

Advertising and Promotion

Fourth Edition



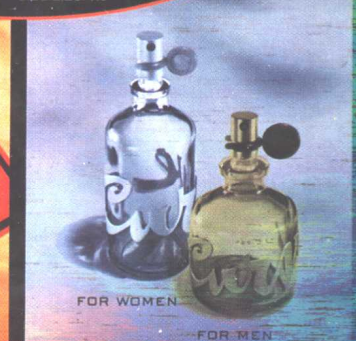
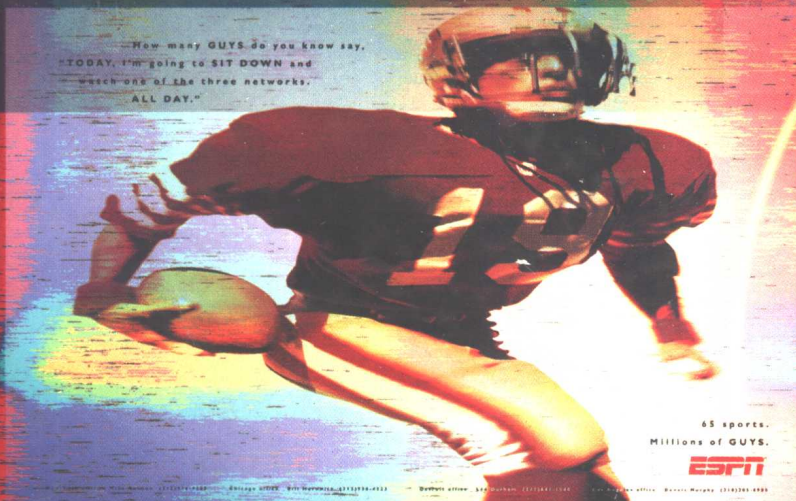
An Integrated
Marketing
Communications
Perspective



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George E. Belch • Michael A. Belch

Advertising and Promotion

An Integrated Marketing
Communications Perspective

Fourth Edition

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Both of San Diego State University



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ADVERTISING AND PROMOTION: AN INTEGRATED MARKETING COMMUNICATIONS PERSPECTIVE

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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 the AIDS crisis and 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 a field to either practice or study. However, they will also tell you that the field is undergoing dramatic changes that are changing advertising and promotion 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 who 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.

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 now the Internet—competing for consumers' attention. Marketers are looking beyond the traditional media to find new and better ways to communicate with their customers. They no longer accept on faith the value of conventional advertising placed in conventional media. The large agencies are recognizing that they must change if they hope to survive into the 21st century. Keith Reinhard, chairman and CEO of DDB Needham Worldwide, notes that the large agencies

“have finally begun to acknowledge that this isn't a recession we're in, and that we're not going back to the good old days.”

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.

Marketers are also changing the ways they allocate their promotional dollars. Spending on sales promotion activities targeted at both consumers and the trade has surpassed advertising media expenditures for years and continues to rise. In a recent article titled “Agencies: Change or Die,” Joe Cappel, *Advertising Age* senior vice president, wrote, “What is happening in the advertising industry right now is a massive revolution that is changing the rules of marketing. This revolution is taking place not only in the United States, but in all affluent countries where advertising and media are well developed.”

A number of factors are fueling this revolution. 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. Many companies are coordinating all their communications efforts so they can send cohesive messages to their customers. Many advertising agencies have acquired, started, or become affiliated with sales promotion, direct-marketing, and public relations companies to better serve their clients' marketing communications needs.

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 adver-

tising 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 5 or 10 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 functions: advertising, direct marketing, sales promotion, public relations, and personal selling. 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. 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 40-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*, *Business Week*, *Fortune*, *Forbes*, *Marketing Tools*, *Sales & Marketing Management*, *Business Marketing*, *Promo*, and many others, to find practical examples that are integrated throughout the text. We have spoken with hundreds of people 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. **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. New to this edition are a number of **Career Profiles** which highlight successful individuals working in the field of advertising and promotion.

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, and Ethical Perspectives, and the Career Profiles 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 goal in writing the fourth edition of this text was to focus on the many changes that are occurring in the advertising industry and how they influence advertising and promotional strategies and tactics. We have done this by continuing with the *integrated marketing communications perspective* we introduced in the second edition. 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. A recent study found that an overwhelming majority of marketing managers believe IMC can enhance the effectiveness and impact of their marketing communications efforts. Many advertising agencies are also developing expertise in direct marketing, sales promotion, event sponsorship, the Internet, and other areas so 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. In addition to its thorough coverage of advertising, this text has chapters on sales promotion, direct marketing and marketing on the Internet, personal selling, 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 1 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 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 2 we cover the promotional program situation analysis. Chapter 3 describes how firms organize for advertis-

ing 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. 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 3 analyzes the communications process. Chapter 5 examines various communication theories and models of how consumers respond to advertising messages, while Chapter 6 considers source, message, and channel factors.

In Part 4 we consider how firms develop goals 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, 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 foundation lays the foundation for the next section where we discuss the development of the integrated marketing communication program.

Part 5 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 support media such as outdoor and transit advertising and some of the many new media alternatives.

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 the rapidly growing areas of direct marketing and marketing on the Internet. The first part of this chapter examines database marketing and the way by which companies communicate directly with target customers. In the second part of the chapter we added a detailed discussion of market-

ing on the Internet and how companies are using the World Wide Web as a medium for promoting and marketing their products and services. Chapter 15 examines both consumer-oriented sales promotion and programs targeted to the trade. Chapter 16 covers the role of publicity and public relations in IMC as well as corporate advertising. Basic issues regarding personal selling and its role in promotional strategy are presented in Chapter 17.

Part 6 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 7 we turn our attention to special markets, topics, and perspectives that are becoming increasingly important in contemporary marketing. Chapter 19, on business-to-business marketing, examines how advertising and other forms of promotion are used to help one company sell its products and/or services to another firm. In Chapter 20 we examine the global marketplace and the role of advertising and other promotional mix variables in international marketing.

The text concludes with a discussion of the regulatory, social, and economic environments in which advertising and promotion operate. Chapter 21 examines industry self-regulation and regulation of advertising by governmental agencies such as the Federal Trade Commission, as well as the governing of sales promotion and direct marketing. 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 22 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.

Chapter Objectives

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.

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. Some of the companies whose advertising and promotion programs are profiled in the opening vignettes include Airwalk, Liz Claiborne, Saturn, Samsung Electronics, Fila, Nissan, Chevrolet trucks, ESPN, *Spin* magazine, Holiday Inn, General Electric, Procter & Gamble, Hewlett Packard, and the Fallon McElligott advertising agency.

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 these perspectives are BMW, Adidas, General Motors, Coca-Cola, Air Canada, Apple Computer, Absolut vodka, Sears, Land O' Lakes, Procter & Gamble, Kraft Foods, DirecTV, and Intel.

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 are Microsoft, Coca-Cola, Pepsi, Nestlé, Nike, IBM, Colgate, and Levi Strauss & Co.

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 use of shock ads by companies such as Calvin Klein and Benetton, invasion of consumer privacy by direct marketers, the controversy over use of the Joe Camel character in ads for Camel cigarettes, and the targeting of underage drinkers by alcoholic beverage companies.

Career Profiles

Also included are eight items profiling the career path of successful individuals working in the communications industry. Some examples of the individuals featured in the Career Profiles are a president of integrated marketing at an agency, an account executive, a creative director, a group director of strategic planning and research and a vice president of global marketing. A director of research for a television network and individuals in sales promotion and public relations are also included.

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.

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 THE FOURTH EDITION

We have made a number of changes in the fourth edition to make it as relevant and current as possible, as well as more interesting to students.

- **A Stronger Emphasis on Integrated Marketing Communications** The fourth edition puts an even stronger emphasis on approaching the field of advertising and promotion from an integrated marketing communications perspective. We continue to focus on how the various elements of an organization's promotional mix are combined to develop a total marketing communications program that sends a consistent message to customers. The first chapter now includes a discussion of the evolution of IMC and additional discussion of the factors that have contributed to the increased attention to IMC on both the client and agency side. Chapter 3 focuses on other communication agencies, such as sales promotion and direct-response firms, as well as interactive agencies. More attention is also given to setting objectives for IMC programs (Chapter 7) and measuring their effectiveness (Chapter 18).
- **Detailed Coverage of Marketing on the Internet** The fourth edition has detailed coverage of marketing on the Internet and how companies are using this new medium. This chapter discusses objectives and strategies for using the Internet and integrating it into marketing communications programs. Advantages and disadvantages of Web advertising are discussed, along with issues such as audience measurement and methods for determining the effectiveness of Internet advertising. Discussion of the Internet as a marketing communications tool is also integrated throughout the book.
- **New Chapter Opening Vignettes** All of the chapter opening vignettes in the fourth edition are new and were chosen for their currency and relevance to 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 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** Most of the boxed items focusing on global and ethical issues of advertising and promotion are new; those retained from the third 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.
- **Career Profiles** A new feature has been added to the fourth edition called Career Profiles. These items profile the career path of successful individuals working in advertising and related fields. They provide the students with insight into various types of careers that are available in the area of advertising and promotion on the client and agency side as well as in media. The Career Profiles describe some of the responsibilities and requirements of these positions and also discuss the career path these individuals have taken as well as their educational background.
- **Contemporary Examples** The field of advertising and promotion changes very rapidly, and we tried 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.
- **Fewer Chapters and More Concise Writing** In response to requests from instructors and students, we reduced the length of the text. The fourth edition has 22 chapters versus 24 in the previous two editions. One chapter was eliminated by integrating the material on market segmentation and positioning into Chapter 2 rather than having an entire chapter on these topics. Some of the material that appeared in Chapter 2 on the marketing environment has been dropped, since most instructors feel their students have covered this information in introductory marketing or other courses. A second chapter was eliminated by combining the chapters on setting objectives and budgeting for advertising and promotion. The fourth edition has been carefully edited to continue making the writing style tighter and more concise. In making these changes, we were careful not to reduce relevant content or the many examples that

are such a popular feature of this text. However, students will find the writing in the new edition more active, direct, and succinct and thus easier to read.

SUPPORT MATERIAL

A high-quality package of instructional supplements supports the fourth 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, transparency masters, 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, and Ethical Perspectives, and are categorized by level of learning (definitional, conceptual, or application).

Computerized Test Bank

A computerized version of the test bank is available to adopters of the text.

Instructor CD-ROM

This exciting presentation CR-ROM allows the professor to customize a multimedia lecture with original material from the supplements package. It includes video clips, commercials, ads and art from the text, electronic slides and acetates, the computerized test bank, and the print supplements.

Electronic Slides

A disk containing nearly 300 PowerPoint® slides is available to adopters of the fourth edition for electronic presentations. These slides contain lecture notes, charts, graphs, and other instructional materials.

Home Page

A home page on the Internet can be found at

www.mhhe.business/marketing/

It contains Web Exploration Links (hot links to other Web sites) as well as various other items of interest. For instructors,

the home page will offer updates of examples; chapter opener vignettes; IMC, Global, and Ethical Perspectives; additional sources of advertising and promotion information; and downloads of key supplements. Adopters will be able to communicate directly with the authors through the site (contact your McGraw-Hill/Irwin representative for your password).

Internet Exercises

This supplement offers exercises and applications related to key topics in the fourth edition. These exercises and applications coincide with each chapter of the text and are page-referenced for maximum utility.

Four-Color Transparencies

Each adopter may request a set of 100 four-color acetate transparencies that present print ads, photoboards, sales promotion offers, and other materials that do not appear in the text. A number of important models or charts appearing in the text are also provided as color transparencies. Slipsheets are included with each transparency to give the instructor useful background information about the illustration and how it can be integrated into the lecture.

Video Supplements

A video supplement package has been developed specifically for classroom use with this text. The first video contains nearly 200 commercials that are examples of creative advertising. It can be used to help the instructor explain a particular concept or principle or give more insight into how a company executes its advertising strategy. Most of the commercials are tied to the chapter openings, IMC and Global Perspectives, or specific examples cited in the text. The video includes commercials for Airwalk footwear, No Fear, the California Fluid Milk Processors ("Got Milk?"), CompuServe, Westin Hotels, Motel 6, Nissan Infiniti and Porsche automobiles, Subaru Outback sport utility vehicles, Chevrolet trucks, Compaq computers, Taster's Choice coffee, Chips Ahoy! cookies, Nestlé, and Continental Airlines. A number of international commercials are included, as well as those used in public service campaigns for such organizations as the American Indian College Fund and the Partnership for a Drug-Free America. Insights and/or background information about each commercial are provided in the instructor's manual written specifically for the videos.

The second video contains longer segments on the advertising and promotional strategies of various companies and industries. Included on this video is a segment from the Advertising Educational Foundation, "Good-Bye Guesswork: How Research Guides Today's Advertisers," which examines how research is used to solve three specific advertising/marketing situations. Other segments include highlights of several promotions that won the 1996 and 1997 Reggie Awards (given each year to the best sales promotion campaigns), and case studies of the integrated marketing communications pro-

grams used by Airwalk Footwear, Southwest Airlines, Levi Strauss & Co., and Sprint to introduce its voice-activated FONCARD.

ACKNOWLEDGMENTS

While this fourth 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 Lauranne Buchanan, *University of Illinois*; Roy Busby, *University of North Texas*; Lindell Chew, *University of Missouri—St. Louis*; Catherine Cole, *University of Iowa*; John Faier, *Miami University*; Raymond Fisk, *Oklahoma State University*; Geoff Gordon, *University of Kentucky*; Donald Grambois, *Indiana University*; Stephen Grove, *Clemson University*; Ron Hill, *American University*; Paul Jackson, *Ferris State College*; Don Kirchner, *California State University—Northridge*; Clark Leavitt, *Ohio State University*; Charles Overstreet, *Oklahoma State University*; Paul Prabhaker, *DePaul University, Chicago*; Scott Roberts, *Old Dominion University*; Harlan Spotts, *Northeastern University*; Mary Ann Stutts, *Southwest Texas State University*; Terrence Witkowski, *California State University—Long Beach*; and Robert Young, *Northeastern University*.

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George E. Belch
Michael A. Belch

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