CHAPTER TWO

CAMPAIGN PLANNING
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2.1 Ad Campaign:

2.1.1 Agency management is heavily focused on the analysis, planning, control and decision making activities of the advertiser. The advertiser provides the overall managerial direction and financial support for the development of advertising and the purchase of media time and space, even though many other institutions are involved in the process. A focal point is the development of an advertising programme or plan for the advertiser.

2.1.2 In cases where several different kinds of products or services are offered by the advertiser, a separate programme may be developed for each. The advertisement is usually released several times, and the resulting schedule of exposures is referred to as an advertising campaign.

2.2 No ad-hoc Ads

2.2.1 The word campaign has been imported into advertising from military strategy. A military general plans a series of battles which together form a major campaign of war. Similarly the advertising agency must think of strategies and planning of action from all possible sides to win the 'battle' of sales.
2.2.2 A military campaign takes place on the land, on the sea and in the air; similarly the modern advertising agencies have to take the help of various media of advertising so as to reach their clients' goal i.e. to sell a product, a service or an idea. An advertiser must never think in terms of a single advertisement but in terms of an overall campaign, just a few advertisements to do a major selling job would be fragmentary effort which would be a waste, but instead, a series of planned advertisements throughout the year or during a specific period in case of seasonal products, can reap rich dividends.

   e.g. The M-80 Motor-cycle campaign of Bajaj Auto Limited - Because of the release of advertisements in vernacular languages and sales promotional material like folder, leaflet, posters and banners, the sales figures for the months of September 1988 and October 1988 in Pune City recorded 500 motor-cycles sold. As against the average sales of M-80 Motor-cycles per month of 150 motor-cycles.

2.3 Advertising Campaign Plan

2.3.1 Campaign planning means advertising strategy which is designed to support adequately the marketing strategy when translated into a plan of action for achieving desired goals. In India selling is like a competitive 'war'. A developing economy is always built on healthy competition and therefore demands aggressive selling and advertising.

2.3.2 An advertising campaign is built not only to sell a product but also to create a good corporate image or a brand image, i.e. to create a favourable opinion in the minds of people. Therefore an advertising campaign is the complete advertising plan comprising programmes which have been set up to accomplish definite objectives.

2.3.3 A campaign may have different programmes such as consumer, trade, dealer, co-operative advertising, etc., with proper point of purchase and other media considerations to support the sales promotional activities and together they make up an overall plan which has a single objective, that is, to sell more and more effectively and economically. All these parts of the campaign must be co-ordinated with one another and if one of them is weak, it would be detrimental to the entire campaign, because all these parts are the various links in the total chain of campaign planning.

2.4 Situation Analysis

2.4.1 In developing and managing an advertising campaign, the major institutions involved in the field of Advertising Management are the advertising agency, the media and the research suppliers. The agency and the research suppliers assist the advertiser in analyzing opportunities, designing advertising ideas, buying media space and time.
2.4.2 Others are controlling institutions that interact with and affect the advertiser's decision making activities. The government and competition are the two most important external control institutions. Most advertisers are affected by a wide range of government regulations concerning their products, services and advertising. Direct or indirect competitors are usually present and serve as a major external control. What the competitors do and how they react is thus an important part of management.

2.5 Campaign Objectives

2.5.1 Advertising is a communication tool and in most cases it is advantageous to set objectives and measure results in terms of intervening variables like brand awareness, brand image or attitude. However, these communication tasks are ultimately expected to create a behavioural response to the market place. This behaviour could be the first purchase of a brand, a visit to a showroom or simply stimulating a primary demand for a product or building a brand preference. On the other hand the campaign may be designed to tell the customers of a new use of an existing product or the use of a new product. It may be to stimulate dealers to stock the product or to educate the customers regarding the product.

2.5.2 Every campaign has minimum immediate objectives but the ultimate goal is always to sell the product, the service or the idea.
The objectives may differ from campaign to campaign within a given company or in campaigns of competing companies.

For example, when Kawasaki Bajaj 100 motorcycle was upgraded to Kawasaki Bajaj 100 RTZ, the immediate objective of the initial campaign was to get the KB-100-RTZ accepted by the potential buyers. When such a market for the new version was developed, competitors like TVS-Suzuki-Supra Model entered the field and a new campaign was needed to ward off competition. In the first case the objective was to gain acceptance for the KB-100-RTZ. When the market changed with the entrance of the competitor the objective changed to gaining preference for the brand. The immediate objectives of the two campaigns are quite different and therefore, the means of achieving them must also be different, but the ultimate goal of the advertising campaign remains the same. (Source: Field Work)

2.5.3 In some cases the objective may be to better the public relations of the company. If the public relations efforts are directed towards the consumers they reach a definite link up with sales because the ultimate goal is, through public relations, to gather the goodwill of the consumers - both the existing and the prospective ones - to ensure continued sales of the product. For example, some advertising agencies organize press conferences and prepare write-ups for the clients as and when required. Similarly they organize seminars, lectures, dealer meetings, inaugural functions etc.
2.5.4 The minimum objectives of the advertising are to gain a large share of the market, to obtain the goodwill of the public, to sell products by mail order, to correct mistaken ideas and misunderstandings about a firm or to launch a new product or a new package for an established product etc.

2.5.5 An interesting objective is the creation of the corporate image. The corporate image like the brand image exists in the minds of the public about the company which manufactures the various products and the company associates itself with the progress of the nation and such other lofty ideals so that its image is elevated to a higher level and the products which the company sells also get their brand image enhanced in the eyes of the consumers. For Example, "David Ogilvy said that for the development of a high profile brand image advertiser's need to have well-known people and personalities to endorse their advertisements. That is why celebrities, the most sought after models are used in image building campaigns". For instance, "Gavaskar caught and bowled by Lipton Tea" or Dinesh executive ... S. M. Gavaskar.

2.6 Factors influencing the planning of the campaign

2.6.1 There are many factors that influence the planning of an advertising campaign. These factors are to be considered in the planning of the overall marketing plan of the company. But at the same time, they also influence the planning of the advertising campaign.

2.6.2 Since the advertising campaign is planned as a part of the entire marketing plan, it must be an integral part of it. There are certain important circumstances which have to be considered and data about them to be gathered before the advertising man starts planning the campaign.

1. The Client: The company's goodwill, position in the market and financial strength etc.

2. The Product: Its type, whether it is new or already established on the market, its differentiating features, the package, the total range of products.

3. The Price: The selling price of the product, its relationship to competitors' prices.

4. The Market: The number and types of potential consumers, their location, the total potential volume of sales.

5. The Competition: The number and strength of competitors, their marketing and advertising strategies.

6. The Channels of Distribution: The number and types of distributors, their location, degree of co-operation obtained from them.

7. The Purpose of Advertising: Setting up objectives and achieving them with minimum expenditure of time, money and without unsought for consequences.

8. The Budget: The amount of money needed, the amount of money available.
9. The Advertising Theme: The various appeals that might be used, the one single appeal that will best meet the needs of the objective of the campaign.

10. The Media: Various vehicles that would carry the message to the potential market, the most appropriate type of media to be used for the particular product and purpose and the appropriation to be allocated to various major media, the specific publications and TV stations, outdoor hoardings etc.

11. The Advertising Schedule: The timing of advertisements, the frequency and size of advertisements to be run.

12. The Dealer Promotion or Dealer Programme: Co-operative advertising, point of purchase display materials, reproduction of advertisements to be supplied to dealers for display in their shops.

13. The Sales Execution: Brochures, folders or leaflets and kits to be supplied to the sales force, their activity in merchandising, the advertising to the wholesalers and retailers.

14. Marketing Support: Any premiums, introductory price offers or contents, that may be utilized in the marketing plan and study of the environmental factors like government and political regulations, socio-economical, technological factors in this regard.
15. Co-ordination : Co-ordination of all phases of campaigns programme.

2.7 Main Decisions in Campaign Planning

2.7.1 After gathering the basic data as listed above, the advertising man has to find out the answers to the basic questions like what to say, how to say it, and where to say it. Answers to these questions constitute the copy policy, incorporate the whole production side of advertising, and selection of appropriate media.

2.7.2 The advertising campaign may be a public relations campaign, a sales promotion campaign or an institutional campaign, but all the three basic decisions are common to all of them.

2.8 Principles of Campaign Planning

2.8.1 There are three principles of campaign planning which a campaign must adhere to. They are 1) Dominance, 2) Concentration and 3) Repetition.

2.8.2 Dominance means that it is better to have fewer advertisements but dominating so that a message can be remembered well. If a campaign is broken up into small advertisements, even if more in number their noticeability will be too insignificant to make any impact. In any given medium the campaign must dominate the scene, must dominate the competitive campaigns as far as possible.
2.8.3 Concentration means that instead of having advertisements all over the country it is better to concentrate on certain important areas so that the campaign has a chance to achieve some definite goals. Even in media selection, concentrations, is necessary. It would be fruitless to utilize various media and not allow even to create the necessary impact. In short concentration means the emphasis in a campaign should be narrowed down. Even in an advertisement design there should be concentration on one single theme as also one major illustration preferably.

2.8.4 Repetition means that the flexibility of the campaign to repeat the message, whether in one medium or in a combination of the various media so that the message is hammered into the minds of the prospects. However, how much to repeat would depend upon the requirements of each campaign and the circumstances of each. Too much repetition is not only a waste but sometimes can have adverse effects also. The same hoarding for a longer period or the same advertisement running for many months may create the possibility of being a 'blindspot' whereby people see but ignore it, or the mind does not permit to take it in because a certain saturation point has been reached.

2.8.5 Repetition is necessary to allow a campaign to run till the product appeal has properly sunk into the minds of the audience, till the combination of media has been given enough time to reach and penetrate into the proper market.
2.9 Unity of Direction

2.9.1 The basic principle of any advertising campaign is that there is one single major message and it is released through the various media. There may be one major medium and others to support it. Sometimes depending upon the product and its market, two media may share the maximum burden of the campaign. Some media might be used to remind, e.g. outdoor hoardings, bunting or point of purchase whereas some might be used to give the message fully. i.e. Newspapers, TV, Direct Mail, Technical Folders etc.

2.9.2 All the media used must be so co-ordinated that they reinforce the message even if a prospect is reached by more than one medium. There should be a unity of thought and continuity through all the media and through all the outlets in a medium.

For Example, a press advertisement campaign must have some family resemblance in all the advertisements. Sometimes a message may be split up say in six or seven successive press advertisements. Sometimes the copy writer and the visualiser with the help of a certain specific style, both of copy and layout, maintain a commonness which prevails in all such advertisements. Many devices are used: the same models for illustrations, same type face, same format of layout.

2.9.3 Each individual unit of the total advertising campaign should have features of the total campaign or say atmosphere or mood,
which identifies it as belonging to the total campaign. This would serve to fulfill the objectives of the campaign, that whether a prospect sees more than one unit of the campaign he remembers the earlier unit and the one he is seeing at present reinforces the message of the earlier ones.

2.9.4 An advertising campaign utilizes the psychological principles of memory, stimulus, recognition, recall and reinforcement, i.e., the second advertisement acts as a stimulus, to enable the observer to recognize it as something similar seen before and that previously seen advertisement is recalled to the memory which in turn reinforces the message of both the advertisements.

2.10 Case History

AFTER CONSIDERING THEORETICAL ASPECTS OF A CAMPAIGN, THE CASE HISTORY OF KIRLOSKAR CUMMINS CAMPAIGN ON WHAT ENGINE USERS CAN DEMAND OF THEIR ENGINES HAS BEEN WRITTEN TO SUPPORT THEORETICAL ASPECTS.

Objective

KCL decided to run a press ad campaign with customers satisfaction objectives. Accordingly the campaign was created and run in 1983 with notable success. Here is a detailed study of the campaign with special emphasis on the factors connected with the planning aspect.
Situation Analysis

In planning this campaign an analysis of all relevant data was done in order to prepare the campaign theme and copy platform. It was found that most engine users were vaguely aware of what they expected from Heavy Duty Diesel Engines. It was therefore decided that the uncertain and unclear desires of the users must be made very clear and given the importance of special rights which users could demand of their power units. Since the client had a proven record of meeting these demands it was decided to prepare a hard hitting press campaign. Each one of the ads would feature one important requirement of the user which he could demand of his engine. Each ad would clearly state that KCL engines were capable of meeting these demands.

It was also decided that specific claims would be made regarding the performance of these engines. Every claim would be further supported by citing an actual case history. In this manner it was believed that the campaign would carry complete conviction.
Illustrations

The hand is a very expressive means of communication. This concept is amply proved by the fact that both in Indian and other forms of dance, various hand movements (called MUDRA's in Indian dancing) are an integral part of the dance forms. The hand also lends itself to a very effective treatment in this campaign to supplement the headlines. A very simple direct line treatment instead of a highly pictorial photographic treatment has been chosen so that the power of the headlines in each ad is not diminished at all, but enhanced effectively.

Individual Advertisements

The first ad had for its theme non-stop operation. This theme was mentioned boldly in the headline : which said

"Non-stop operation
24 hours a day
7 days a week".

Sub-headline : Demand it of your diesel engine, it's your right.
Another sub-headline said - And Kirloskar Cummins ensures it is upheld.
(Refer Page No. 238).

The copy started off by saying that the user had the right to demand uninterrupted power which KCL engines would offer readily.
This claim was supported by mentioning the special processes and materials used in making Kirloskar Cummins engine components rugged enough to withstand all the strains and stresses of continuous operation.

Further proof was added with the case of Chloride India, the country's number one Battery Producer. Since Battery production demands uninterrupted power particularly for its sintering plant, the company could not take any chances regarding power units. Its choice of KCL engines has been fully vindicated and Chloride India is completely satisfied with the performance of KCL engines.

The message comes through loud and clear; when you want continuous power hour after hour for days together your choice is absolutely KCL engines.

* The theme of the II Ad *

Headline - Optimum efficiency
Sub-headline - 3.8 units of power for every litre of diesel
(Refer Page No. 239).

The copy urges the user to demand both non-stop operation and maximum fuel economy and suggests that KCL engines will meet definitely these demands. This claim is supported by details of the unique PT fuel system which has proved its superiority over other systems with regard to fuel economy and overall performance.
Further proof is added with the case WIDIA (INDIA) Ltd., the leading carbide tool Manufacturer.

Its search for the most energy efficient systems led the company to the choice of KCL - K series engines which have a proven efficiency of delivering of 3.8 units of power/lit of diesel. The conclusion clearly states that when you are looking for the most fuel efficient engines, your choice is clear: KCL engines.

* The Theme of the III Ad *

Headline - Lowest Oil Consumption
Sub-headline - 1200 units of power per litre of Lube Oil
(Refer Page No. 240).

The copy starts off by stressing the point that fuel economy alone is not sufficient for engine users to achieve overall economy. Low lube oil consumption is equally important, and the user has a right to demand it and that KCL engines would definitely fulfill this demand.

This claim is proved by citing a number of technical features which have been developed in order to achieve the lowest lube oil consumption in KCL engines. Further proof is added by citing the case history of Sitalaxmi Mills, a leading producer of quality fibres. By using Gensets powered by KCL engines this user has been able to get over 1500 units of power for every litre of lube oil. Thereby reducing the oil cost of unit of power to less than one paisa.
The conclusion suggests that for maximum lube oil economy, your choice is clear: KCL engines.

* The theme of the IV Ad *

Headline - Maximum Durability
Sub-Headline - No Overhauls before 18,000 + hours
(Refer Page No. 241).

The copy urges the reader to demand over 18000 hours operation of his diesel engines without overhauling them. It states that KCL engines operate more than 1800 hours without needing an overhaul. It claims that KCL engines offer you the longest period performance between overhauls. This claim is proved by citing technical features which have made KCL engines some of the most durable engines in the world.

The case history of KCL engines chosen by Finolex Cables Limited, is given as added proof of the claim made for KCL engines.

The conclusion is that when exceptional durability is claimed as a right the choice is clear: KCL engines.

* The theme of the V Ad *

Headline - Unbeatable MTTR
Sub-headline - Meantime to restore warranty engines 72 hours flat
(Refer Page No. 242).
In this ad the vague ideas that most users have regarding downtime losses have been brought into sharp focus. The concept of MTTR i.e. Meantime to restore engines has been introduced and explained in the copy. The claim is made that KCL warranty engines are brought back into operation after any breakdown, in 72 hours flat. This claim is supported by a number of steps which KCL has taken in order to set up an incomparable service facility which has some absolutely innovative features which have been planned to achieve MTTR of 72 hours.

The case history of Tisco is cited as further proof of this claim. The conclusion is that when you demand the lowest MTTR your choice is clear: KCL engines.

* The theme of the VI Ad *

Headline - Exceptional Availability
Sub-headline - Over 99% Availability anywhere and everywhere
(Refer Page No. 243).

In this ad the concept of engine availability is enuncited. This concept means that the engine user has the right to expect his engines to be operational anytime he needs them to be.

An availability of 99% is considered to be the highest demand that the engine user can make. The copy says that KCL engine offers more than 99% engines availability.
This claim is proved by a number of factors which have made KCL engines some of the most reliable power engines in the world.

This claim is further supported by data regarding the availability of KCL engines which are in operation in various fields like construction, mining, locomotive and marine propulsion.

The conclusion states that when users demand exceptional uptime the choice is clear: KCL engines.

* The last Ad is a combination of all the foregoing six ads. *

Headline - **Lowest total operating cost**
Sub-headline - **Week after week All year round.**
(Refer Page No. 244).

The copy shows how this is achieved by KCL engines. This final ad is thus a complete summary of the whole campaign and has been prepared in order to ensure that any prospective engine user has failed to read one or more ads of the campaign he would still get the complete message of the campaign.

To conclude, the campaign was a tremendous success and fully achieved the objectives which had been set out for it.

2.11 **Financial Aspects of a campaign**

2.11.1 While planning a campaign the decision as to how much to spend on a campaign is the important consideration. The term
advertising budget implies a carefully planned distribution of the total amount of money appropriated for covering advertising expenses. All facets of an advertising campaign, from initial planning through completion, are dependent fundamentally upon the total budget available for advertising purposes. Determining the amount of money to be spent for advertising is a complex problem. For solving this problem the following important factors must be carefully considered before final budget decisions are made.

1. Purpose of the campaign and cost factor.

2. How does the budget fit into the company's business as well as marketing strategies?

2.11.2 Specific purposes may range from selective demand creation or immediate sales of the company's product to creation of primary demand, brand recognition, brand acceptance, brand preference, new dealerships, public sympathy during a strike, new users by present customers and many more. The purpose of the proposed advertising will influence considerably the answer to the question "How much to spend?"

2.11.3 To maintain sales in an established market where there is little competition will cost less, far less than to force the same into an already crowded market. The cost of the campaign may be more in cases where advertising objectives are to find and capture an entirely new sales outlet, to create new markets where none before existed, to create a demand for a product that the prospective customer does not
need will cost more. In deciding upon the budget for any kind of prestige advertising the same avenues of investigation should be followed.

2.11.4 The major advertising agencies feel that good marketing and advertising strategies should spring from a basic thorough study of the company's product itself. Such a study should begin with an analysis of product strengths and weaknesses and growth through consideration of the following factors: competition, both direct and indirect, package, channels of distribution, product's share of the market, production capacity and sales trend within its class. Consumer and dealer research should be augmented by research based on the firm's own records.

2.12 The Advertising Campaign Appropriation

2.12.1 An appropriation is that sum of money which an advertiser earmarks for his advertising. This allocation of money is usually to be spent over a specific period of time usually one year. However, the modern trend is to think of a campaign of two years especially in the case of new products because many think that one year is too short a period to gauge definite results. Appropriation is decided well in advance of the advertising campaign proposed to be launched.

2.12.2 Before a campaign in details is planned out, it is necessary to know the allocation because then the plan can be worked out in minute detail even as to the frequency and size of insertions, even
the time, the month and day to day details to cover all the phases of the campaign can then be decided upon. Another point is that advertising appropriations of various campaigns are planned individually deciding upon the particular merits of each. The money required to launch a new product on a highly competitive market would be more than what would be required to maintain the sales of an already established product.

2.12.3 For fixing the advertising appropriation planners take into account five important considerations which are listed as follows.

1. Percentage of last year's sales
2. Percentage of expected sales
3. Matching competitor's allocation
4. Requirements to achieve the campaign objectives
5. Launching a new product.

2.12.4 In these cases the advertiser is fixing the appropriation on a certain percentage of last year's and that means the money has already been earned. If an advertiser decides to fix a percentage of the future sales it would be difficult for a manufacturer to forecast future sales because of changing economy, and so to overcome this disadvantage it is necessary to keep a check on sales and advertising expenditure from time to time. In short 'more money to spend when sales are good and less to spend when sales are down'.
2.12.5 Another common guide is to adjust the advertising appropriation so that it is comparable to those of competitors. As long as the product is better and advertising is skillful and dynamic, one can always do with a smaller budget than that of the competitors. However, if the product is being launched for the first time on the market, it would be justifiable to spend as much as the competitor's advertising expenditures.

2.12.6 To decide upon the advertising appropriation for a new product it requires a considerably larger budget to launch it than promoting an already established one. With a bit of luck the product moves fast after being put on the market; then of course the advertiser can recover the initial expenses incurred.

2.12.7 In the case of launching a new product, advertising should be treated as an investment like machinery, labour, raw material etc. In this case the return on the investment criterion is also not applicable as the return on advertising is generally spread over a period of time, say two years as a minimum gestation period for any new product to do well on the market. Demand forecasting for this two year period and production capacity and such other data should be studied well in advance. Further, the money on advertising is not going to be spent fully during this period; it may be that a major portion may be required to be spent during the first 6 months of the launch and then on support by adequate reminder advertising.
2.13 Evaluation of the Campaign

2.13.1 Research is equally important in evaluating the effectiveness of advertising campaigns. For evaluation of the campaign following methods are generally used:

a) Concept testing
b) Ad-pretesting and copy testing
c) Message impact research
d) Motivation research
e) Press audit
f) Post-testing of advertisements
g) Product and packaging testing
h) Retail audit
i) Market research.

2.13.2 Without such information the advertiser has only his gross sales records as a rough indicator. Since sales are affected by factors other than advertising, like seasonal variations, general business conditions, competitive activities, price changes, it is obviously good business to seek a gauge more specifically focused on actual advertising performance. Only in this way can the advertiser establish a basis for improving the effectiveness of his advertising.