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Marketing Communications Research Centre

THE EVALUATION OF
ADVERTISING OBJECTIVES

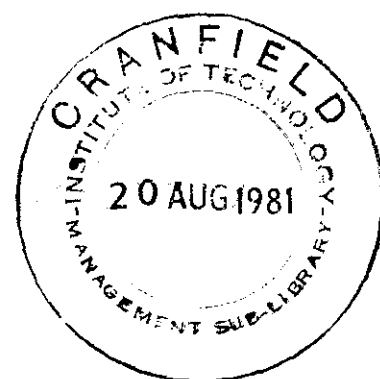
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Report No.10

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EXECUTIVE SUMMARY

This report is a sequel to that prepared earlier by the MCRC on 'Setting Advertising Objectives' (Report No.6). In this earlier work the need for setting clear advertising objectives was recommended as a necessary precursor for any measurement of advertising achievement. The different types of advertising objectives that can be set, and the circumstances in which they are set, was examined by the MCRC through in-depth analyses of some 27 product case histories. A clear distinction was drawn between marketing and advertising objectives.

In this present report the MCRC examines the way in which advertising objectives can be evaluated. This has been achieved by examining the available evidence on the evaluation of advertising on each of the original 27 products together with an additional 6. The products range over many markets, covering high and low priced items, durables and non-durables.

In the body of the report tables are presented showing how different categories of product-types, in various market situations, set their advertising objectives and how these are measured subsequently.

The broad conclusions reached in the report are:

- (i) it is possible to measure the achievement of specified advertising objectives, in most cases, if it is really desired to do so;
- (ii) the accuracy and validity of the techniques that should be applied are subservient to the cost/effective information needs of management;
- (iii) sales, or market share, information can usually only prompt the need to examine the degree of advertising objectives' achievement in further detail;
- (iv) without a backlog of consistent previous studies, or at least one benchmark, it is difficult to judge the significance of a level of achievement;
- (v) in some companies there has been an understandable change in emphasis on advertising effectiveness research: more is done now

at a formative stage rather than at an evaluative one. This may allow the use of more approximate post-testing methods. Less formal assessment methods are also preferred because they are quicker and often cheaper and also because their limitations and the form of the information they provide are at least understood by management. The more complex procedures are often suspected of being over elaborate and possibly misleading.

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INTRODUCTION

In this report the MCRC at Cranfield presents the findings of its study of the Measurement of Advertising Effectiveness which was initiated some three years ago. Given the initial title of the study, it might have been expected that the reliability and validity of the various techniques and assessment methods commonly in use would have been subjected to careful scrutiny. When the research plan was submitted, however, it was proposed that assessment methods could not be considered in isolation. The argument that was advanced developed from the realisation that any evaluation of advertising must be considered against a thorough understanding of the purpose it was intended to fulfil; namely, the achievement of specific Advertising objectives. In consequence, the emphasis of the MCRC's research was widened to consider the procedures and influences impinging on the setting of advertising objectives: for example, which objectives are appropriate for particular circumstances. It was this aspect of advertising which was explored in Report No.6 "Setting Advertising Objectives". The present report essentially complements Report No.6, for it forms the other side of the advertising equation:- given an advertising objective, set in a particular circumstance, how can its achievement be measured?

During the most recent phase of the study the work of the MCRC has been concerned with making a comprehensive statement on what it is management does, within the sample of Sponsor companies. In no way has this necessarily been a comment on whether the most appropriate practices are followed or, indeed, whether the most efficient procedures are adopted. The present report is primarily a statement of what it is practising managers do in respect to advertising evaluation; it examines how, and why, they differ. It is only by understanding the present activities of managers and their reasons for them, that the MCRC will be able to comment on what evaluation methods are possible and to direct subsequent work to the needs of advertising management. In the next phase of the MCRC's study, specific aspects of the advertising management process will be studied, and a prescriptive position developed.

This report starts with a restatement of the research plan. This puts the work described in the report into context. Also in the first

Chapter the work undertaken by the MCRC on establishing how advertising objectives are set, is reviewed. In essence Chapter I encapsulates the background to the study and the previous work undertaken, and as such will be familiar to those conversant with previous MCRC reports.

To move directly from the objectives to the methods by which they are assessed would be to ignore the fact that one must appreciate how advertising plans and objectives are implemented, as this also can have a bearing on effectiveness. At present we have not analysed these activities in precise detail, but we have included a brief summary of how the campaign objectives are implemented and pre-tested, simply to complete the picture and demonstrate the sort of information which has necessarily been considered when commenting on evaluation procedures. (Chapter II).

Chapter III defines and summarizes the assessment methods found in use within the sample of campaigns we studied in depth. It shows the frequency with which they occur, and relates them in tabular form to the advertising objectives set for the campaigns of interest. It essentially incorporates the basic information with which we are working on this report. As an example, it will be seen how those products which had a particular advertising objective actually assessed its achievement. Detailed analysis of this nature is undertaken in Chapter IV.

When looking for patterns of the circumstances in which particular advertising objectives were set, the information was analyzed by identifying market and product categories (drawn up from the information collected via interviews and questionnaires) and subsequently looking at the relationships between these and the objectives set. This analysis has been updated and extended to incorporate the methods of assessment used according to each of these classifications. The chapter also comments on any identifying characteristics found among those products using the same method of assessment.

Before drawing together the concluding comments, chapter V poses the question "what evidence is there of objectives being achieved?" Individual case histories are summarized.

The final section presents the overall conclusions reached by the MCRC's study so far. It is stated that there is evidence to suggest that well specified advertising objectives, as opposed to what are really marketing objectives, are readily measurable, in most cases. The necessary qualifications to this statement are then discussed.

1 PUTTING ADVERTISING OBJECTIVES INTO CONTEXT

The following summary of the approach adopted by the Marketing Communications Research Centre has been included for two main purposes:-

1. It demonstrates how this particular phase related to previous work, and
2. It explains why such a broad approach was felt to be the most appropriate.

THE RATIONALE OF THE RESEARCH PLAN *

The research proposal submitted in January 1973 outlined the work which would be carried out by the MCRC over a two-year period. Before stating how the plan has been implemented, it might be useful to summarise briefly the main points of it, and the rationale underlying them.

The research plan was formulated after twelve months work. During this time two main activities were undertaken.

1. Each sponsor company was visited for the purposes of gathering information on the broad marketing and advertising practices which were taking place. The results of this were published in Report No.1 "The Identification of Current Company Advertising Practices." Aspects covered in this report were as follows:-
 - A broad description of the sources of information sought in each company.
 - The role of the agencies in the marketing and advertising functions of the company.
 - The rationale underlying advertising.
 - Media advertising practice.
 - The practice and function of other promotional activities.
 - The research activities within companies.
 - Experiments within companies.
 - A comment on the extent to which general patterns of behaviour do, or do not, exist among the companies visited.
 - A comment on some of the common problems facing manufacturers.

* Pages 7 - 12 is a brief summary of the research plan as it appears in Report No.6, "Setting Advertising Objectives."

The tentative conclusions presented in this report were as follows:

- a) Very few examples were observed of the clear-cut effect of advertising on the performance of products or services in the market place.
- b) Many managements did not expect advertising to have a distinguishable effect on the market performance of their products - advertising was just one element in the marketing mix, each element of which was supposed to complement each other.
- c) For operational purposes most companies adopt, as a measure of advertising effectiveness, variables reflecting the apparent state of mind of consumers towards the product advertised or the advertising. It is generally acknowledged that these measures are not wholly sufficient but are available and useful.
- d) The main activity of market and marketing research in companies is to help describe: -
 - i. the state of the company in relation to its customers.
 - ii. the state of the company in relation to its competitors.
- e) Research and development related to marketing and advertising research is not being undertaken by many companies directly; it is left to individuals and market research agencies to pursue this course.
- f) A preference for small scale, qualitative research methods to examine many varied problems was expressed by many companies.
- g) It was noted that success in marketing in one product area by a company using extensive advertising was not necessarily associated with success in another product area.
- h) Few examples were found where models had been constructed of markets which included the quantitative effect of advertising on sales.
- i) In many market circumstances, but not all, the non-media promotional effort is planned and executed separately from advertising. Its purpose is usually specified but the achievement of this purpose is not often evaluated. No company follows or feels able to follow a total communications approach in marketing.

This brief summary is not comprehensive, but it does indicate some of the general findings to emerge from the interviewing. It also serves the purpose of showing that companies are not concentrating their research efforts on measuring the effectiveness of each advertising campaign. Much of the work being done concentrates on aiding the decisions which have to be taken before any advertising or promotional campaign is conceived or implemented.

In conclusion, the initial fieldwork indicated that to study the various methods of measuring advertising effectiveness without studying the whole marketing and advertising environment within which they are taken, would be inadequate to meet the needs of the study and of the Sponsor companies.

2. The idea that the scope of the research should be broadened was also supported by the second activity undertaken during the first year - the extensive literature search and review. Two review documents were produced: -
 - Report No. 2.i "The Pre-Display Assessment of Advertising"
 - Report No. 2.ii "The Post-Display Analysis of Promotion Effectiveness"

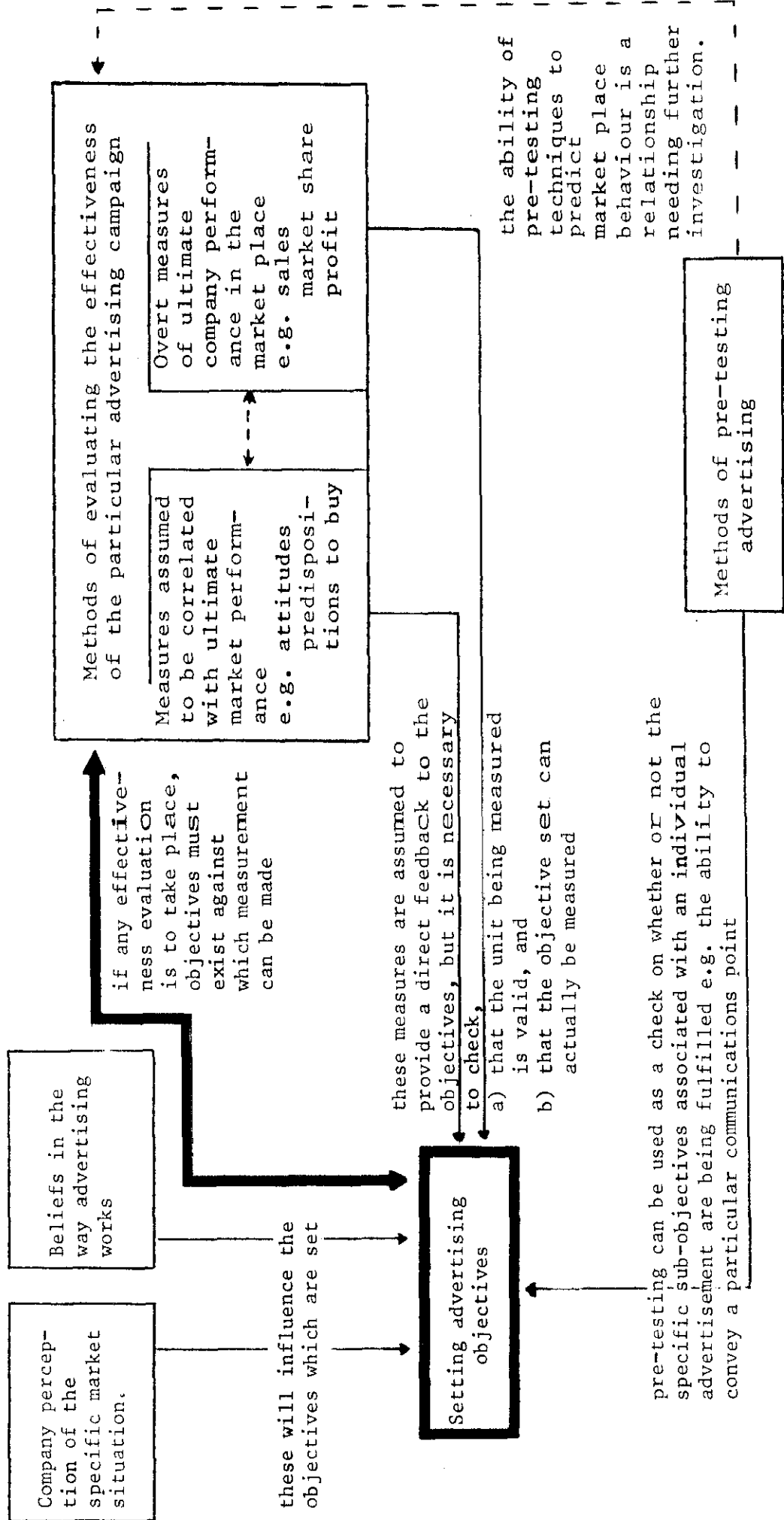
These reviews set out to summarise the published material on the various techniques available for pre-testing advertisements before the campaign is run, and those suitable to measure the effectiveness of the campaign after it has run. From both it was evident that insufficient work had been done by the practitioners to prove conclusively that any one technique was appropriate in a particular situation. In consequence it was felt that additional work would have to be undertaken to determine in what circumstances a technique could be employed, and just what answers a technique could provide.

THE FRAMEWORK FOR RESEARCH

It was on the basis of the two activities described above, that the research plan was formulated. The diagram around which this was built is included to show the overall task which the MCRC felt able to tackle in a two year period. Such an approach, it was believed, would allow for a comprehensive study of advertising effectiveness.

FIGURE 1

AN OUTLINE OF THE FRAMEWORK FOR RESEARCH



N.B. The dotted lines indicate an assumed, but little substantiated relationship, and also areas in which it is desirable to study, but which will not form the main emphasis of the research.

ADVERTISING OBJECTIVES

It would have been possible to see the task of the MCRC as one of cataloguing the various methods which could be used for measuring the effectiveness of a campaign. However, to do this without referring to the circumstances in which each technique becomes applicable is inadequate. As soon as the word "measurement" is mentioned it becomes necessary to state in precise terms exactly what it is that is being measured. In the case of advertising the object to be measured will vary according to the details of the campaign, and these will vary according to the objectives which prompted the campaign. This raises the whole question of what it is manufacturers are attempting to achieve when they commission the preparation of an advertising campaign. In short, it raises all the issues associated with 'What are the objectives'; 'What influenced the setting of the objectives'; and 'How can such objectives be measured after the campaign has run'.

Because of this situation it seemed quite inadequate to consider only the various measurement techniques. For the project to offer the maximum use to each of the Sponsor companies it was felt necessary to try and clarify some of the much broader issues. The main points of the research were therefore seen as threefold: -

1. What objectives are set in particular situations and what are the influences which lead to these objectives?
2. What techniques exist to check that the objectives of a campaign can actually be communicated?
3. Given that precise objectives will seek to achieve specific reactions among the target population, what techniques exist to measure the extent to which these objectives have been met?

Over a two year period it was intended that the MCRC would collect information in these three broad areas. The question still remained, however, of how this information could most constructively be collected and then analysed.

SUBJECT MATTER FOR ANALYSIS

From the initial interviews in each of the Sponsor companies, it was found that a number of products or services, existed which illustrated

interesting marketing situations, which had been the subject of a substantial amount of research and documentation, and which had been advertised on a fairly regular basis. In view of this knowledge it seemed that it would be particularly fruitful to collect information on a product specific basis, or alternatively, on a specific service basis where companies were not offering conventional products. It was argued that if the researchers gathered information to fit the framework for research, on a product or service basis, they would accumulate between thirty and forty case histories. If the cases were carefully chosen to represent a spread of different market situations, it would be possible to draw conclusions on:

- i) when specific objectives are particularly appropriate:
- ii) how the objectives can best be implemented:
- iii) how the communication points can be checked for accuracy,
- iv) how the campaign can be evaluated for its effectiveness.

The emphasis given to market situations emanates from the initial interviewing. From this stage it was found that companies could not realistically set their marketing or advertising objectives without taking full account of the situation of the market. As an example, a series of objectives could not be listed as appropriate for all fast moving consumer goods; rather objectives have to be set for fast moving consumer goods operating in a static market, a rapidly expanding market, or else, for those in which there are many competitors or no direct competitors, and so on. In effect the characteristics of the market into which the product or service is being sold will determine whether or not a particular advertising approach is appropriate.

Report No. 6, "Setting Advertising Objectives" was the culmination of work on the left hand side of the research plan. In effect it set the bench marks against which it became possible to consider the various methods of measuring advertising effectiveness. The questions which it sought to answer can be summarized as follows:-

What is an advertising objectives?

How can an advertising objective be differentiated from a marketing objective?

In what circumstances are particular advertising objectives employed?

What are the main advertising objectives which are used in the majority of marketing situations?

What product and market characteristics generally group products, and consequently make them appear similar for advertising?

One of the most difficult questions to answer satisfactorily was simply that of what is an advertising objective. It would have been possible to say that any objective, which a company stated as an advertising objective, should be included in the definition. This became an untenable situation, however, since it was apparent that effectiveness measures were not realistic for some of them - namely those relating to general market movements. Attempting to relate a specific advertising campaign to a shift in market share, sales, or the total market is fraught with incalculable difficulties. Because of this, an operational definition was devised whereby the objectives suggested by companies were split into those which could conceivably be achieved through advertising alone, (advertising objectives), and those which do not necessarily rely on the use of advertising for their success, and in any event, could not be achieved through advertising alone, (marketing objectives). Although this split does present difficulties in the sense that companies are known to include both types of objectives when setting their advertising objectives, it does have the advantage that it should simplify the task of relating objectives to measurement techniques. As a rule, advertising objectives are more limited in scope and, by definition, more easily traced in their affect on the market. If the simple case can be adequately understood it should provide a basis for considering the more complex case.

The two tables which follow demonstrate the distinction which has been drawn. The main category titles are the names we use in this report for broad objective-types. The listings within each category refers to the phraseology used by those in the sample to describe their objectives.

TABLE 1 ADVERTISING OBJECTIVES

OBJECTIVES RELATED TO AWARENESS

- to inform people the product exists
- to gain or regain awareness
- to create or recreate awareness
- to buy awareness
- to create awareness in a specified section of the market

OBJECTIVES RELATED TO TRIAL

- to gain trial
- to tempt people to try the product
- to stimulate trial
- to gain trial among a specified section of the population

OBJECTIVES RELATED TO EDUCATION/INFORMING (distinguished from MESSAGES because of their more factual, objective bases)

- to educate people to the use of the product/an additional use of the product
- to educate people to the serving of the product
- to communicate a particular change in the product
- to show the multiple uses of the product
- to announce the variety availability
- to establish the varieties available
- to demonstrate the convenience of the product
- to give factual information about the product
- to show people how to get the best performance out of the product

OBJECTIVES RELATED TO ATTITUDES

- to reinforce the early favourable attitudes
- to make attitudes more favourable to a particular product
- to sustain favourable attitudes
- to improve a particular attitude to the product
- to establish favourable attitudes
- to modify existing attitudes
- to improve existing negative attitudes
- to enhance certain attitudes in the target population

OBJECTIVES RELATED TO LOYALTY

- to retain loyal customers
- to encourage loyalty
- to keep building loyalty

OBJECTIVES RELATED TO REMINDING

- to remind people that the product exists

TABLE 1 ADVERTISING OBJECTIVES (continued)

OBJECTIVES RELATED TO BRANDING/IMAGE BUILDING

- to build an image for the product
- to improve the image of the product
- to establish the product as unique
- to establish the brand and position it in a particular way, e.g. as warm and friendly
- to retain a product quality image
- to maintain a favourable image of the product or manufacturer
- to create a brand leader in a particular market
- to create an image equal to that of the main competitor
- to establish branding
- to gain general image improvement
- to promote the corporate image and the qualities associated with the company products
- to advertise the brand
- to associate a product with the manufacturing company
- to create the right impression of the company among a particular section of the population
- to position the product for an additional section of the market
- to reassure existing users of the product
- to retain and reassure existing users of the product

OBJECTIVES OF CONVEYING A SPECIFIC MESSAGE

- to say that the product has a particular quality
- to establish particular associations with the product
- to convey the idea that the product is "value for money"
- to get across the idea that the product tastes good
- to support the taste and quality claim for the product
- to convey the idea of a "modern" product/one which is used by "modern" people
- to state the advantages of the product compared with the competition
- to get across the idea of a unique product
- to get across the "newness" of the product
- to say how much people like the product
- to convey a particular theme, e.g. real fruit
- to create warmth and friendliness for the product
- to emphasise the goodness of the product
- to convey the taste of the product
- to say something of the manufacturer
- to give the consumer a reason for buying the product

TABLE 2

OBJECTIVES CONSIDERED TO BE MARKETING RATHER THAN ADVERTISING OBJECTIVES

MARKET SHARE OBJECTIVES

- to increase market share
- to contain the market share of competitors
- to maintain market share/retain market share
- to improve market share in a particular sector of the market
- to improve market share compared with competitors
- to retain sales volume and market share

PENETRATION/DISTRIBUTION OBJECTIVES

- to improve penetration and distribution
- to maintain brand distribution
- to increase penetration

TOTAL MARKET OBJECTIVES

- to expand the whole market

SALES OBJECTIVES

- to achieve the sales budget
- to improve sales

INFLUENCE ON BUYER BEHAVIOUR OBJECTIVES

- to win back previous product users who have defected to a competitive product
- to stop existing users turning to a competitive product
- to increase sales among existing users
- to retain existing users

BUYER BEHAVIOUR OBJECTIVES

- to improve the frequency of purchase
- to gain new users
- to create a market for the product
- to grow in a particular sector of the market
- to bring more users into the market/an additional section of the population into the market
- to expand the market by reducing the seasonality of the product
- to influence non-users of the product
- to create a brand leader to help the launch of additional products at a future date

OBJECTIVES RELATING TO 'OWN LABEL' PRODUCTS AND NEW MARKET ENTRANTS

- to defend the brand against 'own label' products
- to keep 'own label' products at bay
- to contain the growth of 'own label' products
- to keep new entrants out of the market

In the report which follows, we consider the various ways in which those in the sponsoring group have endeavoured to measure the achievement of these objectives. Whether or not the objectives were correct for the particular market situation, or whether the assessment means employed was the most suitable is outside the scope of this particular report, but the analysis which follows will certainly highlight the apparent inconsistencies occurring in the way we manage our advertising. In Report No. 11 specific suggestions on the way in which the management of advertising can be improved will be made, but in the final analysis the only way in which absolute guidelines can be given is through careful experimentation. It is this which will be the subject of subsequent work.

The products and services which have been studied during the present phase of the work are listed in Table 3. They have been listed in alphabetical order according to the sponsor company.

TABLE 3
PRODUCTS AND SERVICES IN THE MCRC SAMPLE

<u>PRODUCT OR SERVICE BEING STUDIED</u>	<u>SPONSOR COMPANY</u>
Ribena	Beecham Products
Brylcreme	Beecham Products
All Fresh	Beecham Products
Petroleum Products 'Alaskan Campaign'	BP
'Travel to the U.K.'	British Tourist Authority
Marvel	Cadbury Schweppes
Smash	Cadbury Schweppes
Chillo	Cadbury Schweppes
Knorr Soup	C.P.C. (U.K.)
Mazola	C.P.C. (U.K.)
Solid Fuel	National Coal Board
Pony Slippers	Dunlop
Petrol 'Tiger Campaign'	Esso
Soup	Heinz
Baked Beans	Heinz
J Cloth Cloths	Johnson & Johnson
Quick Brew Tea	Lyons-Tetley
Tetley Tea Bags	Lyons-Tetley
Lyons Cakes	Lyons Bakery
Instant Coffee	Nestlé
Sweetheart	Nestlé
Electric Razors	Philips
Homepride Flour	Spillers
Kennomeat	Spillers
V.P. Sherry	Vine Products
Watneys Red	Watney Mann
Bierritz	Watney Mann
Bisto	RHM Foods
Pastry Mix	RHM Foods
VW Beetle	VW (G.B.)
Audi 80	VW (G.B.)
Weetabix	Weetabix
Gas Fires	Gas Corporation

In Table 4 the products and services have been randomly ordered and given an identification code (A to G2). It is these codes which will be used throughout the report. To help interpretation of the analysis which follows, some guide to the characteristics of the products and services has also been given; namely the size of the total market in which the product or service operates, the kind of product or service which it is, the number of branded competitors in the market, the degree of competition, the frequency of purchase, and the extent to which there is 'own label' activity in the market.

Additional information included in this summary on advertising objectives, is Table 5, listing the objectives set by each member of the group. Table 6, summarizes the objectives set and the number of occasions on which assessment was undertaken. It is this relationship between objectives and their assessment which will be the subject of analysis in this report.

TABLE 4 - SOME CHARACTERISTICS FOR EACH PRODUCT IN THE SAMPLE

Product or Service	Size of Total Market	Type of Product	No. of Branded Competitors	Degree of Competition	Frequency of Purchase	Own Label Market Share
A	4	old established	6	4	6	1
B	5	old established	10	2	2	2
C	3	relatively new	10	5	6	3
D	3	relatively new	1	4	3	2
E	5	neo-commodity	6	4	6	1
F	4	neo-commodity	10	4	5	2
G	3	old established	10	4	6	2
H	1	old established	2	4	3	1
I	1	old established	4	4	3	3
J	4	old established	10	5	7	2
K	3	innovative	10	4	4	0
L	2	innovative	3	3	4	3
M	2	old established	3	4	6	2
N	1	old established	3	3	4	3
O	3	old established	6	2	4	1
P	3	old established	2	4	5	2
Q	5	old established	over 10	5	1	0
R	2	innovative	4	3	3	1
S	1	innovative	1	3	5	1
T	2	relatively new	over 10	4	2	2
U	3	old established	2	3	6	2
V	1	additional market entrant	4	3	3	2
W	4	additional market entrant	8	3	7	2
X	1	innovative	2	3	4	2
Y	4	old established	10	4	4	2
Z	5	additional market entrant	over 10	5	1	0
A2	5	old established	over 10	3	1	3
B2	1	additional market entrant	4	4	5	2
C2	5	old established	over 10	4	1	2
D2	2	old established	10	4	5	1
E2	3	old established	over 10	4	3	1
F2	3	old established	7	5	3	3
G2	3	old established	3	3	5	0

DEFINITIONS OF TERMS IN TABLE 4

TYPE OF PRODUCT

An old established product: a product which has been in the market for some years, without undergoing a major product reformulation.

An additional market entrant: a product which has been launched into a market where one or more products already exist. This would include those products which have been significantly reformulated and relaunched.

An innovative product: a new product which is also a new concept, creating a new market or establishing a new need in the market place.
The existing brand relaunch is excluded from this category.

A relatively new product: an innovative product which has been in the national market for more than one year.

A neo-commodity product: a product which the consumer treats as a commodity. Such products are characterised by frequent purchase and little brand loyalty.

DEGREE OF COMPETITION

- 5 - extremely
- 4 - very
- 3 - competitive
- 2 - not very

FREQUENCY OF PURCHASE

- 7 - extremely frequently
- 6 - very
- 5 - frequently
- 4 - neither/nor
- 3 - infrequently
- 2 - very infrequently
- 1 - extremely infrequently

OWN LABEL SHARE

- 1 - less than 10%
- 2 - between 11 & 30%
- 3 - over 30%

SIZE OF MARKET

- 1 - up to £5m.
- 2 - £5.1 - £10m.
- 3 - £10.1 - £40m.
- 4 - £40.1 - £100m.
- 5 - over £100m.

TABLE 5 ADVERTISING OBJECTIVES SET ON A PRODUCT SPECIFIC BASIS

Objectives for Advertising	Product Identification																																	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	A2	B2	C2	D2	E2	F2	G2	
Messages	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Branding & Image Building	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	
Educating & Informing		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x							
Attitude Development																																		
Awareness)))))))))))))))))))))))))))))
Trial	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	
Loyalty	(((((((((((((((((((((((((((((((((
Reminding																																		
Motivate Enquiries																																		
Market Share	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"	"
Penetration/Distribution																																		
Total Market Development																																		
Sales																																		
Influence on Buyer Behaviour	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Buyer Behaviour	((((((((((((((((((((((((((((((((((
Related to 'Own Labels'																																		

TABLE 6
FREQUENCY OF ADVERTISING OBJECTIVES SET/ASSESSMENT
ATTEMPTS UNDERTAKEN

<u>ADVERTISING OBJECTIVES</u>	<u>Frequency of mention</u>	<u>Number of occasions on which assessment was undertaken</u>
To create BRANDING & IMAGE BUILDING	23	19
To convey particular MESSAGES	21	18
To EDUCATE & convey INFORMATION (distinguished from MESSAGES by the more factual and objective bases)	16	10
To affect ATTITUDES	13	13
To create AWARENESS	9	5
To affect LOYALTY	6	4
To gain TRIAL	5	3
To act as a REMINDER	2	1
To MOTIVATE ENQUIRIES (used in a direct response situation)	1	1
<hr/>		
<u>MARKETING OBJECTIVES</u>		
Buyer Behaviour	13	8
Market share	9	8
Penetration/Distribution	6	3
Influence on buyer behaviour	5	5
Relating to "own label"	5	5
Total market development	3	3
Sales	2	2

II THE IMPLEMENTATION AND PRE-TESTING OF CAMPAIGNS

Before turning to analysing the way in which the various advertising objectives have been assessed, it will complete the process if we consider the intervening stages, namely the way in which the objectives were implemented, and the pre-testing procedures adopted.

Campaign Implementation

Table 7 summarises the media used and the amount spent both above and below-the-line by the thirty-three products in the sample. It will be seen that in twenty-two cases a single medium is used - 17 television only, and 5 press only. It will also be seen that in twenty-four cases the below-the-line expenditure is considerably less than the media expenditure.

In the instances in which the below-the-line expenditure is greater, all the products are advertised on television only, or television/press or TV/posters. Products where more is spent below than above-the-line are in total markets of £10 million or more, and tend to be market leaders, (there is a single exception to this for a product which is trying to establish itself in a specialized sector of the market). The products have been in the market for a long time, are competitive and tend to be frequently purchased. With a single exception the markets have at least 11% of the total market taken by 'own label' products.

The definition of below-the-line expenditure was the amount in the marketing plan itemised for below-the-line purposes. Different companies will attribute certain expenditures in different ways so that the expenditures listed are not strictly comparable across products.

Of the 11 products advertising on television only, and spending less on below-the-line activities, 9 are in smaller markets, i.e. in total markets of up to £10 million. Again with two exceptions, the markets are competitive or very competitive rather than extremely competitive. A final point which can be made for this group is that 4 of the 5 innovative products are found within it, as well as one of the relatively new products.

TABLE 7
CAMPAIGN IMPLEMENTATION

Product Identification	Predominant Media Used	Media Expenditure (£'000)	Below-the-Line Expenditure * (£'000)
A	TV + posters	870	1050
B	TV	160	480
C	TV	420	1600
D	TV + special press	500	71
E	Press	400	400
F	TV	90	125
G	TV + posters	500	200
H	TV	300	150
I	TV(2 areas only)	100	88
J	TV	175	450
K	TV + posters	175	58
L	TV	250	230
M	TV	140	240
N	TV	400	200
O	TV + posters	550	300
P	TV	450	584
Q	TV	390	90
R	TV	360	64
S	TV	350	190
T	TV	220	90
U	TV + posters	500	580
V	Press	120	S
W	Press + posters	400	200
X	TV	112	35
Y	Press	105	41
Z	Press + TV	360	0
A2	Press	750	V
B2	Press	1.25	0.75
C2	TV,Press,Posters	170	V
D2	TV	200	67
E2	TV	1400	70
F2	TV,Press	1200	V
G2	TV + local press	350	V

* defined as that amount explicit in the marketing plan, nevertheless it will vary from company to company.

S - very little indeed, less than £1000.

V - very difficult to estimate, but substantial.

Those products using press only, television and press, press and posters or all three media, are in the situation of spending more on media advertising than below-the-line activities. Just one of the products spends in equal proportions, and this product is in a market which has traditionally spent heavily in media advertising, but has recently switched its efforts to non-media promotions.

From information gathered in interviews, it seems that companies are apt to think in terms of using a single medium for advertising, although they acknowledged that it was necessary to reconsider their media strategy at regular intervals. As suggested in Report No. 1, those responsible for taking the advertising decisions frequently have direct experience of a single medium. In consequence it is to be expected that only that medium will be considered for use unless there are circumstances which make it necessary to think in alternative ways. At the time when advertising on television was becoming increasingly expensive, far more of those interviewed appeared to be thinking of adopting a mixed media strategy.

The extent of below-the-line expenditure indicated in Table 7 further emphasises the difficulty of trying to isolate the probable sales effectiveness of advertising alone.

Advertising expenditures cited in the table are in some cases 'actual' and in others are those calculated by MEAL. It should be noted that the campaigns studied by the MCRC were undertaken in a variety of previous years and advertising expenditure figures do not therefore all relate to the same year.

Campaign/Advertisement Pre-Testing

During the course of the MCRC study, there has been a trend towards greater reliance on small group discussions for the pre-testing of advertisements. Pre-testing via questionnaire completion by samples of 100-200 people or mechanical devices to monitor 'interest' would seem to be in a minority in the MCRC sample.

This trend does not necessarily reflect a diminishing concern with pre-testing but probably reflects a change of emphasis in advertising content research. Many of those companies now conducting group discussions for pre-testing now do more consumer research prior to formulating advertising content. They have realised that pre-testing methods can not indicate what advertising content should be and that there is insufficient time usually to modify advertisements anyway. There are other reasons for the adoption of group discussion methods and these are elaborated below.

It must be emphasised that companies that do not conduct consumer research to help formulate advertising content and are less confident in designing their research, may well have different needs from pre-testing exercises. In this case the more formal questionnaire procedures may provide some marketing information not otherwise available. The MCRC would stress that pre-testing exercises do not seem to be a sufficient substitute for more substantial research intended to determine what objectives should be set for advertising.

In the table that follows, it is shown that only one company uses pre-tests to select the advertisements to be shown from a set of near-finished candidates. This further emphasises, we believe, that because of greater concern with research to formulate advertising objectives, companies are now more confident that those advertisements that are eventually produced are intrinsically those that are required. One company that tested several different creative treatments aimed at achieving the same objectives, found that such factors as 'credibility' seemed to be affected by the treatment. If 'credibility' is believed to be an important problem for a product, then the pre-testing of alternatives would seem to be worthwhile. However, this particular need will vary from product to product.

TABLE 8

CAMPAIGN/ADVERTISEMENT PRE-TESTING

Product Identification	Stage of Development (a) *	Method(s) Used (b) *	Purpose of Test (c) *
A	2	G	N
B	2	S	A, U
C	2	S	H, N
D	1, 2	G	N
E	I	I	A, B, F
F	2, 1	C, G	H
G	(2) **	None (L)	-
H	1, 2, 3	G, C, E	U, T, D
I	2	G	N
J	2	C	N, U
K	2	G	N, U
L	1, 2	G	N, U, V
M	1, 2	G	N
N	1, 2	G	J, N
O	2	G	N, D
P	2	G	N
Q	-	None	-
R	1	G	N, J
S	2	GP	D
T	2	G	N
U	2	G	N
V	2	G	N
W	2	G, S	
X	2	G	N
Y	(3)	None (G)	-(W)
Z	3, 2	E, C	V, T
A2	-	None	O
B2	-	None	-
C2	(2)	None (L)	-
D2	2	S	N, K
E2	1	S	K
F2	2	G	N
G2	(2)	None (L)	-

*See notes opposite

**A code in brackets means that no formal pre-testing assessment was made

(a) Stages:

- 1 = roughs, pre-production
- 2 = post production, pre-display
- 3 = post, or during campaign

(b) Methods:

- C = interest/reaction monitored via respondent activated device;
related to 'norms'
- E = area test i.e. form of test market
- G = Small group discussion
- GP = small scale product test plus advertisement (discussions)
- I = in-depth interviews
- L = approved by senior management
- S = questionnaires before and after exposure (Schwerin type or
open ended)

(c) Purpose

- A = check on advertising agency
- B = agency initiative
- D = establish attitudes developed
- F = forecast market success
- H = habit, longstanding policy, compare previous results
- J = check acceptability of concept
- K = choose between alternative advertisements
- N = screen out executional 'negatives', conform to standard
- T = check technical quality e.g. cuts not too quick
- U = comprehension, communication achieved
- V = check that message is the 'right' one
- O = agency responsibility, trusted
- W = to see if previous campaign could be used again

Table 8 summarises the pre-testing procedures adopted by those in the sample. Of the 33 products, pre-testing in any formal sense was only undertaken in 26 cases. By far the largest proportion of tests were conducted immediately before the campaign was launched, and in the majority of cases the reason for undertaking the test was that of screening out negative reactions to the executional treatment in the advertisement.

Of those not formally pre-testing their campaigns 5 of the 7 spent £300,000 on media promotion, and all spent considerably less than this on below-the-line activities. They are in moderately large markets (6 of them are in total markets exceeding £10 million), and they tend to have many branded competitors (5 have 10 or more branded competitors). The one product which is not an old established one is an additional market entrant into a very old market, and as such can be considered to conform to this pattern. Where no formal pre-testing assessment was conducted it was usually because the management team felt competent to check on the acceptability of the campaign, since they had a backlog of experience to refer to. A warning note needs to be made, however. One of the products in this group was not felt to be doing as well as anticipated. The company had intended to use the same campaign for a second year, but, because of this feeling, decided to undertake pre-test assessment of the campaign which had already run. Some group discussions were held for this purpose. It transpired that the consumer was very confused about the product actually being advertised, and that this arose for reasons of inadequate technical execution. Needless to say, the company was shocked by these findings since it assumed that the agency could not make such technical faults - the agency is one of the largest.

By far the greatest number of companies pre-test via group discussions - either done in isolation or in conjunction with some other assessment means. During the period of the MCRC study, it has been noticeable that companies have veered away from the more mechanistic pre-testing techniques partly on the grounds that the managers concerned have been unsure of what benefits could be derived from them. Partly as a reaction to this, group discussions became widely adopted. Perhaps

there is now some discontent with the reliability of the results obtained from group discussions, but those interviewed were unable to say what the next logical development should be. Of the 26 cases in which some formal assessment has been made, 17 pre-test to screen out negative reactions. A practical point to be made is that in most cases the testing is done immediately before the campaign is due to be shown, so it is usually too late for any alterations to be made. In such circumstances the company is faced with the alternatives of making very small alterations (e.g. altering the voice-over), scrapping the campaign, or else accepting that the negative reactions could do harm to the product. As long as pre-testing is done in this way, it is difficult to see how it could be used in a more positive sense - e.g. for ensuring that communication points are conveyed adequately.

Within the group, two companies have been undertaking work to ascertain whether pre-testing at the rough and finished stage of development will give the same results. It is possible that, increasingly, companies will wish to test at a very rough, early stage, in order to save advertisement development costs. If this is so, it is important to establish that the results obtained from such tests at least give the same order of ranking between campaign alternatives.

At the present time there would seem to be some aspects that can be tested at a rough-version stage and give the same results as would be obtained with a more finished version. As techniques of presenting rough versions improve, the scope for pre-testing at early stages should also improve.

III

METHODS OF ASSESSMENT

Having established the advertising objectives which have been set for each of the 33 products in the sample, and the methods by which they were implemented and pre-tested, it is the intention in this chapter to relate the methods of assessment used in the sponsoring companies to the objectives set. The data on which conclusions are being drawn was collected by interview with the market research and marketing personnel associated with each of the brands under discussion. As far as possible this was supplemented by collecting company compiled documents relating to the product and the campaign of interest. Since no two companies, or two brands within a company, necessarily have a standardised format for the research which they conduct, or the reports which they produce, it was difficult to collect completely compatible documentation from each of the companies. Although this makes it more difficult to produce comparable figures across the sample (for example the percentage shift in attitude following a particular advertising campaign), it did enable the researchers to appreciate many details of individual campaigns. This being the case has meant that interpretation of all the information collected across the sample can be more comprehensive than the straightforward figures in subsequent tables would appear to allow.

As with the setting of advertising objectives, the details of the assessment methods used in each company vary considerably, with no two undertaking the same combination of assessment means, or undertaking an apparently similar test in exactly the same way. So that the results could be compared, the individual assessment means employed have been grouped into nine broad categories:- Assessment methods related to sales, trade, attitudes, behaviour, advertising content, consumer reaction, audience achievement, experimental and coupon response. It is not suggested that these categories are the only way in which the groupings could have been made, but for practical purposes they are felt to offer an operational segmentation. The nine categories are given in Table 9. Under each category is listed the actual techniques employed within our sample of products. It will be seen that the categories are based on the measurement of some main property or characteristic, e.g. all methods of monitoring sales are grouped together. Throughout the remainder of the text the group of assessment methods will be referred to by the category title.

It is also known that all campaigns are not subjected to a formal post-evaluation assessment. Following a similar grouping procedure it emerged that individual campaigns are not assessed for four main reasons, namely: technical, time, cost and managerial judgment. Details of these categories are given in Table 10.

TABLE 9 MEANS OF ASSESSMENT OF ADVERTISING OBJECTIVES

<u>SALES</u>	
Own - ex factory	
Sales of complementary products	
Audits - home (and/or diaries)	
- Outlets	
Total Marketing - via DTI	
- via pooling of all makers	
Share - via own : total, from published total, or pooling by all manufacturers	
Share of sales through own outlets	
Gains/loss special panel analysis	
Penetration surveys	
Special analysis of panel data (lapsed users etc.)	
Salesmen's reports of orders	
Omnibus - surveys to measure 'trial'	
Cost per item sold	
<u>TRADE</u>	
- Special investigation of dealer behaviour	
- Trade survey (of attitudes)	
- Monitor dealer response	
- Salesmen's reports	
- Interfirm comparison (of outlets' performance)	
<u>ATTITUDES</u>	
- Usage and Attitude surveys	
- Surveys for Advertising Model (St.James)	
- Syndicated attitude survey (A.P.I.)	
- Corporate image survey	
- Image study	
<u>BEHAVIOUR</u>	
- U & A survey by research agency	
- Survey of buyer behaviour by own field force	
<u>ADVERTISING CONTENT</u>	
- 24 hour recall	
- Omnibus - on recall	
- Recall survey	
- Shopper survey of awareness	
<u>CONSUMER REACTION</u>	
- Discussion Groups	<div>formative</div> <div>evaluative</div>
- Depth interview	
- Pre-test	
- Post-test (small samples)	
- Post-test - product orientated	
- Letters from consumers	
<u>AUDIENCE ACHIEVEMENT</u>	
- Media research (before)	
- T.V. ratings achieved	
- Press - forecast O.T.S.	
- Cost/1000 - forecast	
- actual	
- Reading and noting scores	
- Comparative expenditures (MEAL)	
<u>EXPERIMENTAL AREAS</u>	
- Advertising weight tests via area tests	
- Advertising content tests via area tests	
<u>COUPON RESPONSE</u>	
Coupon enquiry	

TABLE 10, REASONS FOR NO FORMAL ASSESSMENT

TECHNICAL

- Attitudes do not change much;
- Difficult to research small base of regular buyers;
- Believe awareness doesn't indicate much;
- Recall low - because little interest in product category;
- Do not believe can measure attitudes accurately;
- Believe can forecast awareness accurately, therefore no need to measure;
- No one collects total market sales in detail;
- Objective not quantified or clearly specified;
- Distribution problems (e.g. industrial dispute).

TIME

- Campaign not run long enough;
- No time or personnel available.

COST

- Choose not to buy audit data, few other manufacturers to share the cost;
- Cost too much.

MANAGERIAL JUDGMENT

- Only measure sales;
- Do not believe advertising effects anything measurably;
- Believe pre-testing or formative research indicates/reduces need;
- Sales level on target therefore advertising must be all right;
- Not very important objective;
- Long term, consistent theme 'USP';
- Favourable press comment.

EXTENT OF MEASUREMENT UNDERTAKEN

It is apparent that within each broad category of assessment method there exist different degrees of effort undertaken. For example, some companies measure attitudes to a product every three months while others only conduct such studies bi-annually. We have allowed further qualification of each broad assessment category into information gathered on the basis: Regular/Routine, Ad.hoc, Special and Informal. Hence an advertising objective is recorded as being measured by, for example, a 'Sales/Ad hoc' procedure. Each qualification is defined below.

Regular/Routine Assessments

Some procedures are undertaken on a regular and routine basis (mainly attitude surveys and sales monitors), and as such the brand is subjected to a regular check irrespective of the details of a particular advertising campaign. Where information is available for monitoring advertising achievement via these routinely available sources, we have termed them "Regular/Routine".

Ad hoc Assessments

Some companies have established a set of parameters which they feel are the key indicators of a product's advertising performance. These are usually embodied in a standard set of questions. When it is felt desirable to check advertising, a survey can quickly be mounted. However, such surveys are not conducted routinely and we have termed these 'Ad hoc'. Again, the most frequent example is for attitude assessments when the company has the policy of occasionally checking on major campaigns, and to do so uses a standardised questionnaire. This makes it possible for the company to deduce attitude movements across at least two points in time, or in a trend. The 'before and after' study would come into this classification.

Special Assessments

In some circumstances a company will undertake an assessment for a particular situation, and in doing so will devise a completely individual set of assessments (e.g. there will be incomplete compatibility

between the series of questions on a questionnaire, and others conducted previously on the product). Where this is the case, the assessment method is grouped under that category called 'special/one-off'. The use of this type of assessment allows no precise determination in trends or comparison with previous levels of achievement.

Informal Assessments

Not all assessments are formalised like the conducting of consumer surveys via questionnaires. In three cases it was found that a campaign was assessed through a collection of miscellaneous information (e.g. informal salesman's reports, telephone conversations, trade comment). These examples we have grouped as 'informal' assessments.

TABLE 11 AGGREGATE DETAILS OF ASSESSMENT METHODS USED IN SAMPLE

<u>Methods of Assessment</u>	<u>Degree of Assessment</u>				<u>Total</u>	<u>Number of Products assessed by this broad category</u>
	<u>Regular</u>	<u>Ad Hoc</u>	<u>Special</u>	<u>Informal</u>		
Attitudes	4	17	10	0	31	25
Sales	12	2	5	0	19	15
Behaviour	1	1	0	0	2	2
Advertising Content	2	2	9	0	13	12
Consumer Reaction	0	0	8	0	8	8
Audience Achievement	1	0	1	0	2	2
Experimental Response	0	0	3	0	3	3
Coupon Response	0	0	1	0	1	1
Trade/Distribution	0	0	1	2	3	3

Table 11 is an aggregation of the assessment methods used within the sample. In listing the advertising objectives adopted for any product we took the decision to count the type of objective set, rather than the number of times it was set. As an example, it is very probable that for the product seeking to convey 'Messages', more than one message objective could have been involved. Similarly, there might have been an attempt to influence more than one attitude. To make the analysis simple enough to allow conclusions to be drawn, we counted the number of different types of objectives per product, and not the multiples of the same objective.

In the case of assessment methods, we found that perhaps two attitude objectives were set for a product and two separate techniques employed to measure their respective effectiveness. Although including multiple responses makes the analysis more complex, we felt that each major type of assessment had to be included. In drawing up the list of assessment methods, one method of measurement per objective category was included. This accounts for the multiple responses given in Table 11 and the subsequent tables on assessment methods. For example, Table 11 shows that on 19 occasions some form of sales measure was used to assess advertising objectives; on 12 of these occasions information on sales that was routinely gathered was used.

So that a direct comparison between the frequency with which types of advertising objectives are set and types of assessment are used, the final column of Table 11 gives the number of products (without multiple response) using each broad assessment method. For example, 15 products set a category of advertising objective which was subsequently assessed by some form of sales measure.

Table 12 is the final table in which the assessment methods are considered in isolation. The different types of measures have been listed against the 33 products in the sample.

TABLE 12 METHODS OF ASSESSMENT ON A PRODUCT SPECIFIC BASIS

[illegible]

Assessment Methods for 'Marketing' Objectives		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	A2	B2	C2	D2	E2	F2	G2
Attitude/Image:	Regular																							*										*
	Ad Hoc														"	"																		
	Special														x	x																		x
Sales:	Regular	o	o					o		o	o	o	o	o	o	o	o	o	o			o	o	o		o			o	o		o	o	o
	Ad Hoc)						
	Special				+								+								+													
Behaviour:	Regular																											(
Consumer Reaction:	Special														/										/				-					
	Informal																																	
Experimental Response:	Special	*																																
Trade/Distribution:	Regular																																	
	Special							o																						o				

RELATING ADVERTISING OBJECTIVES TO ASSESSMENT METHODS.

A further point which must be clarified relates to the distinction which was drawn between advertising objectives, and objectives set as such but which were felt to be marketing ones. These so called "marketing" objectives were also measured by sponsor companies, in many cases, and the methods used are described and discussed as well. In all tables in which both groups of objectives (advertising and marketing) are given, they are clearly differentiated. This section, then, examines the general relationships between advertising objectives and means of assessment. In the following tables (13, 14, 15 and 16) aggregate figures are given of how many advertising objectives are assessed by different means. Also, the tables show how objectives for specific products were assessed.

Table 13 shows the 10 advertising objective categories and the 7 advertising/marketing objectives we believe are more correctly classified as marketing objectives. The 9 classifications of assessment method form the other dimension of the table together with the category of 'no formal assessment'.

The table shows that the most common categories of advertising objective are: 'Branding and Image building', 'Conveying Messages', to affect 'Attitudes', and to 'Educate and Inform'. These are primarily assessed by the methods of Attitude/Image response, as defined earlier in the report. It will be noted that some form of sales assessment is also used quite frequently. Monitors of Advertisement Content and Consumer Reaction are the only other methods which seem to be generally used to assess most types of advertising objectives. Logically the advertising objective category of conveying Messages can never be assessed for achievement by any form of Sales measure, and no one within the sample has attempted to do so. However, the use of Sales achievement to indicate the success of some of the other objectives looks, at first sight, less satisfactory. Only one campaign claimed to attempt to measure the objective of Reminding, and this, via an Attitude/Image response measure. In all categories there are quite a high proportion of objectives which are not assessed, or assessable, by any formal procedure.

The conclusions to be drawn from the use of particular assessment

TABLE 15 RELATING OBJECTIVES TO ASSESSMENT METHODS ON AN AGGREGATE BASIS

METHODS OF ASSESSMENT	METHODS OF ASSESSMENT										No formal assessment
	ATTITUDE/ IMAGE RESPONSE	SALES (aggregate market)	ADVERTISING CONTENT MONITOR	CONSUMER REACTION MONITOR	BEHAVIOUR (individual)	TRADE/DISTRIBUTION RESPONSE	AUDIENCE ACHIEVEMENT	EXPERIMENTAL RESPONSE (test area/town)	COUPON RESPONSE		
ADVERTISING OBJECTIVES	17	3	3	1		1	1			8	
	13		5	2	1			1		4	
	7	2	2	2		1				7	
	11	1	1	1				1		1	
	4	1	2	1		2		1		3	
	2	2		1						2	
	2	2	1							1	
	1							1		1	
MARKETING OBJECTIVES		8								2	
		3				1				2	
		3									
		2									
	2	4			1	1				4	
	1	8		2	1						
	3	5		1							

means are discussed in a later section which examines groups of product and market situations. We have consistently found that it is important to consider the full marketing circumstances before commenting on advertising objectives and their assessment.

As seen in table 13 the "marketing" objectives are predominately evaluated by some form of Sales Statistics; objectives of changing Buyer Behaviour would seem to be left unmeasured quite often- this no doubt reflects the probable expense of undertaking studies of individual behaviour via panel or diary procedures.

Table 14 shows for each product (identified by its code letter) which advertising objectives were set and how there were, or were not, measured. For example, product A set objectives categorised as Messages, Branding and Image building, and to achieve Loyalty. There were 2 different objectives set for product A which both fell into the Messages category. They were both assessed by an Attitude measuring procedure. Hence the '2' in the table signifies there were 2 objectives both assessed by the same means. The suffix after the slash, in this case 'ah' refers to the type of attitude measured, namely an ad hoc study. These degrees of measurement were discussed in the text relating to table 11. For the Branding and Image objective for product A there was no assessment done, hence 'none' in the table. Similarly the Loyalty objective was not assessed.

As a further example for interpreting the table, product J set 4 Branding and Image objectives; 3 were measured, successively by Attitudes, Sales (regular), Sales (special analysis), and the fourth objective was not measured.

As well as allowing one to see which objectives and which assessment methods were used for each product, table 14 shows how some objectives and assessment methods are much more common than others.

Table 15 presents the information of table 14 in another way. All those products which set the same objective which was measured in the same way, are grouped together. For example, those products setting a Loyalty objective and using Attitude/Image studies to monitor its achievement

TABLE 14 HOW ADVERTISING OBJECTIVES SET FOR EACH PRODUCT ARE EVALUATED

Advertising Objectives

Product Identification	Messages	Branding/Image	Educate/Inform	Attitude Development	Awareness	Trial	Loyalty	Repeat	Enquiries	Market Share	Penetration	Total Market	Influence Buyer	Buyer Behaviour	Own Label	Sales
A	2-attitude/ah	none					none			Sales/r				sales/r		
B	attitude/ah	attitude/ah												sales/r		
C	2-content/sp	Content/sp					content/sp							sales/s		
D	3-reaction/sp	attitude/ah	none				sales/sp							sales/sp		
E	3-reaction/sp	4-attitude/sp		attitude/ah												
F	attitude/sp	none		attitude/sp												
G	attitude/ah	attitude/sp & ah							coupons							
H	sales/sp	2-attitude/ah	2-attitude/ah	attitude/ah	2-none		none							2-trade/sp		
I	attitude/ah	2-attitude/ah	2-attitude/ah	attitude/ah	2-attitude/ah									sales/r		
J	none	2-attitude/ah	2-attitude/ah	attitude/ah	2-attitude/ah											
K	none	3-attitude/sp	content/sp	none	none											
L	attitude/ah	3-attitude/sp	3-trade/inf	attitude/sp	attitude/sp		attitude/s									
M	attitude/ah	attitude/ah	none	attitude/ah	none		sales/r									
N	attitude/ah	attitude/ah	attitude/ah	attitude/ah	attitude/ah											
O	attitude/ah	attitude/ah	attitude/ah	attitude/ah	attitude/ah											
P	attitude/sp	attitude/sp	content/sp	attitude/sp	attitude/ah		attitude/ah									
Q	attitude/sp	attitude/ah	content/sp	attitude/sp	attitude/ah		sales/r & s									
R	attitude/r	2-attitude/ah	none	attitude/ah	attitude/ah		attitude/ah									
S	attitude/r	none	none	attitudes/r	attitudes/r											
T	attitude/sp	attitude/sp	attitude/sp	attitude/sp	attitude/sp		attitude/ah									
U	attitude/ah	attitude/ah	attitude/sp	attitude/sp	attitude/sp		attitude/ah									
V	sales/r	sales/r	attitude/ah	attitude/ah	attitude/ah		attitude/ah									
W	attitude/r	2-attitude/r	attitude/sp	attitude/r	attitude/r		attitude/r									
X	2-reaction/sp	2-reaction/sp	2-reaction/sp	attitude/r	attitude/r		attitude/r									
Y	2-reaction/sp	2-reaction/sp	2-reaction/sp	attitude/r	attitude/r		attitude/r									
Z	2-reaction/sp	2-reaction/sp	2-reaction/sp	attitude/r	attitude/r		attitude/r									
A2	2-reaction/sp	2-reaction/sp	2-reaction/sp	attitude/r	attitude/r		attitude/r									
B2	2-reaction/sp	2-reaction/sp	2-reaction/sp	attitude/r	attitude/r		attitude/r									
C2	2-reaction/sp	2-reaction/sp	2-reaction/sp	attitude/r	attitude/r		attitude/r									
D2	2-reaction/sp	2-reaction/sp	2-reaction/sp	attitude/r	attitude/r		attitude/r									
E2	2-reaction/sp	2-reaction/sp	2-reaction/sp	attitude/r	attitude/r		attitude/r									
F2	2-reaction/sp	2-reaction/sp	2-reaction/sp	attitude/r	attitude/r		attitude/r									
G2	2-reaction/sp	2-reaction/sp	2-reaction/sp	attitude/r	attitude/r		attitude/r									

Key: r = regularly conducted study; ah = ad hoc study; sp = special, once-off study; inf = informal; atts = attitudes. See Table 11 for further explanation.

are N, A and U. The suffix after the oblique refers to the type of measurement conducted within the broad category of assessment method. The definitions of the 4 degrees of measurement were explained in the text referring to Table 11. Briefly 'R' means a regularly conducted survey; 'A' means an ad hoc survey but one which can be compared with previous studies because methods and questions are consistent; 'S' means a special survey which is a one-off exercise but consistent with a previous study, and 'I' means the use of some informal method, like a senior executive's opinion or consumers' letters.

Table 15 further indicates which objectives are most frequently set and which are the usual means of assessing them. As remarked before, the types of objectives set depends on the type of products and their marketing situation, and these, and their objectives, are compared and contrasted in the next section of the report.

Table 16 gives the reasons why no measurement was undertaken for the various objectives which had been set by some of the products. For example, products K and J set an objective of achieving Awareness. They claimed not to attempt to measure whether they had achieved this because of the technical difficulty of undertaking such a task for their products. In fact, product K had a production labour dispute during the advertising campaign. Because the product was inevitably in short supply the campaign was curtailed and it was adjudged to be technically difficult and not worthwhile to measure awareness - (of the product). J is an old established product for which awareness is due to any individual campaign. The product has used virtually the same advertisement format for many years.

For those products whose objectives were not measured because of Time reasons, this generally meant there was not personnel available to do the evaluation, although information might be available to undertake it. Another 'time' reason was where a product had not been in a market long enough for it to be felt that anything measurable could have occurred.

Under each main reason-type (Technical, Time, Cost and Managerial Judgment) a list of more specific reasons for not undertaking measurement is given in Table 10.

TABLE 15 HOW ADVERTISING OBJECTIVES ARE EVALUATED AND PRODUCTS IN EACH CATEGORY

Advertising Assessment Methods

Advertising Objectives	Sales	Trade	Attitude/Image	Behaviour	Advertising Content	Consumer Reaction	Audience Measure	Experimental	Coupons
Awareness	H/S, B2/R,	C2/S, K/J,	A1/S, B/A, V/S, R/R,		C2/R, B/A,	R/S,		V/S,	
Trial	K/R, R/R, A/S, H/S,		R/S, R/A, H/A,		C/S,				
Specific Message			O/A, O/S, T/S, G/A, U/A, P/S, P/S, R/A, S/R, D2/R, F2/S, N/A, M/A, M/A, W/R, N/A, E/S, A/A, A/A,	D2/R,	Y/S, C/S, C/S, X/S, I/A,	X/S, N/S, N/S,			
Branding/Image	V/R, B2/R, K/R, J/R, I/R, W/R, M/R, A/R,	Z/I,	C/A, C2/A, T/S, R/A, H/A, P/S, F2/A, J/S, H/A, E/S, E/S, E/A, I/A, M/A, M/A, U/A, D2/R, W/R, C/S, Q/A, E2/A,	D2/R,	B/S, C2/S, I/A,		Z/S,		
Educate/Inform	X/R, V/S, G/R, K/I,		A1/S, O/A, T/S, G/A, V/S, V/S, W/R,	L/A,	K/S, Q/A,	X/S, X/S,			
Attitude Development	W/R,		A1/S, F2/S, R/R, G/A, D2/R, A6/A, H/A, E/A, E/S, K/S, W/R, Q/S, Q/A, E2/A, T/S,		Y/S,	L/S, H/S,		H/S,	
Remind									
Loyalty Development	P/A, D/S, G/I,		N/A, A/A, U/R,			U/S,			
Motivate Enquiry									G
Market Share	B/R, C2/R, P/R, A6/R, I/R, U/R, J/R, P/S, Q/R,						P/R,		
Penetration/Distribution	B2, K/R, L/R, T/R,	C2/S,							
Restrict 'Own Labels'	O/R, O/S, C/R, N/R, U/R,		O/A, O/S, O/A, O/S, P/S, N/A,			O/S,			
Influence Present	B/R, C2/A, N/R, A2/R, A/R,		C2/R, C2/S, Q/S,	C4/R,		Y/S, B2/I,		A/S,	
Buyers' Behaviour	T/R, T/S, G/R, V/R, E2/R,								
Buyer Behaviour	L/R, L/S, W/R, D/S,	G/S,	O/A, W/R,						
Sales	Y/F, C/R,								
Total Market	L/R, L/S, F2/R, U/R,								

TABLE 16 REASONS FOR NO FORMAL ASSESSMENT OF OBJECTIVES ON A PRODUCT SPECIFIC BASIS

Advertising Objectives	Technical	Time	Cost	Managerial Judgment	No reason elicited
Awareness	K, J		B2	F	
Trial	F	F		F	
Specific Message	D	S		S, J, D	F, D
Branding/Image	E, B2, K, W	S		S, I, I, A, Z	
Educate/Inform	K	S	L	L, X, R, S, U, K	J, D
Attitude Development					J
Remind				X	
Loyalty Development	D2	D2	D2	A	
Motivate Enquiry					
Market Share	Y, Q				
Penetration/Distribution	B2, K			X, B2	
Restrict 'Own Labels'					
Influence Present buyers' Behaviour	A2, X			N, B2, F2	
Buyer Behaviour					
Sales					
Total Market					

The aggregate tables show that all of the objectives* are assessable by some form of Attitude/Image measure. Table 15 shows this most clearly. This suggests that whatever objectives have been set for a product (i.e. whether or not they include a specific attempt to affect attitudes or influence the image of the product), these assessment measures can be used. Are Attitude/Image measures suitable for measuring the effectiveness of any campaign, as this observation would indicate? By looking more carefully at the situation, it was realised that companies actually use Attitude/Image studies primarily for monitoring consumer reaction to the product. Using the surveys to assess the effectiveness of any particular campaign is almost an incidental check, and not a formal assessment. As such, these measures almost constitute an "informal" evaluation. For those product situations where these surveys are used as a formal assessment mechanism, the assumption is made that favourability of attitudes is the best predictor available of consumer purchase. This raises the entire issue of the relationships between attitudes and behaviour. At present, opinions vary widely on the suitability or reliability of the measures.

Another frequent assessment is that of sales measures. To relate a specific campaign to a sales shift in the market is very difficult and, frequently, impossible. Nevertheless, the measure is warranted for those who believe in a "management by exception" philosophy. As long as the movement of sales is satisfactory, the advertising campaign is assumed to be doing a competent job. Only when sales move dramatically, or markedly out of step with expectations, is further advertising research felt to be necessary.

However, unless benchmarks exist against which to gauge the findings of any subsequent research on advertising's achievement, it will be difficult to arrive at conclusive findings.

IV

METHOD OF ANALYSIS

The format of analysis adopted in Report No. 6 has also been used in the present Report. The information which was processed for "Setting Advertising Objectives" (report No.6) was collected via interview and questionnaire. The information was examined in a number of ways so that we could identify possible market and product situations from which we could expect to be able to compare and contrast the advertising objectives set. Having looked at the information in this way we then considered it according to the similarity of objectives set. The question which was posed was, "Given that a group of products have all set the same advertising objective what do these products and services have in common?" By doing the analysis both ways we hoped to identify in what circumstances a particular advertising objective was especially suitable/frequently adopted by those in the sample. Report No. 6 included an analysis of 27 products and services. Since that Report we have completed the examination of 7 further products and their advertising campaigns. Hence, the final sample size is 33.

The market and product situations which were identified in "Setting Advertising Objectives" were as follows:-

- Durable/non-durable product type.
- Market type.
- Market situation type.
- Phase of the Product Life Cycle.
- The extent of defensiveness or offensiveness of the product situation.
- The A/S ratio and market type.
- The media advertising expenditure.

These groupings were originally made because they were felt to offer potentially interesting situations and it is those same situations which have been considered in the present Report. The complete 33 cases have been included in the advertising objectives set - all the tables have been amended - and an additional column summarising the methods of assessment used in these classifications has been added.

The format of the analysis where we are looking from the market, or product base, to the objectives and the means of their assessment is as follows:-

1. The table summarising the information. This essentially presents the data on which subsequent conclusions are drawn.
2. Any additional definitions of the groups in the table are given. Some classifications are self-evident, and for others the information is included in the table itself.
3. Any discernable patterns in the way advertising objectives are set are commented upon.
4. The patterns that emerge in the use of methods of assessment are described and discussed.

The original intention of classifying the sample according to the similarity of market or product type was the conviction on our part that it was these which would influence the type of objectives which we set. However, the emphasis on the setting of objectives itself derived from adopting the view that the assessments means would be predominately influenced by the objectives which they were intended to measure. In consequence, it is to be expected that where there are clear patterns of setting advertising objectives, one would also expect to identify clear patterns of assessments means; and vice versa.

The last section of the chapter considers any similarity among those products using the same assessment method.

An examination of Durable/Non-Durable Products

The initial analysis advertising objectives and their assessment for durable and non-durable products. Of the 33 products in the sample, 7 were durable. Table 17 itemises the advertising objectives set and the manner in which they were assessed.

As an example four of the durable products set an advertising objective of affecting an attitude, three set an awareness objective, and three set an objective of educating and conveying information. Under methods of assessment in the table the figures given relate to the number of times a particular assessment measure was employed for the products considered. It must be noted that a particular method of assessment could have been used to monitor more than one objective for its product. In addition some objectives were not formally evaluated.

TABLE 17 ADVERTISING OBJECTIVES AND METHOD OF ASSESSMENT
ACCORDING TO DURABLES/NON-DURABLES PRODUCT TYPE

Durables	Number in Group	Advertising Objectives	Method of Assessment
<p>G, Q, Z, A2, B2, D2, G2.</p>	7	<p>4 x Attitudes 3 x Awareness 3 x Information 3 x Branding and Image building 1 x Motivate enquiries 1 x Messages 1 x Loyalty</p>	<p>2 x Attitude/ad hoc 2 x Sales/regular 2 x Attitude/special 1 x Coupon response 1 x Advertising Content/special 1 x Advertising Content/ad hoc 1 x Audience achievement/special 1 x Attitude/regular 1 x Behaviour/regular</p>
<p>Non-Durables</p> <p>A, B, C, D, E, F, H, I, J, K, L, M, N, O, P, R, S, T, U, V, W, X, Y, C2, E2, F2.</p>	26	<p>17 x Branding and Image building 16 x Messages 10 x Information 9 x attitudes 7 x Awareness 5 x Loyalty 5 x Trial 2 x Reminding</p>	<p>15 x Attitude/ad hoc 11 x Advertising Content/regular 8 x Attitude/special 8 x Sales/regular 8 x Advertising Content/special 8 x Consumer reaction/special 5 x Sales/special 4 x Attitude/regular 3 x Experiments/special 2 x Sales/ad hoc 1 x Advertising Content/ad hoc 1 x Behaviour/ad hoc 1 x Trade/informal 1 x Trade/special 1 x Audience achievement/special</p>

Definition of durables:-

All have ten or more competitors.

All cost £20 or over.

All are in very large total markets of £40 million or over.

All have a degree of seasonality in their sales.

5 of the 6 are in markets expanding by more than 5% per annum.

ADVERTISING OBJECTIVES

Because durable products are purchased less frequently by the consumer, and because the decision time which elapses between deciding to buy the product and actually doing so, the way in which advertising is used can be expected to differ. Whether or not the consumer buying a durable product is more rational than the consumer buying from the supermarket shelf is open to debate. What can be said, however, is that the person buying a durable product is more likely to actively seek information about the product category before a final purchase decision is made. Following from this, work has been done to suggest that in this situation the purchaser will place a far greater reliance on the recommendation of friends, and personal face to face advice, than on non-personal media. Under such circumstances the role of advertising is much reduced. From the interviews conducted with producers of this category of products, the point was frequently made that advertising was less likely to bring purchasers into the market; it could only influence those already in the market.

In contrast to this, the purchase of non-durable products presents the opposite set of conditions. When translated into advertising objectives we would expect the following differences:

DURABLE PRODUCTS

A greater emphasis on giving information about the product, and less on conveying specific messages which are not as factually based.

NON-DURABLE PRODUCTS

A greater emphasis on conveying messages about the product since the manufacturer is keen to give the consumer a reason for buying the product.

The average number of INFORMATION and MESSAGES objectives set by the two groups is:

0.43 information per product

0.38 Information per product

0.14 messages per product

0.62 messages per product

DURABLE PRODUCTS

A trial objective would seem unlikely since advertising is not thought to bring new purchasers into the market.

No TRIAL objective was set.

Because of the long and infrequent purchase cycle it is less likely that a loyalty objective would be set.

Also because of the purchase cycle it is less likely that the objectives of creating branding and image building would be set.

The number of BRANDING and IMAGE BUILDING objectives set for each product, is as follows:-

0.14 per product

NON-DURABLE PRODUCTS

Since manufacturers in this group believe that they can bring new purchasers into the market, it is appropriate to set trial as an objective.

All 5 TRIAL objectives, out of 33 products, were set among these products.

Purchasers in non-durable markets tend to buy frequently, and the manufacturer tries to create as much brand loyalty as possible.

For the same reasons, manufacturers are likely to want to create a favourable image for their products.

0.65 per product

ASSESSMENT METHODS

Just as the two markets necessitate a different emphasis in the advertising objectives which are set, so they require a different approach to the assessment means that they employ. Since the non-durable product manufacturers believe that they can exert a greater influence on the market place, and that this can be achieved through advertising, it is logical that much greater attention should be paid to the post evaluation processes. It would also seem to follow that they should be more concerned when evaluating advertising with measures of sales.

DURABLE PRODUCTS

Less emphasis on post evaluation research and more on preliminary research; namely understanding the buyer.

NON-DURABLE PRODUCTS

More emphasis on post evaluation research because it is believed that advertising can influence the buyer.

Number of OBJECTIVES set and ASSESSMENTS made:-

2.29 objectives per product	2.73 objectives per product
1.86 assessments per product	2.65 assessments per product
Measuring sales as an evaluation of a campaign would be inappropriate.	Measuring sales as an evaluation of a campaign would be more appropriate/expected.

The number of SALES measures made is as follows:-

0.29 per product	0.65 per product
Would not expect as great an emphasis on branding and image building measures which reflect attitude objectives.	Would expect more attitude assessments to be made because manufacturers rely more on the image of the product to sell it, and images tend to be measured through attitudes.

The number of ATTITUDE assessments made:-

0.71 per product	1.0 per produce
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EXPERIMENTS and CONSUMER REACTION assessments are only done among the non-durable products. This would seem to reflect the greater concern with the importance of advertising, and the belief that advertising can influence buyer behaviour.

An examination of Products grouped into Market Types

In Table 18 the products in the sample are grouped into five categories of market type. These are subsequently defined before turning to an analysis of advertising objectives set and their assessment.

TABLE 18 ADVERTISING OBJECTIVES AND METHOD OF ASSESSMENT
ADOPTED ACCORDING TO MARKET TYPE

Type of Market	Number in Group	Advertising Objectives	Method of Assessment
Old Established Products A, B, G, H, I, J, M, N, O, P, Q, U, Y, A2, C2, D2, E2, F2, G2.	19	13 x Branding and Image building 12 x Messages 9 x Attitudes 6 x Information 5 x Loyalty 4 x Awareness 1 x Motivates enquiries 1 x Trial	13 x Attitude/ad hoc 6 x Attitude/special 6 x Sales/regular 5 x Advertising content/special 3 x Consumer reaction/special 2 x Sales/special 1 x Attitude/regular 1 x Sales/ad hoc 1 x Advertising content/ad hoc 1 x Advertising content/regular 1 x Behaviour/regular 1 x Experimental/special 1 x Trade/special 1 x Coupon response 1 x Audience achievement/regular
Additional Market Entrants V, W, Z, B2.	4	4 x Branding and Image building 2 x Awareness 2 x Information 1 x Attitudes 1 x Messages	3 x Sales/regular 2 x Consumer reaction/special 1 x Attitude/ad hoc 1 x Attitude/special 1 x Attitude/regular 1 x Advertising content/ad hoc 1 x Experimental/special 1 x Audience achievement/special 1 x Trade/informal
Innovative Products K, L, R, S, X.	5	5 x Information 3 x Messages 3 x Branding and Image building 2 x Awareness 2 x Trial 2 x Attitudes 1 x Reminding	3 x Sales/regular 3 x Advertising content/special 3 x Consumer reaction/special 2 x Attitude/regular 1 x Sales/ad hoc 1 x Attitude/regular 1 x Attitude/ad hoc 1 x Sales/special 1 x Behaviour/ad hoc 1 x Trade/informal
Relatively New Products C, D, T.	3	3 x Messages 2 x Information 2 x Branding and Image building 1 x Reminding 1 x Loyalty 1 x Trial	1 x Attitude/ad hoc 1 x Attitude/special 1 x Sales/special 1 x Advertising content/special 1 x Advertising/regular 1 x Experiments/special
New Commodity Products E, F.	2	2 x Messages 1 x Awareness 1 x Trial 1 x Attitudes 1 x Information 1 x Branding and Image building	1 x Attitude/ad hoc 1 x Attitude/special 1 x Sales/special

Definitions of Market Type

- An old established product: a product which has been in the market for some years, without undergoing a major product reformulation.
- An additional market entrant: a product which has been launched into a market where one or more products already exist. This would include significantly reformulated and relaunched products.
- An innovation product: a new product which is also a new concept, creating a new market or establishing a new need in the market place. The existing brand relaunch is excluded.
- A relatively new product: an innovative product which has been in the national market for more than one year.
- A neo-commodity product: a product which the consumer treats as a commodity. Such products are characterised by frequent purchase and little brand loyalty.

ADVERTISING OBJECTIVES

Old Established Products

These are the products which potentially are the most vulnerable in the market place. The threat of new entrants is very real; product substitution on the part of consumers is a real possibility; and where the product category has proved itself to be very profitable, own label products can erode market share quickly. In this vulnerable situation a number of things might be expected to follow in setting advertising objectives.

Those consumers who have any interest in the product could be expected to have already bought it before. In consequence it is unlikely that the objective of gaining trial will be set. Only 1 of the 19 in this group set the objective of TRIAL. For similar reasons any attempt to

create awareness would seem unnecessary/unlikely. Of the 19 products only 4 had the objective of creating AWARENESS.

Among the old established products there will be a great deal of competition undertaken for the express purpose of gaining loyal customers, i.e. those who only buy one brand (or alternatively buy it more frequently than any other). Of the six LOYALTY objectives set among the present sample, 5 of the cases are found in this group.

The need to establish a brand image would also seem to be particularly great among this group since the customer is often buying on perceived differences between products, rather than actual or functional differences. Within the group BRANDING & IMAGE BUILDING is set as an objective 0.68 times per product.

The lack of functional differences between products would also indicate that manufacturers are more concerned to convey particular messages than the more factual information. Familiarity with the product must mean that those within the buying group are fully aware of the product's usage. The average product sets a MESSAGES objective 0.63 times per product, and an INFORMATION objective 0.3 times.

Additional Market Entrants

Such products are usually moving into old established markets. In order to compete with the more familiar products and to gain market share from them it is necessary to provide the consumer with a reason to break away from her previous buying habits. The products in this group tend to be relaunched products; the reason for the relaunching being falling market share. This makes it all the more necessary to convince the consumer why she should be buying the product, but before this can be done it is essential that she knows that the product has actually been changed (and not simply repackaged). This calls for an AWARENESS objective. Two of the four in the group set this objective. It also calls for an information objective. Again this was set by two of the products in the group.

Having brought the product to the attention of the consumer, the company then has the task of providing her with a unique selling proposition or reason for altering her buying pattern. One way of doing this is

to create a distinct image for the product. All in the group set the objective of **BRANDING & IMAGE BUILDING**.

Following on from this it could be expected that the manufacturers would set out to create favourable attitudes towards the product on the basis that the more favourable the attitudes held the more likely the probability of purchase. Rather surprisingly, only one product had an **ATTITUDE** objective.

Innovative Products/Relatively New Products

Among these two groups the manufacturer has the task of telling the consumer that the product exists, that it has particular characteristics and that it is used in a particular manner. This makes it necessary to adopt an information objective, and it is to be expected that greater emphasis will be given to information than to messages. In these groups, an average of 0.88 **INFORMATION** objectives are set and 0.75 **MESSAGES** objectives (per product).

TRIAL would seem to be particularly appropriate at these two stages. In the total sample there are 5 instances of it, and 3 of them are found in these groups. Similarly, **AWARENESS** can be expected as an advertising objective. It is set on 0.29 occasions per product in this group, compared with 0.21 occasions for the old established products. The figure is so low because none of the relatively new products have set the objective. For innovative products by themselves, the average increases to 0.4. An explanation for this is that the relatively new products have been through the stage of creating an awareness of their existence, and have moved on to emphasise other objectives.

A final point for these groups is that both of the **REMINDING** objectives appear within them. The reason for this could be that the manufacturers are trying to encourage repurchase of the product, i.e. in preference to first time trial. Although reminding has not been explicitly set by any other products in the sample studied, it could be well argued that it is appropriate in entirely different circumstances.

Neo-Commodity Products

It will be seen that the neo-commodity products have adopted a very wide

range of advertising objectives, and with very little overlap. With only two in the sample it is difficult to draw conclusions, but it would seem that this group has a higher proportion of objectives per product than any other group - it had 3.5 objectives per product. We feel that this reflects an attempt to try numerous ways to achieve an impact on the market place, in a situation in which the individual products are basically very similar. The relatively new products also set a large number of objectives (3.3 per product), but they need to achieve many objectives, quite understandably, e.g. awareness, trial, information etc.

ASSESSMENT METHODS

Within the market type classification the methods of assessing advertising objectives are very well distributed. Rather than consider each group individually, it is better to comment on the separate assessment methods where patterns can be discerned.

Attitude Assessment

Attitude measures are frequently used to measure the extent to which a branding and image building objective has been achieved. It was said that this objective was particularly emphasised for the old established and neo-commodity products. In consequence, attitude assessments could be expected to occur most frequently in these groups.

	Old established products	Additional market entrants	Innovative/ Relatively new products	Neo-commodity products
Attitude assessment per products	1.05	0.75	0.75	1.0

Advertising Content and Consumer Reaction Assessments

We would expect this assessment where the products aim to make a rapid impact on the market, and where it is believed that advertising is an effective mechanism for doing so. This would apply to the innovative and relatively new product groups.

	Old established products	Additional market entrants	Innovative/ Relatively new products	Neo-commodity products
Number of advertising content and consumer reaction assessments made (when combined)	0.52 per product	0.75 per product	1.0 per product	0

Sales Assessments

Old established products are the ones in the most vulnerable market situation, but it is unlikely that they would be looking for any immediate impact on the market through an advertising activity. Hence it is less likely that sales measures would be of greatest concern. In contrast it is the innovative, relatively new and additional market entrant products which are most concerned to monitor sales, and who feel able to have an impact on sales through advertising. This is so for the additional market entrants because they are in a relaunching situation. It could also be argued that, where products have recently entered the market, trend data does not exist on such things as attitudes. In consequence, it is more realistic to measure sales rather than attitudes - at least in the short term.

	Old established products	Additional market entrants	Innovative/ Relatively new products	Neo-commodity products
Number of occasions on which sales assessments are made	0.47 per product	0.75 per product	0.75 per product	0.5 per product

An examination of Products grouped into Market situation Type

Table 19 looks at six classifications of market situation type. Again definitions of the categories are given prior to the interpretation of the data in the table.

TABLE 19 ADVERTISING OBJECTIVES AND METHOD OF ASSESSMENT
ACCORDING TO THE MARKET SITUATION TYPE

Market Situation Type	Number in Group	Advertising Objectives	Method of Assessment
Markets in which there are major new products K, L, R, S, V, W, X, Z, B2.	9	7 x Information 7 x Branding and Image building 4 x Awareness 4 x Messages 3 x Attitudes 2 x Trial 1 x Reminding	6 x Sales/regular 5 x Consumer reaction/special 3 x Advertising content/special 3 x Attitude/regular 2 x Trade/informal 2 x Attitude/ad hoc 2 x Attitude/special 1 x Behaviour/ad hoc 1 x Experimental/special 1 x Audience achievement/special 1 x Sales/special 1 x Sales/ad hoc 1 x Advertising content/ad hoc
Small markets for established products H, I, M, N, O, D2.	6	6 x Messages 4 x Branding and Image building 2 x Attitudes 2 x Loyalty 1 x Awareness 1 x Trial 1 x Information	5 x Attitude/ad hoc 2 x Sales/regular 2 x Consumer reaction/special 1 x Attitude/special 1 x Attitude/regular 1 x Sales/special 1 x Advertising content/ad hoc 1 x Behaviour/regular 1 x Experimental/special
Growing markets A, C, D, J, Q, T, Y, A2.	8	5 x Information 5 x Messages 5 x Branding and Image building 4 x Attitudes 2 x Loyalty 2 x Awareness 1 x Trial 1 x Reminding	4 x Attitude/special 4 x Advertising content/special 3 x Attitude/ad hoc 2 x Sales/regular 2 x Sales/special 1 x Advertising content/regular 1 x Experimental/special
Large, established markets U, E2, F2.	3	3 x Branding and Image building 2 x Messages 2 x Attitudes 1 x Information 1 x Loyalty	3 x Attitude/ad hoc 1 x Attitude/special 1 x Consumer reaction/special
Large and/or declining markets E, G, P, G2.	4	2 x Branding and Image building 2 x Messages 1 x Attitudes 1 x Motivate enquiries 1 x Information 1 x Loyalty	2 x Attitude/ad hoc 2 x Sales/regular 1 x Attitude/special 1 x Sales/ad hoc 1 x Advertising content/special 1 x Coupon response 1 x Audience achievement/regular
Neo-Commodity markets E, F, C2.	3	2 x Awareness 2 x Messages 2 x Branding and Image building 1 x Trial 1 x Attitudes 1 x Information	2 x Attitude/ad hoc 1 x Attitude/special 1 x Sales/special 1 x Advertising content/special 1 x Advertising content/regular 1 x Trade/special

Definitions for Table 19

New Product Markets

Defined as any market into which a new brand, product or service is launched. It includes both the innovative product and the additional market entrant. It excludes existing product re-launches.

Small Markets

Defined as those of less than £12m. annual sales revenue which are not growing in volume terms and in which there are normally, at most, two major brands or suppliers. Own label products are also usually present.

Growing Markets

Defined as those that have been growing, in volume terms, at more than 5%, relative to the previous year, for several years. These markets often stem from the introduction some years earlier of an innovative product or one which is a major variation of a traditional product.

Large, Established Markets

These are defined, for this study's purpose, as those with greater than £12m. sales revenue per annum which has been relatively static in sales volume for several years, varying at most 1 - 2% per annum. These markets are characterised by many competing brands or products and frequent relaunched.

ADVERTISING OBJECTIVES

For those markets in which there are major new products, we would expect an emphasis on four advertising objectives - awareness, trial, information and branding and image building. These are the objectives occurring when an attempt is being made to establish a product in the market.

Advertising objectives	Markets in which there are major new products	Small markets for established products	Growing markets	Large established markets	Large and/or declining markets	New-commodity markets
AWARENESS	0.44	0.16	0.25	0	0	0
TRIAL	0.22	0 0.16	0.16	0	0	0.33*
INFORMATION	0.77	0.16	0.62	0.33	0.25	0.33*
BRANDING & IMAGE BUILDING	0.77	0.66	0.62	1.0	0.5	0.6

*With only three products in the group this figure is artificially high, although it has to be remembered that it is this group which sets an unusually high number of objectives per products. In the case of trial, however, there is a logic in setting the objective in a commodity market situation; namely where there is frequent purchase and low brand loyalty. Here manufacturers would be trying to continually bring new buyers into the market.

Apart from the above observations, it is difficult to see any discernable patterns for other advertising objectives. This would indicate that it is the position of the product within the market which influences the suitability of objectives, rather than the market itself.

ASSESSMENT METHODS

In those markets where there are major new products it is to be expected that there will be concern with sales measures, as already discussed in the previous table. Sales measures will also be of concern to those in large/declining markets where profitability and market share are at risk.

	Markets in which there are major new products	Small markets for established products	Growing markets	Large established markets	Large and/or declining markets	New commodity markets
Occasions on which sales assessments are made per product	0.5	0.5	0	0.75	0.33	0.33

As with the advertising objectives set, there would appear to be little consistency of assessment methods within market types. Again, this shows that it is the product type and not the market situation which determines the most appropriate assessment means. With the exception of sales, the assessment measures are equally distributed across categories.

AN EXAMINATION OF PRODUCTS GROUPED INTO THEIR PHASE IN THE PRODUCT LIFE CYCLE

In Table 20 the products in the sample have been grouped into the four phases of the product life cycle.

Phase in the Product Life Cycle	Number in Group	Advertising Objectives	Methods of Assessment
Introduction (Products not in the market three years ago, and which are in markets increasing by more than 5% per annum) K, R, S, T, V, Z, B2.	7	7 x Branding and Image building 5 x Information 4 x Awareness 3 x Messages 2 x Attitudes 2 x Trial 1 x Reminding	4 x Sales/regular 3 x Attitude/special 2 x Attitude/ad hoc 2 x Attitude/regular 2 x Advertising content/special 2 x Consumer reaction/special 2 x Trade/informal 1 x Sales/special 1 x Sales/ad hoc 1 x Advertising content/ad hoc 1 x Experimental/special 1 x Audience achievement/special
Growth (where the market has grown at 5% p.a. or more over the last three years) C, E, I, J, M, N, O, X, Y, A2, C2.	11	8 x Messages 6 x Branding and Image building 4 x Attitudes 4 x Information 3 x Awareness 1 x Trial 1 x Reminding 1 x Loyalty	7 x Attitude/ad hoc 5 x Advertising content/special 4 x Attitude/special 4 x Sales/regular 2 x Consumer reaction/special 1 x Advertising content/ad hoc 1 x Sales/special 1 x Advertising content/regular 1 x Trade/special
Maturity (markets which are static, or which have been inconsistent with limited growth over the last three years) A, D, Q, U, W, D2, E2, F2, G2.	9	7 x Branding and Image building 6 x Messages 5 x Attitudes 4 x Information 4 x Loyalty	5 x Attitude/ad hoc 2 x Attitude/special 2 x Attitude/regular 2 x Sales/regular 2 x Consumer reaction/special 1 x Sales/special 1 x Advertising content/special 1 x Advertising content/regular 1 x Behaviour/regular 1 x Experimental/special
Decline (Markets declining now and over the last 3 years) B, F, G, H, L, P.	6	4 x Messages 3 x Branding and Image building 3 x Information 2 x Awareness 2 x Trial 2 x Attitudes 1 x Motivate enquiries 1 x Loyalty	3 x Attitude/ad hoc 2 x Sales/regular 2 x Sales/special 2 x Consumer reaction/special 1 x Attitude/special 1 x Sales/ad hoc 1 x Advertising content/special 1 x Behaviour/ad hoc 1 x Experimental/special 1 x Coupon response 1 x Audience achievement/regular

ADVERTISING OBJECTIVES

The product life cycle concept is perhaps the most frequently mentioned product classification, on the part of both manufacturing companies and academics. As such it is the classification which might be expected to show most clearly in what circumstances particular advertising objectives are appropriately or especially emphasised. The differences which might be expected can be summarised as follows:-

- Introduction The objectives of AWARENESS, TRIAL, INFORMATION and BRANDING & IMAGE BUILDING will be especially appropriate, as mentioned previously.
- Growth TRIAL would continue to be a major objective as the company continues to attract potential customers. The increased competitive situation would lead to a greater concern with conveying particular MESSAGES, and with creating BRANDING & IMAGE BUILDING as a means of establishing a place in the market.
- Maturity As products reach maturity it is usual for the degree of competition to increase, and with it the reliance on LOYALTY, (ATTITUDE and BRANDING & IMAGE BUILDING would be a usual combination of advertising objectives set).
- It is also possible that in an attempt to extend the size of the market/market share to the maximum INFORMATION will be adopted as an objective. Here it would be used for the purpose of telling the consumer of additional and new uses for the product.
- Decline BRANDING & IMAGE BUILDING is likely to continue as an objective in the quest for finding a product 'unique selling proposition'. This could also manifest itself in trying to convey new MESSAGES and INFORMATION, and would be appropriate where there are many competitors still left in the market place. Where the number of competitors had been reduced during the period of decline, it is more likely that the emphasis will remain with BRANDING & IMAGE BUILDING.

The objective of branding and image building has been mentioned in connection with each of the stages of the product life cycle, but the

important thing to remember is that the reason for its inclusion differs and the objectives set alongside it are apt to vary.

<u>Advertising Objectives</u>	<u>Stage of the product Life Cycle (objectives per product)</u>			
	<u>Introduction</u>	<u>Growth</u>	<u>Maturity</u>	<u>Decline</u>
BRANDING & IMAGE BUILDING	1.0	0.54	0.77	0.5
INFORMATION	0.71	0.36	0.44	0.5
MESSAGES	0.42	0.73	0.66	0.66
ATTITUDES	0.28	0.36	0.66	0.33
AWARENESS	0.57	0.27	0	0.33
TRIAL	0.28	0.09	0	0.33
LOYALTY	0	0.09	0.44	0.16

ASSESSMENT METHODS

Attitude Assessment

As a general rule both attitude and branding & image building objectives are measured via some form of attitude measure. On the basis of this we would expect more attitude assessments to be made during the introductory phase of the life cycle, and at maturity. Among the sample, however, this pattern was simply not found. This suggests that attitude studies are used to measure a much wider, and more general range of advertising objectives.

Sales Assessments

Sales measures are usually employed as a check on trial objectives. In the present sample this would mean that sales measures occur most frequently among products at the phase of introduction and maturity.

	<u>Introduction</u>	<u>Growth</u>	<u>Maturity</u>	<u>Decline</u>
Sales assessments per product	0.85	0.45	0.33	0.83

Advertising Content Assessments

This could be expected to measure the extent to which information and messages has been successfully conveyed. Accordingly we would expect this assessment to be most frequent among introductory products (i.e. where information is greatest), and among growing products (i.e. where messages are greatest).

	Introduction	Growth	Maturity	Decline
Advertising content per product	0.43	0.67	0.22	0.17

It will have been noticed that so many of the assessment methods available at the present time are particularly suited to products during their introductory phase in the life cycle. Perhaps this is inevitable since the new product situation is the most easy to monitor, and in many cases the most crucial.

An examination of Products grouped on a Defensive/Offensive Basis

Table 21 looks at products grouped into three classifications; very defensive, defensive, and offensive.

TABLE 21 ADVERTISING OBJECTIVES AND METHODS OF ASSESSMENT
ACCORDING TO THE EXTENT OF DEFENSIVENESS/OFFENSIVENESS OF THE PRODUCT

Defensiveness/ Offensiveness	Number in Group	Advertising Objectives	Methods of Assessment
Very Defensive B, F, G, H, P.	5	4 x Messages 3 x Branding and Image building 2 x Awareness 2 x Trial 2 x Attitudes 2 x Information 1 x Loyalty 1 x Motivate enquiries	3 x Attitude/ad hoc 2 x Sales/regular 2 x Sales/special 1 x Attitude/special 1 x Sales/ad hoc 1 x Advertising content/special 1 x Experimental/special 1 x Consumer reaction/special 1 x Coupon response 1 x Audience achievement/regular
Defensive L, N, U, W, Y, D2, G2, E2.	8	5 x Messages 5 x Branding and Image building 4 x Attitude 3 x Information 3 x Loyalty	4 x Consumer reaction/special 3 x Attitude/ad hoc 2 x Attitude/regular 1 x Sales/regular 1 x Advertising content/special 1 x Behaviour/regular 1 x Behaviour/ad hoc
Offensive A, C, D, E, I, J, K, M, O, Q, R, S, T, V, X, Z, A2, B2, C2, F2.	20	15 x Branding and Image building 12 x Messages 11 x Information 7 x Awareness 7 x Attitudes 3 x Trial 2 x Loyalty 2 x Reminding	11 x Attitude/ad hoc 9 x Attitude/special 9 x Sales/regular 7 x Advertising content/special 3 x Consumer reaction/special 3 x Sales/special 2 x Attitude/regular 2 x Advertising content/ad hoc 2 x Advertising content/regular 2 x Experimental/special 2 x Trade/informal 1 x Sales/ad hoc 1 x Trade/special 1 x Audience achievement/special

Summary of definitions for Offensive/Defensive Categories

Some product Character-istics	Market	Competitive	Own Brands	Comparison with Competitive Products	Brand Loyalty
Very Defensive	decline by around 5% p.a., or more	Very to Extremely	above 30% or 11-30%	same or not as good	very low
Defensive	Static	Yes, or not very	can be less than 10%	favourable	some - same brand up to 50% of time
Offensive	Growing				

ADVERTISING OBJECTIVES

Being in an offensive or defensive situation very much dictates the extent to which a product is having to react to competitive products, and whether it is reacting from a position of strength or weakness.

The very defensive product is certainly placed in a weak position compared with its competitors, and is subjected to a great deal of pressure to make some impact on the market. Unless the product can make an adequate impact and so persuade customers to continue buying, its life is likely to be limited. As has already been mentioned, this situation is manifested in products adopting many advertising objectives in an attempt to create a 'unique selling proposition'. A further point about products in a very defensive situation is that they are most apt to use advertising as a counter to non-media activities of their competitors - e.g. below-the-line, product change and own label incursions.

	Very Defensive	Defensive	Offensive
number of objectives per products	3.4	2.5	2.95

As can be seen, offensive products also tend to adopt a large number of objectives. Although the motivation is different, these products are also seeking to establish themselves in the market place. In the present sample all the new products are found in the offensive group.

All defensive products can be expected to give a greater emphasis to messages than to more factual information, simply because the market

is likely to be familiar with the products in these groups (they are either mature or declining), and because an emotive appeal is felt to be more effective in persuading the target audience.

	<u>Very Defensive</u>	<u>Defensive</u>	<u>Offensive</u>
MESSAGES	0.8 per product	0.63 per product	0.6 per product
INFORMATION	0.4 per product	0.38 per product	0.55 per product

Since many of the new products of the sample are to be found among the offensive group, it is to be expected that it is this category which most actively strives to create branding and image building.

	<u>Very Defensive</u>	<u>Defensive</u>	<u>Offensive</u>
number of BRANDING & IMAGE BUILDING objectives per product	0.6	0.63	0.75

Taking both categories of defensive products it is to be expected that there will be a greater concern with loyalty as an advertising objective. Those in the defensive group may well be striving to achieve loyalty quite actively, whilst those in the very defensive group may be more concerned to survive by whatever means possible. This seems likely since those in the very defensive group tend to coincide with the large declining markets, whilst the defensive products are at the stage of maturity.

	<u>Very Defensive</u>	<u>Defensive</u>	<u>Offensive</u>
number of LOYALTY objectives per product	0.2	0.38	0.1

ASSESSMENT METHODS

Because of the overlap of products in this classification and that suggested by the product life cycle, the assessment methods used are actually very similar. The very defensive products use the same assessment means as the declining markets; the defensive products coincide with those at maturity; and the offensive products adopt the same methods as those in the innovative and growth categories.

An examination of Products grouped by A/S Ratio and Market Type

For the table below, the products in the sample are in four classifications.

TABLE 22 ADVERTISING OBJECTIVES AND METHODS OF ASSESSMENT
ADOPTED ACCORDING TO A/S RATIO AND MARKET TYPE.

A/S Ratio	No.	Market Type	Number in Group	Advertising Objectives	Method of Assessment
7 6 5 4 B, H, K, P, S, T, V, X, D2.	1 1 3 4	New/ Relaunched Products	9	8 x Branding and Image building 6 x Information 6 x Messages 4 x Attitudes 3 x Trial 3 x Awareness 2 x Reminding 1 x Loyalty	4 x Attitude/ad hoc 4 x Sales/regular 4 x Advertising content/special 4 x Consumer reaction/special 3 x Attitude/special 3 x Attitude/regular 2 x Sales/special 2 x Experimental/special 1 x Sales/ad hoc 1 x Behaviour/regular 1 x Trade/informal
3 C, D, I, L, M, N, O.	7	Mature, small markets (under £10m. sales) with some growth	7	6 x Messages 3 x Branding and Image building 3 x Information 2 x Loyalty 1 x Trial	5 x Attitude/ad hoc 2 x Sales/regular 2 x Consumer reaction/special 1 x Attitude/special 1 x Sales/special 1 x Advertising content/special 1 x Advertising content/ad hoc 1 x Advertising content/regular 1 x Behaviour/ad hoc 1 x Experimental/special
2 A, F, G, J, P, U, W, Y, F2.	9	Mature, large markets (over £10m. but less than £100 m)	9	8 x Messages 6 x Branding and Image building 5 x Information 5 x Attitudes 3 x Loyalty 2 x Awareness 1 x Trial 1 x Motivate enquiries	5 x Sales/regular 4 x Attitude/ad hoc 3 x Attitude/special 2 x Advertising content/special 2 x Consumer reaction/special 2 x Sales/special 1 x Attitude/regular 1 x Sales/ad hoc 1 x Coupon response/special 1 x Audience achievement/regular
1 E, Q, Z, G1, G2.	5	Extremely large markets (over £100 m.)	5	4 x Branding and Image building 2 x Attitudes 2 x Awareness 1 x Information 1 x Messages	3 x Attitude/ad hoc 2 x Attitude/special 2 x Advertising content/special 1 x Advertising content/ad hoc 1 x Advertising content/regular 1 x Trade/informal 1 x Trade/special 1 x Audience achievement/special

Products which do not conform to this classification:

M2 - difficult to define

B2 - a product with a short planned life cycle, and which spends little on advertising and promotion

E2 - a product which devotes nearly all promotional expenditure to media advertising; atypical in this market.

Definitions.

New or relaunched product situation

Markets into which new products or major product relaunched have been introduced.

The mature small market

Markets of less than £10m. annual sales turnover, and in which there are predominately well established or mature products. The markets also have some growth.

The mature, large market

Markets of between £10m. and £100m. annual sales turnover, containing predominately well established and mature products. These markets tend to be growing less than those in the previous two groups.

The extremely large market

Markets of over £100m. annual sales turnover.

<u>A/S ratio (%)</u>	<u>less than 1</u>	<u>1-5</u>	<u>6-10</u>	<u>11-20</u>	<u>21-50</u>	<u>51-70</u>	<u>above 70</u>
code:	1	2	3	4	5	6	7

Having arranged the sample according to the A/S ratio, the groupings coincided with the following brand market situations or market types.

ADVERTISING OBJECTIVES

As can be seen from the table new and relaunched products have the highest a/s ratios. One would expect products in this situation to set objectives of: Branding & image building; Information dissemination; Awareness and Trial generation. The predominance of the Branding & Image building we have seen before, re-emerges in the very large markets which include some of the neo-commodity products and those bordering on this type of product.

Objectives for product in each category

	<u>New/relaunched products</u>	<u>Mature/Small markets</u>	<u>Mature Large markets</u>	<u>Extremely large markets</u>
BRANDING/IMAGE	0.89	0.43	0.67	0.8
INFORMATION	0.67	0.43	0.56	0.2
AWARENESS	0.33	0	0.22	0.4
TRIAL	0.33	0.14	0.11	0

	<u>New/relaunched products</u>	<u>Mature/Small markets</u>	<u>Mature Large markets</u>	<u>Extremely large markets</u>
LOYALTY	0.11	0.29	0.33	0
MESSAGES	0.66	0.86	0.89	0.2
NO. OF OBJECTIVES	3.67	2.14	3.44	2

The predominance of the message objective in mature markets is probably explained by the need of these products to counter competitive claims and extol the virtues of the product.

ASSESSMENT METHODS

Generally, one would expect the same patterns of assessment procedures to emerge as in similar groupings on previous tables. However, as noted before market type is less influential on objectives and assessment than product type.

<u>Assessment categories</u>	<u>New</u>	<u>Mature, small</u>	<u>Mature, large</u>	<u>Extremely Large</u>
ATTITUDES	1.11	0.86	0.89	1
AD. CONTENT	0.44	0.43	0.22	0.80
CONSUMER REACTION	0.44	0.29	0.22	0
TRADE	0.11	0	0	0.4
EXPERIMENTAL	0.22	0.14	0	0
SALES	0.78	0.43	0.89	0

An analysis of assessment methods by market type and a/s ratio indicates that attitude measurement is undertaken in all at a high level. Those products in extremely large markets would seem to use Advertising Content methods more than those in other market types. To some extent Advertising Content methods allow a quick superficial examination to be made of advertisements. If nothing emerges which appears to indicate a problem area, no further research is undertaken.

An examination of Products grouped according
to Media Advertising Expenditure

Table 23 considers three bands of expenditure levels.

TABLE 23 ADVERTISING OBJECTIVES AND METHODS OF
ASSESSMENT ACCORDING TO MEDIA ADVERTISING
EXPENDITURE.

Media advertising expenditure	Number in Group	Advertising Objectives	Methods of Assessment
up to £200,000 B, I, J, K, M, V, X, Y, B2, C2.	10	8 x Branding and Image building 4 x Information 4 x Awareness 4 x Messages 3 x Attitudes 1 x Trial 1 x Reminding	7 x Sales/regular 6 x Advertising content/special 5 x Attitude/ad hoc 3 x Attitude/special 2 x Consumer reaction/special 1 x Sales/special 1 x Advertising content/ad hoc 1 x Advertising content/regular 1 x Experimental/special 1 x Trade/informal 1 x Trade/special
Between £200,000 and £400,000 C, E, G, H, L, N, R, S, T, W, Z, D2, G2.	13	10 x Messages 9 x Branding and Image building 6 x Information 6 x Attitudes 3 x Awareness 3 x Trial 2 x Loyalty 1 x Reminding 1 x Motivate enquiries	6 x Attitudes/ad hoc 5 x Consumer reaction/special 4 x Attitude/regular 3 x Sales/regular 2 x Attitude/special 2 x Advertising content/special 2 x Sales/special 1 x Advertising content/ad hoc 1 x Behaviour/regular 1 x Behaviour/ad hoc 1 x Experimental/special 1 x Trade/informal 1 x Coupon response 1 x Audience achievement/special 1 x Sales/ad hoc
Over £400,000 A, D, F, O, P, Q, U, A2, E2, F2.	10	7 x Messages 6 x Information 6 x Branding and Image building 4 x Loyalty 4 x Attitudes 2 x Awareness 1 x Trial	6 x Attitude/ad hoc 5 x Attitude/special 2 x Sales/regular 2 x Sales/special 1 x Sales/ad hoc 1 x Advertising content/special 1 x Advertising content/regular 1 x Experimental/special 1 x Consumer reaction/special 1 x Audience achievement/regular

ADVERTISING OBJECTIVES

Perhaps it might be expected that those products spending the least on advertising expenditure set themselves the least ambitious set of objectives to be achieved. If this is construed as the number of objectives set, the figures are as follows:-

<u>Number of Objectives/Product</u>	
Up to 200,000	2.5
200 - 400,000	3.15
+400,000	3.0

One might also expect smaller spending products to be either those with a small share of a large market or to be in small markets. Consequently they would wish to establish their brand but be less concerned with countering competitive claims, via Messages. Another reason for reduced expenditure might be if a product is heavily seasonal. In this case one might expect awareness and trail to be in their objectives at the start of a new season every year.

<u>Objectives/product</u>			
	<u>up to 200,000</u>	<u>2. -400,000</u>	<u>+400,000</u>
BRANDING/IMAGE	0.8	0.69	0.6
MESSAGES	0.4	0.77	0.7
AWARENESS	0.4	0.23	0.2
TRIAL	0.1	0.23	0.1
LOYALTY	0	0.15	6.4

The figures in the table would appear to bear out most of the expectation, with the exception of Trial. As expected, Loyalty is more a feature of larger advertisers.

ASSESSMENT METHODS

As stated before one could expect smaller spending products to be new ones or else to have small shares of large markets, or be in small markets. In all of these cases concern for sales achievement is likely.

<u>Assessments/Products</u>			
	£	£	£
	<u>Up to 200,000</u>	<u>200-400,000</u>	<u>+400,000</u>
SALES	.8	.46	0.5
CONSUMER REACTION	.2	.38	.1)
ATTITUDES	.8	.92	1.1
BEHAVIOUR	0	.15	0
SALES/SPECIAL	.1	.15	.2
SALES/SPECIAL AD HOC	.1	.23	.3

Given that loyalty is a feature of larger advertisers, special sales analyses are likely to be conducted more on these products. This is borne out to some extent.

WHAT DO PRODUCTS HAVE IN COMMON WHEN THEIR
OBJECTIVES ARE EVALUATED IN THE SAME WAY?

Just as it was interesting, in Report 6, to examine all those products with the same advertising objectives, so we will here examine products with similar evaluation procedures.

- A. All products which do not undertake some form of attitude measurement: F, L, X, Y, Z, G2.

All these products are, with one exception, in very competitive markets of at least £40 m. turnover. For one product profitability in the market is a serious problem, while all the other products, with one exception, are from companies with limited market research resources. Loyalty also tends to be low for these products.

- B. All products that do not have sales evaluation as a method of assessment: C, E, S, Z, D2.

These products are, with one exception, well established, rather traditional ones, the demand for which could not be expected to change very dramatically in a year. The exception is a new product produced by a company very much wedded to setting advertising objectives as defined in Report No. 6. Consequently objectives are well distinguished from marketing ones and evaluation does not require sales data.

- C. All products that use some form of advertising content monitor:
B, C, D, I, J, K, Q, S, W, Y, Z, C2.

Seven of the products are in markets of at least £40 m. turnover with more than eight competitors; of the others, four are new products in markets of larger than £10 m. turnover where goods are purchased frequently.

- D. All products that undertake some behaviour measurement: L, D2.
Product L is one for which new users were sought by introducing, through advertising, new uses of the product. Product D2 is a durable for which there has been a long history of an annual buyer behaviour survey.

- E. All products using some form of experimental, area advertising testing procedure: D, H, V.

Two of the products are in a launch situation while the third is being substantially relaunched. Two of the products belong to one company which has very stringent profit requirements from products.

- F. All products for which consumer reaction is gathered, by some means, as a form of advertising monitoring: H, L, M, R, U, V, W, X.

Five of the products are innovative ones while two of the others are being substantially relaunched.

Conclusion

The various groupings of products by common advertising evaluation methods is generally logical e.g. innovative products are subjected to consumer reaction tests along with their advertising; large, stable products can afford to be phlegmatic, less concerned with small sales changes and view advertising as maintaining a healthy climate.

Those products which do not monitor attitudes toward them are generally those with little experience of conducting these studies.

V WHAT EVIDENCE IS THERE OF OBJECTIVES BEING ACHIEVED?

As can be seen from the various tables listing the methods of assessing advertising for all the products, sales measures are very widely employed to judge advertising contributions. This is commented upon elsewhere in this report.

Many companies have conducted consumer surveys which have allowed some assessment of advertising objectives for particular campaigns. Rarely have these surveys been conducted solely for assessing advertising. Where the advertising campaign is a new departure from established practice, a special advertising 'effectiveness' survey is often conducted afterwards; only if some 'benchmark' study was conducted before the campaign can conclusive comments be made on the degree of achievement.

The MCRC has examined the details of surveys and exercises conducted before, during, and after many campaigns, and which allow evaluation of the degree of achievement. The extent of detail covered in these surveys is great but because each product is in a somewhat individual situation, it is not felt useful to present aggregate results of advertising of the form: "products X, Y, Z increased awareness by 10%, product W only achieved 5%."

The MCRC examined the quantified market history of most of the products in the sample to appreciate the circumstances in which the advertising campaign was conducted and what happened subsequently. This examination is valuable to appreciate how different advertising objectives are set in different circumstances. It has also helped in assessing the role of sales target achievement as a general measure of advertising success.

The following table summarises some of the general findings to emerge from the evidence available for evaluating some of the advertising objectives which have been set for products in the sample. In all cases the findings are drawn from large sample surveys conducted before and after campaigns and, in some circumstances, over an even longer period.

TABLE 24 SOME FINDINGS FROM STUDIES WHICH ALLOW
EVALUATION OF ADVERTISING OBJECTIVES

PRODUCT
IDENTIFICATION

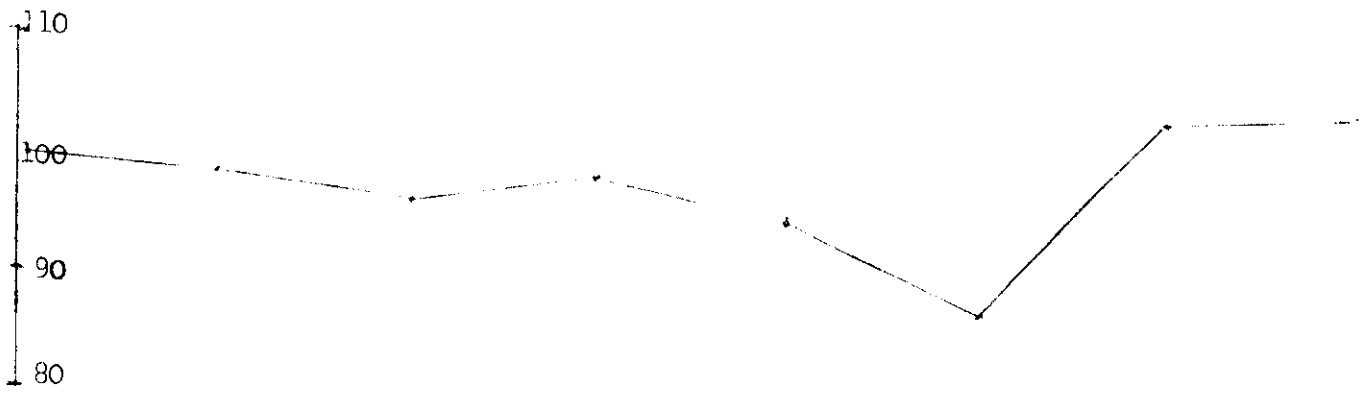
Findings from evaluation studies

O	<p>Awareness of specific advertising increased, and all product 'image' dimensions improved <u>except</u> in a geographical area where a new branded product was growing in sales and share, even though this share was very small. In this area prompted advertising awareness and product 'image' scores have declined. Another, similar, well-established product in the same market, has suffered the same declines in advertising awareness and image. Sales of product O have declined in this area. The new product could be said to have certain product advantages. Product O's advertising has not been less than usual in the area. The new brand has indulged in much below-the-line activity.</p> <p>(Method - annual consumer survey, scaled responses to questionnaire.)</p>
M	<p>Awareness of advertising remained the same while that of the main rival's diminished. Some 'image' dimensions remained the same while the retention of messages, related to new uses of the product, improved. There was a sharp decline in one dimension, related to product quality, on which the product had traditionally scored well. This was interpreted as being a reflection of changed advertising execution, as this was all that was believed to have changed. The product formulation had not changed. Because the company had measured this dimension in the same way for three succeeding campaigns, it was able to discern that the change in image dimension was markedly different to the trend.</p> <p>(Method - annual consumer survey, scaled responses to questionnaire).</p>

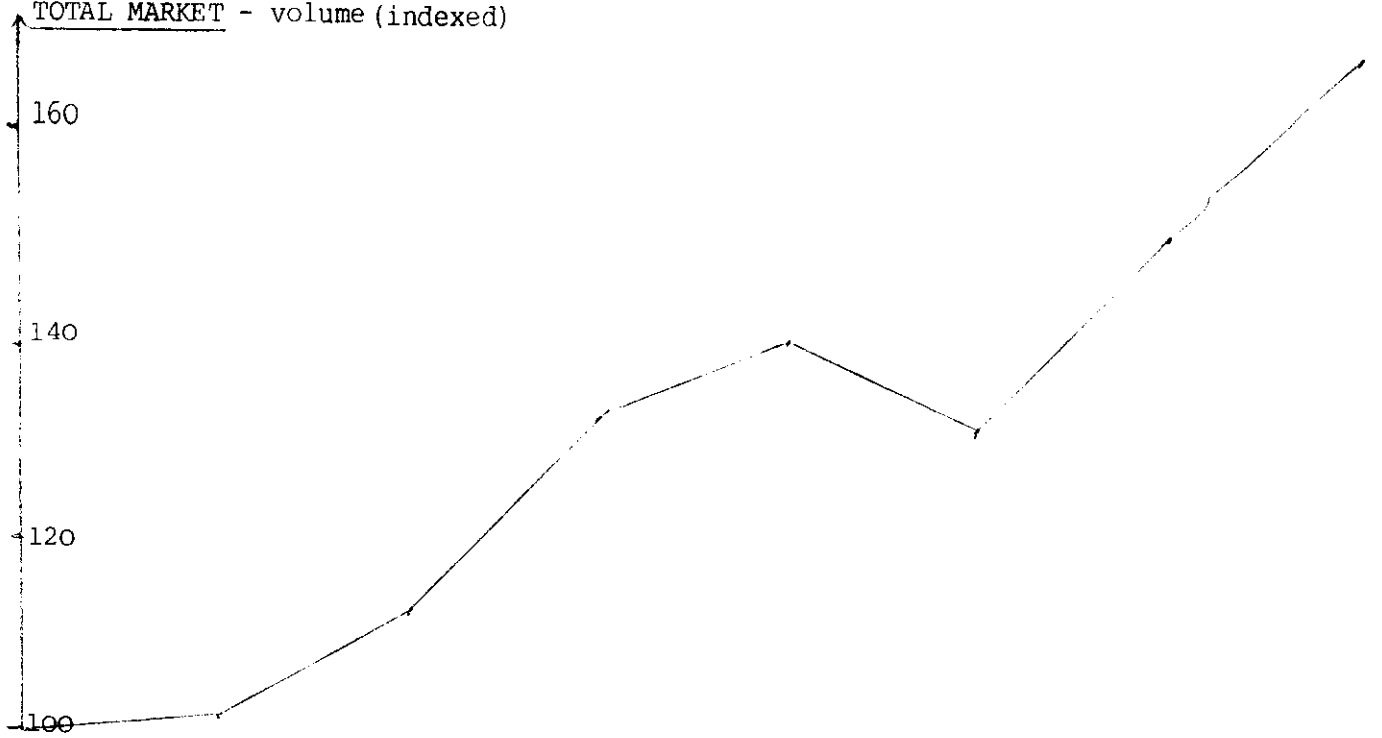
This case is illustrated in Diagram 1.

Product Volume Sales (indexed)

Diagram 1a: PRODUCT M



TOTAL MARKET - volume (indexed)



SHARE OF MARKET - volume (indexed)

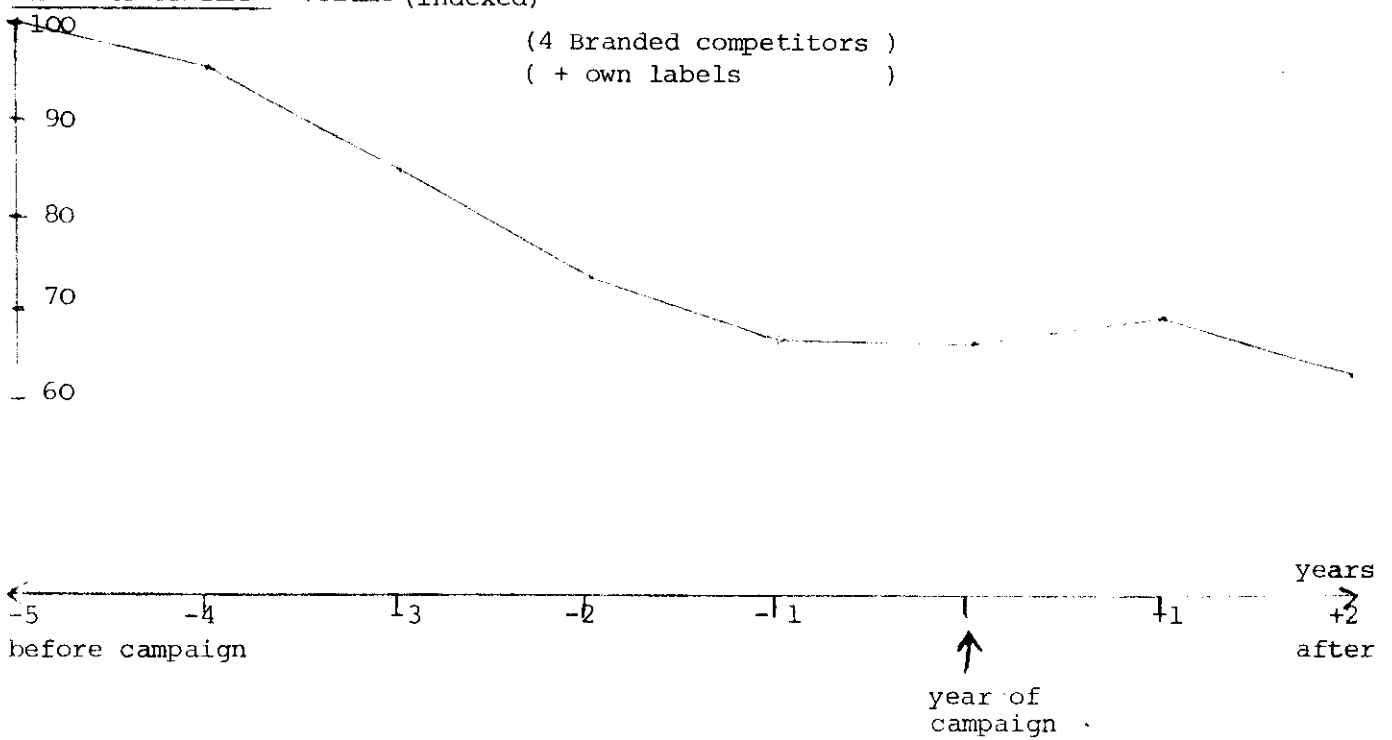


Diagram 1b : PRODUCT M - bi-monthly sales share changes

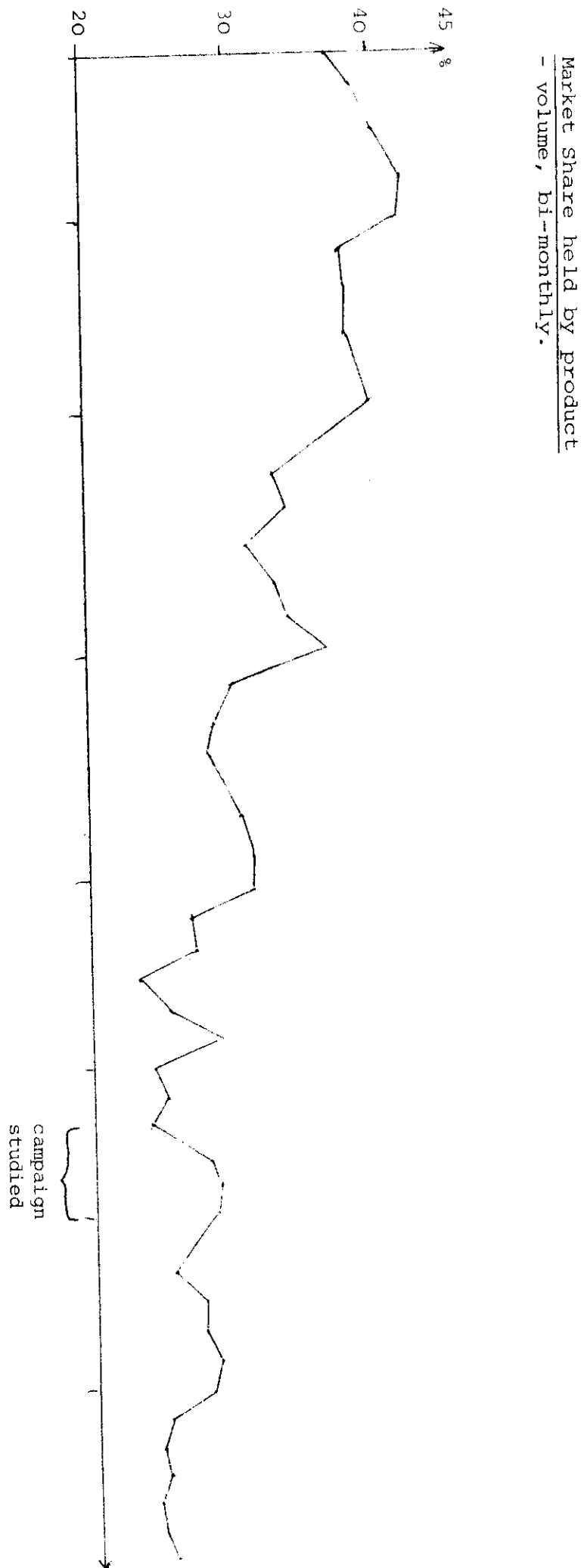
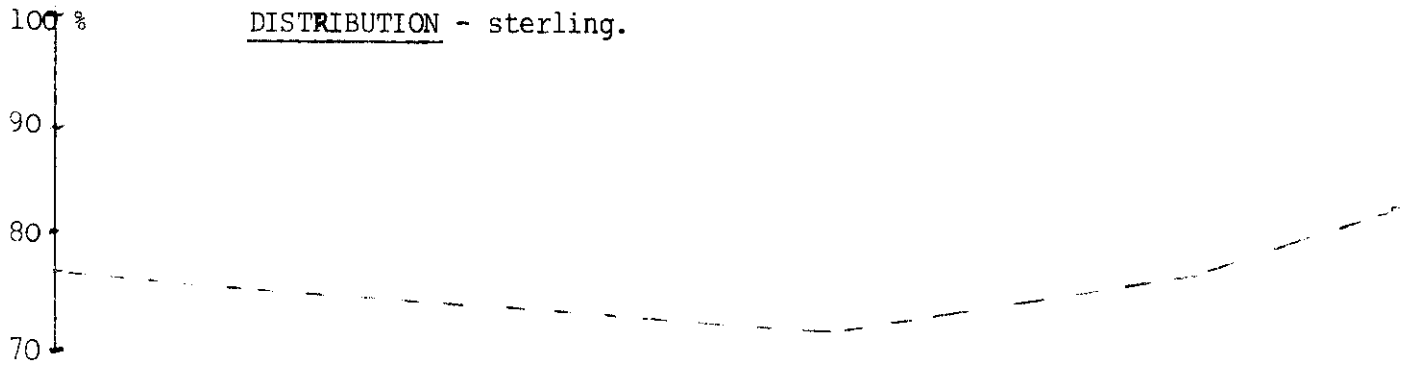


Diagram 1c: PRODUCT M

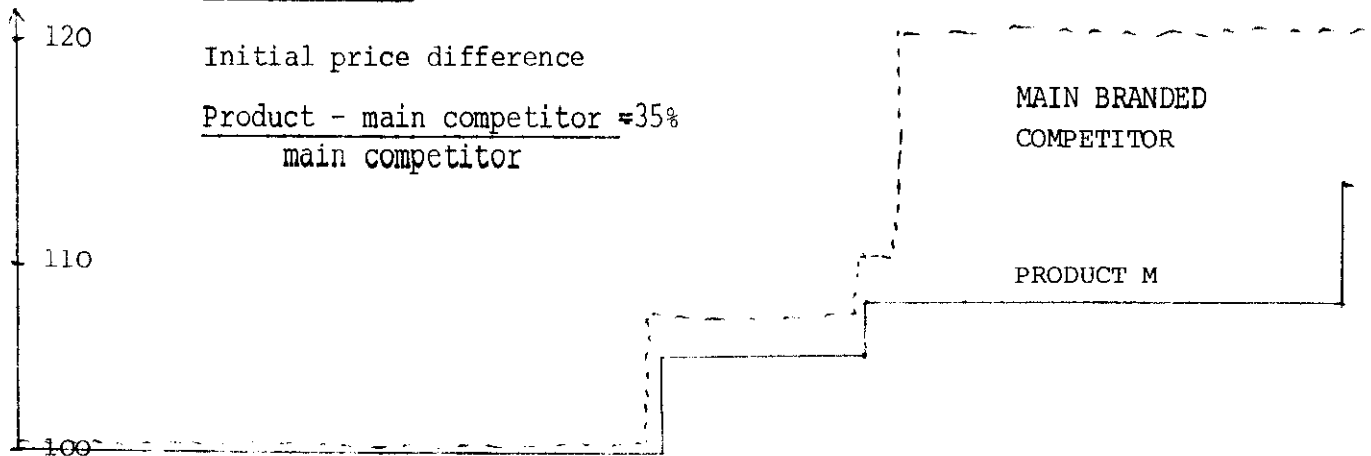
DISTRIBUTION - sterling.



PRICE CHANGES - indexed

Initial price difference

Product - main competitor $\approx 35\%$
main competitor

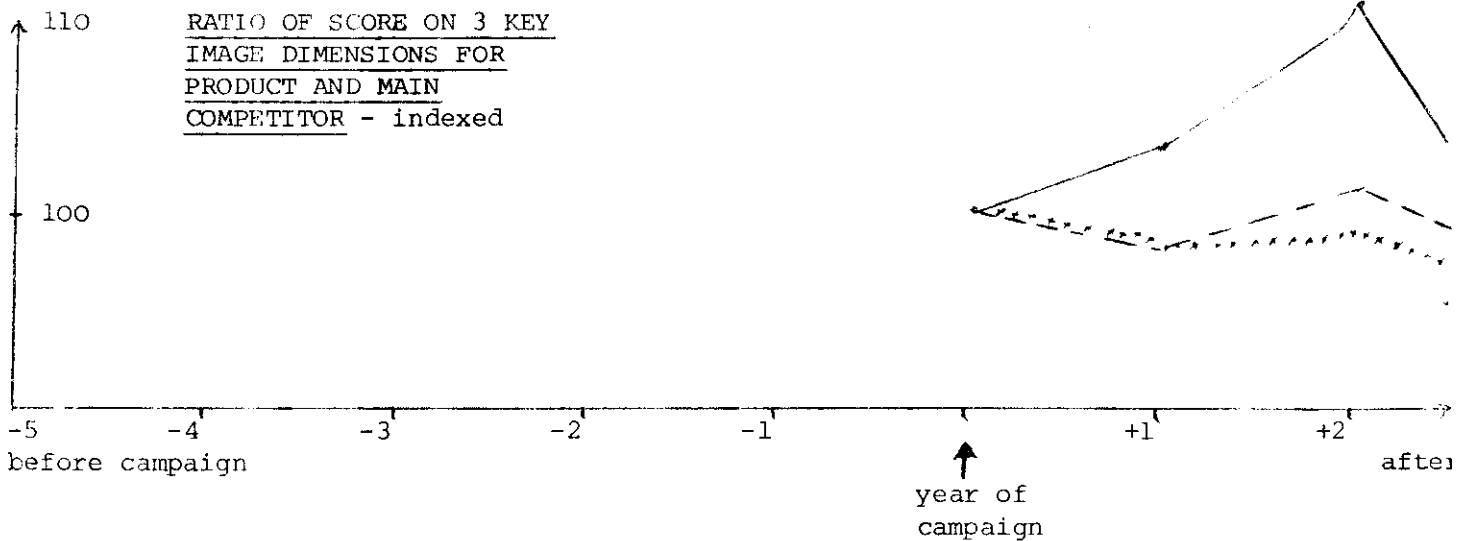


AWARENESS

(Base 50-60%)



RATIO OF SCORE ON 3 KEY
IMAGE DIMENSIONS FOR
PRODUCT AND MAIN
COMPETITOR - indexed



PRODUCT
IDENTIFICATION

Findings from evaluation studies

W

During the relaunch of this product, the sales of which were cyclical, the image of the product was seen to mirror the rise or fall in sales volume and distribution.

D2

Over several years, including that studied in depth by the MCRC, advertising for this product tried to improve the belief in one of the claims for the product's performance. No improvement in this 'dimension' was achieved. In an area where some improvement was gained, as the result of increasing advertising frequency, it was found that the apparent 'importance' of this dimension then diminished.

(Method - annual consumer survey - scaled responses to questionnaire).

C2

Five, fairly specific objectives were set for this campaign and achievement was exhaustively examined both during and after the campaign. Three of the objectives were achieved while two were not. The former were to evoke a trade response and improve the product 'image'. The latter two were related to buyer behaviour.

On one of the objectives (related to product 'image') a small gain was made but a rival product improved more on this dimension, while a third rival diminished considerably. Many things were measured related to advertising for which objectives had not been set e.g. interest, awareness of campaign. One of the objectives was to improve loyalty: what seemed to happen was that brand loyalty did increase but outlet loyalty decreased. One of the other

PRODUCT
IDENTIFICATION

Findings from evaluation studies

C.2. continued	<p>objectives was associated with outlets and so this effect on outlet loyalty caused by the achievement of another objective could have had unfortunate consequences.</p> <p>The products' market share improved considerably, against a downward trend in several previous years, during the period of this campaign. There was additionally much below-the-line activity and a basic price increase early in the campaign.</p>
F	<p>This product's advertising is predominately assessed via sales volume achievement against the targets set. During one advertising burst of three months sales targets were achieved, but a new pack had been introduced. During another, similar advertising burst sales targets were not achieved. There was little additional information to ascertain why. The product is one of many in a range, in which there are seven major products.</p>
B2	<p>The only assessment of this advertising campaign was in sales achievement terms. This was better than forecast. The campaign was mainly to advertise a promotional activity. The product in a market which has very few branded competitors who advertise.</p>
E2	<p>Annual, or bi-annual, consumer surveys have been conducted on this product over a seven year period. This survey measures, among other things, those dimensions upon which advertising is primarily thought to be influential. For the campaign studied by the MCRC there was virtually no movement on any of the key dimensions (5). There was virtually no change in market share during the year either. The market had been remarkably stable for several years previously.</p>

PRODUCT
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Findings from evaluation studies

A

Periodic large surveys have been conducted on this product and this allows monitoring of advertising objective achievement. The product has a dominant market share of a large market. Scores on 'image' dimensions have been found not to change very much at all over periods of less than a year; even then there is not much change. The product is in a somewhat seasonal market, and there is some evidence to suggest the response to certain 'image' dimensions was also seasonal (or, alternatively, attitudes are conditional upon use). There has been little change in market share or sales volume for the product over the period studied. An area experiment was conducted to see if advertising during the out-of-season period could generate sales. There was some evidence to suggest that the campaign was successful and the experiment was repeated in a following year. There was evidence that the message in the advertising explaining the new use of the product out of season, was understood, and accepted both before and during the campaign.

U

This product is similar to A. Periodic surveys related to the product and advertising related factors have shown that 'attitude/image' dimensions change very little over periods of anything less than a year.

N

This product conducts annual, or bi-annual, large usage attitude studies in the market. The frequency depends on whether it is felt changes have taken place in the market.

E

The achievement of this product's campaign was very variable: different segments of the target

PRODUCT
IDENTIFICATION

Findings from evaluation studies

E continued..

population responded to markedly different extents. Response was measured in terms of acceptance of the messages in the advertising and attitudes towards the manufacturer. The evidence for the degree of achievement was not substantial as the different segments were each small, as a total proportion of the population, and were difficult to reach to administer interview questionnaires. It was found that such things as awareness of the campaign very much depended on competitive activity which varied from segment to segment. It was also realised afterwards, that there was a certain amount of contamination in some segments from previous campaigns for the product. The company had previously conducted two, large consumer surveys in one segment, on what it felt were key dimensions, and so had well established benchmarks to compare against. The sales results of the campaign were not significant. There was some concern after the evaluation studies as to the appropriateness of the target segments.

Z

The evaluation conducted on this product's campaign was awareness. The awareness achieved was adjudged to be high in comparison with that achieved by others in different product fields. When awareness no longer increased advertising was continued but great concern was expressed as to the outcome of this. No subsequent measurement was undertaken, other than gratuitous noting scores; no precise objectives were set for the campaign.

D

One of the objectives of the campaign for this product was to help increase frequency of use of the product. There was consumer panel evidence to show this had not been achieved.

PRODUCT
IDENTIFICATION

Findings from evaluation studies

D continued..

Another analysis (gains/loss) indicated the product had not lost regular users to an improved competitive product. It was believed this was due to product D's strong, favourable image. No direct evidence was available to substantiate this belief; what we have termed 'informal' evidence gave circumstantial support, e.g. odd comments at group discussions on a peripheral subject, retailers views, consumers letters.

G

For this product campaign coupon responses were one form of measure. Since much business is generated directly from the coupons further research was conducted into the quality of response and reactions to the follow-up literature. A sample of those returning the coupons were mailed a questionnaire - a high response (well above 50%) was achieved. An annual advertising penetration study is conducted for the product category and provides benchmarks for trends. The survey measures such things as slogan recognition, recall and impact. The product is a relatively infrequently purchased one and a clear understanding on influences on buyer behaviour is not available. Hence there is evidence of the success of campaigns at a display achievement level. Trends can be discerned but reasons, or indications, of why changes have occurred are not readily available.

There was strong evidence that a competitive product achieved much more - in display achievement terms - by only featuring one product. Product G covers a range of variations and featured many of these in its advertising.

CONCLUSIONS

1. One of the main conclusions to emerge from our study is that without clear, precise advertising objectives, it is not possible to make meaningful evaluations of advertising.

The findings and evidence presented in this report suggested that the common categories of advertising objectives are measurable for their degree of achievement. Hence it would seem that one can measure advertising achievement in many circumstances, if one wishes to do so.

The qualifications to this conclusion are:

- a) Advertising objectives must be appropriate and well defined as to their purpose and degree of achievement expected.
 - b) The worth of evaluating advertising efforts must be agreed by management. Marketing management must make the decision of whether it is worth evaluating various aspects of advertising achievement. This raises problems of the cost/benefit of advertising effectiveness research. However, the problem must be resolved. The marketing manager must have a clear purpose for wanting advertising evaluation information and estimate the worth of this to him.
 - c) Accuracy and validity must not be confused. The MCRC would not claim to have examined in detail the validity or accuracy of various methods of techniques of measurement. Some methods are valid in certain circumstances but not in others. We have observed however, that where clear advertising objectives have been set, the problem of choosing a suitable or valid method of measurement is frequently reduced. Additionally the reliability and limitation of chosen methods should be taken into account when reporting results.
- The need for accuracy depends on individual circumstances. In some cases knowledge of whether consumers believe something

is good or bad is adequate while in other cases the extent of 'goodness' or 'badness' is required. The need for accuracy is determined by the nature of the decision for which the measurement is being undertaken. A high risk situation will normally demand more accurate information than a low risk one. The MCRC has identified some of the areas where accuracy and validity of measurement methods particularly need further research to help advertising management. These were itemised in Report 7.

2. In very few circumstances can one precisely identify the change in a product's performance in the market place due solely to advertising. Where advertising is truly the only marketing factor to have changed then it is reasonable to expect to be able to monitor its individual effect. Controlled, field experiments are also available to measure the sales (and therefore profit) consequences of changing advertising inputs, where it is not possible to keep all other market influences constant. However, as mainly concluded in Report No. 5, experiments are notoriously difficult to conduct properly, although they are by no means impossible to undertake to produce conclusive results.

Most advertisers would claim that advertising is just one of the tools they use to help create the right environment surrounding their product or service. If the overall objective of selling the required volume of product, or service, is achieved then they are usually happy to assume that the advertising component must have fulfilled its role adequately. In this report the propensity to use sales measures as quasi advertising measures bears witness to this belief. However, sales results do not explain how or to what degree advertising may have contributed to the overall result. Only by having specific roles for advertising to fulfil, we would argue, is it possible to gain some indication how successful advertising has been in the achievement of the overall plan.

3. The aggregate tables relating objectives to assessment methods suggest that all of the objectives are assessable by some form of Attitude/Image measure. This indicates that, regardless of the advertising objectives which have been set for a product (i.e. whether or not they include a specific attempt to affect attitudes or influence the image of the product), these assessment measures are being used. Are Attitude/Image measures suitable for measuring the effectiveness of any campaign, as this observation would indicate? In practice the situation is that many companies use Attitude/Image studies primarily for monitoring consumer reaction to the product. Using their surveys to assess the effectiveness of any particular advertising campaign is almost an incidental check and not a formal assessment. As such, these measures almost constitute an "informal" evaluation. For those products where attitude surveys are used as a formal assessment of advertising achievement an assumption is often made by management, primarily, that favourable attitudes are causally related to favourable consumer behaviour, which is usually expected to be product purchase. In most cases this assumption is unproved. The nature of the direct relationship between attitudes and behaviour is one upon which opinions vary very widely. This does not mean attitude/image objectives should not be set for advertising! The MCRC is advocating the 'advertising-by-objectives' approach to effective advertising. This would suggest that a manager should set those objectives for advertising the achievement of which he believes to be necessary to satisfying his marketing goals. He can then measure whether his specific advertising objectives were achieved; if they were but his marketing goals were not, then it is probable that his original beliefs were wrong or his other marketing efforts were at fault.

4. During the course of the study the MCRC has discerned that consistency in all aspects of advertising management would seem to be a desirable property. It was noticeable that those managements who believed that their advertising was most under control were those who tended to have had a consistent advertising policy, in terms of style, content and quantity, over many years. There was even one product which deserted its traditional advertising theme after at least 5 years investment in it. It was soon realised that the original advertising was almost a 'property' or 'characteristic' of the product, in a market where there was little product differentiation anyway. The company reverted to its original theme after two years of trying to find something 'better' and believed it was again capitalising on something it had paid to build over several years.

One must, of course, qualify the need for consistency by saying that where change is needed to meet a new marketing situation then it must be accepted.

One of several factors mitigating against consistency is the rapid turnover of marketing personnel. It may also hinder the maintenance of consistent objectives over the medium to long term. It is inevitable that short term advertising objectives will be set for products if the person responsible for the results has a short life expectancy in that position. Unfortunately the MCRC has evidence that for some, well established products it is difficult to change the consumer's long held view of the product. Change in views about such products is only achieved substantially over long periods of time, usually much more than a year. Implementing such longer term objectives will be hindered by rapid personnel changes, which are surely counter productive in this respect.

5. In the body of this report distinctions were made about the frequency and degree with which advertising assessments were made. Measurement methods were qualified as being regular, ad hoc, special/one-off and informal. The frequency with which measurements are made on advertising again depends on the need and purpose of management. If management desires early warnings of unfavourable developments and believes these to be imminent then frequent checks would seem to be in order. However, this is really product management rather than advertising management. The MCRC would argue that when advertising is felt to be needed to capitalise on, or to correct a situation, then objectives should be set and researched if necessary. It would seem that where large changes in the market environment are expected but the timing is uncertain then periodic, only modestly accurate surveys are routinely conducted and trends discerned. Where small changes are believed to be all that is likely even over many months then infrequent checks are conducted with an annual or bi-annual study of a more thorough nature.
6. In general, the MCRC believes that there has been a change in emphasis in advertising research in many companies. There is now greater emphasis on formative research, primarily via consumer research into the relationships between the consumer, the product and product purchase. The role advertising is to fulfil in the buying process is consequently believed to be seen more clearly. One development of this has been less emphasis on the pre-testing and post-testing of advertising. Some advertisers feel, on the basis of their understanding of consumers, that their advertising content is probably about right by the time it has been developed. What they are still less certain about is the degree of display required to achieve the objectives embodied in the advertisements. It must also be emphasised that there has been a general disenchantment with all-purpose, patent methods for pre- and post-testing. The MCRC's work would endorse the realisation that different advertising objectives require different methods of assessment and that marketing circumstances will vary the need. The burden of this report has been to emphasise this point and identify the relevant approaches.