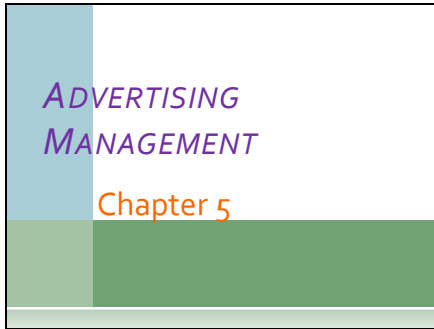


Slide
1



The average person is exposed to more than 600 advertisements per day. This situation represents a tremendous challenge for marketers. To be effective, an ad must first be noticed. Next, it must be remembered.

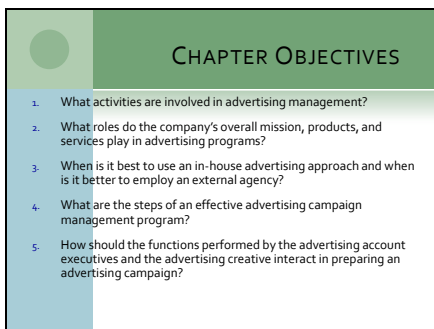
Then, the message of the advertisement should incite some kind of action, such as a purchase, a shift in brand loyalty, or at least be stored in the buyer's long-term memory.

This section deals with the role advertising plays in a completely integrated marketing communications program. This chapter focuses on advertising management, which lays the groundwork for the total advertising program.

One key element in this process is to develop the message theme, which is an outline of the key idea(s) an advertising program is supposed to convey. The message theme should match the company's overall marketing and IMC strategies.

Chapters 6 and 7 describe the advertising design process. Chapter 8 describes traditional advertising media. When the tasks of message theme design, advertisement design, and media selection have been integrated, the advertising account executive can make a better case that the IMC format has been followed.

Slide
2



1. What activities are involved in advertising management?
2. What roles do the company's overall mission, products, and services play in advertising programs?
3. When is it best to use an in-house advertising approach and when is it better to employ an external agency?
4. What are the steps of an effective advertising campaign management program?
5. How should the functions performed by the advertising account executives and the advertising creative interact in preparing an advertising campaign?

Slide
3

READY FOR THIS?


- The average person encounters more than 600 ads per day.
- TV, Radio, Print, Billboards, Newspapers, Direct mail, mobile, online, etc.
- Internet, texting, social networks, on hold messaging – all new
- Marketers must make medium choices



Slide
4

ADVERTISING MANAGEMENT

- Chapter focus – Advertising management
 - Developing message theme
 - Leverage point
 - Appeal
 - Executional framework



Leverage point presents the key element in the ad that taps into or activates a consumer's personal value system.

Slide
5


TO BE EFFECTIVE, AN AD....

- Be noticed
- Be remembered
- Message should incite some type of action
 - Purchase
 - Shift in brand loyalty
 - Buy again

Section 2 of this book will look at how this is accomplished

Slide
6

NOTICED



Slide
7



Slide
8



Slide
9

ADVERTISING MANAGEMENT

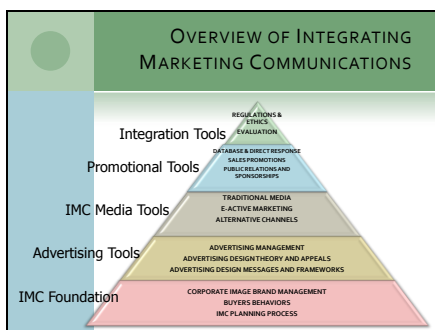
- Advertising management – process of preparing and integrating a company's advertising efforts with the overall IMC message.

1. Review role of advertising in IMC effort
2. Choosing an advertising agency
3. Develop an advertising campaign management strategy
4. Creative brief



This chapter presents an overview of managing the advertising function. The process of choosing an advertising agency is discussed. Then roles of various advertising personnel is presented. The last part of the chapter deals with managing an advertising campaign and includes topics such as advertising research, advertising goals, advertising budgets, and the creative brief.

Slide
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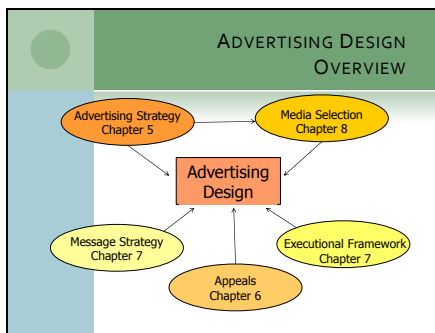


Reminder of the overall IMC process. We talking about Corporate Brand Management, Buyers Behavior, and uncovering a Promotions Opportunity Analysis.

Next, Thee ingredients must be combined to create effective advertisement

- Development of a logical advertising management scheme for the company
- Design of the ads
- Message of the ads

Slide
11



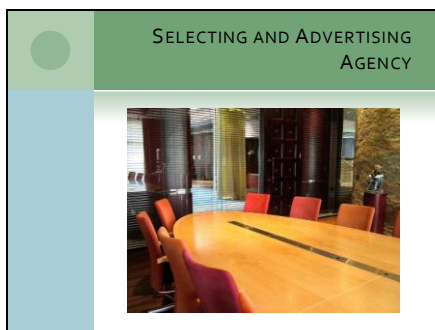
This graphic presents an overview of the advertising design process. It begins with developing advertising strategy (Chapter 5). Then it proceeds to choosing an appropriate appeal (Chapter 6), an executional framework (Chapter 7), and the message strategy (Chapter 7). The last decision is the media selection (Chapter 8). But notice, the choice of media impacts the advertising design process.

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The Oscar Mayer IMC Campaign is an excellent illustration of how advertising fits into an overall integrated marketing campaign entitled "It Doesn't Get Better Than This." Television advertising was an important part of the initial launch of the campaign at the Golden Globe Awards. Video advertising was developed as well as print ads. These various forms of advertising were integrated with package redesign, a PR launch, digital and consumer generated content for online, and local events involving the Wienermobile.

Slide
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Slide
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ADVERTISING AGENCIES	
	<ul style="list-style-type: none">● Consult and give advice about best target markets● Direct you how to project a strong company image and theme● Assist in selecting company logos and slogans● Preparation of advertisements● Planning and purchasing media time and space

Consulting and giving advice about how to develop target markets
Providing specialized services for business markets
Providing suggestions on how to project a strong company image and theme
Supplying assistance in selecting company logos and slogans
Preparation of advertisements
Planning and purchasing media time and space

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IN-HOUSE OR ADVERTISING AGENCY DECISION CRITERIA	
	<ul style="list-style-type: none">● The size of the account● The media budget● Objectivity● Product complexity● Creative ability

Choosing an Advertising Agency

The first step in developing an advertising program is choosing between an in-house advertising group and an external advertising agency. Figure 5.3 lists the variables used when deciding between an in-house and external advertising agency.

Decision Variables

In making the decision to use an external agency or in-house department, a firm should consider the following five critical issues:

The size of the account.

The money that can be spent on media.

The objectivity factor.

The complexity of the product.

Creativity concerns.


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BANANA REPUBLIC, GAP, OLD NAVY	
	

Slide
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A CASE FOR IN-HOUSE AGENCY

- Team membership
 - Member of the home team
 - Work on business day and night
- Continuity
 - In-house stay around longer
 - Access to big ideas
 - They are there everyday
 - First line of information



Team Membership - When you're a company employee, you automatically qualify as a member of the home team. Agency people have to get client permission to work on projects, and then they can only put in as much time as the budget allows.

Continuity

Typically, in-house people do stay in one place longer than their outside agency counterparts. Outside agencies ruthlessly weed out dead wood. In-house agencies don't


Access to big ideas

In-house people have better access to everything because they're there every day. Plus, you've got easier access to company information and dozens of valuable resources that make projects go smoother.

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ADVANTAGES OF IN-HOUSE VERSUS OUTSIDE AGENCY

Advantages of In-House	Advantages of Outside Agency
<ul style="list-style-type: none">● Lower costs● Consistent brand message● Better understanding of product and mission● Faster ad production● Works closer with CEO● Lower turnover rate in the creative team	<ul style="list-style-type: none">● Reduce costs● Greater expertise● Outsider's perspective● Access to top talent




Companies have to decide whether they will do the advertising work in-house or obtain an outside advertising agency. Each has advantages. With an in-house staff, normally costs are lower. It is easier to ensure a consistent brand message across campaigns and across various products within the company. In-house staff has a better understanding of the product and the mission of the company. They usually will work closer with the CEO. With in-house, from creative to production is normally faster since the company has direct control of the employees. There is also a lower turnover in the creative team, which provides greater consistency across campaigns. Outside agencies offer some advantages. Costs may be lower if the in-house team lacks the expertise and a lot of time and effort is wasted in doing the work. Outside agencies have greater expertise and an outsider's perspective. Both can be extremely valuable in generating fresh ideas and creating effective campaigns. With agencies, firms may have access to some of the top talent. While it may cost more to use an agency, the superior work produced is normally worth the price.

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CROWD SOURCING

- New alternative
- Outsource creative
 - Unilever
 - Doritos
- Overall cost not lower
- Advantages
 - Consumers involved
 - Generate buzz



Crowdsourcing is a recent alternative to choosing an advertising agency. Crowdsourcing involves seeking ideas from the public and even videos of ad productions. Two companies that have successfully used crowdsourcing are Unilever and Doritos. Unilever used it for their meat snack product, Peparami. Doritos has used in the Super Bowl. While it would appear the costs would be much lower, it is not. Most crowdsourcing involves a contest and a Web site. Then the entries have to be judged, and in most cases the ad is professionally produced once the idea has been selected. But, the advantages of crowdsourcing is that it gets consumers involved and it often will generate buzz among individuals as the entries are posted and passed along to other people.

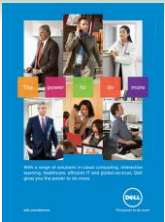
Claudia Menashe needed pictures of sick people. A project director at the National Health Museum in Washington, DC, Menashe was putting together a series of interactive kiosks devoted to potential pandemics like the avian flu. An exhibition designer had created a plan for the kiosk itself, but now Menashe was looking for images to accompany the text. Rather than hire a photographer to take shots of people suffering from the flu, Menashe decided to use preexisting images – stock photography, as it's known in the publishing industry.

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CHOOSING AN AGENCY

Choosing the advertising agency that best suits a company requires careful planning

1. Set goals
2. Select process and criteria
3. Screen initial list of applicants
4. Reduce list to two or three viable agencies
5. Request creative pitch



Goal setting should occur before contacting any agencies. Doing so will prevent any biases towards a particular agency. Also, the goals provide direction. It will help the company understand what it wants from an agency and where the company wants to go.

Dell wanted to change its image as just a computer seller

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EVALUATION CRITERIA SELECTING ADVERTISING AGENCY	
	<ul style="list-style-type: none"><input checked="" type="checkbox"/> Size of agency<input checked="" type="checkbox"/> Relevant experience in the industry<input checked="" type="checkbox"/> No conflicts of interest<input checked="" type="checkbox"/> Creative reputation<input checked="" type="checkbox"/> Product capabilities<input checked="" type="checkbox"/> Media purchasing capabilities<input checked="" type="checkbox"/> Other services available<input checked="" type="checkbox"/> Client retention rates<input checked="" type="checkbox"/> Personal chemistry


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CREATIVE PITCH	
	<ul style="list-style-type: none">● 2 to 3 finalists● Formal presentation → shootout● Specific problem/situation● Expensive for agencies

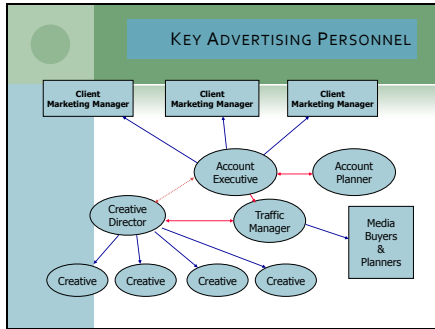
Slide
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REFERENCE CHECK OF FINAL 2 OR 3	
	<ul style="list-style-type: none">● Agency's client retention● Calling firms that are working with the agency● Talk to media agents who sell media time to understand how they buy media

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ONCE AN AGENCY IS SELECTED...	
	

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In the advertising agency, there are some key individuals. The account executive is the liaison between the company and the agency. They are to represent the client within the agency. Account planners are the voice of the consumer and assist in overall planning and strategic direction of the campaign. Their role is to see the total picture. The creative director is responsible for the creative aspect of the campaign and works with the agency's creative staff. The traffic manager's role is to manage the campaign scheduling to ensure the campaign is finished on time. With multiple components, as was in the Oscar Mayer campaign, it means juggling numerous deadlines and people's schedules. Media buyers and planners are involved in the selection and purchase of media.

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ACCOUNT EXECUTIVE

I hear it, a client in need.

- Go between
- Soliciting the account
- Finalizing details of the contract
- Selecting the creative team
- Makes sure everything is on strategy

The advertising account executive is the key go-between for both the advertising agency and the client company. This individual is actively involved in:

- Soliciting the account
- Finalizing details of the contract
- Selecting the creative team that will prepare the actual advertising campaign

Clients always want to know if they are getting a good value for their investment. Therefore, agencies should try to regularly update clients on the work they are doing and the results obtained through stewardship reports.

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A photograph of two people, a man and a woman, standing side-by-side and holding up framed versions of their own faces, which appear to be part of an advertisement or creative design.


CREATIVES

- Develop and produce advertisements.
- Work long hours and work under enormous pressures
- Design ads that are effective and which produce results.

Creatives are the persons who actually develop and produce advertisements.

Creatives face long hours and work under enormous pressures to design ads that are effective and which produce results.

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A photograph of a person sitting at a desk in a control room, looking at multiple computer monitors displaying various video feeds and data.

TRAFFIC MANAGERS

- Regulates the flow of work in the agency.
- Increases efficiency and profitability
- Large agencies may have a traffic department of five or more employees.
- Make sure legal has seen all copy, design, print and media.

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A photograph of a person sitting at a desk, working on a computer. The person is looking at the screen, which displays some data or a website.

MEDIA PLANNER

- Selects media for advertisement placement
- Work with advertising budgets
- Recommends the best possible use of various media platforms available to advertisers.
- Their roles may include analyzing target audiences, keeping abreast of media developments, reading market trends and understanding motivations of consumers (often including psychology and neuroscience).

- Responsible for selecting media for advertisement placement on behalf of their clients.

- The main aim of a media planner is to assist their client in achieving business objectives through their advertising budgets by recommending the best possible use of various media platforms available to advertisers.

- Their roles may include analyzing target audiences, keeping abreast of media developments, reading market trends and understanding motivations of consumers (often including psychology and neuroscience).

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MEDIA BUYER

- Purchase media space or time
- Their mission is to find a combination of so the client can communicate the message in the most effective manner possible at the minimum cost.



Responsible for purchasing media space or time, as well as developing the campaign and researching how it will be most effective for the client. Their mission is to find a combination of media that will enable the marketer to communicate the message in the most effective manner possible at the minimum cost.

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ADVERTISING CAMPAIGN MANAGEMENT

1. Conduct and review advertising research
2. Establish advertising objectives
3. Review advertising budget
4. Select media
5. Prepare creative brief



Advertising campaign management involves these five steps. It doesn't matter if the work is done in-house or with an external agency, the same steps need to be followed to ensure a successful advertising campaign.

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1. ADVERTISING RESEARCH

- Understand customers
- Purchase benefits, not attributes
- Product-specific research
- Consumer-oriented research
 - Focus on users of the product
 - How, when and why product is used
- The media usage habits of the target market.
 - The media utilized by the competition.



The first step in advertising management is conducting research. If an advertising agency is used, then it is the responsibility of the agency to conduct this research so they understand the customer. What are the key benefits customers derive from the product? Consumers buy benefits, not attributes, so it is important to think in those terms, i.e. what does this product do for customers, how does it help them? **Product-specific research** involves identifying the key selling points of a product and the desirable features. To develop an advertising campaign, the creative staff should understand the product. **Customer-oriented research** focuses on the users of the product and how, when, and why the product is used. Researchers can use approaches based in anthropology, sociology, and psychology. A common method used by agencies for customer-oriented research is the focus group.



Advertising Objectives

There are several advertising goals that are central to the IMC process. These goals are summarized in Figure 5.8 and are described next.

Building Brand Image

The brand should be a top of mind brand. A top choice brand is the first or second pick when a consumer reviews his or her evoked set (possible purchasing alternatives).

Part of building brand image and brand equity is developing brand awareness, and advertising is the best method to reach that goal. In business-to-business marketing, brand awareness is often essential to being considered by members of the buying center.

Providing Information

Typical information for consumers includes a retail store's hours, business location, or sometimes more detailed product specifications.

For business-to-business situations, information from some ads may lead various members of the buying center to consider a particular company as they examine their options.

Information is one component in persuasion, which is another objective of various advertising programs.

Persuasion

Advertisements may be designed to convince consumers that a particular brand is superior to other brands.

Changing consumer attitudes and persuading them to consider a new purchasing choice is a challenging task.

Persuasive advertising is used more in consumer marketing than in business-to-business situations.

Supporting Marketing Efforts

Manufacturers use advertising to support trade and consumer promotions, such as theme packaging or combination offers.

Both manufacturers and retail outlets use advertising in conjunction with coupons or other special offers.

When ads are combined with other marketing efforts into a larger, more integrated effort revolving around a theme, the program is called a promotional campaign.

Encouraging Action

Many commercials encourage the audience to take action by dialing a toll free number or going to a Web site.

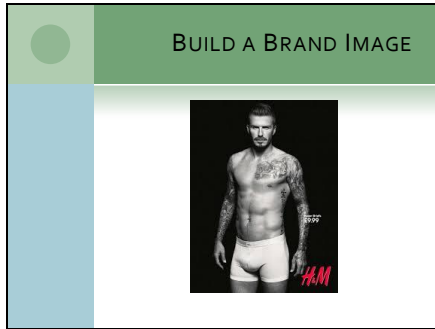
Action-oriented advertising is heavily used in the business-to-business sector. The most common goal is to generate sales leads.

Slide
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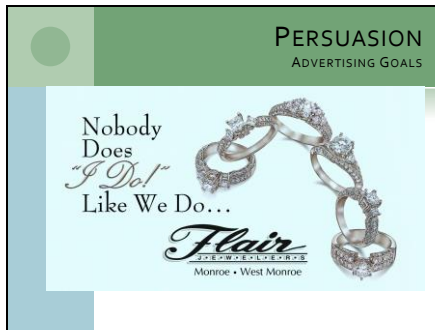


This advertisement by GameStop provides information to customers that when they get stumped with a game contact the employees of GameStop. Not only do they work for GameStop, they also play the games.

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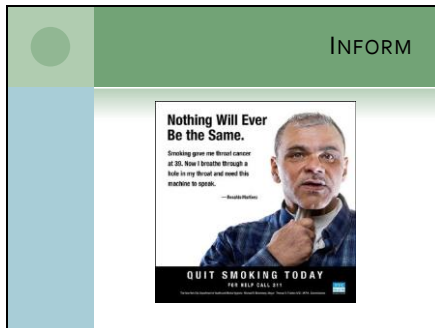


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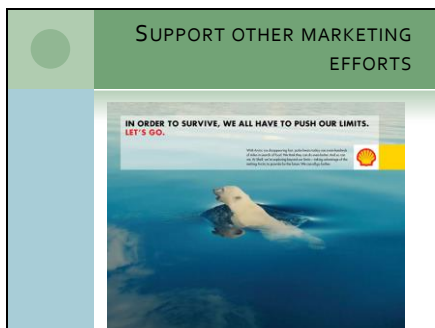


A common goal of advertising is to persuade consumers that a particular brand is superior to others and should be that top choice. This ad for Flair Jewelers says "Nobody Does 'I Do' Like We Do."

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SUPPORT MARKETING EFFORTS

ADVERTISING GOALS

- Consumer promotions
- Retailers
- Special sales
- Promotional campaign




Advertising is often used to support other marketing efforts. It can be used as the framework for a consumer promotion, such as for this coupon offer for Del Monte. It can be used by retailers in newspaper ads to support special sales or products that are marked down. When ads are combined with other marketing efforts into a larger, more integrated effort revolving around a promotional theme, the program is called a **promotional campaign**.

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3. REVIEW THE BUDGET

Manner of Distribution

- Continuous schedule
- Flying schedule
- Pulsating schedule



The Advertising Budget

After the total dollars allocated to advertising have been established, account managers and company leaders need to agree on how to use the funds. This includes the media to be utilized (television versus newspaper versus billboards). The manner of distribution must be arranged. Three basic tactics include:

Advertising the most when sales are at peak seasons
 Advertising the most during low sales seasons
 Level amounts

Advertising during peak seasons can be accomplished in two ways:

A *pulsating schedule* of advertisements with continuous advertising and bursts of higher intensity during peak seasons.

A *flying approach* or schedule means ads are presented only during peak times, and not at all during off seasons.

A continuous campaign schedule involves advertising in more level amounts throughout the year.

Budgetary constraints must also be incorporated into the strategies and tactics used in the advertising program.

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MEDIA SCHEDULE															
		February				March				April				May	
		1	2	3	4	5	6	7	8	9	10	11	22	30	1
Media channel	Format														
TV															
Motivational/Registration	60"/40"/20"														
Linking to Scotland - Editorial Platform	12 days a week														
Radio															
Registration (Target under registered)	40"/20"														
Motivational/Registration	20"														
Leaflet support/Last minute call to action	20"/40"														
Editorial Platform	60"														
Press															
Launch	Full page / 30x5														
Registration	Full page / 30x5														
Leaflet support	20x4 / Platforms														
Last minute call to action	Full page / 30x5														
Local Press	Full pages														
Local Press	Full pages														
National & Regional reminder	Full pages														
Editorial Platform	Full pages														
Outdoor															
Research															

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4. SELECTING MEDIA

- Advertising managers should develop strategies and tactics associated with:
 - Targets media usage habits
 - Time viewed/watched/surfed

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CREATIVE BRIEF

- Document prepared by client and account management for creative team
- Creatives take the information and develop ads that convey the desired message
- Garbage in/garbage out
- All creatives use the main objective to begin work

Slide
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CREATIVE BRIEF

- The objective
- The target audience
- The message theme
- The support
- The constraints

A Creative Brief contains information for the creative. It contains information provided by the account executive and is used by the creative department to produce an advertisement that conveys the desired message.


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OBJECTIVE

- Identify the objective of the advertisement.
- Some possible objectives may include:
 - Increase brand awareness
 - Build brand image
 - Increase customer traffic
 - Increase retailer or wholesaler orders
 - Increase inquiries from end-users and channel members
 - Provide information.

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THE OBJECTIVE



Don't forget to stock up on Skippy for lunch-to-school lunches and snacks!

GET A HOT OFF CHOPIN

The first component of the creative brief should be to state the objective of the campaign. Designing campaigns aimed at increasing brand awareness will look different from campaigns designed to build brand image, to encourage immediate action, or to stimulate sales. The objective for this advertisement for Sub-Zero was to enhance the brand's image. The target market was business buyers of industrial refrigerators in food service industries, such as restaurants and cafeterias at hospitals and universities.

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TARGET AUDIENCE

- The Target Audience
 - A creative should know the target audience. The more detail that is known about the target audience, the easier it is for a creative to design an advertisement that will be effective.
 - Target market profiles that are too general are not very helpful

Slide
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It's true. Pads feel so much like diapers.

With Playtex Gentle Glide all you feel is comfortable.



The target market for this ad is females, 13-30, who enjoy sports and have an active life style.

THE TARGET AUDIENCE

Information about the target audience is critical. Creatives need more information than just demographics. Telling them to create an ad for Playtex and the target audience is females 13 to 30 is not sufficient. Psychographic information provides richness about the target audience that can be used by the creative team. For this product, the target audience were females who enjoy

A creative should know the target audience. The more detail that is known about the target audience, the easier it is for a creative

to design an advertisement that will be effective.

Target market profiles that are too general are not very helpful

oyed sports and lead an active life style. The more information that is provided, the better the creative team understands the target market.

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THE MESSAGE THEME

- Unique selling point
- Benefit or promise
- "Left brain" advertisement
 - Logical, rational side of brain
 - Manages numbers, letters, words, concepts
 - **Use rational appeal**
- "Right-brain" advertisement
 - Emotional side of brain
 - Manages abstract ideas, images, feelings
 - **Use emotional appeal**

The message theme should be the one (not multiple) unique selling point the client wants its target audience to get. When thinking about message themes, it helps to think about the difference between left brain messages and right brain messages. The left side of the brain is logical and it is where people manage numbers, letters, words, and concepts. Left brain advertising focuses on rational appeals that require thought, the cognitive component of attitude. The right side of the brain is where the emotions lie and it manages abstract ideas, images, and feelings. So right brain advertising should use an emotional appeal, the affective component of attitude.

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THE MESSAGE THEME

The message theme of this milk advertisement was that milk will provide calcium. The calcium will provide the customer with benefit of strong bones.

The creative brief needs to contain the primary message theme the client wants to convey to its target market. The message theme in this series of ads for milk was that milk provides women with calcium, which produces stronger bones, which leads to a healthier life.

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SUPPORT AND CONSTRAINTS

- The Support
Support takes the form of the facts, which substantiate the message theme.
- The Constraints
Constraints deal with legal and mandatory restrictions for ads, or company imposed requirements.
They include:
 - Legal protection for trademarks, logos, and copy registrations.
 - Disclaimers about warranties, in which the disclaimer specifies the conditions under which they will be honored.
 - Disclaimers about offers spell out the terms of financing agreements, as well as when bonuses or discounts apply.
 - Disclaimers about claims identify the exact nature of the statement made in the advertisement

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The Doctor is innovative

MicroTHINS

Call 1-800-YES-EYES



THE SUPPORT

The support claims in this ad MicroTHINS are:

- 30% thinner
- 40% lighter
- 4 times more scratch resistant
- 10 times more impact resistant
- 99.9% UV protection
- Anti-reflective

Ads will often provide support for their product. It is the responsibility of the client to provide any support that might be used in an advertising campaign. If an automobile was designated as Motor Trends car of the year, that is valuable support that can be included to support brand image advertising. In this ad for Pearle Vision, a number of support items were provided about MicroTHINS. They are 30% thinner, 40% lighter, 4 times more scratch resistant, 10 times more impact resistant, provide 99.9% UV protection, and are anti-reflective.

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THE CONSTRAINTS

- Legal and mandatory restrictions
- Constraints
- Disclaimers



Constraints are things advertising can't say or do, or things that must be included in ads. For some products, there are legal and mandatory restrictions that must be included. For drugs, companies must tell consumers about all of the possible side effects. For tobacco products there must be a warning from the Surgeon General. Companies may have other constraints, such as the logo must appear in all ads, or the logo must be in a specific color or shape. Disclaimers may also be included in ads, or warranty statements. Most of the constraints are either legal requirements or company-imposed requirements to protect from lawsuits.

Slide
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CREATIVE BRIEF DEL MONTE

- **The Objective** – increase awareness of the smaller-size cans with pull-top lid
- **Target Audience** – senior citizens, especially those who live alone and suffer from arthritis
- **Message Theme** – the new cans contain a smaller portion and are easier to open
- **Support** – 30 cent introductory coupon to encourage usage
- **Constraints** – copyright logo, toll free number, Web site address, legal requirements of a coupon, and what is meant by a small serving



The target audience may also be females who enjoy cooking since the visual was of a dish that could be prepared using Del Monte products.


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INTERNATIONAL IMPLICATIONS

- 62% of advertising budgets spent outside of U.S.
- Two major differences
 - Process of agency selection
 - Preparation of international advertising campaigns
- Preplanning research varies
- Understanding of languages and cultures
- Media selection varies

Approximately 62% of advertising budgets are spent outside of the United States. The two major differences are the process of selecting an agency and the preparation needed for an international advertising campaign. Preplanning will also vary across countries. When developing global ad campaigns, you have to pay close attention to language and culture differences. Translating to another language is not sufficient. Media selection also varies in other countries. The mix that is used in the U.S. is not the same as it would be in Japan, Peru, Spain, or Germany.

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- Advertising jeans to teens – Case 1