

GLOBAL
EDITION



Integrated Advertising, Promotion, and Marketing Communications

NINTH EDITION

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Integrated Advertising, Promotion, and Marketing Communications

marketers by clearly stating what the company wishes to accomplish. They help the marketing team as they make requests for campaign proposals.

Campbell Soup Co. issued a request for proposals that would consolidate four of the company's iconic brands—Prego, Pace, SpaghettiOs and Ready Meals. Campbell's executives wanted an agency that could combine creative, content, digital and social efforts for the four brands. According to Megan Haney, senior manager—communication for Campbell's, the company wanted an agency that would “drive better efficiencies, better thinking, and more collaboration with us as a partner.” By determining the goal in advance, Campbell's marketing team was able to select the best agency.¹²

Selection Criteria

Firms with experience often set selection criteria in advance in order to reduce any biases that might affect decisions. Emotions and other counterproductive feelings lead to poor choices. Figure 5.9 identifies some of the major issues to be considered during the process. The list will be especially useful during the initial screening, when the field narrows to the top five (or fewer) agencies.

Agency Size As noted earlier, company marketers consider the size of the agency versus the size of their own firms. A good rule of thumb to follow is that the account should be large enough for the agency so that it is important to the agency but small enough that, if lost, the agency would not be badly affected.

Relevant Experience When an agency has experience in a given industry, the agency's employees better understand the client firm, its customers, and the structure of the marketing channel. At the same time, the client company makes sure the agency does not have any *conflicts of interest*. An advertising firm hired by one manufacturer of automobile tires would experience a conflict of interest if another tire manufacturer attempted to hire the agency.

An advertising agency might have relevant experience without representing a competitor. Such experience is gained when an agency works for a similar company operating in a different industry. For example, when an agency has a manufacturer of automobile batteries as a client, the experience will be relevant to selling automobile tires.

The agency should have experience with the business-to-business program, so that retailers, wholesalers, and any other channel parties are included in the marketing and advertising of the product. An agency such as The Richards Group represents numerous clients, including Orkin, Motel 6, Home Depot, Sub-Zero, and Bridgestone. Note that the list does not include competing firms from the same industry.

Creative Reputation and Capabilities One way to assess an agency's creativity is to ask for a list of awards the company has received. Although awards do not always translate into creating effective advertisements, in most cases a positive relationship exists between winning awards and writing effective ads. Most creative awards are given by peers. As a result, they represent effective indicators of what others think of the agency's creative efforts.

- Size of the agency
- Relevant experience of the agency
- Conflicts of interest
- Creative reputation and capabilities
- Production capabilities
- Media purchasing capabilities
- Other services available
- Client retention rates
- Personal chemistry

◀ **FIGURE 5.9**
Evaluation Criteria in Choosing
an Advertising Agency



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▲ During a creative pitch, an agency presents ideas on the problem or campaign posted by the potential client.

Production and Media-Purchasing Capabilities

Agency capabilities should be examined when production and media-purchasing services are desired. A firm that needs an agency to produce a television commercial and also buy media time should check on these activities as part of the initial screening process. Many agencies either employ subsidiary companies to perform the media work or subcontract it to a media firm. The advertising agency does not necessarily need to make media buys, but it should have the capacity to make sure they are made to fit with the ads being designed.

Other Criteria The final three selection criteria—*other services available*, *client retention rates*, and *personal chemistry*—are utilized during the final steps of selection. These criteria help make the final determination in the selection process.

Creative Pitch

When the company reduces the list to two or three finalists, the selection team asks each for a creative pitch. The advertising agencies chosen to compete provide formal presentations that address a specific problem, situation, or set of questions. The practice is often called a *shootout*. The presentations reveal how each agency would deal with specific issues that might arise during the preparation of a campaign. The process helps a client company choose the agency that best understands the issues at stake and offers a comprehensive approach to solving the problem or issue. Recently, Arby's reached a point at which company leaders believed the firm's advertising had lost its impact. The brand had been through various taglines, ad agencies, logos, and nothing appeared to succeed. The creative pitch requested of agencies under review was how each would solve these issues and the \$150,000 loss in sales per restaurant over the previous four years. The winning agency, Fallon, suggested the restaurant chain break away from happy people running around eating a sandwich to a focus on the meats Arby's serves. The "We have the Meats" campaigns drew a younger client to Arby's. Prior to the new campaign, only 35 percent of its customers were under 35. Currently, 50 percent are under 35.¹³

Oscar Mayer, a brand under the Kraft Heinz umbrella, sought ways to unify its portfolio of products and contemporize its image. The mcgarrybowen agency demonstrated how Oscar Mayer could contemporize the brand and build emotional ties with customers. The agency's ideas were fresh, contemporary, and had the emotional spark the organization desired.¹⁴

Successful creative pitches result from hard work and thorough planning. Figure 5.10 highlights some of the "do's" and "don'ts" for advertising agencies in making pitches.

- Do listen. Allow the client to talk.
- Do your preparation. Know the client and its business.
- Do make a good first impression. Dress up, not down.
- Do a convincing job of presenting. Believe in what you are presenting.
- Don't assume all clients are the same. Each has a unique need.
- Don't try to solve the entire problem in the pitch.
- Don't be critical of the product or the competition.
- Don't overpromise. It will come back to haunt you.
- Don't spend a lot of time pitching credentials and references.

► **FIGURE 5.10**

Pitching Do's and Don'ts

Agency Selection

During the presentation phase, company marketers meet with agency creatives, media buyers, account executives, and other people who will be involved with the account. *Chemistry* between employees of the two different firms becomes critical. The client company's leaders should be convinced that they will work well together. Chemistry can break or make the final decision.¹⁵

Upon completion of the selection process, the agency and the company start to prepare the advertising campaign. Those who did not win the account are notified, in order to maintain more positive relations with them over time. The account executive, account planner, and advertising creative play key roles in this process.

Roles of Advertising Personnel

OBJECTIVE 5.5 What job functions take place within an advertising agency?

Advertising agency employees perform a variety of tasks. In small agencies, an individual may carry out multiple roles. In a large agency, multiple individuals will be employed in the various departments and perform similar functions. The primary positions within the agency consist of the account executives, creatives, traffic managers, and account planners. The impact of big data and data analytics in marketing communications has led most agencies to employ data scientists. The rise of digital and social media has created the need for individuals to manage these functions within an advertising agency.

Account Executives

The account executive acts as the go-between for the advertising agency and the client company. In some agencies, the executive will be actively involved in soliciting the account, finalizing details of the contract, and coordinating with personnel within the agency to make sure the advertisements meet the client's specifications. In other agencies, especially larger firms, account executives do not solicit accounts. Instead, they manage the relationship and work that the agency performs for the brand. The account executive often helps the company define the theme of the overall IMC program and how advertising fits into the brand's marketing strategy.

Creatives

Creatives develop and design advertisements. They are either members of advertising agencies or freelancers. Some smaller agencies provide only creative advertising services without becoming involved in other marketing programs and activities. Creatives may appear to hold the “glamour” jobs in agencies because they get to actually create ads and marketing materials. At the same time, creatives work long hours and face enormous pressures to design effective advertisements that produce tangible results.

▼ Account executives work with the various personnel within the agency to develop advertising campaigns for clients.

Traffic Managers

The traffic manager works closely with the advertising agency's account executive, creatives, and production staff. The individual's responsibilities include scheduling the various aspects of the agency's work to make sure it is completed on time. During production, the traffic manager assumes the responsibility of making sure props, actors, and other items needed have been ordered and are in place at the time of the filming or recording.



Account Planners

The account planner provides the voice and serves as the advocate for the consumer within the advertising agency. Planners make sure the creative team understands the consumer (or business). Account planners interact with the account executive and the client to understand the target audience of the ad campaign. They then work to make sure the messages reach the right customers.

The account planner assists in developing long-term communication strategies and provides direction for individual advertising campaigns. In small agencies, an account executive may perform the role. Larger firms employ separate individuals and/or departments to conduct the account planning role.

Data Scientists

Companies and agencies have access to tremendous amounts of data. Mining this data to provide insights into brands and customers is the work of the data scientist. It requires an understanding of marketing research as well as data analysis techniques. This function will be facilitated by a data scientist.

Digital and Social Media Managers and Consultants

With the increase in social media and digital/mobile advertising, agencies now employ individuals to manage the functions. In small agencies or for smaller clients, one individual may manage both functions. In larger agencies and for major clients, the two functions will be separated. The critical key is to be sure that the digital imprint and social media presence of a brand remain consistent with all advertising messages. Communications must be integrated so that consumers receive the same message in every channel.

Specialist Positions

Larger agencies offer even more specialized services. Additional positions available in major agencies include the following:

- Digital advertising specialist
- Digital media planner
- Interactive media planner
- Web analytics consultant
- Graphic artist
- Web designer
- Online advertising specialist (sales)
- Sales researcher

Many of these positions have resulted from the rise in digital and mobile marketing programs. Individuals in these jobs coordinate with those who are responsible for the more traditional aspects of advertising campaigns.

Advertising Campaign Parameters

OBJECTIVE 5.6 What advertising campaign parameters do marketing professionals consider?

Producing effective advertising campaigns requires the joint efforts of the account executive, creative, account planner, and media planner. Working independently might produce

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▲ Data scientists, working with others in an agency, can analyze the results of a campaign for the Club1201 restaurant by examining visits to the company's website.

some award-winning ads, but often does not achieve the client's objectives. Advertising agencies seek to produce campaigns that stand out among the competing messages. Creating effective campaigns requires attention to the advertising campaign parameters listed in Figure 5.11.

Advertising Goals

Marketers derive advertising goals from the firm's overall company and targeted communication and objectives that were presented in Chapter 4. Figure 5.12 identifies common advertising goals. Advertising goals are often more specific outcomes designed to have an impact in a shorter time frame than the larger company objectives, which will be pursued over time. They should, however, remain consistent with the overall marketing communications approach and other components of the integrated marketing communications plan.

Build Brand Awareness A strong global brand often constitutes a key advertising goal, especially for larger companies. Building a brand's image begins with developing brand awareness. *Brand awareness* occurs when consumers recognize and remember a particular brand or company name as they consider purchasing options. Advertising presents an excellent venue to increase brand awareness. For example, products created by 4Ocean and Bombas would require awareness in order to achieve the goals of generating sales and supporting altruistic efforts (see blogclowbaack.net/2019/01/15/altruistic-products-and-buyer-behaviors-chapter-3/ for more details).

Successful brands possess two characteristics: the top of mind and the consumer's top choice. When market researchers ask consumers to identify brands that quickly come to mind from a product category, one or two particular brands are nearly always mentioned. These names are the **top of mind** brands. For example, when asked to identify fast-food hamburger restaurants, McDonald's and Burger King almost always head the list. The same may be true for Nike and Reebok for athletic shoes in the United States, as well as in many other countries.

The term **top choice** suggests what the term implies: A top choice brand is the first or second pick when a consumer reviews her evoked set of possible purchasing alternatives. Many products become top of mind or top choice due to brand equity. Advertising can strengthen brand equity.

Provide Information Advertising achieves other goals, such as providing information to both consumers and business buyers. Typical information for consumers includes a retailer's store hours, business location, or sometimes more detailed product specifications. Information may make the purchasing process appear to be simple and convenient, which might entice customers to travel to the store to finalize a purchase.

Persuasion When an ad convinces consumers of a brand's superiority, persuasion has taken place. Changing consumer attitudes and convincing them to consider a new purchasing choice can be challenging. Advertisers utilize several persuasion methods. One involves showing consumers the negative consequences of failing to buy a particular brand, such as a stinky home due to the failure to buy Fresh Step cat litter. Alternatively, an advertising campaign could highlight the superior attributes or benefits of a brand. In today's marketplace, persuasion often takes the form of *convenience*, whereby ease of purchase and delivery become primary selling points. As has been noted, many companies, such as True Value hardware, have added home delivery services due to increasing customer demands for convenience.

- Advertising goals
- Media selection
- Tagline
- Consistency
- Positioning
- Campaign duration

▲ **FIGURE 5.11**
Advertising Campaign Parameters

- To build brand awareness
- To inform
- To persuade
- To support other marketing efforts
- To encourage action

▲ **FIGURE 5.12**
Common Advertising Goals

▼ In order to increase sales, advertisements for VW would include the goal of providing information about the company's self-parking feature in vehicles.





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Supporting Marketing Efforts

Advertising often supports other marketing functions. Manufacturers use advertising to accompany trade and consumer promotions, such as theme packaging or combination offers. Many contests require additional advertising to be effective.

Retailers advertise to support marketing programs. Any type of special sale (buy-one-get-one-free, pre-Christmas sale) requires effective advertising to attract customers. Manufacturers and retail outlets run advertisements in conjunction with coupons or other special offers.

Encouraging Action Many firms set behavioral goals for advertising programs. A television commercial encouraging viewers to take action by dialing a toll-free number to make a quick purchase serves as an example. Everything from Flex Seal to Snuggies has been sold using action tactics. Infomercials and home shopping network programs rely heavily on immediate consumer purchasing responses.

Action-oriented advertising takes place in the business-to-business sector. Generating leads becomes the primary goal. Many business advertisements provide web addresses or telephone numbers so that buyers can request more information or make a purchase.

The five advertising goals of building image, providing information, generating persuasion, supporting other marketing efforts, and encouraging action are not separate from each other. Instead, they work together. For instance, awareness and information are part of persuasion. Marketers seek to emphasize one goal without abandoning the others.

▲ This advertisement for The Insurancenter seeks to persuade customers that the company provides the best choice for insurance.

Media Selection

Selecting the appropriate media requires an understanding of the media usage habits of the target market and then matching that information with the profile of each medium's audience. Volkswagen positioned the Tiguan crossover as a fun vehicle aimed at young, active individuals who love the outdoors. Although the campaign featured television commercials, the more unusual component of the campaign was the outdoor segment. The theme "people want an SUV that parks well with others" was featured in a series of outdoor ads placed at bike racks and trailheads at 150 national parks and resorts. Brian Martin, CEO of Brand Connections Active Outdoor, which placed the ads, noted that more than 30 million impressions were made with hikers, bikers, and other outdoors lovers.¹⁶