

แผนการตลาดที่แท้จริง

Book : Engel; James F. : Wales, Hugh G. : and Warshaw, Martin R. ;
Promotional Strategy, revised edition. Homewood; Illinois :
Richard D. Irwin; Inc.; 1971.

This is a basic text which builds on a strong base of consumer psychology and then proceeds to treat advertising, reseller stimulation, personal selling, and other communication tools as part of an overall promotional mix.

Problems are viewed through the eyes of the promotional manager in a firm, and major emphasis is placed on understanding the factors that affect his decisions and mold managerial strategy. It was the authors' belief that:

".....a keen understanding of the variables affecting decisions, and awareness of sources information pertaining to these variables, a knowledge of the strengths and limitations of methods and strategies, and a grasp of the fundamentals of managerial decision making should be the basic subject matter in a modern marketing textbook."¹

Part I: Overview

The first part gives introductory concepts which provide a foundation and overall framework for the entire book.

In this section, the authors start off by defining promotional strategy as a "controlled, integrated program of communication methods and materials designed to present a company and its products to prospective customers; to communicate need-satisfying attributes of products toward the end of facilitating sales and thus contributing to long-run profit performance."

For the implementation of promotional strategy, the firm has several tools, including advertising, personal selling, selling support undertaken by resellers, publicity, and sales promotion. These tools of promotional strategy are not used in isolation. Rather, they are utilized as part of the company's overall marketing mix, including the other marketing tools of the firm: product, pricing strategy, and physical distribution strategy. Thus, before a given promotional strategy is decided upon, the management must ascertain what effects that strategy would have on the firm's other marketing tools and non-marketing operations, in order to achieve the overall goals of the firm as a whole.

¹ James F. Engel, Hugh G. Wales and Martin R. Warshaw, *Promotional Strategy*, rev. ed. Homewood, Ill. Irwin, 1971, p.v.

An overview is given of promotional planning and strategy, which was divided into six stages: situation analysis, establishment of promotional objectives, utilization of basic resources of the firm, management of elements of the campaign, measurement of effectiveness, and follow-up and future planning.

Part II: Situation analysis

The starting point for promotional strategy always lies in analysis of the environment for marketing, with special focus on analysis of demand, since according to the marketing concept, the firm's efforts are focused on its market--on satisfying its target market's needs and wants at a profit.

A systems model of consumer behavior is presented. This model is designed to integrate and synthesize the forces energizing behavior and the consequences of that behavior. The individual is viewed as a system of action, with the objective of clarifying relationships between stimulus inputs, motivational determinants, and goal-oriented output. The model performs the important function of helping management to know what questions to ask when research is undertaken as part of the planning process in promotional strategy--for without such a framework of inquiry the research task can become bewildering.

The model of consumer behavior presented is that of Engel, Kollat, and Blackwell,³ i.e.:

Part III: Determination of Promotional Objectives and Utilization of Resources of the Firm

Setting of promotional objectives is the next stage in setting promotional strategy. Two basic types of objectives are required: definition of market targets and what we want the message to achieve.

In specifying the market segment, the objective is to isolate homogeneous groups within the overall market so that promotional efforts can be more closely oriented to demand variations within each segment. The ideal result is a reduction of wasted coverage and an increase in productivity. A number of segmentation bases are discussed, including demographic, geographic, product usage, and attitudes. No one way is ideal for all purposes, and the authors suggested that the best procedure is to collect a wide variety of data on attributes and behavior and analyze the data in a variety of ways; for the result often is an uncovering of segments which might otherwise have been overlooked.

Much of the money spent on advertising is wasted because executives do not know what they want the message to achieve, or they have mistaken objectives. For example, they may say that they want advertising to increase sales--not realizing that the sales increase is the goal for the entire marketing mix, not just promotion. Advertising's role is communication, and it can successfully communicate to the desired market segment that there is a new, greatly improved type of ballpoint pen for sale--yet, sales may not rise, because the store is too far away, or the item costs too much.

³ James F. Engel, David T. Kollat, and Roger D. Blackwell, *Consumer Behavior* New York: Holt, Rinehart and Winston, Inc., 1968

Under some circumstances, a sales objective for advertising is valid. But in other cases, promotion should have a non-sales objective, such as awareness of the new, improved product.

Communication objectives should include: clear statement of message content, the desired effect (specific amount of increase in awareness or action to be taken, e.g., inquiries or sales), the market segment aimed at, and measurement methods and criteria of success or failure.

A company should set its promotion objectives before determining its promotion budget, for unless the managers know what they want to accomplish, they will be unable to agree on how much they are willing to spend to achieve those goals.

There are many ways used to determine the budget level, including arbitrary allocation, percentage of past (or future) sales, and objective and task. The objective and task method is the most suitable, but it is also rather difficult to carry out with precision, since it involves first setting out the specific objectives, then deciding upon the tasks needed to be carried out in order to achieve those goals with minimum expenditures. The budget then becomes simply the total costs of those tasks. A nine-step procedure is suggested whereby a realistic budget estimate can be made given a statement of objectives.

Part IV: Management of Mass Communication Efforts

Attention is now directed to the problems of using advertising as part of the promotional program. A broad survey of available media is given, and factors which should be considered in the selection of media are discussed.

Design of the message offers a real challenge to the advertising personnel, and a brief review of fundamental considerations and societal trends affecting creative strategy and creative execution is made.

To ensure maximum efficiency of the time and money spent on advertising, marketing research finds considerable use, both in procedures used to pretest the message before it is run in the media, and in methods utilized to analyze the sales and communication effectiveness of the campaign. Thus, several type of pretest procedures are given, with the strengths and weaknesses of each type, and there is a discussion on research tools used to measure success in attracting and holding attention and to measure response.

Part V : Management of Personal Selling Resources

Although personal selling is but one of several communication tools used by marketing managers, it is unique in that it is a form of person-to-person communication as opposed to advertising, sales promotion, and publicity, which are mass communication forms. Also, personal selling is unusual in that American business firms spend more money on personal selling activities than on the other means of persuasive communication.

Thus, a promotion executive should know how to manage his salesmen, and this section of the book tries to fill part of that need. The nature of the personal selling task is examined, and

recruitment, training and compensation and motivation of salesmen are discussed, as are methods to evaluate and control the sales representatives.

Part VI : Stimulating Reseller Promotional Support

Although manufacturer communication with consumers may be direct by means of messages placed in mass media, the way in which goods travel physically to these same consuming usually indirect. In most situations involving consumer goods, the channels of distribution are and include many marketing middlemen such as whole salers and retailers. When these resellers assume title to goods while facilitating their flow from factory to final users, manufacturer control over how these goods are resold is sharply restricted. Manufacturers may have great difficulty in getting the resellers of his goods to cooperate in the overall promotional strategy the manufacturer has mapped out. However, because the potential selling power inherent in the total reseller organization is so great, few manufacturers can neglect seeking reseller support for their lines regardless of the difficulties encountered.

This section deals with the problem of gaining reseller support by examining the task which middlemen can be expected to perform given their economic role and their objectives as independent middlemen.

Several considerations are discussed which influence not only the reseller's ability to engage in promotion but his willingness to allocate his selling support to individual manufacturers. Of these factors, many are, at least in the short-run, outside the realm of manufacturer control-such as the reseller's economic role, the composition of his product line, the character of his market, the service requirements he must meet, or selling tools available for his use.

In contrast, several important considerations which affect reseller willingness and ability to sell are amenable in varying degrees to manipulation by manufacturers in the short-run. These include:

- 1) role of the reseller in the manufacturer's promotional strategy,
- 2) type and extent of competition to be faced by resellers from other sellers of the brand and product,
- 3) size of the manufacturer's margin given to his resellers,
- 4) amount of inventory which resellers must carry to support the line, and
- 5) type and extent of help offered by the manufacturer to supplement or improve reseller promotional performance, such as training programs, usage of quotas, use of missionary salesmen, or provision of displays.

Part VII : The Promotional campaign

The preceding sections have discussed the various elements of the promotional campaign, and this part describes an actual campaign in depth, so that we may see the roles played by the promotional elements in the "real world".

Up to this point, the discussion has been from the vantage point of the business firm. Only incidental attention has been given to the broader issues of the role of promotion in society. Yet, no manager of an American business firm can escape the social and economic consequences of his actions, and the social and economic role of promotion in the United States is quite controversial. Certain broad social issues exist which defy solution at this time, and because the manager cannot avoid their implications, he must know their pros and cons. An attempt is made to give a fresh, impartial discussion of opposing points of view on several headings:

- 1) effect of promotion on prices
- 2) effect of promotion on competition between manufacturers
- 3) effects of promotion on freedom of consumer choice
- 4) degree to which advertisers can control the mass media, because the media are dependent upon advertisers for their survival; and
- 5) degree to which promotion raises the standards of living.

Reviewer Comment;

On the whole, this is quite a good book for an introductory course in promotional strategy at the graduate level. It gives a broad overview of the area, enabling readers to see the relationships between the areas of discussing, and it is this overall picture and knowledge of relationships which a promotional manager must have. It goes into enough detail for the manager to be at least conversant and somewhat knowledgeable in dealing with his subordinates who are specialists in each of the promotional tools.

Of course, Thai readers must select out those parts which have no application in Thailand, such as various American laws and must seek to supplement the text with information on the Thai environment.

The chapter on the economic and social role for promotion might seem at first glance to be non-applicable to Thailand, for promotion here has not yet come under the strong and continuous attacks that prevail in the United States. Yet, the responsibility of business firms towards Thai society is increasingly becoming a public issue, as witness the attention being paid to pollution in our rivers and klongs, or the pollution of the water at Pattaya. Also, many public and private Officials have taken middlemen in various fields to task, accusing them of taking in exorbitant profits and thus strongly contributing to inflation. Thus, while public attention has not yet been strongly focused on promotion, such attention may be soon forthcoming, and the prudent promotional manager should be aware of criticisms that may be leveled at his actions and take appropriate actions.

Early in the book, the authors gave a list of five promotional tools. However, they discussed only three, emitting publicity and sales promotion. Inasmuch as publicity and sales 'proom-

tion are important means of carrying out a firm's promotional strategy, I feel that the authors should not have left them out.

Also, the authors stress that most American firms spend more for personal selling than for advertising. Yet, the text gives relatively little attention to management of personal selling resources, covering this topic in only two chapters. More discussion and analysis of this tool would have been welcome.

Burin Kantabutra

School of Business Administration
National Institute of Development Administration
