

The MarCom Matrix



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For further information, contact:

The Copy Workshop

2144 N. Hudson • Chicago, IL 60614

(773) 871-1179 FX: (773) 281-4643

www.adbuzz.com or thecopyworkshop@aol.com

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OUR CONCEPTUAL MODEL.

This is a useful way to think about The MarCom Matrix, with six major forms of MarCom: Advertising • Public Relations & Publicity • Sales Promotion • Direct Marketing • Event Marketing • New Media (which includes the Internet).

They all revolve around the “Idea.”

What’s the Idea?

It could be the idea of the brand, the idea around a current campaign, or a short-term event – like a product intro.

Put this in the back of your mind as you read the rest of the chapter.

Then, at the end of this chapter, we’ll have an initial exercise where you try to develop an idea that works with every part of The MarCom Matrix.



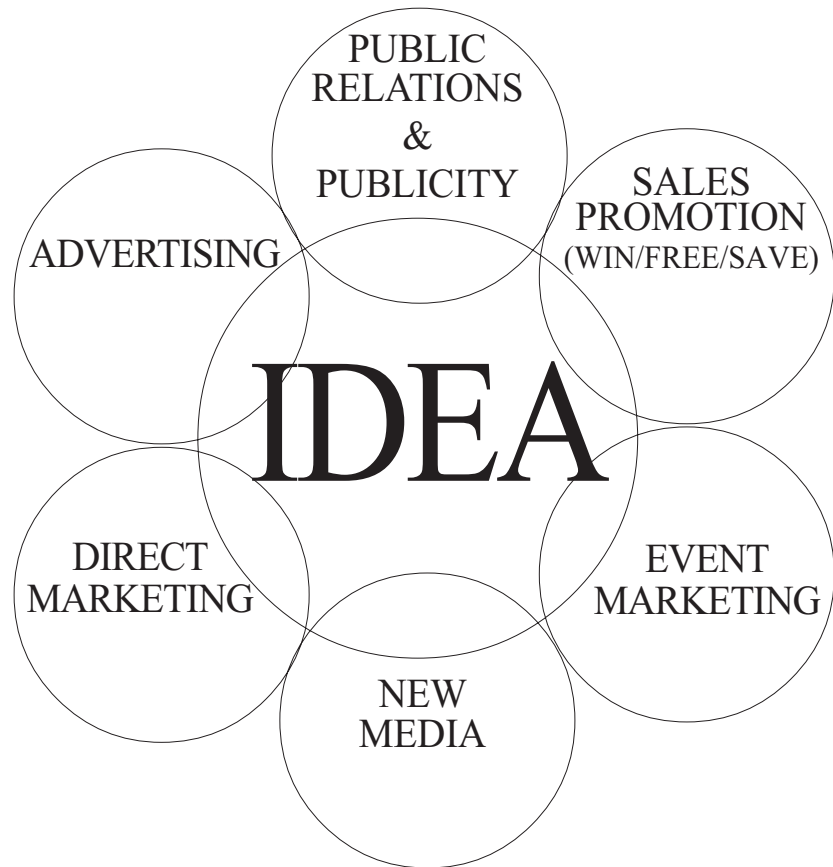
SMOKING OUT NEW OPPORTUNITIES.

Wrigley’s Spearmint Gum saw a problem as an opportunity, taking advantage of increased smoking restrictions by positioning their product as an alternative for smokers.

With a strong simple visual device (substituting the No Smoking symbol for the “O”), they quickly communicate the thought “When You’d Like to Smoke But Can’t.”

The brand had been on an eight-year sales decline – until these ads.

The first year, sales *increased* 5%.



The MarCom Matrix.

ONCE UPON A TIME, when a manufacturer had a dollar for marketing, it was spent on advertising.

Today, there are a lot of things that can be done with a marketing dollar.

All these things add up to one big thing called “marketing communications” – MarCom for short.

Let’s look at all the ways marketers communicate:

ADVERTISING.

The way you’re most familiar with is advertising.

Communicating to consumers with an advertising message is still the biggest part of marketing communications. And it’s usually the biggest part of the budget.

For the right product at the right time, advertising can still be a powerful force in the marketplace – even for a product that’s been around for 100 years.

But advertising is no longer the only thing.

SALES PROMOTION.

For example, one way I can get your attention is to offer you something. A bribe. A free sample. A chance to win a prize. A rebate. A toy in your Happy Meal.

And that refrigerator magnet with the phone number of a local pizza place? That's a promotional product.

If you provided an incentive to a sales person, do you think that might affect their behavior?

You bet. That's a trade promotion.

These are all sales promotion tactics, and it's another big part of The MarCom Matrix.

In fact, for some products, they might spend more on sales promotion than on advertising.

MARKETING PUBLIC RELATIONS.

Did you see the new iMac on the cover of *Time*? Ever read a movie review? How about a review of software in a computer magazine? Or an article about a company in a business magazine?

That's "Marketing Public Relations," (MPR) and it's more important than ever.

Done well, MPR can result in press coverage that is worth millions in media exposure (what it would cost if you had to buy it) and the additional value of "third party endorsements" (when someone else says something nice about you, it has a bit more credibility than an ad).

DIRECT MARKETING.

Now let's take a peek in your mailboxes – the one where you live and the one on your computer.

There, marketers are directing messages at you for credit cards, computer accessories, and travel bargains for Spring Break. That's Direct Marketing.

EVENT MARKETING.

OK, now how about watching a sporting event. Or maybe you'd like to go to a concert or a festival. Or a NASCAR race.



Sales Promotion uses an incentive to stimulate sales. With the right incentive, you can usually get people to try something once. After that, the product better deliver.



The Direct Approach can be very effective if you know who you're talking to. The most important thing is making the right connection with your target group.



NASCAR is just one of the new event-driven marketing programs. It offers entertainment combined with huge sponsorship opportunities. It's a growing area of marketing communications with exciting opportunities for creative messaging.



It's an event. It's a promotion. It's advertising. It's publicity. Strong ideas can play anywhere on The Matrix.



Bud World, anyone?

WHAT'S YOUR INTERNET STRATEGY?

Today, every company needs to have an Internet strategy in addition to an advertising and public relations strategy.

As this new media channel matures, you will see a growing range of effective applications that will add up to billions.



Every marketer has to decide the role that New Media will play in their marketing. The Apple Store was part of Apple's commitment to do more business on the Internet. Retailers weren't happy.

Marketers are also involved with these events. And the events are often marketers themselves – marketers working with other marketers.

In fact, the athletes and musicians that make these events special may also be involved in some aspect of marketing communications related to these events.



NEW MEDIA.

Finally, almost every marketer you can think of is trying to get the Internet to add effectiveness to their marketing. There may be other media ideas as well: a custom published magazine, a video, a CD – and whatever new combination is created tomorrow.

We'll call this all “New Media” and it covers all the new ways marketers are looking to communicate.

It's a new dimension to the media matrix we live in, as we shift from medium to medium – from the TV to your mailbox to your special interest magazine to that Web site a friend told you about.

Each represents an opportunity to communicate.

The techniques used to develop effective advertising can also be used to do these things effectively.

We've seen it demonstrated over and over – as media evolves into new forms, it opens up new ways for marketers to communicate.

New Media represents a whole new range of exciting opportunities – one that's expanding with possibility every day.

Matrix@Work.

NOW, MORE MARCOM OPTIONS THAN EVER! Create a promotion. Stage an event. Publish a book. Send in the coupon. Call the 800#. Watch the enclosed video. Launch a new brand.

Never before have there been more choices and more opportunities – from national ads to personalized letters in your mailbox – from catalogs to CDs.

There are also more media channels.

Today, it's more than crafting the right message – it's crafting the right way to *deliver* that message.

SMART MARKETING BY SMARTFOOD.

When Frito-Lay purchased SmartFood, they bought more than a brand. They bought a marketing plan.

To establish SmartFood as a unique, nontraditional snack-food brand, their smart agency, Mullen, decided to do it with nontraditional media forms.

Instead of a TV spot, which would have appeared with lots of other TV spots for snack foods, they consciously chose alternative media channels.

Outdoor. Radio. Unusual direct mail. And sampling.

People dressed as six foot bags of SmartFood distributed the product in high-traffic areas across the country – from malls to ski slopes.

The result was a highly distinctive introduction that created a highly distinctive brand personality.

In truth, SmartFood was just flavored popcorn – tasty, but not tremendously new and different.

The choice of media channels differentiated this product as much as the advertising itself. Smart.

BRIDGING THE GAP.

When this book was first written, The Gap was just one of many jeans stores at the mall. But then...

With smart merchandising, fashions that were right for the times, and ads that made their clothes look

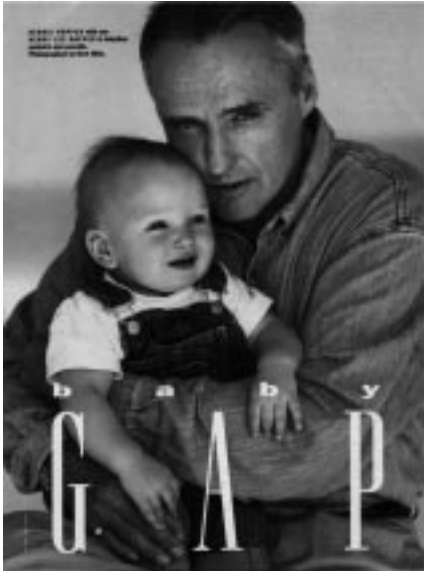


CHANGING CHANNELS.

By putting their message in media you wouldn't expect, and serving up their message in ways you wouldn't expect, SmartFood made extra impact in the marketplace.



Ads for The Gap. Their cool TV spots aren't done by an ad agency, but by their in-house advertising department.



PRODUCT & PERSONALITY.

The Gap blends the two, featuring portraits of “cutting edge” individuals looking comfortable in The Gap’s simple fashions combined with other clothes – just like in the real world.

The “Individuals of Style” campaign was developed by The Gap’s own in-house ad department.

So were those neat TV spots.

Smart merchandising and smart advertising helped The Gap grow from a jeans store into America’s second largest clothing brand.

They developed “flanker brands” – GapKids and Baby Gap – as well as two whole new brands – a restaged Banana Republic and Old Navy.

good, The Gap became a leading fashion brand.

They took the traditional tools of retail and turned an ordinary brand into a powerful fashion voice.

Even brands can have brands. They built up two more powerful brands – Banana Republic and Old Navy.

THE MILAN EPIPHANY.

Location. Location. Location. They say those are the three most important things in retail. But sometimes you need something else – vision.

Standing in a Milan coffee shop, Howard Schultz saw there was a place in America for coffee that was more than hot brown liquid poured from a pot.

With a design vision, merchandising, and imaginative tie-ins with things like jazz CDs, he created marketing communications with a bit of magic.



THREE KEYS TO SUCCESS.

In today’s marketplace, you’ll need three things:

- 1. Integrated Thinking.** Your thinking should cover the full range of the marketing task – and the full range of opportunities. Integrated thinking helps you deal with the wide range of communication needs of a product like Macintosh – from high-impact TV to small newspaper ads for local dealers.
- 2. Smart Choices.** You’ll have to choose from a wide range of options – a range that keeps growing every day. The key is to make choices that connect.
- 3. Persuasive Communication.** Marketing without communication seldom works. Persuasion is the key. And that means knowing how to talk to your target(s).

Howard Gossage.

HE WAS “MASTER OF THE MATRIX.”

Gossage wrote ads – but his ads were more than advertising. His ads launched fads, contests, social movements, books, the Beethoven sweatshirt, and mountains of free publicity.

He introduced the world to the thinking of media guru Marshall McLuhan. His ads for the Sierra Club helped launch the modern environmental movement.

One Gossage ad almost formed a small Caribbean country – it was debated in the House of Commons.

Basically, Gossage understood how advertising could be made to play a part on a larger media stage – acting as a catalyst for a larger media presence.

When he conceived an ad, he also thought about how it could grow into something larger.

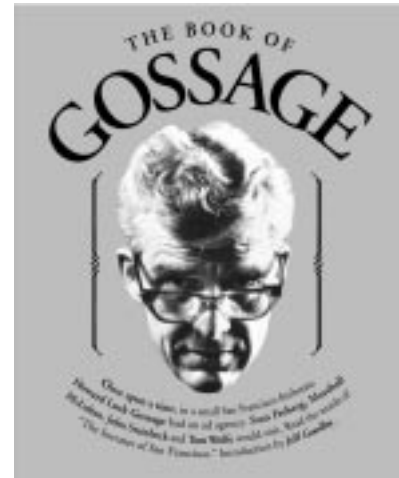
Today, that’s part of what many call IMC and what we call The MarCom Matrix.

For example, he grew a small ad campaign for *Scientific American* into “The First International Paper Airplane Competition.”



It created a huge PR buzz and was even made into a book! Gossage simply thought of it as a smart way to make the most of small ad budgets.

Gossage Today. This ad by the San Francisco agency Goodby Berlin Silverstein owes a debt to the work of copywriter Howard Gossage and art director Marget Larsen. It’s a disarmingly unique and persuasive piece of communication, written literally from a “bird’s eye view.”



“Nobody reads ads.
They read what interests them.”

Howard Luck Gossage

His agency was in an old San Francisco firehouse – no one knew how to start a bigger media fire with fewer ad dollars.

He was also concerned with larger issues – like mass media being taken over by mass marketers – hot dog vendors taking over a football game.



GOOD GOSSAGE!

Here are some other examples:

Beethoven Sweatshirts.

A small classical FM station asked Gossage to help them stay in business. The result – a Beethoven sweatshirt!

Gossage also used it as a tie-in with another client, Ranier Ale.

It was a classic Gossage event. “Coach Stahl wants you to walk to Seattle.” After it began, newspapers treated it like a news story. Free PR!

Pink Air.

Pink Air spoofed advertising years before The Pink Bunny – it was a campaign for Fina Gas.

It had contests (Your Chance To Win 15 Yards Of Pink Asphalt), premiums (pink balloons and pink valve caps), and the world’s longest slogan:

[Our Motto] “If you’re driving down the road and you see a Fina station, and it’s on your side so you don’t have to make a U-Turn through traffic and there aren’t six cars waiting and you need gas or something, please stop in.”

Plus, there were coupons for pink valve caps, credit cards, and a “free sample” – a pink balloon with the Fina logo.

RESPONSE/INVOLVEMENT

Gossage’s agency ran as many as seven coupons in one ad (for The Sierra Club).

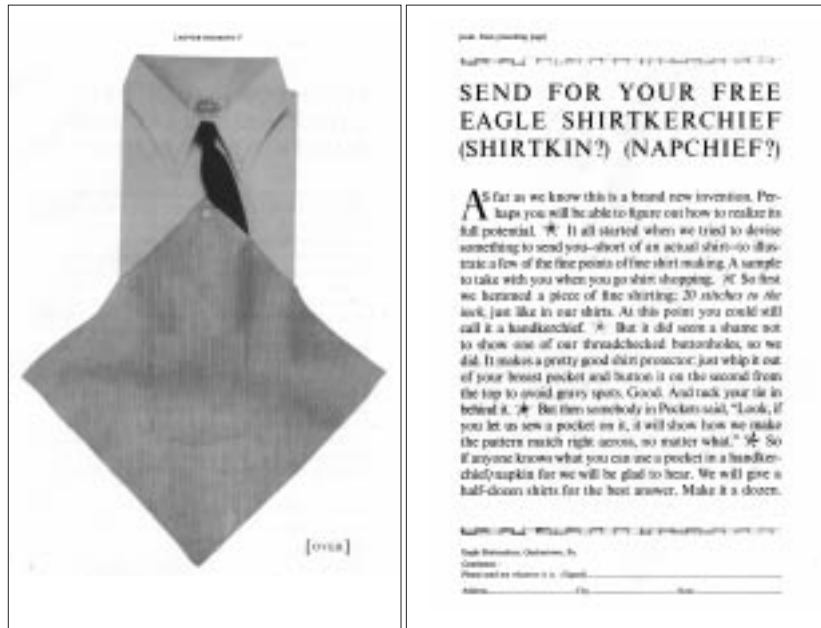
He believed it was an important way to involve readers. It did!



BE THE FIRST ONE ON YOUR BLOCK TO WIN A KANGAROO!

That’s how Howard Gossage got you to think about Australia’s airline – Qantas.

Most of his ads included a response device. Gossage believed contests, offers, coupons and surveys were a great way to involve readers and dramatize some important aspect of the product.



This “spread” was two sides of one page in the New Yorker. You had to flip it back and forth to understand the offer, which was a strange, useless thing that demonstrated various aspects of Eagle’s shirtmaking skills. The ad set new records for responses and even inspired a book (yes, a book), called Dear Miss Afflerbach or The Postman Hardly Ever Rings 11,342 Times.



INGOSSAGE’S ADS, YOU COULD:

- Sign up to walk to Seattle.
- Get recipes for Irish Coffee.
- Vote for Pride or Profit.
- Vote for or against the use of billboards.
- Fill out a survey on your stereo listening habits.
- Write your Congressman, the President, or the IRS.
- Get a free Eagle Shirt Label.
- Order a Beethoven sweatshirt.

Pride or Profit? The copy for the ad on the left started where the previous ad’s copy left off. People looked forward to...

Assignment #3:

THE OBJECTIVE of this assignment is to get you thinking about the dynamics of today's marketplace – and the problems you'll have to solve.

1. DEALING WITH CHANGE.

A. Pick a Product. It doesn't matter what. Remember, the objective is to develop the right mindset.

B. Think about the Category. Is it growing or mature? Are your potential customers using something else? Do you already have a loyal customer base? Why do people buy? Describe the category and competitive situation in two sentences.

C. Think about the Best Way to Reach People.

What are the best communication channels?

Write down your top choices.

D. OK, What's the Best Way to Sell Them?

Based on your initial instincts, what's the best way to get the job done? Later on, you will be provided with good information about products, competition, and consumer behavior. Right now, you want to develop the conceptual framework.)

Write your general approach in a few sentences.

EXAMPLE: Healthy Joints tablets (helps fight arthritis in older dogs). Growing category – dogs living longer; pet food superstores, growing pet health knowledge. Best ways to reach are point of purchase and visit to vet. Look for places w. high dog concentrations – particularly larger dogs. Best way to sell – Sampling w. coupons and information that says "Every dog 8 or older needs Healthy Joints every day." Adult dog food tie-in?

2. VISUALS:

A. Bring in a Visual that you think works.

B. Start a File of visuals you think are strong.

C. Think Visuals first. See it before you write it.



READING LIST.

Here are some books worth looking at. Each deals in its own way with the major changes in our economy and our society during this period:

Three by Toffler:

Future Shock (1971) • *The Third Wave* (1980) • *Powershift* (1990)

Toffler deals with the Post-Industrial Revolution, one of the three great revolutions in human history – which happens to be going on right now.

Each of these books makes an interesting contribution. The third, *Powershift*, builds on the first two – so, if you're pressed for time (and who isn't) – Toffler lets you catch up on the points he made in the first two, though you should read them all if you can find the time.

The Medium Is the Message (or Message). Marshall McLuhan:

McLuhan is difficult (even he wasn't always sure what he meant), but thought-provoking. He was introduced to the media world by Howard Gossage.

Tony Schwartz is a copywriter turned media consultant who puts McLuhan into a practical context.

A brief discussion of his "Resonance Theory" appears at the end of Chapter Three. You might want to read...

The Responsive Chord

Tony Schwartz/Doubleday

Media: The Second God

Tony Schwartz/Random House

Finally, you can impress your friends by reading two *Harvard Business Review* articles, "Managing Our Way to Economic Decline" by Robert H. Hayes and William J. Abernathy, and "Marketing Is Everything" by Regis McKenna.

EXAMPLE: DOMINO’S PIZZA.

It’s easy and it’s fun. Let’s say our idea is to combine Domino’s Pizza and the game of dominoes. Here’s what you’d write:

• **Advertising.** An ad with the headline “The Domino Theory.” History of Domino’s pizza, history of game. Ads would have coupon offer and some sort of game involvement.

• **Sales Promotion (Win/Free/Save).** Give domino pieces with every purchase. Find some way to build continuity – add “Lucky Domino” for extra value/prizes.

• **Public Relations.** Do giant toppling domino designs, have contests, film the event for a news release.

• **Direct Marketing.** Send free domino and coupon to every customer in your database – or every student on campus.

• **Event Marketing.** Sponsor a big Domino Tournament, have demonstrations at student centers.

• **New Media.** Build a Web site with a downloadable domino game and an on-line tournament, offer software.

And don’t forget a downloadable discount coupon.

Got it? Now you do one.

NEED HELP PICKING A BRAND?

Pick your favorite pizza, software you like, or an upcoming campus event.

Go to the store. Buy something off the shelf – barbecue sauce, a lesser-known beverage (not Coke or Pepsi), or even think about the store itself.

Remember, when you’re out there working, you usually won’t have much choice about what you work on – so don’t worry about it.

Just pick something.

3. THE MARCOM MATRIX.

You may or may not think you have a good idea about all the MarCom options there are. But actually, you do. And you’re going to prove it to yourself in this exercise.

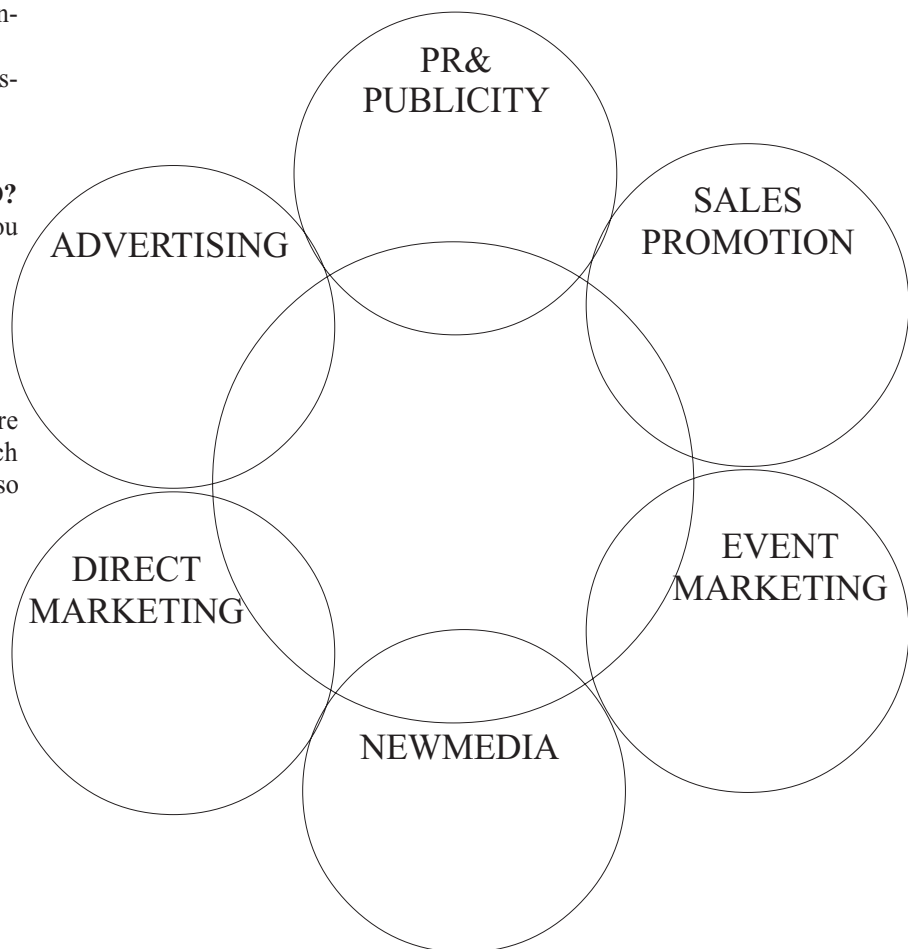
First, pick a brand: _____.

Then, in the center circle, indicate a simple core selling idea for that brand.

In the other circles, which represent different types of MarCom, add a related idea, such as:

- An advertising headline
- An event idea
- A direct marketing tactic
- A publicity idea
- A sales promotion idea
- A new media idea
- An idea for publicity or PR (for your computer)

Go ahead. You can do this.



You might want to use this as a template.

Exercise: Personal Media.

Here's a "stretching" exercise to help you think about the range of IMC opportunities.

Discover your own "Personal Media Network."

1. Track yourself through a typical day – what "media" are part of your network?

Me

WAKE UP



SLEEP

2. When and where were the best opportunities to reach you? What's your Aperture?
3. How does your "Personal Media Network" differ on the weekend?

PERSONAL MEDIA NETWORK.

Keith Reinhard, head of DDB, wants you to think about your "Personal Media Network." That's the way you spend your media day.

What is the media experience from the point of view of the individual target customer?

Aperture™.

A related concept is Aperture™.

What is the best time to reach that person for your product?

It includes places and habit patterns – when and why they read, watch TV, or listen to radio.

For example, is the media for information, entertainment, or background?

It also includes things you might not think of as media, like the package itself.

Thinking like this can help pizza companies decide to advertise just before halftime on a football game.

Thinking like this can help you add in-store advertising to complement your TV schedule.

Helpful Hint.

A good way to get to know your target is to look at their media.

For example, if you have a business trade ad, look through the trade journals where your ad will appear.



Where can you be reached? And when? To be effective, your message has to be at the right place and at the right time. Then, if it's the right message, you've got a shot.



THE PERSONAL TRUTH.

Dan Wieden, head of Wieden + Kennedy, wants his agency to discover the “personal truth” in the products they advertise.

How do they relate to the individual customer’s feelings and experience?

Nike products cover a wide range of activities – each has a different reason for being in people’s lives.

Nike advertising tries to match the personal values attached to those activities.

For example, their advertising to women is dramatically different from that aimed at competitive tennis players or older runners.

Thinking like this helps Nike advertising “ring true.”

Even their celebrity advertising is crafted to allow you to empathize with the individual.

So the advertising’s not just about Nike – it’s about *you*.

“Just Do It” is a theme that gathers strength as each commercial adds its own “truth” to the Nike image.



Exercise: Personal Truth.

One of the ways we can develop insight into others is to develop insights into ourselves.

The excellent work for Nike is an example of advertising most people enjoy.

They work very hard to “Just Do It.”

How do they persuade us?

Let’s compare things we like and ads we like and see if we can’t find the “truths” about both.

- A. Make a list titled “Things I Like.”
- B. Make a list titled “Ads I Like.”
- C. Now, think a bit. What truths are there about advertising that persuade you? Not just things you want to own, but attitudes and images that touch you.
- D. Write down a few truths that are true for you.

Learning what it takes to persuade ourselves is the first step in learning to persuade others.



Different Groups. Different Approaches. This “Design Your Own Shoelaces” promotion took a Foot Loose (ever see the opening credits?) approach for a whole range of their casual footwear.