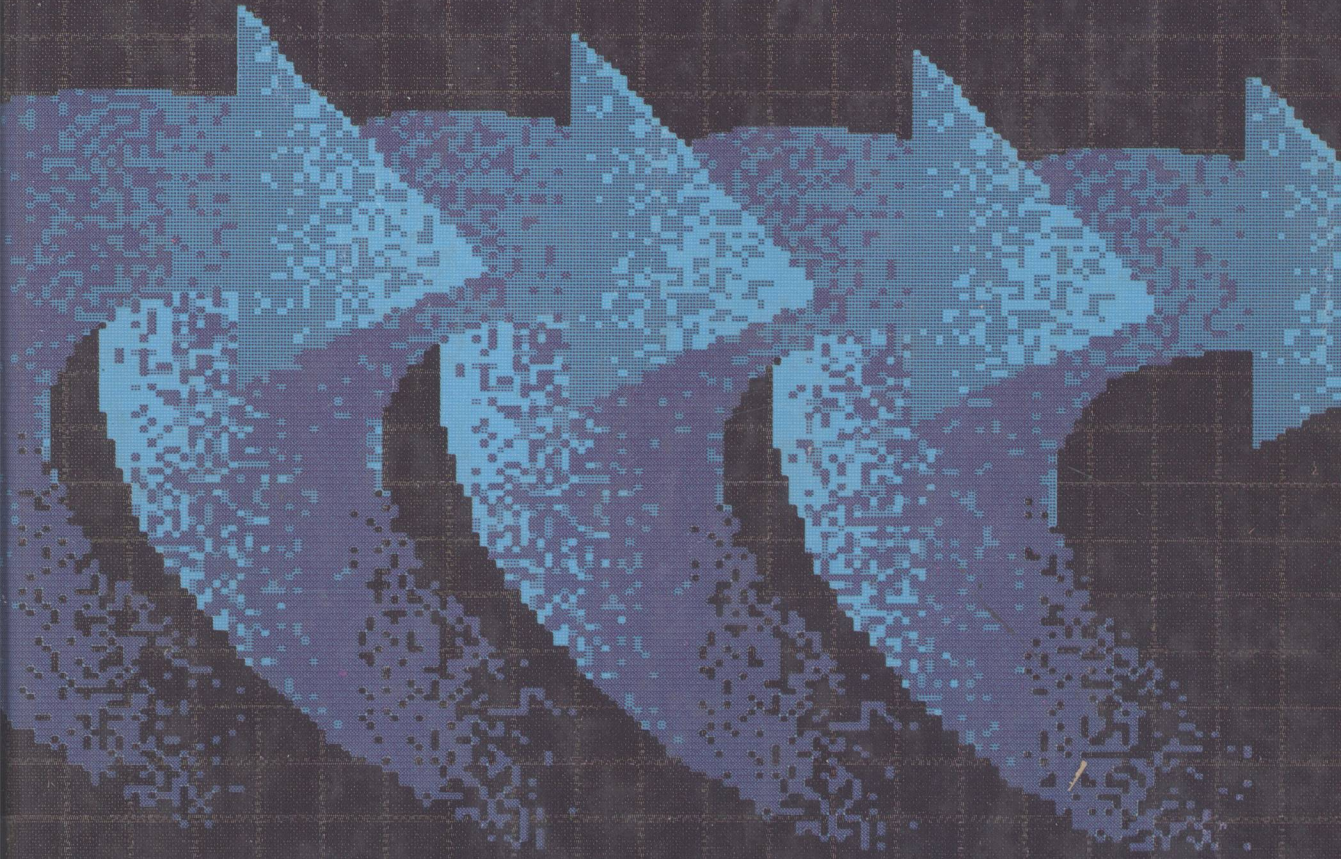


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Strategic Advertising Campaigns



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Strategic Advertising Campaigns

Don E. Schultz

Northwestern University



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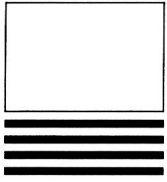
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Third Edition

Strategic Advertising Campaigns



Preface

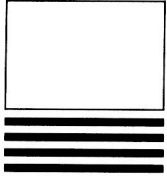
Dramatic changes have occurred in the advertising business, advertising planning, and advertising thinking in the past five or so years. Overall the advertising business simply isn't what it was when the first edition of this text was conceived and written. Mergers and acquisitions, globalization, the development of new media systems and the decline of existing ones, and the need for integrated marketing communications have changed how we think about, plan, and execute advertising campaigns today. No doubt, there will be more changes in the future.

Part of the challenge in revising this text has been to reorient its basic planning approach from a unidimensional advertising concept to one that includes the new and growing areas of sales promotion, direct marketing, and public relations. The integration of new concepts, new methods, and new thinking, with those we know to be basic to the advertising business has been another part of the challenge. We hope you will agree that we have met the challenges well in this third edition of *Strategic Advertising Campaigns*.

Many thanks go to the people who helped make this new edition possible. First, to the students in the Advertising Division of the Medill School of Journalism at Northwestern University with whom all the concepts in this book have been tested and proven. Their willingness to listen, try, and then comment on these ideas and others has given direction to this book. Thanks should also go to the panel of advertising professors who reviewed the second edition and made helpful suggestions on the revision. Thanks also to the faculty and staff of Medill for their support and encouragement during the writing process. Thanks to Bill Brown and Ron Hoff for their excellent contributions in media and presentations. Most of all, though, thanks to Beth Barnes, presently a Ph.D. student at Northwestern, who

will soon become one of the best advertising teachers in the country. Beth guided, directed, typed, chided, encouraged, and kept the process going over the too many months it took to develop this revision. I've learned as much from her as, I hope, she has from me.

So, as Ron Hoff would say, "Here's what we have done. What do you think of it?"



Introduction

Advertising and the Changing Marketplace

For the last fifty years or so, mass market consumer advertising has dominated the media and the marketplace. As national media systems were developed in the 1930s, 1940s, and 1950s, advertisers quickly took advantage of the opportunities. In some cases, media was developed not just to provide communication to consumers but simply to serve as an advertising delivery system. From the 1940s until the late 1970s, general advertising was king—the major way many marketers promoted their products and services.

Today, the marketplace in the United States is vastly different. Dramatic changes have occurred in the U.S. economy. Slow to no growth is the rule. Competition is global rather than domestic. The consumer base continues to change and evolve. Women have entered the workforce in massive numbers. Time is now a more precious commodity for many two-income families: “Baby boomers” are reaching middle age. In response to changing consumer needs and wants, the media have fragmented, broken into more and more specialized, highly targeted systems, which deliver much smaller but more closely knit groups of consumers. Concentration and consolidation in the retail area have switched marketplace power from the national manufacturer and marketer to the local chain store or mass merchandiser. In short, we have had a major marketplace revolution in the past ten years. And, that revolution, in turn, has had a dramatic impact on advertisers; the form that advertising is now taking; how consumers respond to advertising; and, most particularly, how advertising must now be planned and implemented.

THE KEY TO THE 1990s IS INTEGRATED MARKETING COMMUNICATIONS

As the marketplace has changed, it has become more and more evident to advertising and marketing managers that the key to successful product

promotion in this rapidly diffusing marketplace is through integrated marketing communications. That simply means that each marketer, each advertiser, each brand, must have one clear, concise, easily understandable, and, most of all, competitive sales message to deliver to consumers. Today, advertising, public relations, sales promotion, direct marketing, packaging, personal selling, and even employee communications must be thought of as a single communications system. Each element must dovetail with the others. Each message must support the others being distributed. Each impression the consumer receives must fit with what he or she already knows or believes about the brand, the marketer, and the organization behind it.

That's a unique situation for many marketers and particularly for many advertising planners. For years, advertising has been the major tool used by marketers to build brand franchises and brand impressions. Today, a combination of promotion elements is used—advertising is only one of the many forms of communication available.

Although the need for marketing communications integration may be new, in many cases, the responsibility for orchestrating the many available communication elements will still fall on the shoulders of the advertising planner. The reason: Advertising is, for the most part, the personification of the brand and the marketer to the consumer. Because there may not be dramatic product features or benefits that will differentiate one brand from another, the advertising and the images, concepts and ideas, associated with the brand may well be the key thing which a consumer uses in making a brand choice. Advertising, as the key image-building technique, is, in general, the guiding force in the development of integrated marketing communications programs. In other words, advertising establishes the image and all other forms of communication must or should support and enhance that idea. Thus, the advertising planner is still the key player in most brand marketing situations. As the key player, the advertising planner must look beyond the advertising and envision how the public relations specialists, the sales promotion managers, the direct marketing experts, and even the sales force, can play off and support the image that is being created for the brand.

AN ADVERTISING PLAN IS MORE VITAL THAN EVER

In the first two editions of this text, we developed the premise that advertising, to succeed, must be based on a well-conceived, well-documented plan. There is little question that the advertisers, who, over the years, have seen the most reward from their advertising investment, have been those who have developed and followed a clearly designed advertising program. Advertising people in successful marketing organizations know why they are advertising and have expectations of the results they will achieve. They

know to whom they are advertising, who their advertising prospects are, where they are located, their life-styles, their media usage, and so on. In short, successful advertisers use their advertising investment as a planned, business-building technique designed to build the brand or the company over time. They don't use it as a one-shot, scattergun approach to try and solve a short-term volume or distribution problem.

Successful advertisers carefully integrate their advertising into the overall promotional plan for the product or service. They develop an integrated marketing communications plan in which advertising meshes with sales promotion, public relations, direct marketing, product literature and brochures, in short, any form of persuasive communication which might influence the consumer in favor of the product or service. All these communication efforts are then carefully coordinated and integrated into the overall sales and marketing mix of the organization. Without this planning and integration, advertising, like any other business activity, cannot provide the organization with the necessary return on investment so vitally important in today's equity-driven marketplace.

ADVERTISING: A SALES MESSAGE FOR THE PRODUCT

One of the major problems we have seen develop in advertising over the past few years is the drive for so-called creativity. Advertising people, in their zeal to develop new and innovative approaches, seem to have lost sight of the true purpose of advertising: to encourage someone to make a purchase. Instead, some advertising people have decided that anything that is dramatically different from traditional approaches, that uses new or unusual camera angles, or type styles, or computer animation is, by definition, "creative." It seems that some advertising creative persons have decided that the purpose of advertising is not to sell but to entertain, and some have even said so publicly. David Ogilvy, one of the premier advertising people of this century, in an issue of *Forbes* magazine, has called this problem the "disease of entertainment." He warns that advertising is not meant just to get attention or to entertain; its purpose is to persuade someone to make a purchase, to sway his or her intention, to convince her or him to buy or try. As usual, Ogilvy couldn't be more right for today's confused and confusing marketplace.

The most persistent flaw we have seen in current advertising is the mistaken view some advertising people hold that advertising is separate and independent of the overall marketing efforts of the organization. They seem to look at advertising as somehow being "different" or "unique" or in a world of its own, divorced from the overall selling effort. In truth, however, advertising people are or should be no different from the salesperson on the floor of the retail store, or in the business office of an industrial company, or making a presentation in the office of a service company.

They are simply trying to make a sale—to convince someone to try or buy or continue using or use more of a particular product or service. The difference is that the sales presentation is being made through some form of media, not in person.

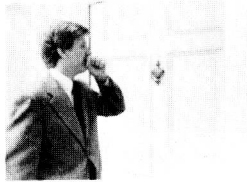
ADVERTISING: A SURROGATE FOR FACE-TO-FACE SELLING

The true purpose of advertising, any advertising, is simply to deliver a sales message for the product or service, that is, to attempt to persuade or convince the receiver of the advertising message of the value or difference or superiority of the product or service. The difference is that the salesperson (read here: *advertising* person) is delivering his or her sales message to a large number of unseen customers and prospects. In truth, most marketing executives know that face-to-face selling is far more effective than advertising—and far more costly. Thus, the only reason they use advertising rather than face-to-face selling is the efficiency of advertising. Advertising has the ability to deliver the same sales message to thousands or perhaps millions of prospects at a fraction of the cost and a corresponding savings in time as does person-to-person selling.

In a nation of 240 million people, in a land mass that covers half a continent, face-to-face selling for widely distributed and widely used consumer products isn't financially practical or physically possible. The same is becoming increasingly true of products sold business to business. The number of prospects is large, locations are widespread, the persons who influence the purchasing decision are often unknown. Therefore, advertising is used to deliver sales messages in places a salesperson cannot penetrate on a regular basis.

Most companies use advertising as a surrogate for a personal sales call. The marketer talks to the prospects through the media but the intended effect is the same as a direct sales call. One of the best examples of this approach to advertising is a television commercial developed by the Quaker Oats Company for its Aunt Jemima Pancake Mix a few years ago. Although we're sure Quaker and its advertising agency didn't have the development of an advertising teaching tool in mind when they conceived the commercial, in only thirty seconds it sums up what advertising is all about. Take a look at Exhibit I-1. The commercial shows a salesperson going door to door attempting to sell Aunt Jemima Pancake Mix—delivering sales messages for the product. That's a demonstration of what advertising is all about. That's Advertising Lesson 1. Advertising Lesson 2 is the message that the salesperson is delivering. At the first three doors, he tries to sell the attributes of the product, that is, buttermilk, the lightness of the product, and so on. In each case he fails. It's not until the fourth house that he starts to talk about the true benefit of the product, good tasting pancakes. He further demonstrates that benefit just as a good salesperson should. Adver-

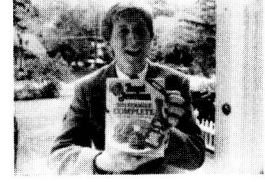
Exhibit I-1 Sound Advertising: A Commercial for Aunt Jemima



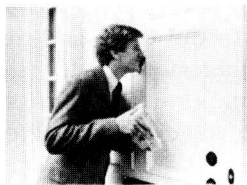
1. (Natural sfx)



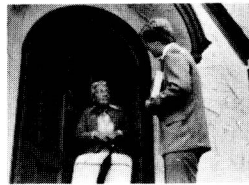
2. MAN: Good morning ma'am.



3. This is our Aunt Jemima Buttermilk Complete pancake mix.



4. (Sfx: slam!)



5. Ma'am, our Aunt Jemima Buttermilk Complete...



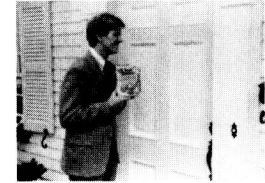
6. ...has more buttermilk.



7. Makes lighter pancakes.



8. This has more buttermilk than any other mix.



9. Any other. (Sfx: slam!)



10. How do I get to these people? I know.



11. (Sfx: tap, tap) MAN: You can't deny...



12. ...it's a great pancake. (Sfx: slam!)



13. (Natural sfx)



14. WOMAN: What kind of pancake is that?



15. (Anncr VO) Aunt Jemima Buttermilk Complete. You can't deny it's a great pancake.

SOURCE: Courtesy of Quaker Oats Company.

tising Lesson 2 is that consumers buy product benefits, not product attributes. These two lessons will be reinforced again and again in this book.

THE ADVERTISING CAMPAIGN

The most common method of planning, executing, and integrating advertising into the organization's overall sales and marketing effort is through the advertising campaign. The campaign approach, in the military sense of the word, means that the advertiser sets a measurable goal or objective for the advertising effort. In most military operations, a single thrust or maneuver will most likely not achieve the objective. Thus, several activities or efforts are needed. The same is true in advertising. Most consumers will not jump from their easy chair, rush to the store, and make a purchase based on every advertisement or commercial they see. Thus, we think of advertising in terms of multiple exposures, multiple tactics, multiple messages, perhaps even multiple offers to achieve our goal of getting some form of sales response.

As a result of this campaign approach, the advertising planner, having set the advertising goal, develops the necessary strategies to achieve the goal. He or she then prepares implementations of those strategies which will assure that the advertising messages are effectively and efficiently delivered to the selected audience. And, to make sure that the campaign works, the planner must be sure that his or her efforts mesh with all the other marketing communications activities being used by the company to influence customers and prospects. That's what is meant by integrated marketing communications programs.

This book is about only one part of the integrated marketing communications programs which are necessary for success in today's marketplace—advertising and the advertising campaign. On the following pages, we'll discuss in detail how to set advertising objectives, develop advertising strategies, and execute those strategies successfully in the marketplace. Although the emphasis of this text and the examples used are generally on consumer package goods, the same campaign approaches have worked and will continue to work, for business-to-business, services, retailers, and wholesalers, in short, any company that wishes to deliver sales messages to their customers and prospects through some form of media.

WHAT IS AN ADVERTISING CAMPAIGN?

In its simplest form, most advertising campaigns consist of

- Identification of consumer wants and needs
- Development of the right sales message to show how the product or service fills or meets those needs
- Delivery of the sales messages to the identified prospects at the proper time and place and at the most efficient cost

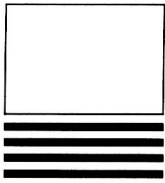
- Measurement of the effect or impact of the advertising sales message on the targeted prospects
- Integration of the advertising sales message with other forms of marketing communications which the company may be using in support of the product or service

Advertising itself is a rather simple business—the development and delivery of sales messages about products and services to customers and prospects. It becomes complex, however, when you start to ask such questions as: Who is the right prospect? What is the right message? What is the right timing? Which placement of the ad will have the most impact? What is a reasonable cost? And, that's what this text is designed to help you do. Answer these and numerous other questions that arise when you start to develop an advertising campaign.

THE FIRST STEP

To develop a sound advertising campaign, and integrate it not only with the other communication efforts of the company, but also with the overall marketing efforts of the organization, you must understand the organization that produces the product or service; the products or service that are produced, and the overall sales efforts. You must also have some idea of the cost and profitability of the product and the distribution system that gets it to customers. In other words, you must understand the total marketing system of which your advertising is only one part.

Understanding marketing and the marketing activities that support the product or service for which this advertising campaign is being developed is the first step. Therefore, we start with a review of the marketing organization, the structure of marketing, and the various forms of selling activities available to a marketer.



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