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SEVENTH EDITION

# MARKETING COMMUNICATIONS

discovery, creation and conversations

CHRIS FILL  
SARAH TURNBULL

# MARKETING COMMUNICATIONS

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CHRIS FILL AND SARAH TURNBULL

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For Karen ..... thank you for the music (CF)

For Simon, Daisy and Bea (ST)

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# Preface

This is the seventh edition of *Marketing Communications* and it marks the introduction of Dr Sarah Turnbull as my co-author. Sarah has a wealth of advertising experience from both a practical and academic perspective. She has provided a valuable new perspective and her contribution has undoubtedly enriched the book. We have made several changes which we believe enhance the book significantly. These changes are explained here in the Preface but you will be the judge of the impact of these changes.

So thank you for reading our book, and if you have any comments, observations, suggestions or opinions, please feel free to contact me through [chris@chrisfill.com](mailto:chris@chrisfill.com) or Sarah through [sarah.turnbull@port.ac.uk](mailto:sarah.turnbull@port.ac.uk).

This book has been written to help you in four ways:

- 1 To understand and appreciate the variety of ways in which organisations use marketing communications.
- 2 To identify and understand some of the key theories and concepts associated with marketing communications.
- 3 To appreciate the way in which academic materials can be used to interpret practical aspects of marketing communications.
- 4 To develop insights into the reasoning behind the marketing communications activities used by organisations.

Marketing communications is a complex subject and draws on a variety of disciplines. This book has been written in the hope of disentangling some of the complexity so that you can enjoy the subject, be stimulated to want to know more and wish to engage further with the exciting and fast-changing world of marketing communications.

## A world of marketing communications

All organisations, large and small, commercial, government, charities, educational and other not-for-profit and third-sector organisations need to communicate with a range of stakeholders. This may be in order to get materials and services to undertake their business activities or to collaborate and coordinate with others to secure suitable distribution of their goods and services. In addition, there are consumers who are free to choose among the many hundreds and thousands of product/service offerings. Marketing communications provides a core activity so that all interested parties can understand the intentions of others and appreciate the value of the goods and services offered.

The world of marketing communications is changing, and some of it is changing at an incredible speed. Technology, buyer behaviour, economic cycles, industry and

organisational performance have all evolved and all impact on the way we communicate, when we communicate and how we communicate.

Many of these changes and their impact are explored in this book. It is not possible to cover them all in depth but many of the key academic and practitioner reactions to these developments are examined.

## Structure

This book is structured around three parts: Introduction to marketing communications; Managing marketing communications; and The marketing communications mix.

### Content

Each chapter has been updated and where appropriate includes current academic materials (ideas, arguments, models, references and papers). The fundamental principles associated with marketing communications remain.

### Cases

Each chapter is introduced with a practitioner-based case study. The majority of these have been written by a client organisation or its agency. Reference to each case is made throughout the relevant chapter and questions relating to these cases can be found at the end of the chapter.

Many of these cases have been written and supplied by several communications agencies who are associated with the Institute of Practitioners in Advertising (IPA). Indeed, the IPA has again provided important support for this edition.

### Viewpoints

Examples of marketing communications practice can be found as Viewpoints. There are a minimum of four Viewpoints per chapter, each illustrating particular issues or topics. For the first time we have included Viewpoints written by students from UK universities. We wish to extend this form of co-creation in the future and incorporate examples co-created by students from other countries and regions. Please contact us if you feel you would like to contribute to the next edition.

### Scholars' papers

The Scholars' paper innovation has been continued and where feasible enhanced by including papers that offer divergent views. Reference to various topics such as ethics, business-to-business (B2B) communications, social media and international dimensions are embedded throughout the book.

### Positioning and style

The book is positioned as an academic resource about marketing communications. The practitioner element, however, is acknowledged as an important distinguishing feature of this book (Rossiter, J.R. and Percy, L. (2013) How the roles of advertising merely appear to have changed, *International Journal of Advertising*, 32(3), 391–8) and is reinforced in this edition. The support and endorsement provided by the IPA has been continued and is appreciated.

We have continued to present a variety of perspectives and approaches, rather than portray a single view as the conventional wisdom. This enables readers to consider different views, and develop a critical understanding of the subject.

## Overview of the book

This book recognises the complexity of marketing communications, it considers the strategic, tactical and operational aspects, and attempts to consider the subject from an integrative perspective. Above all else this book considers marketing communications from a contextual standpoint. This means that no one single theory is used to explain all marketing communications activities. Indeed, several theories are presented and readers are encouraged to consider multiple interpretations of marketing communications behaviour.

This book has been written from an academic perspective and seeks to provide a consistent appraisal of the ever-changing world of marketing communications. The intention is to stimulate thought and consideration about a wide range of interrelated issues, and to help achieve this aim a number of theories and models are advanced. Some of these theories reflect marketing practice, while others are offered as suggestions for moving the subject forward. Many of the theories are abstractions of actual practice, some are based on empirical research and others are pure conceptualisation. All seek to enrich the subject, but not all need carry the same weight of contribution. Readers should form their own opinions based upon their reading, experience and judgement.

## Structure of the text

There are three main parts to the book:

- Part 1: Introduction to marketing communications

This part introduces readers to the subject from a general perspective and then seeks to establish some of the key issues that are necessary in order to provide a foundation for the subject. These include communications theory, the ways in which audiences process information and make purchase decisions, and, in the final chapter in this part, ideas about how marketing communications works.

- Part 2: Managing marketing communications

This part explores some of the managerial aspects associated with marketing communications. The core content concerns the various aspects of *strategy* and how organisations should develop their marketing communications in the light of their contextual positions. This part then considers the role and nature of objectives and positioning, before exploring some of the issues associated with the communications industry, the financial implications associated with managing marketing communications, and the issues associated with the evaluation and measurement of marketing communications. The chapter concludes with the important topic of integrated marketing communications.

- Part 3: The marketing communications mix

The marketing communications mix material constitutes by far the largest part of the book, covering half of the book's chapters. This content is of course crucial to all courses on marketing communications. Unlike other texts the approach here emphasises the use of three components of the mix, namely the tools, content and media.

# Part 1: Introduction to marketing communications

This opening part serves to establish the scope of the book and provides a brief overview of the content and style adopted throughout the rest of the text. Chapter 1 provides an introductory perspective to marketing communications and sets out some important, key concepts. Chapter 2 addresses issues concerning communications theory and in particular moves on from the simple linear interpretation of how communications work to one that recognises the influence of people, behaviour and interactional elements on the communications process. Chapter 3 is concerned with aspects of buyer behaviour, upon which marketing communications should be developed. Only by understanding the market and the target audience can appropriate objectives, strategies, promotional methods, applications and resources be determined, allocated and implemented.

The final chapter in this part introduces ideas about how marketing communications might work. Rather than suggest a single approach, five separate approaches are presented. These are the sequential buying processes, attitude change, shaping relationships, significant value, and cognitive processing.

# Part 2: Managing marketing communications

Part 2 concerns a variety of managerial issues related to marketing communications. These embrace strategy, goals, industry, financial, measurement and integration issues. Chapter 5 is concerned with the nature of communications strategy and considers the interrelationship between strategy and planning. The first section of this chapter considers ideas about four distinct approaches to marketing communications strategy. The second section of the chapter introduces the marketing communications planning framework and works through the model, highlighting issues and linkages, and ends with an operational approach to devising, formulating and implementing a strategic marketing communications plan.

Chapter 6 examines the nature of objectives and positioning in marketing communications and considers both academic and practitioner (IPA) approaches to the nature of communications-based objectives.

The nature and characteristics of the UK marketing communications industry is the focus of Chapter 7. This material can be useful as it specifically examines the strategic and operational issues of communications agencies and their interaction with client organisations. This chapter also considers aspects of budgeting for marketing communications.

Chapter 8 examines the ways in which the performance of marketing communications activities can and should be evaluated.

Chapter 9 is significant because it focuses on the role marketing communications can play in the development and maintenance of product/service brands. New to this chapter are Keller's ideas about building brands. It also considers the role and issues associated with B2B branding, branding in interactive environments, employee branding and brand equity.

The final chapter in this part is about integrated marketing communications. This chapter challenges ideas about the nature and validity of the 'integrated' view of marketing communications. Five separate interpretations about what integrated marketing communications might be is presented. This is a core chapter because it bridges the

contextual elements and the application of the various disciplines. The notion that integrated marketing communications (IMC) is a valid and realistic concept is explored and readers are encouraged to consider the arguments for and against this approach. Its position at the end of the management part of the book is designed to encourage readers to reflect on what should be integrated and what integration incorporates.

## Part 3: The marketing communications mix

This is the biggest part in the book, and examines the various elements that constitute the marketing communications mix. There are 10 chapters in this section, configured as three sections. The first examines the tools or disciplines, the second, message content and creativity issues, and the third explores issues related to the media.

Chapter 11 is about advertising and contains three elements. The first considers the role and use of advertising, and how ideas about selling propositions and emotion can be used in advertising. Prominence is also given to the different types or forms of advertising. Time is spent exploring the way advertising might work. Here consideration is given to some of the principal models and frameworks that have been published to best explain the process by which advertising might influence audiences. The third element concerns the way in which advertising can be used strategically as part of a brand's development, and to review the significance of consumer-generated advertising.

Chapter 12 examines the role and characteristics of public relations, including a review of the various methods used in public relations, and crisis communications. The following chapter leads on naturally to explore sponsorship, while Chapter 14 examines both direct marketing and personal selling.

Chapters 15 and 16 both consider a range of disciplines. The first considers the principles and techniques of sales promotion, field marketing and brand experiences. The second explores brand placement, exhibitions, packaging and the rapidly developing area of brand licensing.

The second element in this third part of the book is the content, or the messages conveyed to, with and between audiences. This chapter examines message appeals through four broad elements. First, attention is given to the source of a message and issues relating to source credibility. Second, the role and issues associated with using spokespersons, either to be the face of a brand or to endorse it, are explored. Third, the need to balance the use of information and emotion in messages and the way messages are constructed are reviewed before finally exploring the various appeals and ways in which messages can be presented.

The second part of this chapter explores ideas associated with the nature, role and processes organisations use to manage the creative process, and the ways in which the creative process can be harnessed. Here message framing and storytelling are developed before concluding with a review of a more contemporary perspective of content generation and creativity, namely user-generated content.

The final element considers the media. Chapter 18 considers the principles and practice of media, and reference is made to both the 'Classes' and 'POEM' classifications. In addition, however, we introduce a new classification based on communications function. The conventional and traditional media labels are changed to 'linear' media. New or digital media are redefined as 'interactive' media.

Chapter 19 considers social, search and other interactive media. This chapter reflects the contemporary nature of these important and evolving topics. The final chapter in this part and the book considers ideas and theories associated with media planning and the way in which people use media.



# Cases

In this edition 19 of the 20 cases are new. These have been written by a variety of people including client organisations and marketing communications agencies.

## **Chapter 1**    **Introducing marketing communications**

Case            Sensodyne Pronamel

## **Chapter 2**    **Communications: forms and conversations**

Case            British Heart Foundation: Vinnie – stayin’ alive!

## **Chapter 3**    **Audience insight: information processing and behaviour**

Case            The intellectual alibi – or how the Dacia challenged conventional perceptions of value

## **Chapter 4**    **How marketing communications might work**

Case            McCain – Ready Baked Jackets

## **Chapter 5**    **Marketing communications: strategy and planning**

Case            TfL – managing travel at the London Olympics

## **Chapter 6**    **Marketing communications: objectives and positioning**

Case            Petplan

## **Chapter 7**    **The communications industry: structure, operations and finance**

Case            The Kasiisi Project

## **Chapter 8**    **Evaluation and metrics**

Case            Millward Brown–optimising a dramatic performance

## **Chapter 9**    **Branding and marketing communications**

Case            Branding at the Colruyt Group

## **Chapter 10**    **Integrated marketing communications**

Case            Oreo cookies

## **Chapter 11**    **Advertising: role, forms and strategy**

Case            IWM London – ‘Flight of the Stories’

## **Chapter 12**    **Public relations: principles and practice**

Case            ‘Pestaurant’ – the world’s first pop-up pest-only restaurant

**Chapter 13 Sponsorship**

Case Emirates Lions

**Chapter 14 Direct marketing and personal selling**

Case Everest – growing the number of appointments through marginal gain

**Chapter 15 Sales promotion, field marketing and brand experience**

Case Lucozade Sport Conditions Zone

**Chapter 16 Brand placement, exhibitions, packaging and licensing**

Case Beyoncé – how brand licensing influences popular music acts

**Chapter 17 Messages and creativity**

Case John Lewis – ‘Monty’s Christmas’

**Chapter 18 Media – principles and practice**

Case Foster’s – ‘Good Call’

**Chapter 19 Social, search and other interactive media**

Case Greater Manchester Police

**Chapter 20 Media planning: reaching audiences**

Case Kärcher: Window Vac

These cases either refer to broad issues concerning a particular topic, or focus on a specific issue that is included in the chapter to which the case is assigned. Some refer to several campaigns undertaken for a specific brand or company, whilst others consider a specific campaign and associated activities. All serve to introduce a particular aspect of marketing communications and should be used to frame the way readers approach the content of each chapter. There are review questions at the end of each chapter that refer directly to the introductory case.

## Design features and presentation

In addition to the three-part structure of the book, there are a number of features that are intended to help readers navigate the material.

### Chapter objectives

Each chapter opens with both the aims of what is to be covered and a list of learning objectives. This helps to signal the primary topics that are covered in the chapter and so guide the learning experience.

## Cases

Each chapter opens with a campaign-based case study. The majority of these have been written by marketing managers at client organisations or planners at agencies. These are used either to introduce the broad flow of the chapter's material or to focus on a particular topic.

These short cases can be used in class for discussion purposes and to explore some of the salient issues raised in the chapter. Students working alone can use the cases to test their own understanding.

## Visual supports

This book is produced in four colours and throughout the text there are numerous colour and black and white exhibits, figures (diagrams) and tables of information which serve to highlight, illustrate and bring life to the written word. The pictures used serve either to illustrate particular points by demonstrating theory in practice or to complement individual examples. The examples are normally highlighted in the text as Viewpoints. These examples are easily distinguishable through the colour contrasts and serve to demonstrate how a particular aspect of marketing communications has been used by an organisation in a particular context. We hope you enjoy these Viewpoints of marketing communications practice.

In this edition several Viewpoints have been contributed by students from a range of universities. We hope you like this development and perspective that students bring to the subject. Contributions from students and marketing practitioners to the next edition would be warmly welcomed.

## Key points and review questions

At the end of each chapter is a section headed 'Key points', and another 'Review questions'. The key points from the chapter are presented in chronological order, and are normally in the order of the learning objectives listed at the beginning of each chapter.

Readers are advised to test their own understanding of the content of each chapter by considering some or all of the review questions. The first group of questions relate directly to the chapter's opening case study, the other questions relate to the overall material in the chapter.

## Web support

Students and lecturers who adopt this text have a range of support materials and facilities to help them. Readers are invited to use the website designed for *Marketing Communications*, not only as a source of additional material but also as an interactive forum to explore and discuss marketing communications issues, academic and practitioner developments and to improve learning. The site accommodates the needs of student readers and lecturers.

## Student resources

- Additional learning materials including chapters, adverts, podcasts, Viewpoints, and cases
- Annotated web links
- Full online glossary
- Multiple choice questions
- Additional cases and examples

## Lecturer resources

- Instructors' Resource Guide
- PowerPoint slides for each chapter
- Annotated web links

A test bank of multiple choice questions has been developed for use by students and lecturers. In addition, there are links to a range of related sites, an online glossary and chapters from previous editions that some readers have requested be made available.

For lecturers and tutors not only is there an Instructors' Resource Guide containing a range of slides and exercises in downloadable format, but there is also a password-protected section of the companion website for their use. From this site a much larger range of PowerPoint slides, teaching schemes and case material can be downloaded.



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# Part 1

## Introduction to marketing communications

Part 1 is concerned with establishing the scope and contextual aspects of marketing communications. It provides an underpinning for the other chapters in this book.

Chapter 1 provides an introductory perspective on marketing communications and sets out some of the key concepts. From a consideration of the scope, role and tasks of marketing communications it explores ideas associated with engagement and the way the marketing communications mix is configured.

Chapter 2 explores issues concerning communications theory. In particular it examines a range of theoretical interpretations and communications that reflect developments in the media and the way marketing communications is thought to work. In addition, this chapter highlights the influence of people, their behaviour and the interactional elements within the communications process.

Chapter 3 is concerned with two main aspects of audience behaviour. The first considers traditional, academic approaches to the way audiences process marketing communications messages and the purchase decisions and behaviour that can follow. It also explores more contemporary approaches, such as those based on behavioural economics and tribal consumption.

The final chapter in this part introduces ideas about how marketing communications might work. Rather than trust a single approach, five separate approaches are presented. These reflect the diverse thinking and developing knowledge about how marketing communications might work. These five are the sequential, attitude, relationship, significant value, and cognitive processing approaches.

Chapter 1      Introducing marketing communications

Chapter 2      Communications: forms and conversations

Chapter 3 Audience insight: information processing and behaviour

Chapter 4 How marketing communications might work

For readers with access to the companion website that accompanies this book, there are supplementary chapters, drawn from previous editions, available in PDF form.

Understanding how customers process information

Customer decision-making

Ethics in marketing communications

Shareholders: supply chains and inter-organisational relationships

# Chapter 1

## Introducing marketing communications

Marketing communications is concerned with the methods, processes, meanings, perceptions and actions that audiences (consumers and organisations) undertake with regard to the presentation, consideration and actions associated with products, services and brands.

### Aims and learning objectives

The primary aim of this chapter is to introduce some of the key concepts associated with marketing communications. In addition, readers are encouraged to consider the scope and purpose of marketing communications, and to develop an appreciation of the key characteristics of the communications mix.

The learning objectives are to enable readers to:

1. understand the concept of exchange and how it impacts marketing communications;
2. discuss the scope, role and tasks of marketing communications;
3. explore ideas about how marketing communications can be used to engage audiences;
4. define marketing communications and examine ways in which the environment can influence the use of marketing communications;
5. appraise the nature and characteristics of the marketing communications mix;
6. evaluate the reasons why the configuration of the marketing communications mix varies.



# Sensodyne Pronamel

Sensodyne Pronamel is a toothpaste designed to help protect against the problem of acid wear. This occurs when enamel, the toughest substance in the body, starts to soften and weaken as a result of the acids in our diet. Weakened and worn enamel can lead to thinning, yellow enamel and chipped teeth. If allowed to worsen, cracks can appear in the enamel, and there can be sensitivity pain through the exposure of underlying dentine. Enamel can't grow back – once it's gone, it's gone. Acid wear can't be fixed with fillings. Serious sufferers can require complicated and expensive dentistry such as porcelain veneers.

One in three young adults have early signs of acid wear due to acids in their diets at a time when cavities have been falling. The main reason for this increase in the prevalence of acid wear is the cultural shift to an increased consumption of healthy foods and drinks, many of which are acidic.

Since fluoride toothpaste first gained medical approval for the prevention of cavities in 1955, there have been many developments in format, taste and active ingredients, but only three distinct new categories: sensitivity (1961); gum health (1968); and whitening (1989). The launch of Sensodyne Pronamel introduced a fourth category: enamel protect.

Sensodyne Pronamel allows minerals to penetrate deep into a weakened enamel surface, strengthen it, and help prevent further enamel loss. Being a daily toothpaste, it also cleans, freshens breath and prevents cavities. As it is from Sensodyne, it also relieves sensitivity.

The launch of Sensodyne Pronamel was far from straightforward, however, as there were some serious communications challenges. These included the fact that acid wear is invisible at first so there are no visual cues for consumers. Second, dentists weren't telling

their patients about acid wear, so there was no one raising awareness of the condition. In addition, people thought they were doing enough already in terms of brushing, flossing and rinsing, and no one wants to hear bad news.

To achieve the 4 per cent market share that we needed to be commercially viable, and overcome the communications hurdles, we created a two-phase launch campaign. The first was to create condition awareness and educate about the causes. The second was to establish relevancy, both in terms of helping consumers identify with the problem, and establish Pronamel as the solution.

## Campaign phase 1: Condition awareness (2006–2009)

In order to protect people from acid wear, we had to let them know it existed. To achieve this we communicated directly with dentists, educating them about acid wear and Sensodyne Pronamel's unique formulation. We did this using clear, instructional leaflets and ads in dentistry industry titles, plus visits by Sensodyne representatives.

Once the ground had been prepared, we communicated with consumers to educate them about acid wear. We did not want to scare them as this could have generated cynicism, and comments such as 'Of course they say it's serious, they have a toothpaste to sell.' To establish the credibility of the condition people needed to hear real dentists (not actors) provide authoritative, expert and independent recommendations. These opinion formers never used scripts, and were not paid, so their endorsement was genuine. We enhanced credibility by inviting people

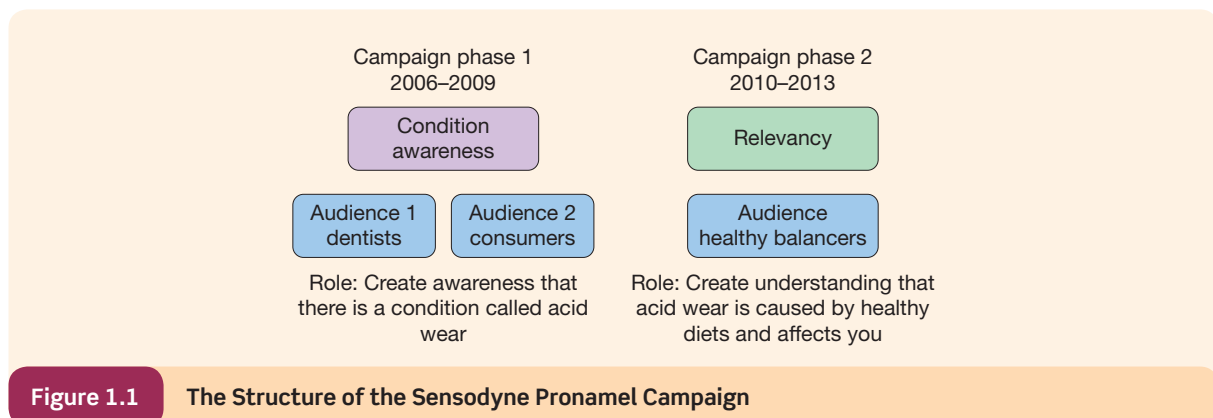


Figure 1.1

The Structure of the Sensodyne Pronamel Campaign

to not just take our word for it, but to ask their own dentist about it.

Early stage acid wear is difficult to show, so we created The Torch Test. It's a visually impactful demonstration of the truth that only dentists can see early signs such as translucent enamel.

We weighted the media mix towards television for several reasons. First, television gave the feel of a

public health announcement. Second, its broad reach also allowed dentists to oversee consumer activity, underlining acid wear's importance to their patients.

After three years competitors began to launch their own versions, yet despite their global size, they lacked our experience in this new market. Many made mistakes on entry, such as the shock tactics used by Colgate Sensitive Enamel Protect which demonised

**NEW**

## Five Questions To Ask Your Dentist About Acid Wear



*Your teeth may look healthy*      *A dentist can see the early signs of Acid Wear*

- 1 What is it?**  
Acid Wear is a softening and wearing away of the surface of your tooth's enamel. If you do nothing about Acid Wear it may lead to thinning, weakening and discoloration of your enamel.
- 2 What are the causes?**  
Acids that lead to Acid Wear can be found in everyday food and drink, such as fruit juices, some soft drinks, salad dressings and even wine. After contact the surface of your enamel can be softened which then makes it more vulnerable to the effects of brushing. Once you lose any enamel it's gone for good.
- 3 What are the effects?**  
At first the effects of acid wear aren't noticeable to the naked eye. But over time the signs become more visible. As the enamel thins your teeth may become dull and yellow. They could also become translucent, weaker and softer.
- 4 Can I stop it happening to me?**  
Don't worry, there's no need to avoid the food and drinks that you love. Visit your dentist for the best advice. He may tell you to think carefully about how you eat and drink. For example don't mull fruit over in your mouth; drink acidic drinks through a straw; and wait at least an hour after consuming anything acidic before brushing your teeth.
- 5 Can a simple thing like a toothpaste help?**  
Yes it can. It's important to start protecting your tooth's enamel now, because loss of enamel is irreversible. Pronamel toothpaste is specifically designed to help re-harden your tooth's softened enamel. Pronamel has low abrasivity, it's non-acidic, and contains the optimum amount of fluoride you need. Dentists recommend you brush with Pronamel twice a day to help protect against daily Acid Wear.



*"I recommend Pronamel."*  
Dr Faruk, Dentist, Budapest.



\* Image adjusted to illustrate clinical situation

**ASK YOUR DENTIST ABOUT ACID WEAR**

[www.pronamel.com](http://www.pronamel.com)

### Exhibit 1.1

**Long-copy print to provide consumers hints for starting conversations with their dentist**

Source: Grey Group 2011 all rights reserved.

healthy food and drinks, literally sounding a warning siren over their images. Having been in this market a little longer, we knew this approach would lead to resistance and cynicism.

## Campaign phase 2: Creating relevancy

Having established strong levels of awareness our next task was to make this knowledge relevant to consumers. Three opportunities to protect and cement Sensodyne's lead were identified.

Although awareness of acid wear was good, non-buyers of Enamel Protect toothpaste simply didn't think the condition affected them personally. We had to make it relevant. Rather than spread ourselves thin with a broad audience, a segmentation study identified a sizable group called 'healthy balancers'. They have healthy diets and lifestyles and are highly engaged in oral health. These people were not only the most at risk, but also the most likely to act.

We wanted to engage people through their love of healthy food, and this was achieved by positioning Sensodyne Pronamel as a facilitator. The brand allows them to continue to enjoy their aspirational healthy lifestyles, worry free.

Dentists were encouraged to explain to their patients how healthy diets lead to acid wear. Television remained our lead medium, but we now included real consumers (opinion leaders) in our the ads, to reinforce the news that healthy diets cause acid wear. We extended the media mix to reach healthy balancers when they were considering or consuming acidic foods or drinks. These relevant times included in and around gyms, in the aisles of acidic food and drink in supermarkets, and in the lifestyle press.

In just 7 years, the new Enamel Protect category has become a significant sector in the toothpaste market. Econometrics shows that the UK campaign contributed approximately 30 per cent to the total revenue of the Sensodyne Pronamel brand and helped launch the Enamel Protect category, worth over £32 million. The campaign required significant investment, as the total media spend (including production costs) was £9.8 million in Phase 1 and £7.2 million in Phase 2.

*This case was written by Rachel Walker, Planning Director at Grey London*

*Questions relating to this case can be found at the end of this chapter.*



### Exhibit 1.2

### A Sensodyne Pronamel yoga mat

Source: Grey Group 2011 all rights reserved.



**Exhibit 1.3** Banner ad

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## Introduction

Have you ever considered how organisations use communications to reach and engage with their various audiences? Organisations such as Sensodyne, whose campaign to launch Sensodyne Pronamel, presented above, and others as diverse as Kraft Heinz company and the Wei-Chuan Food Corporation, Google and Samsung, Delta Airlines and Air China, Oxfam and Médecins Sans Frontières, and the Swedish and Singapore governments, all use marketing communications in different ways, to achieve different goals, and to pursue their marketing and business objectives. The aim of this book is to help people, just like you, to explore the various academic and practitioner views of marketing communications.

The opening sentence contains the word ‘engage’. ‘Engagement’ refers to the nature of the communications that can occur between people, and between people and technology. There is no universally agreed definition of the term ‘engagement’, and it is used in many different contexts. Marketing communications is closely aligned to an educational context and Li et al. (2014) refer to three types of engagement taken from a learning perspective. These are cognitive, relational and behavioural engagement. Cognitive engagement refers to the degree to which individuals are engrossed and intellectually involved in what they are learning (messages). Relational engagement refers to the extent to which individuals feel connected with their environment, whilst behavioural engagement reflects the extent to which individuals feel involved and participate in activities.

All three of these forms of engagement are relevant to marketing communications. Here engagement refers to a range of communications events used first to expose, and then sometimes to capture the attention, captivate and then enable interaction with an audience. It is often achieved through a blend of intellectual and emotional content.

Engagement may last seconds, such as the impact of a stunning ad, the sight of a beautiful person, or the emotion brought on by a panoramic view, or what a piece of music might bring to an individual. Alternatively, engagement may be protracted and last hours, days, weeks, months or years, depending on the context and the level of enjoyment or loyalty felt towards the event, object or person.

Organisations such as Apple and Google, John Lewis and Aldi, HSBC and Santander, Haier and LG, Samsung and Sony, Ryanair and easyJet, Chanel and L'Oréal, Boeing and Airbus, Oxfam and Shelter, and Merlin and Disney all operate across different sectors, markets and countries and use a variety of marketing communications activities to engage with their various audiences. These audiences consist not only of people who buy their products and services but also of people and organisations who might be able to influence them, who might help and support them by providing, for example, labour, finance, manufacturing facilities, distribution outlets and legal advice or who are interested because of their impact on parts of society or the business sector in particular.

The organisations mentioned earlier are all well-known brand names, but there are hundreds of thousands of smaller organisations that also use marketing communications to engage their audiences. Each of these organisations, large and small, is part of a network of companies, suppliers, retailers, wholesalers, value-added resellers, distributors and other retailers, which join together, often freely, so that each can achieve its own goals.

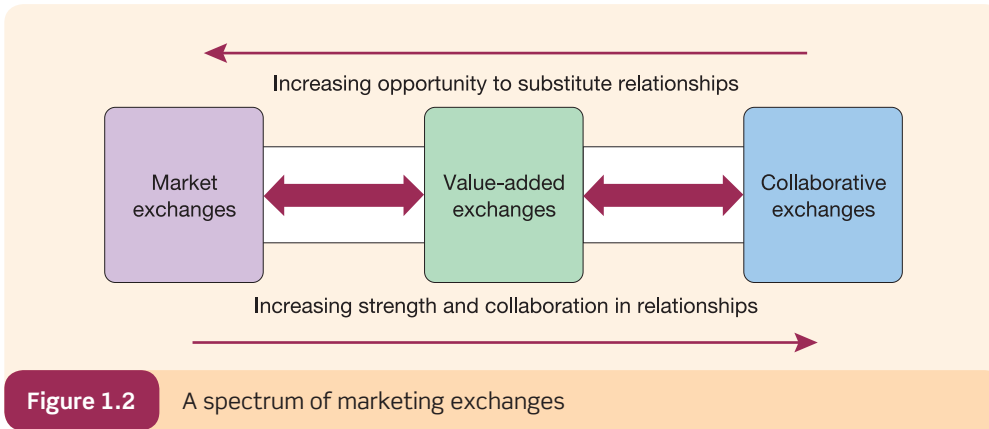
The structure of this chapter is as follows. First there is a consideration of the ideas associated with exchange that underpin marketing principles and, of course, marketing communications. We then consider the scope, role and tasks of marketing communications, which includes defining marketing communications. This is followed by an introduction to the elements that constitute the marketing communications mix, before concluding with a view of the key differences between marketing communications used in consumer and business markets.

## The concept of marketing as an exchange

The concept of exchange, according to most marketing academics and practitioners, is central to our understanding of marketing. For an exchange to take place there must be two or more parties, each of whom can offer something of value to the other and who are prepared to enter freely into the exchange process, a transaction. It is generally accepted that there are two main forms of exchange: transactional and relational (or collaborative) exchanges.

*Transactional* (or market) exchanges (Bagozzi, 1978; Houston and Gassenheimer, 1987) occur independently of any previous or subsequent exchanges. They have a short-term orientation and are primarily motivated by self-interest. When a consumer buys a 'meal' from a burger van they have not used before, then a market exchange can be identified. Burger and chips in exchange for money. In contrast to this, *collaborative* exchanges have a longer-term orientation and develop between parties who wish to build and maintain long-term supportive relationships (Dwyer et al., 1987). So, when someone frequents the same burger van on a regular basis, perhaps on their way home after lectures, or an evening's entertainment, increasingly relational or collaborative exchanges can be considered to be taking place.

These two types of exchange represent the extremes in a spectrum of exchange transactions. This spectrum of exchanges, as depicted in Figure 1.2, is underpinned by relational theory. This means that elements of a relationship can be observed in all exchanges



(Macneil, 1983). Relationships become stronger as the frequency of exchanges increases. As exchanges become more frequent the intensity of the relationship strengthens, so that the focus is no longer on the product or price within the exchange but on the relationship itself.

In industrial societies transactional exchanges have tended to dominate commercial transactions, although recently there has been a substantial movement towards establishing collaborative exchanges. In other words, a variety of exchanges occurs, and each organisation has a portfolio of differing types of exchange that it maintains with different customers, suppliers and other stakeholders. Communications can be considered in terms of oil in that they lubricate these exchanges and enable them to function. However, just as different types of oil are necessary to lubricate different types of equipment, so different types of communications are necessary to engage with different audiences.

Collaborative exchanges form the basis of the ideas represented in relationship marketing. Many organisations use the principles of relationship marketing manifest in the form of customer relationship marketing or loyalty marketing programmes. However, it is important to note that short-term relationships are also quite common and a necessary dimension of organisational exchange. This book is developed on the broad spectrum of relationships that organisations develop directly with other organisations and consumers, and indirectly on a consumer-to-consumer and inter-organisational basis.

## Marketing communications and the process of exchange

The exchange process is developed and managed by:

- researching customer/stakeholder needs;
- identifying, selecting and targeting particular groups of customers/stakeholders who share similar discriminatory characteristics, including needs and wants;
- developing an offering that satisfies the identified needs at an acceptable price, which is available through particular sets of distribution channels;
- making the target audience aware of the existence of the offering. Where competition or other impediments to positive consumer action exist, such as lack of motivation or conviction, a promotional programme is developed and used to communicate with the targeted group.