Book and Video Reviews

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COMMUNICATIONS

The area of marketing communications encompasses many different ideas and techniques. *Integrated Marketing Communication: Putting It Together & Making It Work*, reviewed by Kathleen Kelly, looks at marketing communication from a broad perspective. The next five reviews focus on two specific communication areas: direct marketing and advertising. Regarding direct marketing, Joseph Bellizzi reviews *Profitable Direct Marketing*, and William Carner reviews *Direct Marketing Through Broadcast Media: TV, Radio, Cable, Infomercials, Home Shopping, and More*. Carner’s review leads directly into the advertising reviews. Alphonso Ogbuehi takes a look at *Where the Suckers Moon: An Advertising Story* about an ad agency and its client. The following two advertising reviews, *How to Develop a Successful Advertising Plan* and *When Ads Work* (reviewed by Mary Ericksen and John Holmes, respectively) are about books that aid in helping advertising pay off. The final review in this section looks at communication from a different angle—symbolism. *Trademark Problems and How to Avoid Them*, reviewed by Charles Schwepker, links the symbolic component of the trademark with the legal side of the picture.

SERVICE

Three books and one video are reviewed in this section on service. The first book, *Total Quality Service: Principles, Practices, and Implementation*, reviewed by Dayle Thorpe, did not live up to the reviewer’s expectations and may be more appropriate for the nonmarketing types. The notion of quality service seems to come through more clearly in *Winning the Service Game*, reviewed by G. Tomas Hult. The importance of service is evidenced again with the review by Robert Morgan of *Aftermarketing: How to Keep Customers for Life Through Relationship Marketing*. The final review, by Ron Milliman, takes a look at a video, *Marketing Services*, that focuses specifically on service organizations.

If you decide to order any of this material, tell the publisher, “I read about it in JAMS!”

*Integrated Marketing Communication: Putting It Together & Making It Work*
by Don E. Schultz, Stanley I. Tannenbaum, and Robert F. Lauterborn

When I finished reading this book, I found myself repeating a mantra over and over: *IMC is everything, IMC is everything*. The authors are clearly enthusiasts for IMC and effectively spell out the whys and hows of planning, executing, and controlling an integrated communications program that focuses on the customer rather than on the media. The authors take the position that virtually all marketing techniques and approaches used by business are essentially some form of communication. They state, “Marketing in the 1990s is communication and communication is marketing. The two are inseparable” (p. 46). The authors back up such statements with convincing and compelling evidence throughout the book. Just when I would begin to get a sense of déjà vu, thinking that ideas presented were not particularly innovative, the authors would provide examples to describe how and why the information was unique and critical to IMC. For instance, much of the discussion about the importance of the role of the customer sounded a lot like simply following the marketing concept. However, the chapter on measurement illustrates the role and ability of IMC in getting as close to the customer’s purchase behavior as possible, clearly differentiating IMC from merely profitably satisfying the customer.

After reading Chapters 2 and 3, I felt compelled to call and ask the publisher about the audience for whom the book was written. The publisher confirmed that the book...
was intended for the "business community." I was struggling with the question of how much information in these chapters a business person might be interested in, or would need to know, to understand and possibly implement an IMC program. For example, in Chapter 2, a number of models and concepts are reviewed, including a model of the perceptual process, an interpersonal model, a judgment model, an information-processing model (short- and long-term memory), concept networks, the replacement model, and the accumulation model. The chapter is intended to provide an overview of information processing and how marketing communications work. It accomplishes this objective at the risk of losing some of its audience.

I particularly enjoyed reading the introduction of the book and the history of integrated marketing communications. Although one may not typically think of history as "lively," this chapter and the introduction are fast paced and interesting. It is no surprise that at least one of the authors started his advertising career as a copywriter. Unfortunately, this style was difficult to maintain throughout the topics of compensation systems, measurement, and organizational structures. In addition, after teaching from such textbooks as Arens and Bovee's (1994) Contemporary Advertising, it is easy to get accustomed to attractive glossy ads to illustrate many concepts. A reader with such an expectation from this book will be disappointed. The few ads that are included in the book are black and white and of average quality. As the authors point out, however, I am part of the "visual generation," under 40 years of age and raised on television, movies, and icons! Others, who are more "verbally oriented," may not notice.

The book provides a thorough review of strategy in communication development and implementation. Exhibits offer useful, practical strategic exercises, most of which are already used by advertising professionals (often called creative strategy briefs or simply briefs). It is really in the strategic execution that a distinction is created between advertising and IMC planning. For example, in a list of contact channels that can affect a sale, advertising is only one of 17 channels listed. Therefore, the strategy discussion forces one to think about how all the elements of communication must fit together, from the traditional to the less traditional.

Although much of the book seems like review, this changes when you get to the discussion of the measurement of communication effectiveness. The authors argue that what makes IMC different from traditional, functionally oriented marketing communications programs is where you start in the measurement process. Instead of following the traditional "hierarchy of effects" model, the IMC view of communication measurement begins with purchase behavior. The authors advocate beginning with the measurement of purchase behavior and then trying to explain that behavior as a result of communication exposure that resulted in attitude, brand, or category network changes. This is quite the opposite of the typical communication evaluation that focuses on measuring awareness, recall, or attitudinal changes and then attempting to predict the behavioral impact of the communication.

Measurement is the key to IMC, and the key to implementation of an IMC program is the database. The authors believe that measuring response is the only way to build a database and continually improve communication efforts. They assert that "all advertisements should have a coupon or other device by which a prospect can request more information" (p. 144). This could be a difficult opinion to sell to creative groups! The chapter describes measuring changes in the brand network, measuring contacts, and measuring consumer commitment (an external demonstration of interest in either the marketer's brand or in the generic or a related category). Behavior is defined as transactions, partial transactions, affiliations, and feelings (beliefs and attitudes). A controversial point may be that the authors categorize attitudes as behavior, and they argue that the consumer who changes his or her brand network as a result of an IMC program has "demonstrated a behavioral change that is just as important as a long-term purchasing decision" (p. 121). Many social psychologists would probably not agree.

What will be the cost of measurement and the payoff for implementation? The answer provided is "evaluation." The authors encourage businesses to use IMC by pointing out that as costs decline as a result of technology, it will be feasible for all organizations to build their own databases and have control over their own sources of information.

The major criticism I have of the book is that not enough focus is placed on the chain. For IMC to be effective, the entire chain must have the same customer orientation and understanding of the role of IMC. Recently, Don Schultz (1996) briefly addressed this issue in Marketing News. The book does describe the most likely barriers to implementing IMC and persuasively argues that IMC must start at the top and filter down through the organization. However, if IMC is to have maximum impact, it will have to filter through the entire chain, not just the organization. Although I do not believe there is enough focus on this topic in the book, it does conclude with an in-depth review of two case histories that were solved by the IMC approach. One of the cases reviewed describes the milk carton industry and how IMC was used to solve the problems of a company's ability to sell into higher-value end-use markets. This case illustrated the need for cooperation throughout the chain. The other case reviewed was The American Cancer Society. It was interesting and insightful. The authors did a solid job of balancing examples of the consumer, organizational, and nonprofit industries throughout the book.

We have been hearing about IMC for years. In most advertising textbooks, one to three chapters are generally devoted to the subject, advocating the necessity of one unified message. Unfortunately, such treatment of the subject often minimizes the value of most forms of communi-