## Chapter 03
Concept of Building Brand Without Mass Media

### CHAPTER - 3 INDEX

**CONCEPT OF BUILDING BRAND WITHOUT MASS MEDIA**

<table>
<thead>
<tr>
<th>No.</th>
<th>Particulars</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Preamble</td>
<td>68</td>
</tr>
<tr>
<td>3.2</td>
<td>Brand building without mass media</td>
<td>69</td>
</tr>
<tr>
<td>3.3</td>
<td>One-to-one marketing process</td>
<td>73</td>
</tr>
<tr>
<td>3.4</td>
<td>Why one-to-one Marketing?</td>
<td>74</td>
</tr>
<tr>
<td>3.5</td>
<td>Summary</td>
<td></td>
</tr>
<tr>
<td></td>
<td>References</td>
<td></td>
</tr>
</tbody>
</table>
3.1 Preamble:

This chapter attempts to explain the theories of Brand building without mass media. We have seen in chapter two a detailed literature about different non mass media option. Here the researcher tries to explain the concept of brand building without mass media.

A brand is pretty much like a human being. One can well correlate the life of a brand to that of a human being. Brands take birth, have their heydays and eventually die. There is therefore, a need of nurture brands like human being. Today is the era of digital revolution. Technology and social change are interdependent. Companies are using variety of technologies to create astonishing diversity at market place and society. It is clear that this is a society where individual tastes are no longer predictable and marketers cannot easily and neatly categorize their customer base. Consumers, however, express their desires by temporarily forming micro majority. (McKenna, 1988)

Thus, requirements of these smaller, dynamic groups need to be understood by being in touch with them and adapting marketing tools real time. On the other hand, to cater to diverse demand through micro marketing (Kotler, 2003), marketers depend on variety of technological applications. The hi-tech environment at the marketers end make it possible to serve market demand of being hi-touch and calls for new paradigm of marketing where competitive advantage come from flexibility and creativity, adaptability and customization and responsiveness through customer relationships.

David Aaker explains that how difficult to build a strong brand in today's environment, "The power of brands, and the difficulty and expense of established them, is indicated by what firms are willing to pay for them. These values are far beyond the worth of any balance sheet item-representing bricks are mortars. The values of an
established brand are in part due to the reality that it is not easy to build strong brand in today's environment.” (Aaker, 1996)

We work in an age when a sweeping revolution brought about by the convergence of telephony and computer technologies is irrevocably changing the commercial landscape. Today, companies in every category are ready to strike out in the new directions. We are taking here one of those revolutionary approach i.e. “Building Brand without mass-media”

3.2 Brand building without mass media.

Advertising services are broadly categorized in to two parts: Mass media and Non-mass media. The market share breakdown for mass media and non-mass media advertising remained same for the past ten years. At one time, mass-media advertising primarily did brand building, and the advertising agency was often the dominant player, but now a day's mass-media advertising is ineffective and Costly. Fragmentation and rising costs are already inhibiting marketing through traditional mass media like television. The new communication channels are giving option to bypass mass media advertising for building strong brand.

The twentieth century would be remembered for transition:

➢ From “get a sale now at any cost” to managing long-term relationship and maximizing the lifetime value of each customer.
➢ From crudely accountable “creativity” in advertising to the scientific accountability of each advertising expenditure.
➢ From reliance on a company's familiar single channel of distribution to a multi channel.
Interactivity does the info-tech environment, one that seems to have shaped new tools, new paradigms, and practices in the marketing discipline, offer the new power. The term interactive points two features of communication: the ability to address an individual and the ability to gather and remember the response of that individual. Those two features make possible a third: the ability to address the individual once more in a way that takes into account his or her unique response (Deighton, 1996). The non-mass media promises a more human face on market place exchanges through relationship without losing the scale economies of mass media. An entire marketing mix can be customized to suit individual requirements on one-to-one basis even when the number of customers exceed millions, and are spread across the world.

It is interesting to see how companies customized various elements of marketing mix. 1. Price: Companies, today, customize pricing arrangements that allow them to extract as much of value as possible. There are many forms of differential pricing or dynamic pricing including personalized pricing and versioning.(Shapiro and Varian, 1999) 2. Place: Companies are being more aggressive in offering several alternatives of distribution channels and offer product deliveries on consumer preferences. 3. Product: A company is customized when it is able to dialogue with individual customers and responds by customizing its products, services on one-to-one basis. 4. Promotion: A powerful customer database enables a firm to plan communication campaigns that target potential customers in highly specific way.

Relying on heavy advertising to build brand knowledge and preference in the target public's mind certainly worked well in the old economy. But brands, ultimately, are built by the customer's experience with
the brand and word-of-mouth. Companies are recognizing that a whole set of tools can help build brands, including sponsorship, event management, public relations and charitable gifts. (Kotler, 2005) Winning companies are more productive in acquiring, keeping and growing customers. Following table list the main difference between Mass marketing and one-to-one marketing.

**Table 3.1: Mass Marketing vs. One-to-One Marketing**

<table>
<thead>
<tr>
<th>Mass Marketing</th>
<th>One-to-One Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average customer</td>
<td>Individual customer</td>
</tr>
<tr>
<td>Customer anonymity</td>
<td>Customer profile</td>
</tr>
<tr>
<td>Standard product</td>
<td>Customized market offering</td>
</tr>
<tr>
<td>Mass production</td>
<td>Customized production</td>
</tr>
<tr>
<td>Mass distribution</td>
<td>Individualized distribution</td>
</tr>
<tr>
<td>Mass advertising</td>
<td>Individualized message</td>
</tr>
<tr>
<td>Mass promotion</td>
<td>Individualized incentives</td>
</tr>
<tr>
<td>One-way message</td>
<td>Two-way messages</td>
</tr>
<tr>
<td>Economies of scale</td>
<td>Economies of scope</td>
</tr>
<tr>
<td>Share of market</td>
<td>Share of customer</td>
</tr>
<tr>
<td>All customers</td>
<td>Profitable customers</td>
</tr>
<tr>
<td>Customer attraction</td>
<td>Customer retention</td>
</tr>
</tbody>
</table>

Future development offers potentially even more choice, literally hundreds of channels, and video-on-demand or some think very like it. New media have proliferated: 'I am constantly bombarded with offers to advertise here, support this, and sponsor that'. (Hobbs, 1996)

One-to-one marketing strategies are those that embrace the idea of treating each customer in an individualized way. A company that aspires to give customers exactly what they want must use technology to become one-to-one marketer. One-to-one marketer plays the role of
Chapter 03  Concept of Building Brand Without Mass media

a relationship builder, who builds learning relationship with each of his customers individually. (Pine II, 1995) This will bind marketer and customer together in an ongoing collaboration to meet customer’s needs over time and continually strengthen their bond. The more they interact, the better the understanding becomes leading to providing exactly what they want, and the harder it becomes for a competitor to entice them away. A company that can cultivate learning relationships with their customer should be able to retain their business forever. (Rajendra, Tapan, 2005)

One-to-one marketing is more than sales approach and even more that an integrated marketing approach. Table 3.2 summarizes the key differences between the two approaches.

Table-3.2: Comparison between Mass and one-to-one marketing

<table>
<thead>
<tr>
<th>Mass Marketing</th>
<th>One-to-one Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-off Exchanges/Brand Management</td>
<td>Focus</td>
</tr>
<tr>
<td>Short-term Focuses</td>
<td>Time Perspective</td>
</tr>
<tr>
<td>Mass Communications</td>
<td>Communications</td>
</tr>
<tr>
<td>Isolated Market Research</td>
<td>Customer Feedback Mechanism</td>
</tr>
<tr>
<td>Mass markets/Market Segments</td>
<td>Market size</td>
</tr>
<tr>
<td>Market share</td>
<td>Objective/Success Criterion</td>
</tr>
</tbody>
</table>

In one-to-one marketing process, individual customers inform, explicitly or otherwise, the company about their preferences and needs. The more they interact, the better the understanding becomes.
leading to provide exactly what they want, and the harder it becomes for a competitor to entice them away. A company that can cultivate learning relationships with its customer should be able to retain their business forever; provided it continues to supply high-quality customized products or services at comprehensive price and does not miss the next technology wave. A company is customerized when it is able to dialogue with individual customers and responds by customizing its products, services and messages on a one-to-one basis. It is important to note that customization is not only of communication, channel of delivery, price, but product and service, too. One or more of these elements are customized to suit a customer's unique requirements.

### 3.3 One-to-one Marketing Process

As shown in the figure 3.1, three key components of the process are Understanding or knowledge, Customization of the marketing mix and the interactions. With every interaction, marketers learn about the customer and with refined understanding from that interaction, a more valuable offer the marketing mix is worked out. The responses and feedback from the customer, on the marketing mix is worked out.

**Figure 3.1; The One-to-one Marketing Process**
Chapter 03 Concept of Building Brand Without Mass media

The response and feedback from the customer, on the marketing mix is worked out. The response and feedback from the customer, on marketing mix improves marketers understanding, eventually resulting in better and better offers in line with customer requirements. The process of one-to-one marketing is thus characterized by interactivity, which involves ability to individually address, ability to remember the response and finally, ability address once again with unique proposition. (Rajendra, Tapan, 2005)

The company pursues this objective by continuously updating a deep understanding of each customer’s present and future needs, and by tailoring the choice, delivery and communication of its value proposition to these needs, as closely as is economically feasible (Child, 1995)

The process essentially is of customization, which is a combination of marketing customization and operational customerization. A company is customerized when it is able to dialogue with individual customers and responds by customizing its products, services and messages on a one-to-one basis. (Wind, Mahajan and Gunter, 2002)

There are several ways in which interactive and database technologies are being used to deliver targeted communications. E-mail, Database powerful call centres, personalized Experiential Marketing, CRM and eCRM all are various tools of customized communications. One-to-one marketing process, thus, is based on the foundation of learning relationships and tool such as CRM. Internet and mass customization tools are integral part of it.
3.4 Why One-to-one Marketing?

An important change in marketing environment is the erosion or fragmentation of traditional advertising media and emergence of interactive and non-traditional media, promotion, and other communication alternatives. The price of network TV advertisement has far outpaced the rate of inflation but without accompanying increases in audience size. Second, commercial breaks on network TV have become more cluttered as advertisers increasingly have decided to advertise with 15-second spots rather than the traditional 30- or 60-second spots. Third the growth of independent stations and cable channels has resulted in a dramatic erosion of the network share of audience. Forth, the increase in remote controls, VCRS, and TV accessories such as TiVo and the resulting zipping, zapping, grazing, and channel surfing, in the popular vernacular, has further reduced TV advertising effectiveness. (Keller, 2004)

For these and some other reasons, the percentage of the communication budget devoted to advertising has shrunk over the years. In its place, marketers are spending more on nontraditional forms of communication and new and emerging forms of communications such as interactive, electronic media; sports and event sponsorship; in-store advertising; etc. At the same time that competition is increasing, the cost of introducing a new product or supporting an existing product has increased rapidly, making it difficult to match the investment and level of support that brands were able to receive.

Aaker explained the problems of mass media listed below, had played the major role for increasing the importance of non-mass media advertisement.

- Rising cost of media give pressure to compete on price
- Fragmenting Media and Markets
Government ban and control on mass media for the product related to Tobacco, Alcohol and adults.

Proliferation of competition

Restricted geographical area (Like City or State)

A company can create successful brands even without resorting to expensive media advertising through a well-devised marketing strategy that incorporates brand building as one of its main elements. (Aaker, 1996)

TV ads often do not "brand" well; that is weak links may exist from the communication effects created by TV ad to knowledge about the brand in memory. The three main reasons for this are competitive clutter, ad content and structure, and lack of consumer involvement. (Keller, 2004).

1. Competitive Clutter: Competing ads in the product category can create interference and consumer confusion as to which goes with which product. (Burke and Srull, 1988) Numerous instances can be found in which consumer mix up competing ads and brands. To exacerbate this interference problem, it is often the case that competing ads appear in the same vehicle because they typically target the same consumers. (Mandese, 1991)

2. Ad Content and Structure: Factors related to the content and structure of the ad itself can result in weak links from the brand to communicate effects created by ad exposure. Delaying brand identification or providing few brand mentions in ad may also raise processing intensity but result attention directed away from the brand. Furthermore limited brand exposure time in the ad allows little opportunity for elaboration of existing brand knowledge, also contributing to weak brand links. (Walker & Conten, 1989)

3. Consumer Involvement: In certain circumstances, consumers may not have any inherent interest in the product or service category or
may lack knowledge of the specific brand (e.g. In the case of a low-share brand or a new market entry). The resulting decrease in consumer motivation and ability to process translates to weaker brand links. The new brand image may also fail to produce strong brand links because consumers lack the ability to easily relate this new advertising information to existing brand knowledge. (Keller, Heckler and Houston, 1998)

Interactivity is the new power offered by the info-tech environment, one that shaped new tools, new paradigms, and new practices in marketing discipline. Internet is emerging as media of the new millennium. Multi-media offering text, graphics audio and video facilities make it a medium of the future. Internet takes a lead over TV since in TV text is a weak area. Internet is active and intelligent medium. A user searches across the Net-web crawling. When surfer purchases in appropriate key words, the crawler scans the documents on the web, and make available all the related data. Internet ads are based on number of key words. In this media, the consumer comes to the advertiser. There is no wastage, as the ad reaches a viewer only if he is interested. Internet is spreading in India by being more accessible through penetration of PCs, cable TV and mobile phones; Internet has created a borderless world, and has opened up immense possibilities for e-commerce and e-business. Net can be used for brand building. It can also be used to increase the traffic to the advertiser web site. It is the only media where consumers have power to read, hear, re-write, alter, trash, save, archive and shop and do a host of other things. Interactivity of the media makes it valuable. In the long run, it can usurp all media, unless the traditional media like mass media re-invents itself radically. (Chunawalla, 2001)

Several categories of products and services are fast falling into the slot of politically incorrect offerings. Offerings that tend to hurt society at
large and health in particular. Take three categories for a start: cigarette, liquor and Gutka. Society, continually over the years, will tend to get more and more intrusive into products and services that cause long-term turmoil in the lives of people. Addictive categories of products and services will particularly face the brunt of this movement, an intrusive society will spearhead. The movement of choice will still remain around. So will advertising ostracism of every kind. This triumvirate category of cigarettes, liquor and Gutka, with a whole host of aggressively built brands, will face the frontal assault of an advertising ban. And it is indeed this category that will first need to find the answer to the question whether brands can be built without advertising.

Current legislation in the country, and more that will come tomorrow, will prohibit the use of mass media for many a product. This will be for several reasons. Remember, Doordarshan in the initial days avoided carrying advertisements for the sanitary napkin with the issue of "social sensibility" in mind. And in later days, there was an exclusive slot in late night programming ("after the kids have gone to bed") for advertising that focused on the Nirodh and Carefree advertising of the day. (Bijoor, 2006),

### 3.5 Summary

In this Chapter three the revolutionary concept of brand building without mass media, the process of one-to-one marketing and reason for this paradigm shift has been overviewed. To research on this revolutionary concept, the detail research methods have been explained in the next chapter-4.
Chapter 03  Concept of Building Brand Without Mass media

References:
7. Ibid, p. 3-22.


16. Ibid, p. 342-344


