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Chapter 8

Corporate Culture

Culture is like a wind. It is invisible, yet its effect can be seen and felt. When it blowing in your direction, it makes for smooth sailing. When its blowing against you, everything is more difficult.

8.1 Introduction

A corporate or an organization can work to its full potential and experience success, not just with investments, policies or strategies but with amalgamation of well aligned culture. A culture in corporate can be an asset, but if misaligned can turn into a liability. Corporate culture binds the organization in unity and also acts a guiding compass for many people. In the present, corporate culture is considered as a crucial component in deriving the performance, growth and success of the organization.

To understand the Corporate culture, one needs to understand the concept of culture.

British anthropologist **Edward Tyler** (1871) is widely credited for the first modern definition of culture. According to him, culture is "that complex whole which includes knowledge, beliefs, arts, morals, laws customs and any other habits acquired by a man as a member of society".

Culture is broadly considered as an ethereal medium in which we live and our action depends on it. The way we think, act and what we make is the result of the culture. It can be learned, shared, adapted, integrated and transmitted to cross generations.

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UNIT 6 : ADVERTISING RESEARCH AND CAMPAIGN PLANNING

Structure

- 6.0 Introduction
- 6.1 Learning Outcomes
- 6.2 Importance of Research in Advertising
 - 6.2.1 Growth of Advertising as a Business
 - 6.2.2 Need for Advertising Research
 - 6.2.3 Process of Advertising Research
- 6.3 Pre-Testing Techniques of Advertising Research
 - 6.3.1 Consumer Jury
 - 6.3.2 Dummy Test
 - 6.3.3 Direct Questioning
 - 6.3.4 Binocular Rivalry Tests
 - 6.3.5 Focus Groups
 - 6.3.6 Storyboard Tests
 - 6.3.7 Trailer Tests
 - 6.3.8 Live Tests
 - 6.3.9 Mechanical/Laboratory Tests – Eye Movement, Galvanometer, Pupil Movement
- 6.4 Post-Testing Techniques of Advertising Research
 - 6.4.1 Recognition Tests
 - 6.4.2 Recall Tests
 - 6.4.3 Triple Association Tests
 - 6.4.4 Persuasion Tests
 - 6.4.5 Sales Tests/Purchase Behavior Tests
 - 6.4.6 Inquiry Test
 - 6.4.7 Attitude Tests
- 6.5 Advertising Campaign
 - 6.5.1 Types of Advertising Campaigns
- 6.6 Market Segmentation: Meaning and Process
 - 6.6.1 Techniques of Market Segmentation
- 6.7 Campaign Planning
 - 6.7.1 Defining Objectives
 - 6.7.2 Identification of Target Audience
 - 6.7.3 Designing Advertising Message
 - 6.7.4 Budgeting

Unit 6 Writer : Dr. Tanu Dang

- 6.7.5 Developing Media Plan
- 6.7.6 Evaluating Effectiveness of the Campaign
- 6.8 Integrated Marketing Communication
- 6.9 Advertising Research and Campaign Planning in the Digital Era
- 6.10 Let Us Sum Up
- 6.11 Check Your Progress: Possible Answers
- 6.12 Further Readings
- 6.13 Glossary

6.0 INTRODUCTION

Research helps us explore the unexplored, find the unknown and gives us new directions or alters old ones. Advertising research helps to find out how advertising would work effectively and guides in making meaningful advertising decisions.

Advertising research is a highly specialised field that involves using statistical techniques to interpret qualitative and quantitative data. The data so collected aids to understand the customer preferences and plan the campaigns accordingly. Prominent agencies like Indian market Research Bureau (IMRB) and ORG – MARG undertake marketing research that generate data which is useful for advertisers. It helps marketers to plan launch of new products and design advertising messages based on the psychographic analysis of their consumers. Research also helps to conduct surveys and audience measurement. The National Readership Survey (NRS) conducted by National Readership Survey Council collects information on various parameters like the reach of the medium, demographic profile of audience, geographical spread of the readers and also their product consumption patterns. Similarly various channels, companies and agencies conduct their own media research.

6.1 LEARNING OUTCOMES

After working through this Unit, you should be able to:

- Describe the meaning and importance of advertising research
- Decipher the various techniques of conducting advertising research
- Comprehend the purpose and process of campaign planning
- Understand the role of integrated marketing communication
- Discuss the role of advertising research in the digital era

6.2 IMPORTANCE OF RESEARCH IN ADVERTISING

The Indian advertising industry has grown tremendously from being a small scale business to a full fledged industry. Today, India is projected to be the second fastest growing advertising market in Asia after China.

Advertising is a complex business. From initial positioning and development of the theme to the final copy and media planning, it involves numerous

resources, hours of work and huge amount of money. And thus, it is important for advertisers to make sure that it reaches the right audiences, resonates with the target audience and gets them to take action. As advertising practices in India continue to evolve, it is no more possible to make an advertising decision simply based on personal choices. Today's business environment is metrics driven and most advertising decisions need to be based on necessary measures and external validation.

Most advertisers believe that research encourages creativity. It provides an opportunity to interact with the customers and gain an insight into the habit, attitude and lifestyle of the consumers which helps the advertisers and agencies to come up with more impactful ideas of advertising. Research uses measurement tools that not only gauge the overall response of the audience to a given advertisement but also what captures viewer's attention, what engages them at an emotional level and what messages are retained in the memory. Obtaining this information before releasing the ad means that there is scope to make positive changes to increase an ad's effectiveness and influence the purchase behavior.

6.2.1 Growth of Advertising as a Business

Advertising in its various forms has always been an accepted way of promoting and selling products to the potential buyers. Different forms of advertising have been existing for thousands of years. The Egyptians used papyrus to offer rewards for return of runaway slaves while picture, mosaic and wall paintings were used in ancient Rome by merchants and businessmen to sell their wares. Ancient Greece introduced Town Criers or Bellmen to the world of advertising who would go about the streets singing praises of the merchant's wares and making public announcements about arrival of trade ships.

The invention of movable types by Johannes Gutenberg in 1445 led to the development of printing technologies thereby causing an upsurge in advertising. Newspapers started appearing in different parts of the world giving rise to competition and struggle for survival. This gave a major boost to the advertising industry. However, in the beginning most ads carried in the newspapers were in the form of announcements. The ads were predominantly informative containing descriptive rather than persuasive content. Advertising till the 17th century was primarily pioneering in nature. Competitive Advertising came much later. During the 18th century, the Industrial Revolution gained momentum and there was mass production. Soon the manufacturers began to realize that they needed to create a demand for their products. This was the time when ads started using persuasive language to develop a favorable attitude of the reader towards the advertised product and also to establish its superiority over other similar products.

The 19th century saw the emergence of a new consumer market. The manufacturers started using magazine ads to reach the prospective buyers. In 1841, the first advertising agency founded by Volney B. Palmer started in Philadelphia. However, job of this Ad Agency was restricted to space selling. It did not offer any creative or research services to its clients. The mass production due to industrial revolution required mass consumption. This made advertising valuable. In 1871, Bates set up the first advertising

agency in US which also offered creative services. The situation changed in late 19th century when a modern advertising agency started by N.W. Ayer and Sons offered to plan, create and execute complete advertising campaigns for its clients. This ushered professionalism in the field of advertising and made it a formal service. The advent of telegraph, typewriter, mechanised typesetting and faster printing presses opened up nationwide markets for the manufacturers. In 1882 Proctor and Gamble released first national advertisement in US for its Ivory soap. The end of the 19th century promoted product differentiation and brand recognition. Some of the first brands were firms like P&G, Colgate, Coca Cola and Wringley.

Through the 20th century, advertising became a full fledged industry and agencies developed. By the end of 1920's colour printing was excessively used in advertising and radio rapidly became a powerful advertising medium. **This was also the time when marketing research entered the world of advertising.** Advertising there after started focusing on the outcomes of consumer purchases. Advertisements now targeted qualitative aspects of the buyers like status, happiness, ego, love etc. rather than quantitative demographics like age, income, gender etc. Specialists in market research, merchandising, sales promotion and public relations started running the advertising industry in the 1950's. It was also during this time that the potential of television as an advertising medium started being harnessed. The sight and hearing combination offered by television made it the most powerful medium of advertising for several years that followed.

During this period, another important concept was introduced in advertising by **Rosser Reeves**, one of the most successful copywriters of his times. He originated the concept of **USP (Unique Selling Proposition)**. He postulated that the marketer should identify one important attribute of his product that distinguishes it from other similar products and use it strategically for product differentiation in the market.

It seems specially relevant here to look at the development of Indian advertising which also started taking shape of an industry in **India** during this time. Advertising in India was pioneered by **Dattaram and Company in 1905** but the two British Advertising Agencies, **J Walter Thompson and D J Keymer** laid the foundation of professional advertising in India. It was in the sixties and early seventies that the concept of Brand building appeared on the Indian scene. The major trend of the 1970's was professional approach and consolidation.

6.2.2 Need for Advertising Research

Advertising research is a specialised research conducted to improve the efficiency of advertising. It involves systematic gathering, recording and analysis of data to help design and evaluate advertising strategy or gauge the effectiveness of print advertisement or audio video commercial and media campaign. It may focus on a specific ad or campaign or maybe directed towards a more general understanding of the impact of advertising on consumer behaviour or how consumers use the information given through advertising. It provides the advertiser with the knowledge and information about the consumer, market and product. The data gathered through research tells the marketer about its present and prospective customers, their needs and

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expectations from the product, their buying behavior, their attitude towards product characteristics and qualities, when and where are the products bought, the competitors, extent of competition. All this information helps in formulating an effective advertising strategy, designing an appropriate advertisement, selecting a suitable media and implementing an effective advertising campaign.

Advertising research is conducted both before and after the advertising campaign to evaluate its effectiveness on various grounds. Different techniques of pre- and post-testing are used to measure advertising effectiveness.

Research in advertising may be carried out for one or more of the following reasons –

1. **To maximize the effect of Advertising:** Advertisers continuously look for ways which would help them increase the effectiveness of advertising and eliminate waste Advertising. The main purpose of advertising is to communicate information about the product and the company to its existing customers, prospective customers and the general public. It is therefore important to analyse whether the advertisements have been able to communicate the message effectively and has it been able to generate a favorable attitude towards the product and the company.
2. **To get the maximum result from Ad Spends:** The cost of advertising is increasing day by day. Due to the increasing cost and high overhead expenses and taxes, the management wants to get maximum return from the amount spent on advertising. Advertising is a marketing investment with well spelt out objectives. Research helps to analyse the current state of market and design suitable objectives for the company.
3. **To Compare the Results with the Objectives:** The common result of advertising is expected to be an increase in sales but at times the advertising objective might be to gain respect or recognition for the company, familiarise the product or company or even crisis management. Research helps to assess the success of advertisement in fulfilling the objectives laid out for it.
4. **Compare two Advertisements:** Advertising Research is often undertaken to compare which among the two ad designs is more appealing to the customers. This research helps to test the effectiveness of the advertisement in inviting customer's attention, stimulating desire and motivate him/her towards the favorable action of buying the products. Improvements in the advertisement design, language and presentation can be made on the basis of this research.
5. **Basis for Planning:** On the basis of information collected through advertising research, the advertiser is able to devise a more appropriate advertising plan. The data collected through research helps to understand the inclination and preferences of the buyer and also to analyse the level of competition in the market.

6.2.3 Process of Advertising Research

There are primarily five major steps involved in advertising research. Each stage involves a specific set of activities to be performed and decisions to be taken with respect to advertising.

1. **Identifying the Objectives of Research:** This refers to the process of determining the expected outcome of advertising research. The objectives may be specific – dealing with a company or product’s individual issue or general – dealing with the nature, scope and impact of advertising. The primary step in advertising research is to identify the objective/objectives for which the research is being conducted. It may be undertaken to evaluate the awareness of the consumers, changing their attitudes, changing their predisposition to buy or not to buy a product. The defining of objectives might involve – situation and background analysis, review of company records or case study.
2. **Developing the Research Plan:** After identification of the problem, the next major activity is developing the advertising research plan. This may be formally termed as advertising research design. This gives a detailed outline of the data to be collected during the research and also enumerates the tools to be used for collecting the required data.
3. **Data Collection:** This stage consists of physically collecting research data through pre-testing or post testing techniques. This process also involves preparing questionnaires, feedback forms, rough layouts, comparative tables and other such tools for gathering data for advertising research.
4. **Analysis and Interpretation:** After collecting the data, the last and final step is to derive interpretation from the data.

Check your Progress: 1

- Note: 1) Use the space below for you answers.
 2) Compare your answers with those given at the end of this Unit.

1. List the reasons for conducting advertising research.

2. Enlist the process of advertising research.

3. Name a few agencies that conduct advertising research.

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6.3 PRE-TESTING TECHNIQUES OF ADVERTISING RESEARCH

In advertising research, Pre-Testing is more popular than Post-Testing because it helps to gauge the success of the proposed advertisement or campaign before it is rolled out. Pre-Testing is the process of testing the advertisement before running it so that there is a greater likelihood of preparing the most effective ad and also an opportunity to detect and improve upon any flaws detected in the ad. It provides an indication of the likelihood of acceptance of a particular advertisement or campaign by its target audience. Results obtained may be further used to improve, alter or change the advertisement.

Let us discuss some of the commonly employed pre testing research methods:

6.3.1 Consumer Jury

In this method several alternative advertisements are shown to a selected sample of jury and their reactions and opinions to the advertisements are analysed. In this process a 'Jury' composed of customers or prospective customers is asked to evaluate the advertisements. The Jury members rank the ads and respond to the questions which give insights on the preference of a particular ad over the other. The evaluation process may take place in natural or controlled environment. Both print and TV ads may be evaluated through this process. The various advertisements are evaluated on the grounds of copy, illustrations, storyline, filming techniques etc.

This test may be conducted through **Order of Merit Rating or Paired Comparison Test**. In Order of Merit rating, the jurors rank the advertisements according to their preferences. The ranking may be given collectively or individually by the Jury. The jury may go through six or seven advertisements and rank them in order of preference. The ranking must be based on some concrete grounds like content, presentation, clarity, impact, connect, appeal etc. After all the ads have been ranked, a composite score is obtained which places the most preferred ad in the first position followed by the other ads in consecutive ranks.

Paired Comparison Test is used when more than six or seven advertisements have to be ranked. Each Ad is compared individually with the other ad until each advertisement has been paired with every other. Only two ads are compared at a single point of time. The scores given by the jury for each ad are recorded and summed up. The advertisement with the highest score is considered to be most suitable. The accuracy of this test decreases with the increase in number of copies to be compared.

6.3.2 Dummy Test

This is a technique that can be applied to both print and electronic media. It involves placing the test ads in a dummy vehicle which resembles the actual media. The print ads may be placed in a Portfolio or a dummy magazine and shown to the respondents and television commercials may be tested by showing respondents actual TV programs containing these test commercials. The respondents are then asked to recall what they noticed in

the advertisement. The advertisement with the greatest recall is considered to be most effective in communicating the message desired by the advertiser. This test offers an opportunity to compare different ads.

6.3.3 Direct Questioning

This method is used to obtain direct responses of the respondents to a range of questions. A consumer jury may be formed and either the whole ad or its specific elements are tested by asking direct questions. Sometimes there might be a single question which enquires about the most important aspect of the ad and in other cases there might be an elaborate questionnaire aimed to understand the physical and emotional effect of the ad. Based on the responses, researchers can evaluate the effectiveness of advertising messages in communicating the key points.

6.3.4 Binocular Rivalry Tests

In these tests two different images are presented on the same screen in a way that each eye witnesses a different image at the same time. Two competing advertisements are presented simultaneously and given an equal chance to dominate attention and the one which has greater attraction is considered more appropriate.

6.3.5 Focus Groups

This is another commonly used method which helps test the ad in its conceptual and finished stage. In this method, a small group of people from different backgrounds, assemble to participate in a moderated discussion about a particular product, service or campaign. This technique is a quick and inexpensive method of gaining insights of selected members before launching the ad or campaign or to evaluate and guide after it has been executed. Focus group discussions may also be used for idea generation or testing of appeals that would influence customers.

6.3.6 Storyboard Tests

This method is used for testing TV advertisements. It involves developing storyboard into film strips and recording the audio section on a tape. These are then synchronised to give the look of a TV commercial. Respondents are usually shown 8 – 10 of such experimental advertisements. After the screening, measurements of recall, retention and comprehension of the message is made through interview and assessment.

6.3.7 Trailer Tests

Two groups of customers are selected for this test. Both groups are invited to the display of a product ad and given discount coupons to purchase the product. One group is shown the test ads related to the product while the other group is not. The redemption rate of the coupons is then evaluated for both the groups to find out the impact of advertisement in promoting sales.

6.3.8 Live Telecast Tests

In this method, the test advertisements are put on air through narrow casting with the help of local channels. After airing of the ad, feedback of the viewers or listeners is collected through questionnaire or interview to know their response to the test advertisement.

6.3.9 Mechanical/Laboratory Pre-Test Measures

These measures record the respondent's physical reactions to the ad messages usually in a controlled environment. Though these tests require specific equipment and machinery and are more expensive, they are considered more reliable because unbiased reactions of the respondents are recorded.

Eye Tracking Tests

Eye tracking systems are used in this process to record the amount of time subjects spend looking at the ad and also to track the movement of the eye from one element of the ad to another. This is done either with a beam of infrared light that reflects the eye movement or with goggles connected to the computer to record eye movements. Pupillometric devices may also be used to analyse eye dilation. It has been proved that the eyes dilate when they notice something pleasant or interesting and constrict when they witness something unpleasant or distasteful. These devices help to record the attention and reaction of the viewers to specific messages. Recent researches have also stated that more Pupil dilation indicates greater emotional response.

Galvanic Skin Tests

These tests help to measure the minute changes in a person's perspiration or electrical resistance of the skin which is caused due to emotional excitement. These tests can provide an accurate measure of the ability of an advertisement to drive attention.

According to *Asia Research (2006)*, market research in India is around USD 110 million industry. Advertising pre-testing research is becoming increasingly popular among the following product categories: telecom, retail, clothes, financial services and automobile. With increasing ad clutter caused due to brand proliferation and emerging new categories, the advertisers prefer to analyse the market carefully to make creative choices.

However, pre-testing in itself cannot guarantee the success of any advertising. Certain ads fail miserably in spite of having gone through the process of pre-testing. Therefore, most of the companies use pre-testing only to understand consumer reactions and behavior and not to predict the success and failure of the advertisement. Like, *Glodrej* has a clear policy of not using the pre-test scores to decide whether or not they are going to float the advertisement in the market. Even *ITC* claims to use pre-testing results only as inputs for decision making.

Pre-test often provide an opportunity to introspect, modify and strengthen communication. For example: pre testing research helped *Proctor & Gamble* to strengthen its Project Shiksha, a social responsibility initiative of the company to support child education in India. The research revealed that consumers were keen on knowing the impact of their contributions rather than being reminded through the ads about how to contribute. They modified their campaign in this light and focused more on the impact of people's contribution in their project.

6.4 POST TESTING TECHNIQUES OF ADVERTISING RESEARCH

Post Testing is done after the advertisement has been run on the media. It is usually undertaken to find out the impact of the advertisement on the audience. It is conducted either during the time when the ad is being run or a few weeks after the ad has been run. The purpose of post testing is to provide an insight on the performance of the ad and to draw some conclusions about future advertising.

6.4.1 Recognition Tests

These tests are also known as Readership/Viewership Tests. It is designed to find out which advertisements have been read by the respondents. *Daniel Starch*, a pioneer in advertising research started collecting audience exposure data for selected publications in 1930's. He developed the popular Starch Test that focuses on the extent to which an ad is noticed by the customers. In this method, an ad is shown to a selected group of people and asked whether they recognise the ad. The respondents are shown issues of magazines which they claim to have read and they are asked to point out the advertisements they have noticed.

6.4.2 Recall Tests

These tests help measure the proportion of a sample audience that can recall an advertisement. The recall may be aided or unaided. In **aided recall**, the respondent is given prompts to remember the advertisement or brand. **Unaided recall** requires mental reproduction of the advertisement by the respondent without any prompts.

Gallup - Robinson is a commercial research firm that standardised aided recall tests to find the impact of advertisements. In early 1940s George Gallup developed the *Day after Recall (DAR)*, a recall method that interviews the respondents within twenty four to thirty hours after the ad has been seen by them. This helps to measure the percentage of people who recall a particular aspect of the ad (message, visual etc.) DAR recall tests are equally popular for print and television advertisements.

6.4.3 Triple Association Tests

This test helps measure how much a reader or viewer has learnt about the product/brand from the advertisement. In this test the respondent is given clues and asked to identify a brand name associated with it. Each correct association between the brand name and the theme measures the effectiveness of the advertisement in delivering the message. This test can be used for print, TV and radio advertisements to determine the extent to which the ad has penetrated the consumer mind.

6.4.4 Persuasion Tests

Persuasion test helps determine the effectiveness of an ad in changing attitudes and preferences of the buyers. It analyses brand attitude before and after the ad exposure. Before seeing the proposed advertisements, the participants answer a series of questions about the product and the company and after being exposed to the advertisement they go through a second test



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which assesses whether the advertisement has changed their attitude and preferences.

6.4.5 Sales Test/Purchase Behavior Test

Mostly, an increase in sales is considered the true measure to gauge advertising effectiveness. However, since sales is impacted by several factors, it becomes difficult to measure whether the increase in sales is due to a specific advertisement or campaign.

6.4.6 Inquiry Test

This test is designed to measure the advertising effectiveness on the basis of number of enquiries generated by the advertisement. The number of enquiries generated may be calculated by the number of phone calls received, the number of coupons used or direct personal enquiries. Inquiries indicate that the respondents not only read the advertisement but also took some action which is a relatively stronger indicator than recall or awareness.

6.4.7 Attitude Tests

These tests measure the extent to which the advertisement has been successful in generating favourable opinion about the product. It helps to measure qualitative attributes like brand loyalty, acceptance, preference, image etc. Techniques commonly used to measure this are:

- **Semantic Differential Technique:** It measures the attitude by bipolar adjective statements about the product like useful – useless, tasteful – distasteful, known – unknown.
- **Linkert Scale:** It is a five point scale through which the respondents show the degree of their agreement or disagreement with the statements.
- **Ranking Technique:** Products and brands are ranked by the consumers in order of their preference.

Case Study : The Kellogg's Case

Kelloggs, a major snack food manufacturer entered the Indian market in 1994. It had already captured the international market and was sure to succeed in the Indian subcontinent. However, despite a high profile launch, its first marketing activity was a total failure. The company soon realised that the people were buying the product as a novelty and there was no repeat purchasing. After post testing researches the company realised that it had not done enough research on local tastes and habits of its customers. Plus, the initial advertising made the customers feel that Indian breakfast wasn't healthy. It was also found that internationally milk was consumed cold while in India people were used to consuming hot milk and when Kellogg's cornflakes were put in the hot milk it became soggy and bland. This was quite in contrast to the Indian habit of eating more flavored food.

Learning from the outcome, the brand localised its branding and advertising approach to make itself more acceptable to the Indian buyers. Instead of the popular cockerel, the advertisements used local faces like dancers and yoga instructors attributing their fitness to Kellogg's breakfast. It also realised that one of the major reasons for its failure was the bland flavor which did

not please the Indian taste buds. Therefore, the company launched Chocos in 1996 and Frosties in 1997. Inspired by the success of these variants and a year of extensive research on consumer behavior pattern in India, it launched Mazza series in 1998. A crunchy almond shaped corn cereal in four local flavours – mango, elaichi, rose and coconut kesar. In 2000 they launched Kelloggs Iron shakti and Special K (for weight loss). In 2008, it used taglines like ‘SunehriShuruaatapno ke saath’. ‘Jago jaise bhi, lo Kellogg’s hi’ to connect to the Indian consumers.

Check your Progress: 2

- Note: 1) Use the space below for you answers.
- 2) Compare your answers with those given at the end of this unit.

1. Discuss the difference between pre-testing and post testing techniques.

2. List the techniques used for pre-testing of advertisements.

3. Which techniques are used to judge the impact of an ad.

6.5 ADVERTISING CAMPAIGN

A campaign is an organised effort or course of action undertaken to achieve the objectives of an organisation. Advertising campaign is a process through which a series of ads are placed in different media based on audience segmentation through systematic planning. Throughout the campaign a common theme is promoted through different media platforms. It can be centered around long term or short term goals of the company. Campaign is a part of strategic marketing process. It incorporates creative strategy, advertising strategy and marketing strategy.

6.5.1 Types of Advertising Campaigns

- a) **Local Campaigns:** These campaigns are initiated by local businesses in a limited geographical area. They are often tied to local events and are aimed towards fulfillment of short term goals. Such campaigns usually feature a special discount or coupon or some sale event to encourage immediate action by the consumer. National brands may also run local campaigns to introduce a product or to explore acceptance in new markets.
- b) **National Campaigns:** National campaigns are usually undertaken by corporate groups with nationwide presence. They have huge budgets

Handwritten signature

to run campaigns across the country with diverse media vehicles. The main aim of these campaigns is to attract attention of the target market which may be dispersed in a vast geographical location. They also use new media and guerrilla events to maximise impact. Most national campaigns represent brands that are so familiar that the campaign only needs to give a little reminder of the brand.

- c) **Service Campaigns:** These campaigns sell a service. They create awareness, provide information and promote services offered by different organisations. The greatest challenge of this campaign is that the target audience is constantly changing and also the nature of services. With the online technologies, the competition among the service providers is also growing massively. Service campaigns highlight security, knowledge and customer satisfaction.
- d) **Corporate Campaigns:** Every organisation is an entity in itself and has an image to maintain. Corporate campaigns are launched by companies to create a positive and favorable image in the mind of the public. Corporate campaigns may be floated to build goodwill and recognition just before the date when the company wishes to introduce its shares in the market for public investment. It may also form a part of crisis management when the reputation or image of the company needs to be corrected in the mind of the consumers.
- e) **Social Awareness Campaigns:** These campaigns are designed to create awareness on issues that impact a large segment of the public. They create inform, educate and motivate the people for collective action on social issues. These could be initiated by the government in support of its programmes and policies or by NGOs for public good. Social awareness campaigns may be directed towards awareness of rights, consumer awareness, drug abuse, ragging and other such issues.

Case Study:

The campaign launched by **Lifebuoy soap** during Kumbh Mela got instant success. The company needed to popularise its 10 Rs. Soap which is used primarily for washing hands. In the year 2013, they launched the campaign at India's biggest religious gathering considered to be the largest human gathering in the world – The Kumbh Mela. The brand tied up with more than 100 local dhabas and restaurants and provided more than 2.5 million chapattis with the stamped lifebuoy message. They prepared chapattis for the pilgrims during lunch and used a heat machine that stamped a question on the chapatti "Lifebuoy se haath dhoyekya?" (Have you washed your hands with Lifebuoy). The campaign gently reminded the people to wash their hands before eating. The ad agency deliberated over the campaign for almost eight months with more than 200 ideas till they finally decided to go ahead with the roti campaign. It proved to be a perfect place to reach the targeted audience, at the right time.

6.6 MARKET SEGMENTATION – MEANING AND PROCESS

Markets are made up of buyers with different buying habits, attitudes, wants/ desires, income, age, lifestyle etc. The process of market segmentation divides the target audiences on the basis of these variables. Each segmented

represents a relatively homogenous group of people who are similar based on characteristics such as age, gender, income or lifestyle or have some common tastes and preferences. Companies appeal to these segments by differentiating their products to cater to these specific audiences. In this process instead of one buyer, a group of individuals is taken as a market segment taking into account one characteristic that determines their buying behavior.

6.6.1 Types of Market Segmentations

- a) **Demographic Segmentation:** Demographic segmentation is the most popular segmentation technique. This segmentation divides the buyers on the basis of demographic variables like age, gender, family size, income, occupation, religion, caste nationality, life cycle stage (single, married, married with children etc.).
- b) **Behavioral Segmentation:** This type of segmentation divides the population on the basis of their behavior, usage and decision making patterns.
- c) **Psychographic Segmentation:** This segmentation divides the population on the basis of their social class, lifestyle, activities, interests as well as opinions.
- d) **Benefit Segmentation:** Here the market is segmented on the basis of the benefits people seek from the product. This segmentation thus requires identifying the kind of benefits that people seek from particular products and also the kind of people who seek those benefits.
- e) **Other basis for Segmentation:** Apart from the above mentioned groups, the buying population may also be segmented on the basis of **occasions** on which they buy a particular product, **users and non users** of a product, brand **loyalty status** of the buyers, their **readiness** to buy a product or service and their **attitude** towards buying.

Check your Progress: 3

- Note:** 1) Use the space below for you answers.
 2) Compare your answers with those given at the end of this unit.

1. Discuss the various types of advertising campaigns.

2. Discuss the importance of market segmentation in advertising.

3. Discuss the techniques of market segmentation.

6.7 CAMPAIGN PLANNING

Campaign planning involves a series of steps undertaken to meet the desired goals of the organisation. A well-designed plan helps to coordinate different advertising activities and enables optimum utilisation of the resources. A campaign may be undertaken for the fulfillment of an immediate goal or a long-term objective broken down into a series of milestones. This process often begins with the assessment of the situation in context of the goal to be achieved.

Let us now go through the steps of Campaign Planning.

6.7.1 Defining Objectives

Advertising campaigns may be undertaken to accomplish a particular objective or a set of objectives. Russel H. Colley (1961) pioneered the DAGMAR concept – Defining Advertising Goals for Measured Advertising Results. He identified 52 advertising goals classified under nine major categories. The objectives of the campaign are determined after complete analysis of the market and the buyers. They are formulated in the light of the short term or long term goals of the company. An advertising campaign may be undertaken for one of the following objectives.

- a) Build or strengthen a brand image
- b) Enhance market share
- c) Accelerate business growth
- d) Influence buyers
- e) Enhance brand value
- f) Introduce new product
- g) Gain competitive edge
- h) Increase buying preference
- i) Attract new buyers
- j) Educate consumers
- k) Revive sales
- l) Keep the product/service in public eye

6.7.2 Identification of Target Audience

A target audience is an identified group of consumers within the predetermined target market, identified as recipients of a specific advertising message. The process of defining target audience for a campaign involves the process of sub dividing the market on the basis of geographical, demographic, socio – economic, psychographic and market situation. Once the target audience is identified their physical and psychological characteristics are analysed for better message delivery. The communication objectives of the message emerge from the analysis of the target audience.

6.7.3 Designing Advertising Message

Creating an impactful advertising message is the most important part of a campaign. A creative message can contribute massively towards the success

of the campaign. While the primary aim of the message is to communicate information, it plays a key role in influencing the opinion of the buyers. The success and failure of an advertising message depends greatly on the marketers offering and the psychological predisposition of the target audience and also their needs and requirements. The key components of an advertising message are –

- a) **Meaningful:** The target audience must find the message meaningful or useful. It must cater to some need or desire.
- b) **Distinctive:** To capture the attention of the consumer the message should have some distinctive quality.
- c) **Believable:** The message should make the customers believe that the claims made in the advertisement are trustworthy.

The product's USP – **Unique Selling Proposition** must be highlighted in the message.

6.7.4 Budgeting

Deciding upon the amount to be spent on the campaign is important for giving final shape to the campaign. The budget mainly depends on the duration of the campaign. Several techniques may be adopted for allocating budget for the ad campaign:

- a) **Competitive Parity Method:** This refers to allocating the budget which is at par with the budget of the competitors
- b) **A fixed percentage of the turnover:** In this method a fixed percentage of the annual turnover of the company is allocated for ad campaigns.
- c) **Affordability:** This is most suited option for firms with limited budget. In this case the company allocates the limited additional fund available after meeting all necessary expenses, for campaigning.
- d) **Budget as per the services provided:** In this method, the company may hire different agencies.
- e) **The task or objective approach:** This refers to determining the budget on the basis of the tasks/objectives achieved.

6.7.5 Developing Media Plan

The campaign may use a single media or develop a creative media mix for delivering the campaign messages. The media vehicles used in the campaign include Print Media– Newspapers, Magazines and Direct mail; Broadcast Media – Radio, Television, Narrow Cast Media; Outdoor Media; Transit Media; Direct Marketing; Internet; Mobile; Specialty Media – T shirts, caps, buttons, badges etc.

Effectiveness of advertising message largely depends upon informing the public about the right product, at the right time, through the right medium. A media plan largely includes:

- a) **Matching Media and Market:** Selecting a media that meets the requirements of the selected profile of target audience.
- b) **Reach:** The number of individuals or households reached by a given medium over a period of time.

- c) **Frequency:** The average number of times different individuals or households are reached by a medium in a given period of time.
- d) **Media Cost and Media Ability:** The cost incurred on the media must be proportionate to the ability of the media to carry the message to the target audience.
- e) **Media Scheduling:** This involves deciding upon the number of advertisements to appear in each medium and the time and date on which they are to appear.

6.7.6 Evaluating Effectiveness of Campaign

The evaluation of an advertising campaign focuses on the following area:

- a) **Communication Effects:** Whether the intended message has been communicated effectively to the target audience.
- b) **Sales Effect:** Whether the campaign generated increase in sales.
- c) **Attainment of objectives:** Whether the objectives laid down for the campaign have been achieved successfully.

Check your Progress: 4

Note: 1) Use the space below for you answers.

2) Compare your answers with those given at the end of this unit.

1. What do you understand by the term target audience.

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2. List any five objectives for which a company may undertake campaigning.

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3. List the various steps of campaign planning.

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6.8 INTEGRATED MARKETING COMMUNICATION

Integrated Marketing Communication (IMC) is based on the idea that a firm should coordinate or integrate all its communication or promotional activities for maximum results. As defined by the *American Association of Advertising Agencies*, "Integrated marketing communication recognises the value of a comprehensive plan that evaluates the strategic role of a variety of communication disciplines including advertising, public relations, personal selling and sales promotion and combines them to provide clarity, consistency and maximum communication impact." Integrated marketing campaigns bring different channels together to deliver a message in a way that he effectively identifies the product or brand being promoted.

This concept is becoming increasingly popular among most leading companies because they realise that they are competing in increasingly sophisticated markets today and that the messages that they disseminate must blend together to achieve inter related objectives.

6.9 ADVERTISING RESEARCH AND CAMPAIGN PLANNING IN THE DIGITAL ERA

Traditional advertising methods are being greatly challenged by the new media and technology. The internet boom has given rise to several new marketing tools that are being effectively used in advertising research and campaigning. It has become easier today for the marketers to **segment** their buyers on the basis of the **mobile applications** they access on their smart phones and place **relevant ads** to them through apps. **Customisation, ease of access and speed** are making digital mediums more popular means of reaching the customers.

Search Engine Optimisation (SEO) is one of the most prevalent marketing tools used today. Viral campaigns, reviews and social media campaigns are fast replacing the traditional campaigns. The digital technologies are further enhancing the customer experience by enabling the company to directly interact with the customer and create a user profile on the basis of the information provided.

Advertising research can be easily carried out **online** with the help of technology. **Online surveys** can be conducted through survey sites that help gather data from multiple audience within a limited time frame. **Google analytics** can also be used to know the amount of traffic being received on your site, in other words, number of people visiting your site. It also helps to understand the geography, interest and demographics of the people visiting the site. **Online keyword search** also helps understand the interest of the buyers and the kind of language being used to search for a particular product. This helps marketers to use these keywords on their pages. The **interactive web pages** of the companies also enable customers to post **reviews**, resolve **queries** and **suggest** improvements. This helps the brands to strengthen their relationship with the customers. Looking at social media accounts and websites of the **competitors** can also provide **insights** on the success and pitfalls of the competitors which can be taken advantage of.

6.10 LET US SUM UP

In this Unit, we discussed the origin of advertising research and its growing importance over the years. We also discussed the various pre-testing and post testing techniques used to evaluate advertising. Each of these techniques has its own relevance in the field of advertising.

We then also talked about advertising campaigns, their need and the different types of campaigns. We also understood the importance of market segmentation in the process of advertising and learned the different techniques through which we can segment the market and identify our buyers.

While examining advertising campaign, we also elaborated the process of campaign planning which involved – defining advertising objectives, identification of target audience, designing of advertising message, budgeting, media planning and evaluating the effectiveness of campaign.

We also looked at how integrated marketing communication is becoming more important in today's converging advertising world. And then we concluded with the realization of how the area of advertising research is being impacted by digital technologies and assessed how these technologies will shape advertising research in future.

To sum up, it can be said that the Indian advertising industry is growing rapidly. New techniques and technologies are being used to make advertising more effective and impactful. Research plays a vital role in helping advertisers analyse ROI (return on investment) they will get from advertisements. The digital technologies have greatly impacted advertising research and campaigning. Many companies are now using online platforms to conduct research and run campaigns. The future of advertising industry will greatly depend on how the advertising agencies and marketing companies make use of the massive audience data available online.

6.11 CHECK YOUR PROGRESS: POSSIBLE ANSWERS

Check Your Progress 1

1. List the reasons for conducting advertising research

- a) To maximise the effect of Advertising
- b) To get the maximum result from Ad Spend
- c) To Compare the Results with the Objectives
- d) Compare two Advertisements
- e) Basis for Planning
- f) Enlist the process of advertising research

2. Enlist the process of advertising research

- a) Identifying the objectives of Research
- b) Developing the Research Plan
- c) Data Collection
- d) Analysis and Interpretation

3. Name the agencies which conduct advertising research.

Prominent agencies like Indian market Research Bureau (IMRB) and ORG – MARG undertake marketing research that generate data which is useful for advertisers. It helps marketers to plan launch of new products and design advertising messages based on the psychographic analysis of their consumers. Research also helps to conduct surveys and audience measurement. The National Readership Survey (NRS) conducted by National Readership Survey Council collects information on various parameters like the reach of the medium, demographic profile of audience, geographical spread of the readers and also their product consumption patterns. Similarly various channels, companies and agencies conduct their own media research.

Check Your Progress 2

1. Discuss the difference between pre-testing and post testing techniques.

Pre – Testing is the process of testing the advertisement before running it so that there is a greater likelihood of preparing the most effective ad and also an opportunity to detect and improve upon any flaws detected in the ad. It provides an indication of the likelihood of acceptance of a particular advertisement or campaign by its target audience. Results obtained may be further used to improve, alter or change the advertisement.

Post Testing is done after the advertisement has been run on the media. It is usually undertaken to find out the impact of the advertisement on the audience. It is conducted either during the time when the ad is being run or a few weeks after the ad has been run. The purpose of post testing is to provide an insight on the performance of the ad and to draw some conclusions about future advertising.

2. List the techniques used for pre-testing of advertisements.

- a) Consumer Jury
- b) Dummy Test
- c) Direct Questioning
- d) Binocular Rivalry Tests
- e) Focus Groups
- f) Storyboard Tests
- g) Trailer Tests
- h) Live Tests
- i) Mechanical/ Laboratory Tests – Eye Movement, Galvanometer, Pupil Movement

3. Which techniques are used to judge the impact of advertising?

- a) Recognition Tests
- b) Recall Tests
- c) Association Tests
- d) Persuasion Tests
- e) Sales Test/Purchase Behavior Test
- f) Inquiry Test
- g) Attitude Tests

Check Your Progress 3

1. Discuss the various types of advertising campaigns.

- a) Local Campaigns– These campaigns are initiated by local businesses in a limited geographical area.
- b) National Campaigns– National campaigns are usually undertaken by corporate groups with nationwide presence.

- c) Service Campaigns– These campaigns create awareness, provide information and promote services offered by different organizations. Corporate Campaigns - Corporate campaigns are launched by companies to create a positive and favorable image in the mind of the public.
- d) Social Awareness Campaigns– These campaigns are designed to create awareness on issues that impact a large segment of the public.

2. Discuss the importance of market segmentation in advertising.

Markets are made up of buyers with different buying habits, attitudes, wants/desires, income, age, lifestyle etc. The process of market segmentation divides the target audiences on the basis of these variables. Each segmented group represents relatively homogenous group of people who are similar based on characteristics such as age, gender, income or lifestyle or have some common tastes and preferences. Companies appeal to these segments by differentiating their products to cater to these specific audiences. In this process instead of one buyer, a group of individuals is taken as a market segment taking into account one characteristic that determines their buying behavior.

3. Discuss the techniques of market segmentation.

- a) Demographic Segmentation– This segmentation divides the buyers on the basis of demographic variables like age, gender, family size, income, occupation, religion, caste nationality, life cycle stage (single, married, married with children etc.).
- b) Behavioral Segmentation– This type of segmentation divides the population on the basis of their behavior, usage and decision making pattern.
- c) Psychographic Segmentation– This segmentation divides the population on the basis of their social class, lifestyle, activities, interests as well as opinions.
- d) Benefit Segmentation– Here the market is segmented on the basis of the benefits people seek from the product.
- e) Other basis for Segmentation– Apart from the above mentioned groups, the buying population may also be segmented on the basis of occasions on which they buy a particular product, users and non users of a product, brand loyalty status of the buyers, their readiness to buy a product.

Check Your Progress 4

- 1. What do you understand by the term target audience?

A target audience is an identified group of consumers within the predetermined target market, identified as recipients of a specific advertising message. The process of defining target audience for a campaign involves the process of sub dividing the market on the basis of geographical, demographic, socio – economic, psychographic and market situation. Once the target audience is identified their physical

and psychological characteristics are analysed for better message delivery. The communication objectives of the message emerge from the analysis of the target audience.

2. List any five objectives for which a company may undertake campaigning
 - a) Build or strengthen a brand image.
 - b) Enhance market share
 - c) Accelerate business growth
 - d) Influence buyers
 - e) Enhance brand value
3. List the various steps of campaign planning
 - a) Defining Objectives
 - b) Identification of Target Audience
 - c) Designing Advertising Message
 - d) Budgeting
 - e) Developing Media Plan
 - f) Evaluating Effectiveness of Campaign

6.12 FURTHER READINGS

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6.13 GLOSSARY

Pre Testing: The process of testing the advertisement before running it so that there is a greater likelihood of preparing the most effective ad and also an opportunity to detect and improve upon any flaws detected in the ad. It provides an indication of the likelihood of acceptance of a particular advertisement or campaign by its target audience. Results obtained may be further used to improve, alter or change the advertisement.

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Integrated Marketing Communication: Integrated marketing communication recognises the value of a comprehensive plan that evaluates the strategic role of a variety of communication disciplines including advertising, public relations, personal selling and sales promotion and combines them to provide clarity, consistency and maximum communication impact.

