

Advertising & IMC

PRINCIPLES
& PRACTICE

Moriarty Mitchell Wood Wells



eleventh edition

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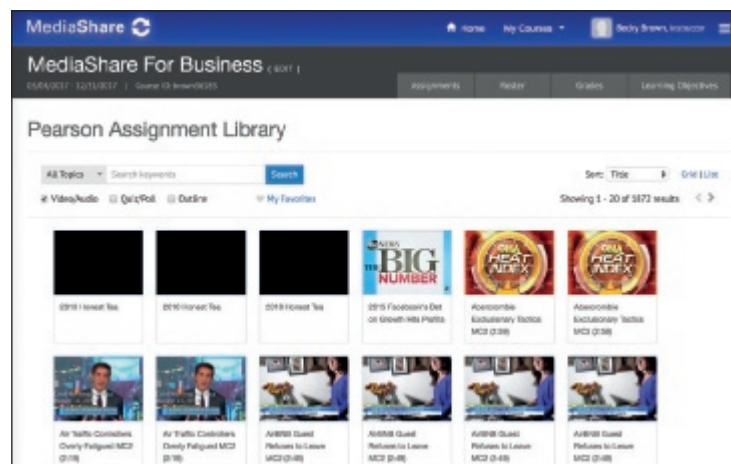
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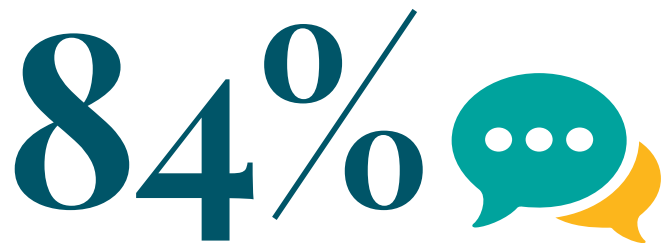




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The Eleventh Edition is dedicated to all the students who have inspired us with their questions and ideas and all the colleagues who have challenged us with new thoughts and new findings. Most of all we dedicate this book to all our many contributors—the students, graduates, professors, and professionals who have contributed their thoughts, creative work, and professional experience to this edition.

Sandra Moriarty, Nancy Mitchell, and Charles Wood

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One of the industry's leading market and research authorities, William Wells is a retired professor of advertising at the University of Minnesota's School of Journalism and Mass Communication. Formerly executive vice president and director of marketing services at DDB Needham Chicago, he is the only representative of the advertising business elected to the Attitude Research Hall of Fame. He earned a Ph.D. from Stanford University and was formerly professor of psychology and marketing at the University of Chicago. He joined Needham, Harper, Chicago as director of corporate research. He is author of the Needham Harper Lifestyle study as well as more than 60 books and articles, including *Planning for ROI: Effective Advertising Strategy* (Prentice Hall, 1989).

A Wrinkle in Time: Reimagining Intelligence and Insights

When you take a foreign language class, you find yourself not only struggling with words, but also with how you think and how you live your life and relate to other people. Your experience studying marketing communication may be similar in some ways to studying a foreign language. A course or text in marketing communication where you study advertising, public relations, direct marketing, and promotions opens a new world of language. There are new words for old ideas, new terms for hard-to-explain concepts, new phrases for behind-the-scenes practices, and new words for world-shaking theories.

Today's marketing communication is more than just a new language. There also are new ways of talking: to yourself, to your mother, to your best friend, in class, on the phone, or in a text message. Because of the new shapes of media and forms of interaction—and the opportunities they open up—the heart of marketing communication also is being reshaped and reimagined both as a profession and as an academic area. This 11th edition of *Advertising & IMC: Principles & Practice* will help you acquire this new language and the intelligence and insights driving these changes.

But we're not just reimagining new ways of conversing, using new media and old media in new ways. We're also adjusting our ways of thinking and behaving based on computers, online devices, and information systems that extend, connect, and reshape our talking as well as our thinking. When you speak on the telephone or send a tweet on Twitter, don't you shape each conversation differently? And aren't your thoughts either condensed or expanded to fit the form of the medium?

Behind those patterns of talking, however, is additional intelligence you bring to the conversation: what you know about the people you are talking to and with. More important, however, are the insights you have into these people's beliefs and behavior.

This computer-driven transformation of our communication patterns is occurring in marketing communication. Hot topics such as artificial intelligence (AI), virtual reality (VR), and the Internet of Things (IoT) are being used to create conversational interactions that are more personalized and more personally relevant. They have the potential to reshape how we study, work, travel, and play as well as organize and manage the world around us.

AI is the mechanism that mines data and searches for patterns that drive consumer relevance. VR is a graphic system, also based on compilation of massive numbers of data points, to provide real-life images and experiences. Imagine driving a new car without leaving the showroom—just by putting on a set of glasses. The IoT refers to all the communication and connections between tiny computers that are embedded in things we wear and in our homes, cars, offices, and shops, like a Fitbit, Siri, your in-home climate control system, or the GPS device in your car.

The Amazon Echo placed in your room is a personal hands-free, voice-activated “digital assistant,” like an electronic concierge. It can help you find the best restaurant and make your reservation, call a friend and leave a message, find sports scores, control the room temperature, or play your favorite music.

These systems accumulate data as they provide information and feedback. For the consumer, it simplifies tasks. Ask Alexa to order your Starbucks coffee, for example, and Alexa remembers what you like and places the order based on where you are, what time it is, and whether it is the same thing you ordered the last time. For the organization, these information-driven experiences make it easier to deliver a product or service that customers want—the way they want it.

The term *big data* describes the practice of compiling these massive databases of consumer information, interactions, preferences, and experiences that can be used to create or deepen brand relationships. Mining the data to see patterns is how information is turned into insights and insights into relevant messages and responses. You do that intuitively as you navigate conversations and personal experiences based on your own set of insights.

On the commercial level these tools and practices are used to talk to and with customers, prospective customers, and other important people in a brand's corporate life. The goal is to increase the relevancy of each contact and each conversation. Although these new tools open up new opportunities, it's important to remember that there are enduring principles that also drive effective communication. This 11th edition continues to focus on principles as well as practices of effective marketing communication.

So reimagine your idea of advertising or public relations or other areas of marketing communication. These professional areas teem with possibilities as their practitioners learn how to reshape their practices and the principles of their professions. It's a wrinkle in time, but it's a marvelous time to get involved in this reimagining.

What's New in the 11th Edition

1. ***A New Author Added to the Team*** As you may have noticed when you read the “About the Authors” section, a new team member has been added to this 11th edition. Charles Wood, an associate professor of marketing in the Collins College of Business at the University of Tulsa, brings his business and marketing insights to this edition.
2. ***A Greater Emphasis on IMC*** This 11th edition provides an even stronger focus on integrated marketing communication (IMC), which is accomplished by substantial revisions in chapter order, chapter revisions, and updated material. All the marketing communication chapters have been grouped with advertising at the front of the text to provide more comprehensive presentations of the professional areas and functions of IMC. This change has involved a major reorganization of the chapters, which reflects feedback that students need to know what these professional areas are and how they work (public relations, direct response, promotion, and advertising) before moving into the Part 2 discussion of strategy and planning how these areas work together.
3. ***Strategic Brand Communication*** In previous editions the book led off with an advertising chapter followed by a marketing chapter. The basics of marketing chapter had been revised some editions ago to function as an introduction to the field of marketing communication (also referred to as *strategic communication*). In the 11th edition this chapter now becomes Chapter 1, the introductory chapter to the book. It focuses on brands and the marketing practices that provide the communication foundation of branding. Included in this chapter is an introduction to the marketing mix and how the marketing mix sends messages. Additional concepts include an introduction to the concept and practice of IMC and an explanation of how branding is shaped by communication.
4. ***Advertising*** Previously Chapter 1, advertising now becomes Chapter 2, the first of three chapters detailing the basics of the most important functional areas of marketing communication. The chapter introduces the basic functions, components, and roles of advertising. It also explains the evolution of current practices through advertising's eras and ages as well as the contemporary world of advertising's key players, types of agencies, and agency jobs.
5. ***Public Relations*** Previously Chapter 15, in this edition public relations is moved to Chapter 3, emphasizing the integral role it plays in IMC and that many of our student readers are enrolled in strategic communication programs that combine public relations with advertising. The

chapter introduces public relations’ basic roles, functions, and tools as well as different types of public relations programs.

6. **Direct Response and Promotion** The decision to start with the marketing communication professional areas, specifically advertising and public relations, also meant that the other two areas covered in previous editions needed to move forward as well. We recognize that both direct response and promotions (previously Chapters 16 and 17), although important, are not typically majors (or a curriculum of courses) in our adopters’ schools. Therefore, we decided to combine these two topics into one chapter. The merger is anchored by an emphasis on action and interaction, both being characteristics and objectives of direct-response and promotion efforts. This new Chapter 4 introduces the elements and media of direct-response communication and provides an introduction to both consumer and trade promotions. In addition, this chapter includes an explanation of various types of multiplatform promotions and explains the important role of databases in both direct-response communication and promotions.
7. **Social Impact, Responsibility, and Ethics: Is It Right?** Chapter 3 in the previous edition was titled “Brand Communication and Society.” This edition revises what is now Chapter 18 to increase the focus on the ethical and social responsibilities of all IMC professionals. The emphasis on social responsibility and ethics makes a strong conclusion for the book, particularly because it is paired with the evaluation and effectiveness discussion (“Does It Work?”) in Chapter 17. Chapter 18 focuses on the ethical and social responsibility issues across all areas of marketing communication, broadening the focus from advertising in previous editions.
8. **New Topics, New Media** Every time this book is revised, we have to acknowledge the changes brought about by new media. Since the last edition, managers are confronting new ways of communicating centered on AI, VR, and the IoT. Other new terms popping up in the professional press include *native advertising*, *programmatic buying*, and *beacons*. All these innovations are driven by new ways of collecting, manipulating, and using data, and all are discussed in this 11th edition.
9. **New Examples of Award-Winning Brand Communication Campaigns from Around the World** Part of the added value of this textbook lies in the cohesive story it tells about effective brand communication. New and updated case studies open each chapter in the 11th edition to illustrate basic principles and best practices and show students how professionals design and execute effective strategies that work.
10. **A Wealth of Contributions from Experts** The philosophy of this textbook is to invite contributions from many people—academics and professionals from around the world. These contributions aren’t just quotes from speeches or articles; rather, they are pieces written specifically for this book, with experts sharing stories about campaigns they’ve worked on as well as research they’ve conducted. This book was guided by the insights and direction of the professionals on the book’s Advisory Board. In addition, stories, essays, and examples of the work of a group of young professionals who were nominated by their professors are featured in this textbook.





A MATTER OF PRACTICE

Branding Billings

John Brewer, President and CEO, Billings (Montana) Chamber of Commerce and Visitors Bureau



What do you think of it right? That's incredibly successful campaign for Billings. So this is a story of our first thing you may notice on t with the slogan "Billings—Montana" how the city arrived at that theme line The campaign began with research a thousand online surveys, come



A MATTER OF PRINCIPLE

Ivory: It's Pure and It Floats

Soap is soap, right? A basic principle of branding is that a brand makes an meaning when it makes its product category. Procterdish that by creating id brand Ivory before anyone soap a distinctive product system also called attention the product. Here's the Ivory came to be one of th brands of all time. Before the Civil War, hi soap from lye, fats looking i It was a soft, jelly-like, yello things adequately, but if it dissolved into mush. In Vict for quality soap was the hig pure white soap imported f made from the finest olive o



A DAY IN THE LIFE

A View from the Marcom Front Line

Peter Stasiowski, Director of Communications, Interprint USA, Pittsfield, MA

There's a big difference between working agency, where the focus is on promoting it and becoming an individual company's lon professional, where the focus is on promoti party that signs your paycheck.

The most obvious changes, such as fine marketing plan instead of juggling several, more subtle and important differences. When agency title of art director and creative direct rent position as marketing and communicat for an industrial printing company, I meet fr with a group of people dedicated to prac marketing communications to working with a cated to printing good decor paper for its c the laminate industry.



A PRINCIPLED PRACTICE

PAUSE FOR THE CAUSE: Boosting Brand Value with Cause Marketing

Scott Hamula, Ithaca College



Things are really tough out there for brands: lots of competition, savvy consumers, media messages that just don't break through the clutter like they used to, and occasional pieces of bad publicity. Today, though, some brands are turning to corporate social responsibility not only because it is the right thing to do, but also as a way for brands to more clearly differentiate themselves in this dynamic marketplace.

vehicles to an earthquake-ravaged disaster area in China, brands act as good corporate citizens.

This socially responsible promotional strategy occurs when a brand or company aligns itself with a nonprofit organization to generate both sales and charitable donations at the same time. Simply put, it's "buy my product, and I'll donate to your cause." This approach tends to make a lot of sense. Surveys continue to show that, given two very similar products, consumers are more likely to purchase the brand that is associated with a cause they care about.

American Express Company is often credited with starting cause-related marketing in the early 1980s when it pledged to donate 5 cents to the arts in San Francisco whenever a member used their American Express card to make a purchase, and \$2 for each new card member.

To launch and sustain a successful cause-related marketing program, a brand must first know what issues are important to its customers so as to align itself with a cause that's a good match. An example is Yoplait yogurt's "Save Lids to Save Lives" campaign. Because this brand's primary target market is women, Yoplait linked itself with the Susan G. Komen

The Central Themes

Although the introduction to this preface highlighted changes, the important thing in a textbook project of this size and scale is that there are central threads that weave key ideas across the chapters and throughout the book. So let's consider the foundational themes that make this book different from other introductory textbooks in advertising and marketing communication.

Brand Communication and IMC

This book started out many years ago as an introduction to advertising textbook, although it acknowledged the role of other areas. Over the years the scope of advertising has changed. Now we use the phrase *brand communication* (or *marketing communication*) because what used to be known as *advertising* has expanded beyond the familiar ads in print media and commercials on radio and television to include public relations, direct marketing, and other forms of promotion. The emphasis then shifts to the brand and the communication activities that surround it.

Electronic and social media have opened up new ways to communicate online with consumers about a brand. Alternative and nontraditional forms, such as *guerilla marketing* that reaches people in surprising ways in unexpected places, have opened up new opportunities to engage people with brand messages through memorable experiences.

Creating buzz and dialogue now accompany the practice of targeting messages at consumers. A new goal is to enlist word-of-mouth conversations to reinforce and extend the power of the more traditional marketing communication forms.

This wider view of *brand communication* includes an array of communication tools used by a variety of organizations—nonprofit as well as for-profit—promoting their brands, consumer as

well as business-to-business products and services. We mention public relations, direct marketing, and sales promotion, but those are just a few of the tools in the brand communication tool kit.

We describe the use of these various forms of brand communication as *integrated marketing communication* (IMC), which refers to the strategic use of multiple forms of communication to engage different types of consumers who have an interest in or connection to a brand. The key word is integration, which means the various tools are strategically employed to work together. The title of this book changed in the previous edition to recognize the importance of IMC in modern brand communication.

Effectiveness

During a Super Bowl some years ago, an ad for Anheuser-Busch called “Applause” showed people in an airport spontaneously applauding a group of American troops returning home. Even the audience watching from their living rooms was inclined to join in with applause as part of this graceful display of respect and appreciation. It was touching and memorable, and it might have nudged a few viewers to think well of Anheuser-Busch.

But was it an effective ad? What was it trying to accomplish? Did the viewers remember it as an Anheuser-Busch ad? If so, did it affect their opinions of that company and its brands?

What is effective? Is it marketing communication that gets talked about? Is it a message like the Anheuser-Busch commercial that touches your emotions and inspires you to applaud? What, exactly, does it mean to say that a brand message “works”?

Our answer is that brand communication is effective if it creates a desired response in the audience. A brand message that *works* is one that affects people; it gets intended results that can be measured.

Effective messages move people to like, love, laugh, dance, squirm in their seats, or even shed tears. But they can also cause you to stop and watch or even to stop and think. Commercial communication can’t make you do something you don’t want to do, but it can inspire you to read about a new product or remember a favorite brand when you’re walking down the aisle in a supermarket or applaud a service member or first responder.

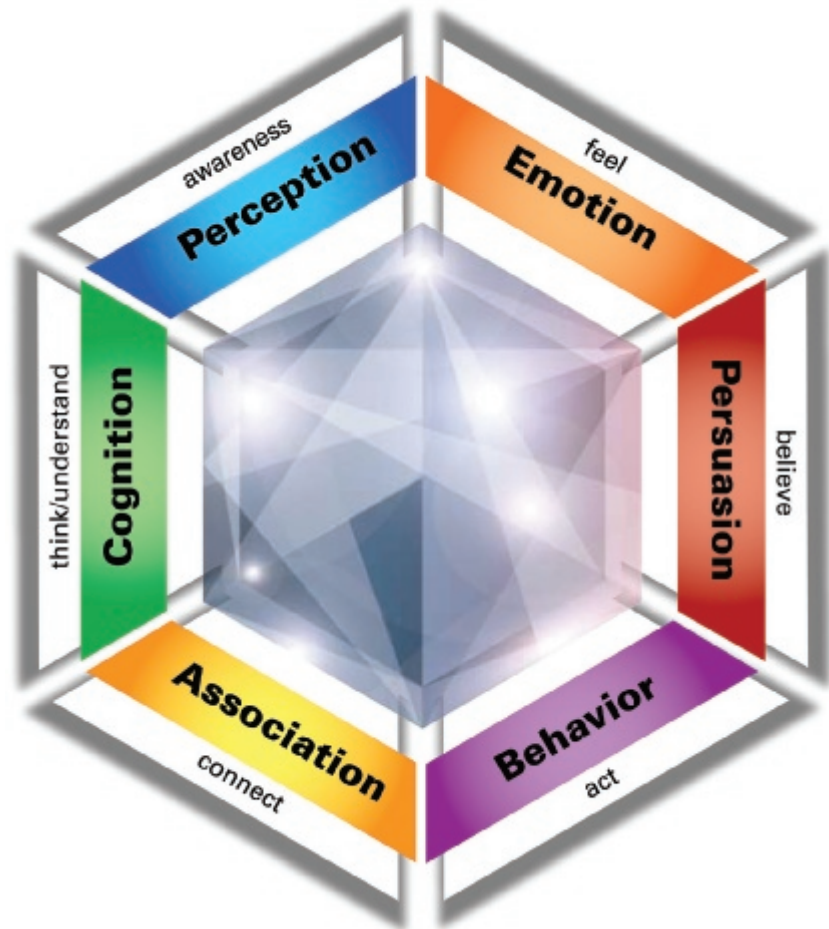
Advertising & IMC: Principles & Practice uses the *Facets Model of Effects* to better explain brand communication strategies, consumer responses, and effectiveness. The facets model is like a diamond or a crystal whose surfaces represent the different types of responses generated by a brand message. This model and the ideas it represents are used throughout the book to help explain such things as how objectives are decided on, what strategies deliver what kind of effects, and how an advertisement and other forms of marketing communication are evaluated based on their objectives.

That’s why this textbook, *Advertising & IMC: Principles & Practice*, is dedicated not only to explaining advertising and other areas of brand communication—such as public relations, direct marketing, and sales promotion—but also to make you think about what works in all commercial communication efforts.

Enduring Principles and Best Practices

To help you better understand how effective communication is created, this textbook will highlight the principles and practices of the industry.

The Facets Model of Effects



Marketing communication messages are part inspiration and part hard work, but they are also a product of clear and logical thinking. In most cases, consumers have little idea what the objectives are because that information generally isn't made public—and sometimes you can't tell from the communication itself. But think about the “Applause” ad. From what we've told you, what do you think the ad's objectives were? To sell beer? To get viewers to run out and buy the brand? Actually, the ad seems to be a bit removed from a straight sales pitch.

An educated guess—and that's what you will be better able to make after reading this book—is that perhaps its objective is simply to make people feel good—to see the goodness in a simple patriotic gesture and ultimately associate that feeling of goodness and warmth with the brand. Does it work? How did you feel when you read over the description of the ad?

This book presents both principles and practices of effective brand communication. You will find principles in the margins of the text in every chapter. In addition, boxes and other features elaborate on both the principles and practices related to the topic of each chapter.

In this 11th edition, we take you behind the scenes of many award-winning campaigns, such as the “Gatorade,” “#LikeAGirl,” “REI,” “Old Spice,” “TOMS,” and “Fearless Girl” campaigns, to uncover the hard work and explain the objectives, the inspiration, and the creative ideas behind them. You'll see how the ideas come together, you'll analyze the decision making, and you'll understand the risks the message creators faced.

We also have contributions from highly experienced professionals as well as our Ad Stars, graduates from advertising, public relations, and marketing communication programs around the United States who were nominated by their professors to be featured in this book. We showcase their work throughout the book. These Ad Stars have also written “Inside Stories” that explain strategies and what they have learned on the job as well as “A Day in the Life” features that provide insight into various career opportunities in marketing communication.

The Proof It Works

Advertisers and marketers want proof their marketing communication is effective and efficient. Likewise, you should want proof about the value of your textbooks. You will learn in this book that all claims in messages need to be supported. That's why we make the claim—and, yes, this is an advertisement—that *Advertising & IMC: Principles & Practice* is the book to read to learn about effective brand communication. We are making a bold claim, but here is how we back it up.

Advertising & IMC: Principles & Practice is time-tested. It has continued as one of the market leaders since 1989. It continues to be in touch with the most current practices in the industry, but it also presents the fundamental principles in ways that will give you a competitive edge. That's why students keep this textbook on their shelves as an important reference book as they move through their major. One thing we hear from our young professional Ad Stars is that they continue to rely on this book as they make their transition to professional life. The principles in this book are enduring, and your understanding of the language and effective practices of the field can jump-start your career.

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students understand the impact of their decisions on an organization—strengthening their critical thinking skills.

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When you teach with MyLab, student performance improves. That’s why instructors have chosen MyLab for over 15 years, touching the lives of over 50 million students.

Instructor Teaching Resources

Advertising & IMC: Principles & Practice comes with the following teaching resources.

Supplements available to instructors at www.pearsonhighered.com	Features of the supplement
Instructor’s Manual authored by Stephanie Bibb from Chicago State University	<ul style="list-style-type: none"> • Chapter-by-chapter summaries • Examples and activities not in the main book • Teaching outlines • Teaching tips • Solutions to all questions and problems in the book
Test Bank authored by Bonnie Flaherty	<p>2000 multiple-choice, true/false, short-answer, and graphing questions with these annotations:</p> <ul style="list-style-type: none"> • Difficulty level (1 for straight recall, 2 for some analysis, 3 for complex analysis) • Type (multiple-choice, true/false, short-answer, essay) • Topic (the term or concept the question supports) • Learning outcome • AACSB learning standard (Written and Oral Communication; Ethical Understanding and Reasoning; Analytical Thinking; Information Technology; Interpersonal Relations and Teamwork; Diverse and Multicultural Work; Reflective Thinking; Application of Knowledge)
Computerized TestGen	<p>TestGen allows instructors to:</p> <ul style="list-style-type: none"> • Customize, save, and generate classroom tests • Edit, add, or delete questions from the Test Item Files • Analyze test results • Organize a database of tests and student results.
PowerPoints authored by James Andrew Lingwall from Clarion University of Pennsylvania	<p>Slides include all the graphs, tables, and equations in the textbook. PowerPoints meet accessibility standards for students with disabilities. Features include, but not limited to:</p> <ul style="list-style-type: none"> • Keyboard and Screen Reader access • Alternative text for images • High color contrast between background and foreground colors

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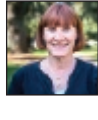
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Advertising & IMC

PRINCIPLES & PRACTICE

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1

PRINCIPLE

All Communications One Voice

- 1 | Strategic Brand Communication
- 2 | Advertising
- 3 | Public Relations
- 4 | Action and Interaction: Direct Response and Promotions



▲ ED CHAMBLISS
is CEO of Phelps.

“People crave consistency. Predictability. To know what’s going to happen before it does so they can minimize risk,” said Ed Chambliss, CEO of IMC agency Phelps and a member of this book’s Advisory Board. He explained: “That’s one reason why McDonald’s remains the world’s largest hamburger chain. Not because they have the *best* burger you’ve ever had, but because you can depend on them to deliver a burger that is consistently *good enough*.”

Chambliss explains that his agency is a leader in “defining our clients’ brands and aligning their communications.” That’s summarized in the agency’s slogan: “All Communications. One Voice.”

To accomplish consistency, today’s companies intend that the experiences and communications you have with them are aligned. Whether it’s in advertising, public relations, direct marketing, sales marketing, special events, sports marketing, digital marketing, loyalty programs, customer service, or personal selling, they want to ensure that you have a consistent brand experience.

These experiences involve communication about a brand with a customer—or potential customer. Sometimes it’s a river or even torrent of communication, usually from a company to a customer or prospective customer, but sometimes the communication involves a brand conversation to and from a customer. The customer may receive a message or may send it; likewise, the brand may send a message or may receive it.

Fractured Communication

The problem is that all these areas that deliver and receive messages about the brand may not be on the same page. Ideally, there’s some corporate concept of what the brand is and stands for, but sometimes a special promotion or some other communication program may not reflect that brand vision. The brand’s communication landscape becomes fractured.

In the old days, these specialist areas operated like silos, and managers rarely talked with one another. Today, though, there's pressure from the brand client that there be more coordination among these communication areas. The solution is a process called integrated marketing communication (IMC), which is a major theme of this textbook.

What Do You Call It?

There's also a blurring among the tools these communication areas use. Public relations, for example, may use advertising, and an advertising campaign may use public relations techniques such as publicity or special promotions.

The promise, and now reality, of interactivity (brand conversations) through social media, mobile media, and real-time online communication is shutting some doors and opening others. When someone makes a brand contact, mentions a brand to a friend online, or searches for information related to a brand, how does the brand or company respond? Is it an ad? A press release? A direct-response piece? Customer service? A website? Who's involved in this customer interaction, and how is it aligned with other messages about the brand? Who's in charge?

In the past, all these platforms and tools were often called advertising, and in many cases, advertising had the biggest budget and led the communication effort. Coming from that viewpoint, Rance Crain, publisher of industry magazine *Advertising Age*, explained that "everything a brand does, really, is advertising."¹ Northwestern professor Don Schultz, a leader in the development of IMC, believes, however, that "we're no longer in the advertising business (or whatever you want to call it)."²

In this textbook we call it strategic communication or integrated marketing communication.

The challenge to a student of strategic communication is pointed out by Maurice Levy, CEO of communication giant Publicis, who calls for a system of services that "is seamless and fully integrated in one single platform."³

Chambliss summarized the rationale for the Phelps IMC system of "All Communications. One Voice." He said, "IMC delivers far more impact and effectiveness from every precious marketing communication dollar because it ties together everything you do into ONE consistent, cohesive message that is much more noticeable and memorable."

1

Strategic Brand Communication

KEY OBJECTIVES

- 1.1 What is the marketing mix, and how does it send messages?
- 1.2 What is integrated marketing communication?
- 1.3 Understand how this text will prepare you for your career.

In today's marketplace, new forms of communication and promotion are changing all areas of marketing and strategic communication. Intensive competition for the minds and money of people who buy products and support organizations has brought us so many choices that a text like this one is constantly challenged to have a focus. We believe the focus should be on the brand, the one constant in the shifting sands of strategic communication. By strategic communication we mean the principles and practices used in advertising, public relations, direct response communication, sales promotion, online communication, and other areas of promotion.

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IT'S A WINNER

Category	Brand	Agency	Awards
Long-Term Brand Development	New Pig	In-house	Since 2005: Telly Award for Christmas video; Automotive Communications Award (Direct Mail, Campaign, Newsletter); Multichannel Merchant Gold Award for Pigalog, three times); Multichannel Merchant "Catalog of the Year" award for UK Pigalog (twice); Multichannel Silver International award for BV Pigalog; Catalog Age Gold Industrial Supplies Category for Pigalog; Catalog Age Gold International Category for UK Pigalog; WebAward Standard of Excellence

New Pig: Partners in Grime



Photo: Courtesy New Pig Corporation, www.newpig.com



Photo: Courtesy New Pig Corporation, www.newpig.com

New Pig Corporation, an international business-to-business (B2B) company, has built a unique brand position in the often-dull niche markets of industrial absorbent products and workplace safety. New Pig reaches its markets through its award-winning Pigalog® catalog, direct marketing program, and distributors. The company is also recognized for its innovative product line and legendary customer service.

Its fun brand personality has transformed the dirty world of the factory into a clean, pig-focused theme park. The “pig” theme is integrated throughout the company. Here are a few examples:

- Catalog name: **Pigalog®**
- Employees are **Piggers**
- Address: **One Pork Avenue**
- Phone: **1-800-HOT HOGS®**
- Fax: **1-800-621-PIGS**
- Intranet: **OINKX** (Online **IN**formation & **KN**owledge **X**change)
- Cafeteria: **Pig Trough**
- Promotional item: **PIG® Snout Hat, PIG® Pen, PIG® Note Pad, etc.**
- The founder is **Chairman of the Boar . . . d**
- The president/chief executive officer (CEO) is the **Head Hog**
- Vocabulary: **Swine-cerely, Boarhday, Hamiversary, ThOINKs, Boar-B-Q, etc.**

Historically, oil spills, as well as other liquids, were absorbed by spreading around dirt or clay. The process may have soaked up most of the spill, but it created its own mess. The solution was an invention: the Original PIG® Absorbent Sock, the first contained absorbent sock that changed leak and spill management forever.

All the products project the light-hearted pig brand image. For example, a mat commonly used around machinery to soak up spills has been marketed as the PIG® Ham-O® Mat with a colorful piggy pattern as well as slogans that carry the brand theme, such as “Scuff-resistant top layer is tough as a pig’s hide!” (New Pig Corporation). A scratchy sketch of a friendly pig face (“Mr. Pig”) pops up from time to time in the Pigalog, on the website, or on special promotions to add surprise and fun to its pig-themed personality.

Although the company avoided industrial distribution in the early stages of its growth, the demand for PIG® products was such that select distributors like Grainger, Caterpillar, Safety-Kleen, Motion Industries, and NAPA are now “partners in grime.” Today the company is a multichannel, multibrand manufacturer and merchandiser offering the world’s largest selection of absorbent products and other industrial maintenance products to help workplaces maintain a clean, safe environment.

It all began in the corner of a warehouse in Altoona, Pennsylvania, aptly nicknamed the *Pig Pen*. With rounds of experimentation and product testing in constant progress, it was always messy. As the sausage-sized socks wallowed in pools of dirty oil, it’s easy to understand why the founders started calling them *Pigs*.

When it came time to register an official name, it made perfect sense to name the world’s first contained absorbent, the PIG® Absorbent Sock, in honor of its birthplace, the *Pig Pen*. However, a top ad agency warned that the “Pig” name would never do as a commercial name because it conjured up too many negative connotations. For example, angry protestors called police “pigs,” overeaters are called “pigs,” and some religions have strong precepts about pigs.

The founders nevertheless realized that many “pig” references are positive as well: think of Porky Pig, piggy banks, and hog heaven, for example. “Pigs are really a lot of fun,” said the company’s public relations director, Carl DeCaspers.

The founders also chose *Pig Corporation* as the company's new name, but company chairman and cofounder Ben Stapelfeld discovered that *Pig Corporation* had already been registered. Undaunted, Stapelfeld simply added the word *new* at the beginning to create *New Pig Corporation*, and the company with the funny name was born. His compromise name, *New Pig*, was a stroke of genius because it reflected the nature of the product as well as the innovativeness of the company.

Because customers had so much fun with the name and remembered it so easily, the founders decided to stick with it as the corporate name, despite the experts' advice. The success of the company has proved the power of the brand vision. The leak and spill experts serve more than 200,000 industrial, commercial, utility, institutional, military, and government facilities in more than seventy countries. Headquartered in Tipton, Pennsylvania, the company employs 570 people worldwide.

New Pig has kept its sense of fun intact while continuing to expand its reach globally. Listed as the sixty-fourth-fastest-growing private company in the United States by *Inc.* magazine in 1990, New Pig's growth has continued uninterrupted. It currently maintains ten facilities in the United States consisting of manufacturing, warehousing, and sales operations. International development continues as New Pig has expanded operations with headquarters in the United Kingdom and Holland to serve continental Europe. In 2007, New Pig continued its Asia growth by founding Shanghai-based New Pig China. Its most recent foreign subsidiary, New Pig India, opened its doors in March 2015 with headquarters in New Delhi and warehousing and sales operations in Mumbai.

New Pig's sales are driven by direct marketing and rely heavily on its award-winning catalogs. The Big Pigalog[®] (annual January edition) is a colorful 450-page catalog showcasing more than 3,100 industrial maintenance solutions for a clean and safe workplace.

New Pig's customer service is legendary. Customers contact the company by phone, by Internet, and in person through sales representatives. Every interaction reflects the personality of the company's corporate culture.

New Pig has successfully branded what some might think is the unbrandable by selling mundane industrial absorbents and workplace safety products with a pig theme and pig-related product and promotion paraphernalia.

This chapter will give you a foundation for thinking about marketing and the role of communication. The New Pig story demonstrates how imaginative strategic communication can help establish a brand and bring a product to life. This chapter starts with an explanation of the basic principles of marketing and relates marketing to strategic communication and integrated marketing communication. We explain the concept of branding and why it is so heavily dependent on strategic communication.

The brand is the anchor for our thoughts, feelings, and experiences with a product or organization. It's the name we use, the image we have in our minds, and the way we organize and perceive the marketplace. To understand brands and how they work, however, we first need an understanding of marketing, which is the corporate function most likely to manage an organization's brand or brands.

1.1 What is the marketing mix, and how does it send messages?

The Marketing Foundation

Because many advertising, public relations, and marketing communication majors are expected to take an introductory course in marketing, we won't try to present Marketing 101 here. Instead, we will review some of marketing's basic concepts in terms of how they affect or give direction to strategic communication.



Photo: Courtesy Urban Decay Cosmetics. Used with permission.

Marketing is designed to build brand and customer relationships that generate sales and profits or, in the case of non-profit organizations, memberships, volunteers, and donations. Traditionally, the goal of most marketing programs has been to sell products, defined as *goods*, *services*, or *ideas*. Marketing's sales goals respond to the marketplace, ideally matching a product's availability—and the company's production capabilities—to the consumer's need, desire, or demand for the product.

Sometimes the challenge is to build demand for a product, as the Showcase feature illustrates. Urban Decay is a line of cosmetics with a street-smart attitude that markets to fashionable young women. The *Wall Street Journal* says Urban Decay caught its market's attention with its edgy packaging and product names, such as "Perversion" and "Stray Dog."¹



SHOWCASE

The Urban Decay line of cosmetics projects is designed to lead the market with edgy product designs and formulations that appeal to fashion-conscious young women. Its street-smart attitude is embodied in its packaging and product names.

Wende Zomnir, co-founder, Urban Decay, Costa Mesa, California, is a graduate of the University of North Texas advertising program. She was nominated to be featured here by Professor Sheri Broyles.

The Marketing Mix

Marketing accomplishes its goal by managing a set of operations and strategic decisions referred to as the **marketing mix** (or the **Four Ps**). They are the design and performance of the *product*, its *place* (where it's available, distribution), its *pricing* strategies, and its *promotion*. These Four Ps all deliver messages about the brand. In other words, what do the design and construction of the product say about the brand; what does the price suggest about the quality of the product; what does the store or online site contribute to the brand image; and what do the more formal marketing communication messages (such as advertising, public relations, direct communication, events and sponsorships, packaging, sales promotion, and other planned messages) say about the brand?

Marketing also focuses on managing customer relationships to benefit a brand's **stakeholders**. By stakeholders, we mean all the individuals and groups who have a stake in the success of the brand, including employees, investors, the community, media, business partners, as well as customers. As we'll explain later in the section on branding, positive stakeholder relationships create value for a brand.

Marketing and Messages

What we call **marketing communication** (marcom for short) involves the use of a variety of tools and functions, such as advertising, public relations, sales promotion, direct response, events and sponsorships, point of sale, digital media, and the communication aspects of packaging as well as personal sales and new forms of online communication that are constantly being developed. They are pieces of a planned effort that strategically delivers specific messages to promote a brand or organization, such as New Pig.

On a more general level, **brand communication** includes all the various marketing communication messages from marketing communication. It also includes personal experiences that create and maintain a coherent brand image.

For example, consider the Puma brand. The same creative spirit that drives Puma's cutting-edge product design also drives its marketing communication, which includes advertising. Puma also uses nontraditional ways to connect with customers, such as **word of mouth**; the Internet; eye-catching in-store merchandising displays; and other marcom programs that promote the

brand on the street and on the feet of its devotees. Clever brand communication ideas include promotions, such as one during the World Cup held in Japan and South Korea that featured a special Puma sushi roll served in select Japanese restaurants in cities around the world. These restaurants also discretely announced the sponsorship through Puma-branded chopsticks, sake cups, and napkins. At the same time, Puma partnered with a UK-based design shop to sell an exclusive version of its World Cup soccer boot. It also held weekend sushi-making events at a home furnishings store. In other words, Puma's brand communication extends well beyond advertising and traditional media.

The management challenge, then, is to plan and monitor all the messages delivered by all the various types of marketing communication so that they work together to present the brand in a coherent and consistent way² as a coordinated basket of messages.

Principle

The challenge is to manage all the messages delivered by all aspects of marketing communication so that they work together to present the brand in a coherent and consistent way.

Who Are the Key Players?

The marketing industry is a complex network of professionals, all of whom are involved in creating, producing, delivering, and promoting something to customers. They are involved both as audiences for marcom messages and as partners in delivering brand messages. The four categories of key players are (1) marketers; (2) marketing partners, such as advertising and public relations agencies; (3) suppliers and vendors; and (4) distributors and retailers. These positions represent jobs, so this review also describes careers should you be interested in working in marketing.

The marketer is any company or organization behind the brand—that is, the organization or company producing the product or service and offering it for sale—or promoting a good cause or nonprofit organization to its supporters. To marketing communication partners (advertising agencies and other marketing communication firms), the company or firm behind the brand is referred to as the *client*. The product or brand manager is the key contact within the market organization for marketing communication partners. This person gives direction to the agencies about the brand strategy, budget, and schedule. As one brand manager explained, the effective manager is one who lets his or her market communications experts do the work: “I finally figured out that I never had to solve the problems. I just gave them my problems to solve.”³

As a *Wall Street Journal* article explained, the relationship between marketers and their agencies can be a complicated one because of pressures to cut costs as well as changing strategies and technologies, particularly in the digital arena.⁴ Achieving an effective “partner” relationship between agency and client is sometimes challenging, as the Inside Story explains.

The materials and ingredients used in producing a product or managing a nonprofit organization are obtained from other companies, referred to as *suppliers* or *vendors*. The phrase **supply chain** is used to refer to this complex network of suppliers who produce components and ingredients that are then sold to the manufacturer. The **distribution chain** or **channel of distribution** refers to the various companies involved in moving a product from its manufacturer to its buyers. Suppliers and distributors may also be used in nonprofit organizations, where they are also partners in the communication process.

What Are the Most Common Types of Markets?

The word **market** originally meant the place where the exchange between seller and buyer took place. Today, we speak of a market not only as a place (for example, the New England market), but also as a particular type of buyer (for example, the youth market or the motorcycle market). The phrase **share of market** refers to the percentage of the total sales in a product category belonging to a particular brand.

As Figure 1.1 shows, the four main market types are (1) consumer, (2) business-to-business (industrial), (3) institutional, and (4) channel markets. We can further divide each of these markets by size or geography (local, regional, national, or international).

- **Consumer markets** (business-to-consumer or B2C) refer to businesses selling to consumers who buy goods and services for personal or household use. As a student, you are considered a member of the consumer market for companies that sell jeans, athletic shoes, sweatshirts,