed in the IMC Perspectives include Hyundai, Domino's Pizza, GEICO, Google, Sun Microsystems, ESPN, and Macy's. Issues discussed in the IMC Perspectives include the challenges of building brands in a recession, the changing role of account executives in advertising agencies; the role of neuroscience in studying the processing of advertising messages; changes in the measurement of viewing audiences for television commercials; how companies use the purchase funnel to manage and guide their IMC programs; the use of music to enhance the effectiveness of TV commercials; theories on why infomercials are effective; efforts of consumer groups to prevent marketers from sending them unsolicited direct mail; and the debate over the advertising practices of the food and beverage industries including proposals to impose a tax on soft drinks.

Global Perspectives

These boxed sidebars provide information similar to that in the IMC Perspectives, with a focus on international aspects of advertising and promotion. Some of the companies/brands whose international advertising programs are covered in the Global Perspectives include Asics, Samsung, Procter & Gamble, and PepsiCo. The Global Perspectives also discuss topics such as the challenges of developing marketing communication programs in China, the Cannes International Advertising Awards, celebrities who appear in commercials in Japan while protecting their image in the United States, communication problems in international advertising, the issue of whether the country of origin for products is important to college students, and developing IMC programs to reach consumers in third-world countries.

Ethical Perspectives

These boxed items discuss the moral and/or ethical issues regarding practices engaged in by marketers and are also tied to the material presented in the particular chapter. Issues covered in the Ethical Perspectives include subliminal advertising, the battle between television networks and advertisers over tasteful advertising, whether advertisements should appear on the covers of magazines, unethical practices by Internet marketers, problems regarding marketers' use of rebates, and controversies arising from the increase in advertising of hard liquor on television, as well as the growth in direct-to-consumer advertising of prescription drugs.

Technology Perspectives

These boxed items provide detailed discussions of how changes and advances in technology are impacting the practice of integrated marketing communications. Some of the issues covered in the IMC Technology Perspectives include the various ways developments related to Web 2.0 are impacting IMC; how technology is changing the role of brand managers; the targeting of early digital adopters by marketers of high tech products and services; how many creative campaigns are now moving to the Internet through the use of online videos and webisodes; the need for a creative revolution in online marketing and advertising; how social media are being used in various areas of IMC such as sales promotion and

for user-generated content advertising and promotions; and how marketers are using various tools provided by Google such as the AdWords online search advertising and AdSense contextual advertising programs.

Key Terms

Important terms are highlighted in boldface throughout the text and listed at the end of each chapter with a page reference. These terms help call students' attention to important ideas, concepts, and definitions and help them review their learning progress.

Chapter Summaries

These synopses serve as a quick review of important topics covered and a very helpful study guide.

Discussion Questions

Questions at the end of each chapter give students an opportunity to test their understanding of the material and to apply it. These questions can also serve as a basis for class discussion or assignments. The discussion questions are also keyed to the learning objectives for the chapter.

Four-Color Visuals

Print ads, photoboards, and other examples appear throughout the book. More than 400 ads, charts, graphs, and other types of illustrations are included in the text.

CHANGES IN THIS GLOBAL EDITION

We have made a number of changes in this edition to make it more relevant, current, and interesting for international students of advertising.

- **Updated Coverage of the Emerging Field of Integrated Marketing Communications** This edition continues to place a strong emphasis on studying advertising and promotion from an integrated marketing communications perspective. We examine contemporary perspectives of integrated marketing communications that have been developed by those doing research and theory development in the area. We also consider developments that are impacting the way marketers communicate with consumers, particularly through the use of social media and viral techniques. Innovative social media-based campaigns for Mountain Dew and the Ford Fiesta, which rely heavily on user-generated content, are featured, and attention is given throughout this edition to ways marketers are utilizing Facebook, Twitter, and other tools. New technologies such as digital video recorders and the convergence of television, computers, mobile devices, and the Internet are changing the way companies are using advertising along with other marketing tools to communicate with their customers. In this new edition we examine how these cutting-edge developments are impacting the IMC program of marketers.
- **Updated Chapter on the Internet and Interactive Media** This edition includes up-to-date information on the Internet and other forms of interactive media and how they are being used by marketers. The Internet chapter has been revised to reflect the impact of developments related to Web 2.0 while updating information regarding Web 1.0 from the last edition. We discuss the use of various Web 2.0 tools that facilitate interactive information sharing and collaboration including social media (Twitter, Facebook, and LinkedIn) and user generated content including videos (YouTube), blogs, and podcasts. Specific examples of how companies are using these tools in their IMC programs are provided. We discuss a number of new Internet-based tools and strategies used by marketers, including paid search, behavioral targeting, RSS, and the use of social and consumer-driven media. This chapter discusses the latest developments in areas such as audience measurement and methods for determining the effectiveness of Internet advertising. Discussion of the emerging role of the Internet as an important integrated marketing communications tool and of the ways it is being used by marketers is integrated throughout this edition.
- **Technology Perspectives—New to This Edition** In this edition we are introducing a new feature called *IMC Technology Perspectives.* These boxed items are designed to focus attention on how changes and advances in technology are impacting the practice of integrated marketing communications. When the new millennium began, technology was just beginning to impact the practice of integrated marketing communications. The Internet was still constrained by technological limitations such as bandwidth problems, and most consumers were accessing the Web via dial-up telephone services such as AOL, NetZero, and EarthLink. Search engines such as Google, Yahoo, and MSN were in their infancy; products such as the Blackberry and the iPod were just being launched; and YouTube, Facebook, and Twitter did not even exist. However, technology has advanced tremendously in the past five years as there has been rapid penetration in devices such as digital video recorders, smartphones, and high definition TV sets. Most consumers now have a third screen in their lives in the form of some type of mobile device such as a smartphone. As we enter the second decade of the new millennium, electronic readers are becoming part of the lives of many consumers and traditional media such as magazines and newspapers

are developing digital versions of their publications which will include full-screen and full-color interactive advertising messages. For most marketers social media tools such as Facebook and Twitter have become a basic part of their IMC programs. The purpose of the new technology perspectives is to provide students with insight into how advances in technology are impacting the strategy and implementation of IMC programs.

- **New Chapter Opening Vignettes** *All* of the chapter opening vignettes in this edition are new and were chosen for their currency and relevance to international students. They demonstrate how various companies and advertising agencies use advertising and other IMC tools. They also provide interesting insights into some of the current trends and developments that are taking place in the advertising world.
- **New and Updated IMC Perspectives** All of the boxed items focusing on specific examples of how companies and their communications agencies are using integrated marketing communications are new or updated, and they provide insight into many of the most current and popular advertising and promotional campaigns being used by marketers. The IMC Perspectives also address interesting issues related to advertising, sales promotion, direct marketing, marketing on the Internet, and personal selling.
- **New and Updated Global and Ethical Perspectives** Nearly all of the boxed items focusing on global and ethical issues of advertising and promotion are new; those retained from the eighth edition have been updated. The Global Perspectives examine the role of advertising and other promotional areas in international markets. The Ethical Perspectives discuss specific issues, developments, and problems that call into question the ethics of marketers and their decisions as they develop and implement their advertising and promotional programs.
- **Contemporary Examples** The field of advertising and promotion changes very rapidly, and we continue to keep pace with it. Wherever possible we updated the statistical information presented in tables, charts, and figures throughout the text. We reviewed the most current academic and trade literature to ensure that this text reflects the most current perspectives and theories on advertising, promotion, and the rapidly evolving area of integrated marketing communications. We also updated most of the examples and ads throughout the book. *Advertising and Promotion* continues to be the most contemporary text on the market, offering students as timely a perspective as possible.

SUPPORT MATERIAL

A high-quality package of instructional supplements supports this edition. Nearly all of the supplements have been developed by the authors to ensure their coordination with the text. We offer instructors a support package that facilitates the use of our text and enhances the learning experience of the student.

Instructor's Manual

The instructor's manual is a valuable teaching resource that includes learning objectives, chapter and lecture outlines, answers to all end-of-chapter discussion questions, and further insights and teaching suggestions. Additional discussion questions are also presented for each chapter. These questions can be used for class discussion or as short-answer essay questions for exams.

Manual of Tests

A test bank of more than 1,500 multiple-choice questions has been developed to accompany the text. The questions provide thorough coverage of the chapter material, including opening vignettes and IMC, Global, Technology, and Ethical Perspectives.

Instructor CD-ROM

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Many educational institutions today are focused on the notion of *assurance of learning,* an important element of some accreditation standards. *Advertising and Promotion: An Integrated Marketing Communications Perspective* is designed specifically to support your assurance of learning initiatives with a simple, yet powerful solution.

Each test bank question for *Advertising and Promotion: An Integrated Marketing Communications Perspective* maps to a specific chapter learning outcome/objective listed in the text. You can use our test bank software, EZ Test and EZ Test Online, to easily query for the learning outcomes/objectives that directly relate to the learning objectives for your course. You can then use the reporting features of EZ Test to aggregate student results in a similar fashion, making the collection and presentation of assurance of learning data simple and easy.

AACSB Statement

The McGraw-Hill Companies is a proud corporate member of AACSB International. Understanding the importance and value of AACSB accreditation, *Advertising and Promotion: An Integrated Marketing Communications Perspective,* 9e, recognizes the curricula guidelines detailed in the AACSB standards for business accreditation by connecting selected questions (in the text and/or the test bank) to the six general knowledge and skill guidelines in the AACSB standards.

The statements contained in *Advertising and Promotion: An Integrated Marketing Communications Perspective,* 9e, are provided only as a guide for the users of this textbook. The AACSB leaves content coverage and assessment within the purview of individual schools, the mission of the school, and the faculty. While *Advertising and Promotion: An Integrated Marketing Communications Perspective,* 9e, and the teaching package make no claim of any specific AACSB qualification or evaluation, we have within *Advertising and Promotion: An Integrated Marketing Communications Perspective,* 9e, labeled selected questions according to the six general knowledge and skills areas.

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ACKNOWLEDGMENTS

While this edition represents a tremendous amount of work on our part, it would not have become a reality without the assistance and support of many other people. Authors tend to think they have the best ideas, approach, examples, and organization for writing a great book. But we quickly learned that there is always room for our ideas to be improved on by others. A number of colleagues provided detailed, thoughtful reviews that were immensely helpful in making this a better book. We are very grateful to the following individuals who worked with us on earlier editions. They include

David Allen, *St. Joseph's University*
Craig Andrews, *Marquette University*
Subir Bandyopadhyay, *University of Ottawa*
Michael Barone, *Iowa State University*
Jerri Beggs, *Illinois State University*
Mike Behan, *Western Technical College and Viterbo University*
John Bennet, *University of Missouri*
Elizabeth Blair, *Ohio University*
Janice Blankenburg, *University of Wisconsin–Milwaukee*
Karen Bowman, *University of California–Riverside*
Kathy Boyle, *University of Maryland*
Terry Bristol, *Oklahoma State University*
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Lauren Lev, *Fashion Institute of Technology*
Aron Levin, *Northern Kentucky University*
Tina Lowry, *Rider University*

Karen Machleit, *University of Cincinnati*
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Elizabeth Moore-Shay, *University of Illinois*
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Darrel Muehling, *Washington State University*
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John H. Murphy II, *University of Texas–Austin*
Peter Noble, *Southern Methodist University*
Mandy H. Ortiz, *University of Alabama–Tuscaloosa*
Carol Osborne, *USF Tampa*
Charles Overstreet, *Oklahoma State University*
Notis Pagiavlas, *University of Texas–Arlington*
Paul Prabhaker, *DePaul University, Chicago*
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Terrence Witkowski, *California State University–Long Beach*
Merv H. Yeagle, *University of Maryland–College Park*
Elaine Young, *Champlain College*
Robert Young, *Northeastern University*

We are particularly grateful to the individuals who provided constructive comments on how to make this edition better:

Lisa Abendroth, University of Saint Thomas; Natalie Adkins, Creighton University–Omaha; Bruce Alford, Louisiana Tech University; Neil Alperstein, Loyola University Maryland; Sheila Baiers, Kalamazoo Valley Community College; Allen Bargfrede, Berklee College of Music; Elizabeth Blair, Ohio University–Athens; Janice Blankenburg, University of Wisconsin, Milwaukee; Kendrick Brunson, Liberty University; Victoria Bush, University of Mississippi; Nathaniel Calloway, University of Maryland–University College; Oscar Chilabato, Johnson & Wales University; Bob Cline, University of Iowa–Iowa City; Mary Conran, Temple University–Philadelphia; Sherry Cook, Missouri State University; Kevin Cumiskey, Oklahoma State U–Stillwater; Andrew Czaplewski, University of Colorado; Terri Faraone, Mt. San Antonio College; Theresa Flaherty, James Madison University; Debora Grossman, Suny Buffalo; Charles Gulas, Wright State University–Dayton; Holly Hapke, University of Kentucky–Lexington; Diana Haytko, Missouri State University; Yi He, California State University East Bay; Amanda Helm, University of Wisconsin, Whitewater; Christopher Joiner, George Mason University; Leslie Kendrick, Johns Hopkins University; David Koehler, University of Illinois–Chicago; Gary Kritz, Seton Hall University; Ivy Kutlu, Old Dominion University; Barbara Lafferty, University of South Florida–Tampa; Ron Lennon, Barry University; Aron Levin, Northern Kentucky University; Stacey Massey, Texas A & M University; George Meier, University of California–Irvine; Darrel Muehling, Washington State University–Pullman; Mark Neckes, Johnson & Wales University; Kathy O'Donnell, San Francisco State University; Kristen Regine, Johnson & Wales University; Herb Ritchell, DePaul University; Herb Rotfeld, Auburn University–Auburn; Hope Schau, University of Arizona; Eugene Secunda, New York University; James Swartz, California State Poly U–Pomona; Kevin Toomb, University North Carolina Charlotte; Mindy Treftz, Columbia College–Christian County; Lisa Troy, Texas A & M University; Deb Utter, Boston University; Jim Walker, Northwest Missouri State University; Donna Wertalik, Virginia Polytechnic Institute.

We would also like to acknowledge the cooperation we received from many people in the business, advertising, and media communities. This book contains several hundred ads, illustrations, charts, and tables that have been provided by advertisers and/or their agencies,

various publications, and other advertising and industry organizations. Many individuals took time from their busy schedules to provide us with requested materials and gave us permission to use them. A special thanks to all of you.

A manuscript does not become a book without a great deal of work on the part of the publisher. Various individuals at McGraw-Hill have been involved with this project over the past several years. Our sponsoring editor on this edition, Michael Ablassmeir, provided valuable guidance and was instrumental in making sure this was much more than just a token revision. A special thanks goes to Kelly Pekelder, our developmental editor, for all of her efforts and for being so great to work with. Thanks also to Dana Pauley for doing a superb job of managing the production process. We also want to acknowledge the outstanding work of Jennifer Blankenship and Margaret Marco for obtaining permissions for most of the ads that appear throughout the book. Thanks to the other members of the product team, Cara Hawthorne, Jeremy Cheshareck, Susan Lombardi, Suresh Babi, and Carol Bielski, for all their hard work on this edition.

We would like to acknowledge the support we have received from the College of Business at San Diego State University. As always, a great deal of thanks goes to our families for putting up with us while we were revising this book. Once again we look forward to returning to normal. Finally, we would like to acknowledge each other for making it through this ordeal for the ninth time! Our families and friends will be happy to know that we still get along after all this—though it is definitely getting tougher and tougher and tougher.

George E. Belch

Michael A. Belch

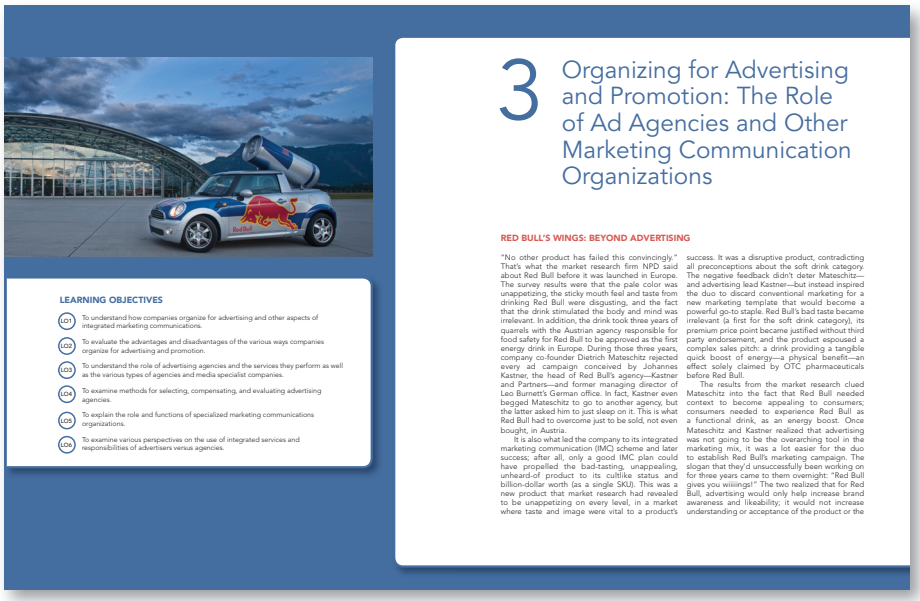
Your guide through the exciting world

Why It's a Powerful Learning Tool

The ninth edition continues to provide you with the most comprehensive and current text on the market in the area of advertising and promotion from an integrated marketing communications perspective. The following features in each chapter enhance students' understanding of the material as well as their reading enjoyment.

CHAPTER OPENERS

Learning Objectives are provided at the beginning of each chapter to identify the major areas and points covered in the chapter and guide the learning effort. Each chapter also begins with a **Chapter Opening Vignette** that shows the effective use of integrated marketing communications by a company or ad agency or discusses an interesting issue that is relevant to the chapter. Some of the companies profiled in the opening vignettes include Facebook, Emirates Airline, Red Bull, IKEA, UNIQLO, and HSBC.



LEARNING OBJECTIVES

LO1 To understand how companies organize for advertising and other aspects of integrated marketing communications.

LO2 To evaluate the advantages and disadvantages of the various ways companies organize for advertising and promotion.

LO3 To understand the role of advertising agencies and the services they perform as well as the various types of agencies and media specialist companies.

LO4 To examine methods for selecting, compensating, and evaluating advertising agencies.

LO5 To explain the role and functions of specialized marketing communications organizations.

LO6 To examine various perspectives on the use of integrated services and responsibilities of advertisers versus agencies.

3 Organizing for Advertising and Promotion: The Role of Ad Agencies and Other Marketing Communication Organizations

RED BULL'S WINGS: BEYOND ADVERTISING

"No other product has failed this convincingly." That's what the market research firm NPD said about Red Bull before it was launched in Europe. The survey results were that the pale color was unappetizing, the sticky mouth feel and taste from drinking Red Bull were disgusting, and the fact that the drink stimulated the body and mind was irrelevant. In addition, the drink took three years of quarrels with the Austrian agency responsible for food safety for Red Bull to be approved as the first energy drink in Europe. During those three years, company co-founder Dietrich Mateschitz rejected every ad campaign conceived by Johannes Kastner, the head of Red Bull's agency—Kastner and Partners—and former managing director of Leo Burnett's German office. In fact, Kastner even begged Mateschitz to go to another agency, but the latter asked him to just sleep on it. This is what Red Bull had to overcome just to be sold, not even bought, in Austria.

It is also what led the company to its integrated marketing communication (IMC) scheme and later success; after all, only a good IMC plan could have propelled the bad-tasting, unappealing, unheard-of product to its cultlike status and billion-dollar worth (as a single SKU). This was a new product that market research had revealed to be unappetizing on every level, in a market where taste and image were vital to a product's success. It was a disruptive product, contradicting all preconceptions about the soft drink category. The negative feedback didn't deter Mateschitz—and advertising lead Kastner—but instead inspired the duo to discard conventional marketing for a new marketing template that would become a powerful go-to staple. Red Bull's bad taste became irrelevant (a first for the soft drink category), its premium price point became justified without third party endorsement, and the product espoused a complex sales pitch: a drink providing a tangible quick boost of energy—a physical benefit—an effect solely claimed by OTC pharmaceuticals before Red Bull.

The results from the market research clued Mateschitz into the fact that Red Bull needed context to become appealing to consumers; consumers needed to experience Red Bull as a functional drink, as an energy boost. Once Mateschitz and Kastner realized that advertising was not going to be the overarching tool in the marketing mix, it was a lot easier for the duo to establish Red Bull's marketing campaign. The slogan that they'd unsuccessfully been working on for three years came to them overnight: "Red Bull gives you wiiiings!" The two realized that for Red Bull, advertising would only help increase brand awareness and likeability; it would not increase understanding or acceptance of the product or the

# of advertising and promotion.

CHAPTER PEDAGOGY

Four-Color Visuals throughout the book consist of photoboards, commercial shots, charts, graphs, and over 400 print ads. **Key Terms** are highlighted in boldface throughout the text and listed at the end of each chapter with a page reference. **Chapter Summaries** serve as a quick review of important topics covered and as a study guide. **Discussion Questions** tagged to learning objectives at the end of each chapter give students an opportunity to test their understanding of the material and to apply it. These questions can also serve as a basis for class discussion or assignments.

Many advertising practitioners consider market positioning the most important factor in establishing a brand in the marketplace. David Aaker and John Myers note that the term *position* has been used to indicate the brand's or product's image in the marketplace.[11] Jack Trout and Al Ries suggest that this brand image must contrast with those of competitors. They say, "In today's marketplace, the competitors' image is just as important as your own. Sometimes more important."[12] Jack Trout notes that a good branding strategy cannot exist without positioning. Trout further states that branding is about the process of building a brand, while positioning is about putting that brand in the mind of the consumer.[13] Thus, *positioning*, as used in this text, relates to the image of the product and or brand relative to competing products or brands. The position of the product or brand is the key factor in communicating the benefits it offers and differentiating it from the competition. Let us now turn to strategies marketers use to position a product.

EXHIBIT 2–14
Lifewater positions itself as a vitamin rich water

DEVELOPING A POSITIONING STRATEGY

A number of positioning strategies might be employed in developing a promotional program. David Aaker and J. Gary Shansby discuss six such strategies: positioning by product attributes, price/quality, use, product class, users, and competitor.[14] Aaker and Myers add one more approach, positioning by cultural symbols.[15]

Positioning by Product Attributes and Benefits A common approach to positioning is setting the brand apart from competitors on the basis of the specific characteristics or benefits offered. Sometimes a product may be positioned on more than one product benefit. Marketers attempt to identify **salient attributes** (those that are important to consumers and are the basis for making a purchase decision). For example, when Apple first introduced its computers, the key benefit stressed was ease of use—an effective strategy, given the complexity of computers in the market at that time. More recently, there have been a number of new water products that enhance hydration, help the body to exert physical power, increase immunities, and so on. Sobe Lifewater also offers vitamin enhanced water (Exhibit 2–14).

EXHIBIT 2–15
Kohl's positions its brand as having good value for the right price

Positioning by Price/Quality Marketers often use price/quality characteristics to position their brands. One way they do this is with ads that reflect the image of a high-quality brand where cost, while not irrelevant, is considered secondary to the quality benefits derived from using the brand. Premium brands positioned at the high end of the market use this approach to positioning.

Another way to use price/quality characteristics for positioning is to focus on the quality or value offered by the brand at a very competitive price. For example, Kohl's takes the position of a family oriented specialty store offering good value (Exhibit 2–15). Remember that although price is an important consideration, the product quality must be comparable to, or even better than, competing brands for the positioning strategy to be effective.

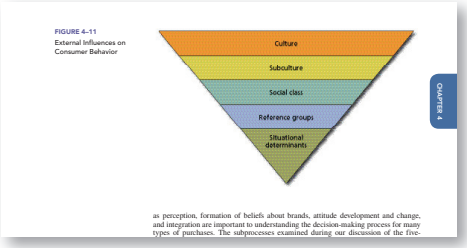
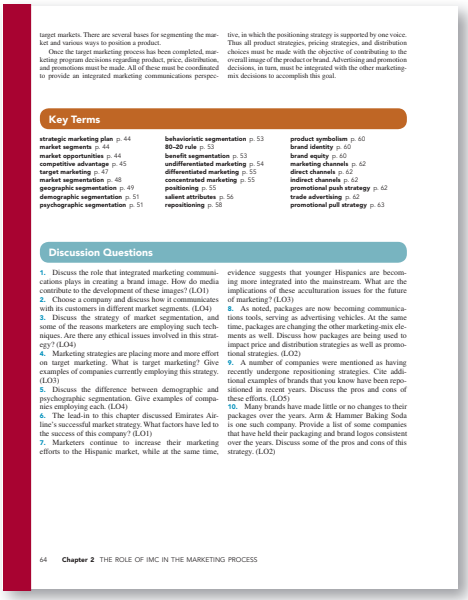


FIGURE 4–11
External Influences on Consumer Behavior

as perception, formation of beliefs about brands, attitude development and change, and integration are important to understanding the decision-making process for many types of purchases. The subprocesses examined during our discussion of the five-



target markets. There are several bases for segmenting the market and various ways to position a product.

Once the target marketing process has been completed, marketing program decisions regarding product, price, distribution, and promotions must be made. All of these must be coordinated to provide an integrated marketing communications perspective, in which the positioning strategy is supported by one voice. Thus all product strategies, pricing strategies, and distribution choices must be made with the objective of contributing to the overall image of the product or brand. Advertising and promotion decisions, in turn, must be integrated with the other marketing-mix decisions to accomplish this goal.

Key Terms

strategic marketing plan p. 44
market segments p. 44
market opportunities p. 44
competitive advantage p. 45
target marketing p. 47
market segmentation p. 48
geographic segmentation p. 49
demographic segmentation p. 51
psychographic segmentation p. 51
behavioristic segmentation p. 53
80–20 rule p. 53
benefit segmentation p. 53
undifferentiated marketing p. 54
differentiated marketing p. 55
concentrated marketing p. 55
positioning p. 55
salient attributes p. 56
repositioning p. 58
product symbolism p. 60
brand identity p. 60
brand equity p. 60
marketing channels p. 62
direct channels p. 62
indirect channels p. 62
promotional push strategy p. 62
trade advertising p. 62
promotional pull strategy p. 63

Discussion Questions

1. Discuss the role that integrated marketing communications plays in creating a brand image. How do media contribute to the development of these images? (LO1)
2. Choose a company and discuss how it communicates with its customers in different market segments. (LO4)
3. Discuss the strategy of market segmentation, and some of the reasons marketers are employing such techniques. Are there any ethical issues involved in this strategy? (LO4)
4. Marketing strategies are placing more and more effort on target marketing. What is target marketing? Give examples of companies currently employing this strategy. (LO3)
5. Discuss the difference between demographic and psychographic segmentation. Give examples of companies employing each. (LO4)
6. The lead-in to this chapter discussed Emirates Airline's successful market strategy. What factors have led to the success of this company? (LO1)
7. Marketers continue to increase their marketing efforts to the Hispanic market, while at the same time, evidence suggests that younger Hispanics are becoming more integrated into the mainstream. What are the implications of these acculturation issues for the future of marketing? (LO3)
8. As noted, packages are now becoming communications tools, serving as advertising vehicles. At the same time, packages are changing the other marketing-mix elements as well. Discuss how packages are being used to impact price and distribution strategies as well as promotional strategies. (LO2)
9. A number of companies were mentioned as having recently undergone repositioning strategies. Cite additional examples of brands that you know have been repositioned in recent years. Discuss the pros and cons of these efforts. (LO5)
10. Many brands have made little or no changes to their packages over the years. Arm & Hammer Baking Soda is one such company. Provide a list of some companies that have held their packaging and brand logos consistent over the years. Discuss some of the pros and cons of this strategy. (LO2)

REAL LIFE EXAMPLES

The authors have used many sources to find practical examples to use throughout the text. In addition to the integration of the strategy and rationale behind the ads and other types of promotion that are used for current examples of industry practice, there are special in-depth discussions highlighted in boxed sections. **IMC Perspectives** present in-depth discussion of particular issues related to the chapter material and show how companies are using integrated marketing communications. **Global Perspectives** are presented throughout the text in recognition of the increasing importance of international marketing and the challenges of advertising and promotion and the roles they play in the marketing programs of multinational marketers. **Ethical Perspectives** focus attention on important social issues and show how advertisers must take ethical considerations into account when planning and implementing advertising and promotional programs. **IMC Technology Perspectives** provide a detailed discussion of how changes and advances in technology are impacting the practice of integrated marketing communications.

IMC Perspective 2–2 > > >

Repositioning MTV—The End of an Era

IMC Technology Perspective 5–1 > > >

High Tech Marketers Target Early Digital Adopters

Ethical Perspective 15–1 > > >

Promises and Pitfalls of the Internet in the IMC Program: Is It Time to Tame the Beast?

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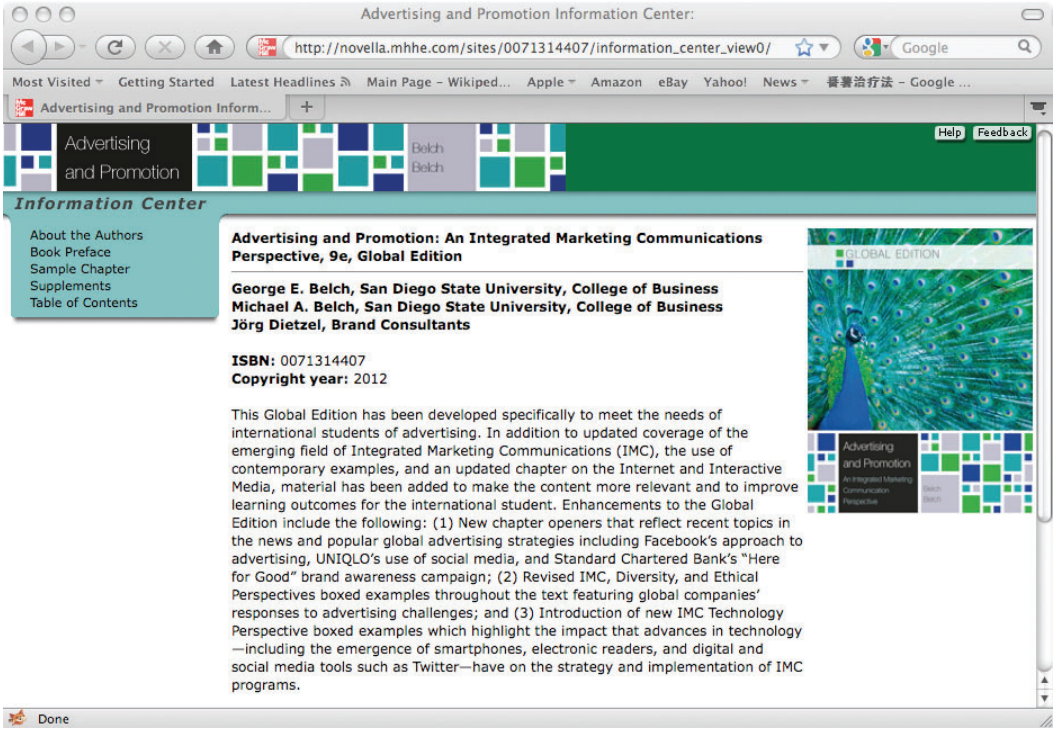

FOR INSTRUCTORS

The resources available online for instructors include downloadable versions of the Instructor's Manual, PowerPoint Presentations, Cases and case teaching notes.

FOR STUDENTS

A wealth of study tools is available for students at the site including self-assessing quizzes, PowerPoint Presentations, and an online Campaign Planner.