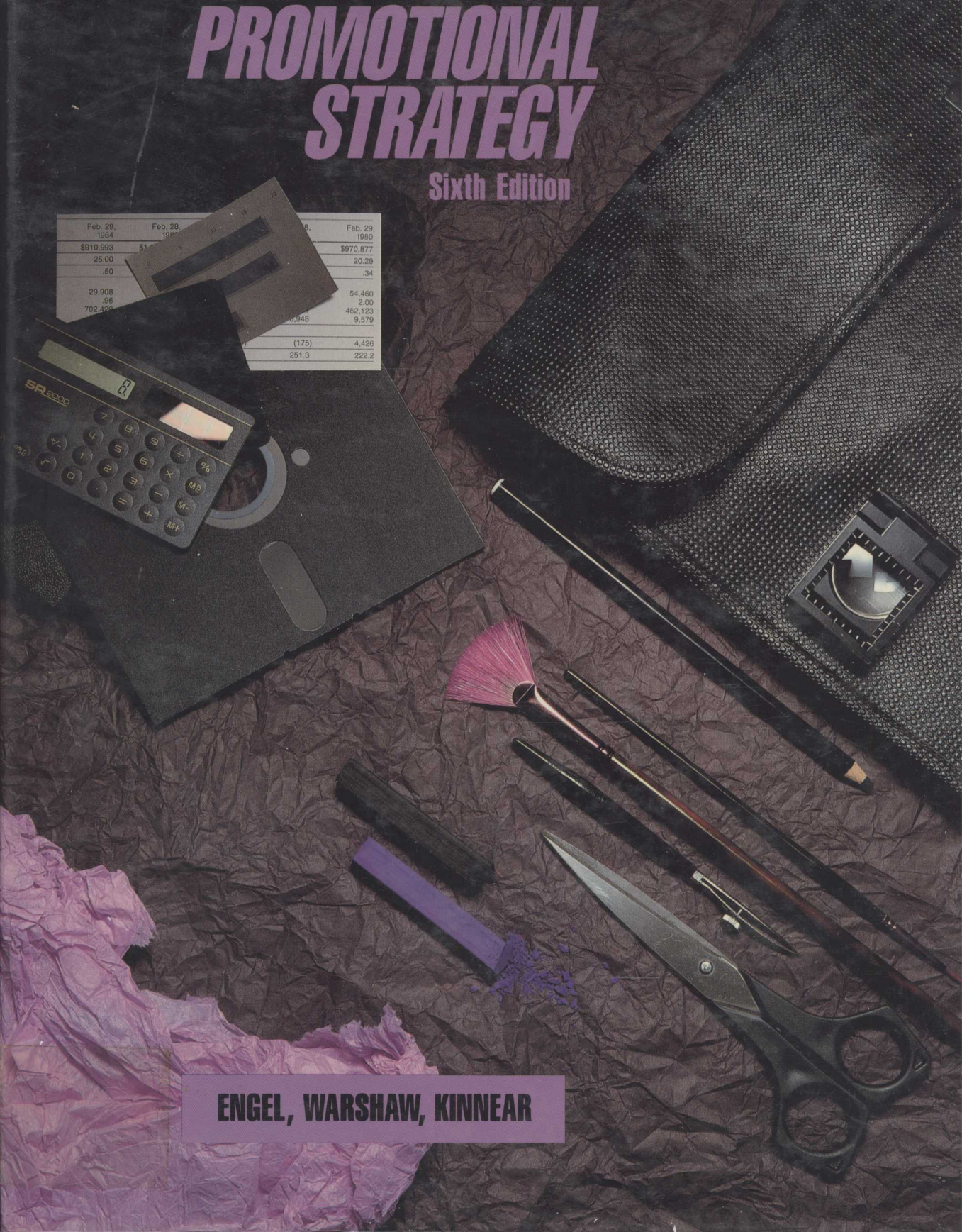


# PROMOTIONAL STRATEGY

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ENGEL, WARSHAW, KINNEAR



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# Promotional Strategy

## Managing the Marketing Communications Process

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Sixth Edition 1987

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# Preface

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This book had its beginning in the fall of 1961 when Jim Engel, then an assistant professor of marketing at The University of Michigan, was assigned to teach the promotion course. Available texts proved to be unsatisfactory, thus leading him to contact his graduate school mentor, Hugh Wales, at the University of Illinois. Both agreed to try their hand at an innovative approach which would focus on the entire promotion mix, not just advertising, and build from a solid behavioral foundation.

As they prepared preliminary outlines, they realized that another person was needed to shore up the material on sales management and reseller strategies. The logical candidate was Marty Warshaw, Jim Engel's colleague at Michigan. And so the book was launched. Hugh Wales retired after the third edition, and another Michigan colleague, Tom Kinnear, joined the team.

Our purposes have changed little since the first edition. Our basic conviction is that advertising, sales promotion, personal selling, direct marketing, public relations and publicity, and corporate advertising are all component parts of *one integrated promotional mix*. There is no way that an individual activity, say advertising, can be managed without fully considering these strategic interrelationships.

We are also convinced that marketing strategy must be grounded in realistic research that clearly documents the opportunities and problems to be faced. This requires knowledge of consumer motivation and behavior, the competitive climate, the legal climate, and so on. While this is not a book on research per se, it will help students identify and glean the information needed and teach them how to think strategically once it is in hand.

Since the outset we have provided the reader a thorough grounding in consumer behavior. Initially we felt, with justification, that few students would have course work in that field. Hence, we tried as much as we could to include a summary of Engel, Kollat, and Blackwell, *Consumer Behavior* (now Engel, Blackwell, and Miniard, *Consumer Behavior*, 5th ed). We now are aware that most readers have had a basic exposure to consumer behavior, so in this edition we concentrate on stressing its unique implications for promotional strategy. Our coverage of consumer behavior remains extensive, however, and is foundational to everything else.

We also have always written from the perspective of those who must conceive and execute promotional strategy. Our intent is to mold and shape

effective strategic thinking rather than to provide cookbook lists of answers. We avoid simple answers to problems that defy rule-of-thumb solutions. We make no attempt to imply certainty when it does not exist in the real world.

Finally, our goal—and our greatest challenge over the years—has been to make this book both theoretically sound and highly practical. As we have gained experience ourselves both in teaching and in practical marketing strategy, our perspectives understandably have become modified. Certainly a comparison of this edition with the 1967 version would reveal a marked shift toward consistent use of the criterion, *what does this all mean on the firing line?*

Some schools still retain separate courses in advertising and sales management. Although we take an integrated approach, our material is readily adaptable to a more limited course in advertising by skipping the sections that do not directly apply. We strongly recommend the broader integrated approach, however, because of the trend in that direction in business practice.

Long-time users will quickly see that we have retained our traditional focus which has given this text a leading position in the field. But, *this is an altogether new book throughout*. The following are the greatest changes:

1. Professors and students alike consistently tell us to provide even more examples and illustrations. This we have done in every chapter. It makes for much more interesting and relevant reading.
2. We have been urged never to sacrifice our unique grounding in consumer behavior, and certainly we have not done so. But, as noted earlier, the behavioral material is slanted much more specifically toward promotional applications.
3. We have expanded the subject of creative strategy in advertising by bringing our previous appendix material into the text as a chapter appendix.
4. Because of its dynamic growth, direct marketing has an important place in this edition for the first time.
5. The flow of topics in the section on situation analysis has been changed considerably. The first logical issue is market segmentation and competitive positioning. From that background two chapters are devoted to consumer decision processes. These chapters focus on individual behavior and lead logically into the macro considerations of social influences on consumer choice and the legal climate. We are grateful to our users who have given us these suggestions.
6. As usual, we end with a strong section on social and economic considerations. We hope that this is given the coverage it deserves.

## Acknowledgments

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Once again we wish to thank all who have contributed comments and criticisms in response to the first five editions. We especially recognize Linda L.

Golden of the University of Texas at Austin who has provided invaluable insights for the past two editions and Mark Fackler of Wheaton College who helped us strengthen our material on communication theory. Also special thanks to Ann Root who helped develop much of the insert materials. Finally, our editor Gil Churchill of the University of Wisconsin at Madison has been very helpful in weaving many suggestions together and helping us to improve this edition.

We have always thanked our families over the years for their forbearance as we go through the tyranny of revision. Jim and Marty are now “empty nesters” but we still join Tom in expressing appreciation to our wives and kids who have been partners with us.

Of course, no one acknowledged here is responsible for any errors or omissions in the manuscript. As has been our tradition, each one of us assigns all blame to the other two guys. Some things never change!

JAMES F. ENGEL  
MARTIN R. WARSHAW  
THOMAS C. KINNEAR



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## PART

# 1

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# Overview

*Part I is devoted to introductory concepts that provide a foundation and framework for the chapters to follow. Chapter 1 shows how promotional strategy is part of the marketing concept and marketing management. This is done by taking promotion as the communications activity of marketing and by showing how other parts of the marketing mix—price, distribution, and product—also have communication power. Chapter 2 describes a framework for the analysis, planning, and implementation decisions that confront the promotion manager. In these chapters and those that follow, many practical illustrations reinforce the conceptual material.*





# 1 Promotional Strategy: An Overview

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## PROMOTION IN THE HAIR CARE MARKET

In a slow-growing market (1 percent to 2 percent a year) where new-product launches are frequent, payback periods have increased to greater than 18 months, product life cycles have decreased from seven to eight years to three to four years, and consumers have virtually no brand loyalty, companies rely on hefty ad budgets to win shelf space and sales from competitors. But even high ad budgets do not guarantee a product's success. The hair care industry spends most of its promotion dollars on coupons and in-store and direct-mail samples in hopes of attaining shelf space and at least 3 percent market share. Some new products from Lever Brothers and Revlon have been backed by \$50 to \$60 million budgets, the most expensive launches so far. Other companies, going after smaller segments with new products, spent \$10 to \$15 million on promotion. Industry analysts felt that poor performance by a new product is often the fault of little advertising support. For example, Gillette introduced two new products, For Oily Hair Only and Mink Difference. Neither product was backed by enough advertising dollars, and neither did very well. Today, in light of the incredible competition, many companies (Revlon, Clairol, and Procter & Gamble) have begun to focus on their success as a company rather than the market share of each brand. They do this by assigning specific roles to each brand within their hair care product portfolio. One brand's role may be to serve the premium quality segment, while another's role may be to give consumers a promotional offer.

Source: Based on "A Messy Tangle with the Hair Care Market," *Marketing & Media Decisions*, July 1984, pp. 38-39, 190, 198-200.

## PROMOTIONAL STRATEGY AND THE MARKETING EXCHANGE

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In the hair care market example, we see the dynamic nature of advertising and promotion. We also see the use of brand names to communicate with consumers (For Oily Hair Only), and we note that firms are assigning specific roles to specific brands, thereby maximizing the company's overall performance rather than the performance of any one brand. Making such choices is one of the basic tasks that all marketers must undertake.

The need for this communication activity in marketing arises because of the informational gap that exists between producers of products (goods, ser-

vices, and ideas) and potential consumers. The consumer needs information to be aware of the existence of alternative products. This information creates information utility so the consumer can make better choices. To producers, communication activity provides access to markets otherwise unavailable because the consumer lacked information about the product.

Thus promotional strategy plays a significant role in marketing—the creation of mutually beneficial exchanges between producers and consumers of goods, services, and ideas. Both sides benefit when promotional strategy is done properly and both can be hurt when it is done improperly.

To be effective, the promotional strategy must be guided by the marketing concept. To illustrate, we note a failure to adhere to the marketing concept in Levi Strauss' promotional strategy and then a successful use of the marketing concept in Sharp Electronics promotion of the Carousel microwave oven.

## Levi Strauss

The 1980s have not been kind to Levi Strauss, the world's largest maker and marketer of blue jeans.<sup>1</sup> Although the company enjoyed great market and financial success in the 1960s and 70s, profits have fallen substantially, plants have been closed, market opportunities have been exploited by competitors (especially the designer jeans market), and some diversifications have been unsuccessful. How could such adversity hit, especially with the great name of Levi Strauss? This brand name was a household word for decades. With such a steady growth of sales and income, the company was strongly tempted to diversify into related lines and make maximum promotional mileage out of the Levi name, especially given the onset of so many new brands in the blue jeans market and the tendency for retailers to offer Levi's at a discount—something unheard of in earlier times. So diversification began in earnest in the following areas:

Medium-priced men's, women's, and children's slacks.

Higher-fashionable lines such as the David Hunter line of men's jackets and dress slacks.

A new line of "activewear" that included skiwear and warm-up suits.

A line of high-quality wool-blend suits to be sold off the rack as separates. (Pants, coat, and vest were all matched in color, style, etc., but were to be purchased separately to form the suit).

This list includes only a few components of the 24 separate product categories in which Levi Strauss chose to compete. While nonjean lines reached about 33 percent of total revenue, many of the new lines failed to make the grade—especially the David Hunter line and the suit separates—forcing Robert D. Haas, the new chief operating officer, to conclude: "We've realized that just putting the Levi's name on something isn't enough to gain in-

stant marketing acceptance.”<sup>2</sup> Another executive added, “The Levi’s brand is our strongest asset, but it’s not all-powerful.”<sup>3</sup>

What went wrong here? No doubt there were many considerations,<sup>4</sup> but there are signs that management lapsed into a *selling* or a *promotional orientation*. As Kotler puts it:

*The selling concept is a management orientation that assumes that consumers will either not buy or not buy enough of the organization’s products unless the organization makes a substantial effort to stimulate their interest in its products.*<sup>5</sup>

The selling concept is based on the assumption that a high level of advertising or sales firepower will somehow work to move the product. It almost endows promotion with a kind of magic through which the consumer can be maneuvered in almost any direction management desires.

No one denies the potential impact from skillful use of media, but a selling orientation tends to ignore an absolute fact of business life—*consumer sovereignty*. The consumer tends to see and hear what he or she wants to see and hear, and the firm can do little to overcome this basic human characteristic! We intend to demonstrate in detail just how consumer sovereignty works and what it means for promotional management, but one thing is clear—if the consumer does not want the product or service, the firm is pretty much powerless to do anything except to change what it offers the market.

What this boils down to is that promotion is only one part, albeit an important one, of a total mix of marketing efforts. It cannot, for example, move an unwanted or overpriced product. It simply does not possess that magic.

Levi’s lessons were painful ones. Realizing that its name and promotion firepower were not sufficient, it returned to concentrating on what it does best—production and marketing its basic line of jeans. It has not withdrawn from most of its areas of diversification, but its efforts are now focused on areas likely to produce the greatest results, and it has stopped putting the Levi name on all products. In other words, it is shifting to promotion in a marketing orientation.

## PROMOTIONAL STRATEGY AND THE MARKETING CONCEPT

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“If you don’t know where you’re going, any road will take you there. We have a pretty good idea of our basic course, and we try to hew to that line . . . We don’t force a product on the market just because it’s state of the art.”<sup>6</sup> This is the philosophy stated by Charles S. Grill, manager of marketing communications for the Sharp Electronics Corporation. Development of the Carousel Convection Microwave oven (CCM) exemplifies the way this philosophy finds its way into day-to-day practice.<sup>7</sup>

Extensive marketing research revealed that consumers were looking for a total cooking device. Microwave ovens could not match traditional convec-