

THE GLOBAL MANAGEMENT SERIES

Marketing Communications:

**An advertising, promotion and
branding perspective**

Geraldine Bell & Babak Taheri

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“A brand is not so much about rational arguments, but the way that the company resonates with people emotionally”

Steve Jobs (1955-2011)

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Acknowledgments

This book draws upon our own learning, practice, and in particular our teaching and research experiences in marketing communications. We have come to the conclusion that there is a genuine need for a guidance book to help students not only navigate through the challenges of developing their own interest in marketing communications, but also as they progress through both their undergraduate and postgraduate degrees, and also in preparing their future careers in business and maybe even in marketing communications! Our expert marketing colleagues in the Department of Business Management at Heriot-Watt University have very kindly contributed to this book, and we thank you for your contribution in making it a richer resource. To our colleagues at Goodfellow Publishers, we remain grateful. We also wish to express our sincere thanks to Professor Kevin O’Gorman and Professor Robert MacIntosh, for their constant support, encouragement and many pearls of wisdom.

GB & BT

Dedication

To Alice with all my love as you embark on your own exciting future.

GB

To my beautiful wife, and my parents and brother. Thank you!

BT

Biographies

Geraldine Bell BA (Hons) MBA ACIM is Assistant Professor, Marketing, with 25 years' industry experience in marketing management and marketing communications roles. With a degree in the History of Art, she started her career as a graduate trainee in a global advertising agency in London working on a variety of FMCG accounts including jeans, tights, toothpaste, whisky and leisure. After a short stint at Revlon International, she handled the advertising and PR for Scottish brands such as Harris Tweed and Shetland knitwear. She then moved to British Airways Holidays, working on the Sovereign and Enterprise brands – a brand portfolio that grew to include Falcon and Twenty's after acquisition by Owners Abroad – all of which is now consolidated in the First Choice brand and owned by TUI. The mid-nineties, and into the noughties were spent as UK Group Brand Manager at the Scottish Tourist Board/VisitScotland managing Scotland's Autumn Gold campaign, before moving into education. She currently teaches Leisure Marketing, Marketing Communications and International Marketing.

Elaine Collinson BA (Hons) MPhil is Associate Professor in the Department of Business Management in the School of Management and Languages at Heriot-Watt University. She is Director of Postgraduate Studies and Deputy Director of Corporate Executive Development. With over 25 years' experience in the Higher Education sector, she has held roles in an academic and research capacity but also in developing transnational education and industry links across the globe. She teaches on the International Marketing Management suite of programmes, specialising in Branding & Communications, Strategic Marketing Management and Entrepreneurship. Working closely with industry, involving her wide network of contacts on the programmes she ensures business relevance for students. Throughout her academic career she has published in the areas of Internal Communications, Small Business Marketing and Entrepreneurship.

Ross Curran is a final year PhD candidate at Heriot-Watt University, Edinburgh, where he is a member of the Intercultural Research Centre. His primary research interests focus on nonprofit marketing and volunteer management practices, as well as authenticity and heritage in tourists' experiential consumption. He has published research in leading journals including *Nonprofit and Voluntary Sector Quarterly*, *Tourism Management*, and the *International Journal of Tourism Research*, as well numerous conference papers and book chapters.

Chris Dodd PhD is a consumer psychologist with a particular interest in the social, psychological and experiential aspects of consumption. He has developed and delivered many courses within psychology, management, marketing and communications, catering for both academic and practitioner audiences. His research is particularly informed by a focus upon people and their relationships with social and physical environments. His work has been published in numerous international journals and he sits on the Editorial Advisory Board of the journal *Young Consumers*. He is a chartered psychologist and Associate Fellow of the British Psychological Society.

Martin Gannon is a Teaching Associate at the Hunter Centre for Entrepreneurship, Strathclyde Business School (University of Strathclyde). He holds a variety of research interests include entrepreneurial philanthropy, family business governance and marketing, heritage marketing management, tourism, and consumer behaviour.

Keith Gori is a PhD student in the School of Management and Languages at Heriot-Watt University. His doctoral research centres on understanding the social and cultural significance of consumption in historical context, with a specific interest in the British home front during the Second World War. He is involved in a range of marketing and consumer research projects utilising multiple theoretical and methodological approaches. He has published a number of journal articles and chapters in edited texts and has presented at conferences both in the UK and overseas. He teaches on management, marketing and methods courses in the Department of Business Management. He holds BA and MA degrees in history from the University of Sheffield.

Sean Lochrie PhD is an Assistant Professor in Management at Heriot-Watt University, Dubai. His primary research interest focuses on the creation of custodianship behaviours within World Heritage Site management. Recent publications have explored stewardship and local community engagement in World Heritage Site management. He has published research in journals including the *Journal of Marketing Management*, and the *International Journal of Contemporary Hospitality Management*.

Rodrigo Perez Vega PhD is a Lecturer in Marketing at Henley Business School. His research interests are in social media, digital marketing and social influence marketing. Prior to finishing his PhD, Rodrigo had marketing experience in several digital marketing and brand management roles within FMCG and service industries.

Graham Pogson MBA has been a lecturer for 25 years, first in the field of Textile Technology with the Scottish College of Textiles and for the last 14 years in Business Management subjects with the School of Management of Heriot Watt University. He is a generalist having taught subjects from introductory economics and finance to strategic management, with marketing and organisational behaviour in between. Recent areas of interest have been in the field of employment relations within human resource management.

Kitty Shaw is an experienced marketing practitioner with 22 years' experience in the financial services sector, working in a variety of research, communications and planning roles, most recently in a senior role responsible for strategic marketing planning in a FTSE 100 company. Having originally completed an undergraduate degree in Politics at the University of Edinburgh, she took an MSc in Marketing Management from the University of Glamorgan and also holds post-graduate Diplomas from both the Market Research Society and Chartered Institute of Marketing. Her current research interest include the marketing of pensions in the UK corporate pensions market.

Babak Taheri PhD is an Associate Professor in Marketing Management. He worked in industrial engineering and services marketing management areas in the UK and Middle East. Babak has a PhD in services marketing (Strathclyde), an MRes in management science (Strathclyde), a PgD in research methods (Strathclyde), an MSc in information systems analysis (Glasgow Caledonian) and a BSc in industrial engineering (Tehran), where he specialised in consumer behaviour and services marketing management, putting his industrial experience and academic knowledge into practice. As a result, he has published over 60 academic articles, book chapters and conference papers in these areas. Babak has been awarded a Horizon 2020 project involving a range of partners across Europe.

Geraldine McKay is an Associate Professor in Marketing and chartered marketer with a special interest in the impact of branding across stakeholder groups. Following a career in marketing, she became a university lecturer, developing and leading a number of postgraduate, undergraduate and professional programmes. She moved to New Zealand to manage an international education project and on returning to the UK she became the academic head for the globally delivered Heriot-Watt management programmes. She has previously contributed to the *Global Management* series and is currently registered for a PhD investigating transnational education and the teacher/student experience.

Kathryn Waite, BA (Hons), Dip CIM, MBA, MSc, PhD, is Assistant Professor of Marketing in the School of Management and Languages at Heriot-Watt

University. Her research interests relate to information provision and use within the online environment. Kathryn is interested in trust, engagement and empowerment strategies used by organizations within the digital environment. She is a member of the editorial advisory boards of the *Journal of Financial Services Marketing*, *Journal of Research in Interactive Marketing* and the *International Journal of Bank Marketing*. Kathryn teaches undergraduate and postgraduate courses in digital marketing, which contain frequent references to Pokémon, 1970s science fiction, chocolate and cats.

Preface

Overview

The most important task faced by a marketer is to identify and select an optimum promotions mix to help achieve business objectives. And this design, development and implementation of promotional campaigns, takes place against a backdrop of considerable change. All of us, both marketers and consumers, live and work in an information-obsessed world. We live in a media-saturated world where there is such an incredible choice of brands available. These brands are revolving around us because of the exceptional impact that technology has had on the way we process (see and read) and think about (feel and believe) communication messages. To have a successful marketing communications campaign, your brand must be engaging and compelling, yet empowering and inclusive in such a way as to achieve stand-out amongst the plethora of activity. In this book, we have not managed to cover everything, but we have given coverage to what we think you need to progress through your studies. The following gives you the structure for our book on marketing communications, and some details of the contents.

Book contents and layout

Chapter 1: This attempts to tackle the existing *theory of communications* as it applies to consumer and marketing communications in particular. In outlining the topic of marketing communications, it details the marketing communication mix and makes an attempt to explain the processes of communications using the models which underpins of understanding of this topic. This is so that your thinking evolves in such a way as to give you the confidence and skillset needed to enable you to make the pre-requisite decisions relative to designing and planning for an integrated marketing communications mix.

Chapters 2 and 3: The cornerstone of these two chapters is to expand our worldview of the subject of marketing communications, embedding it in both a history timeline and giving advertising its position in social science. The *history of advertising* can be traced back to medieval times and beyond, and Chapter 2 gives us a timeline. There's no doubt that the internet has changed our daily lives. Arguably, the introduction of the printing press in the 15th Century did for renaissance Europe what the internet has done for modern communications in the 21st century. Newspapers and magazines were, and still are, an important feature of capitalist economies, just as today sees the prominence of emails, websites and tweets which sway us to attend to information and persuade us to

do something.

Whereas history gives us a sense of perspective from the past, *advertising as a discourse* delves into the realm of languages as places, which helps us to further our understanding of the present. Discourses are places which are the means by which, according to Foucault, we 'reproduce ideologies and interpret cultural materials', and nowhere is this more so than in advertising. Depth is provided with a meaningful discussion on semiotics, which looks at the relationship between image and texts. The chapter also draws on the illustration of political marketing and PR as an exemplar of marketing communications discourse.

Chapter 4: The focus of this chapter is on consumer decisions when *consuming communications*. It explores why consumers are driven to make certain decisions, and how they manage their experiences before, during and after consuming marketing communications. It draws on consumer values, motivations and involvement as a means of framing our understanding around what consumers do in terms of behaviour, what they feel by way of emotion and what they think in terms of cognition.

Chapters 5 and 6: A judicious approach to marketing communications calls for an analysis of the tools available and *planning for marketing communications* looks at planning as a means to achieve the required outcome in terms of marketing communications strategy. Chapter 5 argues that whilst there is no particular distinction between the various parts of strategy, there is a need for a structure in evaluating strategy and the discussion concludes with a suggested framework for marketing communications planning. And whilst Chapter 5 provides an approach to planning for marketing communications, Chapter 6 outlines the key points to consider when not just planning for the short term with *brand communications*, but when building long term brands. This chapter draws on the science of semiotics outlined in Chapter 3 and makes the link to how brands use signs and symbols to leverage advantage. This chapter also draws on the concept of positioning, first posited in planning for marketing communications, taking the concept deeper in order to further develop our knowledge so that marketers can be more efficient in designing brand communication strategies.

Chapters 7, 8 and 9: Chapter 7 gives us a more detailed look at the impact a clear market positioning has on the promotions mix, and on *integrating marketing communications*. It examines the efficiency gained from market positioning as it is used to maximise the effect of using multiple media platforms which also allows managers to save on resources. And whilst Chapter 7 outlines the merits

and limitations of the various degrees of integration, Chapter 8 explores the nature of *creativity* within an advertising context, making the case for the one 'big idea' which can be translated from the positioning concept into a creative platform of aesthetic values (content and appeals), which will further benefit and deepen integration. Whilst the creative platform provides a framework for understanding creativity in an advertising context, Chapter 9 explains the importance of digital media within the multiple platforms available, saying that *digital marketing* is a new and exciting phase in the development of marketing communications. This section of our book looks at how to use digital media to best effect when developing marketing communications. It aims to provide you with core knowledge so that you can navigate this stimulating communications landscape.

Chapter 10: This chapter on *international advertising* presents you with a global view of marketing communications. It covers the challenges that the culture brings to the question of whether marketing communications should be standardised or localised. It explores the degree to which country of origin affects the perceptions and decisions consumers have about certain products and services, and how marketing communications can exploit this and leverage it to best effect.

Chapter 11: The profusion of new media opportunities has presented marketers with a challenge in terms of measuring the *effectiveness of marketing communications*. Added to this are the numerous stakeholders who have a vested interest and attempt to influence organisational goals. This chapter explains how marketers research and evaluate marketing communications activity both whilst they are implementing tactical campaigns and also whilst planning campaigns for the future.

Chapter 12. This chapter holds several *case studies* for you to develop and deepen your core knowledge, allowing you to gain insight by applying knowledge to practice. This also gives you an idea of how some firms tackle marketing communications in this modern communications environment.

We wish you all the best,
Geraldine and Babak. *Eds*

