

7TH EDITION

ONLINE  
RESOURCES

# MARKETING COMMUNICATIONS

INTEGRATING ONLINE AND OFFLINE,  
CUSTOMER ENGAGEMENT AND  
DIGITAL TECHNOLOGIES



PR SMITH AND ZE ZOOK



# **Marketing Communications**

THIS PAGE IS INTENTIONALLY LEFT BLANK

**SEVENTH EDITION**

# **Marketing Communications**

Integrating online and offline,  
customer engagement and  
digital technologies

PR Smith and Ze Zook



**Publisher's note**

Every possible effort has been made to ensure that the information contained in this book is accurate at the time of going to press, and the publishers and authors cannot accept responsibility for any errors or omissions, however caused. No responsibility for loss or damage occasioned to any person acting, or refraining from action, as a result of the material in this publication can be accepted by the editor, the publisher or the authors.

First published by Kogan Page Limited in 1993

Second edition published in 1998

Third edition published in 2002

Fourth edition published in 2004

Fifth edition published in 2011

Sixth edition published in 2016

Seventh edition published in Great Britain and the United States in 2020 by Kogan Page Limited

Apart from any fair dealing for the purposes of research or private study, or criticism or review, as permitted under the Copyright, Designs and Patents Act 1988, this publication may only be reproduced, stored or transmitted, in any form or by any means, with the prior permission in writing of the publishers, or in the case of reprographic reproduction in accordance with the terms and licences issued by the CLA. Enquiries concerning reproduction outside these terms should be sent to the publishers at the undermentioned addresses:

2nd Floor, 45 Gee Street  
London  
EC1V 3RS  
United Kingdom  
www.koganpage.com

122 W 27th St, 10th Floor  
New York, NY 10001  
USA

4737/23 Ansari Road  
Daryaganj  
New Delhi 110002  
India

© PR Smith, 1993, 1998, 2002, 2004, 2011, 2016, 2020

The right of PR Smith and Ze Zook to be identified as the authors of this work has been asserted by them in accordance with the Copyright, Designs and Patents Act 1988.

**ISBNs**

Paperback 978 0 7494 9864 1

eBook 978 0 7494 9865 8

**British Library Cataloguing-in-Publication Data**

A CIP record for this book is available from the British Library.

**Library of Congress Cataloging-in-Publication Data**

CIP data is available. Library of Congress Cataloging-in-Publication Data  
Control Number: 2019045704

Typeset by Integra Software Services, Pondicherry

Print production managed by Jellyfish

Printed and bound in Great Britain by Henry Ling Limited, at the Dorset Press, Dorchester, DT1 1HD

# CONTENTS

*About the authors* xii  
*Preface* xiv  
*About this book* xv  
*Key features of this book* xix  
*Acknowledgements* xx

## **PART ONE** Communications background and theories 1

---

### **01 New integrated marketing communications 3**

Introduction to integrated marketing communications 4  
 Integrating left-brain and right-brain thinking 7  
 The 4th Industrial Revolution 14  
 10 hot marketing topics 19  
 The perfect plan: SOSTAC® planning framework 25  
 Top 10 tips for world-class marketing communications 26  
 Key points from Chapter 1 26  
 Endnotes 26  
 References and further reading 27  
 Further information 29

### **02 Branding 31**

Introduction to branding 32  
 Brand components 41  
 Branding is simple but not easy 47  
 The branding process 47  
 Brand summary and the challenges ahead 61  
 Conclusion 64  
 Case study: UEFA brand identity refresh 65  
 Key points from Chapter 2 72  
 References and further reading 72

### **03 Customer relationship management 75**

Introduction to CRM 76  
 The power of CRM 79  
 What causes CRM failure? 81

What drives CRM success?	83
Databases	93
CRM implementation and agile planning	101
Key points from Chapter 3	107
References and further reading	107
Further information	109

## **04 Buyer behaviour** 110

Introduction to understanding customer buying behaviour	111
Models of buyer behaviour	126
Psychological variables	134
Summary and conclusion	148
Key points from Chapter 4	149
Appendix 4.1: Hofacker's online information processing	150
Appendix 4.2: The post-PC and, soon, post-mobile customer	151
Appendix 4.3: Unilever's five steps to change behaviour	152
Appendix 4.4: Use and convenience replace trust and security	152
References and further reading	153
Further information	155

## **05 Communications theory** 156

Introduction to communications theory	157
Communications models	163
Key points from Chapter 5	178
References and further reading	178
Further information	180

## **06 Marketing communications research** 181

Introduction to market research and decision-making	182
The market research process	188
Types and costs of research	191
In conclusion	204
Key points from Chapter 6	205
References and further reading	205
Further information	206

## **07 Marketing communications agencies** 208

Agency types	209
Agency structure	213

Agency remuneration	217
Agency selection	220
Ongoing agency–client relationships	229
Agency issues	233
Summary and conclusion	234
Key points from Chapter 7	235
References	235
Further information	236
<b>08 International marketing communications</b>	<b>238</b>
The globalization of markets	239
International difficulties	244
International mistakes	251
Strategic global options	252
Agencies in the international arena	258
In conclusion	260
Key points from Chapter 8	261
References and further reading	261
<b>09 The marketing communications plan</b>	<b>263</b>
Introduction to the SOSTAC® marketing communications plan	264
Situation analysis	265
Objectives	268
Strategy	272
Tactics	280
Actions	280
Control	283
Key points from Chapter 9	292
References and further reading	292
Further information	294
<b>10 The changing communications environment</b>	<b>295</b>
Introduction	296
Political change	297
Economic change	303
Social change	307
Technology	311
Summary	314
Key points from Chapter 10	316



References and further reading 316

Further information 318

## **PART TWO** Communications tools 321

---

### **11** Selling, social selling, marketing automation and martech 323

Introduction 324

Managing the sales force 334

Extending the sales force 341

Advantages and disadvantages of a sales team 346

Summary 346

Key points from Chapter 11 346

References and further reading 347

### **12** Advertising 348

Introduction to the changing nature of advertising 349

Data-driven ad campaigns 353

Creativity in ads 358

Case study: Rotating videos PPC sales funnel boosts ROAS: Ashley  
HomeStore Facebook ad campaign 362

Case study: PPC ads boost ROI: Cover My Cab 375

Case study: Location-based ads: Managing a campaign 377

Unique device identifier 380

Visitor tracking 380

Case study: Behavioural mapping: Mini Countryman car (micro-case) 381

Case study: LBA rich media ads using weather data: Gillette  
(micro-case) 382

Case study: LBA remarketing ads and OOH billboards: Thomson Holidays  
(micro-case) 382

Case study: Viral TV ad reduces road deaths: DOE 383

Advantages and disadvantages of advertising 386

Key points from Chapter 12 387

References and further reading 388

Further information 390

### **13** Publicity and public relations 391

Introduction 392

New and old PR tools 396

Advantages and disadvantages of PR 412

Case study: The gnome story that went viral	418
Case study: The Snack Dash viral game	422
Case study: Virgin Mobile's new tariff	423
Key points from Chapter 13	425
References and further reading	425
Further information	426

## **14 Sponsorship** 427

Introduction	428
Managing a sponsorship programme	432
Advantages and disadvantages of sponsorship	438
Case study: Sponsoring the national tour of Tim Peake's spacecraft	440
Case study: Liberty Insurance and GAA	444
Key points from Chapter 14	447
References and further reading	447
Further information	448

## **15 Content marketing and other sales promotion** 449

Content marketing	450
Managing content marketing	450
Sales promotions	462
Managing sales promotions	470
Sales promotion, ads, AR, engagement and gamification	474
Case study: Burger King's 'Burn that ad'	474
Case study: Content marketing delivers competitive advantage: Kelly HR	475
Case study: Topline's advertising boosts Christmas promotion	479
Advantages and disadvantages	483
Key points from Chapter 15	484
References and further reading	484
Further information	485

## **16 Direct mail, email, messaging and chatbots** 486

Introduction	487
Objectives	488
10 success factors	491
Issues and challenges	498
Managing a direct mail campaign	501
Action	502
Case study: Personalized videos for British Heart Foundation bike ride	505

Case study: PayPal: Helping Britain's online retailers to go mobile	512
Case study: Acronis automated marketing campaign	513
Advantages and disadvantages	517
Key points from Chapter 16	518
References and further reading	518
Further information	519

## **17 Exhibitions, events and experiential marketing** 520

Introduction	521
Managing exhibitions	522
Case study: The RSA's shockingly immersive VR experience (that saves lives)	531
Case study: Google's Curiosity Rooms: Experiential branding	538
Advantages and disadvantages	544
Key points from Chapter 17	545
References and further reading	545
Further information	545

## **18 Merchandising and point of sale** 546

Introduction	547
Augmented reality in store and at home	549
Merchandising challenges	551
Retailer empathy required from brands	555
Retail strategy	556
Measuring merchandising effectiveness	561
Case study: Campbell's soup: Where packaging and point-of-sale form a foundation for an integrated campaign	562
Case study: Thomson Tours	564
Case study: Useful shopping apps can help	565
Advantages and disadvantages	566
Key points from Chapter 18	566
References and further reading	566
Further information	567

## **19 Packaging** 568

Introduction	569
The designer's tools	573
The packaging design process	580
Case study: Packaging with added value on-pack promotions	583
Case study: Brand range development in India	587

Advantages and disadvantages	590
Key points from Chapter 19	590
References and further reading	591
Further information	591
<b>20 Owned media – websites and social media</b>	<b>592</b>
Introduction	593
Owned media	593
Website purpose	593
Successful websites	595
Successful social media	606
SEO	609
Case study: Social media content seeded cross industry influencers: Zip World	611
Case study: Social media launches luxury fashion brand LOVI Ceylon	616
Case study: Integrated social media: New York Giants	625
Case study: Brazilian football club creates immortal fans via social media	626
Case study: <i>The Damned United</i> , Brian Clough microsite	628
Case study: American Greetings e-cards optimized landing pages	630
Case study: Social media helps stop smoking: Using social media (and UGC movies) to help 11- to 15-year-olds to stop smoking	632
Advantages and disadvantages	635
Key points from Chapter 20	635
References and further reading	636
Further information	637
 <i>Index</i>	 638

Additional resources for lecturers and students are available at:

[www.koganpage.com/marketingcommunications7](http://www.koganpage.com/marketingcommunications7)

# ABOUT THE AUTHORS

## PR Smith



PR Smith is an international speaker, marketing consultant and author of six books (translated into eight languages) renowned for their ‘edutainment’ style. These include *Digital Marketing Excellence* (co-authored with Dave Chaffey) and the *SOSTAC® Guide to Writing Your Perfect Digital Marketing Plan*. Paul created the SOSTAC® planning framework, voted in the top 3 business models worldwide by the Chartered Institute of Marketing’s Centenary Poll and now adopted by LinkedIn, KPMG and Greenpeace, as well as hundreds of innovative start-ups. His SOSTAC® online portal at [www.sostac.org](http://www.sostac.org) helps professionals learn how to write the perfect plan (in four minutes) and perfect it thereafter. Professionals become SOSTAC® Certified Planners, while consultancies and agencies become SOSTAC® Certified Companies and trainers/training companies become SOSTAC® Certified Training Companies.

Paul delivers inspiring talks and workshops around the world to professional associations and private organizations (<https://prsmith.org/home-page/speaking/>). Paul’s consulting and mentoring covers government departments, blue-chips and

innovative start-ups. From launching Christmas Crackers in America to Short Game Golf in China, Paul enjoys a challenge. He is currently advising the SuperNode™, which is connecting all Northern Europe’s windfarms with Southern Europe’s Solar Parks to fulfil and deliver 100 per cent of all of Europe’s future energy needs (<https://supernode.energy/>). He is also Sri Lanka Golf Tours’ Managing Partner, dedicated to creating inbound golf holidays on Paradise Island, the ‘Pearl in the Indian Ocean’.

Finally, Paul is also founder and chief author of the Great Sportsmanship Programme (<https://greatmomentsofsportsmanship.com/>) an inspirational NFP edutainment programme which, through short stories about sportsmanship, encourages youths to create a new generation of global citizens with sportsmanship values while also boosting interest in reading and sport. In short, it is designed to change the world (one small step at a time).

Instagram: @prsmith Twitter: @PR\_Smith  
Website: [PRSmith.org](http://PRSmith.org)

## Ze Zook



Ze is an integrated marketing author, lecturer and consultant with a background in the creative industries, particularly those organizations embracing digital transformation.

Ze has also helped many innovative start-ups in the UK, and in particular through partnerships with brands such as Microsoft, Sainsbury's and The Prince's Trust. More recently Ze has worked with ZenithOptimedia.

Ze has worked with Paul over the past 25 years, firstly launching the award-winning, first three-Screen TV video explaining how public relations works. Since then, Ze and Paul worked together developing the world's first digital marketing course delivered electronically (originally CDs, then online). These original multimedia courses sold into 66 countries around the world and were adopted by the Chartered Institute of Marketing, blue-chip organizations like IBM and third level educational institutions around the UK.

More recently, Ze's consultancy has focused on the health and well-being sector, assisting clients

through his agency, KD7, both strategically and tactically, helping them grow primarily through integrating their digital channels.

Ze is also a visiting academic at the Grenoble School of Management, guiding students on an innovative and multichannel approach to business and marketing. His written insights on the nature of digital, branding and web entrepreneurship have appeared in publications including IGI Global and UK Public Health, where he was recently commissioned to explore the structure of their social media strategy. He is also a writer contributor to the Native Advertising Institute on some of the latest topics on digital marketing.

Ze also has a passion for photography and lives in London and the South Coast of England with his wife and daughter. The family also spend a lot of time in France.

Twitter: @MrZZ8Q Website: [kd7.org.uk](http://kd7.org.uk)

# PREFACE

I was playing golf with a friend, who asked me what was the latest book I was working on (excuse his terrible grammar). When I told him it was the seventh edition, no less, of our best-selling marketing communications book, he replied, “Well I hope you get it right this time!” I think we have. Ze and I are delighted to have gathered an array of intriguing, cutting edge examples of marketing communications in action, underpinned by academic theory, all written in a very practical way. In fact, we hope you enjoy it as we really want to ‘edutain’ you and perhaps even ‘wow’ you occasionally. As we know, having to read through volumes of books can be fatiguing, so we try to lighten your load with the occasional intriguing, controversial or even mildly humorous examples.

Something that has become screamingly obvious is that tactical communications tools never work in isolation. For many years now, we have been pushing marcomms integration, ie integrate everything in order to leverage and maximize the impact of each tactical marketing communications tool. In fact, we’ve been saying this for a quarter of a century (the first edition in 1993 was *Marketing Communications: An integrated approach*). Today, it is impossible to isolate any tactic, as marketers today think in an integrated way – whether it is a microsite built for an ad campaign with a contact strategy of an email followed by a tailored landing page/microsite followed by some remarketing, marketers today think integrated, which is great. You’ll see this in all the mini cases at the end of each chapter in Part Two.

Even this is changing, as AI-driven chatbots can shorten this sequence and deliver far better leads, as we show in Chapter 11. From time to time, you will think, ‘Hang on, shouldn’t this case study actually be in another chapter?’, because it will feature other tactical tools almost as much as it does the tool being discussed in that chapter. Personalized videos at scale appear in several places. Pedigree’s AI-driven app is in the packaging chapter (Chapter 19), but it could have featured in content marketing and sales promotion. You will see a lot of this.

## What’s new in the 7th edition?

---

In addition to demonstrating the maturing of marketing automation, content marketing, single user experience and the lifetime journey, we are delighted to tell you that we have included materials from the best in the world including America’s Larry Kim (Facebook bots and unicorns) and Mark Schaefer (content shock and the human-centred approach to marketing), Banksy (the street artist and his world’s greatest PR stunt), Greenpeace, AI companies and generally organizations that use both the left brain (analytics and data) and the right brain (creative thinking) approach to marketing.

We have a broader international range of examples, with world-class campaigns from the UK, Europe, the USA, Ireland, India, Sri Lanka and Brazil.

We have put a lot more emphasis on data and AI in particular. In fact, references to AI and data appear throughout the book. AI is here to stay. As is the clever use of data. We also explore the misuse of data.

We also include the hidden Web and how it was used by the Leave campaign, which was subsequently found to have broken the electoral laws and advertising principles: ‘legal, decent, honest and truthful’. We include links to the hidden Web ads that Facebook initially refused to release. You can see the need for data protection, and hence the importance of GDPR is emphasized.

Hence there is a need for, and we encourage, a more responsible approach to marketing, as demonstrated by Mark Schaefer’s human-centred marketing. His infographic on p 315 should generate a heated discussion or two.

Finally, the last photo in the book (p 636) includes ethics, which, ironically, might be objectionable to some, but to us it is a brilliant example of using ‘owned media’ by a small semi-pro football club in the south of England.

The application of the SOSTAC® planning framework has been updated in Part One and applied throughout the second half of the book. Overall, we hope you find this edition more challenging and enlightening than ever before. Read on.

# ABOUT THIS BOOK

This book should not be read from cover to cover but rather it should be used as a reference when addressing a particular aspect of marketing communications. The integrated nature of the subject does, however, refer the reader to other chapters and sections that are relevant to the particular area of interest. The anecdotal style, examples, case studies, questions, key points and sections have been carefully structured so that the reader can dip into an area of interest, absorb the information and cross-refer if required. This allows the reader to extract specific answers quickly and easily. This book is designed to entertain as well as inform and so it is hoped that when dipping into a particular area, the reader will be lured into reading more.

Part 1 (see Figure 0.1), Chapter 1 introduces the new thinking and new tools (largely driven by marketing automation, social media, virtual worlds and new analytics tools) alongside 100-year-old business principles that are, surprisingly, much required today. Part 1 continues to build a background to marketing communications by exploring branding, customer relationship management, buyer behaviour and communications theory and how information reduces risk (what information market research can and cannot provide), how to work with agencies and consultancies of all types, moving with the changing business environment, international marketing and ultimately shows how to write a marketing communications plan using the simple SOSTAC® planning framework.

Part 2 covers specific marketing communication tools that marketing professionals have to manage at some time or other. These include selling and sales management (and Key Account Management), advertising, PR, sponsorship, sales promotion (particularly free ‘content marketing’), direct mail, exhibitions (all online and offline), packaging, and finally, websites that work and social media that wins. The case studies at the end of each chapter in Part 2 have been carefully selected to show a range of different types and sizes of organizations using various communications tools across a range of different industries and markets. Materials are drawn

from both small organizations with small budgets and larger businesses with multi-billion-dollar budgets.

This book should prove useful to anyone interested, or working, in marketing. The reader will discover that all of the communication tools can and should integrate with each other, as shown in Figure 0.2 and explained at the end of Chapter 1. Equally we need to be able to think creatively (right brain) and analytically (left brain) to make better-quality marketing decisions to ensure we satisfy exactly what our stakeholders need, at the right time in the right place amidst the white heat of competition.

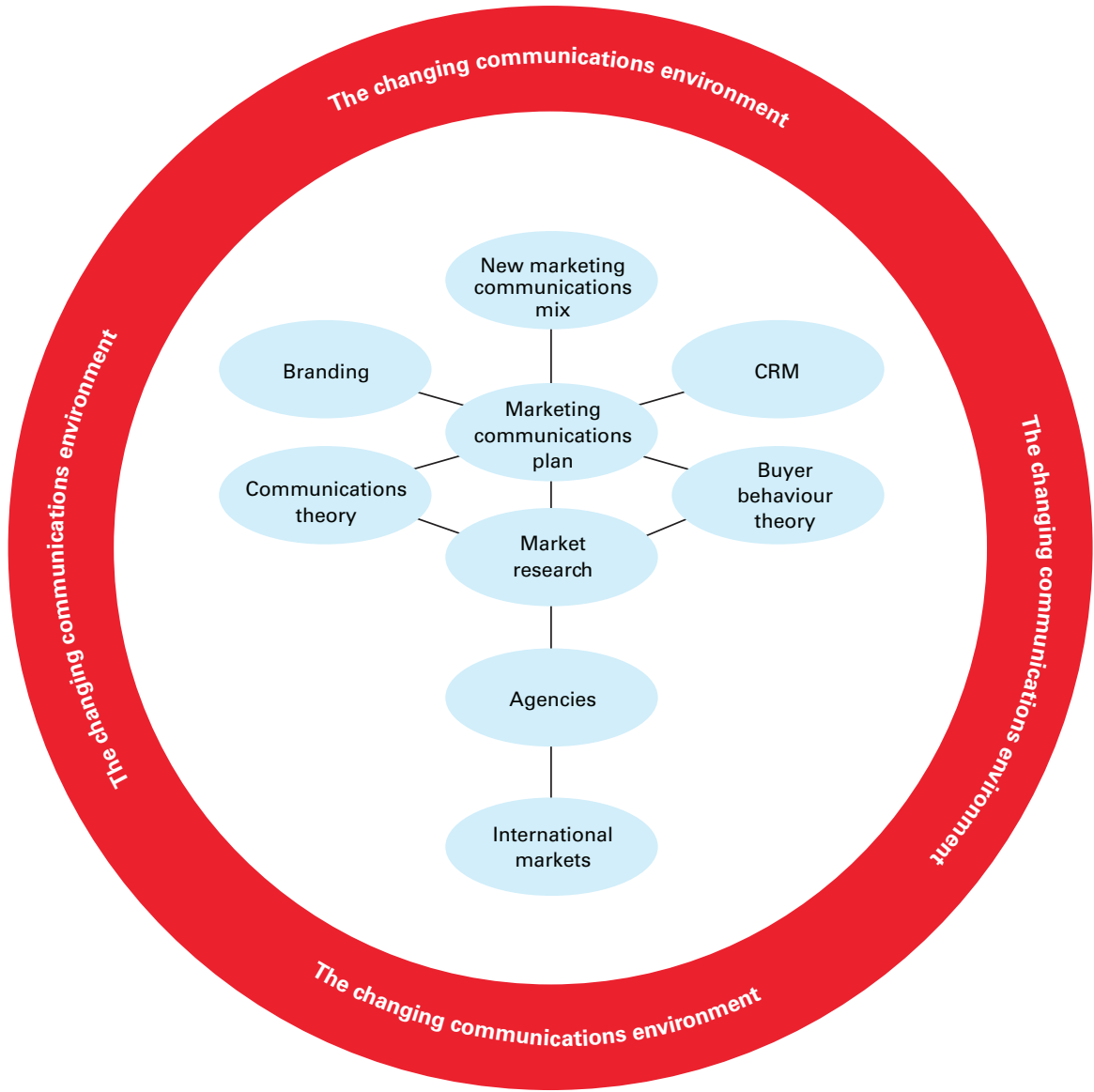
It is sometimes difficult to separate and categorize an activity as being one type of tool or another. For example, direct marketing and sales promotions should probably be called ‘direct promotions’ since they both more than likely involve each other. The chapters are not listed in order of importance. Selling and sales management is not always included in a marketing communications budget but the sales force is a potent form of communication and generally they (or the sales manager) report to the marketing manager. In fact it has been put to the top of the list because all the other chapters thereafter tend to lead into each other.

The successful application of the marketing communications mix is helped by an understanding of communication theory and buyer behaviour theory. Marketing research can provide some practical and specific answers to the questions that the theories generate. This provides the building blocks for the marketing communications plan, which draws upon an understanding of how agencies operate and how different media work. The details of the plan are worked out within the sometimes complex, but always integrated, web of the marketing communications mix (see Figure 0.2). The changing marketing communications environment and international opportunities/threats constantly affect the whole marketing communications mix. The world has moved on since the sixth edition.

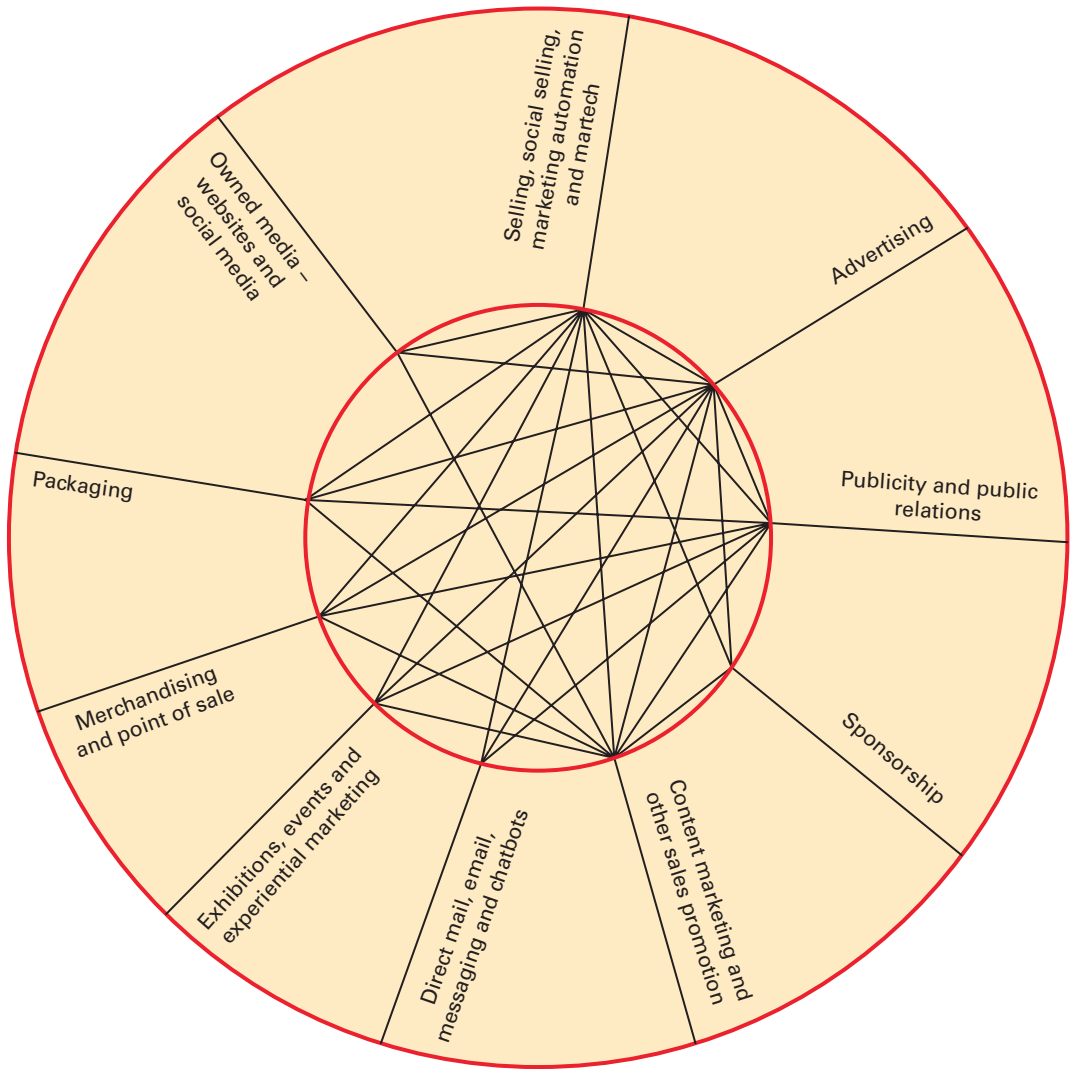
Different organizations allocate the same communication tools to different departments/budgets,



**FIGURE 0.1** Part One: Background to the communications process



**FIGURE 0.2** All tactical communications tools integrate with almost all other communications tools



eg exhibitions may be seen to be part of public relations, although the sales team will man the stand and benefit from extra sales. Sponsorship is considered by some to be an extension of advertising, while others consider it to be part of PR. And no one is too sure about whose budget covers the website. Regardless of classifications, ownership and responsibilities, each tool must integrate with many others.

We are always looking to update the material within the book and our readers are invited to contact us with any ideas, suggestions and contributions to the next edition. As our subject of marketing communications is ever changing, we are keen to keep the content fresh and lively. Please post your examples of excellent marketing communications to PR Smith Marketing on LinkedIn or Facebook or any of these:

 PRSmith.org  PRSmithMarketing  PRSmithMarketing  PR\_Smith  PRSmith1000  PRPSmith  SOSTAC.org

# KEY FEATURES OF THIS BOOK

**Learning objectives** – these will provide you with an outline of what we will be covering in each chapter.

## LEARNING OBJECTIVES

By the end of this chapter you will be able to:

- appreciate the importance of branding;
- list the stages in building a brand process;
- avoid the classical branding mistakes;
- understand why brands need to be maintained.

**Case studies** – selected to show a variety of different types and sizes of organizations using various communications tools across a range of different industries and markets.

### CASE STUDY PPC ads boost ROI: Cover My Cab

#### The situation

Cover My Cab has more than 30 years' experience providing specialist insurance products to taxi drivers, fleet owners and taxi operators. The brand is part of J&M Insurance, a 'business-to-business' insurance firm that has served the taxi industry for longer than any other specialist broker.

ClickThrough Marketing began working with Cover My Cab in April helping to manage and optimize its PPC campaigns.

#### The challenge

After four months working on Cover My Cab's paid search campaigns, results were good. However, ClickThrough suspected more gains could be made by opening the monthly budget caps (ie removing the daily cap or monthly budget) and opting, instead, for an 'always on' PPC strategy, to get 24/7 visibility (since users search 24/7).

**Feature boxes** – quotes and pertinent points of interest to punctuate the discussion.

### No brand, no cattle

The term 'brand' comes from the old Norse verb *brandr*, which meant to burn, and which eventually became a noun and adjective in medieval English. The noun 'brand' meant flame, fire or torch, and the adjective meant burning, hence 'brand hot'. Animals were marked with red-hot branding irons

**Further information** – contact information for organizations relevant to the topics discussed.

## Further information

Market Research Society (MRS)  
15 Northburgh Street  
London EC1V 0JR  
Tel: +44 (0)20 7490 4911  
[www.mrs.org.uk](http://www.mrs.org.uk)

Ofcom  
Riverside House  
2a Southwark Bridge Road  
London SE1 9HA  
Tel: +44 (0)300 123 3000  
[www.ofcom.org.uk](http://www.ofcom.org.uk)

**Key points** – a checklist of all the issues covered within the chapter.

## Key points from Chapter 2

- Brands help customers and the organizations behind them.
- Branding is a strategic issue.
- Branding can create competitive advantage.
- There brand
- Brand maint:

**Online resources for lecturers** – contain PowerPoint slide decks for each chapter, links to videos mentioned in the book plus others, links to PR Smith blog posts relevant to each chapter and questions for each chapter. Go to:

[www.koganpage.com/marketingcommunications7](http://www.koganpage.com/marketingcommunications7)

# ACKNOWLEDGEMENTS

Danni Adams, Greenpeace  
 Nico Ainsworth, Colenso BBDO  
 Kristina Allen, ion interactive  
 Warren Allot, Photographer  
 Zaid Al-Zaidy, McCann, London  
 Mike Backs, Digital Doughnut  
 Jeremy Baker  
 Banksy, Courtesy of Pest Control Office  
 Riccardo Benzo, Managing Expectations  
 Lacey Berrien, Drift  
 Tanya Binks, Wild Card  
 Michael Bland, Author  
 Sarah Botterill, European Interactive Advertising Association  
 Adrian Brady, Eulogy  
 Michelle Brammer, GaggleAMP  
 JoAnna Brandi, The Customer Care Coach®  
 Alan Briefel, StratCom  
 Scott Brinker, ion international  
 Ged Carroll, Racepoint Global  
 Joe Carter, Colenso BBDO  
 Juan Pablo Castro, LanderApp.com  
 Dr Dave Chaffey, Smart Insights  
 Mary Pat Clark, Pew Research Center  
 Alistair Clay, Plan UK  
 John Coffey, Liberty Insurance  
 Amelia Collins, Photographer  
 Keith Curley, Muzu.TV  
 Emmanuel de Hemptinne, NEO DARWIN  
 Lucy Edgar, Kantar Millward Brown  
 Allan Edwards, Ogilvy PR  
 Jenny Ellery, Saatchi & Saatchi  
 Jennifer Faughnan, Zip Adventure Holidays  
 Patrick Foley, Samsung  
 Annie Fong, Mischief PR  
 Stuart Fowkes, Oxfam  
 Luke Frake, Space Between  
 Alice Franklin, Contagious  
 Alex Gibson, The Persuaders, Dublin Radio FM  
 Rob Gotlieb, Muzu.TV  
 Jonathan Grant, Grenadier Advertising  
 Mark Grey, Grey Corporate  
 Gavin Grimes, McBoom  
 Paul Hague, B2B International  
 Dr Hansen, Hansen

Chloe Haynes, Cadbury  
 Christine Hegarty, Road Safety Authority  
 Neil Hegarty, BMP Optimum  
 Colette Hiller, Sing London  
 Kenny Hoang, BlitzMetrics  
 Teresa Horscroft, Eureka PR  
 John Horsley, Digital Doughnut  
 Martin Hutchins, Cambridge Professional Academy  
 Peter 'Magic' Johnston, MediaZoo Studios  
 Justin Jones, Digital Marketing Consultant (AI job reduction)  
 Nigel Jones, Herdman Jones Associates Ltd  
 Paul Kemp-Robertson, Contagious  
 Larry Kim, MobileMonkey.com  
 Jeff Kirk, Corporate Magic  
 Isobel Kerr-Newell, Saatchi & Saatchi  
 Helen Lamb European Sponsorship Association  
 Mike Langford, BT  
 Basil Long, Kroner Consultants  
 Jez Lysaght, Green Tomato Cars  
 Toby Marsden, Survival International  
 Ian Maynard, Murphy Cobb Associates  
 Davy McDonald, davymac.com  
 Paul McFarland, Goldhawk  
 Gerry McGovern  
 Sharon McLaughlin, McLaughlin Gibson Communications  
 Blair Metcalfe, Ogilvy PR  
 Kevin Miller, Whitehawk FC  
 Walter Miltenberger, Crystal  
 Claire Mitchell, Natural History Museum  
 Matt Monfredi, Photographer  
 Ian Morton, Happy Tuesdays  
 Jorian Murray, DDB London  
 Jasmin Naim, Kogan Page  
 Orson Nava, Director/Content Producer  
 Kasia Nieduzak, Greenpeace Comms  
 Julia O'Brien, Moonshine Media  
 Deborah O'Dowd, Greenpeace  
 Brian O'Neill, Freshideas.ie Ltd  
 Barry O'Sullivan, BBDO Dublin  
 Paul O'Sullivan, Dublin Institute of Technology  
 Marie Page, Musicademy.com  
 Hina Patel, Creating Results From Vision Ltd

Alexandra Phelan, Paddy Power  
 Jennifer Powell, Jennifer Powell, inc.  
 Ben Queenborough, Photographer  
 Suresh Raj, Borkowski  
 Charles Randall, SAS Solutions  
 Mark Read, Photographer  
 Tim Redgate, Tim Redgate Consultancy  
 Josh Rex, This Is Open  
 Kevin Roberts, Saatchi & Saatchi  
 Phil Robinson, ClickThrough  
 Danielle Sammeroff, Fuse  
 Dennis Sandler, PACE University  
 Mark Schaefer, BusinessesGrow.com  
 Richard Sedley, Seren  
 Heather Sewell, ICE  
 Adam Sharp, CleverTouch  
 Joel Simon, Flickerpix Animations Ltd  
 Greg Skloot, Crystal  
 Graeme Slattery, PSG Communications

Ze's particular thanks: I dedicate this work to my wife, Revital and daughter, Nessa, for their patience and understanding and to my mother and father for their acceptance and nourishment of my being.

Dr Meixian Song, University of Exeter, School of Law  
 Jessie Soohyun Park, Samsung  
 Tery Spataro, CCG Catalyst Consulting Group  
 Saffron Steele, Halpern PR  
 Frances Still, Science Museum Group  
 Merlin Stone, The Customer Framework  
 Dr Peter Tan, World Financial Group  
 Jonathan Taylor, former co-author  
 Jamie Tosh, Kick4change  
 Jon Twomey, Student Support Group  
 Neil Verlander, Friends of the Earth  
 Salvador Nissi Vilcovsky, Memomi  
 Gian Walker, Network Co-op Ltd  
 Steve Wellington, Havavision Records  
 Todd Wheatland, King Content  
 James Whelan, James Whelan Butchers  
 Cameron James Wilson and @TheDiigitals  
 Jamie Yarborough, BlitzMetrics

Paul's particular thanks to Aran, Cian and Lily and the ever-patient, lovely, Beverley. And lastly, a very special thanks to Owen Palmer (RIP) who gave me my first break in UK Academia and never ceased to inspire and encourage me even long after he had retired.

THIS PAGE IS INTENTIONALLY LEFT BLANK

PART ONE  
**Communications  
background and  
theories**



THIS PAGE IS INTENTIONALLY LEFT BLANK

# 01

# New integrated marketing communications

## LEARNING OBJECTIVES

---

By the end of this chapter you will be able to:

- understand the importance of customer-orientated thinking;
- understand the need for both left-brain analytics and right-brain creativity;
- embrace the 4th Industrial Revolution, led by data, AI and digital developments;
- consider 10 hot marketing topics;
- see how everything can fit into a carefully structured marketing plan.

### Introduction to integrated marketing communications 4

- Marketing orientation 4
- Customer-centric mission 4
- Customer empathy 4
- Customer experience 5
- Customer service time bomb 5
- A sense of purpose 6
- 100-year-old principles still win today 6
- Happiness is a business model 7

### Integrating left-brain and right-brain thinking 7

- Analysis builds a foundation for success 7
- Nurture creativity 10
- Nurture the inquisitive mind 11
- Marketing communications is part of customer experience 12
- Integrate data, staff and communications 12
- Enter the boardroom opportunity 13

### The 4th Industrial Revolution 14

- Positive or negative revolution 14
- Companies must invest in data tech and data skills to survive 15
- Data-driven businesses 15
- Digital transformation 15

- Martech stack 17
- Here come the bots 17
- AI and data analytics 18

### 10 hot marketing topics 19

- 1 The customer lifetime journey 19
- 2 Customer experience and company mission 19
- 3 Content marketing 19
- 4 Personalization 20
- 5 Omnichannel marketing 20
- 6 Influencer marketing 20
- 7 Agile marketing (agile and optimized) 21
- 8 Marketing automation 21
- 9 The human touch 21
- 10 Accelerated change 21

### The perfect plan: SOSTAC® planning framework 25

### Top 10 tips for world-class marketing communications 26

### Key points from Chapter 1 26

### Endnotes 26

### References and further reading 27

### Further information 29

## Introduction to integrated marketing communications

### Marketing orientation

‘What is the single most important reason why you have a website?’ is a great question which we ask when we run workshops. Surprisingly, it generates a lot of wrong answers, even from experienced marketers. Answers like: ‘to sell more’ or ‘to give information’ or ‘to collect email addresses’ or ‘to show off our new services’ or ‘to compete with our competitors’ and so on. These are wrong answers. They are not the primary reason. There is only one primary reason: ‘to help customers’. If you can help your customers better than your competitors you will convert more visitors into sales, and eventually convert more customers into lifetime customers. All the initial answers were product-orientated – about business benefits rather than customer benefits. So keep asking, ‘How does this help my customers?’

In fact, Peter Drucker, known as ‘the father of business’ and arguably America’s greatest business author, once said ‘The purpose of business is to create and keep a customer’. We go further and say, ‘There is only one reason that you are in business: to help customers.’ The moment you stop helping customers better than your competitors is the moment you start sliding down the subtle, slippery slope to lost sales and spiralling down towards extinction.

‘There is only one reason why you are in business. It is, simply, to help customers. The moment you stop helping customers (better than your competitors do) is the moment your business starts to die.’

PR Smith

### Customer-centric mission

Now consider one of the world’s largest ecommerce companies, yet relatively unknown (to some westerners), they’re called Alibaba. Their **customer-centric mission** reads: ‘making it easier to do business across the world’, and is followed by their motto: ‘Customer first, employee second, shareholder

third.’ Their founder Jack Ma says, ‘We know well we haven’t survived because our strategies are far-sighted and brilliant, or because our execution is perfect, but because for 15 years we have persevered in our mission.’ Meanwhile, top American digital marketing blogger, Brian Solis (2015) insists that businesses must empathize with customers and develop strong missions.

#### Temper profit with customer empathy

‘Learn to temper (balance) their profit goals with empathy and look at the bottom line as part of a larger mission, doctrine or ethos.’

Solis (2015)

### Customer empathy

Success ‘requires true empathy for what your customers are thinking and an ability to identify what they want or need even before they do’ (Solis, 2015). Apple consistently did it with the Mac, iPhone and iPad. You ‘have to see your customers for who they are becoming, not just who they are today’, Solis continues. ‘This all starts by defining the experience you want your customers to have. How do you want them to feel? What should they share? Define it. Build it.’ Building it includes integrating marketing systems, logistics systems, customer relationship management (CRM) systems. Being customer-centric goes beyond the marketing team, it has to be in customer-centric operations also. It also requires a different perspective. Campaigns cannot reach buyers if, say, an advertising campaign is shorter than a buyer’s journey.

#### Long-term success – think about customers differently

‘To succeed means thinking about customers differently as groups of connected people and not simply demographics. It requires a level of leadership that can see something others don’t or find inspiration in what others feel or hope to feel. These traits – not the technology itself – are what will define the most resilient companies in the years to come.’

Solis (2015)

## Customer experience

Although customers are on a multichannel journey (from websites to offline stores and back to social media, etc), they want a single, well-defined, customer experience across channels. Whether they touch (have contact with) your brand via your mobile site, your website, your app, your in-store display, your staff, your social media, your customer care, telesales, direct mail – it is all one journey for the customer. They want a nice consistent experience, regardless of channel.

## Customer service time bomb

Although some companies have managed to improve their customer services, the continual culling of employees and general cost cutting combined with sloppy marketing execution has put marketers on the cusp of a customer revolution. It may well be that the really clever chatbots that learn to become experts and really help customers to find solutions quickly and in a 24/7/365 always-friendly manner will be the winners.

Many customers are angry, irritated, impatient and ready to switch to another brand as soon as something better becomes available. In a word, they are dissatisfied. We have gone backwards in marketing. Look around. Many brands have falling satisfaction scores, sloppy websites, automated telephone queuing, customer service people who can't answer questions and others who simply don't really care. How many bad experiences do customers suffer while seeking service from a utility, a phone company or a bank either on the phone or on a website?

### The manager's online banking system: A foreign country he rarely visited

'Recently, I had problems with online banking. After lots of frustration with technical support, I rang my bank manager. In the past, whenever I had a problem he had been extremely helpful and made sure it was resolved immediately. This time around, things were different. "I'm not technical", he told me. He began to talk about his bank's online banking service as if it were a foreign country he had rarely visited. He was behaving like a typical senior manager when it

came to IT. He wanted to wash his hands of responsibility. It was not his domain. IT, it seems, is not the responsibility of senior managers or CEOs. They have much more important things to do, obviously.'

McGovern (2010)

Has this changed since 2010?

Combine the sloppy service with customers' lower tolerance levels: less time, less attention and less patience with inefficient service. Don't customers like endless automated telephone queuing systems, robotic rerouting or, if they are lucky, after queuing and rerouting, getting to speak to someone whom they cannot understand, or to someone who cannot solve the problem, who then puts them back into a queuing system? It seems that many brands have gone backwards in marketing.

How many people have had bad experiences online with websites that are confusing, have dead ends or just don't work, sites that waste precious time and cause irritation? And all the time advertising budgets are wasted driving customers to these sites.

Harvard's Ram Charan and business CEO Larry Bossidy many years ago wrote a book claiming that the last source of real sustainable competitive advantage was the ability to execute plans better than the competitors. Called *Execution: The discipline of getting things done* (2002), it highlighted the importance of executing with excellence and passion the small things, the basic things including customer service.

So if companies get worse at marketing then this creates a huge opportunity for those organizations that have a process for listening to their customers, and continually improving and staying relevant.

### Nightmare on Banking Street

'I hadn't physically visited a bank in years. However, when I was doing a favour for a friend, I walked into a well-known high street branch in London on a Saturday afternoon to be greeted almost immediately by a friendly-faced customer service clerk, in a nicely branded blazer, who pleasantly informed me that the queue in front of me would take 40 minutes. I thought I had

stepped into a time warp. What amazed me was that other customers seemed prepared to queue. Was it always like this? Then it occurred to me that instant automated ATMs, although quick, do effectively ask customers to sometimes stand in the rain, block prying eyes and hidden cameras from stealing your PIN and hope that the muggers around the corner have not seen you yet. Fear has increased in many people's lives.'

PR Smith

## A sense of purpose

Ask: 'Why does your brand matter?' If you don't know, and no other colleagues know, then nobody else will care. A sense of purpose at work is important – partly because customers like to buy brands that stand for something and partly because employees like to work for an organization that stands for something more than just making money. Something deeper.

- Johnson & Johnson support nurses; Procter & Gamble support mums.
- In 10 years, 'firms of endearment' grew collectively at a rate of 1,000 per cent +
- In 10 years, Standard & Poor's 500 companies grew collectively at a rate of 122 per cent

'Find your sense of purpose – your mission – your passion. You simply cannot drive sustained performance and high levels of achievement in one's job and career without being fully engaged and feeling a strong sense of purpose... The common element that often is the spark plug for change and progress is a sense of purpose. We have found this applies to people in the beginning of their careers as much as it does to middle managers and senior leaders.'

Moore (2017)

'It's not about merit, professionalism, or quality. It is about faith, belief, conviction, courage, and meaning. Because the brutal reality of today's new world is this: If you don't stand for something you're dead; it's just a question of when.'

Sisodia *et al* (2014)

'Companies who put purpose and passion at the heart of what they do are blowing away the S&P 500 averages when it comes to their performance.'

Sisodia *et al* (2014)

'Strive not to be a success, but rather to be of value.'

Albert Einstein

## 100-year-old principles still win today

Despite the emergence of digital body language, marketing automation, programmatic advertising, retargeting, content marketing, multichannel funnels, hyper competition (we'll explore these later), the same old marketing principle remains intact: be customer-centric. It's interesting to see that although customers are changing, technology leaps are rampaging through markets and wonderful new tools are becoming available to marketers, the same basic business principles survive from over 100 years ago. Interpreted by Mark Zwilling (2014), here are the highly successful industrialist (and subsequent philanthropist) Scottish American Andrew Carnegie's top tips (from 1889), which still work today.

### Andrew Carnegie's top 10 tips for success:

- 1 Definiteness of purpose (a real and passionate mission).
- 2 Master-mind alliance (marketing marriages and strategic alliances).
- 3 Going the extra mile (help customers).
- 4 Applied faith (believe in the opportunity you see).
- 5 Personal initiative (be proactive).
- 6 Imagination (ability to see opportunities/vision).
- 7 Enthusiasm (a contagious quality).
- 8 Accurate thinking (analyse carefully before deciding).
- 9 Concentration of effort (on key success factors).
- 10 Profiting by adversity (learn and improve from failure).

Zwilling's (2014) interpretation of Carnegie's tips is worth a read. There are valuable lessons for today's marketers stored in ancient wisdom. For example, arguably the best marketing book ever written is a 2,000-year-old book, *The Art of War*, by the Chinese military strategist, Sun Tzu, who always believed that battles could be won without confrontation. Proper application of intelligence wins wars, often peacefully. A few thousand years later, we (in the West) are getting excited about the power of analytics.

Stop, look at who you are and what your business is for

'If you believe your business is a machine for making you rich, you are going down the wrong road. If you believe your purpose is to make the world a better place, then do so, and wealth will come to you.'

Witzel (2015)

## Happiness is a business model

Happy employees want to create happy customers, which helps to generate sales, repeat sales, better margins, bigger profits and ultimately happy shareholders.

Happy employees = happy customers = happy shareholders

'It's possible to "suck the fluffiness out of happiness" and make it real, measurable, and tangible' (Kuppler, 2014). This means clearly defining values that actually create a culture such as integrity and being innovative. Leaders then must ensure everyone is committed to running a values-driven organization in both good times and bad times.

There are different approaches to maintaining those happy values throughout the organization. For example, Zappos ask their employees to summarize what the Zappos culture means to them. These answers are then published unedited (other than typos corrected) in a *Zappos Culture Book* for everyone to see. Capgemini take a different approach to

happiness and are committed to creating an environment and opportunities that 'nurture your passions' and 'to love what you do. And if you demonstrate a love or passion for what you do, we'll help you to build the skills and obtain the experience that will empower you to ace your career' (Capgemini, 2018).

## Integrating left-brain and right-brain thinking

Analytics (left-brain thinking) and creativity (right-brain thinking) are both necessary in marketing communications to break through the clutter of noise and hyper-competition. 'Relevant creativity' means creating products and services and communications that are always deemed to be relevant (and useful) by your target markets. Although analytics often refers to Google Analytics or similar analytical software, we are broadening the term analytics to include analysing customer and competitor behaviour via all forms of market research.

## Analysis builds a foundation for success

As previously mentioned, arguably the greatest marketing book ever is *The Art of War*, written over 2,000 years ago by the Chinese military strategist Sun Tzu (translated by Wing, 1989). Most senior marketers have a copy of it on their shelves. It has become a classic read, particularly for some enlightened marketing managers. Interestingly, confrontation, or war, is seen as a last resort and the best military strategies win the war without any bloodshed. They win wars through intelligence.

'Much computation' or much analysis is required. The better the analysis, the easier the decisions will be later. Decisions about strategy and tactics become a lot easier when you know your customers, your competitors, your competencies and resources as well as market trends. In fact, you need to know your customers and prospects better than they know themselves. Old tools (in-depth discussions) and more contemporary tools like digital body language (analysing click behaviour on your website) both give marketers vital information that helps deliver better messages (more relevant messages), better websites, apps, ads, presentations, sales pitches – you name it.



That's why half of your marketing communications plan should be devoted to the situation analysis. It doesn't have to be at the front of the plan (you can dump a lot of it in the appendices) but the detailed analysis must be carried out if you are to succeed. The first year you do this analysis it will be particularly challenging, but as you find better (and often free) sources for highly relevant information, the analysis gets easier, the intelligent information gets stronger and consequently, you make more informed decisions. This ultimately boosts your results.

More good news – there is a plethora of new listening tools and analytic tools available to marketers. Although traditional market research is still useful, there are faster ways of monitoring online discussions and analysing customers, competitors and spotting trends.

'All markets are conversations' declared the influential Cluetrain Manifesto (Levine *et al*, 2000). The subsequent rampant growth of social media since that time confirms the classic Cluetrain vision.

'The old marketing ship is sinking.' All marketers need to monitor, analyse and engage in these conversations because the old 'shouting' model, consisting of pumping out advertising, PR and marketing content through social media channels ('shouting') no longer works as well as it used to.

**FIGURE 1.1** The old marketing ship is sinking



**SOURCE:** Photo courtesy of DavyMac.com

## Customers do not always understand their own needs

However valuable market research is, significant creative leaps can sometimes be too difficult for customers to grasp. Therefore, negative customer feedback for innovations (particularly discontinuous innovations/significant innovations) can sometimes be misleading. In some cases, 'Listening too much to customer input is a recipe for a disaster' (Christensen, 2003). 'If I'd listened to my customers, I would have invented a faster horse,' said Henry Ford.

Whoever could have imagined that a device created for engineers to communicate with each other would one day become a global necessity for all young people (text messaging)? Whoever could have imagined that people would walk around with invisible vinyl record players on their heads (streaming music with headphones)? Whoever could have imagined a nation seemingly talking loudly to themselves (hands-free mobile phones)?

Here are some classic quotations that demonstrate how, not just customers, but even experts in their field, could not see the benefit of a significant innovation that subsequently went on to become a massive global success:

**Telephone:** 'This "telephone" has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us' (Western Union, internal memo, 1876).

**Radio:** 'The wireless music box has no imaginable commercial value. Who would pay for a message sent to nobody in particular?' (David Sarnoff's associates in response to his urgings for investment in the radio in the 1920s).

**Movies (with sound):** 'Who the hell wants to hear actors talk?' (Harry M Warner, Warner Bros, 1927).

**TV:** 'TV will never be a serious competitor to radio because people must sit and keep their eyes glued on a screen. The average American family doesn't have time for it' (*New York Times*, 1939).

**PCs:** 'I think there is a world market for maybe five computers' (Thomas Watson, Chairman of IBM, 1943).

**Home PCs:** ‘There is no reason for any individuals to have a computer in their home’ (Ken Olsen, President, Chairman and Founder of Digital Equipment Corp, 1977).

**The Beatles:** ‘There is no demand for guitar bands’ (Decca Records turning down The Beatles, 1962).

Looking back on it, there are many innovations in common use now, the need for which simply did not exist five or ten years ago. This applies to both business-to-customer (B2C) and business-to-business (B2B) markets. As organizations, and marketers in particular, embrace creative thinking, new solutions will emerge and contribute to continued success once we learn to think ‘outside the box’.

‘Seeing what everyone else can see but thinking what no one else has thought’

‘It’s seeing one thing in terms of something else. That eureka moment. You don’t have to be a brilliant novelist or painter or musician... it can be about some private matter. It can be about economics. It can be while you are reading a novel, you suddenly make a connection that suddenly gives you an insight that no one else has had. Someone defined science as “seeing what everyone else can see but thinking what no one else has thought”.’

Greenfield (2007)

## Market research: A fundamental part of Edison’s creative process

Despite the lack of vision by many chief executive officers (CEOs) and the challenge of researching innovations (since customers often don’t know what they want, particularly with innovations), the United States’ greatest inventor, Thomas Edison, used market research creatively in the 19th century. He literally went to homes and places of work and analysed what people did in order to gain insight to invent products that could help them do it better and faster. He looked first for

unmet needs and then applied science and creativity to fill them. The first example of Edison’s success using a ‘needs-first’ approach to invention is one we seldom associate with him: document duplication. Post-Civil War newspaper accounts of the rebuilding of the South and the tremendous demand it created for insurance policies led him to think that the insurance business could use some efficiencies. Edison got permission from insurance agents to watch their clerks at work. He saw that most of their day was spent hand-copying documents for each party to the insurance sale instead of selling insurance. Edison realized that if he could invent something that would save both the insurance clerks’ and agents’ time writing, they could all make more money (Caldicott, 2010). Interestingly, today’s top CEOs spend time with customers. In fact Martin Sorrell, CEO of the world’s largest communications services group (\$66 billion turnover), spends one-third of his time with clients (Rogers, 2014).

## Edison combined creativity with customer needs

Thomas Edison was indeed a creative genius, but **it was not until he discovered some of the principles of marketing that he found increased success.** One of his first inventions was, although much needed, a flop. In 1869 he created and patented an electronic vote recorder, which tallied the votes in the Massachusetts state legislature faster than the chamber’s old hand-tab system. ‘To Edison’s astonishment, it flopped. Edison had not taken into account legislators’ habits. They don’t like to vote quickly and efficiently. They do like to lobby their fellow legislators as voting takes place. Edison had a great idea, but he completely misunderstood the needs of his customers’ (Caldicott, 2010). He learned from his failure the relationship between invention and marketing. Edison learned that **marketing and invention must be integrated.** ‘Anything that won’t sell, I don’t want to invent’, he said. ‘Its sale is proof of utility, and utility is success.’ He realized he needed to put the customers’ needs first and tailor his thinking accordingly, despite any temptation to invent for invention’s sake. His change of mindset led to tremendous success (Caldicott, 2010).