


# Integrated Marketing Communications

5th Edition

Keith J.  
Tuckwell

Strategic  
Planning  
Perspectives

 Pearson

# Integrated Marketing Communications

This page intentionally left blank

# Integrated Marketing Communications

FIFTH EDITION STRATEGIC PLANNING PERSPECTIVES KEITH J. TUCKWELL

St. Lawrence College



**EDITORIAL DIRECTOR:** Claudine O'Donnell  
**ACQUISITIONS EDITOR:** Darcey Pepper  
**MARKETING MANAGER:** Leigh-Anne Graham  
**PROGRAM MANAGER:** John Polanszky  
**PROJECT MANAGER:** Susan Johnson  
**MANAGER OF CONTENT DEVELOPMENT:** Suzanne Schaan  
**DEVELOPMENTAL EDITOR:** Christine Langone  
**PRODUCTION SERVICES:** Rajiv Sharma, iEnergizer Aptara, Inc.  
**PERMISSIONS PROJECT MANAGER:** Shruti Jamadagni

**PHOTO PERMISSIONS RESEARCH:** Monika Schurmann  
c/o Red Packet Productions  
**TEXT PERMISSIONS RESEARCH:** Monika Schurmann  
c/o Red Packet Productions  
**INTERIOR DESIGNER:** Anthony Leung  
**COVER DESIGNER:** Anthony Leung  
**COVER IMAGE:** Bloomua/Fotolia  
**VICE-PRESIDENT, CROSS MEDIA AND  
PUBLISHING SERVICES:** Gary Bennett

---

Pearson Canada Inc., 26 Prince Andrew Place, Don Mills, Ontario M3C 2T8.

**Copyright © 2018, 2014, 2011, 2008, 2005 Pearson Canada Inc. All rights reserved.**

Printed in the United States of America. This publication is protected by copyright, and permission should be obtained from the publisher prior to any prohibited reproduction, storage in a retrieval system, or transmission in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise. For information regarding permissions, request forms, and the appropriate contacts, please contact Pearson Canada's Rights and Permissions Department by visiting [www.pearsoncanada.ca/contact-information/permissions-requests](http://www.pearsoncanada.ca/contact-information/permissions-requests).

All rights reserved. This edition is authorized for sale only in Canada.

Attributions of third-party content appear on the appropriate page within the text.

PEARSON, ALWAYS LEARNING is an exclusive trademark owned by Pearson Canada Inc. or its affiliates in Canada and/or other countries.

Unless otherwise indicated herein, any third party trademarks that may appear in this work are the property of their respective owners and any references to third party trademarks, logos, or other trade dress are for demonstrative or descriptive purposes only. Such references are not intended to imply any sponsorship, endorsement, authorization, or promotion of Pearson Canada products by the owners of such marks, or any relationship between the owner and Pearson Canada or its affiliates, authors, licensees, or distributors.

If you purchased this book outside the United States or Canada, you should be aware that it has been imported without the approval of the publisher or the author.

ISBN 13: 978-0-13-427037-1

10 9 8 7 6 5 4 3 2 1

### **Library and Archives Canada Cataloguing in Publication**

Tuckwell, Keith J. (Keith John), 1950-, author

Integrated marketing communications : strategic planning perspectives / Keith J. Tuckwell, St. Lawrence College.—Fifth edition.

Includes bibliographical references and index.

ISBN 978-0-13-427037-1 (paperback)

1. Communication in marketing—Textbooks. I. Title.

HF5415.123.T82 2017

658.8'02

C2016-904842-X



*To Esther ... for your patience, understanding, love, and support over the years*

This page intentionally left blank

# Brief Contents

Preface XIX

## PART 1

### UNDERSTANDING INTEGRATED MARKETING COMMUNICATIONS 1

CHAPTER 1 Integrated Marketing Communications: An Overview 2

CHAPTER 2 Strategic Planning Principles 33

CHAPTER 3 Branding Strategy 65

## PART 2

### PLANNING FOR INTEGRATED MEDIA 93

CHAPTER 4 Advertising Planning: Creative 95

CHAPTER 5 Advertising Planning: Broadcast, Print, and Out-of-Home Media 127

CHAPTER 6 Planning for Direct Response Communications 163

CHAPTER 7 Planning for Online and Interactive Communications 187

## PART 3

### PLANNING FOR INTEGRATED MARKETING 227

CHAPTER 8 Sales Promotion 228

CHAPTER 9 Public Relations 259

CHAPTER 10 Experiential Marketing, Events, and Sponsorships 288

CHAPTER 11 Personal Selling 321

## PART 4

### MEASURING PERFORMANCE 345

CHAPTER 12 Evaluating Marketing Communications Programs 346

APPENDIX 1 Media Buying Principles and Media Information Resources 369

APPENDIX 2 Integrated Marketing Communications Plan: Mr. Sub 409

Glossary 421

Index 435



This page intentionally left blank

# Contents

Preface XIX

## **PART 1 UNDERSTANDING INTEGRATED MARKETING COMMUNICATIONS 1**

### **CHAPTER 1 Integrated Marketing Communications: An Overview 2**

#### **The Integrated Marketing Communications Mix 4**

ADVERTISING 4  
DIRECT RESPONSE COMMUNICATIONS 6  
DIGITAL (INTERACTIVE) COMMUNICATIONS 7  
SALES PROMOTION 7  
PUBLIC RELATIONS 8  
EXPERIENTIAL MARKETING 8  
PERSONAL SELLING 10

#### **Factors Encouraging Integrated Marketing Communications 11**

MEDIA CONSUMPTION TRENDS AND THE SHIFT TO DIGITAL MEDIA 11  
SOCIAL MEDIA PENETRATION AND POPULARITY 12  
MOBILE COMMUNICATIONS: THE NEXT BIG THING 12  
DATABASE MANAGEMENT TECHNIQUES AND CUSTOMER RELATIONSHIP MARKETING 13  
THE DEMAND FOR EFFICIENCY AND ACCOUNTABILITY 14

#### **Input for Marketing Communications Planning: Consumer Behaviour Essentials 15**

NEEDS AND MOTIVES 15  
PERSONALITY AND SELF-CONCEPT 16  
ATTITUDES AND PERCEPTIONS 18  
REFERENCE GROUPS 19  
FAMILY INFLUENCES 19

#### > **IMC HIGHLIGHT BOSTON PIZZA GOES FAMILY 22**

#### **Inputs for Marketing Communications Planning: Business and Organizational Buyer Behaviour 23**

INTEGRATION AND PARTNERING INFLUENCES B2B COMMUNICATIONS STRATEGIES 24

#### **Ethical Issues in Marketing Communications Practice 24**

PRIVACY ISSUES IN AN ONLINE WORLD 25  
SEX IN ADVERTISING 25  
DANGEROUS OR DISTURBING ADVERTISING 25  
MISLEADING ADVERTISING 27

#### > **IMC HIGHLIGHT SMALLER TARGET, BIGGER OPPORTUNITY 28**

#### **Laws and Regulations Governing Marketing Communications 29**

ADVERTISING STANDARDS CANADA 29  
COMPETITION BUREAU 29

**Summary 30**  
**Key Terms 30**  
**Review Questions 31**  
**Discussion and Application Questions 31**  
**Endnotes 31**

**CHAPTER 2 Strategic Planning Principles 33**

**Factors Influencing Strategic Planning 34**  
ECONOMIC INFLUENCES 35  
COMPETITOR INFLUENCES 35  
DEMOGRAPHIC INFLUENCES 36  
SOCIAL INFLUENCES 39  
TECHNOLOGY INFLUENCES 41  
LEGAL AND REGULATORY INFLUENCES 41

> **IMC HIGHLIGHT MOUNTAIN EQUIPMENT CO-OP REBRANDS 42**

**Strategic Planning Process 43**

**The Corporate Plan 44**

**Marketing Planning 47**

MARKET BACKGROUND 49  
MARKETING PLAN 51

**Marketing Communications Planning 56**

MARKETING COMMUNICATIONS OBJECTIVES 56

> **IMC HIGHLIGHT BUICK: GOING YOUNGER 59**

MARKETING COMMUNICATIONS STRATEGIES 59  
MEASURING AND EVALUATING MARKETING COMMUNICATIONS 62

**Summary 62**

**Key Terms 63**

**Review Questions 63**

**Discussion and Application Questions 64**

**Endnotes 64**

**CHAPTER 3 Branding Strategy 65**

**Defining the Brand 66**

**Brand Image and Reputation 69**

BRAND LOYALTY 70  
BRAND EQUITY 71

> **IMC HIGHLIGHT BRAND LOYALTY: IT'S THE EMOTIONAL CONNECTION THAT COUNTS 72**

THE BENEFITS OF BRANDING 73

**Building the Brand 75**

ESTABLISHING CORE VALUES AND BRAND POSITIONING 75

**Brand Positioning Concepts 76**

PRODUCT DIFFERENTIATION 78  
BRAND LEADERSHIP POSITIONING 78

HEAD-ON POSITIONING (COMPARATIVE POSITIONING)	78
INNOVATION POSITIONING	80
PRICE (VALUE) POSITIONING	81
LIFESTYLE (IMAGE) POSITIONING	81
REPOSITIONING	83
PLANNING AND IMPLEMENTING MARKETING AND MARKETING COMMUNICATIONS PROGRAMS	83

> **IMC HIGHLIGHT** ING BANK BECOMES TANGERINE 84

**Packaging and Brand Building 85**

PROTECT THE PRODUCT	86
MARKET THE PRODUCT	86
PROVIDE CONVENIENCE	86
BE ENVIRONMENTALLY FRIENDLY	88

**Branding by Design 88**

**Summary 90**

**Key Terms 91**

**Review Questions 91**

**Discussion and Application Questions 92**

**Endnotes 92**

**PART 2 PLANNING FOR INTEGRATED MEDIA 93**

**CHAPTER 4 Advertising Planning: Creative 95**

**Communications Essentials 96**

MARKETING COMMUNICATIONS PLANNING PROCESS	100
ADVERTISING PLANNING: CREATIVE	101

> **IMC HIGHLIGHT** AXE GOES OLDER 110

**Positioning Strategy Statement 110**

CREATIVE OBJECTIVES	111
CREATIVE STRATEGY	113
APPEAL TECHNIQUES	116

> **IMC HIGHLIGHT** AT SCOTIABANK, “RICHER” MEANS “NEW AND IMPROVED” 117

CREATIVE EXECUTION	121
NATIVE ADVERTISING	123

**Summary 125**

**Key Terms 125**

**Review Questions 126**

**Discussion and Application Questions 126**

**Endnotes 126**

**CHAPTER 5 Advertising Planning: Broadcast, Print, and Out-of-Home Media 127**

**Trends Influencing Media Planning 128**

**Media Planning 129**

MARKET PROFILE	130
COMPETITOR MEDIA STRATEGY	130
TARGET MARKET PROFILE	130

## XII CONTENTS

MEDIA OBJECTIVES	131
MEDIA BUDGET	131
<b>The Media Plan</b>	<b>131</b>
MEDIA OBJECTIVES	131
MEDIA STRATEGY	133
MEDIA EXECUTION	141
<b>Assessing Media Alternatives</b>	<b>143</b>
TELEVISION	143
> IMC HIGHLIGHT BUD AND DON: A GOOD MIX	146
RADIO	147
NEWSPAPERS	149
MAGAZINES	151
OUT-OF-HOME ADVERTISING	153
> IMC HIGHLIGHT BIGGER, BOLDER, AND NOW QUICKER	156
<b>Summary</b>	<b>159</b>
<b>Key Terms</b>	<b>160</b>
<b>Review Questions</b>	<b>160</b>
<b>Discussion and Application Questions</b>	<b>161</b>
<b>Endnotes</b>	<b>161</b>
<b>CHAPTER 6 Planning for Direct Response Communications</b>	<b>163</b>
<b>Direct Response Communications and Direct Marketing</b>	<b>164</b>
<b>The Roots of Direct Response Communications: Database Management</b>	<b>167</b>
INTERNAL DATA SOURCES	167
COLLECTING DATA	167
ACCESSING DATA	168
EXTERNAL SOURCES	169
ONLINE DATABASES	172
<b>The Tools of Direct Response Communications</b>	<b>172</b>
DIRECT MAIL	172
DIRECT RESPONSE TELEVISION	175
> IMC HIGHLIGHT THE POWER OF DIRECT MAIL	176
DIRECT RESPONSE PRINT MEDIA	178
> IMC HIGHLIGHT INFOMERCIALS MOVE THE MERCHANDISE	179
TELEMARKETING	181
CATALOGUES AND MAGAZINES	183
<b>Summary</b>	<b>184</b>
<b>Key Terms</b>	<b>185</b>
<b>Review Questions</b>	<b>186</b>
<b>Discussion and Application Questions</b>	<b>186</b>
<b>Endnotes</b>	<b>186</b>
<b>CHAPTER 7 Planning for Online and Interactive Communications</b>	<b>187</b>
<b>Internet Penetration</b>	<b>188</b>
<b>Online and Interactive Marketing Communications</b>	<b>189</b>

## &gt; IMC HIGHLIGHT NISSAN ALTIMA GOES WITH DIGITAL MEDIA 191

**Online and Interactive Communications Planning 192**

ONLINE TARGETING 192

**Online and Interactive Communications Objectives 195**

CREATING BRAND AWARENESS 195

BUILDING AND ENHANCING BRAND IMAGE 195

OFFERING INCENTIVES 196

GENERATING LEADS 197

PROVIDING CUSTOMER SERVICE 197

CONDUCTING TRANSACTIONS 197

**Online and Interactive Communications Strategies 198**

SEARCH ADVERTISING 200

DISPLAY ADVERTISING (BANNERS AND RICH MEDIA) 200

VIDEO ADVERTISING 202

SPONSORSHIPS 203

EMAIL ADVERTISING 204

CONTENT MARKETING: WEBSITES AND SOCIAL MEDIA 206

**Social Media Networks 209**

ADAPTING TO THE SOCIAL MEDIA ENVIRONMENT 211

OPTIONS FOR SOCIAL NETWORK ADVERTISING AND MARKETING  
COMMUNICATIONS 211

DISPLAY ADVERTISING 211

SPONSORED (SUGGESTED) POSTS IN A NEWS FEED 212

VIDEO ADS 213

BRAND PAGE (FAN PAGE) 213

COMPANY BLOGS 213

YOUTUBE CHANNELS 213

VIRAL MARKETING AND SOCIAL MEDIA COMMUNICATIONS 214

KEY BENEFITS OF SOCIAL MEDIA MARKETING COMMUNICATIONS 214

> IMC HIGHLIGHT SOCIAL MEDIA GIVES STRATFORD FESTIVAL  
A BOOST 215**Mobile Communications 216**

MOBILE MARKETING COMMUNICATIONS OPPORTUNITIES 216

TEXT MESSAGING 216

DISPLAY ADVERTISING (BANNER ADS) 217

VIDEO ADS 218

MOBILE APPLICATIONS 218

QR CODES 219

**Video Game Advertising 220**

ADVERTISING OPPORTUNITIES IN VIDEO GAMES 221

IMPACT OF VIDEO GAME ADVERTISING 222

**Summary 223****Key Terms 224****Review Questions 224****Discussion and Application Questions 225****Endnotes 225**

**PART 3 PLANNING FOR INTEGRATED MARKETING 227**

**CHAPTER 8 Sales Promotion 228**

**Sales Promotion 229**

**Sales Promotion Planning 230**

MARKET PROFILE 231

COMPETITOR ACTIVITY PROFILE 231

TARGET MARKET PROFILE 231

SALES PROMOTION OBJECTIVES 232

BUDGET 232

**The Sales Promotion Plan 232**

SALES PROMOTION OBJECTIVES 233

**Sales Promotion Strategy 235**

LOGISTICS AND FULFILLMENT 238

MEASUREMENT AND EVALUATION 239

> **IMC HIGHLIGHT QUICK SERVE COFFEE WARS 240**

CONSUMER PROMOTION EXECUTION 241

PRODUCT SAMPLES 243

LOYALTY PROGRAMS 249

> **IMC HIGHLIGHT CANADIAN TIRE MONEY KEEPS CUSTOMERS HAPPY 251**

TRADE PROMOTION EXECUTION 252

**Additional Considerations for Sales Promotion Planning 255**

FREQUENCY OF PROMOTIONS 255

BRAND IMAGE AND PROMOTIONS 255

BUILDING BRAND EQUITY 255

**Summary 256**

**Key Terms 256**

**Review Questions 257**

**Discussion and Application Questions 257**

**Endnotes 258**

**CHAPTER 9 Public Relations 259**

**Defining Public Relations 260**

**The Role of Public Relations 261**

CORPORATE COMMUNICATIONS 262

REPUTATION MANAGEMENT 262

> **IMC HIGHLIGHT MAPLE LEAF EFFECTIVELY MANAGES CRISIS 264**

PRODUCT PUBLICITY 265

PRODUCT PLACEMENT, BRANDED CONTENT, AND PRODUCT SEEDING 265

COMMUNITY RELATIONS 267

FUNDRAISING 268

INTERNAL COMMUNICATIONS 268

**Public Relations Planning 270**

PUBLIC RELATIONS OBJECTIVES 270

PUBLIC RELATIONS STRATEGY 272

PUBLIC RELATIONS EXECUTION	275
> IMC HIGHLIGHT APPLE'S PR BUZZ	282
TIMELINE AND BUDGET	282
MEASUREMENT AND EVALUATION	283
<b>Public Relations as a Communications Medium</b>	<b>284</b>
ADVANTAGES OF PUBLIC RELATIONS	284
DISADVANTAGES OF PUBLIC RELATIONS	284
<b>Summary</b>	<b>285</b>
<b>Key Terms</b>	<b>286</b>
<b>Review Questions</b>	<b>286</b>
<b>Discussion and Application Questions</b>	<b>286</b>
<b>Endnotes</b>	<b>287</b>
<b>CHAPTER 10 Experiential Marketing, Events, and Sponsorships</b>	<b>288</b>
<b>An Introduction to Experiential Marketing</b>	<b>289</b>
<b>Event Marketing and Sponsorships</b>	<b>292</b>
SPORTS MARKETING SPONSORSHIP	294
> IMC HIGHLIGHT ALL IS FAIR IN LOVE AND SPORT	296
ENTERTAINMENT SPONSORSHIPS	299
FESTIVAL AND FAIR SPONSORSHIPS	299
CULTURE AND THE ARTS SPONSORSHIPS	300
CAUSE MARKETING SPONSORSHIPS	301
TELEVISION SPONSORSHIPS	301
<b>Strategic Considerations for Participating in Event Marketing</b>	<b>303</b>
> IMC HIGHLIGHT HOCKEY STAR SUBBAN IN DEMAND	306
<b>Measuring the Benefits of Event Marketing and Sponsorship</b>	<b>306</b>
<b>Planning the Event</b>	<b>308</b>
EVENT CONCEPT DEVELOPMENT	309
DESIGNING THE EVENT	310
SETTING OBJECTIVES	311
PLANNING TOOLS	311
<b>Marketing the Event</b>	<b>312</b>
PRODUCT STRATEGY: DEFINING THE EVENT	313
PRICING STRATEGY	313
MARKETING COMMUNICATIONS STRATEGY	314
<b>Event Marketing Execution</b>	<b>315</b>
SITE SELECTION AND STAGING	315
STAFFING	317
OPERATIONS AND LOGISTICS	317
SAFETY AND SECURITY	318
<b>Summary</b>	<b>318</b>
<b>Key Terms</b>	<b>319</b>
<b>Review Questions</b>	<b>319</b>
<b>Discussion and Application Questions</b>	<b>320</b>
<b>Endnotes</b>	<b>320</b>



**CHAPTER 11 Personal Selling 321**

**Personal Selling and Integrated Marketing Communications 322**

RETAIL SELLING 323

> **IMC HIGHLIGHT THE PERSONAL TOUCH 324**

BUSINESS-TO-BUSINESS SELLING 324

DIRECT SELLING 325

**The Evolution of Selling 326**

PARTNERSHIP SELLING 329

**Personal Selling: The Human Communications Element 329**

PERSONAL CHARACTERISTICS 329

VERBAL AND NON-VERBAL COMMUNICATIONS 330

PREPARATION AND THE IMPORTANCE OF KNOWLEDGE 331

> **IMC HIGHLIGHT WHAT SEPARATES SUCCESSFUL SALESPEOPLE FROM EVERYONE ELSE? 332**

PRODUCT KNOWLEDGE 332

COMPANY KNOWLEDGE 333

COMPETITOR KNOWLEDGE 334

**Roles and Responsibilities of Salespeople 335**

GATHERING MARKET INTELLIGENCE 335

PROBLEM SOLVING 335

LOCATING AND MAINTAINING CUSTOMERS 335

FOLLOW-UP SERVICE 335

**Personal Selling Strategies 335**

PROSPECTING 336

PRE-APPROACH 337

APPROACH 337

SALES PRESENTATION 337

HANDLING OBJECTIONS 338

CLOSING 338

FOLLOW-UP 339

**Selling in a Changing Business Environment 341**

SELLING IS A TEAM EFFORT 341

COMPANIES SELL RELATIONSHIPS, NOT PRODUCTS 341

TECHNOLOGY IS CHANGING SELLING 341

**Summary 342**

**Key Terms 342**

**Review Questions 343**

**Discussion and Application Questions 343**

**Endnotes 343**

**PART 4 MEASURING PERFORMANCE 345**

**CHAPTER 12 Evaluating Marketing Communications Programs 346**

**The Role and Scope of Marketing Research 347**

**Research Techniques for Marketing Communications 348**

PRIMARY RESEARCH	348
SAMPLE DESIGN	349
DATA COLLECTION METHODS	350
QUALITATIVE DATA VERSUS QUANTITATIVE DATA	351
SURVEY METHODOLOGY	353
DATA TRANSFER AND PROCESSING	353
DATA ANALYSIS AND INTERPRETATION	353
RECOMMENDATIONS AND IMPLEMENTATION	354
<b>Measuring and Evaluating Advertising Messages</b>	<b>354</b>
CLIENT EVALUATION	354
> <b>IMC HIGHLIGHT RESEARCH INSIGHT SPARKS SCOTIABANK CAMPAIGN</b>	<b>355</b>
EXTERNAL RESEARCH TECHNIQUES AND PROCEDURES	356
RECOGNITION AND RECALL TESTING	356
OPINION-MEASURE TESTING	357
PHYSIOLOGICAL-RESPONSE TESTING	358
<b>Measuring and Evaluating Direct Response Communications</b>	<b>358</b>
<b>Measuring and Evaluating Internet Communications</b>	<b>359</b>
<b>Measuring the Impact of Social Media Communications</b>	<b>359</b>
<b>Measuring and Evaluating Sales Promotions</b>	<b>360</b>
> <b>IMC HIGHLIGHT TD CANADA TRUST TAKES PRIDE IN ITS ACHIEVEMENT</b>	<b>361</b>
<b>Measuring and Evaluating Public Relations Communications</b>	<b>363</b>
<b>Measuring Experiential Marketing, Events, and Sponsorships</b>	<b>364</b>
<b>Measuring the Integrated Marketing Communications Effort</b>	<b>365</b>
<b>Summary</b>	<b>366</b>
<b>Key Terms</b>	<b>367</b>
<b>Review Questions</b>	<b>367</b>
<b>Discussion and Application Questions</b>	<b>368</b>
<b>Endnotes</b>	<b>368</b>
<b>Media Buying Principles and Media Information Resources</b>	<b>369</b>
<b>Integrated Marketing Communications Plan: Mr. Sub</b>	<b>409</b>
<b>Glossary</b>	<b>421</b>
<b>Index</b>	<b>435</b>

This page intentionally left blank

# Preface

Teachers face many challenges in the classroom. It is difficult to get students to read a textbook; multicultural classrooms present language problems; and it is often hard to cover course material in the time allotted. This textbook is designed to conquer these problems. My primary goal is to present essential elements of integrated marketing communications in a clear, concise, and informative manner. Many students who have read previous editions comment that this is an “enjoyable” text to read!

Keeping content current in such a rapidly changing environment is a constant challenge. The impact of new technologies makes it difficult for educators and practitioners to keep pace. The ongoing shift to digital communications presents both challenges and opportunities for advertisers and their marketing communications agencies. Striking the right balance among the communications options is the primary task of the marketing communications agencies responsible for making recommendations to their clients. In such a rapidly changing environment, teachers and students must recognize that presenting the latest information in a text is difficult. I have done my very best to ensure that the content presented here is as up to date as possible. The core content and the strategic planning principles included reflect contemporary practice.

From a teaching perspective, textbook readability has always been an issue with me. Readability is a primary strength of *Integrated Marketing Communications: Strategic Planning Perspectives*. The text is written in a straightforward, easy-to-understand manner and is full of examples and illustrations that students will quickly identify with. If you accept the notion that being familiar with something makes it easier to understand and apply, then your students will be better equipped to develop a marketing communications plan once they have read this text.

Most courses in marketing communications are one semester (14 to 15 weeks) in length with only 45 to 60 course hours available for teaching. You will find the format of this text ideal for such a course. Its *primary strength* is that it is truly a marketing communications text. It is not an advertising text with additional chapters devoted to integrated marketing communications (IMC) content. This text offers balance across the various components of marketing communications. Current users have identified *other strengths*, which are:

- It is the only Canadian IMC text available, and features a Canadian perspective on media and marketing communications practice instead of an American one.
- There is an emphasis on strategic planning, with a separate chapter devoted to the subject as well as discussion of it throughout the text. The concept of “integration” is stressed and demonstrated continually.
- The lead-in chapter on branding is a natural starting point for marketing communications planning, since all plans start with a sound understanding of the brand.
- There is ample discussion of recent trends and issues facing the industry, identifying the challenges faced by practitioners.

- It is the only text on the market offering an illustration of a strategic plan, which demonstrates how an organization applies planning principles and concepts.
- Material is presented in an “easy-to-understand” writing style—practical, friendly, and student-oriented.

The textbook includes four parts and 12 core chapters that cover all aspects of integrated marketing communications. A common planning model is presented in relevant chapters to demonstrate how the various components of marketing communications work together to achieve objectives. Each chapter includes two **IMC Highlight boxes** that show how organizations apply marketing communications concepts. Approximately 70 percent of these boxes are new.

**Appendix 1** offers information about how to plan and buy media time, and is an ideal supplement to all media-related chapters. **Appendix 2** presents an integrated marketing communications plan, something you will not find in any other text.

Some of the key issues and trends addressed in this edition of the text include:

- The integration of long-term strategic plans (all primary forms of media and marketing communications) with short-term tactical plans (experiential, event, and public relations tactics).
- The constantly changing consumers’ media habits, which create a dynamic situation that presents new challenges and opportunities for reaching target markets.
- The impact of new technologies, which are changing the communications playing field and producing new opportunities for reaching consumers more directly through mobile devices, social media, and video games.
- The influence of database management techniques and customer relationship management programs on the direction of marketing communications strategies, moving them away from macro-based (mass appeal or traditional forms of targeting) toward micro-based (individual targeting).
- The impact of technology on media planning and media buying
- The expanding role of experiential marketing, public relations, mobile communications, and social media communications, and the presentation of new insights into this trend.

The impact of technology on media planning and media buying is presented in more detail. New concepts, such as programmatic media buying and real time bidding, are included in Appendix 2 as both concepts directly affect the buying process for interactive media.

## Organization of the Text

The book is divided into four essential parts.

### PART 1: UNDERSTANDING INTEGRATED MARKETING COMMUNICATIONS

This section presents an overview of essential inputs that a manager would consider when developing a marketing communications plan. The content included in Chapter 1, Integrated Marketing Communications: An Overview, introduces the various components of the marketing communications mix and summarizes the essential concepts dealing with consumer and organizational behaviour. This edition includes additional discussion on the shift to digital communications and its prominence in the marketing communications mix. The chapter also discusses many of the ethical issues associated with the practice of marketing communications.

Chapter 2, *Strategic Planning Principles*, shifts the focus to strategic planning. Relationships are drawn between plans and planning at various levels of an organization and how they are integrated. The structure and content of a marketing plan and a marketing communications plan are examined in order to show how plans work together to resolve marketing problems.

Chapter 3, *Branding Strategy*, introduces the concept of branding and branding strategy. Discussion about branding is strategically located to precede detailed coverage of the components of the marketing communications mix. Branding strategies and brand positioning strategies are the foundation upon which marketing communications strategies are devised. New insights into the importance of brand trust and brand loyalty and the need for a strong positioning strategy have been added.

## **PART 2: PLANNING FOR INTEGRATED MEDIA**

This section examines planning considerations for all primary media choices. Chapter 4, *Advertising Planning: Creative*, introduces the communications process and the various planning concepts that are considered when briefing an agency about message requirements. The role of strategies and tactics—and the distinctions between them and creative objectives—is considered.

Chapter 5, *Advertising Planning: Broadcast, Print, and Out-of-Home Media*, presents the media planning process and stresses the importance of creating an effective yet efficient media plan. The various strategic decisions that apply to using broadcast, print, and out-of-home media alternatives are presented in detail.

Chapter 6, *Planning for Direct Response Communications*, introduces the rapidly expanding field of direct response communications. Since direct response relies on database management techniques, there is considerable emphasis on customer relationship management practices and the crucial role played by individualized marketing communications strategies in fostering solid customer relationships.

Chapter 7, *Planning for Online and Interactive Communications*, examines the expanding role of web-based communications, mobile communications, and social media communications in the marketing communications mix. The chapter offers expanded coverage of all forms of interactive communications. There is an emphasis on technology and how it affects consumers' media consumption patterns, and ultimately, media planning decisions.

## **PART 3: PLANNING FOR INTEGRATED MARKETING**

Because organizations look for synergy, the objective is to integrate related marketing and marketing communications practices with the media strategies already presented in the text. Chapter 8, *Sales Promotion*, introduces the various sales promotion alternatives that are frequently employed in integrated marketing communications plans. The roles of consumer promotions and trade promotions are examined in detail.

Chapter 9, *Public Relations*, examines the role of public relations in communications. The content focuses on the various strategies and tactics that are available, planning procedures, and measurement techniques. A new section on media relations has been added to show the importance of building effective relations with the press. A new section on internal public relations has also been added to this chapter.

Chapter 10, *Experiential Marketing, Events, and Sponsorships*, examines the expanding role of experiential marketing, event marketing, and sponsorships in contemporary marketing. It introduces the criteria for participating in events, and the steps and procedures for planning an event.

Chapter 11, Personal Selling, covers the role of personal selling in a variety of business settings. Personal selling adds a human component to the integrated marketing communications mix, and for this reason plays a very important role in establishing and building solid customer relationships.

#### PART 4: MEASURING PLAN PERFORMANCE

This section examines the role of various research procedures for evaluating the effectiveness of marketing communications programs. Chapter 12, Evaluating Marketing Communications Programs, introduces some fundamental methodologies for collecting and analyzing primary research data, and distinguishes between qualitative and quantitative data. The role and influence of collecting and interpreting information on the development of marketing communications strategies are considered. New content on various social media measurement techniques have been added to this chapter.

**Appendix 1, Media Buying Principles and Media Information Resources,** is a supplement that provides additional media details and shows students some fundamental procedures for estimating costs and buying media time and space in a variety of media and other components of the marketing communications mix. Students can quickly refer to media-buying information in this specific section. Review questions will challenge the students to understand and apply rate card information.

**Appendix 2, Integrated Marketing Communications Plan: Mr. Sub,** provides an example of a marketing communications plan so that students can quickly see the relationship between various planning principles such as objectives, strategies, and execution, and between the various components of the marketing communications mix with respect to how each contributes to achieving objectives. The integrated marketing communications plan has been revised to include a social media component. No other text offers an illustrative marketing communications plan.

## Success Stories Dramatize Integrated Marketing Communications Practice

Each chapter includes at least two **IMC Highlight boxes**. These inserts reflect important aspects of marketing communications planning or provide actual illustrations of how organizations apply marketing communications concepts. By way of example, students will learn how

- Boston Pizza planned and implemented a new campaign to attract a “family” target market.
- ING DIRECT transformed and rebranded itself to Tangerine with the help of an intensive and carefully phased-in communications campaign.
- Axe personal care products repositioned its brand portfolio to appeal to an older target market.
- The Stratford Festival effectively used a social media campaign to boost ticket sales.
- McDonald’s effectively uses sales promotion techniques to build its market share in the restaurant coffee market.
- Nike effectively uses ambush marketing techniques to gain a presence in elite events it does not sponsor.
- Harry Rosen, a prominent men’s fashion retailer, effectively uses personal selling, interaction, and service to build long-term relationships with customers.

Other companies and brands that appear in feature stories include General Motors, MEC (formerly Mountain Equipment Co-op), Scotiabank, Budweiser, Honda Canada, Apple, and TD CanadaTrust.

## Pedagogy

**Learning Objectives.** Each chapter starts with a list of learning objectives directly related to the key concepts contained in the chapter.

**Advertisements, Figures, and Charts.** Throughout each chapter, key concepts and applications are illustrated with strong visual material. Sample advertisements and other forms of marketing communications augment the Canadian perspective and demonstrate important aspects of marketing communications strategy and execution.

**Key Terms.** Key terms are highlighted in boldface in the text and in colour in page margins, where they are accompanied by definitions. Students also have quick access to key terms and definitions in the glossary.

**Chapter Summaries.** The summary at the end of each chapter reinforces major points and concepts.

**Review Questions, and Discussion and Application Questions.** Both sets of questions allow students to review material and apply concepts learned in the chapter.

**Appendix 1, Media Buying Principles and Media Information Resources.** The essentials of buying media time and space in various media outlets are covered in this section. Review questions that test students' understanding of and ability to apply rate card information are included.

**Appendix 2, Integrated Marketing Communications Plan: Mr. Sub.** This plan shows how various elements of marketing communications combine to form an integrated marketing communications plan. A variety of charts and figures are included to show how media and marketing communications budget allocations are presented in a plan.

**Glossary.** A glossary of all key terms and definitions appears at the end of the textbook.

## Supplements

The following instructor supplements are available for download from a password-protected section of Pearson Education Canada's online catalogue ([www.pearsoned.ca/highered](http://www.pearsoned.ca/highered)). Navigate to your text's catalogue page to view a list of available supplements. See your local sales representative for details and access.

### INSTRUCTOR'S RESOURCE MANUAL

The Instructor's Resource Manual includes learning objectives, chapter highlights that can act as lecture outlines, additional illustrations of key concepts that can be built into lectures, and answers to review and discussion questions.

### TEST ITEM FILE

This test bank in Microsoft Word format contains over 1000 questions in multiple choice, true/false, short answer, and essay formats.

### POWERPOINT® SLIDES

A complete set of slides that are specifically designed or culled from the text is available electronically. Full-colour versions of ads, photos, and figures from the text, found in the Image Library, can be inserted into your presentations.



### IMAGE LIBRARY

The Image Library contains various full-colour images from the text such as photos, ads, and figures. Instructors can integrate these images into their own presentations.

## Acknowledgments

Many companies, organizations, and associations contributed visual material for this book. Each contributor is acknowledged on the figures and charts appearing throughout the book. I would like to sincerely thank all of these suppliers for their cooperation and contribution.

For undertaking the task of reviewing the text I would like to thank Hilary Sadler, McMaster University Downtown Centre for Continuing Education.

From Pearson Canada Inc. and its suppliers I would like to thank Darcey Pepper, Karen Townsend, Christine Langone, and Susan Johnson. Special thanks to Monika Schurmann and Sarah Ellen Horsfall for their hard work on securing permissions. I would also thank copy editor Ruth Chernia, proofreader Sally Glover, and production editor Rajiv Sharma for their diligent work on this project.

A very special thank you to my wife, Esther, for her patience, understanding, and unwavering support. Another one is done!

*Keith J. Tuckwell*  
2016



PART  
1

# Understanding Integrated Marketing Communications

**Part 1 focuses on several introductory issues that are associated with the development of integrated marketing communications programs.**

Chapter 1 introduces the components of the integrated marketing communications mix and the factors that encourage their use. The latter part of the chapter introduces the reader to a variety of ethical issues that confront marketing communications practitioners.

Chapter 2 introduces the student to essential strategic planning principles while drawing relationships between the planning that occurs at various levels of an organization. The various inputs for marketing and marketing communications planning are presented along with the content of typical marketing and marketing communications plans. The intent is to show how integrated planning provides solutions to marketing problems.

Chapter 3 concentrates on issues related to branding strategy. Marketing communications strategies are the primary vehicle for building the image of a brand or company. Since brand positioning is the focal point of most marketing communications strategies, the role that positioning strategy statements play in the development of communications campaigns is examined in detail. The role and influence of packaging and product design strategies and their impact on brand image are also examined.

CHAPTER

# 1

# Integrated Marketing Communications: An Overview



© Kristian Dowling/Getty Images



## Learning Objectives

After studying this chapter, you will be able to

1. Appreciate the role of integrated marketing communications planning in business today
2. Identify the components of the integrated marketing communications mix
3. Identify the conditions that have led to the emergence of integrated marketing communications
4. Explain how consumer behaviour and organizational buying behaviour influence marketing communications
5. Identify basic ethical issues confronting marketing communications practice
6. Describe the role that laws and regulations play in guiding marketing communications in Canada

Organizations today are searching for complete solutions to their communications needs and are calling upon experts in various marketing communications areas to get the job done. The challenge for organizations is to successfully combine various communications disciplines into an effective marketing communications strategy and plan. This often requires specialists from various external agencies to collaborate on projects—that too is a challenge for organizations to coordinate.

The environment that businesses presently operate in continues to change rapidly. The influence of technology alone has forced business organizations to examine how they deliver messages to their target markets. Generally speaking, there has been a movement toward targeted media and away from mass media. People's media habits have changed. The average consumer relies less on newspapers and television, and more on computers and smart phones for receiving news and commercial messages. Consequently, marketing organizations are shifting their spending to digital media options and are experimenting with other, more personalized activities, such as social media and experiential marketing. Going beyond traditional forms of communications helps create “buzz” for products.

How people consume media is changing. Wise marketing organizations keep track of that change. There are only so many hours in a day, and people are spending more time than ever online with digital and social media. Advertisers, therefore, are placing more ads on the Internet and are looking at innovative ways to deliver advertising messages via social media outlets such as Facebook, Twitter, YouTube, Pinterest, and Instagram. Their objective is to deliver messages to where their customers are.

The nature of marketing communications planning has changed dramatically. No longer do companies rely on disjointed strategies from a variety of sources, even though those sources are experts at what they do. The overall goal of communications now is to deliver the same message through a variety of media in order to have a synergistic impact on the target. Furthermore, the development of message strategy is now in the hands of fewer external suppliers. Many traditional advertising agencies have evolved into full-fledged marketing communications agencies and offer services in areas such as public relations, sales promotion, direct response, and online communications. The range of services is greater, and the level of specialization that agencies provide is more concentrated than before. In effect, these agencies are changing with their clients' needs and are providing integrated marketing communications solutions.

## The Integrated Marketing Communications Mix

**integrated marketing communications** The coordination of all marketing communications in a unified program that maximizes the impact on the intended target audience.

**Integrated marketing communications** involves the coordination of all forms of marketing communications in a unified program that maximizes the impact on consumers and other types of customers. It embraces many unique yet complementary forms of communication: media advertising (a focus on message strategies and media strategies in a mass media environment); direct response communications (communications that encourage immediate action); digital communications (including social media, mobile, and video game communications); sales promotion (both consumer and trade promotions); public relations; experiential marketing; and personal selling (see Figure 1.1). The growth of social media is a factor that an organization must consider. Given the media behaviour of today's consumers, it is essential that an effective and well-planned social media strategy be integrated into the communications mix.

Effective communications integration also considers the role of packaging and its impact on consumers at point of purchase, and the role that all employees of an organization play in communicating a positive attitude about a company to its various publics. Any customer touch-point is part of integrated marketing communications.

How an organization plans and manages the various components of the mix is important. An organization rarely employs all components at one time, but rather selects and uses those components that are deemed appropriate for the situation at hand. Clients look for a “total solutions” communications approach to resolve their business problems. As a result, they seek comprehensively planned, seamless campaigns from their communications agencies. Integration of message strategy, regardless of the medium, is crucial to generating maximum impact on the target audience.

Let's start the discussion about integrated marketing communications by clearly explaining the fundamental nature of each form of marketing communications. Refer to Figure 1.1 for a visual image of the marketing communications mix.

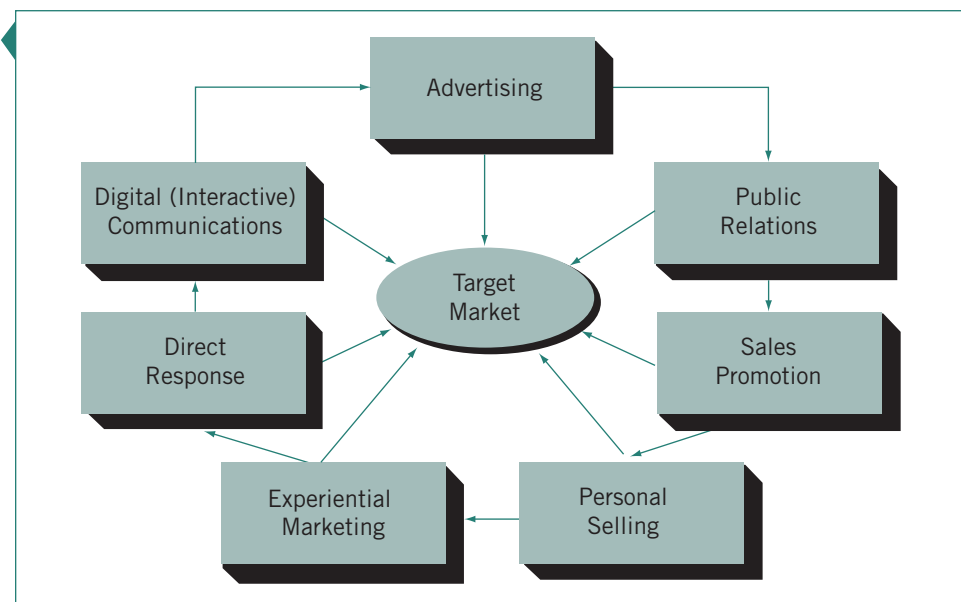
**advertising** A paid, media-delivered message by an identified sponsor designed to stimulate a positive response from a target audience.

### ADVERTISING

**Advertising** is the placement of persuasive messages in time or space purchased in any of the mass media by organizations that seek to inform and persuade members of a target

FIGURE  
1.1

The Integrated Marketing Communications Mix



market about their products, services, organization, or ideas. In the context of the integrated marketing communications mix, good advertising (advertising that has an impact on the audience) will influence the behaviour of that audience—that is its primary function. Once a positive attitude toward a specific product or company is created in the customer's mind, that customer may be motivated to purchase the product or look favourably upon it.

Advertising can be either product oriented or promotion oriented. **Product advertising** provides information and helps build an image for the product, whether it's a brand or a company, by presenting the features, attributes, and benefits of the product in a persuasive manner. An ad for GREEN WORKS® cleaning products stresses essential benefits that consumers are looking for—a powerful cleaner without harsh chemical fumes. GREEN WORKS® cleaning products appeal to consumers who are concerned about the harm cleaning products can have on the environment. Refer to the illustration in Figure 1.2.

**Promotional advertising** is designed to accomplish a specific task—usually to communicate a specific offer in order to elicit some type of immediate response from the customer. Including a coupon or contest promotion with a print advertisement, for example, is a form of promotional advertising. The content of the ad presents the features and primary benefits to help build the image, and the coupon provides an incentive for customers to buy. Automobile manufacturers, for example, are well known for their

**product advertising** Advertising that provides information about a branded product to help build its image in the minds of customers.

**promotional advertising** Advertising that communicates a specific offer to encourage an immediate response from the target audience.

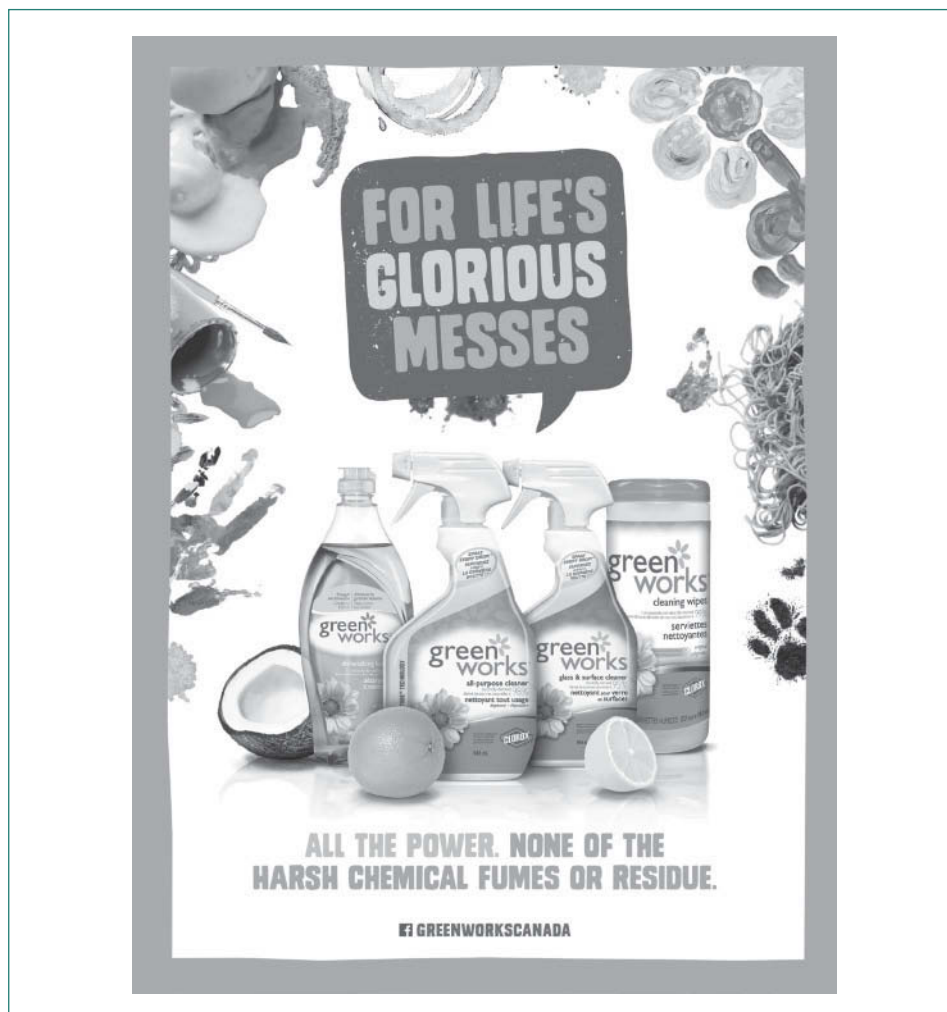


FIGURE  
1.2

### A Benefit-oriented Advertisement for GREEN WORKS® Cleaning Products

Source: GREEN WORKS®. GREEN WORKS is a registered trademark of The Clorox Company and is used with permission.



## DIGITAL (INTERACTIVE) COMMUNICATIONS

In an integrated marketing communications context, **digital (interactive) communications** are commercial messages for an organization placed on the Internet, a cell phone, or other personal electronic device. Technology is changing so rapidly that there is little doubt that communication by way of electronic devices is the future of marketing communications. In fact, investment in online communications by Canadian advertisers is growing at a pace much faster than any other form of advertising. In 2014 (the latest year available), investment in online advertising in Canada was \$3.8 billion, overtaking television (\$3.4 billion) for the largest share of ad spending.<sup>1</sup>

“The growth of online advertising in Canada speaks volumes about the importance of the medium to marketers in terms of its ability to reach, target, engage, and dialogue with consumers,” says Paula Gignac, former president, IAB Canada.<sup>2</sup> Currently, the Internet is the number-one medium among Canadians 18 to 34 years old in time spent with a medium. This age group spends 33 hours a week online, compared to 15.5 hours a week with television. Canadians 25 to 54 years old currently spend slightly more time online than they do with television.<sup>3</sup>

The new emphasis that business organizations place on **customer relationship management (CRM)**, combined with their ability to manage internal databases, is forcing them to move toward direct response and interactive communications. At present, organizations communicate through their own websites and through various forms of online advertising such as search advertising, display ads, and video ads. The addition of advertising on social media sites will play an increasing role in the communications mix in the future.

## SALES PROMOTION

**Sales promotion** involves special incentives to stimulate an immediate reaction from consumers and distributors. An organization’s promotion expenditures tend to be divided between consumers and distributors. Strategies that include coupons, free samples, contests, and cash refunds are classified as consumer promotions. The on-pack sales incentive shown in Figure 1.4 is a good example of how sales promotions are integrated with

**digital (interactive) communications** The placement of an advertising message on a website, or an ad delivered by email or through mobile communications devices.

**customer relationship management (CRM)** A process that enables an organization to develop an ongoing relationship with valued customers; the organization captures and uses information about its customers to its advantage in developing the relationship.

**sales promotion** An activity that provides incentives to bring about immediate response from customers, distributors, and an organization’s sales force.



FIGURE  
1.4

**Sales Incentives Are Designed to Encourage Immediate Purchases by Consumers**

Source: © Keith Tuckwell



media advertising. On-pack sales incentives encourage immediate purchases while media advertising builds brand image. Offering price discounts to distributors for purchasing goods in large quantities or for performing some kind of marketing or merchandising task on behalf of a marketing organization is classified as a trade promotion.

The marketing organization is constantly challenged by how to divide the sales promotion budget between consumers and trade customers. Regardless of how the budget is allocated, it is imperative that consumer promotion strategies are aligned effectively with advertising programs (to pull the product through the channel of distribution) and that trade promotions are aligned effectively with personal selling programs (to push the product through the channel of distribution). In business, it is the integration of various marketing communications programs that pays off for the organization.

### PUBLIC RELATIONS

**Public relations** communications are primarily directed toward gaining public understanding and acceptance. Public relations (PR) messages influence the attitudes toward and opinions interest groups have about an organization. Consequently, progressive-minded marketing organizations fully appreciate the role that public relations campaigns can play in generating positive attitudes toward products.

Public relations involve placing messages in the media without having to pay for them. In effect, they can generate “free” exposure. For example, a company issues a press release announcing a new product. The release includes all the virtues of the product, where it will be available, and how it will be advertised. Stories about the new product will appear on television newscasts, newspaper and magazine articles, and online blogs. Such exposure offers a legitimacy that advertising does not have.

Public relations also play a major role when a company finds itself in a crisis. Senior managers of an organization must be prepared to deal with the media and to issue effective communications when unpleasant circumstances arise. Financial guru Warren Buffet once said, “It takes 20 years to build a reputation and 5 minutes to ruin it.”<sup>4</sup> In 2012, Korean automakers Hyundai and Kia were fined a record \$100 million by the U.S. Environmental Protection Agency for overstating fuel economy figures on new models. With that fine, a main pillar of both brands was undermined. During fuel economy tests, Hyundai engineers allegedly chose favourable results rather than average results from a large number of tests.<sup>5</sup> Since consumers compare average results across comparable vehicles, this is a big issue—one in which Hyundai and Kia had to act upon in order to restore consumer confidence.

Traditional public relations are changing rapidly due to the popularity of social media. Communications tools such as Facebook and Twitter get regular people communicating information (positive and negative) about products and companies. Consequently, company-sourced social media communications are now part of an effective public relations strategy.

### EXPERIENTIAL MARKETING

**Experiential marketing** is a blend of marketing communications disciplines that engage people with a brand in a more personal way. For example, when Colgate-Palmolive launched Speed Stick GEAR men’s deodorant it was entering a crowded market so getting noticed was a priority. An experiential marketing campaign was devised that involved building a 20-metre ice wall in downtown Toronto. The brand was targeting active, adventurous, millennial males in their 20s and early 30s. The brand’s street team encouraged young males passing by to try climbing the wall. It was a great way to engage the target market with the new brand. Anomaly Toronto developed the creative for the campaign

**public relations** A form of communications designed to gain public understanding and acceptance.

**experiential marketing** A form of marketing that creates an emotional connection with the consumer in personally relevant and memorable ways.



FIGURE  
1.5

**Experiential Marketing Programs Are Personal in Nature and Engage Consumers with a Brand**

Source: Courtesy of Anomaly Toronto and Free For All Marketing

and Free For All Marketing managed the construction and operation of the ice wall.<sup>6</sup> Refer to the image in Figure 1.5. This type of promotion engages consumers with the brand.

Event marketing and sponsorships fall under the umbrella of experiential marketing. A well-planned event will engage consumers with a brand experience; once involved, they may perceive the brand in a more positive light. The experience could be anything from attending an event where a sponsor's product is freely distributed to devising a specific branded event that becomes the focal point of an entire integrated marketing communications campaign. **Event marketing**, therefore, involves planning, organizing, and marketing an event, whether it is an event for a company or a brand.

**Sponsorship** simply means that a company provides money for an event in return for specified marketing privileges, granted because the company is associated with the event. Rogers, for example, is involved in event marketing as the title sponsor of the men's and women's Rogers Cup, a major tennis championship held annually in Toronto and Montreal. Rogers defrays the cost of holding such events by selling sponsorships to other companies. The presenting sponsor of the Rogers Cup is the National Bank of Canada.

**event marketing** The process, planned by a sponsoring organization, of integrating a variety of communications elements behind a single event theme.

**sponsorship** The act of financially supporting an event in return for certain advertising rights and privileges.