



# زبان تخصصی مدیریت بازاریابی

(رشته های مدیریت بازرگانی، اجرایی، صنعتی، MBA)

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امروزه کتاب‌خوانی و علم‌آموزی، نه تنها یک وظیفه‌ی ملی، که یک واجب دینی است.

#### مقام معظم رهبری

در عصر حاضر یکی از شاخص‌های ارزیابی رشد، توسعه و پیشرفت فرهنگی هر کشوری میزان تولید کتاب، مطالعه و کتاب‌خوانی مردم آن مرز و بوم است. ایران اسلامی نیز از دیرباز تاکنون با داشتن تمدنی چندهزارساله و مراکز متعدد علمی، فرهنگی، کتابخانه‌های معتبر، علما و دانشمندان بزرگ با آثار ارزشمند تاریخی، سرآمد دولت‌ها و ملت‌های دیگر بوده و در عرصه‌ی فرهنگ و تمدن جهانی به‌سان خورشیدی تابناک همچنان می‌درخشد و با فرزندان نیک‌نهاد خویش هنرنمایی می‌کند. چه کسی است که در دنیا با دانشمندان فرزانه و نام‌آور ایرانی همچون ابوعلی سینا، ابوریحان بیرونی، فارابی، خوارزمی و ... همچنین شاعران برجسته‌ای نظیر فردوسی، سعدی، مولوی، حافظ و ... آشنا نباشد و در مقابل عظمت آنها سر تعظیم فرود نیاورد. تمامی این افتخارات ارزشمند، برگرفته از میزان عشق و علاقه فراوان ملت ما به فراگیری علم و دانش از طریق خواندن و مطالعه منابع و کتاب‌های گوناگون است. به شکرانه‌ی الهی، تاریخ و گذشته ما، همیشه درخشان و پربار است. ولی اکنون در این زمینه در چه جایگاهی قرار داریم؟ آمار و ارقام ارائه‌شده از سوی مجامع و سازمان‌های فرهنگی در مورد سرانه‌ی مطالعه‌ی هر ایرانی، برایمان چندان امیدوارکننده نمی‌باشد و رهبر معظم انقلاب اسلامی نیز از این وضعیت بارها اظهار گله و ناخشنودی نموده‌اند.

کتاب، دروازه‌ای به سوی گستره‌ی دانش و معرفت است و کتاب خوب، یکی از بهترین ابزارهای کمال بشری است. همه‌ی دستاوردهای بشر در سراسر عمر جهان تا آنجا که قابل کتابت بوده است، در میان دست‌نوشته‌هایی است که انسان‌ها پدید آورده و می‌آورند. در این مجموعه‌ی بی‌نظیر، تعالیم الهی، درس‌های پیامبران به بشر، و همچنین علوم مختلفی است که سعادت بشر بدون آگاهی از آنها امکان‌پذیر نیست. کسی که با دنیای زیبا و زندگی‌بخش کتاب ارتباط ندارد بی‌شک از مهم‌ترین دستاوردهای انسانی و نیز از بیشترین معارف الهی و بشری محروم است. با این دیدگاه، به‌روشنی می‌توان ارزش و مفهوم رمزی عمیق در این حقیقت تاریخی را دریافت که اولین خطاب خداوند متعال به پیامبر گرامی اسلام(ص) این است که «بخوان!» و در اولین

سوره‌ای که بر آن فرستاده‌ی عظیم‌الشان خداوند، فرود آمده، نام قلم به تجلیل یاد شده‌است: «إِقْرَأْ وَ رَبُّكَ الْأَكْرَمُ. الَّذِي عَلَّمَ بِالْقَلَمِ» در اهمیت عنصر کتاب برای تکامل جامعه‌ی انسانی، همین بس که تمامی ادیان آسمانی و رجال بزرگ تاریخ بشری، از طریق کتاب جاودانه مانده‌اند.

دانشگاه پیام‌نور با گستره‌ی جغرافیایی ایران‌شمول خود با هدف آموزش برای همه، همه‌جا و همه‌وقت، به‌عنوان دانشگاهی کتاب‌محور در نظام آموزش عالی کشورمان، افتخار دارد جایگاه اندیشه‌سازی و خردورزی بخش عظیمی از جوانان جوای علم این مرز و بوم باشد. تلاش فراوانی در ایام طولانی فعالیت این دانشگاه انجام پذیرفته تا با بهره‌گیری از تجربه‌های گرانقدر استادان و صاحب‌نظران برجسته کشورمان، کتاب‌ها و منابع آموزشی شاخص و خودآموز تولید شود. در آینده هم، این مهم با هدف ارتقای سطح علمی، روزآمدی و توجه بیشتر به نیازهای مخاطبان دانشگاه پیام‌نور با جدیت ادامه خواهد داشت. به‌طور قطع استفاده از نظرات استادان، صاحب‌نظران و دانشجویان محترم، ما را در انجام این وظیفه‌ی مهم و خطیر یاری‌رسان خواهد بود. پیشاپیش از تمامی عزیزانی که با نقد، تصحیح و پیشنهادهای خود ما را در انجام این وظیفه‌ی خطیر یاری می‌رسانند، سپاسگزاری می‌نماییم. لازم است از تمامی اندیشمندانی که تاکنون دانشگاه پیام‌نور را منزلگاه اندیشه‌سازی خود دانسته و ما را در تولید کتاب و محتوای آموزشی درسی یاری نموده‌اند، صمیمانه قدردانی گردد. موفقیت و بهروزی تمامی دانشجویان و دانش‌پژوهان عزیز آرزوی همیشگی ما است.

ابوالفضل فراهانی

رئیس دانشگاه پیام‌نور

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## **PREFACE**

This volume is designed to be used by students of business management, MBA and related fields at Payame Noor University and other Iranian universities.

The compilers have attempted to provide students with related texts and practices to improve their reading skills. The texts are technical ones in management and the exercises help students check their understanding.

Since this book is a self-study one, the compilers have provided answers to all the questions.

This book consists of seventeen chapters and all the passages have been taken from different books related to marketing. Care has been taken to include various topics related to Marketing.

### **Acknowledgement**

It gives us great pleasure to thank those who encouraged and helped us in writing this text-book. We are particularly grateful to our scientific editor, Dr. Belghis Rovshan, for her precious and insightful comments and also for providing the incisive directions and guidance that made possible the realization of this volume. Our thanks also go to Miss Anaihita Latifi for proofreading the book and her great help.

**Study Guide:**

The purpose of this book is to improve the reading skills of the students of Business Management, MBA and related fields and to help them become familiar with the major concepts and key words in this field by means of some technical passages. Each passage is followed by three kinds of exercises and the answer keys.



# Chapter 1

## What Is Marketing?

### General Objectives

This unit is designed to help students learn a number of key words in marketing, to familiarize them with some technical passages in this domain and to enable them to become familiar with the concept of marketing and some related issues.

### Behavioral Objectives

After reading this chapter, students are expected to :

- 1) Define the meaning of Marketing and understand it.
- 2) Define the meaning of Marketing Mix and understand it.
- 3) Define the key words in marketing.
- 4) Do exercises I, II and III.

## What Is Marketing?

Before reading on, stop for a moment and think about how you would define marketing. Chances are that each reader of this book will come up with a somewhat different answer, since marketing is often viewed in terms of individual activities that constitute the overall marketing process. One popular conception of marketing is that it primarily involves sales. Other perspectives view marketing as consisting of advertising or retailing activities. For some of you, market research, pricing, or product planning may come to mind.

While all of these activities are part of marketing, it encompasses more than just these individual elements. For nearly two decades, the American Marketing Association (AMA), the organization that represents marketing professionals in the United States and Canada, defined marketing as the process of planning and executing the

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conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives. This definition of marketing focused on exchange as a central concept in marketing and the use of the basic marketing activities to create and sustain relationships with customers. For exchange to occur there must be two or more parties with something of value to another, a desire and ability to give up that something to the party, and a way to communicate with each other. Advertising and promotion play an important role in the exchange process by informing customers of an organization's product or service and convincing them of its ability to satisfy their needs or wants.

Not all marketing transactions involve the exchange of money for a product or service. Nonprofit organizations such as, charities, religious groups, the arts, and colleges and universities (probably including the one you are attending) receive millions of dollars in donations every year. Nonprofits often use ads like the one to solicit contributions from the public. Donors generally do not receive any material benefits for their contributions; they donate in exchange for intangible social and psychological satisfactions such as feelings of goodwill and altruism.

While many still view exchange as the core phenomenon or domain for study in marketing, there is also agreement among most academicians and practitioners that the discipline is rapidly changing. To reflect these changes, the AMA adopted a revised definition of marketing in 2004, which is as follows:

Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.

This revised definition is viewed as being more strategic in nature as well as more reflective of the role marketing plays in the functioning of an organization. It also recognizes the important role marketing plays in the process of building and sustaining relationships with customers and delivering value to them.

### **Marketing Focuses on Relationships and Value**

Today, most markets are seeking more than just a one-time exchange or transaction with customers. The focus of market-driven companies is on developing and sustaining relationships with their customers. Successful companies recognize that creating, communicating, and

delivering value to their customers is extremely important. Value is the customer's perception of all of benefits of a product or service weighed against all the costs of acquiring and consuming it. Benefits can be functional (the performance of the product), experiential (what it feels like to use the product), and/ or psychological (feelings such as self-esteem or status that result from owning a particular brand). Costs include the money paid for the product or service as well as others factors such as acquiring information about the product/service, making the purchase, learning how to use it, maintaining the product, and disposing of it.

The focus on customer relationships and value has led many companies to emphasize relationship marketing, which involves creating, maintaining, and enhancing long-term relationships with individual customers as well as other stakeholders for mutual benefit.

The movement toward relationship marketing is due to factors. First, companies recognize that customers have become much more demanding. Consumers desire superior customer value, which includes quality products and services that competitively priced, convenient to purchase, delivered on time, and supported by excellent customer service. They also want personalized products and services that are tailored to their specific needs and wants. Advances in information technology, along with flexible manufacturing systems and new marketing processes, have led to mass customization, whereby a company can make a product or deliver a service in response to a particular customer's needs in a cost-effective way. New technology is making it possible to configure and personalize a wide array of products and services including computers, automobiles, clothing, cosmetics, jewelry, and mortgages. Consumers can log on to the Dell website and build own computers or to NikeiD.com to design personalized athletic shoes and other products.

Another reason why marketers are emphasizing relationships is that it is more cost effective to retain customers than to acquire new ones. Marketers are giving more attention to the lifetime value of a customer because studies have shown that reducing customer defections by just 5 percent can increase future profit by as much as 30 to 90 percent. As companies focus more attention on customer retention, many are developing customer relationship management (CRM) programs, which involve the systematic tracking of consumer's preferences and behaviors and modifying the product or

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service offer as much as possible to individual needs and wants. Information technology, particularly data- base systems, is an integral part of CRM programs as companies must capture information about their customer and adjust elements of their marketing programs to better meet their needs and wants. Marketing communications is also an important part of customer relationship management as companies strive to create more personalized and meaningful one-to-one communications with customers and manage their contacts and interactions with them.

### **The Marketing Mix**

Marketing facilitates the exchange process and the development of relationships by carefully examining the needs and wants of consumers, developing a product or service that satisfies these needs, offering it at a certain price, making it available through a particular place or channel of distribution, and developing a program of promotion or communication to create awareness and interest. These four Ps, i.e. product, price, place (distribution), and promotion, are elements of the marketing mix. The basic task of marketing is combining these four elements into a marketing program to facilitate the potential for exchange with consumers in the marketplace.

The proper marketing mix does not just happen. Marketers must be knowledgeable about the issues and options involved in each element of the mix. They must also be aware of how these elements can be combined to form an effective marketing program that delivers value to consumers. The market must be analyzed through consumer research, and the resulting information must be used to develop an overall marketing strategy and mix.

The primary focus of this book is on one element of the marketing mix: the promotional variable. However, the promotional program must be part of a viable marketing strategy and be coordinated with other marketing activities. A firm can spend large sums on advertising or sales promotion, but it stands little chance of success if the product is of poor quality, or is priced improperly, or does not have adequate distribution to consumers. Marketers have long recognized the importance of combining the elements of the marketing mix into a cohesive marketing strategy. Many companies also recognize the need to integrate their various marketing communications efforts, such as media advertising, direct marketing,

sales promotion, Internet marketing, event sponsorships, and public relations, to achieve more effective marketing communications.

## Exercises:

### I. Match the words in column I with their definitions in column II.

#### Column I

1. durable
2. blend
3. happen
4. protect
5. comfort
6. mirror
7. accentuate
8. persuade
9. integrated
10. establish
11. accommodation
12. famous
13. effort

#### Column II

- a. constitute
- b. popular
- c. sustain
- d. occur
- e. convince
- f. emphasize
- g. reflect
- h. convenient
- i. a place to live, work or stay in
- j. strive
- k. viable
- l. combine
- m. cohesive
- n. diffuse
- o. attend

### II. Choose the choice which best completes each item.

1. Promotion is the efforts that marketer make to ..... customer or organization about goods services or ideas.
  - a. allocate
  - b. manipulate
  - c. persuade
  - d. devote
2. Ads and promotion play an important role in the exchange process by ..... people to choose specific goods or services.
  - a. denoting
  - b. establishing
  - c. reassessing
  - d. convincing
3. Nonprofit organizations often use ads like this one to ..... contribution from the public.

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- |            |           |
|------------|-----------|
| a. solicit | b. donate |
| c. satisfy | d. manage |
4. The promotional programs must be part of a ..... marketing strategy.
- |                |             |
|----------------|-------------|
| a. venturesome | b. viable   |
| c. individual  | d. tracking |
5. The focus of market-driven companies is on developing and ..... relationship with their customers.
- |               |              |
|---------------|--------------|
| a. acquiring  | b. releasing |
| c. sustaining | d. competing |
6. Successful companies ..... that creating value to their customers is extremely important.
- |            |              |
|------------|--------------|
| a. endorse | b. recognize |
| c. stem    | d. merit     |
7. A reason why marketers are emphasizing relationship is that it is more cost effective to ..... customers than to acquire new ones.
- |            |            |
|------------|------------|
| a. retain  | b. sharpen |
| c. improve | d. analyze |
8. Products and services must be ..... to the specific needs and wants of their consumers.
- |              |                |
|--------------|----------------|
| a. evaluated | b. indicated   |
| c. tailored  | d. contributed |
9. .... is the customer's perception of all benefits of products or services.
- |            |           |
|------------|-----------|
| a. Utility | b. Demand |
| c. Want    | d. Value  |
10. The promotional programs must be ..... with other marketing activities.
- |                 |                |
|-----------------|----------------|
| a. realized     | b. diffused    |
| c. communicated | d. coordinated |

**III. Fill in the blanks with the appropriate words from the list below.**

desire    convenient    recognize    due to    delivered    tailored  
personalized    competitively    demanding    supported

The movement toward relationship marketing is .....1..... factors.  
First, companies .....2..... that customers have become much more  
.....3..... .

Consumers .....4..... superior customer value, which includes quality  
products and services that are .....5..... priced, .....6..... to purchase,  
.....7..... on time, and .....8..... by excellent customer service.  
They also want .....9..... products and services that are  
.....10.....to their specific needs and wants.

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### **The Answer keys:**

**I.** 1. k 2. l 3. d 4. c 5. h 6. g 7. f 8. e 9. m 10. a  
11. i 12. b 13. j

**II.** 1. c 2. d 3. a 4. b 5. c 6. b 7. a 8. c 9. d  
10. d

**III.** 1. due to 2. recognize 3. demanding 4. desire  
5. competitively 6. convenient 7. delivered  
8. supported 9. personalized 10. tailored

# **Chapter 2**

## **Integrated Marketing Communications**

### **General Objectives**

This unit is designed to help students learn a number of key words related to integrated marketing communications (IMC), to familiarize them with some technical passages in this domain, and to enable them to become familiar with the concept of integrated marketing communications and the evolution and a contemporary perspective of IMC.

### **Behavioral Objectives**

After reading this chapter, students are expected to :

- 1) Define the meaning of Integrated Marketing Communications (IMC).
- 2) Define the evolution of IMC.
- 3) Define a contemporary perspective of IMC.
- 4) Define some key words in IMC.
- 5) Do exercises I, II and III.

## **Integrated Marketing Communications**

For many years, the promotional function in most companies was dominated by mass-media advertising. Companies relied primarily on their advertising agencies for guidance in nearly all areas of marketing communication. Most marketers did use additional promotional and marketing communication tools, but sales promotion and direct-marketing agencies as well as package design firms were generally viewed as auxiliary services and often used on a per-project basis. Public relations agencies were used to manage the organization's publicity, image, and affairs with relevant publics on an ongoing basis

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but were not viewed as integral participants in the marketing communications process.

Many marketers built strong barriers around the various marketing and promotional functions and planned and managed them as separate practices, with different budgets, different views of the market, and different goals and objectives. These companies failed to recognize that the wide range of marketing and promotional tools must be coordinated to communicate effectively and present a consistent image to target markets.

### **The Evolution of IMC**

During the 1980s, many companies began taking a broader perspective of marketing communications and seeing the need for a more strategic integration of promotional tools. This decade was characterized by the rapid development of areas such as sales promotion, direct marketing, and public relations, which began challenging advertising's role as the dominant form of marketing communication. These firms began moving toward the process of integrated marketing communications (IMC), which involves coordinating the various promotional elements and other marketing activities that communicate with a firm's customers. As marketers embraced the concept of integrated marketing communications, they began asking their advertisement agencies to coordinate the use of a variety of promotional tools rather than relying primarily on media advertising. A number of companies also began to look beyond traditional advertising agencies and use other types of promotional specialists to develop and implement various components of their promotional plans.

Many agencies responded to the call for synergy among the promotional tools by acquiring PR, sales promotion, and direct-marketing companies and touting themselves as IMC agencies that offer one-stop shopping for all their clients' promotional needs. Some agencies became involved in these non-advertising areas to gain control over their clients' promotional programs and budgets and struggled to offer any real value beyond creating advertising. However, the advertising industry soon recognized that IMC was more than just a fad. Terms such as new advertising, orchestration, and seamless communication were used to describe the concept of integration. A task force of the American Association of Advertising Agencies (the

“4As”) developed one of the first definitions of integrated marketing communications:

A concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines--- for example, general advertising, direct response, sales promotion, and public relations --- and combines these disciplines to provide clarity, consistency, and maximum communications impact.

The 4As’ definition focuses on the process of using all forms of promotion to achieve maximum communication impact. However, advocates of the IMC concept argued for an even broader perspective that considers all sources of brand or company contact that a customer or prospect has with a product or service. They noted that the process of integrated marketing communications calls for a “big-picture” approach to planning marketing and promotion programs and coordinating the various communication functions. It requires that firms develop a total marketing communications strategy that recognizes how all of a firm’s marketing activities, not just promotion, communicate with its customers.

Consumers’ perceptions of a company and/ or its various brands are a synthesis of the bundle of messages they receive or contacts they have, such as media advertisements, price, package design, direct-marketing efforts, publicity, sales promotions, websites, point-of-purchase displays, and even the type of store where a product or service is sold. The integrated marketing communications approach seeks to have all of a company’s marketing and promotional activities project a consistent, unified image to the marketplace. It calls for a centralized messaging function so that everything a company says and does communicates a common theme and positioning. For example, Montblanc uses classic design and a distinctive brand name as well as high price to position its watches, pens, and other products as high-quality, high-status products. This upscale image is enhanced by the company’s strategy of distributing its products only through boutiques, jewelry stores, and other exclusive shops including its own stores.

Many companies have adopted this broader perspective of IMC. They see it as a way to coordinate and manage their marketing communication programs to ensure that they send customers a consistent message about the company and/ or its brands. For these companies, integration represent an improvement over the traditional

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method of treating the various marketing and promotion elements as virtually separate activities. However, this perspective of IMC has been challenged on the basis that it focuses primarily on the tactical coordination of various communication tools with the goal of making them look and sound alike. It has been criticized as an “inside-out marketing” approach that is a relatively simple matter of bundling promotional mix elements together so they have one look and speak with one voice. As IMC continues to evolve, both academicians as well as practitioners are recognizing that a broader perspective is needed that views the discipline from a more strategic perspective.

### **A Contemporary Perspective of IMC**

As marketers become more sophisticated and develop a better understanding of IMC, they are recognizing that it involves more than just coordinating the various elements of their marketing and communications programs into a “one look, one voice” approach. As IMC evolves, it is being recognized as a business process that helps companies identify the most appropriate and effective methods for communicating and building relationships with customers and other stakeholders. Don Schultz of Northwestern University has developed what many think is a more appropriate definition of IMC, as follows:

Integrated marketing communication is a strategic business process used to plan, develop, execute and evaluate coordinated, measurable, persuasive brand communications programs over time with consumers, customers, prospects, employees, associates and other targeted relevant external and internal audiences. The goal is to generate both short-term financial returns and build long-term brand and shareholder value.

There are several important aspects of this definition of IMC. First, it views IMC as an ongoing strategic business process rather than just tactical integration of various communication activities. It also recognizes that there are a number of relevant audiences that are an important part of the process. Externally these include customers, prospects, suppliers, investors, interest groups, and the general public. It also views internal audiences such as employees as an important part of the IMC process. Schultz also notes that this definition reflects the increasing emphasis that is being placed on the demand for accountability and measurement of the outcomes of marketing communication programs as well as marketing in general.

Many companies are realizing that communicating effectively with customers and other stakeholders involves more than just the tactical use of the traditional marketing communication tools. These firms, along with many advertising agencies, are embracing IMC and incorporating it into their marketing and business practices. It is true, however, that not all companies have moved beyond the stage of simply bundling promotional mix elements together and made the organization changes and investment that are needed for true integration. Moreover, some academics and practitioners have questioned whether IMC is just another “management fashion” whose influence will be transitory. Critics of IMC argue that it merely reinvents and renames existing ideas and concepts and that it questions its significance for marketing and advertising thought and practice.

While the debate over the value and relevance of IMC is likely to continue, proponents of the concept far outnumber the critics. IMC is proving to be a permanent change that offers significant value to marketers in the rapidly changing communications environment they are facing in the new millennium. IMC has been described as one of the “new-generation” marketing approaches being used by companies to better focus their efforts in acquiring, retaining, and developing relationships with customers and other stakeholders. Some scholars have stated that IMC is undoubtedly the major communications development of the last decade of the 20th century. In the next chapter we will discuss some of the reasons for the growing importance of IMC.

## Exercises:

### I. Match the words in column I with their definitions in column II.

#### Column I

1. rely
2. ongoing
3. barrier
4. embrace
5. fad
6. transitory
7. persuasive

#### Column II

- a. obstacle
- b. fashion
- c. convincing
- d. depend on
- e. helpful
- f. extensive
- g. continuous

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- |                  |                   |
|------------------|-------------------|
| 8. comprehensive | h. temporary      |
| 9. auxiliary     | i. accept an idea |
| 10. significance | j. importance     |
|                  | k. valuable       |
|                  | l. association    |

### II. Choose the choice which best completes each item.

1. According to Don Schultz's definition the goal in IMC is to .....
  - a. get short-term financial returns
  - b. build long-term brand and shareholder value
  - c. generate short-term financial returns and build long-term brand and shareholder value
  - d. avoid external and internal audiences
2. Montblanc uses ..... to position its products.
  - a. low price
  - b. local brand name
  - c. classic design
  - d. usual brand name
3. The 4As definition focuses on .....
  - a. the process of using business brand
  - b. the process of using all forms of promotion to achieve maximum communication impact
  - c. gaining control over their clients promotional programs
  - d. all of the 20th- century's events
4. The last decade of the 20th century was characterized by the rapid development of areas such as .....
  - a. direct marketing
  - b. public relations
  - c. sales promotion
  - d. indirect marketing
5. According to some scholars, IMC is the major communications development of .....
  - a. the first decade of the 20th century
  - b. the last decade of the 20th century

- c. the first decade of the 21st century
  - d. the last decade of the 21st century
6. The number of relevant audiences that are an important part of the IMC process include .....
- a. experts
  - b. profits
  - c. investors
  - d. managers
7. Integrated marketing communications is a business process used to.....
- a. evaluate immeasurable phenomena
  - b. develop relationships with customers and other stakeholders
  - c. limit the relationships with other stakeholders
  - d. approve new brands
8. After marketers embraced the concept of integrated marketing, .....
- a. they relied on media advertising
  - b. they didn't do anything special
  - c. they began asking their agencies to coordinate the use of a variety of promotional tools
  - d. they stopped their advertisement
9. For a long time the promotional function in most companies was dominated by .....
- a. their agencies
  - b. mass-media advertising
  - c. speaking with customers and their audiences
  - d. interrelationship
10. The integrated marketing communications approach seeks to have .....
- a. all of a company's marketing and promotional activities project a unified image to the marketplace
  - b. more benefit and less costs
  - c. a non-consistent, non-unified image to the marketplace

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- d. only some of a company's marketing project a unified image to the marketplace

### III. Fill in the blanks with the appropriate words from the list below.

|           |             |               |              |
|-----------|-------------|---------------|--------------|
| audiences | persuasive  | approach      | evaluate     |
| develop   | shareholder | sophisticated | coordinating |
| prospects | generate    |               |              |

As marketers become more ...1.... and develop a better understanding of IMC, they are recognizing it involves more than just .....2... the various elements of their marketing and communications programs into a “one look, one voice” ....3..... . Integrated marketing communications is a strategic business process used to plan, ....4..., execute and .....5..... coordinated, measurable, ...6..... brand communications programs over time with consumers, customers, ....7..., employees, associates and other targeted relevant external and internal .....8..... . The goal is to .....9..... both short-term financial returns and build long-term brand and .....10..... value.