SECTION II

Components of IMC

In the first section of this book we look generally at integrated marketing communication (IMC), its definition and a broad introduction. IMC's role in building brands and strengthening companies was discussed. In this section we begin to examine the fundamental building blocks of IMC, the elements that go into building brands and strengthening companies. In Chapters 4 and 5 we shall look at what is meant by traditional advertising and promotion, noting that they represent a fundamental *strategic* difference in communication objective. Marketing communication that is primarily directed towards building brand equity through a strong brand attitude over time is what is trad-itionally understood as advertising. When the primary objective of marketing communication is to generate an immediate brand purchase intention, that is what is traditionally understood as promotion. *All* marketing communication, regardless of how the message is delivered, will be either advertising or promotion, depending upon its primary communication objective.

Advertising tends to be associated in most people's minds with mass media like television, newspapers, and magazines and promotion with print media and direct mail. But there are many, many other ways of delivering an advertising or promotion message. In fact, any contact between a brand and its target audience occurs via media of some kind. In addition to mass media, this would include such things as the so-called 'new media' (vehicles like the Internet and even cell phones), sponsorships, product placement in entertainment programs or movies, even the package itself. Strategic IMC planning must look at every available option for delivering both advertising and promotion messages: and for reaching both a brand's and company's target audience.

While certain media tends to be associated with advertising or promotion, there is no reason to exclude any option that makes sense given the IMC plan; and critically, is compatible with the processing requirements associated with the communication object-ive (something that will be covered in Chapter 11). In Chapter 6 we shall be looking at a number of alternative ways of delivering an IMC message beyond mass media. Chapter 7 will be looking at direct marketing, because it too is an IMC option for delivering a message (under certain conditions). What makes it different from other alternatives is that it uses a database in identifying and refining target audience selection.

CHAPTER 4

Traditional advertising

With this chapter we begin a section that looks at the various options that are available for delivering a message in an integrated marketing communication (IMC) campaign. But before we discuss the roles these various options may play, and how they might best be utilized within an IMC campaign, it is important to understand a fundamental strategic difference in the messages delivered. This difference involves what is meant by traditional ideas of advertising versus traditional ideas of promotion.

One of the more troublesome issues associated with IMC is the 'role' of advertising and promotion. This has become a problem because of the blurring of the traditional distinction between them, as we saw in Chapter 1. In the past, advertising has been delivered via what was known as 'measured media', so-called because independent services 'measured' the size of the audience for such things as television, radio, newspapers, magazines, and outdoor. But today, advertising messages are delivered through direct marketing and channels marketing (for example through trade-oriented marketing such as co-op programs), areas where in the past one only found promotional messages. And what about the Internet? There you find adverts as well as coupons to print.

The point here is that whether or not something is an advert or a promotion is not a factor of how the message is delivered, but the strategic intent of the message. With advertising, the primary intent is to build brand awareness and brand attitude; with promotion, it is to drive short-term sales or product usage. These are strategic concerns that reflect the desired communication objective for a particular message in an IMC campaign. How that message is delivered will be a factor in terms of an appropriate fit with the communication objective (as we shall see in Chapter 11), and then optimizing a media strategy within an overall IMC plan.

The old way of looking at advertising versus promotion in terms of how they are delivered no longer holds. In fact, what generally has been thought of as advertising skills now play a critical role in all forms of marketing communication, including promotion-like messages (again as pointed out in the first chapter). In the remainder of this chapter we shall begin to look at advertising issues. But as they are discussed, we must remember that these same principles will apply to direct marketing, sponsorship, event marketing, and even with traditional ways of dealing with promotion if an advertising-like message is also being used. In other words, if the primary communication objective is to build brand attitude, this is advertising.

■ The role of advertising in IMC

A good way to understand the role of advertising in IMC is to go back to the Latin root of the word. Daniel Starch (1926), one of the pioneers in advertising theory and measurement, was perhaps the first to use the Latin root of advertising in defining it, back in the 1920s. Advertising's Latin root is *advertere*, which translates roughly as 'to turn towards', and

this is the job of advertising. Advertising-like messages in IMC are meant to 'turn' the consumer's mind towards the advertised brand. It does this by raising awareness for the brand among the target audience, and by building positive attitudes towards the brand.

All marketing communication should help build brand awareness and contribute to a positive feeling for the brand. But when this is the primary communication objective, it is specifically advertising. Because brand awareness and brand attitude take time to build, advertising plays a more long-term strategic role in IMC. Over time, effective advertising will successfully seed the brand in memory as satisfying an appropriate need, and will associate the brand with positive attitudes that are linked to positive motivations to buy and use it when that needs occur.

As we discussed in Chapter 2, both brand awareness and brand attitude are important in positioning a brand, so it follows that a critical role for advertising in IMC is to effectively position a brand relative to its competition. We talked generally about how this is done, and will look more specifically at positioning in Chapter 11. We also saw in Chapter 2 that brand attitude is arguably the key component in building and sustaining brand equity. Within an IMC program, it is the advertising-like messages that are critical to the process of building and maintaining a brand's equity.

In summary, advertising's role in IMC is to raise awareness for a brand, linking it to an appropriate category need. At the same time, advertising-like messages will build positive brand associations in memory that lead to a positive attitude towards the brand. As a part of this, advertising will be optimally positioning the brand within its category, uniquely differentiating it from competitors on benefits important to the consumer, and what they believe (or can be persuaded to believe) the brand delivers. This, in its turn, will lead to strong brand equity.

■ Types of advertising

Different authors discuss 'types' of advertising in different ways. Pickton and Broderick (2005), for example, take a narrow, detailed view of what constitutes different types of advertising. For print advertising alone they talk about such things as: full-display advertising, ROP (or run-of-paper), double-page spreads, specially positioned with no other adverts around it, prime positioning, semi-display adverts, classified advertising, and advertorials.

The majority of these distinctions are in terms of the creative freedom involved in the execution, or where the advertising is placed within a newspaper or magazine. Classified adverts and advertorials are distinguished by their content. They also make distinctions as a function of media: for example infomercials being the television equivalent to advertorials in the press, or intermercials being the Internet equivalent to television commercials. In effect, they are illustrating the great variety of ways advertising may be created and delivered. This notion is echoed by

many others writing about IMC who talk about different types of advertising in terms of creative tactics: humor, hard sell, testimonial corrective, advocacy, fear appeal, etc.

Rossiter and Bellman (2005), on the other hand, take a much broader view of what constitutes different types of advertising. For them, the main types of advertising are: brand advertising, by which they mean advertising placed in mass media; direct-response advertising; and corporate image advertising and other company-oriented advertising (e.g. sponsorships) that is not advertising specific brands. They are making a primary distinction between a brand focus versus company focus, as well as singling out direct-response advertising, which has as its goal creating immediate positive brand attitude in order to elicit an immediate response to the message.

Our own view is more along the lines of Rossiter and Bellman, looking at a broader classification of advertising. From our perspective, in considering different types of advertising within an IMC framework, it makes sense to look at the task objective for the advertising, the contribution the advertising is making to overall IMC strategy. Fundamentally, we see this as directly related to the type of message and its target audience because the creative approach will be different depending upon the general target audience.

Even though all advertising within an IMC campaign must have a consistent 'look and feel', brand advertising to consumers will generally be different from retail advertising to consumers; adverts for one business advertising to another will look different from corporate image advertising. The approaches are different even when the same people are part of the target audience. Looked at in this way the main types of advertising would include: consumer-oriented brand advertising (COBA), retail advertising, corporate image advertising, and business-to-business (B2B) advertising.

A brand, store, or company will be positioned differently within each of these types of advertising, and the creative executions are likely to differ. In fact, one can usually easily recognize each of these different types of advertising by simply looking at them. These differences are evident in the examples of each type illustrated below. In each case, because it is delivering an advertising-like message, the primary communication objectives are brand awareness and brand attitude. And when different types of advertising are part of an IMC campaign, even though the approach may be different, effective executions will nonetheless have a consistent 'look and feel'. Anyone looking at them will understand them to be advertising from the same company.

In summary, then, we can think of advertising in terms of the following four types (Figure 4.1):

- *COBA*: This is what most people think of when they are thinking about advertising. It is brand focused, seeking to make consumers more aware of a brand, and to form positive attitudes about it, 'turning' the mind of the consumer towards a positive consideration of the

COBA	Brand focused advertising directed toward individual consumers, delivered via a wide range of possible media
Retail advertising	Involves both store image as well as products or services offered, and generally uses local media
B2B advertising	Addresses both customers and the trade, and generally uses specialty media directed to target segments
Corporate advertising	Promotes company rather than the product or service offered, and addresses all important target audiences

Figure 4.1
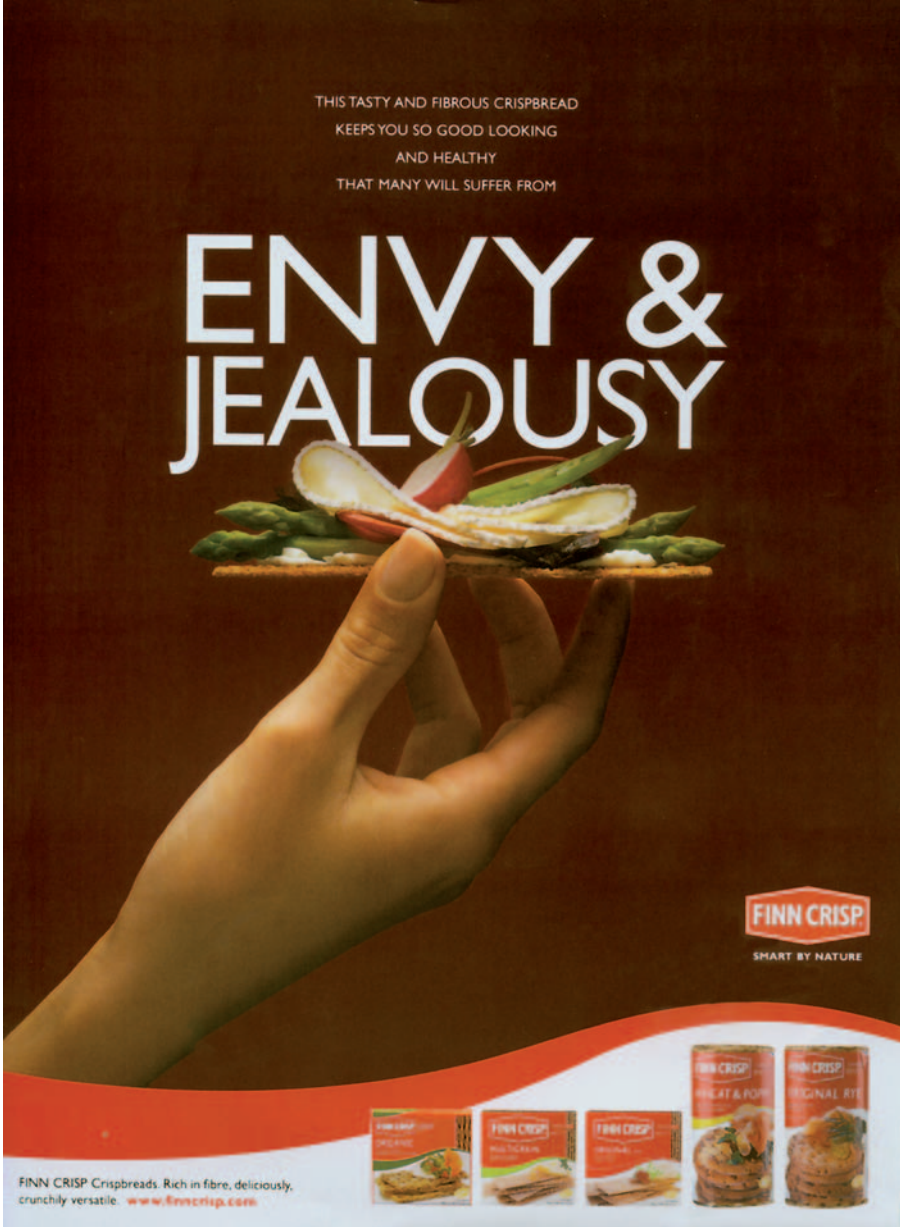Four basic types of advertising

brand. The advert for Finn Crisp in Figure 4.2 offers a good example of a typical COBA. It is clearly targeted to a consumer, and provides strong brand identity (the clear package presentation illustrating the correct recognition brand awareness strategy that we shall be discussing later).

- *Retail advertising*: The unique aspect of retail advertising is that it generally involves two brands: the store itself and the products or services it offers. Retail advertising may be 'image' oriented, raising awareness of the store and creating a positive attitude towards the store; or it may be used to raise awareness of the products it sells, nurturing a positive brand attitude for those brands, in order to indirectly enhance awareness and favourable attitudes for the store itself.

- *B2B advertising*: The difference here is that B2B advertising need not specifically address the end-user. B2B advertising may seek to build awareness and positive brand attitudes not only among their customer base, but also among the trade and other aspects of the distribution system with which they deal.

- *Corporate image advertising*: Traditionally, this is advertising that promotes a company itself rather than the products or services it markets. It seeks to positively raise the salience of the company, and create a favourable attitude towards it, among particular target audiences that can range from consumer markets to the financial community to government regulatory agencies (as we discussed in the last chapter).

We shall now take a closer look at these four different types of advertising.

Consumer-oriented brand advertising

The job of COBA is the building and nurturing of brands. In Chapter 2 we discussed the idea of brands and their relationship with IMC in some detail, and pointed out that in many ways, without marketing communication, and especially advertising, there would not be brands. Roderick White (1999) suggests that because advertising is the most intense and

Figure 4.2
A good example of COBA with a clear package presentation for recognition brand awareness. *Courtesy*: FinnCrisp

visible form of marketing communication, it has a key role to play in the successful marketing of a brand. As he puts it 'Advertising cannot turn a sow's ear into a silk purse, but, given a good or – ideally – superior product, it can help to build it into a strong brand'. Or as John Phillip Jones (1999) has put it 'Advertising's greatest single contribution to business is its ability to build brands'.

White (1999) has also suggested that the role of advertising has traditionally been seen as aiding sales, and does it by creating awareness for a brand, providing essential information about the brand, helping to build a relevant brand image, and once the brand is established by reminding the consumer to try, buy, or use the brand. Or as we have put it, the primary communication objective for advertising is to build brand awareness and positive brand attitude.

COBA media

How does COBA reach its target audience? Generally speaking, COBA is placed in mass media, because it can do the best job of creating awareness for a brand. This is especially true for national or international advertisers. Mass media includes such things as television, radio, newspapers, magazines, and outdoor. Of these, the best medium for driving brand awareness will usually be television. And in fact, because of the intrusive nature of television and its ability to sustain attention, as well as the dynamic nature of the medium (e.g. pictures, movement, seen and spoken words, music), it is also the strongest medium for building brand attitude. Only when a complex message is involved, requiring more information to be presented and processed, will television not be the primary medium (e.g. with high-involvement informational advertising, as we shall see later in the chapter). Other mass media, especially print, will of course be part of the IMC plan, but for most COBA, television should be the primary medium. We shall be dealing with all of this in much more detail when we discuss media in Chapters 11 and 12, as well as brand awareness and brand attitude strategies later in this chapter.

Actual media expenditure data supports the fact that television is indeed the dominant medium for COBA (Figure 4.3). In 2004, total expenditures in the US market on television advertising was over US $60 billion, more than the next two largest expenditures combined (radio and newspaper, each about US $20 billion). While print media, especially newspaper and outdoor, play a more significant role in markets outside the US, television is still likely to be the most significant single media. In the UK in 2000, about a third of all COBA spending was in television. The dominant position of television is underscored by a study done in Australia (reported in Rossiter and Bellman, 2005). When asked what media they used, advertisers almost all say they use television, and most say they use radio and print. And when asked which medium they use most, over two-thirds said television, compared with less than a quarter replying newspapers, and only a few magazines, radio, or outdoor (see Figure 4.4).

Medium	Expenditure in US$ (billions)
Broadcast television	43.1
Cable television	18.5
Radio	20.9
Newspaper	20.0
Magazines	11.7
Internet	8.4
Outdoor	4.8

Figure 4.3
Advertising
expenditures:
USA, 2004. *Source*:
Marketing News
(2005)

Media	Use (%)	Use most (%)
Broadcast television	92	61
Cable television	38	2
Newspaper	84	21
Magazine	84	5
Radio	79	3
Internet	77	0
Outdoor	61	1

Figure 4.4
Advertisers' use
of media: Austria,
2002. *Source*:
Adapted from
Starcom Worldwide,
Media Future
Report 2003 as
reported in Rossiter
and Bellman (2005)

COBA should be the dominant form of marketing communication in any IMC campaign for a *brand*. The primary means of delivering the advertising message in almost all cases should be television because of its unique ability to reach large audiences and sustain attention. Other mass media, as well as other non-traditional means, may also be used where appropriate.

Retail advertising

Retail advertising, as already pointed out, may focus on either the image of the store itself, or on the products or services it offers. But even when the advertising features products or services, it will influence the image of the store. Anything connected with a retail store will be part of how that store is perceived, because those things will be part of the associations in memory linked to it. So, while retail image advertising has a

direct effect on building brand attitude for a store, adverts for products it sells will have an indirect effect on attitudes towards the store.

If you were to see advertising for a new women's clothing store and it was featuring very expensive designer labels in the adverts, this will certainly inform your initial attitudes, and your perception of the store's image. You have knowledge and assumptions about such clothing in memory, and this will be associated with this new store as you form initial attitudes about it. On the other hand, if the new store featured mass-market brands of women's sportswear, your initial attitudes will be much different. A retail store's image will clearly be affected by the products it sells.

In every sense, retail advertising is *brand* advertising, whether featuring brands on offer or the store itself as a brand. But it should be pointed out that most retail 'advertising' is not traditional advertising as we are defining it. Most is promotion. In other words, for most of the 'advertising' run by retailers the primary communication objective is immediate brand purchase intention, not building brand attitude for the store. The retailer wants you to come and visit the store. Even though most people, even marketing managers, call this 'advertising', it is important to understand that strategically unless the primary communication objective is brand awareness and brand attitude, it is not advertising. Building positive awareness and attitude is the role traditional advertising performs in IMC.

Some retail advertising may be partially or wholly paid for by the manufacturers of the products advertised. This is called co-op advertising, and it will be covered in Chapter 7.

Retail advertising media

Most retail advertising is local in nature because the target audience for any particular retail store will be drawn from its immediate geographic area. This means media selection will be oriented to local media. However, retailers with stores in many cities or even multinationally (e.g. large franchise operations like Benetton or McDonalds, or large retailers such as H&M) will, of course, utilize media with broader reach. Regardless, the appropriate media device must reflect the advertising's strategic and communication objectives.

At the strategic level, when advertising is dealing with products or services offered by the retailer, newspaper will generally be the primary medium. An important aspect of the appropriateness of newspapers for retail product advertising is that it relies upon the fact that the products advertised also have COBA support. Thus retail adverts are basically reinforcing brand awareness, and alerting the consumer to where the brand may be purchased. Remember that we are talking about retail *advertising* here, not retail promotion where the emphasis will be on price.

When a retailer is advertising their own product or service, the same media appropriate for COBA should be used. This means primarily local television, with print in support. This should also be the choice for store image

advertising, again for the same reasons discussed for COBA. In all cases, the media chosen must be appropriate for the specific brand awareness and brand attitude strategies (which are discussed later in the chapter).

B2B advertising

B2B advertising is advertising targeted to those who are part of the decision-making process for purchasing products or services for a company, which may or may not be the end-user. This is especially true for advertising targeted to the trade (e.g. wholesalers or distributors). In such cases, B2B advertising is concerned with maintaining awareness and positive brand attitude for a company's products so that the trade will stock and sell them.

Given the nature of the market for B2B products, the target audience for advertising tends to be much smaller than the target audience for most COBA. Yet while the target audience is likely to be small (relatively), the composition of that target audience tends to be more complex. IMC programs with B2B advertising will be targeted not only in terms of the decision-makers involved, but also targeted to the type of product or service being offered. The first step is to identify target companies, then the right people in those companies involved in the decision process.

For most B2B purchase decisions, there will be more than one person involved in the process. But while many people may be involved, it is important to remember that advertising must be directed to *individuals*; individuals in their role within the decision process. This is the case, of course, for all advertising. But the likelihood of a number of different people playing important yet different roles in the purchase decision process is much greater in B2B marketing.

Consider Rolls Royce jet engines. Their target market is obviously quite small, comprised of only a handful of jet aircraft manufacturers. But within that select market, they must maintain a high-brand salience (when the need for jet aircraft engines arises, they want Rolls Royce to come to mind), and they need to build and nurture a positive brand attitude among all of those in the target companies likely to be involved in the selection of a jet engine supplier. This is likely to be a group decision at the target companies, but the advertising must be strategically targeted to each individual within the role they play in the decision process. There will be technical experts and engineers who help influence the selection; there will be senior management involved; and there may also be outside consultants advising the company. The message to each group must reflect their role, yet be consistent in terms of the overall approach.

IMC plays a key role in keeping images consistent over different messages to different target audiences. While it may make strategic sense to focus upon different benefit sets for each target, requiring different executions, overall the 'look and feel' must be the same, projecting a consistent overall image for the company and brand. This is especially important for something that has been called *dual channel marketing*, where a company sells virtually the same product or service to both consumers and business (Bremans, 1998).

B2B media

Depending upon the size of the target market, the appropriate media for B2B advertising will vary. With very small target markets, traditional media advertising as such may not make much sense, beyond advertising-like messages in brochures or other aids for the sales force. With larger target markets, direct mail targeted to appropriate decision-makers may be used, and depending upon their specific reach, certain trade publications or business magazines will be appropriate.

As with most things, there are exceptions. If a company's target market is potentially very large, mass media would make sense. International carriers such as DHL or UPS, for example, use television advertising because of its broad reach. Their target would include anyone responsible for shipping at any company with shipping needs. Think of advertising you have seen for them. It is addressing individuals in their role as someone responsible for deciding how things are to be shipped.

The influence of the Internet on B2B marketing has been dramatic. Advert-like messages on a company's home page are also an option, as well as other Internet advertising at appropriate sites. There was a significant movement by B2B marketers to Internet advertising in the 1990s, and away from more traditional print media. But now there is a notable return to traditional print media, as well as the use of television (especially on business-oriented programming). This follows a realization that while business decision-makers do go to the Internet for specific, targeted information, there is a need to raise the salience of a company's products *before* they are looking for more targeted information. More traditional media provides this opportunity.

Corporate image advertising

Corporate image advertising is traditionally defined as advertising that promotes a company rather than a specific product or service. The decision to include corporate image advertising as a part of an IMC program in addition to other brand-oriented advertising is an important strategic decision. It is important because it helps in building and sustaining corporate image, identity, and reputation (as discussed in Chapter 3). Overall, it tends to be used more by larger companies than smaller companies.

Many managers feel that corporate image advertising sends an important message to other businesses, reinforcing its reputation within its market. Studies have suggested, for example, that the more a company uses corporate image advertising, the more it is 'admired' among B2B marketers (Clow and Baack, 2004). In the early 1990s, in the US 65% of service companies, 61% of business goods manufacturers, and 41% of consumer goods companies included corporate image advertising as part of their marketing communication program (Schumann et al., 1991).

Because corporate image advertising does not promote any one product or service, some consider it an extension of public relations (PR). But

PR relies upon a company's message being delivered by various media without cost to the company; and with PR a company does not have control over the final message that is delivered. For those reasons, we feel corporate image advertising should be considered as wholly a part of the advertising-like component of IMC, and not as an extension of PR.

In addition to direct corporate image messages, there are two *indirect* ways in which corporate image advertising may be used to help enhance the image and reputation of a company: advocacy advertising and cause-related advertising (Myer, 1999). Corporate advertising that deals with important social, business, or environmental issues is known as *advocacy advertising*. To the extent that the issues addressed are salient and important to a company's target market, and the message succeeds in positively associating the company with that issue, it will help build positive attitudes towards the company. When a company is linked with a charity as part of cause-related marketing, and that link is advertised, it is referred to as *cause-related advertising*. This too can help build positive attitudes towards the company. Research has in fact shown that 80% of consumers report a more favourable attitude towards a company that is seen as supporting a worthy cause (Harvey, 1999).

Corporate image advertising and brand strategy

In Chapter 2 we discussed branding strategy, and talked about stand alone, source, and endorser brands. Rossiter and Percy (1997) have identified four cases that follow from branding strategy, and which will inform the decision to use corporate image advertising. The four cases they discuss are (1) when the corporate name is not apparent on the product or service offered; (2) when the corporate name is used with some brands but not others, such as Nestle's Crunch and Taster's Choice (which is a Nestle brand); (3) where the company always uses the corporate name along with its brand names; and (4) when the corporate name is the brand name.

In the first and last case, a company would be using a stand-alone branding strategy for all of all of its products or services. When the company name is completely separate from its brands, it will be important to include corporate image advertising in an IMC program because it will be the only way advertising can help build awareness and positive attitudes towards the company. When such a company has brands with strong brand equity, corporate image advertising that ties the company to the brands can be a useful tactic. When the company name and brand name are the same, in effect brand advertising is serving as corporate image advertising as well. The stronger a brand's equity, the less necessary it may seem to run separate, specific corporate image advertising. But corporate image advertising goes beyond brand advertising. In order to help build a company's image and reputation beyond an association with well-regarded products, specific corporate image advertising will be necessary. This is a situation when advocacy advertising or cause-related advertising could make sense.

In the two mixed-cases, where either a source or endorser branding strategy is used, corporate image advertising can be used in a number of ways. However, it is important *strategically* to separate the effects of corporate image on branding strategy versus the need to establish a strong corporate image, identity, and reputation. Of course, a strong identity and reputation will carry over to a company's brands; this is a major reason for considering a source or endorser branding strategy. The positive equity in the corporate name, acting as a parent brand, helps to enhance brand awareness and brand attitude. But this positive brand association is *product* based, and does not necessarily work in the other direction, enhancing corporate identity and reputation in the broader sense discussed in Chapter 3.

This means that within an IMC program, the role of corporate image advertising must be seen as separate from that of brand advertising, even when the corporate name is acting as a parent brand.

Corporate image media

We saw with B2B advertising that the choice of media depended upon the size of the target market. In the case of corporate image advertising, the choice of media will vary as a factor of both the size of the company and the size of the target market. With small companies, it is often the case that corporate image advertising, at least on a broader scale, is not affordable. If that is the case, the company's consumer-oriented advertising or B2B advertising should include some component that addresses corporate image. This could be as simple as a tag line in association with the company's logo that reinforces the desired corporate image and identity. But even when broad-reach media is unaffordable, *local* media, especially sponsorships, should be considered. Advertising in local school athletic programs, at community activities, or at cultural events can be an effective way of raising awareness for the company, and linking it positively to community support, which will have a positive effect on corporate image and reputation.

With medium or large companies, appropriate local and mass media should be used. When the target market is small, just as with B2B advertising, direct mail and adverts in business and trade publications should be considered. Companies with larger target markets should consider television, newspaper, and mass circulation magazines. The specific media, as with all market selection, must be consistent with the awareness and attitude communication strategy.

■ Brand awareness and brand attitude strategy

Regardless of the type of advertising, in any marketing communication brand awareness and brand attitude will *always* be a communication

objective. A brand will need to stimulate awareness, and to positively contribute to its equity, with every piece of its marketing communication. As a result, brand awareness and brand attitude will always be an important part of IMC planning. We shall briefly introduce these effects now, and will return to them in almost every chapter because of their significance in effective marketing communication.

Brand awareness strategy

If asked, marketing managers are certain to say that awareness of their brand is critical. But how often do you see an advert or promotion, and not noticed who the sponsor was? In fact, it is not unusual to talk about a funny or unique commercial in some detail, yet not be able to identify the advertiser! You are probably thinking of an example or two now. How can this happen?

One of the biggest dangers in creating advertising-like messages is the assumption that the target audience is going to 'get' the message. It is an easy and understandable trap to fall into. When it is your brand and you have spent a great deal of time and energy on an advertising execution, *you* certainly know what the brand is and what you are trying to communicate. Unfortunately, the target audience has not been involved in the creation of the advert; and they do not spend most of their waking hours thinking about the brand.

As a result, simply mentioning the brand name will not guarantee brand awareness. One must carefully think about where and how awareness of the brand will feature in the decision to purchase or use the brand by the target audience. What one is after is to provide the target audience with sufficient detail to identify the brand within the category at the time the decision to purchase or use is made. It may even be that sufficient detail does not require the identification of the brand name as such. Often it is no more than a visual image of the package that a consumer uses to identify a brand.

If one does not 'think aloud' about a specific brand, and simply waits until they see and recognize it at the point-of-purchase, then brand awareness does not require the recall of the brand prior to purchase. Of course, there are many cases when you do need to recall a brand prior to purchase. Understanding these differences in brand awareness is extremely important to IMC planning. Brand *recognition* and brand *recall* are two distinct types of brand awareness, and which one to use depends upon which communication effect occurs first in the mind of the target audience (Figure 4.5). Does a category need occur and one looks for a product or service to meet it, which would be recall brand awareness, or does one see the product in the store and remember the need, which is recognition brand awareness?

Recognition brand awareness

In a number of purchase situations, it is seeing the brand itself in the store and recognizing it that reminds the consumer of the category

Figure 4.5
Brand awareness
strategy
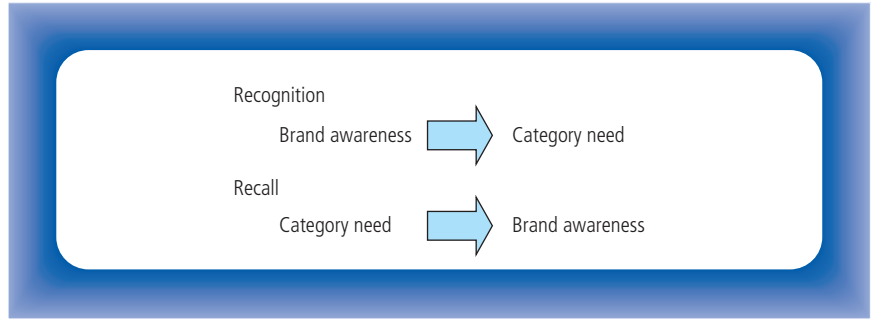
need – Is this something I need or want? What goes on the consumer's mind is:

Brand Awareness (in terms of recognition) reminds them of Category Need

This brand recognition can be either visual or verbal. In the store, merely seeing the package may key awareness of the brand. On the other hand, especially with telemarketing, *hearing* the brand name may key brand awareness. In either event, it is the recognition of the brand that constitutes the awareness, even though it may actually fail a recall test. As an example, think about how people shop in supermarkets. Market research consistently shows that very few shoppers actually use lists; and those who do will only have category reminders rather than brand names (e.g. bread, detergent, etc.). What happens is that as shoppers move up-and-down the aisles, when scanning the shelves they recognize brands (usually the package) and mentally decide if they need it or not.

What does this tell us about marketing communication? When brand awareness is likely to be based on recognition, one must be sure that the execution includes a strong representation of the brand as it will be con-fronted at the point-of-purchase. This means large visuals of the package for most packaged goods products (in the advertising, on coupons, etc.), and repetition of the brand name for products likely to be sold or solicited over the telephone.

Recall awareness

In other purchase or usage decision-making situations, the brand is not available as a cue. The consumer first experiences a need, and then must think of potential solutions. In this case the product or service must already be stored in memory. But more than that, it must also be *linked* in the target audience's mind with the category need. Just knowing the brand is not enough. It must become *salient* when the need occurs so that it is recalled from among the many brands someone may be aware of when they are ready to make a decision.

As an example, if you were to read a list of restaurants in your area, you would probably recognize most of them. However, when you decide to go out to eat, only two or three will come to mind, and you will make

your selection from one of them. The owner of an Italian restaurant wants people to think of his restaurant when they are in the mood for Italian food. It doesn't help if the target audience is 'aware' of the restaurant when cued (recognition awareness); they must *recall* it when the appropriate need occurs (wanting to eat at an Italian restaurant). What must happen in the consumer's mind is:

Category Need (what is wanted) reminds them of Brand Awareness (recalled)

To achieve this sequence of effects it is important that marketing communication strongly associates the category need with the brand name, and in that order: need–brand. Ideally, this link will be repeated often in order to seed the relationship in the target audience's mind. Creative tactics for both recognition and recall brand awareness will be covered in more detail in Chapter 9.

Brand attitude

The issue of brand attitude is an involved one, and well beyond the scope of this book. Nevertheless, a general understanding is essential for effective IMC planning. We will be taking as our model the Rossiter–Percy Grid (Rossiter and Percy, 1997), which looks at brand attitude strategy for advertising and other marketing communication in terms of two critical dimensions: involvement and motivation, as shown in Figure 4.6.
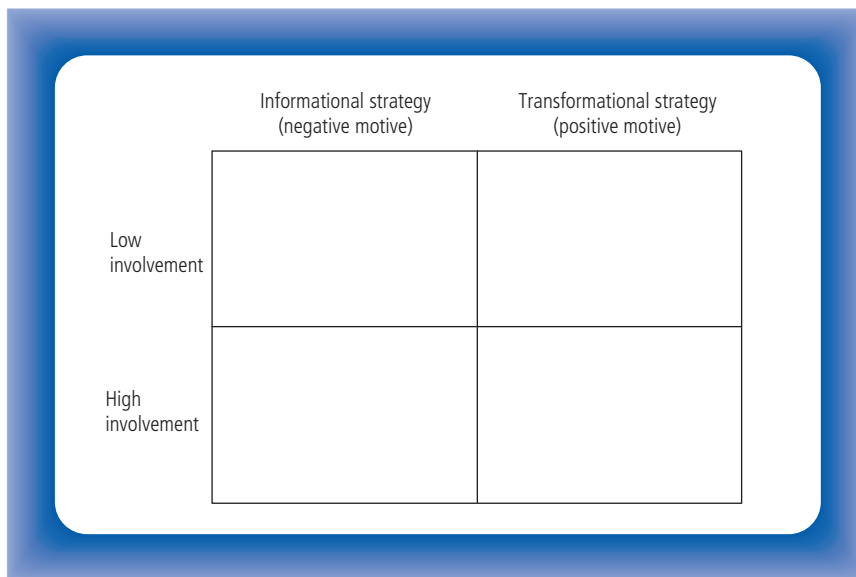
Figure 4.6
Brand attitude strategy: The Rossiter–Percy Grid

Involvement

It is generally acknowledged today that the level of consumer involvement in choosing a product or service will affect the choice, and that this

is probably a function of the complexity of the attitudes held towards a particular product or service. Without going into the research that underlies this, we will simply define involvement in terms of the psychological or financial risk perceived by the target audience in the purchase or use of a product. In low involvement situations, trial experience will be sufficient because little or no risk is seen if the outcome is not positive. With high-involvement choices, there definitely will be perceived risk in purchasing or using the product or service.

An important point to remember here is that perceived risk is in the eye of the consumer. It will always be important to 'check the obvious,' and be certain whether there is or is not a perceived risk in the mind of the target audience. It is also good to remember that this perceived risk could vary by situation, even for the same person. For example, the choice of what wine to serve at a routine family meal may entail little risk, but the perceived risk could certainly increase when important guests are dining.

Motivation

Psychologists all seem to agree that everything humans do is driven by a small set of motives. Of course, they all don't agree on exactly what constitutes that set of motives, but in general there is not a great deal of difference. Again to keep things simple, we will be looking at a basic distinction between negative and positive motives. In terms of positive motives, we will want to consider *sensory gratification*, where the purchase is made to enjoy the product, or *social approval*, where the purchase is made in order to achieve personal recognition for buying the brand. There are three basic negative motives to consider: *problem removal* when the purchase is made to solve a problem, *problem avoidance* when the purchase is made to avoid a problem, or *incomplete satisfaction* where one is looking for a better alternative (see Figure 4.7).

Basic motive	Description
Negative motives	
Problem removal	Looking for a product or service to **solve** a problem
Problem avoidance	Looking for a product or service to **avoid** a future problem
Incomplete satisfaction	Looking for a product or service that is **better** than what is currently available
Positive motives	
Sensory gratification	Looking to **enjoy** a product or service
Social approval	Looking for **personal recognition** for using a product or service

Figure 4.7
Motivations driving
purchase behaviour

The important point to understand is that the reason why someone wants something, the motivation, causes attitudes to be formed in the first place. As a result, these motivations 'energize' the purchase or usage decision. In one sense it is like a circle. The consumer is motivated to buy something and choose a particular brand because his or her attitude towards that brand suggests it is the best solution to satisfying that motivation. With purchase and usage, the attitude based on the motive is strengthened with a good experience (or weakened with a bad experience).

To illustrate, if you have a bad headache, you will be motivated to do something about it (the negative motivation of problem–solution). You consider Advil the strongest and fastest working brand of pain reliever (the attitude associated with the motive), and take some. The headache goes away, and the attitude-motive link is strengthened. But motives are specific to attitudes. Continuing our example, if you have a sinus headache, while the general motive remains the same (problem–solution), the attitudes associated with *sinus* headaches may lead to the choice of another brand such as Sinutab.

This example shows not only how attitudes are dependent upon motives, but also how brand choices are linked to motives via attitudes. It also serves as a good example of how the brand awareness link must be carefully established. If your target audience makes a distinction between types of pain (i.e. their attitudes towards pain and hence towards brands), managers must be sure that the link between category need and brand awareness forged in the brand's marketing communication reflects these attitudes.

The Rossiter–Percy Grid

Given these dimensions of involvement and motivation, a 'grid' that reflects the interaction of the two easily follows. In effect, we are saying that if the fundamental criterion involved in choosing a product or service is the amount of perceived risk in the outcome of the decision and whether the need to be satisfied by the choice is negatively or positively motivated, then IMC planning must take into account the combination of involvement and motivation evidenced by the target audience. These strategic quadrants are represented by the 'grid' (as shown in Figure 4.6).

Before going further, we need to point out that the Rossiter–Percy Grid is *not* the same as the so-called FCB advertising planning grid. It too uses involvement (although defined differently), but a second dimension called 'think-feel'. The two should not be confused. Actually, the full Rossiter–Percy Grid also includes an overlay of the brand recognition–brand recall distinction within each quadrant. But even looking at the brand attitude component, there are significant strategic planning advantages to the Rossiter–Percy Grid over the FCB grid (Rossiter et al., 1991).

What are the strategic implications for IMC planning suggested by the four quadrants of the brand attitude grid? Depending upon where a brand's purchase or usage decision lies within the grid, creative tactics will differ significantly. For example, when a decision implies no risk,

one does not really need to convince the target audience. All one need do is titillate, or create what Maloney (1962) has called 'curious disbelief'. This opens up the choice of media for delivering the message. On the other hand, with high-involvement decisions one needs to convince. This means more permanent media should be considered (as opposed, say, to a 15 second commercial).

When dealing with negative motives, one has a lot more latitude. Here the basic task is to communicate information that supplies the 'answer' to the need driven by one of the three negative motives. When dealing with positive motives, an 'emotional authenticity' is required in the executions. The target audience must sense that the feelings displayed are real and not contrived. This too will have significance for IMC planning. One of the reasons traditional advertising is generally more effective than other IMC options in building brand attitude is the broader availability of broadcast, especially television, to advertising. Of all the means of delivering marketing communication, television offers the greatest opportunity for eliciting emotional responses, as well as an advantage in portraying a sequence of emotions. All of this means television has built-in advantages when dealing with purchase decisions that are driven by positive motives.

To summarize, the Rossiter–Percy Grid help with IMC planning in the following ways:

1 It helps focus the manager's thinking about a brand in terms of the target audience's involvement with the decision and the motivation that drives their behaviour.
2 When involvement is low and the motivation is negative, a wide variety of options are open because the target audience does not need to be convinced (only interested), and the key is in the information provided.
3 When involvement is high and the motivation is negative, the target audience must be convinced by the message, so the communication options considered must be able to accomplish this.
4 When motives are positive, 'emotional authenticity' is the key to successful communication, whether involvement is high or low, and the communication options considered must be able to deal with this.

Beyond these general strategic implications, there are quite specific tactical considerations associated with each of the quadrants. These will be dealt with in Chapter 9. For the present, it is important to know that the brand attitude quadrants will inform executions for both advertising and promotion.

Summary

In this chapter we have looked at traditional advertising and its role in IMC. The key to understanding this role is the important distinction between advertising-like messages and promotion-like messages. All marketing communication where the primary objective is

building brand awareness and positive brand attitude may be thought of as advertising, regardless of how the message is delivered. It differs from promotion in that promotion-like messages, while addressing both awareness and attitudes, has as its primary objective initiating immediate brand purchase intention.

There are four basic types of advertising: COBA, retail advertising, B2B advertising, and corporate advertising. COBA is brand focused and directed towards individual consumers, delivered via any of a broad range of media. Retail advertising involves both the store and the products or services it offers, and is generally local in nature. B2B advertising differs from the other types in addressing not only a customer base but also the trade and other aspects of the distribution system. Corporate advertising promotes the company rather than its products or services, and addresses a wide range of target audiences.

Brand awareness and brand attitude strategy are intimately involved in IMC planning. Brand awareness strategy addresses the important distinction between recognition and recall brand awareness. When the brand choice decision is made at the point-of-purchase, where seeing the brand stimulates a need for the product, a recognition brand awareness strategy is required. When this is the case, to be effective advertising must show the brand as it will be seen at the point-of-purchase. When brand choice follows in response to a need arousal, a recall brand awareness strategy is required. In such cases, advertising executions must link the need to the brand, and in that order, so that when the need occurs the brand will come to mind.

Brand attitude strategy follows from whether the purchase decision is low or high involvement, and driven by negative or positive motivations. These dimensions of choice are important to strategy because the creative tactics needed will differ significantly depending upon involvement and motivation. When involvement is low, it is not necessary to convince the target audience with the message, only to excite curiosity. But when involvement is high, the message must be convincing owing to the perceived risk associated with brand choice. When dealing with negative motivations, the advertising must provide information that will help address the problem posed by the category need involved. If the underlying motivation is positive, the execution must deliver an emotional authenticity that associates an appropriate positive feeling with the brand. The relationship between brand attitude strategy and involvement and motivation is summarized by the Rossiter–Percy Grid.

■ Review questions

1 What is the fundamental difference between advertising and promotion?
2 What is the primary role of advertising in IMC?
3 Why is television the strongest medium for COBA?
4 Why is it important to distinguish between different types of advertising?
5 Find examples of retail adverts that address the store's image and examples that deal with the products they sell.
6 Discuss B2B advertising and how it differs from other types of advertising.

7   How does branding strategy inform corporate image advertising?

8   Why is it important to understand if a purchase decision involves recall versus recognition brand awareness?

9   Why is it important to know if a purchase decision is high versus low involvement and negatively versus positively motivated?

10 Find examples of adverts for each of the four quadrants of the Rossiter–Percy Grid, and discuss why you selected them.

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