

*Michael L. Ray*  
Stanford University

TECHNISCHE HOCHSCHULE DARMSTADT

Fachbereich 1

Gesamtbibliothek

Betriebswirtschaftslehre

Inventar-Nr. : 34.411

Abstell-Nr. : A 29/95

Sachgebiete: 5.2.4.1

00263979

# ADVERTISING and COMMUNICATION MANAGEMENT

PRENTICE-HALL, INC., Englewood Cliffs, New Jersey 07632

# Contents

Preface ix

## OVERVIEW

1 The Nature of Advertising and Marketing Communication 3

*The Nature of Communication • The Elements of Marketing Communication • The Needs for Advertising and Communication • The Advertising and Communication Industry • Job Opportunities in Advertising and Communication Management • Summary*

2 Advertising and Communication Decisions 31

*The Context of Marketing-Communication Decisions • Communication within Marketing Decision Making • Situation Analysis, Marketing Objectives, and Total Budget • Resource Allocation: Realities and Solutions • Four Key Decisions of Marketing Communication • Budget-Implementation-Control • The Full Decision Sequence and the Plan of This Book*

### 3 Organizing for Creative Advertising and Communication 57

*What Part Should the Company Play? • Communication Organization within the Firm • The Outside Agency • Choosing an Agency • How Should the Agency Be Compensated? • The Working Relationships*

## II BEFORE MARKETING COMMUNICATION

### 4 Marketing-Mix Diagnosis for Communication Planning 83

*Creativity, Management, and Evolutionary Planning • Situation Analysis: An Example • The Company and the Market Offering • Competitive Analysis • Trade Analysis • Summary*

### 5 Consumer and Experience Analysis 109

*Introspection • Segmentation for Communication • Attitude Structure Analysis • The Consumer Decision Process • Communication Experience and Research • Summary*

## III ACROSS COMMUNICATION MIX PLANNING

### 6 The Tentative Budget Mix 143

*Standard Budgeting Alternatives • Characteristic Response to Individual Communication Elements • Situational Tentative-Mix Guidelines • The Process of Tentative Budget-Mix Setting • Summary*

## 7 Communication Goals and Three Hierarchies 173

*The Value of Communication Goals • An Example of Advertising Hierarchy Goal Setting: DAGMAR • DAGMAR: Attacks and Counters • A New Perspective on the Hierarchy • Analyzing Situations: A Three-Order Hierarchy Model • Balancing Elements of the Communication Mix and the Compensation Principle • Conclusion: Making Goals Specific • Summary*

## IV THE MESSAGE IDEA

### 8 The Message Idea and the Copy Platform 199

*The Communication Environment • The Nature of Creative Strategy • How to Evaluate Message Ideas • The Factual Basis for the Message Idea • The Process of Message Idea Development*

### 9 Message Idea Positioning 225

*Positioning Analysis • Six Strategy Possibilities • The Process of Positioning Analysis • Summary*

### 10 Developing Tone 247

*Emotional Versus Rational Tone • Competitive Tone • Strength and Believability • Summary*

## V MESSAGE FORMAT

### 11 Message Format I: Procedures and Agency Philosophies 275

*Creativity, the Approval Process, and Organization • Problem Formulation • Experience and Creative Philosophies*

- 12** Message Format II:  
Relevant Research Guidelines **293**
- The Effects of Being Warm, Charming, and Witty • Testimonials and Presenters • The Honest-Twist Approach • Repetition • The Implementation of Fear • Generalizations about Research on Format*
- 13** Advertising Format Implementation  
and Pretesting **317**
- Television • Newspapers • Magazines • Radio • Outdoor • Other Advertising Alternatives • Pretesting: Dimensions and Decisions • Summary: The Message Format Decision Process*
- 14** Format Implementation for Selling,  
Promotion, and Publicity-PR **333**
- Personal Selling • Sales Promotion • Publicity and Public Relations • Summary*

## **VI** MESSAGE DISTRIBUTION AND MEDIA

- 15** Advertising Media Planning I **355**
- The Nature of Media Planning • The Plan Itself • The Inter-media and Vehicle Decisions • Summary*
- 16** Advertising Media Planning II:  
Scheduling, Buying, and Modeling **387**
- The Scheduling Decision • Media Buying • Media Model Assistance*

**17** Communication Mix Message Distribution **413**

*Sales Management • Sales Promotion • Publicity and Public Relations • Summary*

**VII** THE TOTAL MIX

**18** Budgeting, Implementation, and Control **449**

*Final Budget Setting • Implementation • Control and Evaluation • Summary*

**19** Society and the Future **479**

*The Social Questions: A Dialogue • Regulation: Noise and Feedback • The Future*

Index **503**