



# ADVERTISING MANAGEMENT

FIFTH EDITION

■ RAJEEV BATRA ■

■ JOHN G. MYERS ■

■ DAVID A. AAKER ■

# **ADVERTISING MANAGEMENT**

**Fifth Edition**

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# PREFACE

Advertising is a fascinating subject—"the most fun you can have with your pants on," as Jerry Della Femina once said. Yet it is also perhaps the aspect of marketing where it is most difficult to know for sure what "works," and thus to improve the productivity with which budgets are spent. This book is written with the objective of giving students and practitioners alike the framework and knowledge with which to make more effective advertising decisions, and to communicate some of the excitement and vitality that characterizes the advertising business. Towards this end, the book tries to pull together what we currently know about how advertising "works," and to draw lessons from that knowledge for better advertising decision-making.

## CHANGES IN THE FIFTH EDITION . . . . .

This fifth edition of *Advertising Management* has been extensively updated. We have not only updated the research foundations of the book but have taken special care to add many more examples and case histories and to make the presentation more application-oriented. One way in which we have made the book more contemporary is by adding new readings at the ends of chapters or sections, taken from leading business and advertising publications. Together with the revised text, they provide an exciting picture of the rapidly changing place of advertising and ad agencies in the total context of marketing communications.

In keeping with this new perspective on how advertising fits into the bigger marketing communications picture, there is now a new chapter on integrated marketing communications, covering that topic as well as sales promotions, direct marketing, public relations, and other communications tools. There is also an entirely new chapter on global advertising, in keeping with the increasing interest in managing a brand's global communications program in a way to optimally balance cost efficiencies with local marketing needs.

Other major changes include more material on brand equity, advertising production, and client-agency relationships; greater discussion of successful copywriting techniques; updated information on copy-testing services; and a new appendix on media data sources. A major resequencing of chapters has led to the placing of the chapters entitled "How Advertising Works" and "Attention and Comprehension," earlier in the book.

It goes without saying that all the research covered in this book has been significantly updated, and some older, less relevant material has either been pruned

or dropped entirely. We have also tried harder to draw out implications from the research discussed for actual advertising decision making, rather than merely summarizing the state of academic knowledge on each topic.

## **ORIENTATION AND TARGET AUDIENCE . . . . .**

Despite these substantial changes, the basic thrust of the book remains at it was earlier. The overriding objective is again to provide an approach to the management of advertising that is sophisticated, thoughtful, and state-of-the-art, while being practical and relevant to real-world advertising planning, decision making, and control. The book again draws on and attempts to integrate three related disciplines: the behavioral sciences, marketing and advertising research, and management science.

While we do mention the industry rules-of-thumb and “received wisdom” at appropriate points, our orientation is clearly one of understanding and applying relevant research. We continue to believe that too many advertising decisions are made wastefully and inappropriately and that the application of relevant research can contribute substantially to reducing such waste. Having said that, we recognize that advertising is both a science and an art—and while we cannot teach the art of it, we can at least attempt to develop an appreciation for it, in our chapters on the creative and production processes.

This book is intended for users and potential users of advertising, as well as for those who are preparing for a career in advertising. Previous editions have been used successfully in both undergraduate and graduate courses in advertising, advertising management, communications management, and management of promotions. It has also been used as the basis for training in various leading advertising agencies and marketing organizations. No previous knowledge is assumed, although some familiarity with elementary principles of marketing will, of course, be helpful.

## **ORGANIZATION AND CONTENT . . . . .**

The book is divided into six parts. Part I describes the field of advertising, and the institutions through which advertising “flows,” positions advertising within the organization, and introduces advertising planning and decision making. Part II focuses on setting advertising objectives within the broader context of integrated marketing communications, and presents a review of existing knowledge on “how advertising works” as well as the concepts of segmentation and positioning. Part III examines the interrelated aspects of message strategy: building awareness and communication copy points, changing benefit-based attitudes, associating feelings with the brand, developing brand personality and equity, leveraging group influences, and precipitating action. Part IV discusses tactical issues, those related to actual message execution: choosing among various creative approaches, writing and evaluating actual copy, testing copy for effectiveness and diagnostics, and producing and implementing advertising—including the topic of how clients and agencies can work together more effectively. Part V moves on to media strategy (setting

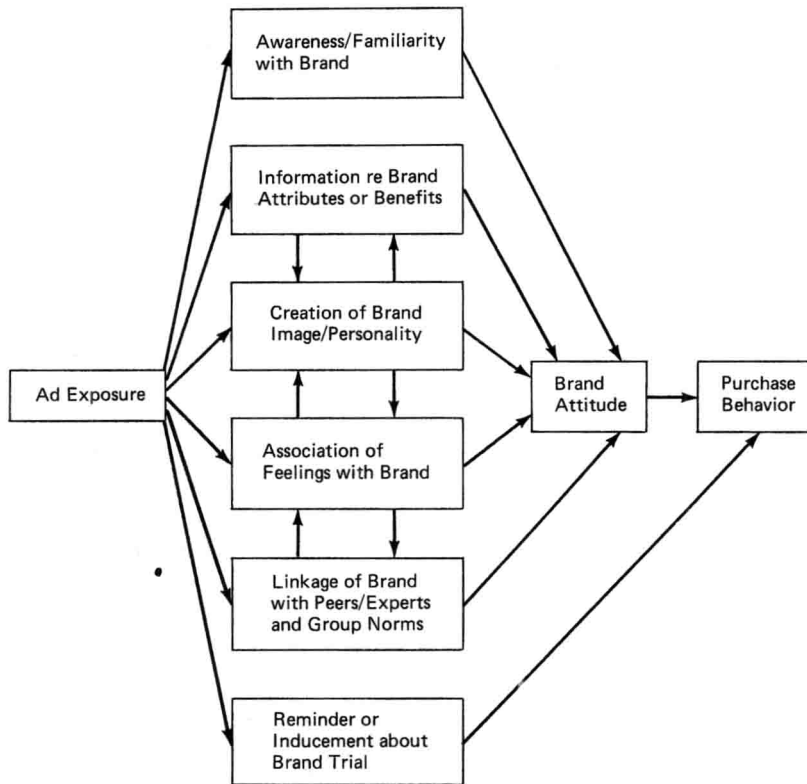
budgets) and media tactics (allocating budgets). Part VI then returns the reader to the broader environment, looking at the regulatory constraints and social impact, as well as the global marketing context.

## ACKNOWLEDGMENTS . . . . .

We would like to thank the many people who helped significantly to improve this fifth edition of the book, including the publishers and media data companies that allowed us to reproduce articles and source materials, and the advertisers who (usually) graciously acquiesced to our request to use their ads. There are too many of them to acknowledge individually, but each source is acknowledged in the text at the point of usage. Thanks also to Harlan Spotts and David Schmittlein for suggesting improvements. They join the many reviewers who helped us on previous editions, including Boris Becker, John Deighton, Julie Edell, David Furse, Sharan Jagpal, Betsy Gelb, Ewald Grether, Stephen Greyser, Manoj Hastak, Hal Kassarian, Trudy Kehret-Ward, Dean Krugman, James Krum, Rich Lutz, Andy Mitchell, William Mindak, Francesco Nicosia, Tom O'Guinn, Michael Ray, Allan Shocker, Camille Schuster, Doug Stayman, Debra Stephens, Bill Wilkie, and Terrance Witkowski. We also thank Prashanth Unnikrishnan for help on the Instructor's Manual and ancillary materials. Finally, we owe much to Lynne Breitfeller of Prentice-Hall, and to Susan Hayes for accommodating our design preferences and for seeing the book through production in the way we wanted it.

To all these people and others whose efforts and contributions now escape our memory, we offer our thanks. Our faculty colleagues and students at Berkeley and Michigan have been a constant source of inspiration and encouragement. Finally, we thank our wives and families for their support and understanding. The book is dedicated to them.

Rajeev Batra  
John G. Myers  
David A. Aaker



*In this book, advertising is seen as influencing consumer attitudes and purchase behaviors in a variety of interlinked ways. An ad exposure can increase brand familiarity, communicate brand attributes and benefits, develop an image and personality for the brand, associate specific feelings with the brand, link the brand to reference groups such as peers and experts, and directly induce action.*

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# PART I

## INTRODUCTION



