



Part 1

Introduction to marketing communications

Chapters 1–4

Chapter 1 of this book considers the nature and diversity of marketing communications. It considers the role, nature and tasks of marketing communications and explores ways in which marketing communications and the marketing communications mix of tools, media and messages is changing.

Chapter 2 is concerned with theories and methods associated with the way in which communication is thought to work, including a consideration of the increasing impact of word-of-mouth communication.

Chapter 3 considers the structure, participants and issues facing the marketing communications industry, with particular emphasis the UK, although the principles and many of the issues are transferable to many other parts of the world.

The final chapter in this introductory part explores the ways in which organisations manage their communications from an ethical and moral standpoint. Ethics, corporate social responsibility and overall industry controls, which serve to regulate and control marketing communications, are examined.

Video Insight Part 1

The Video Insight accompanying Part 1 features two very different, yet well known brands. The first is about the Swedish brand Ikea, who as we know market household furniture, or to put it bluntly, products. The other video features the City of Birmingham, whose marketers are trying to market a city, or a service. Both products and services require the use of marketing communications but they are not always used in the same way, nor do they use the same tools, media and messages, the marketing communications mix.

The Ikea case provides some interesting material because it serves to complement some important points made in the opening chapter. Marketing communications should be an audience centred activity designed to engage customers. Here we hear about Ikea developing their marketing around their customers and always using their campaigns to engage their customers, whether they are online browsing the catalogue on instore touching, feeling and experiencing the brand.

The material featuring the City of Birmingham provides a helpful introduction to some of the general issues and techniques associated with marketing communications, a theme that runs through the opening part of the book. In this video reference is made to the campaigns and the use of tools and media designed to help change the way people perceive Birmingham. Their campaigns are not just about how wonderful Birmingham may be but they also include a call to action, often through the web site, to encourage people to change not only the way their perceive Birmingham, but to also change their behaviour towards the city.

Go to www.pearsoned.co.uk/fill to watch the Video Insight, and then answer the following questions:

1. Having read the chapter, view the video and write brief notes about Birmingham's use of the marketing communication mix.
2. What are the tasks that marketing communications are used for by the City of Birmingham?
3. How do Ikea use marketing communications to engage their audiences?





Chapter 1

Introduction to marketing communications

Marketing communications is concerned with the methods, processes, meanings, perceptions and actions associated with the ways in which organisations (and their brands) engage with their target audiences.

Aims and learning objectives

The aims of this introductory chapter are to explore some of the concepts associated with marketing communications and to develop an appreciation of the key characteristics of the main tools of the communications mix and the way in which the mix is changing.

The learning objectives of this chapter are to:

1. examine the concept of exchange in the marketing context;
2. assess the role of communication in the context of the marketing mix;
3. consider the nature of the marketing communications mix;
4. identify the key characteristics of each major tool in the communications mix;
5. examine the effectiveness of each communication tool;
6. appreciate the importance of understanding the significance of context in marketing communications;
7. compare the use of marketing communications in consumer and business markets.

For an applied interpretation see Gary Warnaby, David Bennison and Dominic Medway's MiniCase entitled *Hadrian's Wall – marketing the Roman frontier* at the end of this chapter.

Introduction

Organisations engage with a variety of audiences in order to pursue their marketing and business objectives. Engagement refers to the nature of the communication that can occur between people and between people and machines. It refers to the use of communication tools, media and messages in order to captivate an audience, often achieved through a blend of intellectual and emotional engagement or stimulation. Engagement may last seconds, such as the impact of a stunning ad, the sight of a beautiful person or the emotion a piece of music might bring to an individual. Alternatively, engagement may be protracted and last hours, days, weeks, months or years, depending on the context and the level of enjoyment or loyalty felt towards the event, object or person.

Engagement refers to the use of communication tools, media and messages in order to captivate an audience, often achieved through a blend of intellectual and emotional engagement or stimulation.

There is no universally agreed definition of the term engagement, but there can be no doubt that organisations seek to engage their audiences to help achieve their marketing and communication objectives.

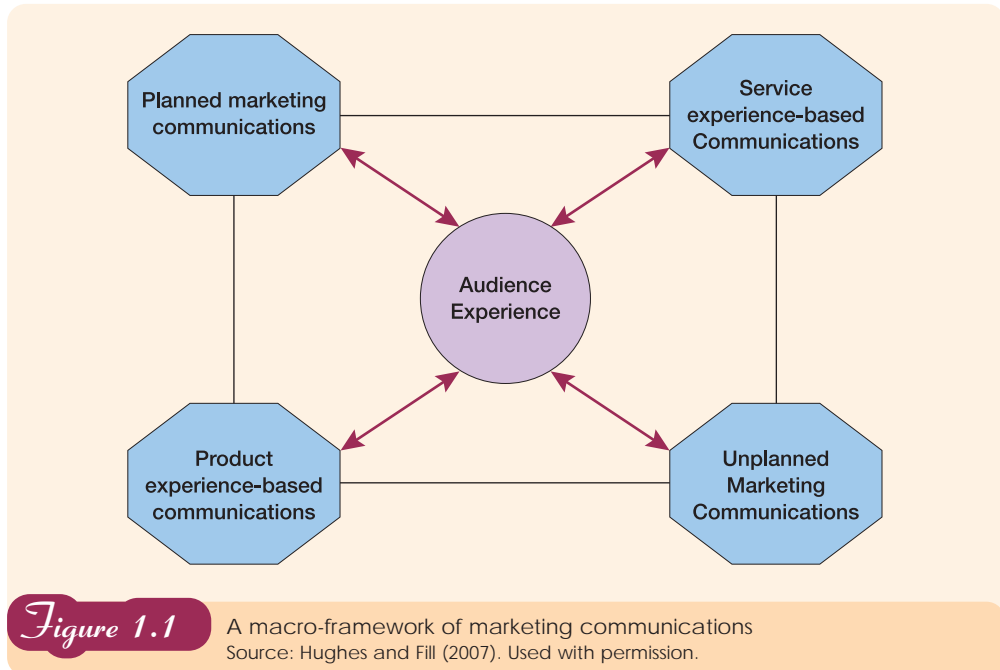
Organisations such as Apple, Tesco, Santander, Haier, Nokia, Ryanair, BBC, Gillette, Microsoft, Chanel, Boeing, Shelter and Disney all operate across a number of sectors, markets and countries and use a variety of marketing communications tools to engage with their various audiences. These audiences 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 need and use marketing communications to convey the essence of their products and services and to engage their audiences. Each of these organisations, large and small, is part of a network of companies, suppliers, retailers, wholesalers, value-added resellers, distributors and other retailers, which join together, often freely, so that each can achieve its own goals.

At a basic level marketing communications, or promotion as it was originally known, is used to communicate elements of an organisation's offering to a target audience. This offer might refer to a product, a service or the organisation itself as it tries to build its reputation. However, this represents a broad view of marketing communication and fails to incorporate the various issues, dimensions and elements that make up this important communication activity. A leading Scandinavian marketing academic, Gronroos (2004) provides a useful insight into this when he suggests that in addition to these 'planned' events there are marketing communications experienced by audiences relating to both their experience from using products (how tasty is this smoothie?) or the consumption of services (just how good was the service in that hotel, restaurant or at the airport?). In addition to these there are communications arising from unplanned or unintended experiences (empty stock shelves or accidents). These dimensions of marketing communications are all represented at Figure 1.1 (Hughes and Fill, 2007).

In addition to these 'planned' events there are marketing communications experienced by audiences relating to their experience from using products.

Figure 1.1 helps demonstrate the breadth of the subject and the inherent complexity associated with managing communication with audiences and the way they engage with a brand. Although useful in terms of providing an overview, this framework requires elaboration in order to appreciate the detail associated with each of the elements, especially planned marketing communications. This book builds on this framework and in particular considers issues associated with both planned and unplanned aspects of marketing communications.



Planned marketing communications incorporates three key elements: tools, media and messages. The main communication tools are advertising, sales promotion, public relations, direct marketing, personal selling and added-value approaches such as sponsorship. Messages can be primarily informative or emotional but are usually a subtle blend of both dimensions reflecting the preferences and needs of the target audience. To help get these messages through to their audiences, organisations use two main types of media. One refers to traditional media such as print and broadcast, cinema and outdoor. The other refers to the increasing use of digital media, and the Internet in particular, in order to listen to and converse with their audiences.

ViewPoint 1.1

The London Eye's Easter communications

The London Eye is the world's tallest cantilevered observation wheel.

The London Eye is the world's tallest cantilevered observation wheel at 135m high. Located on the banks of the River Thames it offers unrivalled views over London. Since opening at the turn of the century, the London Eye has become an iconic landmark, with a status that can be compared to Tower Bridge, Big Ben, Eros and the Tower of London.

It has been used as a backdrop in countless films and for innumerable television programmes. A source of pride for the whole country as well as the capital, the London Eye is the most distinctive addition this century to the world's greatest city, loved by Britons and tourists alike.

In fact, in its short life, it has become the most popular paid for UK visitor attraction, visited by over 3.5 million people a year (an average of 10,000 a day). A breathtaking feat of design and engineering, passengers in the London Eye's capsules can see up to 40 kilometres in all directions, in complete comfort and safety.

The London Eye needs to communicate with a range of audiences, not just visitors. It also needs to communicate different messages to achieve different goals. To achieve all of these goals it uses various campaigns at different times of the year. For example, the Easter campaign in 2007 was used to drive visitor numbers and enhance the customer experience. This involved the use of sales promotion in the form of a 'Spring'-oriented competition to win an electric car. Advertising through newspapers, magazines and posters to inform people of the competition, leaflets and the London Eye web site were all used to communicate

the event. The site itself was decorated to reflect the Spring theme and the gift shop was used to provide related souvenirs. Press releases were also used to create publicity about the London Eye competition.

Question

To what extent should the London Eye work with other London attractions to encourage visitors to the capital city?

Task

Make a list of other ways in which the London Eye might have used marketing communications to promote this and other campaigns. Is this a planned or unplanned marketing communication activity?

Concepted and designed by Marka Barfield Architects

It's electric at the London Eye
this Easter

Win a fantastic electric car or one of
four electric go-karts in our Easter competition

This Easter break, hop down to the British Airways London Eye and celebrate the arrival of Spring with our fantastic competition. Hunt for the clues hidden amongst the colourful flora and fauna decorations on site and during your flight, for a chance to win a brand new NICE Mega City electric car or one of four brilliant electric go-karts, great fun for kids of all ages.

For more information visit londoneye.com/easter or call 0870 999 0303.

Operated by the London Eye Company Limited, a Tussauds Group Company

BRITISH AIRWAYS
London eye

Exhibit 1.1

Press ad used to publicise the London Eye Easter promotion
Courtesy of The London Eye.

Unplanned marketing communications involve communications that have not been anticipated.

Many leading organisations recognise the influence of word-of-mouth communication and are actively seeking to shape the nature, timing and speed with which it occurs.

Unplanned marketing communications involve communications that have not been anticipated. These may be both positive and negative but here the emphasis is more on how the organisation reacts to and manages the meaning attributed by audiences. So, comments by third-party experts, 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 developed. Many leading organisations recognise the influence of word-of-mouth communication and

are actively seeking to shape the nature, timing and speed with which it occurs. This topic is discussed in more detail in Chapter 2 and again in Chapter 26.

Increasingly digital media, the Internet in particular, are used to 'talk' with customers, potential customers, suppliers, financiers, distributors, communities and employees, among others.

The concept of marketing as an exchange

It is generally accepted that there are two main forms of exchange: transactional and relational (or collaborative) exchanges.

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

transactional and relational (or collaborative) exchanges.

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

These two types of exchange represent the extremes in a spectrum of exchange transactions. This spectrum of exchanges, as depicted at Figure 1.2, is underpinned by relational theory. This

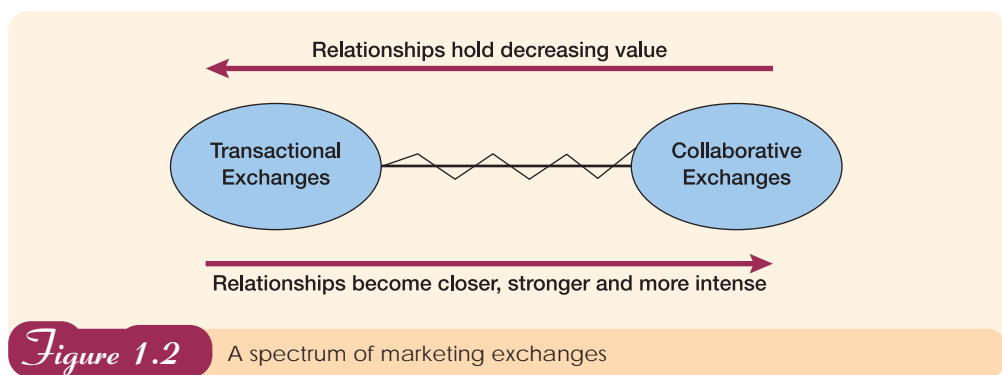


Figure 1.2

A spectrum of marketing exchanges

means that elements of a relationship can be observed in all exchanges (Macneil, 1983). Relationships become stronger as the frequency of exchanges increases. As exchanges become more frequent so the intensity of the relationship increases so that the focus is no longer on the product or price within the exchange but on the relationship itself.

In industrial societies transactional exchanges have tended to dominate commercial transactions, although recently there has been a substantial movement towards establishing collaborative exchanges. In other words, a mixture of exchanges occur and each organisation has a portfolio of differing types of exchange that it maintains with different customers, suppliers and other stakeholders. Communication is similar to oil in that it lubricates these exchanges and enables them to function. However, just as different types of oil are necessary to lubricate different types of equipment, so different types of communication are necessary to engage with different audiences.

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

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The tasks of communication in exchange transactions

Bowersox and Morash made a significant contribution in their 1989 paper when they demonstrated how marketing flows, including the information flow, can be represented as a network that has the sole purpose of satisfying customer needs and wants. Communication is important in these exchange networks as it can help achieve one of four key tasks:

- It can *inform* and make potential customers aware of an organisation's offering.
- Communication may attempt to *persuade* current and potential customers of the desirability of entering into an exchange relationship.
- Communications can also be used to *reinforce* experiences. This may take the form of *reminding* people of a need they might have or reminding them of the benefits of past transactions with a view to convincing them that they should enter into a similar exchange. In addition, it is possible to provide *reassurance* or comfort either immediately prior to an exchange or, more commonly, post-purchase. This is important as it helps to retain current customers and improve profitability, an approach to business that is much more cost-effective than constantly striving to lure new customers.
- Finally, marketing communications can act as a *differentiator*, particularly in markets where there is little to separate competing products and brands. Mineral water products, such as Perrier and Highland Spring, are largely similar: it is the communications surrounding the products that have created various brand images, enabling consumers to make purchasing decisions. In these cases it is the images created by marketing communications that enable people to differentiate one brand from another and position them so that consumers' purchasing confidence and positive attitudes are developed. Therefore, communication can inform, persuade, reinforce and build images to differentiate a product or service, or to put it another way, DRIP (Fill, 2002) (see Table 1.1).

Communication can inform, persuade, reinforce and build images to differentiate a product or service.

ViewPoint 1.2

Chocolate DRIPs

Green & Black's is a very successful premium organic brand of chocolate. Their use of marketing communications might be to:

- differentiate it from other chocolate brands;
- remind/reassure customers of the taste and experience of the brand;
- inform and educate the market about the ethics and economics of Fairtrade and the nutritional benefits of chocolate;
- persuade potential consumers and retailers to purchase and distribute Green & Black's respectively.

Question

Which of these tasks are the most important? Justify your view.

Task

Think of a campaign for a brand of your choice and consider how the DRIP model can be applied.



Exhibit 1.2

Green & Black's chocolate portfolio
Image courtesy of Brave.

Table 1.1 DRIP elements of marketing communications

DRIP element	Examples
Differentiate	Cravendale milk is better for us than ordinary milk because it is finely filtered, making it purer for a fresher taste.
Reinforce	McCain used communications to reassure consumers about the nutritional content of its products.
Inform/make aware	The Environment Agency and Flood Action Week inform various organisations, such as the Met Office, local media and the general public of the new flood warning codes.
Persuade	This isn't just food, this is M&S food.

Source: Fill (2002).

At a higher level, the communication process not only supports the transaction, by informing, persuading, reinforcing or differentiating, but also offers a means of exchange itself, for example communication for entertainment, for potential solutions and concepts for education and self-esteem. Communications involve intangible benefits, such as the psychological satisfactions associated with, for example, the entertainment value of television advertisements or the experiences within a sponsored part of a social network. Communications can also be seen as a means of perpetuating and transferring values and culture to different parts of society or networks. For example, it is argued that the way women are portrayed in the media and stereotypical images of very thin or 'size zero' women are dysfunctional in that they set up inappropriate role models. The form and characteristics of the communication process adopted by some organisations (both the deliberate and the unintentional use of signs and symbols used to convey meaning) help to provide stability and continuity.

Other examples of intangible satisfactions can be seen in the social and psychological transactions involved increasingly with the work of the National Health Service (NHS), charities, educational institutions and other not-for-profit organisations, such as housing associations. Not only do these organisations recognise the need to communicate with various audiences, but also they perceive value in being seen to be 'of value' to their customers. There is also evidence that some brands are trying to meet the emerging needs of some consumers who want to know the track record of manufacturers with respect to their environmental policies and actions. For example, the growth in 'Fairtrade' products, designed to provide fairer and more balanced trading arrangements with producers and growers in emerging parts of the world, has influenced Kraft that they should engage with this form of commercial activity. Typhoo claims on its packaging, 'care for tea and our tea pickers'.

The notion of value can be addressed in a different way. All organisations have the opportunity to develop their communications to a point where the value of their messages represents a competitive advantage. This value can be seen in the consistency, timing, volume or expression of the message. Heinonen and Strandvik (2005) argue that there are four elements that constitute communication value. These are the message content, how the information is presented, where the communication occurs and its timing, in other words, the all-important context within which a communication event occurs. These elements are embedded within marketing communications and are referred to throughout this book.

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Communication can be used for additional reasons. The tasks of informing, persuading and reinforcing and differentiating are primarily activities targeted at consumers or end-users. Organisations do not exist in isolation from each other, as each one is a part of a wider system of corporate entities, where each enters into a series of exchanges to secure raw material inputs or resources and to discharge them as value-added outputs to other organisations in the network.

The exchanges that organisations enter into require the formation of relationships, however tenuous or strong. Andersson (1992) looks at the strength of the relationship between organisations in a network and refers to them as 'loose or tight couplings'. These couplings, or partnerships, are influenced by the communications that are transmitted and received. The role that organisations assume in a network and the manner in which they undertake and complete their tasks are, in part, shaped by the variety and complexity of the communications in transmission throughout the network. Issues of channel or even network control, leadership, subservience and conflict are implanted in the form and nature of the communications exchanged in any network.

Collaborative exchanges are supported by more frequent communication activity.

Within market exchanges, communications are characterised by formality and planning. Collaborative exchanges are supported by more frequent communication activity. As Mohr and Nevin (1990) state, there is a bi-directional flow to communications and an informality to the nature and timing of the information flows.

Marketing communications and the process of exchange

The exchange process is developed and managed by:

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

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Collectively, these activities constitute the marketing mix (the 4Ps as the originator of the term McCarthy (1960) referred to them), and the basic task of marketing is to combine these 4Ps into a marketing programme to facilitate the exchange process. The use of the 4Ps approach has been criticised as limiting the scope of the marketing manager. The assumption by McCarthy was that the tools of the marketing mix allow adaptation to the uncontrollable external environment. It is now seen that the external environment can be influenced and managed strategically, and the rise and influence of the service sector is not easily accommodated within the original 4Ps. To do this, additional Ps such as Processes, Political Power and People have been suggested. A marketing mix of 20Ps has even been proposed but the essence of the mix remains the same, namely that it is product-focused and reflects an inside/out mentality. That is, inside the organisation looking out on the world (or customer). This deterministic approach has raised concerns about its usefulness in a marketing environment that is so different from that which existed when the 4Ps concept was conceived.

Promotion therefore, is one of the elements of the marketing mix and is responsible for the communication of the marketing offer to the target market. While recognising that there is implicit and important communication through the other elements of the marketing mix (through a high price, for example, symbolic of high quality), it is the task of a planned and integrated set of communication activities to communicate effectively with each of an organisation's stakeholder groups.

At a fundamental level it is possible to interpret the use of marketing communications in two different ways. One of these ways concerns the attempt to develop brand values. Historically, advertising has been used to focus on establishing a set of feelings, emotions and beliefs about a brand or organisation. In this way brand communication is used to help consumers think positively about a brand, helping them to remember and develop positive brand attitudes in the hope that when they are ready to buy that type of product again, Brand *x* will be chosen because of the positive feelings.

The other, and perhaps more contemporary use of marketing communications is to help shape behaviour, rather than feelings. In an age where short-term results and managerial accountability are increasingly critical, investment in brands is geared to achieve a fast return on investment (ROI). This does not allow space and money to build positive attitudes towards brands. Now the urgency is to encourage people to behave differently. This might be by driving them to a web site, buying the product or making a telephone call. This behaviour change can be driven by using messages that provide audiences with a reason to act or what is referred to as a 'call-to-action'.

So, on the one hand communications can be used to develop brand feelings and on the other to change or manage the behaviour of the target audience. These are not mutually exclusive, for example, many television advertisements are referred to as direct-response ads because not only do they attempt to create brand values but they also carry a web site address, telephone number or details of a special offer (sales promotion). In other words, the two goals can be mixed into one – a hybrid approach.

On the one hand communications can be used to develop brand feelings and on the other to change or manage the behaviour of the target audience.

At this point it is worth pointing out that marketing communications should not be used just to reach audiences external to the organisation. Good communications with internal stakeholders, such as employees, are also vital if, in the long term, successful favourable images, perceptions and attitudes are to be established. This book considers the increasing importance of suitable internal communications (Chapter 30) and their vital role in helping to form a strong and consistent corporate identity (Chapter 13).

ViewPoint 1.3

Tony the Tiger bows to social forces

It is commonly assumed that the use of digital media enhances communications for the benefit of all concerned. This is not necessarily true in all cases, as Kellogg's and other food manufacturers have experienced.

Kellogg's has used online chat, web ads, mobile-based competitions and desktop characters but none of these approaches has proved entirely satisfactory.

In fact, Kellogg's spend very little online with a budget of just 1 per cent of the company's £60 million marketing budget. By far the majority of the budget is channelled through television, press and radio as these provide the level of returns that Kellogg's expect, a level that so far is not realisable online.

One of the ironies facing breakfast cereal manufacturers is that not so long ago these products were perceived as a health food. Now public concern is directed at what exactly is in these products, namely the sugar, preservatives and flavourings. In addition, there has been growing social concern about advertising to children, and in particular the role of food manufacturers in this process. These changes impact on Kellogg's as much as any other manufacturer in this sector.

Kellogg's response was that it was better to take charge of the situation and be in control rather than be instructed by a third party to work in a different way. So, in 2007 they took down all of their brand specific web sites, many of which contained games for kids. Rather than attempt to reach children much of Kellogg's advertising and communications are now targeted at adults, or the 16–24-year-old group to whom most of Frosties are sold. The animated character used to promote Frosties, Tony the Tiger, has become an adult tiger.

Source: Dorrell (2007).

Question

Would it be better for companies such as Kellogg's if they were not allowed to advertise these types of food products before 2100 hrs each day?

Task

Visit the Kellogg's web site and determine the degree to which Tony the Tiger is targeted at adults.

New forms of communication have been developed in response to changing market and environmental conditions. For example, public relations is now seen by some to have a marketing and a corporate dimension (Chapters 13 and 19). Direct marketing is now recognised as an important way of developing closer relationships with buyers, both consumer and organisational (Chapters 10, 12, 13, 21 and 27), while new and innovative forms of communication through sponsorship (Chapter 20), floor advertising, video screens on supermarket trolleys and check-out coupon dispensers (Chapters 24 and 25) and the Internet and associated technologies (Chapters 25 and 26) mean that effective communication requires the selection and integration of an increasing variety of communication tools, media and messages. Figure 1.3 attempts to reflect the interrelationships between the tools, media and audiences.

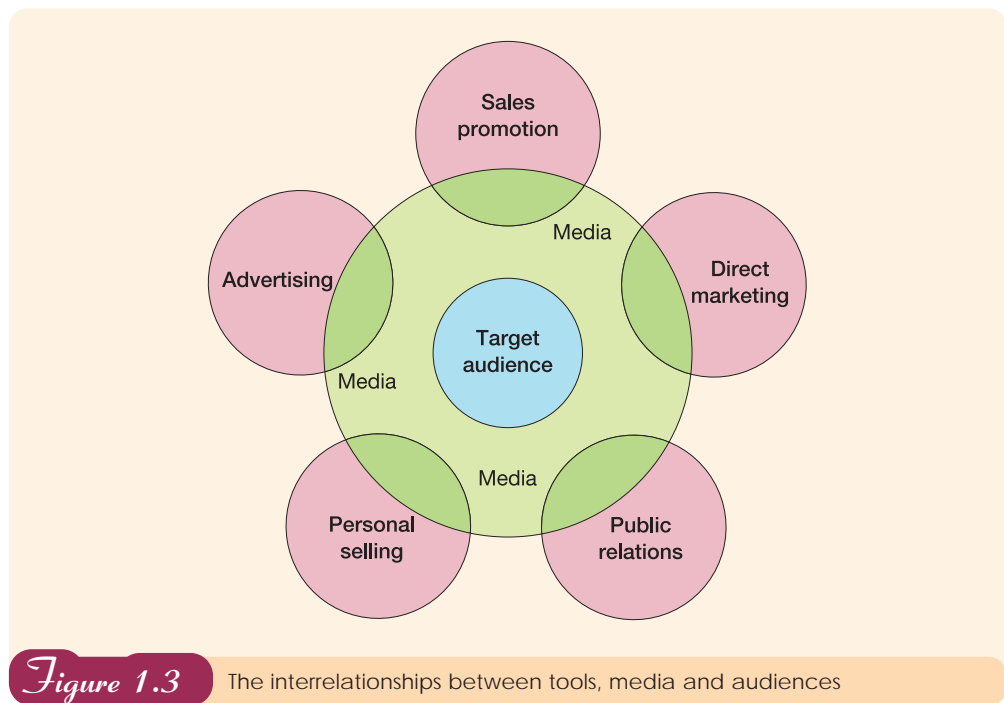


Figure 1.3

The interrelationships between tools, media and audiences

Defining marketing communications

There is no universal definition of marketing communications and there are many interpretations of the subject. Table 1.2 depicts some of the main orientations through which marketing communications has evolved. The origin of many definitions rests with a promotional outlook where the purpose was to use communications to persuade people to buy products and services. The focus was on products, one-way communications, and the perspective was short term. 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 9. 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 communication 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

The word 'integration' is used to express a variety of marketing and communication-related activities.

Table 1.2

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	Communication 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 communication.
Relational	Communication is 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 communication needs and processing styles of different stakeholder groups.

powerful. Today, in an age where the word ‘integration’ is used to express a variety of marketing and communication-related activities, where corporate marketing is emerging as the next important development within the subject (Balmer and Gray, 2003) and where interaction is the preferred mode of communication and relationship marketing is the preferred paradigm (Gronroos, 2004) marketing communications now embraces a wider remit, one that has moved beyond the product information model and now forms an integral part of an organisation’s overall communications and relationship management strategy. This perspective embraces communications as a one-way, two-way, interactive and dialogic approach 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.

Marketing communications is a management process through which an organisation engages with its various audiences.

Marketing communications is a management process through which an organisation engages with its various audiences. Through an understanding of an audience’s preferred communication environments, organisations seek to develop and present messages for its identified stakeholder groups, before evaluating and acting upon any responses. By conveying messages that are of significant value, audiences are encouraged to offer attitudinal, emotional and behavioural responses.

This definition has three main themes. The first concerns the word *engages*. 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 (Chapters 2 and 9) that meet the needs of the audience. It is unrealistic to believe that all audiences always want a relationship with your organisation/brand, and for some, one-way communication is fine. However, messages 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 or use of customer care lines, or it can be deferred as information is assimilated and considered for future use. Even if the information is discarded at a later date, the communication will have attracted attention and consideration of the message.

ViewPoint 1.4

Chivas engagement . . . thisisthelife

Over the past 50 years Chivas Regal Whisky has developed a reputation and set of values associated with quality, sociability and special shared experiences when drinking Chivas. However, their goal was to reach a global audience and to do so in such a way that they could engage and offer audiences something of value that would enhance their lives.

To help achieve this an independent web site was created. This was called thisisthelife.com and was sponsored by Chivas. The site is a social network and it invites people to share travel experiences, whether they be about mountains, beaches, cities, islands or journeys. The site is about user content, designed to help people map the experiences they have and those they want to enjoy. The site has a single banner saying it is sponsored by Chivas but otherwise it is devoid of commercial messaging. Without having to message consumers directly with brand information, this approach adds value and serves to engage audiences and enable them to share experiences.

Source: Beeching and Wood (2007).

Question

How does this site demonstrate engagement?

Task

What would you post on the *thisisthelife.com* site if this had been you on the mountain?



Exhibit 1.3

Some travel experiences just have to be shared
Tim Cuff/Alamy.

The second theme concerns the *audiences* for 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 (Chapters 5, 6 and 12). 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 communication process, and can be used as a measure of whether a communication event has been successful. There are essentially two key responses, cognitive and emotional. Cognitive responses assume an audience to be active problem-solvers and that they use marketing

Cognitive responses assume an audience to be active problem-solvers.

communications to help them in their lives, in purchasing products and services and in managing organisation-related activities. For example, brands are developed partly to help consumers and partly to assist the marketing effort of the host organisation. A brand can inform consumers quickly that, among other things, 'this brand means *x* quality', and through experience of similar brand purchases consumers are assured that their risk is minimised. If the problem facing a consumer is 'which new soup to select for lunch', by choosing one from a familiar family brand the consumer is able to solve it with minimal risk and great speed. Cognitive responses assume audiences undertake rational information processing.

Emotional responses assume decision-making is a result of emotional reaction to a communication stimulus.

Emotional responses on the other hand, assume decision-making is not made through active thought processing but as a result of emotional reaction to a communication stimulus. Hedonic consumption concerns the purchase and use of products and services to fulfil fantasies and to satisfy emotional needs. Satisfaction is based on the overall experience consuming

a product. For example, sports cars and motorbikes are not always bought because of the functionality and performance of the vehicle, more due to the thrill of independence, power and a feeling of being both carefree and in danger. Marketing communications, and content in particular, should be developed in anticipation of an audience's cognitive or emotional response.

Marketing communications therefore, can be considered from a number of perspectives. It is a complex activity and is used by organisations with varying degrees of sophistication and success. However, it is now possible to clarify both the roles and the tasks of marketing communications. The role of marketing communications is to engage audiences and the tasks are to differentiate, reinforce, inform or persuade audiences to think, feel or behave in particular ways.

ViewPoint 1.5

O₂ Audience orientation

As if to emphasise the need to be audience-oriented, O₂ developed a campaign called 'A world that revolves around you'. The campaign was based on the insight that pre-pay customers felt neglected. This helped establish the campaign objectives, namely to improve retention and loyalty, and in doing so demonstrate that O₂ regarded pre-pay customers as important. Customers were offered the opportunity of a 10 per cent refund of their top-ups every three months.

By understanding the media used by this customer segment it became possible to develop a media mix that was oriented around the target audience. The first phase of the campaign was based around creating awareness and for this traditional media, such as broadcast, outdoor and print media were sufficient. However, this alone would not encourage retention, interaction with the audience was necessary and this required an understanding of which media they use and when they use it. This was achieved by first plotting the path a typical customer took each day and then second, selecting media that fitted with this pattern. Information was gathered by talking to customers online, when on their mobiles, during top-ups, or in O₂ stores. The result of this was a media plan that involved email, postcards, SMS, MMS, a WAP site, a seeded message in online chatrooms and brand street events. Approximately 50 per cent of O₂'s customers took part in the campaign.

Source: Bashford (2007).

Question

How does this O₂ example demonstrate an audience orientation?

Task

Track the route you follow each day (to work, college, university), work out your media behaviour at home and then work out the media opportunities that a brand of your choice, has to reach you.

The marketing communications mix

Marketing communications involves a mix of three elements: tools, media and messages. See Figure 1.4 for a depiction of the traditional configuration of the mix. The primary element of the mix has customarily been the mix of tools (or disciplines) that can be used in various combinations and different degrees of intensity in order to communicate with a target audience. There are five principal marketing communications tools: advertising, sales promotion, public relations, direct marketing and personal selling.

Marketing communications involves a mix of three elements: tools, media and messages.

In addition to these tools or methods of communication, there are the media, or the means by which advertising and other marketing communications messages are conveyed. Tools and media should not be confused as they have different characteristics and seek to achieve different goals. Also, just in case you were thinking something is missing, the Internet is a medium not a tool.

To complete the trilogy, messages need to be conveyed to the target audience. The marketing communications mix therefore consists of tools, media and messages.

Since the mid 1990s, however, there have been some major changes in the environment and in the way organisations communicate with their target audiences. New technology has given rise to a raft of different media while people have developed a variety of ways to spend their leisure time. This is referred to as media and audience fragmentation and organisations have developed fresh combinations of the communication mix in order to reach their audiences effectively. For example, there has been a dramatic rise in the use of direct-response media as direct marketing has become a key part of the marketing plan for many products. The Internet and digital technologies have enabled new interactive forms of communication, where the receiver has greater responsibility for their part in the communication process. An increasing number of organisations are using public relations to communicate messages about the organisation (corporate public relations) and also messages about their brands (marketing public relations).

The Internet and digital technologies have enabled new interactive forms of communication, where the receiver has greater responsibility for their part in the communication process.

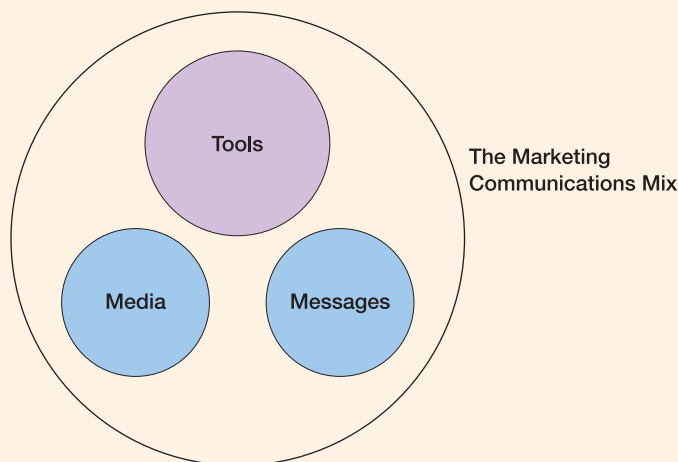


Figure 1.4

A traditional model of the marketing communications mix

The traditional mix has evolved dramatically. Originally brands were developed through the use of advertising to generate ‘above-the-line’ mass communication campaigns. The strategy was based around buying advertising time (called spots) in major television programmes that were watched by huge audiences (20 million plus people). The alternative approach was to buy space in newspapers and magazines. This strategy required media owners to create programmes (content) that would attract brand owners because of the huge, relatively passive audiences. By interrupting the audience’s entertainment brand owners could talk to their markets in order to sell their brands.

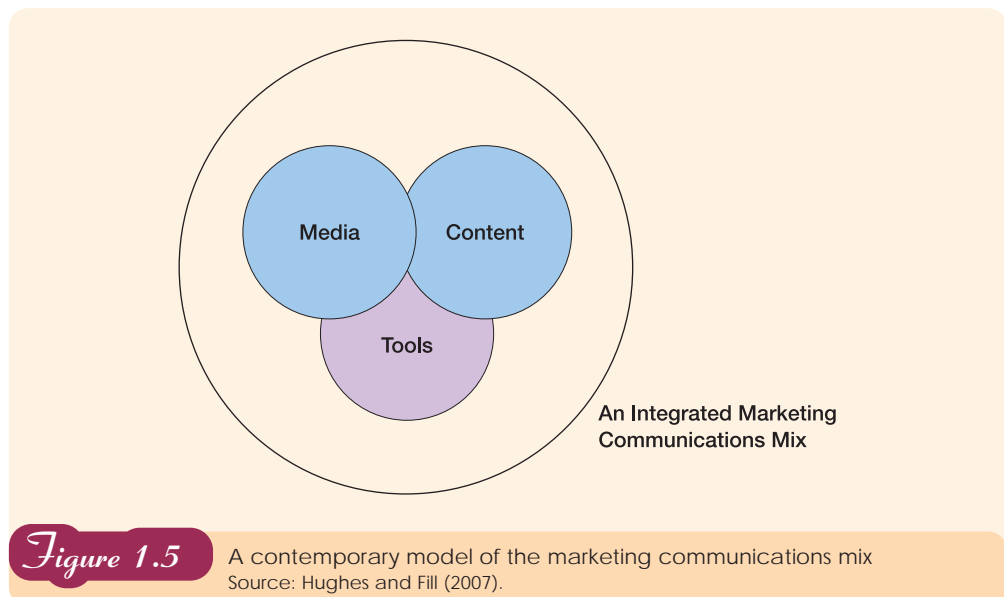
However, since the days of just two commercial television programmes there has been a proliferation of media. Audiences no longer use the television as their main form of information or entertainment and newspaper readership has fallen steadily over the past decade. Moore (2007) suggests that consumers now use media to satisfy four additional needs:

- to discover;
- to participate;
- to share;
- to express themselves.

Rather than passive media involvement, these motivations, as he refers to it, require active engagement with media. Consumers now have a choice of media and leisure activities, they decide how and when to consume information and entertainment. Consumers are now motivated and able to develop their own content, be it through text, music or video and consider topics that they can share with friends on virtual networks. Thus, media and messages are the key to reaching consumers today, not the tools. More direct and highly targeted, personalised communication activities using direct marketing and the other tools of the mix predominate, and to use the jargon, through-the-line and below-the-line communications tools are much more prevalent today. Figure 1.5 brings these elements together and shows that no longer are the tools the primary focus of the communications, that media and content are now a major concern and that the three elements are mixed in an integrated manner. This serves to reinforce the effect of the mix as a whole.

The shift is towards *permission-based* communications.

The new mix represents a shift in approach. The traditional format represents an *intervention*-based approach to marketing communications, one based on seeking the attention of a customer who might not necessarily be interested. The shift is towards *permission*-based communications,



where the focus is on communications with members of an audience who have already expressed an interest in a particular offering. In other words with permission-based communications the seedlings for a closer relationship are signalled by the audience, not the brand owner. This has a particular impact on direct marketing, interactive communications and, to some extent, personal selling. Ideas concerning different levels of permission marketing are explored in this book, particularly in Chapter 21.

Advertising

Advertising is a non-personal form of mass communication that offers a high degree of control for those responsible for the design and delivery of advertising messages. However, the ability of advertising to persuade the target audience to think or behave in a particular way is suspect. Furthermore, the effect on sales is extremely hard to measure. Advertising also suffers from low credibility in that audiences are less likely to believe messages delivered through advertising than they are messages received through some other tools and word-of-mouth communication.

Advertising is a non-personal form of mass communication.

The flexibility of this tool is good because it can be used to communicate with a national audience or a particular specialised segment. Although the costs can be extremely high, a vast number of people can be reached with a message, so the cost per contact can be the lowest of all the tools in the mix. Advertising and related media are considered in some depth in Chapters 16, 17 and 24 to 27.

Sales promotion

Sales promotion comprises various marketing techniques, which are often used tactically to provide added value to an offering. The aim is to accelerate sales and gather marketing information. Like advertising, sales promotion is a non-personal form of communication but has a greater capacity to target smaller audiences. It is controllable and, although it has to be paid for, the associated costs can be much lower than those of advertising. As a generalisation, credibility is not very high, as the sponsor's goals are easily identifiable. However, the ability to add value and to bring forward future sales is strong and complements a macroeconomic need, which focuses on short-term financial performance. Sales promotion techniques and approaches are the subject of Chapter 18.

The aim is to accelerate sales and gather marketing information.

Personal selling

Personal selling is traditionally perceived as an interpersonal communication tool that involves face-to-face activities undertaken by individuals, often representing an organisation, in order to inform, persuade or remind an individual or group to take appropriate action, as required by the sponsor's representative. A salesperson engages in communication on a one-to-one basis where instantaneous feedback is possible. The costs associated with interpersonal communication are normally very high.

This tool, the focus of Chapter 22, differs from the previous two in that, while still lacking in relative credibility and control, the degree of control is potentially lower, because the salesperson is free at the point of contact to deliver a message other than that intended (Lloyd, 1997). Indeed, many different messages can be delivered by a single salesperson. Some of these messages may enhance the prospect of the salesperson's objectives being reached (making the sale), or they may retard the process and so incur more time and hence costs. Whichever way it is viewed, control is lower than with advertising.

Many different messages can be delivered by a single salesperson.

Public relations

Public relations is concerned with establishing and maintaining relationships with various stakeholders and with enhancing the reputation of the organisation. This indicates that

public relations should be a part of the wider perspective of corporate strategy, something that is discussed at length in Chapter 19. The increasing use of public relations, and in particular publicity, is a reflection of the high credibility attached to this form of communication. Publicity involves the dissemination of messages through third-party media, such as magazines, newspapers or news programmes. There is no charge for the media space or time but there are costs incurred in the production of the material. (There is no such thing as a free lunch or free promotion.) There is a wide range of other tools used by public relations, such as event management, public affairs, sponsorship and lobbying. It is difficult to control a message once it is placed in the media channels, but the endorsement offered by a third party can be very influential and have a far greater impact on the target audience than any of the other tools in the promotional mix.

ViewPoint 1.6

Associating with extreme Red Bulls

The energy drink Red Bull was first launched in the mid 1980s but its development in Britain continues to be strong, with sales increasing 14 per cent in 2007 on the previous year and a 27 per cent market share. There are several factors contributing to this performance, not least of them being the quality of the product and the perceived value consumers derive from drinking the brand.

The brand makes use of a wide range of marketing communications tools and media, with a message that is based around the distinctive, slim silver can, that it is cool to drink Red Bull. The brand uses television, print and cinema as key media channels to reach their 14–19-year-old target audience and build brand awareness. However, this is not enough to sustain contemporary brands and so they use other activities to build a brand experience for users, based around excitement, adrenalin, danger and youth culture. To achieve this Red Bull associate themselves with extreme sports (e.g. Formula 1, the Red Bull Air Race World Series, street culture and music events). This builds credibility that in turn fosters word-of-mouth communication.

Source: Turner (2008) www.redbull.com.

Question

To what extent is the brand experience a more important driver of sales than the quality of the product and its various attributes?

Task

Make a list of five events with which Red Bull might associate themselves.

This non-personal form of communication offers organisations a different way to communicate, not only with consumers but also with many other stakeholders.

The four elements of the communications mix discussed so far have a number of strengths and weaknesses. As a response to some of the weaknesses that revolve around costs and effectiveness, direct marketing emerged in the 1990s as a new and effective way of building relationships with customers over the long term.

Direct marketing

Direct marketing is now a standard form of marketing communication used by organisations in a variety of ways. It represents a shift in focus from mass to personalised communications. In particular, the use of direct mail, telemarketing and the fast-developing area of interactive marketing communications represents through-the-line communications. By removing the face-to-face aspect of personal selling and replacing it with an email communication, a telephone conversation or a direct mail letter, many facets of the traditional salespersons' tasks can be removed, freeing them to concentrate on their key skill areas.

Direct marketing seeks to target individual customers with the intention of delivering personalised messages and building a relationship with them based on their responses to the direct

communications. In contrast to conventional approaches, direct marketing attempts to build a one-to-one relationship, a partnership with each customer, by communicating with the customers on a direct and personal basis. If an organisation chooses to use direct marketing then it has to incorporate the approach within a marketing plan. This is because distribution is different and changes in the competitive environment may mean that prices need to change. For example, charges for packing and delivery need to be incorporated. The product may also need to be altered or adapted to the market. For example, some electrical products are marketed through different countries on home shopping channels and web sites. The electrical requirements of each country or region need to be incorporated within the product specification of each country's offering. In addition to these changes, the promotion component is also different, simply because communication is required directly with each targeted individual. To do this, direct-response media must be used.

Direct marketing seeks to target individual customers.

In many cases, direct-response media are a derivative of advertising, such as direct mail, magazine inserts and television and print advertisements that use telephone numbers and web addresses to encourage a direct response. However, direct response can also be incorporated within personal selling through telemarketing and sales promotions with competitions to build market knowledge and develop the database, which is the key to the direct marketing approach.

Direct response can also be incorporated within personal selling through telemarketing and sales promotions.

This text regards direct marketing as a management process associated with building mutually satisfying customer relationships through a personal and intermediary-free interaction and dialogue. Direct-response media are the primary communication tools when direct marketing is an integral part of the marketing plan. Further discussion of direct marketing and direct-response communications can be found in Chapters 21 and 26.

The Internet is both a distribution channel and communication medium, one that enables consumers and organisations to communicate in radically different ways. It allows for interactivity and is possibly the best medium to enable dialogue. Communication is two-way, often interactive, and very fast, allowing businesses and individuals to find information and enter exchange transactions in such a way that some traditional communication practices and shopping patterns are being reconfigured.

Finally, reference has been made to above- and below-the-line communications. Above-the-line refers to advertising. Where advertising is bought agencies are remunerated (paid) partly by a commission charged as a percentage of the value of media bought by the client. All the other tools do not involve media purchases and so there is no commission to be paid and are referred to as below-the-line. See Chapter 14 for more detail.

The key characteristics of the communication tools

Each of the tools of the communication mix performs a different role and can accomplish different tasks. This reflects their different capabilities, their various attributes and key characteristics. These are the extent to which each of the tools is controllable, whether it is paid for by the sponsor and whether communication is through mass media or undertaken personally. One additional characteristic concerns the receiver's perception of the credibility of the source of the message. If the credibility factor is high then there is a greater likelihood that a message from that source will be accepted by receivers.

Each of the tools of the communication mix performs a different role and can accomplish different tasks.

The 4Cs framework set out at Table 1.3, depicts the key characteristics and shows the relative effectiveness of the communication tools across a number of different characteristics. These are the ability of each to communicate, the credibility they bestow on messages, the costs involved and the control that each tool can maintain.

Table 1.3

The 4Cs framework – a summary of the key characteristics of the tools of marketing communications

	Advertising	Sales promotion	Public relations	Personal selling	Direct marketing
Communications					
Ability to deliver a personal message	Low	Low	Low	High	High
Ability to reach a large audience	High	Medium	Medium	Low	Medium
Level of interaction	Low	Low	Low	High	High
Credibility					
Given by the target audience	Low	Medium	High	Medium	Medium
Costs					
Absolute costs	High	Medium	Low	High	Medium
Cost per contact	Low	Medium	Low	High	High
Wastage	High	Medium	High	Low	Low
Size of investment	High	Medium	Low	High	Medium
Control					
Ability to target particular audiences	Medium	High	Low	Medium	High
Management's ability to adjust the deployment of the tool as circumstances change	Medium	High	Low	Medium	High

Effectiveness of the communication tools

Each element of the marketing communications mix has different capacities to communicate and to achieve different objectives. The effectiveness of each tool can be tracked against the purchase decision process. Here consumers can be assumed to move from a state of unawareness through product comprehension to purchase. Advertising is better for creating awareness, and personal selling is more effective at promoting action and purchase behaviour.

Readers are encouraged to see the elements of the mix as a set of complementary ingredients, each drawing on the potential of the others. The tools are, to a limited extent, partially interchangeable and in different circumstances different tools are used to meet different objectives. For example, network marketing organisations, such as Avon Cosmetics, use personal selling to complete the majority of activities in the purchase decision sequence. The high cost of this approach is counterbalanced by the effectiveness of the communications. However, this aspect of interchangeability only serves to complicate matters. If management's task was simply to identify problems and then select the correct precision tool to solve the problem, the issue of the selection of the 'best' communications mix would evaporate (Figure 1.6).

The five tools of the communication mix are supplemented by one of the most effective forms of marketing communication, *word-of-mouth* recommendation. As developed, word-of-mouth recommendation is one of the most powerful marketing communication tools and, if an organisation can develop a programme to harness and accelerate the use of personal recommendation (advocacy) effectively, there is a far greater likelihood that the marketing programme will be successful.

The five elements of the communication mix are supplemented by one of the most effective forms of marketing communication, *word-of-mouth* recommendation.

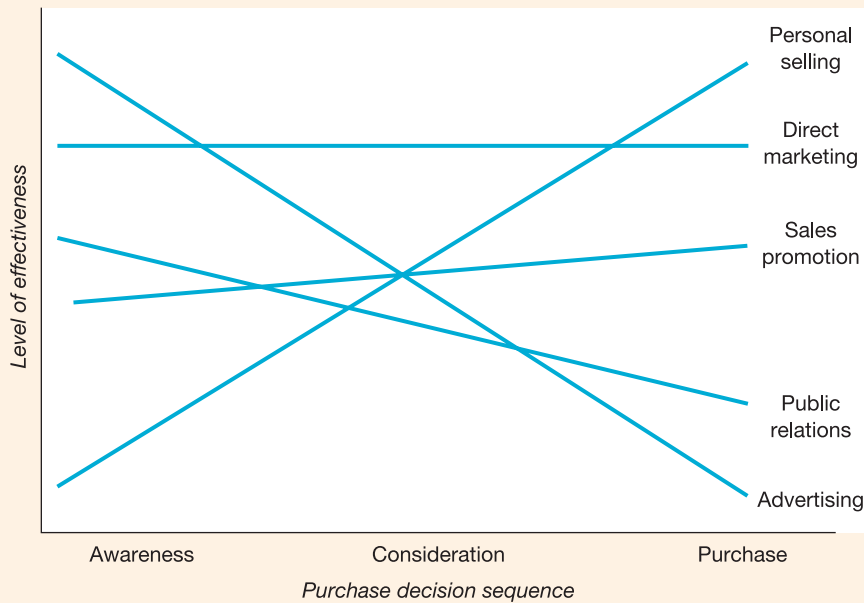


Figure 1.6

The relative effectiveness of the tools of the marketing communications mix

Criteria when selecting the mix

Using the key characteristics it is possible to determine the key criteria organisations should consider when selecting communication tools. These are as follows:

- the degree of control required over the delivery of the message;
- the financial resources available to pay a third party to transmit messages;
- the level of credibility that each tool bestows on the organisation;
- the size and geographic dispersion of the target audiences;
- the communication tasks each tool is best at satisfying.

Control

Control over the message, particularly in traditional mass media communication, is necessary to ensure that the intended message is transmitted to and received by the target audience. Furthermore, this message must be capable of being understood in order that the receiver can act appropriately. Message control is complicated by interference or negative 'noise' that can corrupt and distort messages. For example, an airline's advertising may be discredited by a major news story about safety checks or even an accident.

Advertising and sales promotion allow for a high level of control over the message, from design to transmission. Interestingly, they afford only partial control or influence over the feedback associated with the original message.

Control can also be an important factor when considering online and digital-based communications. For example, the ability to place banner ads, to bid for sponsored links and determine keyword rankings in search engines requires control and deliberation.

Control over the message is necessary to ensure that the intended message is transmitted to and received by the target audience.

Financial resources

Control is also a function of financial power. In other words, if an organisation is prepared to pay a third party to transmit the message, then long-term control will rest with the sponsor for as long as the financial leverage continues. However, short-term message corruption can exist if management control over the process is less than vigilant. For example, if the design of the message differs from that originally agreed, then partial control has already been lost. This can happen when the working relationship between an advertising agency and the client is less than efficient and the process for signing off work in progress fails to prevent the design and release of inappropriate creative work.

Advertising and sales promotion are tools that allow for a high level of control by the sponsor, whereas public relations, and publicity in particular, is weak in this aspect because the voluntary services of a third party are normally required for the message to be transmitted.

There is a great variety of media available to advertisers. Each media type (for example television, radio, newspapers, magazines, posters and the Internet) carries a particular cost, and the financial resources of the organisation may not be available to use particular types of media, even if such use would be appropriate on other grounds.

Credibility

Public relations scores heavily on credibility factors.

Public relations scores heavily on credibility factors. This is because receivers perceive the third party as unbiased and to be endorsing the offering. They view the third party's comments as objective and trustworthy in the context of the media in which the comments appear.

At a broad level, advertising, sales promotion and, to a slightly lesser extent, personal selling are tools that can lack credibility, as perceived by the target audience. Because of this, organisations often use celebrities and 'experts' to endorse their offerings. The credibility of the spokesperson is intended to distract the receiver from the sponsor's prime objective, which is to sell the offering. Credibility, as we see shall later, is an important aspect of the communication process and of marketing communications.

Dispersion – size and geography

The size and geographic dispersion of the target audience can be a significant influence on the choice of tools.

The size and geographic dispersion of the target audience can be a significant influence on the choice of tools. A national consumer audience can only be reached effectively if tools of mass communication are used, such as advertising and sales promotion. Similarly, various specialist businesses require personal attention to explain, design, demonstrate, install and service complex equipment. In these circumstances personal selling – one-to-one contact – is of greater significance. The tools of marketing communications can enable an organisation to speak to vast national and international audiences through advertising and satellite technology, or to single persons or small groups through personal selling and the assistance of word-of-mouth recommendation.

Communication tasks

One of the reasons direct marketing has become so successful is that it delivers a call-to-action.

Figure 1.6 provides a visual demonstration of the effectiveness of the tools across the purchase decision process. This is important because each of the tools excels at particular DRIP tasks. One of the reasons direct marketing has become so successful is that it delivers a call-to-action and is therefore a very good persuasive tool as well as being good at reinforcing messages. Advertising on the other hand is much better at differentiating offerings and informing audiences about key features and benefits.

Table 1.4

Key selection criteria for the tools of the marketing communication mix

	Advertising	Sales promotion	Public relations	Direct marketing	Personal selling
Level of control	Medium	High	Low	High	Medium
Level of cost	High	Medium	Low	Medium	High
Level of credibility	Low	Medium	High	Medium	Medium
Level of dispersion	High	Low	Medium	High	Medium
	Low	Medium	High	Medium	High
Primary tasks	Differentiating	Persuading	Differentiating	Persuading	Persuading
	Informing		Informing	Reinforcing	

Source: Baines *et al.* (2008) *Marketing*. By permission of Oxford University Press.

Context and marketing communications

Traditionally, each of the communication tools has been regarded as the domain of particular groups within organisations. For example:

- Personal selling is the domain of the sales director, and traditionally uses an internally based and managed sales force.
- Public relations is often the domain of the chairperson and is frequently administered by a specialist PR agency.
- Advertising and sales promotion are the domain of the marketing director or brand manager. Responsibility for the design and transmission of messages for mass communications is often devolved to an external advertising agency.

For a number of reasons, many organisations have evolved without marketing being recognised as a key function, let alone as a core philosophy. First, the organisation may have developed with a public relations orientation in an environment without competition, where the main purpose of the organisation was to disperse resources according to the needs of their clients. The most obvious examples are to be drawn from the public sector, local authorities and the NHS in particular. A second reason would be because a selling perspective ('our job is to sell it') dominated. There would invariably be no marketing director on the board, just a sales director representing the needs of the market.

It is not surprising that these various organisational approaches have led to the transmission of a large number of different messages. Each function operating with good intent, but stakeholders receiving a range of diverse and often conflicting messages.

Organisations can be seen as open social systems (Katz and Kahn, 1978) in which all of the components of the unit or system are interactive and interdependent (Goldhaber, 1986). Modify one part of a system and adjustments are made by all the other components to accommodate the change. This effect can be seen at the micro and macro levels. At the macro level the interdependence of organisations has been noted by a number of researchers. Stern and El-Ansary (1995) depict distribution channels as 'a network of systems', thereby recognising organisations as interdependent units. At the micro level, the individual parts of an organisation accommodate each other as the organisation adjusts to its changing environment. By assembling the decisions associated with the development and delivery of a marketing communications strategy (Figure 1.7), it becomes possible to see the complexity and sensitivity of each of the decision components.

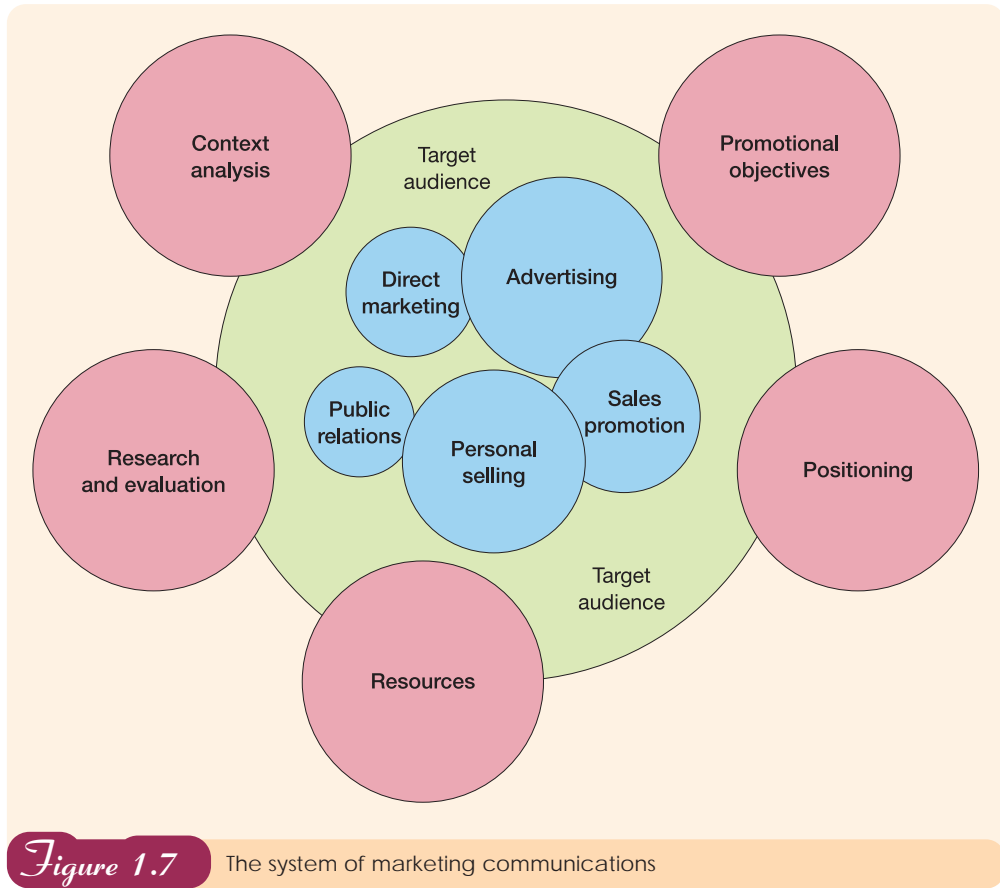


Figure 1.7

The system of marketing communications

marketing communications undertaken by organisations within these systems can be regarded as a series of communication episodes.

The marketing communications undertaken by organisations within these systems can be regarded as a series of communication episodes. These episodes can often be construed as a form of interaction, some of which can become a dialogue. The amount of time between episodes may vary from the very small, such as those associated with many major FMCG (fast-moving consumer goods)

brand campaigns, which run and run, to the very large, such as those associated with some business-to-business campaigns or one-off events associated with a single task, for instance the UK government's drink-driving campaigns held annually during each Christmas period.

These episodes occur within situations where specific factors can be identified and where the circumstances are characteristically individual. Indeed, it is unlikely that any two episodes will occur within the exact same circumstances. The use of marketing communications as a means of influencing others is therefore determined by the specific circumstances or the context in which the episode is to occur. Marketing communications thus become part of the context, both influencing and being influenced by the particular circumstances.

It is important when considering the elements and factors that contribute to marketing communications, to account for the context in which the communications will contribute.

It is important therefore, when considering the elements and factors that contribute to marketing communications, to account for the context in which the communications will contribute. For example, falling sales often provoke a response by management to increase or change the advertising. The perception of the brand by the target audience might be inaccurate or not what was intended, or a new product might be launched into a competitive market, where the positions adopted by competitors are well established. These

contexts contain a set of specific circumstances in which a marketing communication episode might (will) occur. It should be borne in mind that the list of possible contexts is endless and that the task facing marketing communications managers is to identify the key aspects of any situation and deliver promotional messages that complement the context. This enables audiences to interpret messages correctly and maintain a dialogue.

The main tasks facing the management team responsible for marketing communications are to decide the following:

- who should receive the messages;
- what the messages should say;
- what image of the organisation/brand receivers are to form and retain;
- how much is to be spent establishing this new image;
- how the messages are to be delivered;
- what actions the receivers should take;
- how to control the whole process once implemented;
- determining what was achieved.

These tasks are undertaken within a context within which there may be many episodes or only a few. Note that more than one message is often transmitted and that there is more than one target audience. This is important, as recognition of the need to communicate with multiple audiences and their different information requirements, often simultaneously, lies at the heart of marketing communications. The aim is to generate and transmit messages that present the organisation and its offerings to their various target audiences, encouraging them to enter into a dialogue and relationship. These messages must be presented consistently and they must address the points stated above. It is the skill and responsibility of the marketing communications manager to blend the communication tools and create a mix that satisfies these elements.

It should also be borne in mind that the list of possible contexts is endless and that the task facing marketing communications managers is to identify the key aspects of any situation and deliver promotional messages that complement the prevailing context. This enables audiences to interpret messages correctly and to provide them with opportunities for interactivity and assist them to enter into dialogue.

ViewPoint 1.7

Cola contexts

Cola sales in North America declined in 2000 and 2001 as some cola consumers switched to variety flavoured carbonated soft drinks. Coca-Cola capitalised on this market development by introducing Vanilla Coke. This new product was launched into the market with a great deal of marketing communications activity, including a \$12m TV advertising campaign. Market share grew quickly and soon Vanilla Coke dominated the new category.

Pepsico needed to respond but their task was made harder by the fact that Vanilla Coke had established the market's taste and flavour for vanilla cola drinkers. To be successful Pepsico needed a point of differentiation and they had no research data or quantifiable taste claim that they could use legitimately. Anecdotal evidence suggested that Vanilla Coke was perceived as particularly sweet. Using the Pepsi brand imagery as a younger and cooler brand, Pepsi Vanilla was launched as 'the not-so-vanilla vanilla', implying that it had a superior taste and repositioning Vanilla Coke as a has-been brand.

The launch of Pepsi Vanilla, a product not available outside North America, was partly a competitive reaction to the launch of Vanilla Coke. The 'not-so-vanilla vanilla' launch was led by a \$25m media advertising programme with the goal of achieving substantial reach in a short period of time. The launch was timed to burst on a public holiday, Labor Day, and was then scheduled to appear during the season's television premieres of programmes such as *ER*, *Scrubs* and *Las Vegas*, all of which attract large audiences.

Other media included the use of outdoor in high population and key influencer locations such as Times Square, print in terms of a 4-week placement in *USA Today*, plus appearances in *Rolling Stone* and *Sports Illustrated*. Online pop-ups and banners were used to drive traffic to a new dedicated Pepsi Vanilla web site together with email to loyal Pepsi drinkers, making them aware and encouraging trial of the new drink.

Product placement was used in the popular programme *The Bachelor*, while merchandising and sampling activity were featured in-store and at the 2003 NFL football festival. Finally, public relations were used around one of the television ads that compared the two competing brands. Comment and opinion appeared in a range of media including the *Wall Street Journal*.

In just four weeks from launch Pepsi Vanilla reached 96 per cent distribution, achieved 65 per cent consumer awareness in five weeks (the goal was 50 per cent) and exceeded all its volume share targets, outpacing Vanilla Coke that at the time, lost 1 per cent market share (*Beverage Post*).

Sources: Bhatnager (2003); Effie Awards; www.nyama.org.

Question

If you were the marketing manager for Vanilla Coke, how might you respond to Pepsi's new product launch?

Task

Which communication tools and how many types of media can you identify in the Pepsi Vanilla launch campaign?



Exhibit 1.4

Vanilla Pepsi
Courtesy of Pepsi Co.

Communication differences

Having identified the need to communicate with a number of different audiences, it seems appropriate to conclude this opening chapter by examining the differences between communications used by and targeted at two very different and specific audiences. These are organisations (commonly referred to as business-to-business) and those aimed at consumer markets. Some writers (Brougaletta, 1985; Gilliland and Johnston, 1997) have documented a variety of differences between consumer and business-to-business markets. The following is intended to set out some of the more salient differences (see also Table 1.5):

Message reception

The contextual conditions in which messages are received and ascribed meanings are very different. In the organisational setting the context is much more formal, and as the funding for the purchase is to be derived from company sources (as opposed to personal sources for consumer market purchases) there may be a lower orientation to the price as a significant variable in the purchase decision. The item is intended for company usage, whereas products bought in a consumer context are normally intended for personal consumption.

Number of decision-makers

In consumer markets a single person very often makes the decision. In organisational markets decisions are made by many people within the buying centre. This means that the interactions

Table 1.5

Differences between consumer and business-to-business marketing communications

	Consumer-oriented markets	Business-to-business markets
Message reception	Informal	Formal
Number of decision-makers	Single or few	Many
Balance of the promotional mix	Advertising and sales promotions dominate	Personal selling dominates
Specificity and integration	Broad use of communications mix with a move towards integrated mixes	Specific use of below-the-line tools but with a high level of integration
Message content	Greater use of emotions and imagery	Greater use of rational, logic and information-based messages although there is evidence of a move towards the use of imagery
Message origin	Increasing use of user-generated-content	Limited use of user-generated materials
Length of decision time	Normally short	Longer and more involved
Negative communications	Limited to people close to the purchaser/user	Potentially an array of people in the organisation and beyond
Target marketing and research	Great use of sophisticated targeting and communication approaches	Limited but increasing use of targeting and segmentation approaches
Budget allocation	Majority of budget allocated to brand management	Majority of budget allocated to sales management
Evaluation and measurement	Great variety of techniques and approaches used	Limited number of techniques and approaches used

of the participants should be considered. In addition, a variety of different individuals need to be reached and influenced and this may involve the use of different media and message strategies.

The balance of the communications mix

The role of advertising and sales promotions in business-to-business communications is primarily to support the personal selling effort.

The role of advertising and sales promotions in business-to-business communications is primarily to support the personal selling effort. This contrasts with the mix that predominates in consumer markets. Personal selling plays a relatively minor role and is only significant at the point of purchase in some product categories where involvement is high (cars, white goods and financial services), reflecting high levels of perceived risk. However, the increasing use of direct marketing in consumer markets suggests that personal communications are becoming more prevalent and in some ways increasingly similar to the overall direction of business-to-business communications.

The constituents of the marketing communications mix

Business-to-business markets have traditionally been quite specific in terms of the promotional tools and media used to target audiences. While the use of advertising literature is very important, there has been a tendency to use a greater proportion of below-the-line activities. This compares with consumer markets, where a greater proportion of funds have been allocated to above-the-line activities. It is interesting that the communications in the consumer market are moving towards a more integrated format, more similar in form to the business-to-business model than was previously considered appropriate.

Message content

Generally, there is high involvement in many business-to-business purchase decisions, so communications tend to be much more rational and information-based than in consumer markets. However, there are signs that businesses are making increased use of imagery and emotions in the messages (see Chapters 17 and 29).

Message Origin

Increasingly, consumers are taking a more active role in the creation of content.

Increasingly, consumers are taking a more active role in the creation of content. Blogging for example, is important in both consumer and business markets, but the development of user-generated-content and word-of-mouth communication is becoming a significant part of consumer-based marketing communications activities.

Length of purchase decision time

The length of time taken to reach a decision is much greater in the organisation market. This means that the intensity of any media plan can be dissipated more easily in the organisational market.

Negative communications

The number of people affected by a dissatisfied consumer, and hence negative marketing communication messages, is limited. The implications of a poor purchase decision in an organisational environment may be far-reaching, including those associated with the use of the product, the career of participants close to the locus of the decision and, depending on the size and spread, perhaps the whole organisation.

Target marketing and research

The use of target marketing processes in the consumer market is more advanced and sophisticated than in the organisational market. This impacts on the quality of the marketing communications used to reach the target audience. However, there is much evidence that the business-to-business markets organisations are becoming increasingly aware and sophisticated in their approach to segmentation techniques and processes.

The use of target marketing processes in the consumer market is more advanced and sophisticated than in the organisational market.

Budget allocation

The sales department receives the bulk of the marketing budget in the organisation market and little is spent on research in comparison with the consumer market.

Measurement and evaluation

The consumer market employs a variety of techniques to evaluate the effectiveness of communications. In the organisation market, sales volume, value, number of enquiries and market share are the predominant measures of effectiveness.

There can be no doubt that there are a number of major differences between consumer and organisational communications. These reflect the nature of the environments, the tasks involved and the overall need of the recipients for particular types of information. Information need, therefore, can be seen as a primary

There are a number of major differences between consumer and organisational communications.

reason for the differences in the way communication mixes are configured. Advertising in organisational markets has to provide a greater level of information and is geared to generating leads that can be followed up with personal selling, which is traditionally the primary tool in the promotional mix. In consumer markets, advertising used to play the primary role with support from the other tools of the promotional mix. This is not always true today as organisations use other tools such as public relations, combined with digital media, to reach particular audiences. Interestingly, digital media appear to be helping to reconfigure the marketing communications mix and perhaps reducing the gulf and distinction between the mix used in business-to-business and consumer markets. Throughout this book, reference will be made to the characteristics, concepts and processes associated with marketing communications in each of these two main sectors.

Summary

In order to help consolidate your understanding about this introduction to marketing communications, here are the key points summarised against each of the learning objectives:

1. Examine the concept of exchange in the marketing context.

The concept of exchange transactions underpins the marketing concept. Of the different types of exchange, market and collaborative exchanges are the two that can be observed most often in industrial societies. Relationships become stronger as exchanges move from market towards a collaborative status. This is regarded as a relational approach.

2. Assess the role of communication in the context of the marketing mix.

Marketing communications has an important role to play in communicating and positioning products and services, not only for consumers but also with regard to the business-to-business

sector and other organisations that represent other stakeholders. The role of communications is to engage audiences with a view to differentiate products and services, reinforce beliefs and experiences, inform on availability and finally, persuade audiences to behave in particular ways.

3. Consider the nature of the marketing communications mix.

The configuration of the marketing communications mix is changing. For a long time the mix was assumed to be just about the tools, with the media playing a secondary role. Now, with a proliferation of media and content being created by consumers, the tools no longer dominate mix decisions and all three elements play important roles.

4. Identify the key characteristics of each major tool in the communications mix.

The key tools consist of advertising, public relations, sales promotion, direct marketing and personal selling. Each has particular characteristics but they can all be considered in terms of four key parameters: their ability to communicate; the level of control that management may use; the costs involved in their use; and the credibility each is perceived to have. These are brought together within the 4Cs framework.

5. Examine the effectiveness of each communication tool.

All of the tools are effective means of delivering communication. However, their effectiveness varies at different points, best observed through the purchase decision sequence. For example, advertising is good at raising awareness and personal selling is best at closing orders. Neither excels at the other's strengths.

6. Appreciate the importance of understanding the significance of context in marketing communications.

Marketing communication activities occur within a specific set of circumstances, referred to as a context. Managers need to identify the key aspects of any context and deliver messages that complement the prevailing conditions. This enables audiences to interpret messages correctly and assists them in developing interaction and dialogue.

7. Compare the use of marketing communications in the consumer and business markets.

The way in which the marketing communication mix is configured for consumer markets is very different from the mix used for business markets. The tools, media and messages used are all different as the general contexts in which they operate require different approaches.

Review questions

1. Briefly compare and contrast the two main types of exchange transaction.
2. How does communication assist the exchange process?
3. What is the role of marketing communications and identify the key tasks that it is required to undertake?
4. Name the three main elements that make up the marketing communications mix.
5. How do each of the tools compare across the following criteria: control, communication effectiveness and cost?
6. How does direct marketing differ from the other tools of the mix?

7. Identify five different advertisements that you think use direct-response media. How effective do you think they might be?
8. Explain contexts and episodes. Describe the main tasks facing the management team responsible for marketing communications.
9. What is systems theory and how might it apply to marketing communications?
10. Explain how marketing communications supports the marketing and business strategies of the organisation.

MiniCase

Hadrian's Wall – marketing the Roman frontier

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Introduction

Hadrian's Wall dates from AD 122 and is the most spectacular and best known Roman *limes* or frontier system (Dudley, 1970), stretching across the narrowest part of England, from the River Tyne in the east to the Solway Firth in the west – a distance of 80 Roman miles (122km or 76 modern miles) (Crow, 1989). It 'stood as a dramatic gesture of Roman power and superior technology over the barbarian peoples to the north and south of the frontier' (Crow, 1989: 39). It has been described as 'the greatest monument to Roman achievement in Britain' (Hunter Blair, 1963: 74).

Although much of the original Wall has since disappeared, in 1987 Hadrian's Wall was designated as a World Heritage Site by UNESCO,¹ in recognition of its attributes. The Wall, and the larger forts in its vicinity (the best known of which are Housesteads and Vindolanda), are recognised as 'magnet attractions' in the North East England Tourism Strategy for 2005–10 developed by One NorthEast,² the regional development agency. 'Magnet attractions' are those that 'generate the highest visitor numbers and expenditure in the North East' and 'play a vital role as catalysts in themed campaigns and in drawing visitors to our more dispersed attractions' (One NorthEast, 2005: 16). Indeed, walking the length of Hadrian's Wall has long been popular, and a cross-country footpath from Wallsend in Newcastle to Bowness-on-Solway was designated an official National Trail in May 2003 with many new sections of path following the wall itself.³ However, this has raised concerns about the destruction of valuable archaeology as a consequence of increased erosion caused by walkers (British Archaeology, 2005).

Research commissioned by the two regional development agencies One NorthEast and NorthWest RDA

(ONE/NWDA, 2004) indicated that in 2003, the estimated number of visitors to 'Hadrian's Wall Country' (HWC) stood at 776,000. Of this total 458,000 were visiting the museums and historic sites along the Wall, on average visiting 1.3 sites. Thirty-one thousand visitors were estimated to be serious walkers but not visiting any of the sites, and the remainder (287,000) were estimated to be general sightseers (i.e. not visiting any particular Roman site or walking). However, visitor numbers are on a long-term downward trend and there is a perception that more could be made of this unique asset. Consequently, in 2003, a major study was commissioned, the aim of which was to assess the potential of Hadrian's Wall, and according to the chief executive of One NorthEast, 'take an independent view on how best this status can be developed through a Vision that all partners can be part of and one that will maximise the economic potential of the Wall in terms of visitor spending and job creation' (NorthWest RDA/One North East, Press Release, 6 September 2004).

Perceptions of Hadrian's Wall⁴

The first stage of the major study process was to implement research into the perceptions of the Wall among consumers and key stakeholder organisations.

Consumer research reported in the major study report indicated that expectations of the Hadrian's Wall 'experience' were modest. Non-visitors felt that there was not enough there to warrant a visit. Previous visitors remembered the Wall in terms of the individual sites visited, not as a holistic entity. Research indicated that visitors had low expectations in advance of their visit, although the actual experience was perceived fairly positively, despite 'requiring a high level of effort from the visitor', and not having 'the sort of "wow"'

factor that leads to recommendations to friends and family to visit' (ONE/NWDA, 2004: 1). Visitors perceived that there was little effort made to link individual sites together in the context of the bigger Hadrian's Wall 'story'.

Stakeholders in the development of the Wall recognised that significant improvements were required – not only to the Wall itself, but also to the supporting infrastructure. Convincing local businesses and communities of the benefits that could accrue from increased tourism levels (particularly after the outbreak of foot and mouth disease in 2001, which had a severe impact on the rural economy of many areas of Britain), was regarded as key to achieving this. However, existing unwieldy organisational arrangements were seen as a potential obstacle as there was a requirement to represent *all* the interests involved. Consequently, no single organisation had clear authority and it was felt that the overall management of the Wall suffered as a result.

Vision and objectives

The second stage of the major study was the development of a vision for the Wall in order to guide the partners in their actions in delivering a world-class visitor experience. Branding consultants were hired to develop and test a draft vision. The 'audacious' goal was:

To move Hadrian's Wall from a Northern 'ought to see' to a Global 'must see, stay and return for more'.

This was to be achieved by positioning the Wall as the 'Greatest Roman Frontier' (ONE/NWDA, 2004, p. 4).

It was recognised that the ambitious nature of the goal had significant implications – organisational structures that were capable of directing substantial capital investment budgets and managing the future direction of the Wall needed to be in place. The creation of a visitor experience that could deliver the 'Greatest Roman Frontier' positioning was complicated by the geography of the Wall and the existing management structure. The main visitor sites are geographically disconnected because of the physical length of the Wall, limiting the potential for visiting more than one site in a single trip. Weak linkages between the individual sites mean that it is difficult consistently to communicate what the Wall has to offer. Moreover, the individual sites are owned and operated by different organisations, each with its own style of presentation and quality of interpretation. Inevitably there is a degree of competition between the individual sites. In addition, the development of a suitable supporting visitor infrastructure is a crucial dimension. While this was outside the remit of the

major study, it is recognised that it is a crucial part of the visitor experience that will need to be addressed if the vision is to be achieved.

The next stage was the development of a strategy for delivering the vision of the 'Greatest Roman Frontier' in such a way as to support economic regeneration in the region. Here, the specific requirements of the different sections of the Wall need to be recognised:

- **Central section**
This is the most developed and best-recognised section of the Wall, which passes through environmentally sensitive landscapes. The articulated strategic objective is to grow visitor revenues in ways that recognise and address existing, as well as potential future visitor management issues.
- **Cumbria section**
This section of the Wall is less developed, with little customer awareness. Knowledge of the links between Roman sites on the Cumbrian coast and Hadrian's Wall is largely limited to those with a particular interest in Roman archaeology.
- **Tyne and Wear section**
This urban section of the Wall in Newcastle-upon-Tyne includes two popular visitor sites, Segedunum and Arbeia, along with the less well-known Museum of Antiquities which is located on the university campus. There are existing plans to relocate the Museum of Antiquities to incorporate it into a proposed larger museum in Newcastle. The objective for this section is to establish the existing and planned sites as part of the 'Greatest Roman Frontier' with the aim of broadening their visitor market.

These three sections of the wall have been explicitly highlighted in the Hadrian's Wall Country logo, which is featured in subsequent marketing communications. The logo incorporates a cartographic representation of the wall, with the three squares relating to the sections of the Wall outlined above. A recent modification of the logo has extended the line of the Wall in the Cumbria section (i.e. the left-hand square) to incorporate the Cumbrian coastline in its entirety.

The aim of the strategy is to increase the number of visitors to Hadrian's Wall Country to 1,038,000 by 2011, with visitors to sites growing from the current level of 665,000 and the number of sites visited increasing to just over 1.8. This inevitably has implications for marketing communications activities, and the following communications tasks were articulated in the major study document:

1. Raise public awareness of the new interpretation and experiences along the Wall, including its little-known existence along the West Cumbria coast.

- Convert the awareness into visits to the Wall for whatever type of experience particular tourists enjoy, whether it be an intensive single visit to one particular site, a day visiting several sites, a walk on part of the Trail, or a staying visit that can involve an extended version of any of the above.

Developing management structures

Another conclusion of the major study report was the need to develop successful partnership working, given the multitude of stakeholders involved – for example the production of the Hadrian’s Wall Management Plan (which is a condition of achieving World Heritage Site status), has its own committee of 52 stakeholders. Drawing on the experience of similar contexts, it was ascertained that the management structure of the most successful locations appeared to be a formal central organisational structure with devolved powers in order to facilitate coordinated development activities. A further report on how this might be achieved was produced in April 2005, and subsequently Hadrian’s Wall Heritage Limited (HWHL) was created in May 2006, the aim of which is:

To realise the economic, social and cultural regeneration potential of the Hadrian’s Wall World Heritage Site and the communities and environment through which it passes by sustainable tourism development, management and conservation activities, which benefit local communities and the wider region. And all that done in a way that reflects the values embodied in the World Heritage Site Management Plan.

(HWHL, n/d)

It is envisaged that HWHL will be a catalyst for the economic and cultural regeneration of the Hadrian’s Wall corridor and will facilitate a ten-year programme of capital and revenue projects that will deliver economic and conservation benefits to communities from West Cumbria to Tyneside. It will act as the lead agency for the delivery of investment and conservation projects associated with the Wall and its surrounding communities – in other words it ‘*will be a Hadrian’s Wall one-stop shop*’. As part of this function, it will be the main point of contact for people wanting information about the Wall (HWHL, n/d).

Marketing communications activities

Marketing – and particularly marketing communications – activity will be a crucial element of achieving the above objectives, and in its first 18 months of operation

HWHL has undertaken numerous initiatives in order, ‘*to build brand awareness, encourage more and prolonged visits, and grow the longer term visitor economy*’ (HWHL, 2007b: 24).

Crucial in this has been the development of a web site – www.hadrians-wall.org. According to HWHL’s marketing strategy, the web site represents

a multi-dimensional way of presenting the offer: [it] can present content in a more inspirational way, across different formats so that the HWC offer can be brought to life [and it] will be a main tool in repositioning the HWC offer, diversifying from the main theme of the wall as part of the Roman frontier, as well as providing deeper, richer and more interactive content on that part of the area’s history.

(HWHL, 2007a: 6)

Linked to this, in 2007, the summer marketing campaign was built around the theme ‘Plan your invasion’. The main focus of this was a stand-alone web-based journey planner, with an interface that actively promoted the various destinations, facilities and attractions of ‘Hadrian’s Wall Country’. In addition, there were full colour press adverts which ran in July and August. These adverts emphasised the range of activities, facilities and attractions that were located in the area – not only those explicitly linked to the Roman heritage, but also those with a more tangential relationship (e.g. art galleries, cafes, restaurants, etc.), which nevertheless contribute to the overall visitor experience.

In addition, this activity was supported by promotional literature designed to be used by visitors before and during their visit. The existing Hadrian’s Wall World Heritage Site newsletter has been relaunched as *Frontier*, with features and stories aimed at those with an interest in the Wall and Roman heritage, which is available both as a printed version and as an e-zine with added online content. Other important publications include a *Roman Attractions* leaflet and accommodation mini guide, an updated *Essential Guide to Hadrian’s Wall Path National Trail* and a booklet entitled *Walking in Hadrian’s Wall Country* (incorporating 15 circular walks). Thirty-five thousand copies of this last publication were tactically distributed throughout the corridor and its access points, and copies sent to numerous travel and walking journalists, with several walking press trips set up for Spring 2008.

Indeed, HWHL has been actively engaged in public relations activities designed to stimulate and maintain media interest in the area at local, regional and national level through national and local print and broadcast media as well as relevant web sites, with a view to aligning coverage to marketing campaigns and key

messages. The web site has an image library that best represents Hadrian's Wall Country.

Initial evaluation of these activities has been positive. Approximately 2.1 million people saw the press advertising, and the online journey planner has received over 1 million hits to date (and was named 'Website of the Week' by *New Media Age* magazine). Media relations activity has been successful, with coverage in various print media vehicles and also in national broadcast media including television programmes such as *Timewatch*, *Britain's Best* (Hadrian's Wall was shortlisted in this programme, showcasing some of Britain's finest heritage sites and encouraging viewers to vote for their choice), *Britain's Favourite View*, *Written Britain*, and a six-part series entitled *The Wall*, scheduled for Spring 2008. This covered the story of the Wall and the communities living in and around it, 'then and now' (HWHL, 2007b).

These activities seem set to ensure that the profile of Hadrian's Wall will be raised both regionally and nationally into the future, and a positive start has been made in achieving the articulated vision for the locale.

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MiniCase notes

1. UNESCO is the United Nations Educational, Scientific and Cultural Organisation. Its remit is to contribute to peace and security in the world by promoting collaboration among nations through education, science, culture and communication. More detail of the remit of UNESCO with particular reference to heritage is given by Carman (2002). It operates the World Heritage list of monuments, groups of buildings or sites considered to be 'of outstanding universal value' as defined by various criteria, which are provided at <http://whc.unesco.org/criteria/htm>.
2. One NorthEast is the Regional Development Agency for the north east of England. It was established in April 1999 and is responsible for setting and implementing the agenda for economic and business development, regeneration and improvement in that area. More detail about the organisation can be found at <http://www.onenortheast.co.uk/page/aboutone/index.cfm>.
3. More details can be found at <http://www.ramblers.org.uk/info/paths/hadrianswall.html>.
4. The primary source is the *Hadrian's Wall Major Study Report Summary September 2004* (ONE/NWDA, 2004) produced by One NorthEast and its counterpart in the north west of England, the NorthWest Regional Development Agency.

MiniCase questions

1. What issues may potentially impact on the achievement of the vision for Hadrian's Wall and its positioning as the 'Greatest Roman Frontier', and consequently would need to be taken into account in the planning process?
2. What are the implications of the 'Greatest Roman Frontier' positioning for the 'product' being marketed, initially by the two regional development agencies, and now by Hadrian's Wall Heritage Limited?
3. How might the chosen positioning be communicated to relevant target audiences into the future?

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