

MARKETING MANAGEMENT AND STRATEGY

WEEK 8

MARKETING COMMUNICATIONS STRATEGIES

DR KAMAU JOHN NJAU

SPRING 2024

WEEK 8

MARKETING COMMUNICATIONS STRATEGIES

8.1 Introduction

Welcome to lecture eight on marketing communication. It is my joy to have you in this class. Many people think that marketing is advertising or promotion. It is evident that marketing communication is the most visible aspect of marketing. In this lesson we will delve into what marketing communication is, the communication process and communication mix among others. We will further examine the integrated marketing communication.

8.2 Intended Learning Outcomes

At the end of this lecture, you will be able to:

1. Define marketing communication and describe its elements.
2. Describe communication model and its significance to a marketer.
3. Discuss steps followed in designing effective marketing communication strategy.
4. Examine the process of evaluating communication effectiveness.

Quotes on marketing communication.

1. “No one can whistle a symphony, It takes a whole orchestra to play it.” H.E. Luccock.
2. “There is no communication that is so simple that it cannot be misunderstood.”Luigina Sgarro
3. . “The most important thing in communication is to hear what isn’t being said.”Peter Drucker
- 4.“Communication works for those who work at it.”John Powell
5. “What really decides consumers to buy or not to buy is the content of your advertising, not its form.” ~ David Ogilvy
6. “Markets are conversations.” ~ The Cluetrain Manifesto
- 7.“Advertising in the final analysis should be news. If it is not news it is worthless.” ~ Adolph Ochs
8. “Marketing is no longer about the stuff that you make, but about the stories you tell.” – Seth Godin

8.3 What is marketing communication?

Various authors have defined marketing communication differently? For instance, Kotler and Kelly (2016) define marketing communication as the means by which firm attempt to inform, persuade, and remind consumers directly or indirectly about the products and brands they sell. Marketing communication represents the collection of all elements in an organization marketing mix that facilitates exchanges by establishing shared meaning with the organization customers or clients. Fill and Barbara (2014) observe that marketing communications are a management process through which an organization engages with its various audiences. By understanding an audience’s communications environment, organizations seek to develop and present messages for their identified stakeholder groups, before evaluating and acting upon the responses. By conveying

messages that are of significant value, they encourage audiences to offer attitudinal and behavioral responses. From the definition they note:

1. Engage: marketing communications can be used to engage with a variety of audiences in such a way that one-way, two-way, and dialogic communications that meet the needs of the audience are used.
2. Audiences: marketing communications should be grounded in the behavior and information-processing needs and style of the target audience.
3. Cognitive responses: This refers to the outcomes of the communication process and is a measure of whether a communication event has been successful.

8.4 Roles of marketing communication

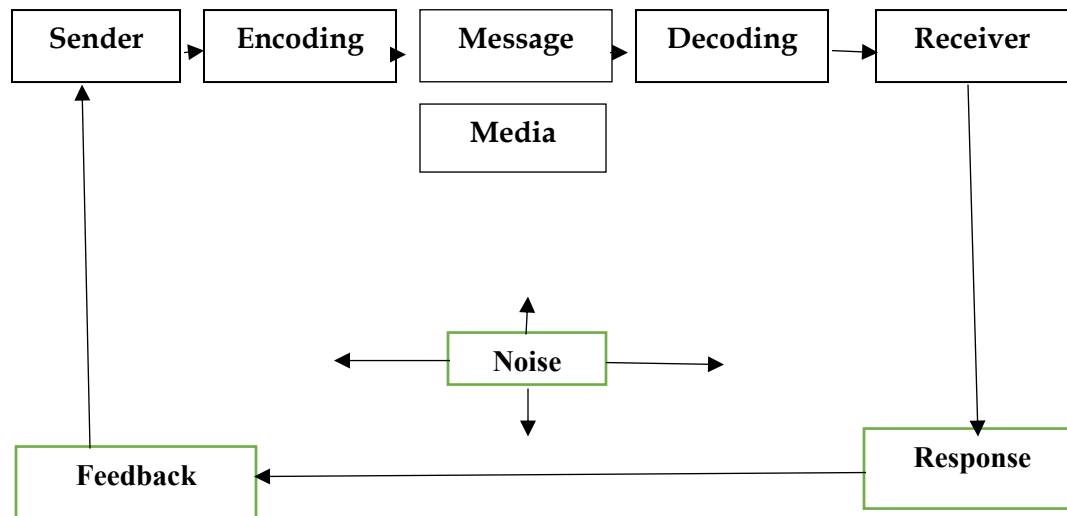
Marketing communication plays several vital roles to a business:

1. Building Brand Awareness: It helps in introducing and familiarizing customers with the brand, its products, and services.
2. Creating Brand Image and Positioning: Through various communication channels, it shapes how the brand is perceived in the minds of consumers and positions it relative to competitors.
3. Driving Sales: Effective marketing communication campaigns can stimulate consumer interest, generate leads, and ultimately drive sales.
4. Maintaining Customer Relationships: It facilitates ongoing engagement with customers, fostering loyalty and repeat business through personalized communication and customer service efforts.
5. Educating Customers: Marketing communication informs consumers about product features, benefits, and usage, helping them make informed purchasing decisions.
6. Differentiation and Competitive Advantage: By highlighting unique selling points and value propositions, it distinguishes the brand from competitors, contributing to a competitive advantage.
7. Reputation Management: Marketing communication efforts can shape and protect the company's reputation by addressing customer concerns, managing crises, and communicating corporate social responsibility initiatives.
8. Market Research and Feedback: Interactions with customers through marketing communication channels provide valuable insights for market research and feedback, guiding future product development and marketing strategies.

8.5 The communication process

To effectively communicate marketers, *need to understand how communication works*. Figure 8.1 *show how communication works*. There are *nine elements* in the communication process. Two elements relate to the parties involved in the communication process (i.e., *sender and receiver*). The other two are the *communication tools* (i.e., *message and media*). Four elements relate to the *functions of communications* (i.e., *encoding, decoding, response and feedback*). The last element represents the *noise in the communication system* (Kotler & Armstrong, 2006).

Figure 8.1 Elements of communication process



Source: adopted from Kotler and Armstrong (2006)

1. *Sender*: This is the party that gives the message to another. It is the *company advertising its products*. Senders must know the kind of audiences they want to reach and the response they want from them.
2. *Encoding*: This is the process of *putting thought* (meaning) *into a symbolic form* (e.g., writing, waving). For example, *the company's advertising agency assembles words and illustrations into an advertisement that would convey the intended message*. Senders should encode their messages in a way that considers how the target audience decodes/interprets messages.
3. *Message*: This is the set of symbols that the sender transmits. It is the *company's actual advertisement*.
4. *Media*: This is the *communication channel* through which the message moves from the sender to the receiver (e.g., *TV, radio, newspapers, trade journals, face-to-face, and billboards*). The source must also ensure that the message is transmitted through an effective media that will reach the target audience.
5. *Decoding*: This is *the process by which the receiver assigns meaning to the symbols encoded by the sender to ensure that he understands the message*. In real sense, *this is how the consumer interprets the words and illustrations after watching the company's ad*. If the communication must be effective, the message sent through the media must be seen as signs that are familiar to the receiver.
6. *Receiver*: This is the party receiving the message sent by another party. That is, *the consumer who watches the company's ad*.
7. *Response*: These are the reactions of the receiver after being exposed to the message. *The consumer may like or dislike the message*. It may also *involve knowing the company's product features, buying the products or ignoring them*.
8. *Feedback*: This is the part of the receiver response communicated back to the sender. For example, *the consumer could call to criticize the company's ad or product/service*. Senders

must develop feedback channels that would enable them to assess the audience response to the message.

9. *Noise*: This refers to *possible interference* during the communication process. Noise results in the receiver getting a different message from that which the sender gives. An example of noise is *distraction by family members while a consumer is watching a TV ad or listening to a radio commercial*.

8.6 Strategic applications of selected communication elements in marketing communications

In this section we examine how the understanding of how communications work in the previous model can be applied by marketers to communicate effectively. We will examine source and the message.

a) Source (sender)

In marketing communications, the source of marketing messages might include salespeople, wholesalers, retailers, and agents among others. Organizations are very vigilant in picking people to convey their communications. They spend a lot of resources (time, money) in having certain people endorse their products and services, serve as their spokespersons, or appear in their ads. In addition, they spend a lot of resources in recruitment, selection, orientation, and training of salespeople. Salespeople that have gone through these processes are able to communicate (i.e., deliver their sales presentations) well. Organizations go through the same processes when engaging other marketing communicators (e.g., celebrities, retailers, agents etc.). The reason for doing this is because source traits have an important effect in influencing the effectiveness of sales and advertising message. For instance, a credible salesperson, probably by virtue of his expertise (comes through training) will be believable and favored. Source traits that influence persuasiveness of the message

- i) *Source credibility*: It refers to the extent which the source is perceived as having knowledge, skill or experience relevant to the communication topic and can be trusted to give unbiased opinion or present objective information on the issue (Belch & Belch, 1999). In addition, these authors have given the following as the aspects of credibility: -

- **Expertise**: A marketing communicator (salesperson, celebrity, retailer, agent etc.) that customers view as knowledgeable in each field will be more persuasive than one, they view as less knowledgeable. For example, a known dentist will be more persuasive in recommending a particular brand of toothpaste than a salesperson because dentists are regarded as experts in teeth than ordinary salespeople with degrees in sales and marketing.
- **Trustworthiness**: It refers to honesty, integrity, and believability of the marketing communication source. The product or service endorser that has expertise should also be believable (trusted). Locating celebrities or other figures (e.g., doctors, engineers, CEOs etc.) with a trustworthy image is challenging.
- **Other factors**: Age, sex, color, dress, mannerism, and voice tone affects source credibility. In some instances, older people tend to be more credible than young people. For instance,

in endorsing family planning products old people may be more credible than young unmarried people. An expensively dressed person may be a more credible promoter of a get rich program than a poorly dressed person.

ii) *Source attractiveness*: According to Belch and Belch (1999) source attractiveness consists of three related factors:

- **Similarity**: This refers to the extent to which the source resembles the receiver of the message. The source can resemble the receiver in such ways as personality, race, religion, political philosophy, interests, self-image, group affiliation, and tribe among others. People are influenced by others who are like them because people like others who are like themselves.
- **Familiarity**: Familiarity refers to knowledge of the source through exposure (Belch & Belch, 1999). Exposure can be gained mainly through media. For instance, News anchors or radio announcers (hosts) are more familiar because they are constantly exposed to listeners and viewers. A source that is familiar will be more attractive than one that is not familiar. A model, celebrity, corporate leader, or a sales representative who is more familiar is likely to be more attractive and thus persuasive than one who is not familiar. Companies use local models and celebrities to endorse their products because they are more familiar than foreign ones.
- **Liking**: This refers to the likeability of the source because of its physical appearance (beauty, handsomeness), behavior (good behavior or mannerism) or other personal characteristics (e.g., assertiveness, ambition, oratory skills etc.). Thus, even though the receiver may have no similarity to celebrities such as athletes, theatre stars, movie stars, movie directors, actresses, TV/radio stars, he or she may find them likeable. This is because they admire their physical appearance, talent, behavior, and personality.
- *Source power*: The source has power when it can give out rewards and punishments to the receiver. As a result of this power, the source may be able to induce the receiver to respond positively to the requests or positions being advocated.

b) Message

Message factors affecting persuasion include message structure, message appeal and message code.

i) *Message structure*: The following are message structure factors that influence the persuasiveness of the message (Shimp, 2003): Order of presentation; Conclusion drawing; Message sidedness; Refutation; and Non-verbal message characteristics.

- **Order of presentation**: In the process of developing a message that will be persuasive, the marketer should be concerned with the order of presentation of the message arguments. That is, should the most important sales and marketing message points be placed at the beginning of the message, in the middle or at the end? According to Belch and Belch (1999) the decision on whether to place the strongest selling points at the beginning or end or the message depends on factors such: Target audience view on marketing communicators'

message, target audience level of interest on the communication topic, Length and detailed nature of the message, Nature of the product being described, Cost of the product, Nature of the communicator, Time available to the audience or presenter, The environment of presentation and Nature of the audience

- Conclusion making: This is concerned with whether marketing communicators should make a conclusion for the audience regarding their message or should allow them to make their own conclusions. Messages with clear and specific conclusions are more easily understood and effective in influencing attitudes and behavior than messages that are unclear and general. According to Belch and Belch (1999) the effectiveness of conclusion making depends on factors such as target audience literacy levels, type of the issue (or topic) of discussion; and expected reaction.
 - Message sidedness: Message sidedness is concerned with whether ads and sales presentation should use a one-sided message (i.e., mentioning only the benefits of a product/service) or a two-sided message (where good and bad points are presented). One sided messages are effective when: the target audience holds a favorable opinion towards the topic, the target audience does not want to hear opposing arguments; and the target audience is less educated. On the other hand, two sided messages are more effective when: The target audiences' initial opinion opposes that of the marketing communicator and when the audience is highly educated. Two-sided message may be more effective because it enhances the believability of the source and thus the message.
 - Refutation: This is a special type of two-sided message known as refutation appeal. Refutation occurs where the marketing communicator presents both sides of an issue and then offers arguments to disapprove the opposing point of view. Refutation appeals are effective because they shelter the target audience from potential counter claims that might be raised by a competitor (Belch & Belch, 1999). They make the receiver not to be surprised by successive counter arguments. The receiver might be in a better position to resist those claims by arguing against them. Two-sided refutation ads are more effective than one-sided messages in situations where marketers: Want to make consumers resistant to a message presenting different points of view, Wish to build attitudes that are resistant to change. Must defend against attacks/criticism of their products.
 - Nonverbal message characteristics: The non-verbal or visual elements of an advertisement are very important in influencing the persuasiveness of the message. These elements include images of the person using the brand, pictures, and illustrations among others. Showing the type of the person who uses the brand can evoke some type of emotional reaction. Pictures and illustrations can convey information or reinforce ads copy or message claims. How the message is processed depends on verbal and non-verbal elements of the message. The image that receivers will have towards the brand will depend on how they perceive verbal and non-verbal cues of the ad.
- ii) *Message appeal*: Message appeal deals with what is said in the message or what the message is requesting. To increase appeal of message various tools can be used:

- Fear appeals: Many companies employ fear appeal in their ads. For instance, insurance companies when selling insurance policies. The advertisers instill fear on potential customers to persuade them to buy. Fear appeal works depending on the subject in question. For example, subjects that cause social disapprovals when they are deficient will work well with fear appeals. Fear is highly used in promoting financial services (e.g., insurance). According to Harrison (2000) the following are the reasons why fear is used in promoting financial services:
 - Financial services are intangible entities and are difficult to display in advertising.
 - Benefits are difficult to understand and difficult to communicate.
 - The outcomes of products are often not known and therefore cannot be communicated.
 - Financial products are high in credence qualities (characteristics that the consumer may find impossible to evaluate even after purchase and consumption) and many consumers do not have the know-how to assimilate advertised information.
 - Lack of interest in many financial products has negative impact on advertising.
 - Regulatory limitations on advertising reduce its effectiveness.

For fear to work Quinn et al (1992) as quoted by Harrison, (2000) suggests that the following factors should be considered:

- Fear level- too threatening or too weak messages will not be effective. People will avoid the message that is too scaring.
- Credibility of the source- for fear to work the message must be accompanied by very credible source.
- Fear type- there are several types of fears like physical harm (e.g., physical injury), social harm (e.g., loss of status) and financial loss (repossession of a house). Depending on the service promoted the marketer can use any of these fear type.
- Communication interest value- for fear to work the communication must interest the receiver.
- Relevant- fear will have the greatest effect if it is relevant to the target audience. It will be relevant if it appeals to their immediate needs.
- Ethical- fear appeal will work when messages are seen to be ethical. Unethical fear appeals will not work.
- Humor: Humor is one of the best methods for cutting through clutter. It is effective in getting and keeping audience attention. It has been established that humor aids in recall and comprehension. It may not persuade buyers to switch brands but it's a useful means of gaining recognition of the new brand. Generally, consumers enjoy ads that make them laugh. Clow and Baack (2002) observe that the success of humor as advertising tactic is based on three things. It causes people to watch, laugh and remember. Something that is funny has intrusive value and grabs attention (Michael et al, 1996). The humor should: be

relevant, simple, and clear, be integrated with advertising message, be used to sell the products strong points, avoid jokes and making fun of the product. Humor is especially used in dull commercials.

- Sex: Sexual appeal is another way that advertisers use to cut through the clutter. Sexual appeal may involve the use of subliminal techniques, nudity or partial nudity, sexual suggestiveness, overt sexuality, and sensuality. According Clow and Baack (2002) sex and nudity increase attention regardless of the gender of individual in the ad or the gender of the audience. In deciding whether to use sexual appeal it is important to consider the society's view and level of its acceptance (Automotive News, 2003). Sexual appeals may also create strong negative feelings about the company (Reichart, 2002; Pitts & Etzel, 1983). Sexual appeal may also distract the audience from paying attention to the brand.
- Music appeals: Music is very important in advertising because it helps to capture the audience's attention. It conditions the listeners to the extent that every time they hear of the tune, they can know which product is being advertised.
- Rational appeals: Rational themes appeal to logical reasoning (Harrison, 2000). Rational appeals focus on the actual product or service, its features, quality, value, performance, price, delivery, package, after sales services, warranties, etc. The goal of rational appeals is to provide information that is needed by consumers to make the purchase decision. According to Clow and Baack (2004) rational appeals are effective when consumers have very high levels of buying involvement and are willing to pay attention to the ad. This is because rational appeals have the lowest attraction appeal.
- Emotional appeals: According to Clow and Baack (2002) emotional appeals are based on three ideas: Consumers ignore most ads, Rational appeals go unnoticed and that emotional advertising can capture a viewer's attention and help develop an attachment between consumer and brand. Emotional appeals attempt to rouse negative or positive feelings to motivate individuals (Harrison, 2000). Positive appeals focus on the use of humor, love, pride, tranquility, glamour, trust, reliability, friendship, happiness, security, serenity, protecting loved ones, passion, enlightenment etc. Negative appeals focus on fear, guilt, anger, and shame to motivate consumers to buy the product or service.
- Scarcity appeals: This type of appeal assumes that when a product or service is in limited supply its value increases. Scarcity appeals urge consumers to buy the product because of its limitation in supply. The product may be limited in numbers, or it may be available for a short time (Clow & Baack, 2002).
- Moral appeals: According to Harrison (2000) moral appeals can also be used in executing ads message. Moral appeals work on an audience's sense of what is right or wrong. Consumers bring their personal values and morals to a buying situation. Increasing demand for 'green products' and buying from 'socially responsible companies' is evidence of this behavior. This has made companies to use moral appeals in the ads messages.
- Distraction: Pleasant forms of distraction can increase the effectiveness of a message so long as the audience sees the distraction as rewarding to them. For instance, taking clients

out for a dinner. This kind of distraction puts the receiver of the message off guard and this makes the message penetrate their perceptual field. The pleasantness of the distraction should be accompanied with persuasive message to provide a rewarding experience.

- Participation: Active participation can increase the effectiveness of persuasive appeal because it results in increased attention learning. Customers' trials are therefore important aid in persuasiveness. A salesperson will be more effective by describing the merits of a car to a prospect as the prospect takes a test-drive.
- Demonstration- Consumers are shown how the product works. Demonstration enables the advertiser to focus on product attributes, benefits, and uses.
- Problem solution- Problem solution shows how a problem can be solved or avoided. Problem solution is often combined with fear appeal to show consumers what happens when the brand is not used.
- Comparative advertising- Comparative advertising is used as a means of differentiating one brand from another (i.e., competitors). For instance, in Kenya there is an advertisement that tries to show the difference between steel wool and Axion brand.
- Warmth- These are advertising appeals that consist of elements evoking mild positive feelings such as love, friendship, conciseness, affection, and empathy. Warmth leads to more positive affective responses and enhanced purchase intention. Females react more to these kinds of appeals (Pelsmacker, Geuens, & Bergh, 2007).

iii) *Message code*: Code refers to the way thoughts are expressed. Code can be verbal or non-verbal. Some codes are in between, neither verbal nor nonverbal. Marketers refer to these as paralinguistic codes.

- Verbal codes: They are a system of words combined according to a given set of rules. The English language is an example of a verbal code system. It contains certain classes of words. For example, verbs, nouns, adjectives, and pronouns. Words can be used either to convey either intensive or moderate message appeals. Word combinations are extremely important in marketing communications because they are used to evoke specific meanings and emotions with customers. For instance, sweeter than sweet, snow white, Eveready and so on. They influence people in buying products.
- Non-verbal codes: These are symbols which can be combined according to a set of rules. They include facial expressions. For example, smiling, gestures, dress, posture, music, color, distance, design, and voice qualities.
- Paralinguistic codes: These are codes of language that lies in between the verbal and non-verbal communication. They cover voice qualities and vocalization. Voice qualities refer to speech characteristics such as the rhythm pattern, pitch of the voice, rate of speaking, and precision of articulation. Voice qualities are useful in communicating such meanings as urgency, boredom, sarcasm, or friendliness. Vocalization refers to sounds which in themselves have no meanings but reflect certain meanings. They include sounds like ooh!, aah, woo, wow! hmm etc. Advertiser will make use of these codes, depending on what they

want to achieve. If an advertiser wants to advertise a mild product, he may use a soft-spoken person and the rate of speech will communicate this.

8.7 Promotion mix

The marketing communication mix, often referred to as the "promotional mix," is a set of tools or strategies that a company uses to communicate its marketing messages to its target audience. These tools are used to inform, persuade, and remind customers about the products or services offered by the company. According to Kotler and Kelly (2016), the marketing communication mix typically includes several elements:

1. Advertising: This involves paid, non-personal messages communicated through various media channels such as television, radio, print, outdoor billboards, online banners, and social media platforms. Advertising is characterized by
 - Pervasiveness: ability to repeat a message many times
 - Amplified expressiveness: opportunity for dramatizing the company and brands artistically.
 - Control: choice on what to focus on in communication
2. Sales Promotion: Sales promotion techniques are short-term incentives aimed at encouraging the purchase or sale of a product or service. Examples include discounts, coupons, contests, giveaways, and loyalty programs. Benefits of sales promotion include.
 - Ability to be attention getting they draw attention and may lead the consumer to the product
 - Incentive: they include some concession, inducement, or contribution that gives value to the consumer.
 - Invitation: they include a distinct invitation to engage in the transaction now
3. Public Relations (PR) and publicity: PR activities are designed to create and maintain a positive image of the company or its products/services in the eyes of the public. This may involve activities such as media relations, press releases, event sponsorships, and community engagement. PR and publicity is characterized by
 - High credibility: news stories and features are more authentic and credible to readers.
 - Ability to reach hard- to-find buyers: PR can reach prospects who prefer to avoid mass media and targeted promotions.
 - Dramatization: PR can tell a story behind a company brand or product.
4. Personal Selling: Personal selling involves face-to-face interaction between the company's sales representatives and potential customers. This allows for direct communication, relationship building, and customized sales presentations. Personal selling is characterized by
 - Customized: the message can be designed to appeal to any individual
 - Relationship-oriented: personal selling can range from a matter of fact selling relationship to a deep personal friendship.

- Response oriented: the buyer is often given personal choices and encouraged to directly respond.
5. Direct and database Marketing: Direct marketing involves communicating directly with individual customers or target audiences through channels such as email, direct mail, telemarketing, and SMS messaging. It allows for personalized messages and direct response mechanisms. Direct and database marketing is characterized by:
 - Personal: personal facts, opinions and experiences can be stored in massive database and incorporated into personal messages.
 - Proactive- a direct marketing piece can create attention, inform consumers and include a call to action.
 - Complementary: product information can be provided that helps other marketing communications especially in terms of e-commerce.
 6. Digital/Online and social media marketing: This includes various online channels and strategies such as website content, search engine optimization (SEO), social media marketing, email marketing, content marketing, and online advertising (such as pay-per-click advertising). This is characterized by:
 - Rich: much information or entertainment can be provided
 - Interactive: information can be changed or updated depending on the persons response
 - Up to date: a message can be prepared very quickly and diffused through social media channels.
 7. Events and experiences: these are company sponsored activities and programs designed to create daily or special brand related interactions with consumers including sports, arts entertainment, and cause events as well as less formal activities. They are characterized by:
 - Relevant: a well-chosen event or experience can be seen as highly relevant because the consumer is often personally invested in the outcome.
 - Engaging: given their live real-time quality, events and experiences are more actively engaging for consumers.
 - Implicit: events are typically an indirect soft sell.
 8. Mobile marketing: a special form of online marketing that places communication on consumers cell phones, smart phones, or tablets. The distinguishing characteristics of mobile marketing are:
 - Timely: mobile communication can be very time-sensitive and reflect when and where a consumer is.
 - Influential: information received or obtained via a smart phone can reach and influence consumers as they are making a purchase decision.
 - Pervasive: consumers typically carry their smartphones everywhere , so mobile communications are at their fingertips.

The combination and allocation of these elements in the marketing communication mix depend on factors such as the target audience, marketing objectives, budget, product/service characteristics, and competitive environment. Companies often use a mix of these communication tools to create an integrated marketing communication strategy that effectively reaches and engages their target audience.

8.9 Developing effective marketing communication

Developing effective marketing is conscious deliberate process carried out by marketing mangers in an organization. The process involves eight steps Kotler and Kelly (2016) as outline in figure 8.1

Figure 8.1 Steps in developing effective marketing communication.



Source: adopted from Kotler and Kelly (2016)

1. *Identifying the target audience*: the marketing communicator first task is to identify his or her target audience. The audience may be potential or current buyers, purchase decision makers or influencers eg some children may influence parents to buy tv set. These parents may be buyers of toys although they are not the users. The target audience affects communicators 'decisions on what will be said, where it will be said and who will say it.
2. *Determine the communication objectives*: after identifying the target audience, the marketing communicator must determine what she or he wants from the receiver. in most cases the marketing communicator wants purchase of his products. Other objectives include improving an image, creating interest, build brand awareness, build brand attitude and maintenance of loyalty (reinforcement). marketing communicator should know where the target audience stands in the buyer readiness stages and to what stage they want to move. The stages include awareness, knowledge, conviction, and purchase. depending on the stage in which the buyer (audience) is will determine what is to be done to finally make the audience buy.
3. *Choosing a message \designing the message*: after determining the desired audience response the marketing communicator next task is to develop an effective message. the message should get attention, hold interest, arouse desire and obtain action (aida model). This constitutes and qualifies of good message. To formulate the message the marketing communicator must solve three problems:(a) what to say (message content), (b) how to say it logically (message structure) and (c) how to say it symbolically (message format).
4. *Choosing the media \selecting the channels of communication*: this involves selecting channels of communication i.e. means of transmitting the message. There are two types of channels of communication personal and non-personal.
 - Personal channels: this is where two or more persons communicate to each other directly. This might be face- to- face, over the telephone or even through the mail. They are effective because they allow for personal addressing and feedback. Personal communication channel is good because when used in selling expensive, shown how to use eg machine risky or highly visible products.
 - Non-personal communication channels: these are media that carry messages without personal contact or feedback. They include print media (newspapers, magazines, direct mail,) broadcast media (radio, television) and display media (billboards, signs, posters). The marketing communicator should consider advantages and disadvantages of each type before making decision on which to choose.
5. *Establishing the total communication budget*: this involves determining how much the company should spend on promotion. Marketers have four common methods of determining how much to spend on promotion.
 - (a) Affordable method: this involves simply setting the communication budget at the level affordable to the company. The problem with this method is that it ignores that promotion is an investment and the likely impact of promotion on sales volume. It makes long-term planning difficult.

- (b) Percentage of sales: this involves setting promotion budget at a percentage of sales or anticipated sales. They fix a certain percentage. This method assumes that the level of sales determines how much is to be sent on promotion ie sales leads to promotion instead of promotion leading to sales, although the relationships between sales and promotion is that of egg and chicken.
 - (c) Competitive parity method: company's communication budget is based on what competitors are using. Competition is based to set it at competitive levels with competitors. Such companies' try and gauge the amount of money the competitor is using ie the communication budget is set by estimating what competitors are using.
 - (d) Objective-and-task method: this method calls upon marketers to develop their promotion budget by defining their promotion objectives and the tasks that must be performed in order to attain the objectives and then they estimate the cost of performing these tasks. The sum of these costs becomes the promotion budges.
 - Define promotion, objectives, and tasks to be performed.
 - Estimate the cost of performing these tasks and objectives.
 - Sum-up these costs to get promotion budget.
6. *Deciding on the promotion mix variables*: this is deciding how much of advertisement, personal selling, sales promotion and publicity the organization is going to use. companies face the task of distributing the total promotion budget over the promotion mix variables i.e. personal selling, sales promotion, publicity, and advertisement. companies within the same industry ie companies producing the same goods can differ considerably on how they allocate their promotional budgets. there are several factors that influence the marketers' mix (choice) of promotional tools.
- Qualities of promotional tools
 - Target market:
 - Nature of the product
 - Stage of the product life cycle
 - Funds available
7. *Measure communication results/Collecting feedback*: the marketing communicator must conduct research on the target audience after sending the message to determine its impact. This involves asking the following questions:
- whether they remember the message
 - how many times they saw it.
 - what points they recall.
 - how they felt about the message.
 - their present attitudes toward the product and company

The communicator should also measure behavior resulting from the message i.e. how many people bought the product, talked to others about it or visited the outlets to outcomes and

revenue generated from the communication. Feedback on marketing communication can be used to make changes in promotion program or the product itself.

8. Manage integrated marketing communication (IMC): IMC is communication process that entails the planning, creation, integration, and implementation of diverse forms of communications (ads, sales promotions, publicity releases, event etc.) those are delivered over time to a brands targeted customers and prospects. American Marketing Association define IMC as planning process designed to assure that all brand contacts received by a customer or prospect for a product or service, or organization are relevant to that person and consistent over time. The goal of IMC is ultimately to influence or directly affect the behavior of the target audience. IMC considers all sources of contact that a customer/ prospect has with the brand as potential delivery channels or messages and makes use of all communication methods that are relevant to customers/ prospects and to which they might be receptive. IMC requires that all of a brands communication media and messages deliver a consistent message. The IMC process further necessitates that the customer/ prospects is the starting point for determining the types of messages and channels that will serve best to inform, persuade and induce action.

8.10 Review Questions

1. How do various authors define marketing communication, and what are the key components of these definitions according to Kotler and Kelly (2016) and Fill and Barbara (2014)? Discuss the implications of these definitions for engaging with diverse audiences and achieving communication objectives.
2. What are the roles of marketing communication, and how do they contribute to the overall business objectives? Provide examples of how effective marketing communication strategies can help in brand building, driving sales, and maintaining customer relationships.
3. How do organizations strategically select sources for their marketing communications? Discuss the importance of source credibility and attractiveness in influencing the effectiveness of sales and advertising messages. Provide examples of how different source traits can impact consumer perceptions and purchasing decisions.
4. Explore the various message structure factors that influence the persuasiveness of marketing messages. Compare and contrast the use of different message structures such as order of presentation, conclusion making, and message sidedness in advertising campaigns. Illustrate how these factors can be tailored to target audience characteristics and communication objectives.
5. Analyze the use of different message appeals in marketing communications, including fear appeals, humor, sex appeal, and emotional appeals. Discuss the effectiveness of each appeal type in capturing audience attention, generating interest, and influencing consumer behavior. Provide real-world examples of successful campaigns that utilize specific message appeals to achieve marketing objectives.

6. Evaluate the significance of message code in marketing communications, including verbal, non-verbal, and paralinguistic codes. Discuss how marketers use these codes to convey specific meanings, emotions, and attitudes to consumers. Provide examples of how different message codes are employed across various advertising channels to enhance message effectiveness and audience engagement.
7. Explain how advertising differs from personal selling in terms of communication channels and characteristics. Provide examples to support your explanation.
8. Suppose you are a marketing manager tasked with promoting a new line of organic skincare products. Describe how you would utilize different elements of the promotional mix to reach your target audience effectively. Include specific strategies for advertising, sales promotion, public relations, personal selling, and direct marketing.
9. Imagine you are developing a communication strategy for a small business that specializes in handmade jewelry. Outline the steps you would take to identify the target audience, set communication objectives, and choose appropriate communication channels. How would you measure the effectiveness of your communication efforts?
10. Discuss the importance of integrated marketing communication (IMC) in today's competitive business environment. Provide examples of how companies can use IMC to create consistent and impactful messages across various communication channels.

Self-test

1. Which of the following is NOT mentioned as a potential source of marketing messages in the text?
 - a) Salespeople
 - b) Wholesalers
 - c) Consumers
 - d) Retailers
2. According to Belch and Belch (1999), what are the aspects of source credibility discussed in the text?
 - a) Age, sex, and color
 - b) Expertise and trustworthiness
 - c) Message structure and message appeal
 - d) Familiarity and liking
3. What does message structure in marketing communications refer to?
 - a) The tone of the message
 - b) The sender's credibility
 - c) The way the message is organized and presented
 - d) The attractiveness of the source
4. Which of the following is NOT listed as a message appeal in the text?
 - a) Fear appeals
 - b) Humor
 - c) Music appeals

d) Productivity appeals

5. What are examples of non-verbal codes mentioned in the text?

- a) Voice qualities and vocalization
- b) Order of presentation and conclusion drawing
- c) Rational appeals and emotional appeals
- d) Similarity and familiarity

6. What is the primary characteristic of advertising according to the text?

- a) Personal interaction
- b) Short-term incentives
- c) Face-to-face communication
- d) Paid, non-personal messages

7. Which element of the promotional mix involves short-term incentives to encourage product purchase?

- a) Advertising
- b) Sales Promotion
- c) Public Relations
- d) Personal Selling

8. What is a distinguishing characteristic of personal selling?

- a) Ability to reach hard-to-find buyers
- b) High credibility
- c) Control over message content
- d) Face-to-face interaction

9. Direct marketing primarily involves communication through which channels?

- a) Television and radio
- b) Email and direct mail
- c) Print media and billboards
- d) Social media platforms

10. What is the goal of integrated marketing communication (IMC)?

- a) To deliver inconsistent messages
- b) To target a limited audience
- c) To ignore customer feedback
- d) To create a consistent message across all communication channels

11. What is the primary focus of public relations and publicity?

- a) Direct communication with customers
- b) Short-term incentives
- c) Creating and maintaining a positive company image
- d) Personalized sales presentations

12. Which method of determining the communication budget involves setting the budget at a percentage of sales?
- a) Competitive parity method
 - b) Objective-and-task method
 - c) Affordable method
 - d) Percentage of sales method
13. What is the main characteristic of mobile marketing?
- a) Ability to reach hard-to-find buyers
 - b) Face-to-face interaction
 - c) Communication through personal channels
 - d) Communication through consumers' mobile devices
14. What is the purpose of establishing the total communication budget?
- a) To determine the target audience
 - b) To create an integrated marketing communication strategy
 - c) To allocate resources to different promotional tools
 - d) To measure communication results and collect feedback
15. What is the significance of events and experiences in the promotional mix?
- a) They are characterized by direct sales pitches.
 - b) They involve indirect, soft selling approaches.
 - c) They primarily focus on short-term incentives.
 - d) They are controlled by the company's sales representatives.

Marketing Management Project

Part 7

This week we focus on communication strategy of the firm that we are studying. The task include:

- a) Determine the communication strategy employed by the firm.
- b) Recommend changes to make it more effective and justify your choices.

References

- Belch G. E and Belch M. A (1999) Advertising and promotion McGraw Hill
- Bello, D. C., Pitts, R. E., & Etzel, M. J. (1983). The Communication Effects of Controversial Sexual Content in Television Programs and Commercials. *Journal of Advertising*, 12(3), 32–42. <https://doi.org/10.1080/00913367.1983.10672846>
- Clow, K. E., & Baack, D. (2002). *Integrated Advertising, Promotion and Marketing Communications* (1st ed.). Prentice Hall
- De Pelsmacker, P., Geuens M. and Van den Bergh J. (2007), *Marketing communications: a European perspective*. Harlow: Prentice-Hall/Financial Times. 610 p.

Fill C & Barbara J. (2014) Marketing communication, Edinburgh Business School Heriot-Watt University

Kotler P & Keller K.L (2016), Marketing management 16th Edition Pearson

Kotler P. & Armstrong G. (2006). Principles of marketing, (11th Ed.) Upper Saddle River: New Jersey: Prentice-Hall

Quinn, V., Meenaghan, T., & Brannick, T. (1992). Fear appeals: Segmentation is the way to go. International Journal of Advertising, 11, 333-366

Reichert, T. and Ramirez, A. (2000). Defining sexually oriented appeals in advertising: A grounded theory investigation. Advances in Consumer Research, 27, 267-273.

Shimp, T. A. (2003) Advertising, Promotion and Supplemental Aspects of Integrated Marketing Communications (6th ed.). Mason, Ohio: Thomson South Western.

Tina, H (2000), Financial Services Marketing. Essex. Pearson Education Limited.

Answers to self-test evaluations

1. Consumers
2. Expertise and trustworthiness
3. The way the message is organized and presented.
4. Productivity appeals
5. Voice qualities and vocalization
6. Sales Promotion
7. High credibility
8. Personal Selling
9. Timely
10. To measure communication results and collect feedback
11. Personal
12. Time sensitivity
13. Competitive parity method
14. Step 1
15. To influence or affect the behavior of the target audience