

Engage!

Eighth edition

# Marketing Communications

touchpoints, sharing and disruption

Chris Fill and Sarah Turnbull



Pearson



# Marketing Communications



Pearson

At Pearson, we have a simple mission: to help people make more of their lives through learning.

We combine innovative learning technology with trusted content and educational expertise to provide engaging and effective learning experiences that serve people wherever and whenever they are learning.

From classroom to boardroom, our curriculum materials, digital learning tools and testing programmes help to educate millions of people worldwide – more than any other private enterprise.

Every day our work helps learning flourish, and wherever learning flourishes, so do people.

To learn more, please visit us at [www.pearson.com/uk](http://www.pearson.com/uk)

Eighth edition

# Marketing Communications

touchpoints, sharing and disruption

Chris Fill and Sarah Turnbull



Pearson

---

Harlow, England • London • New York • Boston • San Francisco • Toronto • Sydney • Dubai • Singapore • Hong Kong  
Tokyo • Seoul • Taipei • New Delhi • Cape Town • São Paulo • Mexico City • Madrid • Amsterdam • Munich • Paris • Milan

## PEARSON EDUCATION LIMITED

Kao Two, Kao Park  
Harlow, Essex  
CM17 9SR  
United Kingdom  
Tel: +44 (0)1279 623623  
Web: [www.pearson.com/uk](http://www.pearson.com/uk)

First published under the Prentice Hall Europe imprint 1995 (print)  
Second edition published 1999 (print)  
Third edition published 2003 (print)  
Fourth edition published 2006 (print)  
Fifth edition published 2009 (print)  
Sixth edition published 2013 (print and electronic)  
Seventh edition published 2016 (print and electronic)  
**Eighth edition published 2019** (print and electronic)

© Prentice Hall Europe 1995, 1999 (print)  
© Pearson Education Limited 2003, 2006, 2009 (print)  
© Pearson Education Limited 2013, 2016, 2019 (print and electronic)

The rights of Chris Fill and Sarah Turnbull to be identified as authors of this work have been asserted by them in accordance with the Copyright, Designs and Patents Act 1988.

The print publication is protected by copyright. Prior to any prohibited reproduction, storage in a retrieval system, distribution or transmission in any form or by any means, electronic, mechanical, recording or otherwise, permission should be obtained from the publisher or, where applicable, a licence permitting restricted copying in the United Kingdom should be obtained from the Copyright Licensing Agency Ltd, Barnard's Inn, 86 Fetter Lane, London EC4A 1EN.

The ePublication is protected by copyright and must not be copied, reproduced, transferred, distributed, leased, licensed or publicly performed or used in any way except as specifically permitted in writing by the publishers, as allowed under the terms and conditions under which it was purchased, or as strictly permitted by applicable copyright law. Any unauthorised distribution or use of this text may be a direct infringement of the authors' and the publisher's rights and those responsible may be liable in law accordingly.

All trademarks used herein are the property of their respective owners. The use of any trademark in this text does not vest in the author or publisher any trademark ownership rights in such trademarks, nor does the use of such trademarks imply any affiliation with or endorsement of this book by such owners.

Pearson Education is not responsible for the content of third-party internet sites.

ISBN: 978-1-292-23497-7 (print)  
978-1-292-23501-1 (PDF)  
978-1-292-23500-4 (ePub)

### British Library Cataloguing-in-Publication Data

A catalogue record for the print edition is available from the British Library

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

Names: Fill, Chris, author. | Turnbull, Sarah, Dr., author.

Title: Marketing communications : touchpoints, sharing and disruption / Chris Fill and Sarah Turnbull.

Description: Eighth Edition. | New York : Pearson, [2019] | Revised edition of Marketing communications, 2016.

Identifiers: LCCN 2018058829 | ISBN 9781292234977 (print) | ISBN 9781292235011 (pdf) | ISBN 9781292235004 (epub)

Subjects: LCSH: Communication in marketing. | Marketing channels. | Sales promotion. | Branding (Marketing)

Classification: LCC HF5415.123 .F55 2019 | DDC 658.8/02—dc23

LC record available at [https://urldefense.proofpoint.com/v2/url?u=https-3A\\_\\_lccn.loc.gov\\_2018058829&d=DwIFAg&c=0YLnzTKWoDjJub\\_y7qAx8Q&r=5GhAeyYynXlbVOzAbvhlak8zLcRkyUyNZdaUjp\\_AR\\_qlbXFjWAsA1hwmzOLfY1Gs&m=5DOAKhqCEQQ81oNp6n7cEdfcJLm3hInG1kkp2vytx6o&s=Rf4UrbVbV8ehj2ZUXYP2aFiu7exzGzZw89y6hHGCM4E&e=](https://urldefense.proofpoint.com/v2/url?u=https-3A__lccn.loc.gov_2018058829&d=DwIFAg&c=0YLnzTKWoDjJub_y7qAx8Q&r=5GhAeyYynXlbVOzAbvhlak8zLcRkyUyNZdaUjp_AR_qlbXFjWAsA1hwmzOLfY1Gs&m=5DOAKhqCEQQ81oNp6n7cEdfcJLm3hInG1kkp2vytx6o&s=Rf4UrbVbV8ehj2ZUXYP2aFiu7exzGzZw89y6hHGCM4E&e=)

10 9 8 7 6 5 4 3 2 1  
23 22 21 20 19

Cover image © themacx/iStock/Getty Images Plus  
Cover type based on © Epifantsev/iStock/Getty Images Plus

Print edition typeset in 9.5/12pt Avenir LT Pro by Pearson CSC  
Printed in Slovakia by Neografia

NOTE THAT ANY PAGE CROSS REFERENCES REFER TO THE PRINT EDITION

# Brief contents

Preface	xxi
Acknowledgements	xxix
Publisher's acknowledgements	xxxi
<b>Part 1 Introduction to marketing communications</b>	<b>2</b>
1 Introducing marketing communications	4
2 Marketing communications: issues, influences and disruption	30
3 Communication: theory and practice	64
4 Classical theories and interpretations of buyer behaviour	100
5 Contemporary interpretations of buyer behaviour	136
6 How does marketing communications work?	168
<b>Part 2 Managing marketing communications</b>	<b>204</b>
7 Marketing communications: strategies and planning	206
8 Marketing communications: objectives and positioning	239
9 The communications industry: structure, operations and finance	271
10 Evaluation and metrics	304
11 Branding and marketing communications	339
12 Integrated marketing communications	376
<b>Part 3 The marketing communications mix</b>	<b>410</b>
13 Advertising: role, forms and strategy	412
14 Public relations: principles and practice	445
15 Sponsorship	479
16 Direct marketing and personal selling	508
17 Sales promotion, field marketing and brand experience	542
18 Brand placement, exhibitions, packaging and licensing	576
19 Messages and creativity	607
20 Media: principles and practice	646
21 Digital and other interactive media	680
22 Media planning in a digital age	715
Author index	749
Subject index	759

For Karen ... always for you (CF)  
For Simon, Daisy and Bea (ST)

# Contents

Preface	xxi
Acknowledgements	xxix
Publisher's acknowledgements	xxxii

## **Part 1 Introduction to marketing communications** 2

### **1 Introducing marketing communications** 4

Aims and learning objectives	4
Introduction	4
Defining marketing communications	7
The engaging role of marketing communications	10
The scope of marketing communications	12
The tasks of marketing communications	13
Delivering consumer experiences	17
Environmental influences	18
Internal influences	18
Market influences	20
External influences	20
The marketing communications mix	21
Key points	24
Case: Fearless Girl	25
Review questions	27
References	28

### **2 Marketing communications: issues, influences and disruption** 30

Aims and learning objectives	30
Introduction	30
International issues and influences	31
Standardisation versus adaptation	33
Global consumer culture theory	34
Technological issues and influences	35
Big Data	36
Data management platforms	37
Programmatic technologies	37
Mobile	38
Consolidation and convergence	38
Ethical and societal influences	40
Duties and consequences	41
Ethical issues in marketing communications	42
Privacy and respect	45
Taste and decency	46
Incentives, bribery and extortion	46



Industry influences	49
The UK marketing communications industry	49
Relationships	51
Advertising regulations	53
Trends in communications expenditure	54
Key points	55
Case: Channel 4 Paralympics	57
Review questions	59
References	59
<b>3 Communication: theory and practice</b>	<b>64</b>
Aims and learning objectives	64
An introduction to the process of communications	65
A linear model of communications	65
Source/encoding	65
Signal	67
Decoding/receiver	70
Feedback/response	70
Noise	71
Realms of understanding	71
Issues associated with the linear communication process	71
The influencer model of communications	72
Interactional model of communications	72
Word-of-mouth communications	76
Definition and motives	77
Opinion leaders	79
Opinion formers	80
Opinion followers	80
Developing brands with word-of-mouth communications	82
Celebrity endorsers	83
Amplification	86
Relational approaches to communications	87
Process of adoption	89
Process of diffusion	91
Key points	92
Case: How L'Oréal Paris <i>Age Perfect</i> transformed its fortunes by showing older women that they are still 'worth it'	93
Review questions	95
References	96
<b>4 Classical theories and interpretations of buyer behaviour</b>	<b>100</b>
Aims and learning objectives	100
Introduction	101
Customer journeys	101
Information processing	105
Perception	105
Marketing and perception	108
Learning	110
Attitudes	115

Decision making	117
Consumer purchase decision-making process	118
Involvement theory	119
Two approaches to decision-making	119
Impact on communications	121
Organisational decision-making process	124
Key points	129
Case: How Sixt challenged car hire culture, and changed its fortunes	130
Review questions	132
References	132
<b>5 Contemporary interpretations of buyer behaviour</b>	<b>136</b>
Aims and learning objectives	136
Introduction	137
Fear, uncertainty and perceived risk	137
Digital and mobile influences on buyer behaviour	142
Usage	142
Multitasking and layering media	144
Attention levels	145
Visual vocabulary	145
Chat	146
User-generated content	146
Hedonic consumption	147
Hedonic contamination	150
Ethical consumption	150
Why buy ethically?	151
Communication in an ethical market	151
Tribal consumption	152
Behavioural economics	154
Key points	159
Case: Help to Buy	160
Review questions	163
References	164
<b>6 How does marketing communications work?</b>	<b>168</b>
Aims and learning objectives	168
Introduction	169
Engagement and the role of marketing communications	169
How does marketing communications work?	173
HMCW interpretation 1: sequential models	174
HMCW interpretation 2: changing attitudes	176
HMCW interpretation 3: shaping relationships	179
HMCW interpretation 4: developing significant value	187
HMCW interpretation 5: cognitive processing	191
Comment	195
Key points	196
Case: Costa: creating a nation of coffee lovers	197
Review questions	199
References	200

<b>Part 2</b>	<b>Managing marketing communications</b>	<b>204</b>
<b>7</b>	<b>Marketing communications: strategies and planning</b>	<b>206</b>
	Aims and learning objectives	206
	Introduction	207
	Marketing communications strategies	208
	MC strategy interpretation 1: positioning strategies	208
	MC strategy interpretation 2: audience strategies	212
	MC strategy interpretation 3: platform strategies	218
	MC strategy interpretation 4: configuration strategies	220
	Planning marketing communications	223
	The marketing communications planning framework	224
	Elements of the plan	226
	Context analysis	226
	Communications objectives	227
	Marketing communications strategy	228
	Coordinated communications mix	228
	Resources	229
	Scheduling and implementation	229
	Evaluation and control	229
	Feedback	229
	Links and essential points	231
	Key points	233
	Case: Sr Toronjo	234
	Review questions	236
	References	236
<b>8</b>	<b>Marketing communications: objectives and positioning</b>	<b>239</b>
	Aims and learning objectives	239
	Introduction	239
	The role of objectives	240
	The role of brand communications objectives and plans	242
	The sales school	244
	The communications school	245
	Derivation of campaign objectives	249
	Practitioner-based marketing communications objectives	250
	Business objectives	251
	Behavioural objectives	251
	Intermediate objectives	251
	SMART objectives	253
	Positioning	254
	The positioning concept	255
	Managing positions	258
	Perceptual mapping	258
	Positioning strategies	260
	Product features	260
	Price/quality	261
	Use	261
	Product class dissociation	261
	User	261
	Competitor	262

Benefit	262
Heritage or cultural symbol	263
Repositioning	263
Key points	265
Case: Repositioning Axe	267
Review questions	268
References	269
<b>9 The communications industry: structure, operations and finance</b>	<b>271</b>
Aims and learning objectives	271
Introduction	272
Dimensions of the UK marketing communications industry	275
Agency types and structures	276
Selecting an agency	279
Agency operations	282
Agency remuneration	285
Budgeting for communications	288
The role of the communications budget	289
Benefits of budgeting	290
Difficulties associated with budgeting for communications	290
Budgeting – techniques and approaches	291
Which methods are most used?	294
Budgeting for the other elements of the communications mix	295
Key points	296
Case: BBC Creative: solving the BBC's digital challenge	298
Review questions	300
References	300
<b>10 Evaluation and metrics</b>	<b>304</b>
Aims and learning objectives	304
Introduction	304
The role of evaluation in planned communications	305
Advertising	307
Pre-testing unfinished ads	307
Pre-testing finished ads	311
Physiological measures	312
Post-testing	314
Enquiry tests	314
Recall tests	315
Recognition tests	315
Sales tests	316
Other methods of evaluation	317
Tracking studies	317
Financial analysis	318
Likeability	318
Marketing mix modelling	319
Public relations	319
Corporate image	322
Crisis management	323
Measuring the fulfilment of brand promises	324
Online communications	325

Mobile	328
Social media	330
Key points	332
Case: Care Counts Laundry Program	334
Review questions	336
References	336
<b>11 Branding and marketing communications</b>	<b>339</b>
Aims and learning objectives	339
Introduction	340
Brand characteristics	344
The task of marketing communications in branding	346
Associations and personalities	347
Brand ambassadors	350
Delivering the brand associations	350
Brand delivery: <i>above</i> -the-line communications	351
Brand delivery: <i>through</i> -the-line communications	352
Brand delivery: <i>below</i> -the-line communications	352
Brand delivery: <i>on</i> -the-line communications	353
Brand delivery: <i>around</i> -the-line communications	353
Building brands with marketing communications	356
Business-to-business branding	357
Branding in an interactive environment	359
Employee branding	359
External communications	360
Internal communications	360
Intellectual and emotional aspects	362
Brand equity	364
Key points	366
Case: McVitie's: waking the sleeping giant	368
Review questions	370
References	371
<b>12 Integrated marketing communications</b>	<b>376</b>
Aims and learning objectives	376
Introduction	376
A strategic view	377
The forces for IMC	378
Definitions of IMC	381
What is to be integrated?	382
Communications tools or disciplines	383
Messages	383
Media	383
Touchpoints	384
Marketing mix	385
Brands and structures	385
Strategy	386
Employees	386
Technology	387
Agencies	387
Building IMC programmes	389
Interpretations of IMC	392



Interpretation 1: IMC as harmonisation	392
Interpretation 2: IMC as a perspective	393
Interpretation 3: IMC as a portfolio	395
Interpretation 4: relational IMC	397
Key points	402
Case: Snickers: thinking like a Hollywood blockbuster	403
Review questions	405
References	406
<b>Part 3 The marketing communications mix</b>	<b>410</b>
<b>13 Advertising: role, forms and strategy</b>	<b>412</b>
Aims and learning objectives	412
Introduction	413
The role of advertising	413
Defining advertising	417
Selling propositions	418
The use of emotion in advertising	419
Types of advertising	419
Advertising models and concepts	421
The elaboration likelihood model	421
Eclectic models of advertising	425
The Strong and the Weak theories of advertising	427
Using advertising strategically	430
The FCB matrix	431
The Rossiter–Percy grid	432
Consumer-generated advertising	435
Key points	436
Case: Bolia.com: selling sofas in a financial meltdown	438
Review questions	441
References	442
<b>14 Public relations: principles and practice</b>	<b>445</b>
Aims and learning objectives	445
Introduction	446
Which publics?	447
A framework of public relations	450
The press agency/publicity model	450
The public information model	450
The two-way asymmetric model	451
The two-way symmetric model	451
Public relations and relationship management	452
Objectives of public relations	454
Cause-related marketing	455
Public relations: methods and techniques	455
Media relations	456
Press releases	456
Multimedia usage in media relations	457
Press conferences	459

Interviews	459
Publicity and events	460
Media catching	460
Forms of public relations	461
Lobbying	461
Investor relations	463
Corporate advertising	464
Crisis communications	465
Key points	472
Case: The Swedish Number	473
Review questions	475
References	475
<b>15 Sponsorship</b>	<b>479</b>
Aims and learning objectives	479
Introduction	480
The growth and development of sponsorship	484
Sponsorship objectives	485
How sponsorship might work	488
Theoretical aspects of sponsorship	489
Types of sponsorship	492
Sports sponsorship	492
Broadcast sponsorship	494
Arts sponsorship	495
Other forms of sponsorship	496
Ambush marketing	497
The role of sponsorship in the communications mix	498
Key points	501
Case: Emirates: activating football sponsorship	502
Review questions	504
References	504
<b>16 Direct marketing and personal selling</b>	<b>508</b>
Aims and learning objectives	508
Introduction	509
The role of direct marketing	509
Types of direct brand	509
Type 1: complementary tool	510
Type 2: primary differentiator	510
Type 3: sales channel	510
Type 4: brand vehicle	510
The growth of direct marketing	510
Growth driver 1: technology	510
Growth driver 2: changing market context	512
Growth driver 3: changing organisational expectations	513
The role of data	513
Direct-response media	516
Email	516
Mobile	517
Social	517

Direct mail	519
Telemarketing	519
Inserts	519
Print	520
Door-to-door	523
Radio and television	523
Personal selling	524
The tasks of personal selling	525
The role of personal selling	526
When personal selling should be a major part of the communications mix	528
Complexity	529
Buyer significance	529
Communications effectiveness	529
Channel network factors	530
The role of social media in personal selling	530
Strategic account management	531
Key account management	531
Global account management	532
Key points	534
Case: Direct Line: we solve problems	535
Review questions	537
References	538
<b>17 Sales promotion, field marketing and brand experience</b>	<b>542</b>
Aims and learning objectives	542
Introduction	543
Understanding the value of sales promotions	543
The role of sales promotion	548
Short termism	548
Managerial accountability	548
Brand performance	548
Brand expansion	548
Competition for shelf space	549
Sales promotion plans: the objectives	550
An overview of how sales promotions work	551
Sales promotions: methods and techniques	556
Retention programmes	558
Field marketing	560
Brand experience	564
Key points	568
Case: Doors of Thrones	570
Review questions	572
References	573
<b>18 Brand placement, exhibitions, packaging and licensing</b>	<b>576</b>
Aims and learning objectives	576
Introduction	577
Brand placement	577
Characteristics of brand placement	580
Placement issues	582

Trade shows and exhibitions	584
Reasons to use exhibitions	584
Characteristics of exhibitions and trade fairs	586
Exhibitions as a form of marketing communications	587
Multimedia and trade shows	588
Marketing management of exhibitions	588
Hospitality and events	589
Packaging	590
The communications dimensions of packaging	591
Licensing	594
Key points	598
Case: Product placement within your own product: The NFL's brand communications	
'Super Bowl LII' strategy	600
Review questions	602
References	602
<b>19 Messages and creativity</b>	<b>607</b>
Aims and learning objectives	607
Introduction	608
Message source	608
Establishing credibility	609
Credibility established by the initiator	609
Credibility established by a spokesperson	610
Sleeper effects	610
Structural elements in a message	611
Message balance	611
Conclusion drawing	612
One- and two-sided messages	612
Order of presentation	613
Message appeals	613
Information-based appeals	614
Emotions- and feelings-based appeals	616
Copycat messaging	623
Advertising tactics	623
Informational motives	623
Transformational motives	624
Creativity	627
Creativity and attention	628
The importance of context	628
The creative process	629
Message framing	630
Storytelling	632
User-generated content (UGC)	635
Sourcing content	635
Key points	636
Case: John Lewis: Buster the Boxer	638
Review questions	640
References	640
<b>20 Media: principles and practice</b>	<b>646</b>
Aims and learning objectives	646
Introduction	646

Media classification – by form	647
Media classification – by source	648
Media classification – by function	650
Interactive media	650
So, what are interactive media?	650
Core technologies	650
Characteristics of interactive media	651
What interactive media enable users to do	658
Linear media	659
Print media	659
Broadcast media	661
Outdoor media	664
In-store media	667
Cinema	667
Ambient media	667
Guerrilla tactics	668
Multichannel campaigns	668
Retailing in a multichannel environment	669
Key differences between linear and interactive media	672
Key points	673
Case: Dumb Ways to Die	674
Review questions	676
References	677
<b>21 Digital and other interactive media</b>	<b>680</b>
Aims and learning objectives	680
Introduction	681
Interactive media advertising	681
Banner ads	682
Online behavioural advertising	683
Native advertising	684
Pop-ups	684
Video	685
Bumpers	687
Online gaming	687
Search engine marketing	689
Search engine optimisation	689
Pay-per-click searches	690
Voice	691
Social media	693
Social networks	697
Weblogs	698
Microblogging	699
Viral marketing	700
Online communities	702
Other forms of interactive media	704
Email marketing	704
Short message service (SMS)	705
Mobile device applications	706
Affiliate marketing	706
Augmented and virtual reality	707
Key points	708
Case: Fridge Raiders: less media, more conversation	709



Review questions	710
References	711
<b>22 Media planning in a digital age</b>	<b>715</b>
Aims and learning objectives	715
Introduction	716
Media planning and the media mix	716
Media switching behaviour	720
Vehicle selection	721
Media planning concepts	722
Reach and coverage	722
Frequency	723
Gross rating point	724
Effective frequency	725
Recency planning	727
Media usage and attitudes	728
Efficiency	729
Automation and the block plan	731
The block plan	731
Automation and programmatic technologies	732
Programmatic planning issues	734
Blockchains	736
The cross-media mix	737
Campaign media planning	738
Pre-store	738
In-store	739
Post-store	739
The plan	739
The ecosystem	740
The schematic	740
Optimisation within channel	740
Monitoring and course correcting	741
Measurement	741
Key points	741
Case: Narellan Pools: diving into data makes a big splash	743
Review questions	745
References	745
Author index	749
Subject index	759

## Supporting resources

Visit [www.pearsoned.co.uk/fill](http://www.pearsoned.co.uk/fill) to find valuable online resources

### Companion Website for students

- Selected additional viewpoints to contextualise your learning.
- Links to video resources to illustrate and reinforce both practical and academic material.
- Online glossary.
- Practice multiple choice quizzes help assess your understanding.

### For instructors

- Complete, downloadable Instructors' Resource Guide.
- PowerPoint slides that can be downloaded and used for presentations
- Video and web links to assist teaching preparation

**Also:** The Companion Website provides the following features:

- Search tool to help locate specific items of content
- E-mail results and profile tools to send results of quizzes to instructors
- Online help and support to assist with website usage and troubleshooting

For more information please contact your local Pearson Education sales representative or visit [www.pearsoned.co.uk/fill](http://www.pearsoned.co.uk/fill)



# Preface

## Why study marketing communications?

Marketing communications provides a core activity for all organisations, large and small, commercial, government, charities, educational and other not-for-profit and third-sector organisations and their various audiences. The goal is to foster engagement so that all interested parties can understand the intentions of others and appreciate the value of the goods and services offered.

The world of marketing communications continues to change, and some of these changes have caused major disruption. Technology is the principal driver of this change, the effects of which can be seen in new forms of buyer behaviour, changing organisational structures, new ways of delivering marketing communications, and of course different expectations, experiences, forms of measurement and revised organisational performance.

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

## Your career and employability

Whether you follow a career in marketing, marketing communications or any other business discipline you will need to apply a range of skills necessary for analysing and solving problems, and for communicating ideas and solutions to colleagues and clients. This requires the ability to think critically and to apply core concepts and ideas to new situations.

When you are in your final year and starting to apply for jobs, you will need to demonstrate to potential employers that you are 'employable' and that you have the characteristics, skills and potential that help distinguish you as the individual they need to employ.

Employability is a core focus of this book. Critical thinking is developed through questions and tasks, positioned in the Viewpoint features, and Review questions, which are positioned at the end of each chapter. These questions and activities are designed to encourage you to reflect on what you have just read and thereby improve and deepen your learning.

Critical thinking is also developed through the use of theories, concepts and frameworks. These can be found in each of the chapters. In certain chapters we present a range of theories and approaches, without specifying one that is correct. You should consider the different approaches and formulate your own opinion, making a judgement about which is more appropriate and note the reasons for your decision.

The cases studies included in this book are all drawn from the world of marketing communications. Many are written by agencies and practitioners. A large number of these cases have won awards, and national and international recognition. Readers are encouraged to consider the cases from a critical perspective and to think about the actions and decisions that agencies and clients have taken. The review questions that follow the cases are designed to help you apply your learning and understanding of the case itself, and with regard to the content of the chapter in which it is located. There are many additional case studies with questions available on the student website.

If you have access to the online learning resources you will find a range of multiple-choice questions. Answers are provided, so use these to test your understanding and make sure your learning is on track. These questions enable you to reflect on your learning and on where additional work is required.

In terms of employability, employees who can think flexibly and apply concepts and theories in new and perhaps strange situations to analyse and solve problems will be much more valuable to their employer. This book helps you to develop these skills. What is more, use of this book and the online resources will allow you to gain experience in using evidence to support and assess arguments. Employers value these problem-solving skills and the more you demonstrate your abilities the greater the number of opportunities that will come your way.

## The aim of this book

This is the eighth edition of *Marketing Communications* and we have developed it to reflect current issues and practices in marketing communications.

The book is positioned as an academic resource about marketing communications. The practitioner element however, is acknowledged as an important distinguishing feature of this book (Rossiter and Percy, 2013) and is reinforced in this edition. The support and endorsement provided by the Institute of Practitioners in Advertising (IPA) has been continued and is much appreciated.

This book:

- Recognises the complexity of marketing communications and considers the strategic, tactical and operational aspects. Above all else, this book considers marketing communications from a contextual standpoint. This means that no one single theory is used to explain all marketing communications activities. Indeed, several theories are presented for some of the topics, and readers are encouraged to consider multiple interpretations.
- Offers a blend of academic and practitioner materials. The goal is to enable you to see the practical application of theories and concepts. This real-world orientation is designed to encourage you to reflect on your learning, to apply it to the real world, and to use real-world examples to understand marketing communications issues and problems, to help you develop your career.

In particular, this book has been written to help you in four main ways:

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

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



## About the authors

**Chris Fill** BA, MSc, is a Director of Fillassociates. He was a Principal Lecturer at the University of Portsmouth, and Senior Examiner and Fellow at The Chartered Institute of Marketing. He now works with the Institute of Practitioners in Advertising on special projects. He has authored over 35 textbooks, published papers in many leading academic journals, and is internationally recognised for his contribution to marketing communications.

**Sarah Turnbull** PhD, MBA, MSc, FCIM, FHEA is Director of the DBA programme at the University of Portsmouth and a Principal Lecturer in Marketing. She leads the DBA course in Portsmouth and Reutlingen, Germany and is a Fellow of The Chartered Institute of Marketing. Prior to joining academia she worked in a number of global advertising agencies and spent eight years as Account Director on the Emirates account in Dubai. Her research on advertising practice and creativity has been published in leading academic and professional journals. She serves on the Editorial Review Board of the *International Journal of Advertising* and is regularly invited to speak about advertising at practitioner and academic events internationally.

We thank you for reading our book, and if you have any comments, observations, suggestions or opinions, please feel free to contact either of us: Sarah can be reached through [sarah.turnbull@port.ac.uk](mailto:sarah.turnbull@port.ac.uk), and Chris through [chris@chrisfill.com](mailto:chris@chrisfill.com).

## New to this edition

Each of the chapters has been revised and brought up-to-date. Three new chapters have been developed for this edition in order to reflect contemporary marketing communications. These are:

- **Chapter 2 Marketing communications: issues, influences and disruption**

This chapter considers the various issues and influences that impact marketing communications, many of which have caused disruption and changes to the conventional processes, procedures and strategies. These include international issues, developments in technology, ethics and moral behaviour, and industry related developments. Links are made to other chapters where topics are developed.

- **Chapter 4 Classical theories and interpretations of buyer behaviour**

This chapter opens with a consideration of ideas relating to consumer journeys. It then examines classical theories and concepts associated with buyer behaviour, a core platform on which marketing communications is built.

- **Chapter 5 Contemporary interpretations of buyer behaviour**

Building on the previous chapter, this one introduces various ideas and strategies associated with contemporary perspectives of buyer behaviour. In particular, issues concerning perceived risk, and the impact of the internet and mobile usage on buyer behaviour are reviewed.

**Each chapter contains new examples** of marketing communications practice, drawn from around the world. Many of these are presented through Viewpoints.

**Each chapter has a new case study.** Many of these concern campaigns for well-known brands, and most have achieved national and international acclaim. Many of these cases have been written by either agencies or clients, demonstrating the practical orientation of the book. Cases situated at the end of each chapter contextualise your learning in the real world.

**All of the scholars' papers have been reviewed** and the number of papers included has been increased, with key academic papers discussed to help take your study further.

## Additional resources

### Web support

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

### Student resources

- Additional learning materials including selected viewpoints from the previous edition.
- Annotated weblinks.
- Full online glossary.
- Multiple-choice questions.

### Lecturer resources

- Instructors' Resource Guide.
- PowerPoint slides for each chapter.
- Annotated weblinks.

A test bank of multiple-choice questions has been developed for use by students and lecturers. In addition, there are links to a range of related sites and, an online glossary is available.

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

## Structure of the text

There are three main parts to the book:

### Part 1 Introduction to marketing communications

#### • Chapters 1 to 6

This part introduces readers to the subject from a general perspective and provides a platform upon which the subject is explored. Following an introduction, the topics covered include a new chapter on the various issues and influences that impact marketing communications, communication theory, and two new chapters on classical and contemporary buyer behaviour. The final chapter in this part considers ideas about how marketing communications works.

## Part 2 Managing marketing communications

- **Chapters 7 – 12**

This part explores some of the managerial aspects associated with marketing communications. The core content concerns the various aspects of *strategy* and how organisations should develop their marketing communications in the light of their contextual positions. Consideration is then given to the role and nature of objectives and positioning, before exploring some of the issues associated with the communication industry, the financial implications associated with managing marketing communications, and the issues associated with the evaluation and measurement of marketing communications. The part concludes with two chapters that review the important topics of branding and integration within marketing communications.

## Part 3 The marketing communications mix

- **Chapters 13 – 22**

The marketing communications mix material constitutes by far the largest part of the book. This content is, of course, crucial to most courses on marketing communications. Unlike other texts, the approach here is focused on the three elements of the communication mix, namely the disciplines, content and the media.

## Cases

Each of the 22 cases are new to this edition. These have been written by a variety of people including client organisations and marketing communications agencies.

Chapter 1	Introducing marketing communications
Case	Fearless Girl
Chapter 2	Marketing communications : issues, influences and disruption
Case	Channel 4 Paralympics
Chapter 3	Communication: theory and practice
Case	How L'Oréal Paris <i>Age Perfect</i> transformed its fortunes by showing older women that they are still 'worth it'
Chapter 4	Classical theories and interpretations of buyer behaviour
Case	How Sixt challenged car hire culture, and changed its fortunes
Chapter 5	Contemporary interpretations of buyer behaviour
Case	Help to Buy
Chapter 6	How does marketing communications work?
Case	Costa: creating a nation of coffee lovers
Chapter 7	Marketing communications: strategies and planning

Case	Sr Toronjo
<b>Chapter 8</b>	<b>Marketing communications: objectives and positioning</b>
Case	Repositioning Axe
<b>Chapter 9</b>	<b>The communications industry: structure, operations and finance</b>
Case	BBC Creative: solving the BBC's digital challenge
<b>Chapter 10</b>	<b>Evaluation and metrics</b>
Case	Care Counts Laundry Program
<b>Chapter 11</b>	<b>Branding and marketing communications</b>
Case	McVitie's: waking the sleeping giant
<b>Chapter 12</b>	<b>Integrated marketing communications</b>
Case	Snickers: thinking like a Hollywood blockbuster
<b>Chapter 13</b>	<b>Advertising: role, forms and strategy</b>
Case	Bolia.com: selling sofas in a financial meltdown
<b>Chapter 14</b>	<b>Public relations: principles and practice</b>
Case	The Swedish Number
<b>Chapter 15</b>	<b>Sponsorship</b>
Case	Emirates: activating football sponsorship
<b>Chapter 16</b>	<b>Direct marketing and personal selling</b>
Case	Direct Line: we solve problems
<b>Chapter 17</b>	<b>Sales promotion, field marketing and brand experience</b>
Case	Doors of Thrones
<b>Chapter 18</b>	<b>Brand placement, exhibitions, packaging and licensing</b>
Case	Product placement within your own product: the NFL's brand communications 'Super Bowl LII' strategy
<b>Chapter 19</b>	<b>Messages and creativity</b>
Case	John Lewis: Buster the Boxer
<b>Chapter 20</b>	<b>Media: principles and practice</b>
Case	Dumb Ways to Die
<b>Chapter 21</b>	<b>Digital and other interactive media</b>
Case	Fridge Raiders: less media, more conversation
<b>Chapter 22</b>	<b>Media planning in a digital age</b>
Case	Narellan Pools: diving into data makes a big splash

These cases refer either to broad issues concerning a particular topic, or focus on a specific issue that is included in the chapter to which the case is assigned. Some cases refer to several campaigns undertaken for a specific brand or company, while others consider a specific campaign and associated activities. Several of these cases have won awards either at the IPA Effectiveness Awards or at Cannes. There are review questions at the end of each chapter that refer directly to the designated case.

## Reference

Rossiter, J.R. and Percy, L. (2013) Observations: how the roles of advertising merely appear to have changed, *International Journal of Advertising*, 32(3), 391–98.





# Authors' acknowledgements

This book could not have been written without the support of a wide range of brilliant people from marketing communication agencies, brands, industry bodies and academia. Contributions range from those who provided information and permissions, to those who wrote cases, viewpoints and answered questions, and those who have liaised with others. Finally, there are those who have read and reviewed drafts, made constructive comments and provided moral support and encouragement. Our thanks are offered to all of you.

Amy Ostermayr	Sixt
Andrew Orr	FreemanXP
Anna Stumpf	Anderson University
Bilyana Petrova	J. Walter Thompson: Brussels
Brock Vaughters	Anderson University
Carl Bratton	Direct Line Group
Daniel Sherrard	Grey London
Elly Fenlon	AMV BBDO
Eloise Augustine	former student at Buckinghamshire New University
Emily Ellis	McCann London
Fermín Paús	Danone Argentina
Hannah Smith	Vizeum & Kerry Foods
Harriet Rich	Brands2Life
James M. Crick	Loughborough University
Jemima Monies	adam&eveDDB
Jordan Maddern-Bell	easyjet
Justin Bairamian	BBC Creative
Kathryn Patten	IPA
Katie Kershaw	easyjet
Kay Heenan	IPA
Kevin Chesters	Ogilvy
Lars Samuelson	UNCLEGREY
Marian Brannelly	Ascential Events
Mark Stockdale	The Effectiveness Partnership
Mathew Waksman	Karmarama Communications
Matt Box	George P Johnson Experience Marketing (UK)
Matt Buttrick	Grey London
Matt Gladstone	Grey London
Nic Pietersma	Ebiquity
Oliver Pople	Grey London
Rachel Walker	WRCS
Ray Sylvester	Anderson University (IN)
Rebecca Clay	PHD
Robin Forrester	IPA

Rosa Stanley	WRCS
Sharon Whale	Oliver
Signe Jost	Bolia.com
Sophie Somers	John Lewis & Partners
Stephen Tisdalle	State Street Global Advisors
Tim Elkington	IAB UK
Tom Patterson	Now
Vasileios Kourakis	L'Oréal UK
Will Hodge	Karmarama Communications

## Other organisations

In addition to the named individuals there are several organisations who have provided images, case studies, support, or their permission which has enriched our book. These include Affinity, Bolia.com, Channel 4, Costa, John Lewis, L'Oréal Paris, Narellan Pools, Sixt, WARC, Emirates, Cannes Lions.

The list of individuals and organisations involved with this book is extensive. We have tried to list everyone but if anyone has been omitted then we offer our sincere apologies.

Many people have given their time and energies either to writing or cajoling others to write Cases and Viewpoints for this edition. The fruits of their labour are on show here and we would like to express our gratitude to you all for your support. These contemporary insights into practice make this book unique.

Above all, we would like to thank the team at Pearson and their associates who have taken our manuscript, managed it and published it in this form. In particular, we would like to thank Eileen Srebernik, Editor, Business & Economics, for her continued support with this book. We would also like to thank Anita Atkinson and her production team for successfully managing the project. Thank you all.

# Publisher's acknowledgements

## Text

**9 Procter & Gamble:** Tagline of Ariel, Procter & Gamble. **10 Taylor & Francis Group:** Rossiter, J.R. and Percy, L. (2013) Observations: How the roles of advertising merely appear to have changed, *International Journal of Advertising*, 32(3), 391–98. **11 Pearson Education:** *From Essentials of Marketing Communications*, Pearson Education (Fill, C. 2011) figure 1.3, p. 10, reproduced by permission of Pearson Education Ltd. **13 Westburn Publishers Ltd:** From Redefining the nature and format of the marketing communications mix, *The Marketing Review*, 7 (1), 45–57 (Hughes, G. and Fill, C. 2007), reproduced by permission of Westburn Publishers Ltd. **15 Badger & Winters:** Tagline of Badger & Winters. **15 Emerald Publishing Limited:** Andersson, P. (1992) Analysing distribution channel dynamics, *European Journal of Marketing*, 26(2), 47–68. **25 State Street Global Advisors:** Stephen Tisdalle, Chief Marketing Officer, State Street Global Advisors. **36 Forbes Media LLC:** Sicular, S. (2013) Gartner's Big Data Definition Consists of Three Parts, Not to Be Confused with Three "V"s, *Forbes*, 27 May. Retrieved 3 July 2017 from <https://www.forbes.com/sites/gartnergroup/2013/03/27/gartners-big-data-definition-consists-of-three-parts-not-to-be-confused-with-three-vs/#3cd0a72c42f6> **37 Garry King:** Gary King, 2017. **42 American Marketing Association:** Holbrook, M.B. (1987) Mirror, mirror, on the wall, what's unfair in the reflections on advertising? *Journal of Marketing*, 51 (July), 95–103. **46 Pearson Education:** *Longman Business English Dictionary*, p 15, Pearson Education Limited. **65 American Marketing Association:** Park, E., Rishika, R., Janakiraman, R., Houston, M.B., and Yoo, B. (2018) Social dollars in online communities: the effect of product, user, and network characteristics, *Journal of Marketing*, 82, (January), 93–114. **65 Crowell-Collier Publishing Company:** Theodorson, S.A. and Theodorson, G.R. (1969) *A Modern Dictionary of Sociology*, New York: Cromwell. **67 Matt Buttrick:** Matt Buttrick – Planning Director at Grey London. **71 Rowman & Littlefield Publishing Group:** Mallen, B. (1977) *Principles of Marketing Channel Management*, Lexington, MA: Lexington Books. **72 Pearson Education:** *From Essentials of Marketing Communications*, Pearson Education (Fill, C. 2011) figure 2.2, p. 39. **72 Pearson Education:** *From Essentials of Marketing Communications*, Pearson Education (Fill, C. 2011) figure 2.4, p. 41. **73 Pearson Education:** *From Essentials of Marketing Communications*, Pearson Education (Fill, C. 2011) figure 2.3, p. 39. **74 Bilyana Petrova:** Bilyana Petrova, an Account Manager at J. Walter Thompson, Brussels. **77 The University of Chicago Press:** Hamilton, R., Vohs, K.D. and McGill, A.L. (2014) We'll be honest, this won't be the best article you'll ever read: the use of dispreferred markers in word-of-mouth communications, *Journal of Consumer Research*, 41, June, 197–212. **77 Emerald Publishing Limited:** Stokes, D. and Lomax, W. (2002) Taking control of word of mouth marketing: the case of an entrepreneurial hotelier, *Journal of Small Business and Enterprise Development*, 9(4), 349–57. **77 John Wiley & Sons, Inc:** Kawakami, T., Kishiya, K. and Parry, M.E. (2014) Personal word of mouth, virtual word of mouth and innovation use, *Journal of Product Innovation Management*, 30(1), 17–30. **78 Emerald Publishing Limited:** Mazzarol, T., Sweeney, J.C. and Soutar, G.N. (2007) Conceptualising word-of-mouth activity, triggers and conditions: an exploratory study, *European Journal of Marketing*, 41(11/12), 1475–94. **78 The European Marketing Academy:** Helm, S. and Schlei, J. (1998) Referral potential –potential referrals:

an investigation into customers' communication in service markets, *Proceedings of 27th EMAC Conference, Marketing Research and Practice*, 41–56. **79 Simon & Schuster:** Rogers, E.M. (1962) *Diffusion of Innovations*, 1st edn, New York: Free Press. **82 SAGE:** Haenlein, M. and Libai, B. (2017) Seeding, referral, and recommendation: creating profitable word-of-mouth programs, *California Management Review*, 59(2), 68–91. **83 Taylor & Francis Group:** Branchik, B.J. and Chowdhury, T.G. (2017) Men seeing stars: celebrity endorsers, race, and the male consumer, *Journal of Marketing Theory and Practice*, 25(3), Summer, 305–22. **83 Oxford University Press:** McCracken, G. (1989) Who is the celebrity endorser? Cultural foundations of the endorsement process, *Journal of Consumer Research*, 16 (December), 310–21. **84 Journal of Marketing Theory and Practice:** Adapted from Branchik, B.J. and Chowdhury, T.G. (2017) Men seeing stars: celebrity endorsers, race, and the male consumer, *Journal of Marketing Theory and Practice*, 25(3), Summer, 305–22. **88 Simon & Schuster:** Rogers, E.M. (1986) *Communication Technology: The New Media in Society*, New York: Free Press. **91 McGraw-Hill Companies:** From Hawkins et al. (1989) *Consumer Behavior: Implications for Marketing Strategy* (9780256063318), 4th edn. Used with permission of the McGraw-Hill Companies. **93 Emily Ellis:** Emily Ellis – McCann London Vasileios Kourakis – L'Oreal UK. **101 Stuart Hogg:** Hogg, S. (2018) Customer journey mapping: The path to loyalty, *Think with Google*, February, retrieved 23 February 2018 from <https://www.thinkwithgoogle.com/marketing-resources/experience-design/customer-journey-mapping/> **101 McKinsey & Company:** Exhibit from "The consumer decision journey", June 2009, *McKinsey Quarterly*, www.mckinsey.com. Copyright (c) 2018 McKinsey & Company. All rights reserved. Reprinted by permission. **102 McKinsey & Company:** Exhibit from "The consumer decision journey", June 2009, *McKinsey Quarterly*, www.mckinsey.com. Copyright (c) 2018 McKinsey & Company. All rights reserved. Reprinted by permission. **102 Harvard Business School Publishing:** Rawson, A., Duncan, E. and Jones, C. (2013) The truth about customer experience, *Harvard Business Review*, September, 90–98, retrieved 21 August 2014 from <http://hbr.org/2013/09/the-truth-about-customer-experience/> **102 McKinsey & Company:** Edleman and Singer, M. (2015) The new consumer decision journey, *McKinsey Quarterly*, October, retrieved 13 July 2017, from <http://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/the-new-consumer-decision-journey> **103 McKinsey & Company:** Exhibit from "The new consumer decision journey", October 2015, McKinsey & Company, www.mckinsey.com. Copyright (c) 2018 McKinsey & Company. All rights reserved. Reprinted by permission. **105 McGraw-Hill:** Hawkins, D., Best, R. and Coney, K. (1989) *Consumer Behaviour*, Homewood, IL: Richard D. Irwin. **120 Pearson Education:** *From Essentials of Marketing Communications*, Pearson Education (Fill, C.2011) figure 3.5, p. 72. **120 Pearson Education:** *From Essentials of Marketing Communications*, Pearson Education (Fill, C. 2011) figure 3.6, p. 72. **121 Pearson Education:** *From Essentials of Marketing Communications*, Pearson Education (Fill, C.2011) figure 3.7, p. 74. **125 Pearson Education:** Webster, F.E. and Wind, Y. (1972) *Organisational Buying Behaviour*, Englewood Cliffs, NJ: Prentice Hall. **127 Pearson Education:** Based on Webster, F.E. and Wind, Y. (1972) *Organisational Buying Behaviour*, Englewood Cliffs, NJ: Prentice Hall. **127 B2B Marketing:** Anon (2017) How Tate & Lyle Sugars achieved ROI of 183% on its campaign to reach decision-makers with its new range of beverage syrups, *B2B Marketing*, 16 November. Retrieved 20 August 2018 from <https://www.b2bmarketing.net/en-gb/resources/b2b-case-studies/awards-case-study-how-tate-lyle-sugars-achieved-roi-183-its-campaign> **130 Matt Gladstone:** By Grey London Principal Authors: Rachel Walker and Oliver Pople Contributing Author: Matt Gladstone. **138 Allied Business Academies:** Bahmanziari, T. and Odom, M.D. (2015) Prospect theory and risky choice in the ecommerce setting: evidence of a framing effect, *Academy of Accounting and Financial Studies Journal*, 19(1), 85–106. **144 Nestlé:** KitKat. **146 Taylor & Francis Group:** Liu, X., Burns, A. C., Hou, Y. (2017) An Investigation of Brand-Related User-Generated Content on Twitter, *Journal of Advertising*, 46(2), 236–47. **147 American Marketing Association:** Hirschmann, E.C. and Holbrook, M.B. (1982)

Hedonic consumption: emerging concepts, methods and propositions, *Journal of Marketing*, 46 (Summer), 92–101. **151 Association for Consumer Research:** Cooper-Martin, E. and Holbrook, M.B. (1993) Ethical consumption experiences and ethical space, *Advances in Consumer Research*, 20(1), 113–18. **151 Springer:** Szmigin, I., Carrigan, M., O'Loughlin, D.O. (2007) Integrating ethical brands into our consumption lives, *Brand Management*, 14(5), May, 396–409. **152 Sage:** Maffesoli, M. (1996) *The Time of Tribes*, London: Sage. **154 Taylor & Francis Group:** Hamilton, K. and Hewer, P. (2010) Tribal mattering spaces: social-networking sites, celebrity affiliations, and tribal innovations, *Journal of Marketing Management*, 26(3–4), 271–89. **154 Harvard Business School Publishing:** Ariely, D. (2009) The end of rational economics, *Harvard Business Review*, July–August, 78–84. **154 Unilever:** Persil. **158 Institute for Government:** MINDSPACE, Influencing behaviour through public policy, Institute for Government. <https://38r8om2xjhhI25mw24492dir-wpengine.netdna-ssl.com/wp-content/uploads/2015/07/MINDSPACE.pdf> **160 IPA Advertising Effectiveness Awards:** This case study is an edited version of a paper submitted to the IPA Advertising Effectiveness Awards 2016. It has been reproduced here with the kind permission of the IPA, WARC, and Ogilvy and Mather. **170 Rebecca Clay:** Rebecca Clay, Media Director at PHD. **171 GfK Verein:** Kozinets, R.V. (2014) Social brand engagement: a new idea, *GfK Marketing Intelligence Review*, 6(2), November, 8–15. **172 GfK Verein:** Kozinets, R. V. (2014). Social Brand Engagement: A New Idea, *GfK Marketing Intelligence Review*, 6(2), 8–15. doi: <https://doi.org/10.2478/gfkmir-2014-0091> **172 The Advertising Research Foundation:** Schivinski, B., Christodoulides, G. and Dabrowski, D., (2016) Measuring consumers' engagement with brand-related social-media content: development and validation of a scale that identifies levels of social-media engagement with brands, *Journal of Advertising Research*, 56(1), 1–18. **183 Springer Verlag:** Day, G. (2000) Managing market relationships, *Journal of the Academy of Marketing Science*, 28, 1, Winter, 24–30. **183 Pearson Education:** *From Essentials of Marketing Communications*, Pearson Education (Fill, C. 2011) table 8.1, p. 190. **185 B2B Marketing:** Anon (2017) How Fujitsu's sales/marketing success helped establish a key client partnership, *B2B Marketing Awards*, 16 November. Retrieved 24 December 2017 from <https://www.b2bmarketing.net/en-gb/resources/b2b-case-studies/awards-case-study-how-fujitsus-salesmarketing-success-helped-establish> **188 UBM Company:** CMI (2015) What is content marketing? Content Marketing Institute, retrieved 17 February 2015 from <http://contentmarketinginstitute.com/what-is-content-marketing/> **188 Millward Brown UK Ltd.:** Brown, G. (1991) *How Advertising Affects the Sales of Packaged Goods Brands*, Warwick: Millward Brown, Used with kind permission. **191 McGraw-Hill:** Olsen, J.C. and Peter, J.P. (1987) *Consumer Behavior*, Homewood, IL: Irwin. **192 McGraw-Hill:** Belch, G.E. and Belch, M.A. (2004) *Advertising and Promotion: An Integrated Marketing communications Perspective*, 6th edn, Homewood, IL: Richard D. Irwin. **193 Emerald Publishing Limited:** Goldsmith, R.E. and Lafferty, B.A. (2002) Consumer response to websites and their influence on advertising effectiveness, *Internet Research: Electronic Networking Applications and Policy*, 12(4), 318–28. **194 University of Bath School of Management:** Heath, R. and Feldwick, P. (2008) 50 years using the wrong model of TV advertising, *International Journal of Market Research*, 50(1), 29–59. **194 Sage Publishing:** Witkin, H.A., Moore, C.A., Goodenough, D.R. and Cox, P.W. (1977) Field dependent and field independent cognitive styles and their educational implications, *Review of Educational Research*, 47, 1–64. **194 Sage Journals:** Heath, R., Hyder, P. (2005) Measuring the hidden power of emotive advertising, *International Journal of Market Research*, 47(5), 467–86. **197 Mathew Waksman:** Will Hodge-Karmarama Communications. **209 Emerald Publishing Limited:** Beane, T.P. and Ennis, D.M. (1987) Market segmentation: a review, *European Journal of Marketing*, 21(5), 20–42. **210 Haymarket Media:** Based on Edwards, H. (2011) Work towards an 'Ideal Self', *Marketing*, 2 February, p. 21. **213 Pearson Education:** *From Essentials of Marketing Communications*, Pearson Education (Fill, c. 2011) figure 4.2, p. 99. **214 Fidor Bank:** Fidor Bank Slogan. **215 Pearson Education:**



From *Essentials of Marketing Communications*, Pearson Education (Fill, c. 2011) figure 4.3, p. 102. **216 Pearson Education:** From *Essentials of Marketing Communications*, Pearson Education (Fill, c. 2011) figure 4.4, p. 102. **219 Honda:** Honda's Tagline. **219 Johnnie Walker's:** Johnnie Walker's Tagline. **234 Fermín Paús:** Fermín Paús, Sr Brand Manager at Danone. **247 NTC Business Books:** Dutka, S. (1995) *Defining Advertising Goals for Measured Advertising Results*, 2nd edn, New York: Association of National Advertisers. **252 Tom Patterson:** Petplan uses explicit objectives By Tom Patterson – a Planner at Now **259 Emerald Group Publishing:** Herstein, R. and Mitki, Y. (2008) How El Al Airlines transformed its service strategy with employee participation, *Strategy & Leadership*, 36(3), 21–5. **259 Neal:** Neal (1980). **262 Revlon:** Revlon Slogan. **273 The Incorporated Society of British Advertisers Ltd:** The ISBA In-House Agency Survey 2017. **274 Sharon Whale:** Sharon Whale, Chief Executive Officer UK Group, Oliver. **274 The Incorporated Society of British Advertisers Ltd:** The ISBA In-House Agency Survey 2017. **275 WARC:** WARC (2018). Used with permission from WARC. **276 Alan Mitchell:** Mitchell, A. (2012) Face it, your consumers hate you, *Marketing*, 28 March 2012, 30–2. **278 IPA:** IPA (2015) Admission. Industry Guide. IPA, retrieved 10 May 2015 from [www.theadmission.co.uk/industry-guide](http://www.theadmission.co.uk/industry-guide) **289 Nielsen:** Nielsen, cited by Tan (2018). **293 Harvard Business School Publishing:** From Ad spending: growing market share, *Harvard Business Review* January/February, pp. 44–8 (Schroer, J. 1990), Reprinted by permission of *Harvard Business Review*. Copyright (c) 1990 by Harvard Business School Publishing Corporation; all rights reserved. **293 Harvard Business School Publishing:** Jones, J.P. (1990) Ad spending: maintaining market share, *Harvard Business Review*, January/February, 38–42. **294 Harvard Business School Publishing (HBSP):** From Ad spending: maintaining market share, *Harvard Business Review* January/February, pp. 38–42 (Jones, J.P. 1990), Reprinted by permission of Harvard Business Review. Copyright (c) 1990 by Harvard Business School Publishing Corporation; all rights reserved. **294 Emerald Publishing Limited:** West, D. and Prendergast, G.P. (2009) Advertising and promotions budgeting and the role of risk, *European Journal of Marketing*, 43(11/12), 1457–76. **305 Institute of Practitioners in Advertising (IPA):** IPA (2014) *How to Evaluate the Effectiveness of Communications Plans*, IPA. **306 WARC:** Lee, D.H. and Park, C.W. (2007) Conceptualization and measurement of multidimensionality of integrated marketing communications, *Journal of Advertising Research*, 47(3), 222–36. Used with permission from WARC. **309 Dr Sarah Turnbull:** Turnbull, S. (2011) The creative development process within U.K. advertising agencies: an exploratory study, Unpublished PhD Thesis, University of Portsmouth. **312 McGraw-Hill:** Based on Peter M Chisnall, *Marketing Research 7e*, p. 228–31, McGraw-Hill, 2005. **318 WARC:** Gordon, W. (1992) Ad pre-testing's hidden maps, *Admap*, June, 23–7. **320 International Association for Measurement and Evaluation of Communication:** Reproduced by kind permission of the International Association for Measurement and Evaluation of Communication (AMEC). **321 International Association for Measurement and Evaluation of Communication:** AMEC (2015). Changes from the original Barcelona Principles 2010 to the Barcelona Principles 2015. AMEC. Reproduced by kind permission of the International Association for Measurement and Evaluation of Communication (AMEC) Retrieved 10 January 2018 from <https://amecorg.com/how-the-barcelona-principles-have-been-updated/> **322 International Association for Measurement and Evaluation of Communication:** Reproduced from Macnamara, J. (2014) Breaking the PR measurement and evaluation deadlock: a new approach and model, AMEC International Summit on Measurement, 'Upping the Game', Amsterdam, 11–2. Reproduced by kind permission of the International Association for Measurement and Evaluation of Communication (AMEC). **322 Jim Macnamara:** *Evaluating Public Communication: Exploring New Models, Standards, and Best Practice*, Jim Macnamara, Routledge 2017. **323 Academy of Management:** Pearson, C.M. and Mitroff, I. (1993) From crisis prone to crisis prepared: a framework for crisis management, *Academy of Management Executive*, 7(1), 48–59. **325 Institute of Practitioners in Advertising (IPA):** IPA (2014) *How to Evaluate the Effectiveness of Communications Plans*, IPA **326 Tim Elkington:** By Tim Elkington, Chief



Digital Officer, IAB UK. **328 WARC:** WARC/MMA (2017). The State of the Industry: Mobile Marketing in EMEA 2017. Retrieved 10 February 2018 from [https://www.warc.com/content/article/the\\_state\\_of\\_the\\_industry\\_mobile\\_marketing\\_in\\_emea\\_2017/111576](https://www.warc.com/content/article/the_state_of_the_industry_mobile_marketing_in_emea_2017/111576) **329 Adjust GmbH, adjust Inc:** Mobile Application Advertising Measurement Guidelines (2017). **331 Christine Moorman:** Moorman, C. (2015). CMO Survey report: highlights and insights. Retrieved 5 May 2018 from [https://cmosurvey.org/wpcontent/uploads/sites/15/2017/04/The\\_CMO\\_Survey-Highlights\\_and\\_Insights-Aug-2015.pdf](https://cmosurvey.org/wpcontent/uploads/sites/15/2017/04/The_CMO_Survey-Highlights_and_Insights-Aug-2015.pdf) **331 WARC:** Buckley, E. (2013) The business return from social media, *Admap*, retrieved 10 April 2015 from [www.warc.com/Content/ContentViewer.aspx?MasterContentRef=24ca6283-696c-4822-9dd4-dc62db9807b3&q=the+business+return+for+social+media&CID=A99742&PUB=ADMAP](http://www.warc.com/Content/ContentViewer.aspx?MasterContentRef=24ca6283-696c-4822-9dd4-dc62db9807b3&q=the+business+return+for+social+media&CID=A99742&PUB=ADMAP)

**332 Taylor & Francis Group:** Murdough, C. (2009) Social media measurement: it's not impossible, *Journal of Interactive Advertising*, 10(1), 94–9. Used with the kind permission of the Academy of Marketing. **341 Sage Publishing:** Chernatony de, L. (2009) Towards the holy grail of defining 'brand', *Marketing Theory*, 9(1), 101–5. **344 John Wiley & Sons, Inc:** Cohen, R.J. (2014) Brand personification: introduction and overview, *Psychology and Marketing*, 31(1), 1–30. **346 Kogan Page:** Jean-Noël Kapferer, *The New Strategic Brand Management*, 9780749465155, p259, Kogan Page (Kapferer, J.-N. 2012). **348 Emerald Publishing Limited:** Arora, R. and Stoner, C. (2009) A mixed method approach to understanding brand personality, *Journal of Product & Brand Management*, 18(4), 272–83. **354 American Marketing Association:** Brakus, J.J., Scmitt, B.H. and Zarantonello, L. (2009) Brand experience: what is it? How is it measured? Does it affect loyalty? *Journal of Marketing*, 73 (May), 52–68. **356 Taylor & Francis Group:** Keller, K.L. (2009) Building strong brands in a modern marketing communications environment, *Journal of Marketing Communications*, 15(2–3), 139–55 Used with permission. **357 Taylor & Francis Group:** Keller, K.L. (2009) Building strong brands in a modern marketing communications environment, *Journal of Marketing Communications*, 15(2–3), 139–55. **360 California State University:** Bizzi, L. (2018). The hidden problem of Facebook and social media at work: What if employees start searching for other jobs? *Business Horizons*, 61(1), 23–33. Mihaylo College of Business & Economics, California State University, Fullerton, 800 N. State College Blvd., Fullerton, CA, U.S.A. **361 Emerald Group Publishing Limited:** Mary Welch, Paul R. Jackson, (2007) Rethinking internal communication: a stakeholder approach, *Corporate Communications: An International Journal*, 12(2), 177–98, <https://doi.org/10.1108/13563280710744847> **361 International Association of Business Communicator:** Grossman, R. (2005) Sometimes it pays to play the fool, *Business Communicator*, 6, 3. **362 Mentor Books:** McLuhan, M. (1964) *Understanding Media: The Extensions of Man*, New York: Mentor. **362 Taylor & Francis Group:** White, C., Vanc, A. and Stafford, G. (2010) Internal communications, information satisfaction, and sense of community: the effect of personal influence, *Journal of Public Relations Research*, 22(1), 65–84. **364 American Marketing Association:** Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 1–22. **364 Simon & Schuster:** David, A. (1991). *Managing brand equity. Capitalizing on the value of a brand name*. New York: The Free Press. **365 Sage Publishing:** Feldwick, P. (1996) What is brand equity anyway, and how do you measure it? *Journal of Market Research*, 38(2), 85–104. **365 Millward Brown:** Adapted from Haigh (1997), Millward Brown (2018) and Pirrie (2006). **368 Rachel Walker:** McVitie's: Waking the sleeping giant by Principal author: Daniel Sherrard Contributing Authors: Rachel Walker, Matt Gladstone **377 Taylor & Francis Group:** Kliatchko, J.G. and Shultz, D.E. (2014) Twenty years of IMC, *International Journal of Advertising*, 33(2), 373–90. **378 Taylor & Francis Group:** Kerr, G. and Patti, C. (2015) Strategic IMC: From abstract concept to marketing management tool, *Journal of Marketing Communications*, 21(5), 317–39. **378 Emerald Publishing Limited:** Eagle, L., Kitchen, P.J. and Bulmer, S. (2007), Insights into interpreting integrated marketing communications: a two-nation qualitative comparison, *European Journal of Marketing*, 41(7/8), 956–70. **378 Taylor & Francis Group:** Luxton, S., Reid, M., and Mavondo, F. (2015) Integrated

marketing communication capability and brand performance, *Journal of Advertising*, 44(1), 37–46. **385 Henry Stewart Publications:** Bird, J. (2016) Switching off TV, turning on touchpoints: New ways to communicate in a new world, *Journal of Brand Strategy*, 5(3), Winter, 266–74. **386 Emerald Publishing Limited:** Melewar, T.C., Foroudi, P., Gupta, S., Kitchen, P.J., Foroudi, M.M. (2017) Integrating identity, strategy and communications for trust, loyalty and commitment, *European Journal of Marketing*, 51(3), 572–604. **389 Taylor & Francis Group:** Kliatchko, J.G. and Shultz, D.E. (2014) Twenty years of IMC, *International Journal of Advertising*, 33(2), 373–90. **389 Journal of Marketing:** Batra, R. and Keller, K.L. (2016) Integrating marketing communications: new findings, new lessons, and new ideas, *Journal of Marketing: AMA/MSI Special Issue*, 80, (November), 122–45. **393 MHE:** Schultz (1993: 17), *Integrated Marketing Communications*, 1993, McGraw Hill Professional. **393 A-B, Budweiser:** Budweiser tagline. **394 Taylor & Francis Group:** Kliatchko, J. (2008) Revisiting the IMC construct: a revised definition and four pillars, *International Journal of Advertising*, 27(1), 133–60. **395 Institute of Practitioners in Advertising (IPA):** IPA (2011) *New Models of Marketing Effectiveness: From Integration to Orchestration*, WARC.(2011). **399 Emerald Publishing Limited:** Finne, A. and Grönroos, C. (2017) Communication-in-use: customer-integrated marketing communication, *European Journal of Marketing*, 51(3), 445–63. **401 Crain Communications Inc:** www.adage.com/lp/top15/#introw **403 Elly Fenlon:** Elly Fenlon, AMV BBDO. **417 Taylor & Francis Group:** Richards, J.I. and Curran, C. M. (2002) Oracles on 'advertising': searching for a definition, *Journal of Advertising*, 31(2), 63–77. **417 Taylor & Francis Group:** Richards and Curran (2002). **417 Mobile Marketing Association:** MMA (2015) The mobile native ad formats, *Mobile Marketing Association*, retrieved 1 June 2015 from www.mmaglobal.com/files/documents/the\_mobile\_native\_formats\_final.pdf **420 Pearson Education:** Adapted from De Pelsmacker, P., Geuens, M. and Van Den Berg, J. (2016). *Marketing Communications. A European Perspective* (6th ed). Pearson Education. **422 Association for Consumer Research:** Based on John T. Cacioppo and Richard E. Petty (1984), "The elaboration likelihood model of persuasion", in *NA – Advances in Consumer Research Volume 11*, eds. Thomas C. Kinneer, Provo, UT: Association for Consumer Research, Pages: 673–75. **428 WARC:** Ehrenberg, A.S.C. (1997) How do consumers come to buy a new brand? *Admap*, March, 20–4. **431 WARC:** Vaughn, R. (1980) How advertising works: a planning model, *Journal of Advertising Research*, October, 27–33. **432 Professor John R. Rossiter:** Adapted from Rossiter and Percy (1997). Used with kind permission. **434 Apple Inc:** Apple Tagline. **435 International Journal of Hospitality Management.:** Shulga, L. V., Busser, J. A., & Bai, B. (2018). Factors affecting willingness to participate in consumer generated advertisement. *International Journal of Hospitality Management*. **436 California Management Review:** Based on Berthon, P.R., Pitt, L. F. and Campbell, C. (2008) 'Ad lib: when customers create the ad', *California Management Review*, 50(4), 6–30. **436 Taylor & Francis Group:** Campbell, C., Pitt, L.F., Parent, M. and Berthon, P.R. (2011) Understanding consumer conversations around ads in a Web 2.0 world, *Journal of Advertising*, 40(1), 87–102. **438 Lars Samuelsen:** By Lars Samuelsen, Matthew Gladstone, Mark Stockdale. **446 CIPR Public Relations Centre:** CIPR (2018). FAQs. CIPR.co.uk. Retrieved 20 May 2018 from <https://www.cipr.co.uk/content/policy/policy/lobbying/faqs> **446 Houghton, Mifflin Company:** Grunig, J. and Hunt, T. (1984) *Managing Public Relations*, New York: Holt, Rineholt & Winston. **446 Pearson Education:** Cutlip, S.M., Center, A.H. and Broom, G.M. (1994) *Effective Public Relations*, Englewood Cliffs, NJ: Prentice Hall. **448 Elsevier:** Gregory, A. (2004) Scope and structure of public relations: a technology driven view, *Public Relations Review*, 30(3), 245–54. **450 James E. Grunig:** Grunig, J. and Hunt, T. (1984) *Managing Public Relations*, New York: Holt, Rineholt & Winston. Used with kind permission. **452 Taylor & Francis:** Seong-Hun Yun (2006) Toward public relations theory-based study of public diplomacy: testing the applicability of the excellence study, *Journal of Public Relations Research*, 18(4), 287–312, DOI: 10.1207/s1532754xjpr1804\_1 **453 Harriet Rich:** Pestaurant by Harriet Rich, Joint Managing Director, Brands2Life. **461 International Thomson Press:** Moloney, K. (1997) Government and

lobbying activities, in *Public Relations: Principles and Practice* (ed. P.J. Kitchen), London: International Thomson Press. **462 CIPR Public Relations Centre:** CIPR (2018). FAQs. CIPR.co.uk. Retrieved 20 May 2018 from <https://www.cipr.co.uk/content/policy/policy/lobbying/faqs> **462 John Wiley & Sons, Inc:** Hill, M.D., Kelly, G.W., Lockhart, G.B. and Ness, R.A. (2013) Determinants and effects of corporate lobbying, *Financial Management*, 42(4), 931–57. **462 Springer:** Bauer, T. (2014) Responsible lobbying: a multidimensional model, *Journal of Corporate Citizenship*, 14(53), 64. **463 Emerald Publishing Limited:** Strauss, N. (2018). The role of trust in investor relations: a conceptual framework. *Corpo-rate Communications: An International Journal*, in-press. **463 Pearson Education:** Cutlip, S.M., Center, A.H. and Broom, G.M. (1999) *Effective Public Relations*, 8th edn, Englewood Cliffs, NJ: Prentice Hall. **463 The Investor Relations Society:** UK Investor Relations Society (2018) retrieved 23 March 2011 from [www.ir-soc.org.uk/](http://www.ir-soc.org.uk/) **468 BBC:** BBC. **468 Local World:** CornwallLive. **468 Herald & Times Group:** The Herald. **469 National Trust:** Lanhydrock National Trust. **471 Palgrave Macmillan Ltd:** Coombs, W.T. (2007) Protecting organization reputations during a crisis: the development and application of situational crisis communications theory, *Corporate Reputation Review* 10(3), 163–76. **483 WARC:** Based on Poon, D.T.Y., Prendergast, G. and West, D. (2010) Match game: linking sponsorship congruence with communication outcomes, *Journal of Advertising Research*, 4(80), 214–26. **486 Psychology & Marketing:** Meenaghan, T., McLoughlin, D. and McCormack, A. (2013) New challenges in sponsorship evaluation actors, new media, and the context of praxis, *Psychology & Marketing*, 30(5), 444–60. **486 IEG Sponsorship Report:** Esp Properties Special Report (2018). What Sponsors Want & Where Dollars Will Go in 2018. IEG Sponsorship Report. Retrieved 15 January 2018 from <http://www.sponsorship.com/IEG/files/f3/f3cfac41-2983-49be-8df6-3546345e27de.pdf> **491 Elsevier:** Based on Farrelly, F., Quester, P. and Burton, R. (2006) Changes in sponsorship value: competencies and capabilities of successful sponsorship relationships, *Industrial Marketing Management*, 35(8), November, 1016–26. **493 James M. Crick:** By James M. Crick Lecturer, Loughborough University. **495 Vodafone Group Plc:** Vodafone (2017). Vodafone Comedy Festival unveils its most exciting and diverse line-up yet! 14 June, Retrieved 10 December 2017 from <https://n.vodafone.ie/aboutus/press/vodafone-comedy-festival-unveils-its-most-exciting-and-diverse-line-up-yet.html> **498 IEG Sponsorship Report:** Burton and Chadwick (2017) Used with permission: <http://www.sponsorship.com/IEG/files/f3/f3cfac41-2983-49be-8df6-3546345e27de.pdf> **511 Pearson Education:** *From Essentials of Marketing Communications*, Pearson Education (Fill, C. 2011) figure 11.1, p. 280. **513 EUGDPR.org:** eu.gdpr (2018).GDPR Key Changes. Retrieved 2 May 2018 from <https://www.eugdpr.org/key-changes.html> **532 Emerald Publishing Limited:** Brehmer, P.O. and Rehme, J. (2009) Proactive and reactive: drivers for key account management programmes, *European Journal of Marketing*, 43(7/8), 961–84. **532 Emerald Group Publishing Ltd:** Brehmer, P.O. and Rehme, J. (2009) Proactive and reactive: drivers for key account management programmes, *European Journal of Marketing*, 43(7/8), 961–84. **533 John Wiley & Sons:** Hennessey, D.H. and Jeannet, J.-P. (2003) *Global Account Management: Creating Value*, Chichester: Wiley. **535 Direct Line Group:** Carl Bratton (Direct Line Group); Ann Constantine (Direct Line Group); Nic Pietersma (Ebiq-uity). **544 Butterworth-Heinemann:** Peattie, S. and Peattie, K.J. (1994) Sales promotion, in *The Marketing Book* (ed. M.J. Baker), 3rd edn, London: Butterworth-Heinemann. **545 Emerald Publishing Limited:** Lee, C.H. (2002) Sales promotions as strategic communications: the case of Singapore, *Journal of Product and Brand Management*, 11(2), 103–14. **546 American Marketing Association:** Guyt, J.Y. and Gijsbrechts, E. (2014) Take turns or march in sync? The impact of the National Brand promotion calendar on manufacturer and retailer performance, *Journal of Marketing Research*, LI (December), 753–72. **547 Mars, Incorporated:** Snickers Tagline. **552 American Marketing Association:** Stillely, K.M., Inman, J.J. and Wakefield, K.L. (2010b) Spending on the fly: mental budgets, promotions, and spending behavior, *Journal of Marketing*, 74(3), 34–47. **559 Palgrave Macmillan:** Based on Hallberg, G. (2004) Is your loyalty programme really building loyalty?

Why increasing emotional attachment, not just repeat buying, is key to maximizing programme success, *Journal of Targeting Measurement and Analysis for Marketing*, 12(3), 231–41. Hallberg (2004). **561 Haymarket Media:** Adapted from McLuhan, R. (2000) Fighting for a new view of field work, *Marketing*, 9 March, 29–30. Reproduced from Marketing magazine with the permission of the copyright owner, Haymarket Business Publications Limited. **561 Elsevier:** Drèze, X., Hoch, S.J. and Purk, M.E. (1994) Shelf management and space elasticity, *Journal of Retailing*, 70(4), 301–26. **565 Guardian Media Group:** Behrman, D. (2012) Work: better business: acts of kindness, *Guardian*, 13 April, 2. **566 Andrew Orr:** By Andrew Orr, Client Services Director, TRO. **578 Taylor & Francis Group:** Chen, H. and Haley, E. (2014) Product placement in social games: consumer experiences in China, *Journal of Advertising*, 43(3), 286–95. **578 Westburn Publishers Ltd:** Kandhadai, R. and Saxena, R. (2014) Brand placement: new perspectives and a comprehensive definition, *The Marketing Review*, 14(3), 231–44. **579 Journal of Marketing Management:** Simon Hudson & David Hudson (2006) Branded entertainment: a new advertising technique or product placement in disguise?, *Journal of Marketing Management*, 22(5–6), 489–504, DOI: 10.1362/026725706777978703. Reproduced with permission. **590 Laurence King Publishing Ltd:** Stewart, B. (2007). *Packaging Design*, London, Laurence King. **591 Emerald Publishing Limited:** Wells, L.E., Farley, H. and Armstrong, G.A. (2007) The importance of packaging design for own-label food brands, *International Journal of Retail and Distribution Management*, 36(9), 677–90. **592 The Coca-Cola Company:** Coca-Cola Tagline. **594 Brand Licensing Europe:** Brand Licensing Europe (2018). *Brand Licensing Handbook 2018*, retrieved 20 February, 2018 from, <https://ubm.brandlicensing.eu/licensinghandbook/> **594 The Marketing Management Association:** Ervelles, S., Horton, V. and Fukawa, N. (2008) Understanding B2C brand alliances between manufacturers and suppliers, *Marketing Management Journal*, 18(2), 32–46. **595 Sage Publishing:** Weidmann, K.-P. and Ludwig, D. (2008) How risky are brand licensing strategies in view of customer perceptions and reactions? *Journal of General Management*, 33(3), 31–52. **596 Dr Ray Sylvester Anderson:** Dr Ray Sylvester Anderson University, USA. **600 NFL Enterprises LLC:** NFL Enterprises LLC Tagline. **619 The Association:** Venkat, R. and Abi-Hanna, N. (1995) Effectiveness of visually shocking advertisements: is it context dependent? *Administrative Science Association of Canada Proceedings*, 16(3), 139–46. **619 Cambridge University Press:** Dahl, D.W., Frankenberger, K.D. and Manchanda, R.V. (2003) Does it pay to shock? Reactions to shocking and nonshocking advertising content among university students, *Journal of Advertising Research*, 43(3), 268–81. Used with kind permission from WARC. **625 Professor John R. Rossiter:** Rossiter, J.R. and Percy, L. (1997) *Advertising and Promotion Management*, 2nd edn, New York: McGraw-Hill. **628 Taylor & Francis Group:** Kim, B.H., Han, S. and Yoon, S. (2010) Advertising creativity in Korea: scale development and validation, *Journal of Advertising*, 39(2), 93–108. **629 Pearson Education:** Goodenough, W.H. (1981) *Culture, Language, and Society*, Menlo Park, CA: Benjamin/Cummings. **630 Emerald Publishing Limited:** Dan, V. and Ihlen, Ø. (2011) Framing expertise: a cross-cultural analysis of success in framing contests, *Journal of Communications Management*, 15(4), 368–88. **633 Journal of Consumer Marketing:** Based on Caroline Papadatos, (2006) The art of storytelling: how loyalty marketers can build emotional connections to their brands, *Journal of Consumer Marketing*, 23(7), 382–84, <https://doi.org/10.1108/07363760610712902> Permanent link to this document: <https://doi.org/10.1108/07363760610712902> **638 Adam&EveDDB:** This case is endorsed by Adam&EveDDB. **647 Taylor & Francis Group:** Sundar, S.S. and Limpingos, A.M. (2013) Uses and Grats 2.0: new gratifications for new media, *Journal of Broadcasting and Electronic Media*, 57(4), 504–52. **650 Adweek:** Goodwin, T. (2014) Is vagueness killing advertising? *Adweek*, 30 November, retrieved 23 January 2015 from [www.adweek.com/news/advertising-branding/vagueness-killing-advertising-161638](http://www.adweek.com/news/advertising-branding/vagueness-killing-advertising-161638) **650 Atchison Topeka and Santa Fe Limited:** England, E. and Finney, A. (2011) Interactive media – what's that? Who's involved? ATSF White Paper – Interactive Media UK, retrieved 27 October 2014 from [www.atsf.co.uk/atsf/interactive\\_media.pdf](http://www.atsf.co.uk/atsf/interactive_media.pdf) **653 Taylor & Francis Group:** Vlastic, G.



and Kesic, T. (2007) Analysis of customers' attitudes toward interactivity and relationship personalization as contemporary developments in interactive marketing communications, *Journal of Marketing Communications*, 13(2), 109–29. **664 Millward Brown:** Fitch, D. (2007) Outdoor advertising, retrieved 20 January 2008 from [www.millwardbrown.com/Sites/MillwardBrown/Content/News/EPerspectiveArticles.aspx?id=%2f200711010001](http://www.millwardbrown.com/Sites/MillwardBrown/Content/News/EPerspectiveArticles.aspx?id=%2f200711010001) **673 Atchison Topeka and Santa Fe Limited:** England, E. and Finney, A. (2011) Interactive media – what's that? Who's involved? ATSF White Paper – Interactive Media UK, retrieved 27 October 2014 from [www.atsf.co.uk/atsf/interactive\\_media.pdf](http://www.atsf.co.uk/atsf/interactive_media.pdf) **683 Taylor & Francis Group:** Boerman, S.C., Kruijemeier, S., and Borgesius, F.J.Z. (2017) Online behavioral advertising: a literature review and research agenda, *Journal of Advertising*, 46(3), 363–76. **687 Taylor & Francis Group:** Yang, M., Roskos-Ewoldsen, D.R., Dinu, L. and Arpen, L.M. (2006) The effectiveness of in-game advertising: comparing college students' explicit and implicit memory for brand names, *Journal of Advertising*, 35(4), 143–52. **688 Human Kinetics, Inc:** Hwang, Y., Ballouli, K., So, K., and Heere, B. (2017) Effects of brand congruity and game difficulty on gamers' response to advertising in sport video games, *Journal of Sport Management*, 31, 480–96. **688 Taylor & Francis, Ltd:** Cauberghe, V. and de Pelsmacker, P. (2010) Advergaming: the impact of brand prominence and game repetition on brand responses, *Journal of Advertising*, 39(1), 5–18. **692 Search Engine Journal:** Davies, D. (2017) The death of organic search (as we know it), *Search Engine Journal*, 29 March. Retrieved 11 December 2017 from <https://www.searchenginejournal.com/death-organic-search-know/189625/> **693 Elsevier:** Kietzmann, J.H., Hermkens, K., McCarthy, I.P. and Silvestre, B.S. (2011) Social media? Get serious! Understanding the functional building blocks of social media, *Business Horizons*, 54(3), 241–51. **693 Elsevier:** Kaplan, A.M. and Haelein, M. (2010) Users of the world unite! The challenges and opportunities of social media, *Business Horizons*, 53, 59–68. **693 Elsevier:** Kietzmann, J.H., Hermkens, K., McCarthy, I.P. and Silvestre, B.S. (2011) Social media? Get serious! Understanding the functional building blocks of social media, *Business Horizons*, 54(3), 241–51. **700 Journal of Marketing Communications:** Based on Wood, N.T. and Burkhalter, J.N. (2014) Tweet this, not that: a comparison between brand promotions in microblogging environments using celebrity and company-generated tweets, *Journal of Marketing Communications*, 20(1–2), 129–46. **701 Red Herring Communications:** Juvertson, S. (2000) *What is Viral Marketing?* Draper Fisher Juvertson website, retrieved 12 March 2006 from [www.dfi.com/cgi-bin/artman/publish/printer\\_steve\\_may00.shtml](http://www.dfi.com/cgi-bin/artman/publish/printer_steve_may00.shtml) **701 John Wiley & Sons:** Eckler, R. and Rodgers, S. (2010) Viral advertising: a conceptualization. Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication, Denver, CO. **701 Fermín Paús:** Fermín Paús Formerly Soberana Sr. Brand Manager at Heineken. **704 Elsevier:** Fournier, S. and Avery, J. (2011) The uninvited brand, *Business Horizons*, 54, 193–207. **706 Westburn Publishers Ltd:** Dwivedi, Y.K., Rana, N.P., Alryalat, M.A.A. (2017) Affiliate marketing: An overview and analysis of emerging literature, *Marketing Review*, 17(1), Spring, 33–50. **707 Mary Ann Liebert, Inc:** Rosa, P.J., Morais, D., Gamito, P., Oliveira, J., and Saraiva, T. (2016) *The Immersive Virtual Reality Experience*, *Cyberpsychology, Behavior, and Social Networking*, 19(3), 209–16. **709 Hannah Smith:** Vizeum & Kerry Foods. **717 McGraw-Hill:** McLuhan, M. (1966) *Understanding Media: The Extensions of Man*, New York: McGraw-Hill. **717 McGraw-Hill:** McLuhan, M. (1966) *Understanding Media: The Extensions of Man*, New York: McGraw-Hill. **718 Eloise Augustine:** Eloise Augustine. **725 WARC:** Plessis, E. du (1998) Memory and likeability: keys to understanding ad effects, *Admap*, July/August, 42–6. **727 WARC:** Adapted from Ephron, E. (1997) Recency planning, *Admap*, February, 32–4. Used by permission of WARC. **728 The Nielsen Company:** Adapted from setting frequency levels: an art or a science?, *Marketing and Media decisions*, 24(4), pp. 9–11 (Ostrow, J.W. 1984), The Nielsen company. **731 WARC:** WARC (2013) Automated TV buying moves closer, retrieved 14 November 2014 from [www.warc.com/LatestNews/News/Automated\\_TV\\_buying\\_moves\\_closer.news?ID=31820](http://www.warc.com/LatestNews/News/Automated_TV_buying_moves_closer.news?ID=31820) **732 Kenneth Kulbok:** Kenneth Kulbok, LinkedIn Programmatic. **737 WARC:** Taylor, J., Kennedy, R., McDonald, C.,

Larguinat, L., El Ouarzazi, Y. and Haddad, N. (2013) Is the multi-platform whole more powerful than its separate parts? *Journal of Advertising Research*, 53(2), 200–11. **743 IPA:** IPA Effectiveness Awards 2016. It has been reproduced here with the kind permission of the IPA, WARC, Narellan Pools, and their agency who wrote the original paper.

## Photographs

**5 Transport Accident Commission:** Used with permission from Transport Accident Commission. **6 Transport Accident Commission:** Used with permission from Transport Accident Commission. **9 Procter & Gamble:** Used with permission from Procter & Gamble. **16 All Paws Rescue NZ:** All Paws Rescue – Helping those in need no matter the breed! **23 Emirates SkyCargo:** Emirates SkyCargo. **25 State Street Global Advisors Media:** Sculpture by Kristen Visbal; commissioned by State Street Global Advisors. **26 State Street Global Advisors Media:** Sculpture by Kristen Visbal; commissioned by State Street Global Advisors. Façade used with permission of NYSE Group, Inc. **32 Shutterstock:** Andrew Krasovitckii/Shutterstock. **39 Shutterstock:** filip robert/Shutterstock. **44 Shutterstock:** Barry Barnes/Shutterstock. **47 Shutterstock:** Tomislav Pinter/Shutterstock. **53 Shutterstock:** Sohel Parvez Haque/Shutterstock. **57 Shutterstock:** Howard Davies/Alamy Stock Photo. **66 Shutterstock:** kurhan/Shutterstock. **68 British Heart Foundation:** British Heart Foundation. **69 British Heart Foundation:** British Heart Foundation. **76 Shutterstock:** Rawpixel.com/Shutterstock. **81 Shutterstock:** POC/Shutterstock. **85 Getty Images:** David M. Benett/Getty Images for Zoella Beauty. **86 Getty Images:** pixelfit/Getty Images. **93 Shutterstock:** MDOGAN/Shutterstock. **94 Shutterstock:** Andrea Raffin/Shutterstock. **106 Alamy:** Emmanuel LATTES/Alamy Stock Photo. **107 Shutterstock:** gcpics/Shutterstock. **107 Shutterstock:** m.syafiq/Shutterstock. **108 Shutterstock:** g0d4ather/Shutterstock. **111 Alamy:** Carolyn Jenkins/Alamy Stock Photo. **122 Chipotle Mexican Grill:** Chipotle Mexican Grill. **131 Sixt rent a car:** Sixt rent a car. **131 Sixt rent a car:** Sixt rent a car. **139 McDonald's:** McDonald's. **148 Shutterstock:** Shutterstock. **149 Shutterstock:** Pecold/Shutterstock. **153 Morling Sthlm Ab:** Morling Sthlm Ab. **156 Department for Communities and Local Government:** Department for Communities and Local Government. **158 The Institute for Government:** The Institute for Government. **160 Shutterstock:** Serhii Krot/Shutterstock. **161 Crown copyright:** Help to Buy. **162 Crown copyright:** Help to Buy. **163 Crown copyright:** Help to Buy. **170 Alamy:** Clynt Garnham Food & Drink/Alamy Stock Photo. **178 Freepik:** Freepik.com **178 Shutterstock:** dovla982/Shutterstock. **182 Shutterstock:** Kinga/Shutterstock. **189 Alamy:** Justin Kase z12z/Alamy Stock Photo. **190 IKEA:** © Inter IKEA Systems B.V. **198 Costa Coffee:** Costa Coffee. **199 Costa Coffee:** Costa Coffee. **210 123RF:** faithie/123RF. **211 Getty Images:** Jamie McDonald/Getty Images. **214 Fidor Bank:** Fidor Bank. **217 Shutterstock:** Michal Zarzycki/Shutterstock. **220 Alamy:** Denis Michaliov/Alamy Stock Photo. **222 Shutterstock:** Ian Langsdon/EPA/Shutterstock. **230 Shutterstock:** S-F/Shutterstock. **234 Juan Camilo Gomez:** Juan Camilo Gomez. **235 Juan Camilo Gomez:** Juan Camilo Gomez. **243 123RF:** simon gurney/123RF. **252 Shutterstock:** Joe Pepler/Shutterstock. **256 Alamy:** Richard Levine/Alamy Stock Photo. **257 easyJet:** easyJet. **260 Getty Images:** Handout/Getty Images. **261 Getty Images:** Suhaimi Abdullah/Stringer/Getty Images. **262 Shutterstock:** Anton\_Ivanov/Shutterstock. **263 Shutterstock:** Quanthem/Shutterstock. **267 Shutterstock:** Nor Gal/Shutterstock. **274 Shutterstock:** Kzenon/Shutterstock. **278 WPP plc:** WPP plc. **281 Cannes Lions:** Cannes Lions. **284 Shutterstock:** YKTR/Shutterstock. **287 Shutterstock:** Marquisphoto/Shutterstock. **298 Shutterstock:** Piotr Swat/Shutterstock. **310 Simon Culverhouse:** Simon Culverhouse, www.storyboardace.co.uk. **308 Shutterstock:** ImageFlow/Shutterstock. **313 Alamy:** Guy Bell/Alamy Stock Photo. **326 IAB UK:** IAB UK. **329 Shutterstock:** Yayayoyo/Shutterstock. **334 Shutterstock:** Grzegorz Czapski/

Shutterstock. **335 AP Images:** AP Images for Whirlpool/AP Images. **342 The Lego Group:** The Lego Group. **343 The Lego Group:** The Lego Group. **345 PrettyGreen:** PrettyGreen. **349 The Mary Rose:** The Mary Rose. **353 Emirates Group:** Emirates Group. **354 Shutterstock:** EvrenKalinbacak/Shutterstock. **363 Cheetos:** Cheetos. **368 Alamy:** Chris Bull/Alamy Stock Photo. **380 Shutterstock:** idiltoffolo/Shutterstock. **384 Shutterstock:** Iakov Filimonov/Shutterstock. **386 Alamy:** Zoonar GmbH/Alamy Stock Photo. **389 Shutterstock:** Zety Akhzar/Shutterstock. **393 Budweiser:** Budweiser. **396 IKEA:** © Inter IKEA Systems B.V. **400 Shutterstock:** casejustin/Shutterstock. **403 Shutterstock:** Jstone/Shutterstock. **415 This Girl Can:** This Girl Can. **415 This Girl Can:** This Girl Can. **423 PepsiCo:** PepsiCo. **423 Twitter Inc:** Screenshot © Twitter Inc. **424 Twitter Inc:** Screenshot © Twitter Inc. **429 Shutterstock:** Rob Wilson/Shutterstock. **434 Shutterstock:** Bon Appetit/Shutterstock. **438 Alamy:** Bernie Epstein/Alamy Stock Photo. **440 Bolia International:** Bolia International. **440 Bolia International:** Bolia International. **448 123RF:** Sergii Gnatiuk/123RF. **448 123RF:** Tobi/123RF. **449 Twitter Inc:** Screenshot © Twitter Inc. **449 Twitter Inc:** Screenshot © Twitter Inc. **453 Brands2life:** Brands2life. **453 Brands2life:** Brands2life. **458 Shutterstock:** Polhansen/Shutterstock. **458 Shutterstock:** stefano cellai/Shutterstock. **468 123RF:** Marcin Jucha/123RF. **473 The Swedish Number:** The Swedish Number. **474 The Swedish Number:** The Swedish Number. **480 Telefónica UK Limited:** Telefónica UK Limited. **482 STV:** STV. **487 McDonald's:** McDonald's. **493 Shutterstock:** Nayladen/Shutterstock. **496 Alamy:** WENN Rights Ltd/Alamy Stock Photo. **502 The Emirates Group:** The Emirates Group. **503 The Emirates Group:** The Emirates Group. **503 The Emirates Group:** The Emirates Group. **511 The British Army:** The British Army. **514 Shutterstock:** Stas Ponomarenko/Shutterstock. **518 Unilever:** Unilever. **521 IKEA:** © Inter IKEA Systems B.V. **522 Shutterstock:** NextNewMedia/Shutterstock. **523 Shutterstock:** Chendongshan/Shutterstock. **536 U K Insurance Limited:** U K Insurance Limited. **536 U K Insurance Limited:** U K Insurance Limited. **544 Shutterstock:** Designs by Jack/Shutterstock. **546 Shutterstock:** WAYHOME studio/Shutterstock. **554 Nestlé:** Nestlé. **555 Nestlé:** Nestlé. **562 Alamy:** Tribune Content Agency LLC/Alamy Stock Photo. **564 Alamy:** Jim West/Alamy Stock Photo. **566 TRO Group:** TRO Group. **567 TRO Group:** TRO Group. **570 Discover Northern Ireland:** Discover Northern Ireland. **571 Discover Northern Ireland:** Discover Northern Ireland. **572 Discover Northern Ireland:** Discover Northern Ireland. **579 Costa Coffee:** Costa Coffee. **582 Ofcom:** Ofcom 2018. **585 WTM London:** WTM London. **591 123RF:** Keith Homan/123RF. **592 Nestlé:** Nestlé. **595 Britvic PLC:** Britvic PLC. **596 Getty Images:** Kevin Winter/Staff/Getty Images Entertainment/Getty Images. **600 Alamy:** PCN Photography/Alamy Stock Photo. **615 AUDI AG:** AUDI AG. **617 McCann:** Print advertisement created by McCann, Brazil for Salvation Army. **621 Tagline of Badger & Winters:** Tagline of Badger & Winters. **634 Shutterstock:** d\_odin/Shutterstock. **638 Shutterstock:** Pajor Pawel/Shutterstock. **639 Shutterstock:** Elena Rostunova/Shutterstock. **653 WCRS:** Rankin/WCRS. **663 H.O.G.:** © 2018 H-D. **663 Alamy:** Justin Kase zninez/Alamy Stock Photo. **663 Shutterstock:** Jevanto Productions/Shutterstock. **665 Ocean Outdoor UK Limited:** Ocean Outdoor UK Limited. **669 123RF:** Stanisic Vladimi/123RF. **670 John Lewis & Partners:** John Lewis & Partners. **674 Metro Trains Melbourne:** Metro Trains Melbourne. **675 Metro Trains Melbourne:** Metro Trains Melbourne. **676 Metro Trains Melbourne:** Metro Trains Melbourne. **686 L'Oréal:** L'Oréal. **690 Google LLC:** Google LLC. **688 ADVERGAMING:** ADVERGAMING. **691 Getty Images:** David Becker/Stringer/Getty Images North America/Getty Images. **695 PowWowNow:** PowWowNow. **701 Fermín Paús:** Fermín Paús Formerly Soberana Sr. Brand Manager at Heineken. **708 Shutterstock:** SeventyFour/Shutterstock. **718 Shutterstock:** KerdaZz/Shutterstock. **733 Getty Images:** Anthony Devlin – PA Images/Getty Images. **735 Alamy:** VStock/Alamy Stock Photo. **743 Shutterstock:** Jodie Johnson/Shutterstock.



# Introduction to marketing communications

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

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

Chapter 2 examines some of the key issues and influences that impact marketing communications. It explores international marketing communications and the influence that technology is having on brand communications. Additionally, the chapter considers some of the ethical and moral issues associated with marketing communications and how recent developments within the industry are affecting communications.

Chapter 3 explores issues concerning communications theory. In particular it examines a range of theoretical interpretations and communications that reflect developments in the media and the way marketing communications is thought to work. In addition, this chapter highlights the influence of people, their behaviour and the interactional elements within the communications process.

Chapter 4 is the first of two chapters that explore the impact of consumer behaviour on marketing communications. The first considers issues associated with consumer journeys, before examining perception, learning and attitudes. It then examines traditional, academic approaches to both consumer and organisational buyer behaviour.

Chapter 5 explores some of the more contemporary approaches to buyer behaviour. It opens with a consideration of the nature and types of perceived risk that customers experience when purchasing products and services. We then review the way digital media has changed people's behaviour. This is followed with an exploration of hedonic, ethical and tribal consumption before concluding with a review of behavioural economics. In all of these approaches the implications for marketing communications is considered.

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



# 01

- Chapter 1 Introducing marketing communications
- Chapter 2 Marketing communications: issues, influences and disruption
- Chapter 3 Communication: theory and practice
- Chapter 4 Classical theories and interpretations of buyer behaviour
- Chapter 5 Contemporary interpretations of buyer behaviour
- Chapter 6 How does marketing communications work?



# Chapter 01

## Introducing marketing communications

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

### Aims and learning objectives

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

The learning objectives are to enable readers to:

1. examine definitions of marketing communications;
2. explore ideas about how engagement underpins the key role of marketing communications;
3. discuss the scope and tasks of marketing communications;
4. consider ways in which the environment can influence the use of marketing communications;
5. understand the nature and configuration of the marketing communications mix.

### Introduction

Marketing communications is used to engage audiences. It is a complex activity that is used by organisations with varying degrees of sophistication and success. For example, global brands may develop campaigns to run across multiple territories and in multiple languages,

while in contrast, a local firm may produce a one-off radio ad to air on the local radio station.

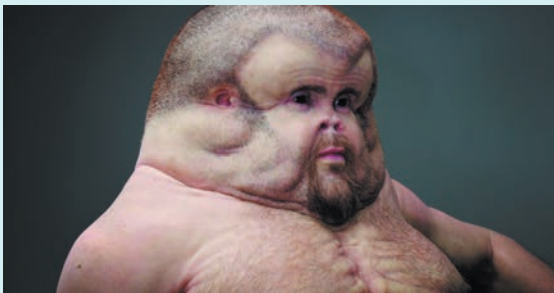
While organisations may use marketing communications in different ways, to achieve different goals, and to pursue their own marketing and business objectives, engaging audiences is key to the success of any campaign. This book will help you to understand *why* organisations use marketing communications and *how* campaigns are developed and implemented, drawing on academic and practitioner views.

The opening sentence contains the word 'engage'. 'Engagement' refers to the nature of the communications that can occur between people, and between people and technology. There is no universally agreed definition of the term 'engagement', and it is used in many different contexts. Marketing communications is closely aligned to an educational context and Li et al. (2013) refer to three types of engagement taken from a learning perspective. These are cognitive, relational and behavioural engagement. Cognitive engagement refers to the degree to which individuals are engrossed and intellectually involved in what they are learning (messages). Relational engagement refers to the extent to which individuals feel connected with their environment, while behavioural engagement reflects the extent to which individuals feel involved and participate in activities.

All three of these aspects of engagement can be activated using marketing communications. A range of communication tools are available to first expose, and then sometimes to gain the attention, captivate, and then enable interaction with an audience. It is often achieved through a blend of intellectual and emotional content. Engagement may last seconds, such as the impact of a funny video ad, an emotional TV ad, a witty radio commercial or an interactive billboard. Alternatively, engagement may be protracted and last hours, days, weeks, months or years, such as an exhibition, a festival sponsorship or brand experience.

## Viewpoint 1.1

### Meet Graham



**Image 1.1** Graham was put on display as part of an interactive exhibition

Source: Used with permission from Transport Accident Commission.

Engaging audiences in road safety messages has always been challenging. For more than 25 years the Transport Accident Commission (TAC) in Australia pioneered shock advertising campaigns that had been successful in reducing road accidents. However, audiences had become desensitised to shock messages and accidents were increasing.

To find a way to cut through and engage audiences, TAC developed a unique campaign, 'Meet Graham', a direct response campaign featuring 'Graham', a sculpture, showing what humans would need to look like to survive a car crash. Developed by an artist in collaboration with a trauma surgeon and a road safety engineer, Graham created a stark visual experience to highlight the inability of the human body to withstand road accidents.

Graham was put on display as part of an interactive exhibition that toured Australia and visitors were invited to experience Graham for themselves using Tango, Google's augmented reality technology. Bringing audiences face-to-face with Graham allowed them to explore his anatomy and see for themselves what would happen to the body in a crash scenario. To extend the reach of the campaign, TAC developed a visitor website that allowed visitors to explore Graham online in 360 degrees.



**Image 1.2** Meet Graham created a new way to engage audiences with road safety

Source: Used with permission from Transport Accident Commission.

Graham created a unique experience that engaged visitors directly with the safety message. The provocative sculpture encouraged interaction and discussion around road safety. More

Sources: Deighton (2018); Graham reaches millions as TAC vulnerability campaign goes global (2016); Meet Graham (2017).

than 287,000 visitors saw Graham close up at the exhibitions and the campaign website saw over 10 million visitors in five days and 1.2 billion global impressions in the first week of launch. Graham was integrated into school curriculums to educate future drivers about road safety.

Graham has engaged audiences not only in Australia, but around the world. By developing a creative campaign that encouraged audiences to experience road safety messages in person and to share online, Graham launched a global conversation.

Meet Graham has won numerous industry awards, including a host of Lions trophies, which are seen as the most coveted awards globally for creative and marketing communications. In 2017, the campaign won two Grand Prix, eight Gold Lions, fifteen Silver Lions and four Bronze Lions.

## Insight

Meet Graham illustrates how organisations are using marketing communications to engage audiences. Experiential approaches such as this allow audiences to engage in person with the organisation and messages, and extend the

length of engagement. The integration of the campaign online provided additional opportunities to extend the reach and length of the interaction with audiences.

**Question:** Using Li et al's (2013) three types of engagement, consider what types of engagement were achieved by Meet Graham.

**Task:** Find examples of three other recent campaigns that have used unique ways to engage with audiences and discuss how the strategy encouraged engagement.

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

The organisations mentioned earlier are all well-known brand names, but there are hundreds of thousands of smaller organisations that also use marketing communications to

engage their audiences. Each of these organisations, large or small, is part of a network of companies, suppliers, retailers, wholesalers, value-added resellers, distributors and other retailers, which join together, often freely, so that each can achieve its own goals.

## Scholars' paper 1.1

### What does engagement mean?

**Hollebeek, L.D. (2011) Demystifying customer brand engagement: exploring the loyalty nexus, *Journal of Marketing Management*, 27(7–8), 785–807.**

Consumer brand engagement is a relatively recent concept and this paper explains the nature of the construct and provides a contemporary definition. The author makes a clear distinction between direct and indirect brand interactions, which are important considerations for marketing communications.

## Defining marketing communications

There is no universally agreed definition of marketing communications. This lack of consensus can in part be explained by the vast number of ways marketing communications is used. For example, we see some campaigns using sales promotion and personal selling to drive sales, whereas other marketing communications activity may use sponsorship or public relations to build brand image. The different ways marketing communications is used has led to a number of orientations being identified. Table 1.1 identifies some of the main orientations that have developed and the range of uses.

The origin of many definitions rests with a promotional outlook, based on the traditional conceptualisation of the 4Ps framework by McCarthy (1960), which saw the purpose of 'promotion' as an activity to persuade people to buy products and services. The focus was on products, one-way communications, and the perspective was short-term.

**Table 1.1** The developing orientation of marketing communications

Orientation	Explanation
Information and promotion	Communications are used to persuade people into product purchase, using mass-media communications. Emphasis on rational, product-based information.
Process and imagery	Communications are used to influence the different stages of the purchase process that customers experience. A range of tools is used. Emphasis on product imagery and emotional messages.
Integration	Communications resources are used in an efficient and effective way to enable customers to have a clear view of the brand proposition. Emphasis on strategy, media neutrality and a balance between rational and emotional communications.
Relational	Communications are used as an integral part of the different relationships that organisations share with customers. Emphasis on mutual value and meaning plus recognition of the different communications needs and processing styles of different stakeholder groups.
Experience	In some contexts, communications are used to develop unique customer experiences. These involve both integration and relational elements necessary for consistency and meaning.



The expression 'marketing communications' emerged as a wider range of tools and media evolved and as the scope of the tasks these communications activities were expected to accomplish expanded.

In addition to awareness and persuasion, new goals such as developing understanding and preference, reminding and reassuring customers became accepted as important aspects of the communications effort. Direct marketing activities heralded a new approach as one-to-one, two-way communications began to shift the focus from mass to personal communications efforts. Now a number of definitions refer to an integrated perspective. This view has gathered momentum since the mid-1990s and is even an integral part of the marketing communications vocabulary. (This topic is discussed in greater depth in Chapter 12.)

However, this transition to an integrated perspective raises questions about the purpose of marketing communications. For example, should the focus extend beyond products and services; should corporate communications be integrated into the organisation's marketing communications; should the range of stakeholders move beyond customers; what does integration mean and is it achievable? With the integrative perspective, a stronger strategic and long-term orientation has developed, although the basis for many marketing communications strategies appears still to rest with a 'promotional mix' orientation.

Some of these interpretations fail to draw out the key issue that marketing communications provides added value, through enhanced product and organisational symbolism. They also fail to recognise that it is the context within which marketing communications flows that impacts upon the meaning and interpretation given to such messages. Its ability to frame and associate offerings with different environments is powerful.

In an age where the word 'integration' is used to express a variety of marketing and communications-related activities, where interaction and relationship marketing is the favoured paradigm (Grönroos, 2004), marketing communications now embraces a wider remit. Rather than simply provide product information, marketing communications now forms an integral part of an organisation's overall communications and relationship management strategy. This perspective encompasses communications as one-way, two-way, interactive and dialogic approaches, necessary to meet the varying needs of different audiences. The integration stage focuses on the organisation, whereas the next development may have its focus on the relationships that an organisation has with its various audiences. Above all else, marketing communications should be an audience-centred activity.

Two definitions are proposed: one short and memorable, the other deeper, more considered and involving. First, the short definition:

**Marketing communications is an audience-centred activity, designed to engage audiences and promote conversations.**

This definition focuses marketing communications on generating engagement and conversations as outputs of the activity. The longer definition that follows has three main themes:

**Marketing communications is a process through which organisations and audiences attempt to engage with one another. Through an understanding of an audience's preferred communications environments, participants seek to develop and present messages, before evaluating and responding. By conveying messages that are relevant and significant, participants are encouraged to offer attitudinal, emotional and behavioural responses.**

The first concerns the word *engage*. By recognising the different transactional and collaborative needs of the target audience, marketing communications can be used to engage with a variety of audiences in such a way that one-way, two-way, interactive and dialogic communications are used that meet the needs of the audience (Chapters 3 and 12). It is unrealistic to believe that all audiences always want a relationship with your

organisation/brand, and, for some, one-way communications are fine. Messages, however, should encourage individual members of target audiences to respond to the focus organisation (or product/brand). This response can be immediate through, for example, purchase behaviour, use of customer care lines or use of the FAQs on a web page. Alternatively it can be deferred as information is assimilated and considered for future use. Even if the information is discarded at a later date, the communications will have attracted attention and consideration of the message.

The second theme concerns the *audiences* for, or participants in, marketing communications. Traditionally, marketing communications has been used to convey product-related information to customer-based audiences. Today, a range of stakeholders have connections and relationships of varying dimensions, and marketing communications needs to incorporate this breadth and variety. Stakeholder audiences, including customers, are all interested in a range of corporate issues, sometimes product-related and sometimes related to the policies, procedures and values of the organisation itself. Marketing communications should be an audience-centred activity and in that sense it is important that messages be based on a firm understanding of both the needs and environment of the audience. To be successful, marketing communications should be grounded in the behaviour and information-processing needs and style of the target audience. This is referred to as 'understanding the context in which the communications event is to occur'. From this base it is easier to present and position brands in order that they are perceived to be different and of value to the target audience.

The third theme from the definition concerns the *response*. This refers to the outcomes of the communications process, and can be used as a measure of whether a communications event has been successful. There are essentially three key responses: attitudinal, emotional and behavioural. Attitudinal responses can be seen in changes to audiences' attitudes towards brands, services or issues. For example, communications activity may be aimed towards improved consumer attitudes towards the quality perceptions of a brand. Emotional responses seek to drive emotional engagement with the brand or organisation. Campaigns seeking to elicit emotional responses use emotional messaging, which is discussed further in Chapter 19. Behavioural responses can occur when campaigns seek to change audiences' behaviours and the case study in Chapter 20 provides a good example of how an organisation used marketing communications as a means to change behaviours around trains.

## Viewpoint 1.2

### #ShareTheLoad



**Image 1.3** #ShareThe Load became a social movement for change in India

Source: Used with permission from Procter & Gamble.

Marketing communications can bring about behavioural change. As well as changing purchasing behaviour and ways in which consumers use brands and services, it can also effect societal change. Recognising the challenges faced by their audiences, many brands are using their marketing communications skills to help improve the lives of consumers around the world.

Ariel launched 'Share the Load' in India to tackle the issue of gender inequality in the home. Despite the increasing equal contribution women were making to family incomes in India, women