

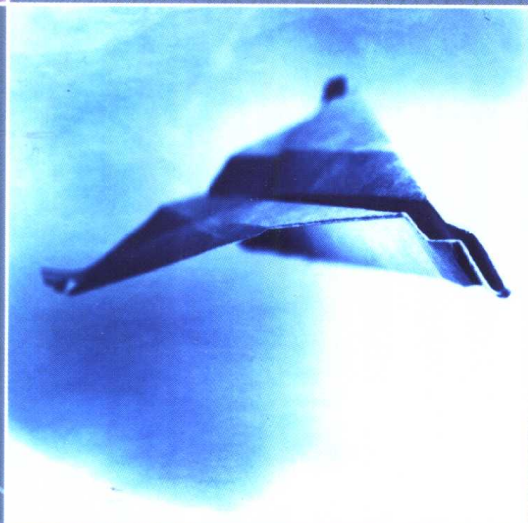
# 整合营销沟通

影印版

IMC

*Using Advertising and Promotion to Build Brands*

• Tom Duncan



高等教育出版社  
Higher Education Press

# 整合营销沟通

影印版

IMC

*Using Advertising and Promotion to Build Brands*

• Tom Duncan



高等教育出版社  
Higher Education Press

图字：01 - 2002 - 5292 号

IMC: Using Advertising & Promotion to Build Brands, 1th ed. Tom Duncan

Copyright©2002 by The McGraw - Hill Companies, Inc.

All Rights Reserved

This edition is authorized for sale only in the People's Republic of China (excluding the Special Administrative Regions of Hong Kong and Macau)

#### 图书在版编目 (CIP) 数据

整合营销沟通：用广告和促销活动建树品牌 (IMC) /  
(美) 邓肯 (Duncan, T. ) 著. —影印本. —北京：高  
等教育出版社, 2003

ISBN 7 - 04 - 011362 - 7

I . 整... II . 邓... III . 营销—基本知识—英文  
IV . F713.3

中国版本图书馆 CIP 数据核字 (2002) 第 088541 号

出版发行 高等教育出版社  
社 址 北京市东城区沙滩后街 55 号  
邮政编码 100009  
传 真 010 - 64014048

购书热线 010 - 64054588  
免费咨询 800 - 810 - 0598  
网 址 <http://www.hep.edu.cn>  
<http://www.hep.com.cn>

经 销 新华书店北京发行所  
印 刷 北京外文印刷厂

开 本 850×1168 1/16  
印 张 51.25  
字 数 1 000 000

版 次 2003 年 1 月第 1 版  
印 次 2003 年 1 月第 1 次印刷  
定 价 58.00 元

本书如有缺页、倒页、脱页等质量问题,请到所购图书销售部门联系调换。

版权所有 侵权必究

# 出版前言

为适应经济社会发展的需要,以高质量的高等教育迎接经济全球化和新科技革命的挑战,培养数以千万计的高质量专门人才,教育部明确要求各高等院校创造条件使用英语等外语进行公共课和专业课教学,从而缩短我国在有关专业教学上与国际先进水平的差距,同时不断提升我国大学生的外语水平。其中一个重要的措施是在高等学校推动使用外语优秀教材。

为使高校学生能够及时使用世界先进水平的经济管理类新教材,高等教育出版社受教育部高教司委托,聘请熟悉国内外教学和学科发展水平的专家,从欧美现行教材中遴选、引进了这批具有国际领先水准的英文版教材,以影印形式出版,供开设相应课程的高等学校选用。

引进这批教材时,遴选和评定的依据主要有以下几个方面:(1)引进的教材与1998年教育部颁行的专业目录及后来批准的目录外专业所规定的主要课程相对应,内容符合专业培养目标和教学要求。(2)版本要新。国外的大学教科书一般三年左右即修订再版一次,增补新的内容。这批教材选择的都是国外权威教科书的最新版本,内容涵盖了相应学科最新进展的介绍和现实案例的分析。(3)内容规范简明,适合教学。由于这批影印教材主要是针对我国大学本科层次经济管理类专业的基础课程和主干课程的,专家们在选择时充分考虑了内容的严谨、规范以及表述的准确性,同时考虑了使用外语教材可能遇到的课时限制问题,在内容相同的几种流行版本中选择相对简明的薄本。另外,按照教育部的要求,这批教材的定价采取了与国内版教材相同的标准。

由于这批教材的作者所在国家的经济、政治、社会文化等与我国均有所不同,书中内容和观点难免有偏颇和错误之处,希望读者在阅读时注意鉴别。

我们希望这批影印教材的出版,对各高等院校的经济管理类专业的教学有所促进和帮助。

高等教育出版社

2002年9月

To Sandra Moriarty,  
a loving wife, best friend, and respected professional colleague.



# About the Author



## Tom Duncan, Ph.D.

Tom Duncan is the founder of the Integrated Marketing Communication graduate program at the University of Colorado-Boulder, where he currently teaches. He is also a consultant to both companies and agencies on IMC and brand building.

Before becoming a professor, Duncan worked in the industry for 15 years. He started his career in marketing research and account management at the Leo Burnett advertising agency's worldwide headquarters in Chicago. He worked on such accounts as Kentucky Fried Chicken and Procter & Gamble. He then went to the client side, where he was director of marketing services for Eckrich Processed Meats, a division of Beatrice Foods, and later vice president of marketing at Jenco's Frozen Foods, where he was responsible for new products.

Professor Duncan has done IMC consulting and workshops for companies such as Sun Microsystems, BBDO, Dentsu, Nestlé, Del Webb Properties, the U.S. Government Services Administration, Porter Novelli, American Marketing Association, Primedia (South Africa), Saudi Telecom Company (Saudi Arabia), Kreab Public Relations (Stockholm), McCann-Erickson. He is currently a member of IBM's Mobile Computing Marketing Advisory Board. He has done extensive speaking and conducted IMC workshops in Europe, Asia, Africa, and South America, as well as throughout North America. He is also a frequent expert witness in cases dealing with branding and marketing communications.

Professor Duncan has taught marketing communications for over 17 years. During this period he has been an invited lecturer at University of Kansas, University of Utah, BI School of Business (Oslo), Hanken Business School (Helsinki), Rau University (Johannesburg, South Africa), King Saud University (Riyadh, Saudi Arabia), and INFOTEC Mexico's federal program for information technology training, (as a participant in University of California at Berkeley's Worldwide Education Program).

In addition to writing articles for such publications as the *Journal of Advertising Research*, *Marketing Tools*, *Journal of Advertising*, and *Advertising Age*, and giving numerous academic presentations on IMC, Professor Duncan is coauthor of *Driving Brand Value* and *Creating and Delivering Winning Advertising and Marketing Presentations*. He holds a bachelor's and master's degree in advertising from Northwestern University and a Ph.D. from the University of Iowa.

# Preface

Some interesting things happened on the way to the 21st century. Marketing communication (MC) functions such as advertising, public relations, sales promotion, and direct marketing became much more sophisticated, resulting in more commercial message clutter which made it more difficult for brands to be seen and heard. Emerging communication technology, especially the Internet, greatly empowered customers. Media became more fragmented, interactive, and global via satellite delivery. Databases became more pervasive and easier and less costly to use. Digitization made possible the convergence of computers, TV, and telephone. Customers became more business-savvy with higher expectations than ever before. And top management demanded even greater accountability as competition intensified.

These changes have both forced and enabled companies to change the way they communicate with prospects and customers. Customers are now more in command of the marketplace than ever before. They have more choices and more information on which to make brand decisions. They can buy 24-hours a day, seven days a week from anywhere in the world. The old marketplace motto “caveat emptor” (“Let the buyer beware”) has become obsolete. Today, the more accurate axiom is “Let the company beware.” Recognizing this change, smart companies have made greater efforts to *integrate* their marketing communications and all other brand messages, because this is the most cost-effective way to build brand relationships and brand value.

Nearly every type of business and organization you can think of uses MC functions and media to some extent. MC includes everything from signs in a retail-store window to multi-million dollar campaigns for global companies such as Coca Cola, Unilever, and 3M. MC is the way organizations communicate with customers, potential customers, donors, voters—whoever they want establish a relationship with and persuaded to think or act in a certain way. To maximize the work of the MC functions, it is essential that they are strategically integrated. This is the fundamental difference: IMC looks at and influences all brand messages, not just marketing communication messages. This is key because non-MC messages often have more impact on buying decisions than do MC messages.

As you read through this book, keep in mind that every business is unique as is its need for IMC. The objective of the book is to provide you with a basic understanding of the various marketing communication functions, media alternatives, and the integrated marketing communication concept and process. It will show you how these are used to develop long-term, profitable brand relationships.

## To the Instructor

This textbook is about how to use communication to build stronger brand relationships. The IMC concept and process presented are those used by companies that truly put the customer first. It is about integrating *marketing* and *communication*. Although the title is IMC, some might call it integrated brand communication, customer relationship management (CRM), or even integrated corporate communication. This is because each of these has a strong common denominator: a customer focus. There is no question that IMC is still evolving. Each person who writes about IMC has a slightly different definition of it. Nevertheless, all of us

who have worked on its development agree that the customer focus differentiates this new way of managing brand communication from traditional, one-way advertising and promotion.

Some say IMC is a management fad. Any relatively new business practice is always questioned, as it should be, during its evolution. Its ideas and practices need to be critically examined and challenged. IMC has successfully met these challenges and answered the hard questions. (See Schultz's and Kitchen's Sept./Oct. 2000 *Journal of Advertising Research* article, "A Response to '[IMC:] Theoretical Concept or Management Fashion?'"). The most important endorsement of the IMC concept, however, is its widespread adoption by both companies and agencies. As one top executive put it: "Why would a company want its operations to be *dis-integrated*? It's common sense that brand building should be as *integrated* as it can possibly be."

Some critics say IMC is nothing new because smart marketers have been integrating their marketing and marketing communication efforts for years. Conceptually, these critics are correct. IMC is basically what Peter Drucker has long said that marketing should be—a tool for creating customers for long term (e.g., customer relationships). The problem has been that as each of the MC functions and media became more sophisticated, their use became more fragmented. This fragmentation was further exacerbated by the new communication and information technologies. IMC came about in response to the need for a way to sort through all the MC and media options and to link and coordinate those selected for use in the most cost-effective manner.

IMC and traditional advertising and promotion make use of the same marketing communication functions and media, so some of the topics in this book are similar to those found in other texts. However, IMC differs significantly when it comes to objectives and strategies. Most advertising and promotion textbooks, even those that say they include IMC, simply do not mention or discuss in sufficient detail, the topics that are so critical in practicing integration. Some of the differentiating integration topics and factors that this book explains are:

- Building brands, not just brand images.
- Adding two-way to one-way brand communication.
- The strengths and weaknesses of the Internet in brand building.
- Discussion of brand messages rather than just ads.
- Identification and explanation of ALL brand contact points, not just those created by media.
- Customer-created brand contacts and how to respond.
- Cross-functional and zero-based planning.
- How to do and use SWOT analyses to determine the best mix of marketing communication functions and media.
- Using databases to segment, target, and create personalized brand messages.
- Importance of balancing efforts to acquire and retain customers and increasing their share of category spending.
- How to use an IMC Audit to evaluate IMC programs.
- Why a company can't be integrated externally until it is integrated internally.
- Brands, branding, and brand building explained in the context of creating and growing brand relationships. (Because brands are ephemeral compared to relationships, which are more tangible, the way to manage a brand is to manage the relationships that create and sustain that brand.)



- Explanation of why communication is the foundation of brand relationships.
- Discussion of why marketing communication cannot effectively operate in a corporate silo but rather must be integrated into the total business.

## Acknowledgments

A book of this nature is only possible with the help and input of many people. I am indebted most to my wife, friend, and academic colleague, Professor Sandra Moriarty, whose wisdom and advice over the years has been invaluable in my development of an IMC concept and process. Her patience and understanding during the writing of this book is impossible to repay.

I am also indebted to practitioner and author Bill Arens who, early on in this project, shared and challenged my IMC ideas, pushing me to think in new directions. A big thanks to Steve Patterson, the McGraw-Hill/Irwin sponsoring editor who signed this book. His confidence and foresight six years ago regarding the academic and professional importance of IMC gave birth to the book's production. It has also been a pleasure to work with Christine Parker and Tracy Jensen, developmental editors, and Linda Schreiber, executive editor, who very professionally managed the development of the book. And many thanks to Jennifer Freedman, whose generous use of red ink during the initial editing process made this book a much better read.

Others who made significant contributions, for which I am extremely grateful, are:

Liz Bennett, Personal Research Assistant

Peggy Bronn, Professor of Marketing, BI School of Business, Oslo, Norway

Steven Carr, Senior Vice President, Integrated Public Relations, Cramer-Krasselt

Clarke Caywood, Former Director, IMC Graduate Program, Northwestern University

Ed Chambliss, Team Manager, The Phelps Group

Dustin Cohn, Vice President Account Director, FCB

Bruce Coulter, Corporate Account Representative, Rational Software Corp.

Bob Davies, Vice President, Price/McNabb

Michelle Fitzgerald, Connection Planner, Fallon

Mark Goldstein, Fallon's Worldwide Director of Integrated Marketing

Richard Goode-Allen, Assistant Professor, University of Colorado—Boulder

Amy Hume, Media VP, Leo Burnett

Sam Kuczun, Professor Emeritus, University of Colorado—Boulder

Suzanne Lainson, President of SportsTrust

Loren Lindeke, Marketing Consultant

David Miln, marketing communication and brand consultant, London

Marieke de Mooij, International cultural marketing Consultant, the Netherlands

Brad Muller, Account Supervisor, Price/McNabb

Nancy Shonka Padberg, Vice President Promotion Marketing, The Phelps Group

Joe Plummer, Executive Vice President, Director of Brand Strategy and Research, McCann-Erickson World Group

Don Schultz, Founder of Northwestern University's IMC program

Karl Weiss, President, Marketing Perceptions, Inc.

Thanks to the following people who reviewed manuscript drafts in various stages and provided great insights, commentary, and suggestions that enhanced the quality and usefulness of this text:

Craig Andrews, Marquette University

Terry Bristol, Oklahoma State University

Wendy Bryce, Western Washington University

Melissa Burnett, Southwest Missouri State University

Todd Donavan, Kansas State University

Robert Ducoffe, The City University of New York

Alan D. Fletcher, Louisiana State University

Kate Gillespie, The University of Texas at Austin

Lisa M. Sciulli, Indiana University of Pennsylvania

Eric Haley, University of Tennessee

Patricia Kennedy, University of Nebraska

Tim Larson, University of Utah

Linda Miller, The University of Kansas

James Munch, University of Texas at Arlington

Terence Nevett, Central Michigan University

Joel Reedy, University of South Florida

Patricia B. Rose, Florida International University

Kris Swanson, Northern Arizona University

Brian Tietje, California Polytechnic University

Michael Weibad, Florida State University

Kurt Wildermuth, Northern Arizona University

## Supplements

To assist the instructor in the classroom, the following supplements are available:

**Instructor's Manual** [0256215413]: The instructor's manual includes learning objectives, lecture outlines, additional mini-lectures, and further insights and teaching suggestions.

**Test Bank** [0256215421]: A test bank of over 1,300 questions has been developed to accompany the text. This test bank is comprised of multiple choice, true/false, and short-answer essay questions.

**Video Library** [0256215456]: A variety of perspectives on aspects of IMC along from real companies building and managing IMC campaigns, and with samples of relevant TV advertisements.

**Instructor's Resource CD** [0072481986]: This CD-ROM contains an electronic version of the Instructor's Manual, a computerized version of the test bank, a complete PowerPoint presentation, and a selection of video clips. This

CD-ROM allows instructors to customize classroom tests and presentations using images, PowerPoint text, and video clips.

**Four-color Acetate package** [0072481994]: These acetates contain ads and images for use in classroom lecture presentation.

**Online Learning Center (OLC)** [[www.mhhe.com/duncan](http://www.mhhe.com/duncan)]: The OLC contains all instructor support materials, as well as student tutorials and self-assessment quizzing and additional materials, and a link to the Advertising PowerWeb.

**Advertising PowerWeb** [[www.dushkin.com/powerweb](http://www.dushkin.com/powerweb)]: This feature completes the online offering with access to current full-text articles, quizzing and assessment, validated links to relevant material, interactive glossaries, weekly updates, and interactive Web exercises. PowerWeb is organized by course area, ensuring that you and your students receive only the most pertinent and topical information.

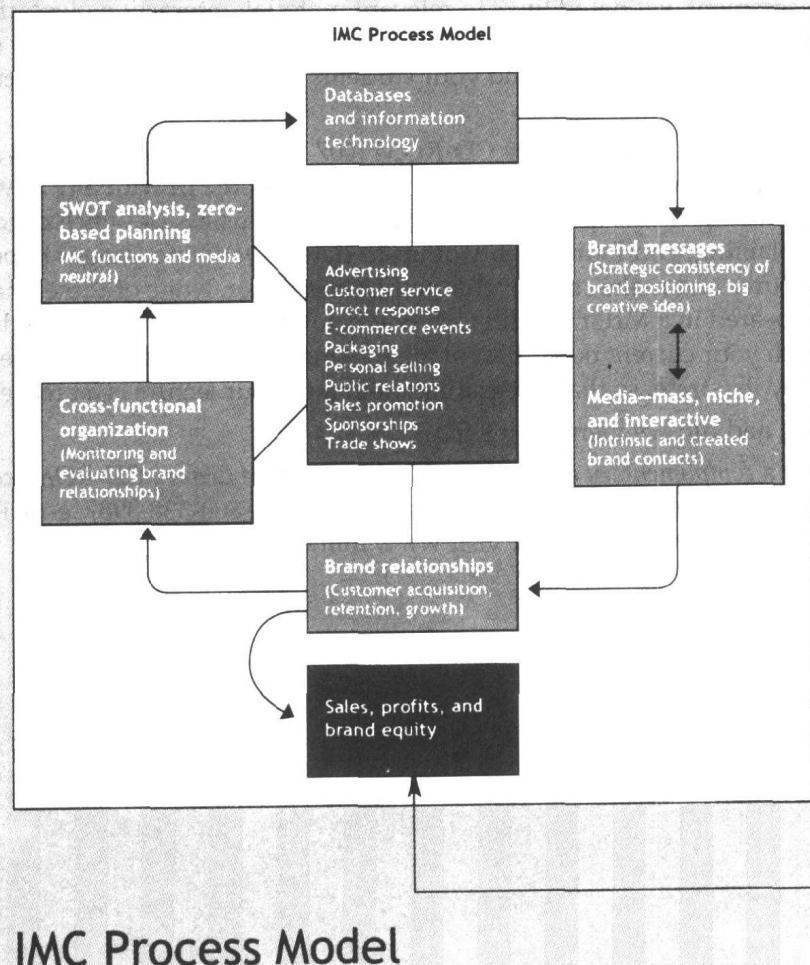
**Marketing Image Library CD-ROM** [0072428511]: Containing 174 advertising images, the Marketing Image Library is a welcome fit with any advertising or marketing class. No matter which book you're using, or which concept you're explaining, you'll find plenty of up-to-date advertising images to perk up your lectures and make student comprehension easier. None of these images has appeared in a McGraw-Hill textbook before, so there will be no redundancy with your current book. Best of all, the images are organized by the concepts they illustrate, so that integrating them into your lecture is a breeze.

Oh, and did we mention it's free?

For a complimentary copy of the *Marketing Image Library CD-ROM*, contact your local McGraw-Hill/Irwin representative, call 1-800-338-3987, e-mail [listeners@mcgraw-hill.com](mailto:listeners@mcgraw-hill.com) or visit [www.mhhe.com](http://www.mhhe.com).

# Guided Tour

IMC is a process for managing communications that create the customer relationships that, in turn, drive brand value.



The integration process is illustrated here by the boxes surrounding the list of central marketing communication functions. Without this encompassing set of support functions, integration cannot take place.



### NESCAFÉ SERVES CONTINUOUS HAPPINESS

McCann-Erickson, Osaka, Japan

When the Japanese economy went into a deep recession in the 1990s, and coffee category sales leveled off, the Swiss-based food-and-beverage giant Nestlé found it necessary to increase the prices of its instant-coffee brand Nescafé. Under such circumstances, how would you intensify the relationship Nescafé has with its Japanese customers, reach new customers, involve more retailers, and increase sales of instant coffee in Japan?

The Osaka office of international advertising agency McCann-Erickson decided that sales promotion was the marketing communication tool that could best lead this campaign for Nescafé. A strategic promotional idea under the theme "Continuous Happiness Present" was created by the McCann team and executed over a period of several years. This award-winning promotional campaign was designed to promote Nescafé's "friendly and caring" brand values while simultaneously increasing sales of Nescafé instant coffee at higher prices (see Exhibit 16-1).

To Western students of marketing communications, the "Continuous Happiness Present" campaign may seem overly polite, too much of a soft sell. It must be kept in mind, however, that the Japanese, like other Asian people, often find American and European advertising and sales promotion offers to be too pushy and intrusive.

#### The Marketing Challenge

The marketplace environment was the source of most of the problems faced by McCann's management team. Nescafé was the best-selling brand in the Japanese instant-coffee market, with a 72 percent share. However, its sales had been falling in recent years due to severe competition with growing liquid-coffee sales, a harder environment in which to get in-store display opportunities, and heavy-discount sale pricing of other competitive brands.

**EXHIBIT 16-1**  
A scene from one of the Nescafé TV commercials showing one of the winners of the flower promotion.



#### Campaign Strategy

In 1998, the Nestlé Japan Coffee Beverage Group launched the "Continuous Happiness Present" campaign, which was designed to promote Nescafé's friendly nature to consumers rather than winning them with a discount price strategy. The promotion was a closed lottery in the sense that entrants had to provide a proof of purchase (a legal requirement in Japan). In this case the Nescafé proof-of-purchase mark, which appears on all Nescafé products. Winners whose entries were drawn received a present—a beautiful pot of flowers every month for a whole year (thus "continuous happiness"). It was a large-scale continuity campaign that ran for two years with a total of 11,000 winners.

Over half of the cases have an international emphasis.

14 of the opening cases are AME award winners.

**FIGURE 21-1**

This 20-question mini-audit is a good and easy way for an organization to quickly test its level of integration.

#### IMC Mini-Audit

Circle the number that best describes how your organization operates regarding each of the following statements. If you don't know how well your organization is doing for a given item, circle DK (Don't Know). If a question does not apply to your organization, leave it blank.

	Never	Always	
<b>Organizational Infrastructure</b>			
1. In our company, the process of managing brand/company reputation and building stakeholder relationships is a cross-functional responsibility that includes departments such as production, operations, sales, finance, and human resources, as well as marketing.	1	2 3 4 5	DK
2. The people managing our communication programs demonstrate a good understanding of the strengths and weaknesses of ALL major marketing communication tools such as direct response, public relations, sales promotion, advertising, and packaging when putting marketing communication plans together.	1	2 3 4 5	DK
3. We do a good job of internal marketing, informing all areas of the organization about our objectives and marketing programs.	1	2 3 4 5	DK
4. Our major communication agencies have at least monthly contact with each other regarding our communication programs and activities.	1	2 3 4 5	DK
<b>Interactivity</b>			
5. Our media plan is a strategic balance between mass media and one-to-one media.	1	2 3 4 5	DK
6. Special programs are in place to facilitate customer inquiries and complaints.	1	2 3 4 5	DK
7. We use customer databases that capture customer inquiries, complaints, compliments, as well as sales behavior (e.g., trial, repeat, frequency of purchase, type of purchases).	1	2 3 4 5	DK
8. Our customer databases are easily accessible (internally) and user-friendly.	1	2 3 4 5	DK
<b>Mission Marketing</b>			
9. Our organization's mission is a key consideration and is evident in our marketing communication plans.	1	2 3 4 5	DK
10. Our mission provides an additional reason for customers and other key stakeholders to believe our messages and support our company.	1	2 3 4 5	DK
11. Our corporate philanthropic efforts are concentrated in one specific area or program.	1	2 3 4 5	DK
<b>Strategic Consistency</b>			
12. All of our planned brand messages (e.g., advertising, sales promotion, PR, packaging) are strategically consistent.	1	2 3 4 5	DK
13. We periodically review all our brand messages to determine to what extent they are strategically consistent.	1	2 3 4 5	DK
14. We consciously think about what brand messages are being sent by our pricing, distribution, product performance, customer service operations, and by persons and organizations outside the control of the company.	1	2 3 4 5	DK

Chapter-opening cases show IMC at work in the real world, around the world. Cases are for goods, services, B2B, and for non-profit organizations.

### USING A MEDIA CONTEXT TO HELP REVIVE AN OLD BRAND

Lee Jeans campaign by Fallon, Minneapolis, MN

#### Background: Why Buddy Lee Was Revived

Lee Jeans faced a critical brand problem. According to the heart of the jeans market, males and females ages 17-22, Lee Jeans were "not for me." They said Lee was "outdated," "boring," and "my mother's jeans." Fallon and Lee decided to reverse perceptions of the 105-year-old brand among these consumers by introducing a new sub-brand, Lee Dungarees, and reviving a diamond in the rough icon uncovered in Lee's archives, Buddy Lee (Buddy is Lee's vintage "spokes doll" from the 1920s (see Exhibit 13-1)).

Lee's goal was to snap younger consumers' heads back and affect significant increases in key attribute measures including "brand for me" and "brand becoming more popular." In addition, Lee wanted to increase sales among young men and juniors.

The strategies: (1) guide fickle consumers down a path of discovery allowing them to participate in discerning the meaning of the icon and the brand values; (2) fully integrate the positioning "jeans that won't hold you back" in all communications; (3) don't try too hard or risk rejection; and (4) use Buddy Lee to create a new definition of cool.

#### Stage 1: Who is that cool guy?

Fallon designed a Discovery Phase to create intrigue in Buddy Lee and imbue him with coolness. The agency started by creating buzz locally and somewhat "underground." Using guerrilla tactics, brand communication was slightly ahead of the primary target, reaching leaders and influencers first. In these messages jeans were never mentioned... or the brand.

Consumers saw a phantom campaign of otherwise unidentified images of Buddy Lee wild posted, such as on walls bordering construction sites and other unusual places on the streets of trend areas in 15 major cities. Influential hipsters found random, small-space tune-in invitations to watch The Buddy Lee Story in music venues, alternative weeklies, and a CD-ROM (where Buddy became a fixture in the new music area). An underground network of web sites linked to the unbranded Buddy Lee website which told his story, but did not link to leejans.com. The Buddy Lee site was interactive in that consumers could submit questions about Buddy and these were answered directly.

After bar-hopping and clubbing, the target came home and watched The Buddy Lee Story in between "South Park" episodes. The story ran as a two-part series of three-minute short films on late-night

**EXHIBIT 13-1**  
Reproduction of the original Buddy Lee "Spokes doll."



### IMC Mini-Audit

One of the key measurement and evaluation tools presented, is an IMC Audit.

## Chapter Perspective:

### A Special Relationship

Because IMC is a process, it is a means to an end. That end is brands and stakeholder relationships. The purpose of this chapter is to explain these two IMC end products. Companies make goods and provide services, but they sell brands. And as competing products proliferate and become more similar, the role of customer relationships becomes more critical. A company that has no customer relationships doesn't have a brand. Understanding how brands are built and managed requires an understanding of how relationships are built and managed. This chapter will first explain brands, then brand relationships (including stakeholder support, overlap, and capital), and finally the anatomy of profitable brand relationships.

Conceptually, neither IMC nor brand relationship building is new. What is new are the IMC principles and practices used to build these relationships. Recall from Chapter 1 that in the days of the old general store, owners knew their customers personally. But as companies and chains took over, these relationships gave way to mass marketing. With new information and communication technology, however, it is possible for companies to once again know their customers and operate on a more personal and responsive level.

A brand relationship strategy brings customers and branding together. According to Regis McKenna, a leading high-tech public relations consultant and author of *Relationship Marketing*, a successful brand is nothing more than a special relationship. A good brand relationship is one in which the relationship is of value to both the customer and company. A customer relationship building program, however, is a long-term strategy, unlike a more traditional marketing strategy that focuses on short-term transactions.

## Chapter Perspectives

Each chapter's "Perspective" provides an overview of the chapter and explains how it fits into the overall IMC concept and process.



## Video Series

A series prepared by the author provides illustration for the text concepts and video support to many of the cases.



The chapter objectives, summaries, and assessment exercises are all linked through each chapter's "Key Points." This inter-linked "safety net" gives students the assurance that they have mastered the basic content in the chapters.

## Key Points in This Chapter

1. How does the creative process work to develop big ideas?
2. What are the message design needs of different MC functional areas?
3. What are the written parts of a brand message?
4. How do art and design contribute to MC executions?

### Key Point Summary

#### Key Point 1: The Creative Process

The creative process is a step-by-step procedure that people use to discover original ideas. The first step is exploration, which means understanding all the background information and research from the creative brief. Second is insight, which means taking the facts and ideas from the research and backgrounding and using them to create a big idea. Third is execution, which means taking the big idea into all the various brand messages and producing the actual pieces. Fourth is evaluation, in which the creative team steps back, both during and after the process, and considers whether the big idea is on strategy.

#### Key Point 2: Designing for Different MC Functional Areas

1. What is the purpose of a headline?
2. What is the difference between display copy and body copy?
3. Find a print ad, make a copy of it, and on the copy in red ink identify the headline and the body copy. If any of the following are used in the ad, then identify them as well: captions, subheads, overlines, underlines, taglines, or call-out quotes. Finally circle the brand identification elements and label them as a logo or signature.

#### Key Point 3: Writing Copy

The key format elements which

### Lessons Learned

#### Key Point 1: The Creative Process

- a. Define creativity. What are its key characteristics?
- b. What are the four steps in the creative process?
- c. Set up a brainstorming session with some of your friends. Ask them to help you come up with an idea for a new Sonic Skating Gear ad. Experiment with all the brainstorming techniques. Which one led you to the most promising idea?
- d. Find a marketing communication execution that you believe is highly creative and a similar one that isn't creative. Critique both pieces and explain your evaluation of them.

#### Key Point 2: Designing for Different MC Functional Areas

1. What is the purpose of a headline?
2. What is the difference between display copy and body copy?
3. Find a print ad, make a copy of it, and on the copy in red ink identify the headline and the body copy.

Assignments within the end-of-chapter "Challenges" and "Additional Readings" provide students with ample opportunity to explore concepts further and apply what they have learned.

### Chapter Challenge

#### Writing Assignment

The Parkinson's Coalition case at the beginning of this chapter provides an example in which customers used both the head and the heart to make a decision. Explain how these different styles of reasoning work and how marketing communication can influence them. From what you have learned about customer decision-making processes, what would you recommend to the Parkinson's Coalition for next year's campaign?

#### Presentation Assignment

You have been hired by a local coffeehouse to analyze its customers' behavior. But first the manager wants you to give the organization's employees a crash course in brand decision-making basics. Go back through the entire chapter and list all the tips you can find about how to use marketing communication to effectively relate to customers. Prepare a presentation to the store owner and manager on those factors that you think are most relevant to their marketing situation. In particular, what are the various strategies you might recommend for their marketing communication that would influence behavior? Develop an outline of the key points you want to present. Give the presentation to your class or record it on a videotape (audiotape is also an option) to turn in to your instructor, along with the outline.

#### Internet Assignment:

Browse the Motley Fool website ([www.fool.com](http://www.fool.com)) and find a discussion that relates to consumer behavior. Write a report on this topic, explaining it in terms of brand decision making as described in this chapter.

### Additional Readings

Jones, John Philip. "Is Advertising Still Salesmanship?" *Journal of Advertising Research*, May-June 1997, pp. 9-15.

Fortini-Campbell, Lisa. *The Consumer Insight Workbook*. Chicago: The Copy Workshop, 1992.

Macdonald, Emma, and Bryon Sharp. "Brand Awareness Effects on Consumer Decision Making for a Common, Repeat Purchase Product." *Journal of Consumer Research*, April 2000.

Modahl, Mary. *Now or Never: How Companies Must Change Today to Win the Battle for Internet Customers*. New York: HarperBusiness, 2000.

Pine, B. Joseph, II, and James H. Gilmore. *The Experience Economy: Work Is Theatre & Every Business a Stage*. Boston: Harvard Business School Press, 1999.

Wicks, Robert. *Understanding Audiences*. Mahwah, NJ: Lawrence Erlbaum, 2001.

#### Research Assignment

Consult these articles and books and others that you find in the library that relate to consumer behavior and explain how advertising and other forms of marketing communication are successful (or not successful) in influencing the consumer decision process. Develop a marketing communications plan for the introduction of a new product of your own choice that makes the most effective use of marketing communication to influence the brand decision process of your target audience.

# Brief Contents

## Part One FROM MARKETING COMMUNICATION TO IMC 1

- 1 From Marketing Communication to IMC 2
- 2 Brands and Stakeholder Relationships 38
- 3 IMC Partners and Cross-Functional Organization 78

## Part Two STRATEGIC FOUNDATIONS OF IMC 119

- 4 The Brand Communication Process 120
- 5 The Brand Decision Process 156
- 6 IMC Planning 192
- 7 Segmenting and Targeting 232
- 8 Data-Driven Communication 270

## Part Three CREATING, SENDING, AND RECEIVING BRAND MESSAGES 307

- 9 IMC Message Strategy 308
- 10 Brand Message Execution 334
- 11 Media Characteristics 368
- 12 The Internet and Interactive Media 412
- 13 Media Planning 454

## Part Four MARKETING COMMUNICATION FUNCTIONS 499

- 14 Advertising: The Awareness Builder 500
- 15 Public Relations: The Credibility Builder 528
- 16 Sales Promotion: Intensifying Consideration 564
- 17 The Personal Connection: Direct Response and Personal Sales 594
- 18 Experiential Contact: Events, Sponsorships, and Customer Service 630

## Part Five THE BIG PICTURE 659

- 19 Social, Ethical, and Legal Issues 660
- 20 International Marketing Communication 690
- 21 Measurement, Evaluation, and Effectiveness 722

*Glossary* 761

*Index* 769