

ninth edition

# MARKETING COMMUNICATIONS

fame, influencers and agility



 Pearson

CHRIS FILL  
SARAH TURNBULL

# Marketing Communications



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# Marketing Communications

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Chris Fill and Sarah Turnbull



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KAO Two, KAO Park  
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United Kingdom  
Tel: +44 (0)1279 623623  
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Dedicated to Karen, Johnny and Mike (CF)  
Dedicated to Simon, Daisy and Bea (ST)

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# 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 case 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.

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 ninth 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 and was a Principal Lecturer at the University of Portsmouth. He was also a Fellow and, for 15 years, Senior Examiner for Marketing Communications at the Chartered Institute of Marketing. He has worked with the Institute of Practitioners in Advertising on special projects and for clients in the UK and overseas. Having authored over 36 textbooks, and published papers in many leading academic journals, he is recognised internationally for his contribution to marketing communications.

**Sarah Turnbull** PhD, MBA, MSc, FCIM, FHEA is a Professor of Marketing at the University of Portsmouth. Sarah is a Freeman of the Worshipful Company of Marketors and 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 is an Associate Editor of *The Journal of Marketing Management* and serves on the Editorial Review Board of the *International Journal of Advertising* and *The Journal of Advertising Education*. Sarah 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 [chrisfill29@gmail.com](mailto:chrisfill29@gmail.com).

## New to this edition

Each of the chapters has been revised and brought up to date to reflect contemporary marketing communications.

**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 to share feedback.

## Student resources

- Multiple-choice questions.

## Lecturer resources

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

A test bank of multiple-choice questions has been developed for use by students and lecturers.

For lecturers and tutors there is an Instructors' Resource Guide containing a range of slides and exercises in downloadable format.

# Structure of the text

There are three main parts to the book:

## Part 1 An introduction to marketing communications

- **Chapters 1–4**

This opening part provides an important foundation for understanding the breadth and depth of marketing communications. The first chapter provides an introduction, which is used to establish some broad principles, practices and concepts associated with the subject, including the importance of engagement. Chapter 2 considers various communication theories, and explores the impact of both technology and people within contemporary communication practice. Chapter 3 examines classical and contemporary theories and concepts about buyer behaviour and considers the impact these can have on engagement. The final chapter in this part considers ideas about how marketing communications works.

## Part 2 Managing marketing communications

- **Chapters 5–9**

This part explores some of the managerial aspects associated with marketing communications. Chapter 5 considers the various aspects of strategy and how organisations should develop their marketing communications in the light of their contextual positions. Chapter 6 examines the role and nature of objectives and outlines positioning strategies. Chapter 7 provides an overview of the task of marketing communications in branding and Chapter 8 explores the concept of integrated marketing communications. The final chapter in this part of the book, Chapter 9, gives consideration to how organisations budget for marketing communications and the role of evaluation in the communication process.

## Part 3 The marketing communications mix

- **Chapters 10–16**

The marketing communications mix material constitutes 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 16 cases are new to this edition. These have been written by a variety of people including client organisations and marketing communications agencies.

Chapter 1	The scope of marketing communications
Case	From running shops to serving customers: The Tesco turnaround story
Chapter 2	Communication: theory, interactivity and influencers
Case	Gymshark
Chapter 3	Understanding buyer behaviour and improving engagement
Case	How Aldi re-energised an existing advertising concept to reignite growth
Chapter 4	How does marketing communications work?
Case	Gordon's Gin: Legacy brand turned challenger – doubling the size of a legacy brand by thinking like a challenger
Chapter 5	Marketing communications: strategies and planning
Case	Results & a half: how generosity paid off for Cadbury
Chapter 6	Marketing communications: objectives and positioning
Case	David Sheldrick Wildlife Trust: Hello in elephant – translating an endangered language to help save an endangered species
Chapter 7	Branding and marketing communications
Case	Lloyds Bank: the power of Pure Brand
Chapter 8	Integrated marketing communications
Case	Baileys: from forgotten icon to global treat
Chapter 9	Budgeting and evaluation
Case	Audi: the value of <i>Vorsprung durch Technik</i> over four decades
Chapter 10	Advertising: role, forms and strategy
Case	Building a brand fit for the biggest decision of your life: Made in the Royal Navy
Chapter 11	Public relations and sponsorship
Case	KFC: Michelin Impossible – how an Aussie underdog took on the food establishment
Chapter 12	Direct marketing and sales promotion
Case	Unlocking the value of direct-to-fan for Formula 1
Chapter 13	Brand: placement, experience and packaging
Case	A Night. . . At The Louvre: how Airbnb created a magical experience



Chapter 14	Content: messages, credibility and creative approaches
Case	Whiskas K.I.T.: how cat content grew up to drive digital growth
Chapter 15	Media: principles, practice and formats
Case	'Should have gone to Specsavers!'
Chapter 16	Media planning: concepts and practices
Case	How Soreen used its loaf to become a millennial favourite

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., & Percy, L. (2013). Observations: How the roles of advertising merely appear to have changed. *International Journal of Advertising*, 32(3), 391–398.

## Recognition for Marketing Communications

*Marketing Communications* has been recognised as a leading contributor to the University of Portsmouth Business School's 3rd place in the global Power Teaching Rankings, 2021. This is a measure of how much a university's academics' work is used on other business courses. Harvard Business School was the top school, and the Sloan School of Management was second.

See: <https://www.ft.com/content/beb77be1-f735-45e9-82cb-ec834eb39565>

'A comprehensive resource that balances theory with practical application.'

Beth Cummings Swansea

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# Part 1

## An introduction to marketing communications

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

Chapter 1 introduces the subject and starts with a consideration of the scope of marketing communications, including its role, tasks and definition. It then explores ideas associated with engagement and the configuration of the marketing communications mix. Consideration is then given to the importance of context in the use of marketing communications, the consumer journey, international marketing, technology, and ethical and moral issues.

Chapter 2 explores issues concerning communications from both a theoretical and practice perspective. In particular it examines several models of the way communication is thought to work. Focus is then given to word-of-mouth communications and the way in which brands use influencers to reach target audiences.

Chapter 3 explores the impact of consumer behaviour on marketing communications. The

first half of the chapter looks at important theoretical concepts associated with information processing and decision making. These include attention, perception, learning, attitudes and perceived risk. We then review the way digital media and the Covid-19 pandemic have changed aspects of people's behaviour. This is followed by an exploration of more contemporary approaches to understand buyer behaviour; hedonic, tribal and ethical consumption, and behavioural economics. In each 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 interpretation, five separate approaches are presented. These reflect the diverse thinking and developing knowledge about how marketing communications might work. These five are the sequential, attitude, relationship, significant value and cognitive processing approaches.



**Chapter 1** The scope of marketing communications

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**Chapter 2** Communication: theory, interactivity and influencers

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**Chapter 3** Understanding buyer behaviour and improving engagement

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**Chapter 4** How does marketing communications work?

# Chapter 1

## The scope of marketing communications



Marketing communications is concerned with the methods, processes, meanings, perceptions and activities 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 set out the scope of marketing communications, including its purpose, tasks, and the role and significance of engagement. A further aim is to explore how the use of marketing communications is influenced by context. Consideration is given to the use of marketing communications in the customer journey, in international markets and as influenced by technology, before considering some of the ethical and moral issues involved in its use.

The learning objectives are to enable readers to:

1. understand the purpose, tasks and influence of marketing communications;
2. learn about the role of engagement and how it underpins effective marketing communications;
3. describe the nature and configuration of the marketing communications mix;
4. comprehend the role of marketing communications in the customer journey and the development of customer experiences;
5. explore some of the issues associated with international marketing communications;
6. examine how technology influences marketing communications;
7. appreciate some of the ethical and moral issues associated with the use of marketing communications.

## Introduction

Tag lines such as ‘Because you’re worth it’ (L’Oréal), ‘Have a break, have a KitKat’, ‘The world’s favourite airline’ (British Airways), ‘We try harder’ (Avis), and ‘Vorsprung durch Technik’ (Audi), all provide instant brand recognition and understanding.

These memorable slogans represent the fundamental essence of the brand, an idea from which marketing communications can flow (Edwards, 2021a).

These tag lines are built into a brand’s marketing communications and are incorporated in the various campaigns and activities that are used to engage audiences. However, marketing communications is not simply about tag lines. Indeed, it is a complex activity, one that is used by organisations with varying degrees of sophistication and success. For example, global brands develop campaigns to run across numerous territories, using multiple media and several languages. In contrast, a local firm may produce a one-off print ad to be run in a local newspaper.

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 text will help you to understand *why* organisations use marketing communications and *how* campaigns are developed and implemented, drawing on academic and practitioner views.

In addition to the impact Covid-19 has had on world health, the pandemic has also transformed our way of life, including **consumer** and **organisational behaviour**, work patterns, business operations, marketing and, of course, marketing communications. We refer to many of these changes throughout the text, recognising that some are transient while others are longer lasting. What is not in doubt is that marketing communications has had to adapt to the emerging post-Covid-19 environment. Consumers have changed many of their behaviours, in some cases very quickly, during periods of lockdown. This in turn has required rapid changes to the way marketing communications is used. Agility and the ability to sense and rapidly adapt to changes in information processing, market demand or competitors (Akhtar et al., 2018) now characterises contemporary marketing communications.

Earlier we referred to ‘engagement’. This represents the degree to which messages captivate audiences. 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 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 and between audiences. 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 or a witty 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.

All organisations, large and small, use marketing communications as either planned or unplanned activities. Planned marketing communications incorporates three key elements: tools, media and content (messages). The main communications tools are **advertising**, **sales promotion**, **public relations**, **direct marketing**, **personal selling** and added-value



approaches such as **sponsorship**, **exhibitions** and **field marketing**. Content can be primarily informative or emotional but is usually a subtle blend of both dimensions, reflecting the preferences and needs of the target audience. To convey these messages to their audiences, organisations have three main channels:

1. They can pay for the use of particular media that they know their target audiences will use – for example, social networks, websites or television programmes. These are referred to as *paid* media.
2. They can use their own assets to convey messages, such as their buildings, employees, vehicles and websites, which they do not have to pay to use. These are referred to as *owned* media.
3. They can encourage people to talk and share ideas about their brand, often through social media, which involves relatively little cost. These are referred to as *earned* media.

In reality **brands** use a mixture of these **paid**, **owned** and **earned** media formats, which collectively are referred to as **POEM** (see Chapter 15).

Unplanned marketing communications involves messages that have not been anticipated. These may be both positive and negative, but the emphasis is on how the organisation reacts to and manages the meaning attributed by audiences. So, comments by third-party experts and influencers, changes in legislation or regulations by government, the actions of competitors, failures in the production or distribution processes or – perhaps the most potent of all communications – word-of-mouth comments between customers, all impact on the way in which organisations and brands are perceived and the images and reputations that are shaped. In addition to these there are communications arising from unplanned or unintended brand-related experiences (empty stock shelves or accidents). People also encounter marketing communications relating to both their experience from using products (how tasty is this burger?) and their consumption of services (just how good was the service in that hotel, restaurant or at the airport?) (Grönroos, 2004).

## Scholars' paper 1.1

### What does customer engagement mean?

**Santini, F.O., Ladeira, W.J., Pinto, D.C., Herter, M.M., Sampaio, C.H., & Babin, B.J. (2020). Customer engagement in social media: A framework and meta-analysis. *Journal of the Academy of Marketing Science*, 48(1), 1211–1228.**

These researchers consider different aspects of customer engagement and with a social media context provide helpful background information about the concept. They find engagement impacts organisation/brand performance, behavioural intentions and word-of-mouth.

#### See also:

Hollebeek, L.D., Glynn, M.S., & Brodie, R.J. (2014). Consumer brand engagement in social media: Conceptualization, scale development and validation. *Journal of Interactive Marketing*, 28(2), 149–165.

Hollebeek, L. (2011). Exploring customer brand engagement: Definition and themes. *Journal of Strategic Marketing*, 19(7), 555–573.

## 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 and partly because of the way marketing communications has evolved, particularly through technological advances.

Over time, different definitions have emerged reflecting the topical perspective of the subject. These include persuasion, reminding, integration, relationships and experience. 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 so much upon the meaning and interpretation given to such messages. Its ability to frame and associate offerings with different environments is powerful.

Rather than simply provide product or service information, marketing communications now forms an integral part of an organisation's overall communications and customer experience strategy. This perspective encompasses communications as one-way, two-way, interactive and dialogic approaches, necessary to meet the varying needs of different audiences. Above all else, marketing communications should be an audience-, not product-, centred activity.

**The purpose of marketing communications is to prompt engagement and to promote conversations with and among audiences. Through the development and presentation of relevant messages the aim is to encourage particular attitudinal, emotional or behavioural responses.**

There are three aspects associated with this definition.

The first aspect concerns *audiences*. Marketing communications should be an audience-centred activity and in that sense, it is important that messages be based on a well-founded understanding of both the needs and environment of the audience. To be successful, marketing communications should be contextually relevant, and grounded in the behaviour and information-processing needs of the target audience. This requires an understanding of 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 second aspect concerns *engagement*. Consumers can have different forms of relationships with brands. These span a spectrum ranging from transactional to collaborative relationships. Transactional links between a buyer and seller are based principally on price, functionality and a short-term orientation. Collaborative relationships occur when buyers and sellers not only trust each other, they are also committed to the relationship over the long term. Value is vested in the relationship, not the product or the price. This means that engagement will need to take different forms depending on the relationship needs of the target audience. Marketing communications can be used to engage audiences using one-way, two-way, interactive and dialogic communications, in order to captivate audiences (Chapters 2, 4 and 11). It is unrealistic to believe that all audiences always want a relationship with your organisation/brand, and, for some, one-way communications, based on price and functionality, are fine. Messages, however, should encourage individual members of target audiences to respond to the product/brand. This response can be immediate through, for example, purchase behaviour, use of customer help/carelines 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 third aspect from the definition concerns *responses*. 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 improving 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 Chapters 4, 10 and 14. Behavioural responses can occur when campaigns seek to change what audiences actually do as a result of engaging with a communication event. For example, a campaign might try to drive people to a website, to visit a particular page, or to buy now using a promotional code.

## The engaging role of marketing communications

We have now established that engagement is a key element of marketing communications. Engagement with audiences through marketing communications enables brands to pursue their business and **marketing objectives**. The nature of these objectives will vary between organisations. Some will be to drive profit, increase market share and encourage loyalty. Other goals include raising awareness, changing perceptions or attitudes, or simply developing brand values.

The reason to use marketing communications may vary according to the prevailing situation or context but an essential goal is to provoke an audience response. For Rossiter and Percy (2013, p. 392) this response is only about selling products and services. They see the role of advertising as unquestionably about selling 'more of the branded product or service, or to achieve a higher price that consumers are willing to pay than would obtain in the absence of advertising'.

To get to the point of purchase, however, several communications effects usually need to have been achieved. So, the response might be geared to developing brand values, attitudes, preferences and the positive thoughts an individual might have about a brand. This is grounded in a 'thinking and feeling orientation', a combination of both cognitive thoughts and emotions and feelings about a brand.

As mentioned earlier, 'behavioural responses' are aimed at encouraging particular audience behaviours. For example, these might include trying a piece of cheese in a supermarket, encouraging visits to a website, sampling a piece of music, placing orders and paying for goods and services, sharing information with a friend, registering on a network, opening emails, signing a petition or calling a number. Brands with a Facebook presence can utilise **call-to-action (CTA)** buttons, such as Sign Up, Shop Now, Contact Us, Watch Video and Apply Now. These buttons enable users to tell their audience how to engage with a post. For example, if a user is posting a link to a new product, the *shop now* button should be placed on the post. This tells users *how* to interact with a post, and it makes response easier (Kunesh, 2020). In other words, CTA buttons encourage engagement.

Engagement, therefore, can be considered to be a function of two forms of desired response, one to drive brand values and the other to drive brand responses. Marketing communications should be based on driving a particular type of response. For example, furniture retailer Cotswold Company used TV advertising to drive brand awareness, alter some unfavourable perceptions and grow the brand's stature. This was then followed up separately with a brand-response campaign using print inserts, **direct mail**, and digital and **social media**. Sales grew at a faster rate than ever previously experienced (Gibson & Owen, 2020).

Where engagement occurs, an individual might be said to have been (positively) captivated and, as a result, opportunities for activity should increase. Engagement acts as a bridge, a mechanism through which brands and organisations link with target audiences and through which the goals of all parties can be achieved. In other words, there is mutual value.

Today there is a multitude of media channels, which represents a major challenge for those seeking to interlink their communications. Some brands and retailers attempt to manage the multichannel environment by treating each channel as an independent entity, a silo approach. Others now focus on developing consistent customer experiences and to do this they link together the various points at which customers interact with brands. This results in consumers encountering seamless brand experiences regardless of device, location or context. This is referred to as omnichannel marketing.

Successful engagement indicates that understanding and meaning have been conveyed effectively, that the communications have value. Counting the number of likes, viewers, readers or impressions says little about the quality of the engagement and the value that it represents to individuals. At one level, engagement through one-way communications enables target audiences to understand product and service offers, to the extent that the audience is sufficiently engaged to want to enter into further communications activity. At another level, engagement through two-way or interactive communications enables information that is relationship-specific (Ballantyne, 2004) to be exchanged. The greater the frequency of information exchange, the more likely collaborative relationships will develop.

## Viewpoint 1.1

Messages can be planned, unplanned and controversial



**Image 1.1** Pictures of the wrecked Hyundai Genesis GV80 Crossover in which Tiger Woods crashed generated huge levels of positive unplanned marketing communications around the world. The car's structure and strong safety values may have saved the golfer's life  
Source: Frederic J. Brown/AFP/Getty Images.