



UNIT-11

Promotion Mix

Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Explain the importance of promotion in any successful marketing effort
- ✓ Explain the factors that influence the development of the promotion mix.

Unit 11

Promotion Mix

Producing a good product alone does not guarantee its success. Until the intended customer is aware that the product exists, knows its characteristics, and is aware of its price, they will not purchase it. Hence, the manufacturer has to organize a complex system of communication - the 'promotion' required to make customers, middlemen, and the general public aware of the existence of the product. Marketers call communication regarding products and services aimed at a target audience 'promotion'. Methods of promoting products include advertising, publicity, selling and sales.

The Meaning and Importance of Promotion



Communication plays a critical roles in marketing. It is the function that informs the target consumer about the nature of a company's goods or services, the benefits they offer, their feature and uses, and also the prices and locations where they will be available. Since it is the purpose of marketing communications is to influence the consumer's attitude in favour of the company's products, they are always persuasive in native. Such persuasive interactions are commonly referred to as 'Promotions', and make up one of the four Ps of the marketing mix. So, in the context of marketing, promotion points to the functional communiqué utilized by marketers to send convincing messages and information from the organization to its different publics.

Regardless of the ongoing debate regarding promotion as the first or the final element of marketing mix, the fact remains that effective marketing management is dependent on effective promotion of a product or service.

With increasing competition and growing consumer selectiveness, it is now critical that marketing communications are tailored to target specific markets and audiences with pinpoint precision. Let's take

a look at the value and function of promotion:

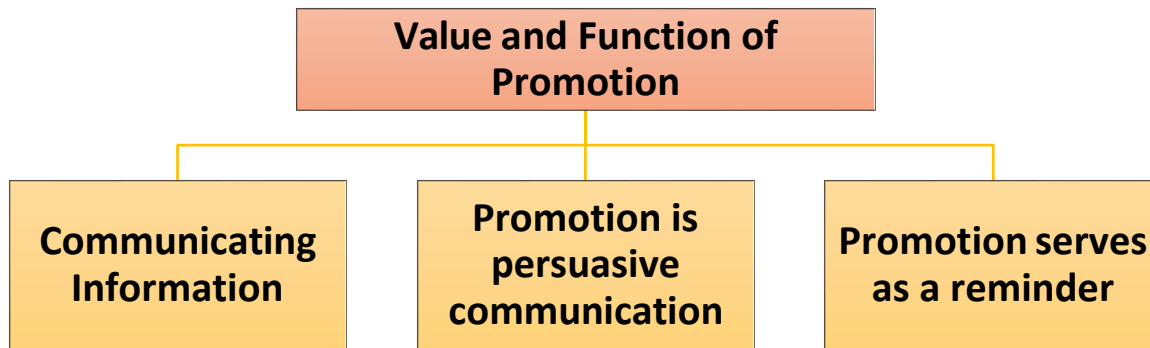


Fig. 11.2

1. **Communicating Information:** The marketer's job is to pinpoint what the consumer wants, and then fulfil with these needs with the right types of products, available at the right locations, and at an appropriate price. The objective of promotion in marketing is to communicate to consumers the features of the product, and explain how it will fulfil their wants and needs.

For example, a firm that manufactures refrigerators is planning to launch an off-season price cut. It is essential to inform the potential buyer about the size of the discount, when it can be redeemed, and where it will be available. If all of this information is not made available to the consumer, the price cut will not be of any value to the business or the customer. Hence, promotion is as critical a part of the marketing function as it is in communicating information.

2. **Promotion is Persuasive Communication:** In every free market, there are communications and distractions of all kinds. Consumers must choose products from a huge available, manufactured by competing brands. Not all customers have the time or energy to competing products themselves, so they rely on advertisements and marketing materials for the information they need. With the business environment being extremely competitive, every manufacturer wants the consumer to buy from their brand. So, convincing the consumer is another aim of promotion, and this is why promotion is considered a form of persuasive communication.
3. **Promotion Serves as a Reminder:** Imagine a customer who habitually buys Colgate Toothpaste or Lux Soap. Do the manufacturers of these products target such customers with their marketing materials? Naturally, the answer is yes. This is because even the most dedicated customers need to be regularly reminded how great a product is, and what makes it attractive. This is particularly true in environments where competing organizations continuously try to steal customers from other brands with their own persuasive and informative messages. So, besides informing and persuading, another vital function of promotion is to offer reminders to consumers. This is the reason why the most established product manufacturers worldwide are able to maintain the interest and loyalty of their customers long-term.

The Communication Process

Communication is described as **"The Process of Influencing Others' Behaviour by Sharing Ideas, Information, and/or Feelings with them."** Communication's main function is to comprehend what is being expressed and what it means. To put it more simply, the individual getting the information should understand the message of the sender as accurately as possible. It is therefore the duty of the message giver to make sure this is achieved.

Elements of the Communication Process

Communication can be explained as **"who says what to whom through which channels with what effect"**. There are two main groups taking part in the process - the sender (who) and the receiver (whom). The tools used by the sender are called messages and channels or (media). In this way, communication takes place when 1) a message is transmitted by the sender, 2) the receiver gets the message, and 3) both parties (sending and receiving) share the meaning.

The process of communications in itself makes use of functions like encoding, decoding, response and feedback. We will now consider each element in the process of communication individually:

Sender: Also known as the source. The sender is the group that initiates the message for the other party (called the receiver or destination). The sender must work out how to put an idea into a form/shape by which it can be communicated.

Receiver: The individual or group for whom the message is intended. The way the meaning of a message is interpreted by a recipient is determined their attitudes, previous experience, values, requirements, and the timing of the message.

Encoding: Encoding is the process of turning thoughts into communication. The encoder uses a 'medium' to send the message — a phone call, email, text message, face-to-face meeting, or other communication tool. The level of conscious thought that goes into encoding messages may vary.

Message: This is made up of a collection of symbols that stand for objects or experiences, which the sending party transmits to encourage a change in the receiving party's behaviour. Because most symbols (words, numbers, pictures etc.) mean more than one thing, the selected symbols should be simple and recognizable by the receiver.

Medium: The tool used by the sender to transmit the message to the receiver.

Generally, there exist two kinds of media:

- 1) inter-personal media
- 2) mass media

The sender and receiver establish a direct inter-personal medium. An example would be in situations where salespeople contact customers and communicate directly about a product. In this scenario there is a two-way flow of information, and the salesperson gets immediate and direct feedback. This allows

the salesperson to gain total control over the communication process. Mass media communication is non-personal media that enables contact between the sender and a large number of receivers at the same time. Online ads, television, magazines, newspapers, billboards etc. are all examples of the various types of mass media.

Decoding: When a sender encodes a message, the receiver has to decode it. Decoding is the method in which the receiver attempts to change the symbols sent into a message. Receivers can decode or deduce in various ways, based on their individual experiences, backgrounds and characteristics. For instance, a well-regarded once said “if you fly with us, you will never walk again”. The airline aimed to deliver the message that their excellent services would make passengers want to fly with them on every journey. However, it could technically have been misunderstood by some as a warning of harm that might come to them by using their services.

Response: The receiver reacts in different ways to the sender’s message, such as asking questions, purchasing a product, deliberately avoiding it, or seeking more information. Hence, a response is a group of reactions the receiver displays after exposure to the message.

Feedback: This is the communiqué that the receiver gives to the sender about their understanding of the message and their reaction to it. This is backward flow of communication, in which receivers encode their messages and return them to the original sender. The sender now sets about decoding the feedback message. The more time the sender takes to receive and decode the feedback, the less useful it becomes. Interpersonal communication (sales personnel) channel feedback is more direct, immediate, and useful. Salespeople who are good at their jobs receive feedback directly and instantly from their prospects, and alter their approach to accommodate the prospect’s needs. Feedback is normally slow, indirect, and difficult to collect through mass media.

Noise: This is anything that disrupts the communication process, such as whether or not the receiver gets the wrong message, or does not get the message at all. Noise can interfere with any and all segments of the communication process. One example would be the excessive number of advertisements for similar products (from varying brands) in one catalogue or magazine, which causes distraction. The earlier example of the airline with its questionable quotation is also an example of noise.

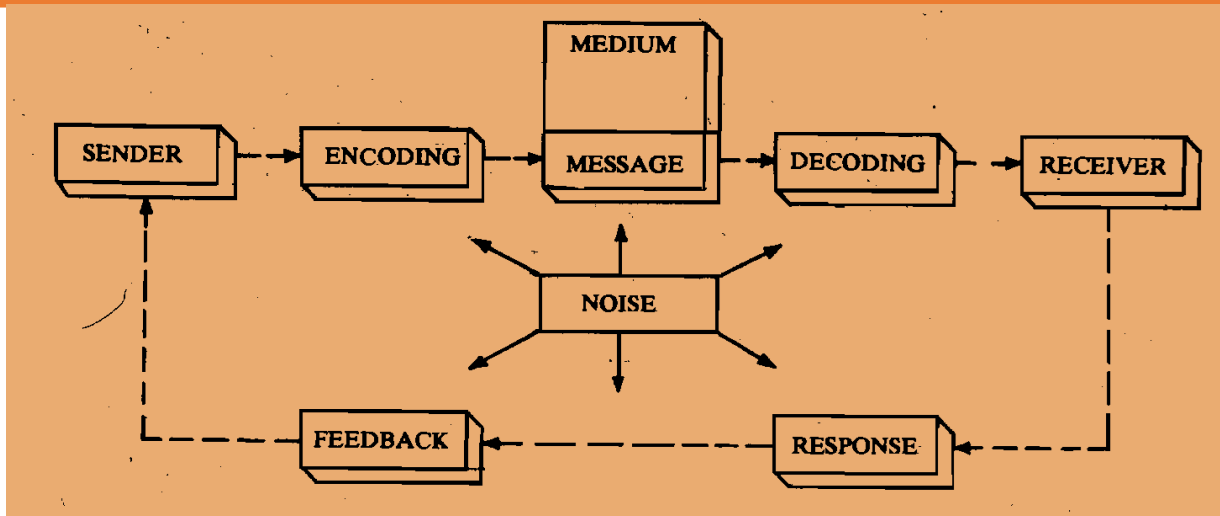


Fig: 11.3; The Communication Process

Steps in the Communication Process

For effective communication, some specific factors are very important.

These are:

1. Identification of target audience
2. Figuring out the required response
3. Selecting the message
4. Choosing source attributes
5. Gathering feedback

Identifying the Target Audience

The target audience is identified as the group of people for whom the promotional message is meant, and it is inclusive of both existing and potential customers. So, to reach this group with a message that has value, the sender has to think carefully about the target receivers and their characteristic (like sex, age, income, occupation, education, lifestyle, etc.), past experience, attitudes, values, buying habits, and so on. With an understanding of the target consumer, it is easier for the sender to tailor the message to the target audience. The greater the overlap between the sender's 'field of experience' (values, background, attitudes, education, social status, and experience, etc.) and the receiver's scope of experience, the more effective the communication.

Determining the Required Response

After the target audience has been identified, the sender determines what reaction they are expecting from the receiver. For example, the sender may want the receiver to seek more information regarding a product or product, or the receiver to actually physically look at the product and purchase it. The crucial response is, of course, the actual purchase. As we have seen, the decision-making process of the customer

where purchases are concerned is complex and drawn out. Thus, the sender has to know how to get their targets from where they are now to a point closer to buying the product or a service. With a message, a sender will want to implant something in the receiver's mind, alter their attitude, or motivate them to take a specified action.

1. **Message Content:** Refers to the main or central concept of the promotional message, which can be anything from quality to value for money to excellent customer support to prestige. When the same central theme/message is used in communications long-term, it adds further weight and credibility to the message. The theme with most promotional messages aligns with the features and claims of the product.

This leads to another fascinating notion known as U.S.P. or 'Unique Selling Proposition'. In USP, the characteristics or attributes (selling points) of the item are coordinated with the benefits for the customer.

Marketers make use of three main types of appeals:

- i) **Rational appeals:** These types of appeals aim to demonstrate that the product delivers the advantages claimed by the manufacturer. They also convey a product's quality, cost effectiveness (price), value or functioning. Most consumer products like refrigerators, cars, air conditioners, washing machines, and other appliances are marketed and sold on the basis of such appeals.
 - ii) **Emotional appeals:** These types of appeals make use of either negative feelings (such as fear, guilt, shame) or positive feelings (like joy, love, pride, joy, humour) to motivate action or buying. The fear factor is utilised by life insurance providers to motivate people to purchase insurance, for example. Meanwhile, emotional appeals are used for sale of garments, fabrics, cosmetics, perfumes, etc. Advertisements related to tourism use pleasure and joy as motivating factors.
2. **The Message Format:** The sender has to figure how to send a message to the target in the right way. If the message is to be delivered via newspapers or magazines, the sender has to decide what type of headline length, illustrations (or photographs), textual content (written portion of the advertisement, besides the headline), and colours etc. should be used. Marketers often make use of eye-catching visuals (illustrations), benefits, emotions, demonstrations, and music to attract attention. If the plea is to be broadcasted by radio, the right words have to be selected with care, along with voice quality (speed of speech, tone, pitch etc.). When the plea is to be aired on television, all factors important for radio still hold true, in addition to facial expressions, dress, gestures, posture etc. If the plea is carried on the product itself (or its packaging), the sender needs to be attentive to its size, colour, texture, shape and so on.
 3. **Message Source:** The way the target recipients perceive the sender (or source) can have a major bearing on communication effectiveness. 'Source Credibility' refers to the perception of the sender's credibility (i.e. how authentic the source or sender is) on the part of the recipient. Source authenticity has a major influence on how the recipients assess and respond to the message.

Expertise, trustworthiness, and likability are the main factors that affect source credibility.

- i) **Expertise:** This is the knowledge and wisdom that the sender is assumed to have, due to their occupation, profession, or experience. Doctors, scientists, engineers, professors, and other technical experts, for example, are all highly rated, and are usually considered experts in their fields. Thus, to promote a health product, a renowned sports figure is more believable than a professional model delivering the message.
- ii) **Trustworthiness:** This deals with how unbiased or honest the source (sender) appears to be. Relatives and friends are easier to trust than strangers or salespeople. However, trustworthiness is also linked to expertise. If a renowned expert sponsors a product, their declarations will be seen as more trustworthy. Additionally, if a company with a proven track record of putting out quality goods launches a new product, its claims about the product will be trusted more than those of an unknown company with a similar new product.
- iii) **Likeability:** This relates to the source's overall attraction and appeal to the targets (receivers). Merits like humour, honesty, kindness, straight-forwardness, naturalness, and good tone of voice, etc. make an individual more appealing.

The source with the greatest credibility will be the one with a mixture of all three of these qualities.

The Promotion Mix

In our daily routines, we all encounter a broad range of tools of promotions - each with the aim of communicating different types of information to us. For example, at home we're exposed to advertisements while watching TV, reading the newspaper, listening to the radio, or even opening letters. On route to the office, similar communications are shown on bus sides, neon signs, banners, billboards and posters etc. While visiting a shop, communication takes the shape of products displays, hangers, posters, leaflets, flyers and so on. Across the board, all forms of communication share information about a product, a service, or a company.

All of the above are just a sample of the different types of promotional tools a marketer can use. Before going any further, let's look at the four main mechanisms of promotion. These are advertising, personal selling, publicity, and promotion. It is not possible for any single activity within the promotion mix to reach peak effectiveness without taking into account its links with the other elements. That is why businesses usually implement all four of the elements in one combine strategy. The relative significance of the varying elements of the promotion mix, however, differs greatly from business to business.

Components of Promotion Mix

As mentioned, the four components of promotion mix are: 1) advertising, 2) personal selling, 3) publicity, and 4) sales promotion.



Fig. 11.4

- 1) **Advertising:** Refers to any type of paid, non-personal communication carried out through mass media about a product or service, paid for by a recognized sponsor. Advertising in all its forms always carries a signature in the form of a company or brand name. The media employed may be made up of magazines, newspapers, radio, web marketing, television ads, direct mail etc. Sponsors can also non-profit organizations (universities, colleges, and institutes), businesses, or individuals.
- 2) **Personal Selling:** Face-to-face communication between a buyer and seller is called personal selling. The purpose of this person-to-person interaction is to convince the buyer to convince the seller of something, or to get them to take some course of action. Put simply, personal selling is a face-to-face process in which the seller finds out about the potential buyer's requirements, and aims to fulfil them by making a sale. A salesperson has to be appropriately trained to produce and deliver an effective and convincing message to the potential buyer. Personal selling usually involves a lot of travel on the part of the salespeople. Thus, personal selling tends to become very costly. However, the high costs of personal selling can be offset by its flexibility and adaptability. Salespeople can adjust and adapt their presentations to fulfil the precise needs of the prospect (customer). They can deal with the customers' protests when they arise, and tailor their presentations to suit different personalities. In personal selling, direct and nearly instantaneous feedback can also be collected from the customers.
- 3) **Publicity:** Refers to driving motivation and demand for a product, service, or business, in a way that is not paid for (sponsored). Publicity involves the creation of commercially important news about a product, service, or business, which is then shared by the press (local or national media) without being paid by the company in question. Hence, publicity is news circulating in the mass media regarding an organisation, its products, policies, actions, or personnel. It can be started by the media or the marketer, and is published or broadcast without any costs to the business. Publicity is similar to advertising, except that it is not paid for and delivers an unbiased message. When information regarding a company or a

product is thought to be newsworthy, mass media generally relay it free of charge. So, the company being publicised does not pay, nor does it create or endorse the message.

Publicity may be positive (favourable) but it can be also negative (unfavourable), as the message is at the disposal of the media, and not under the control of the business (or brand).

- 4) **Sales Promotion:** This is one way of interacting with the target audience using a method that is not possible in other factors of the promotion mix. Sales promotion can be described as “those promotional activities other than personal selling, advertising, and publicity that are intended to stimulate buyer purchases or dealer effectiveness in a specific time period.” Hence, sales endorsement is any action that makes available a motivation for a designated period of time to get a desired reaction from the target audience or intermediaries (wholesalers and retailers). Some examples of endorsements include special offers, discounts, gifts, coupon deals, trade shows, demonstrations, and contests, etc. The aim of sales endorsement programmes is to adjunct advertising and personal selling messages made available by an organisation.

The Comparison of the Components of Promotion Mix

This endorsement efforts fall into two main types made up of

- 1) face-to-face communication and
- 2) indirect communication via a mass medium, such as, television, radio, and newspapers, etc.

At times, a mix of personal (direct) and non-personal (indirect) endorsements can be used, as we will see in the case of sales promotion. The character of the message and the circumstance in which it is conveyed, affect the method that is to be used. For example, an industrial purchaser will not decide to buy apparatus just on the foundations of advertisements or direct mail. More emphasis will be assigned to personal selling in this case. Conversely, someone buying toothpaste or soap will not have much contact with company salespersons and so will more likely be influenced by advertisements.

An amalgamation of all the elements of promotion mix is essential to unite the information needs of all the target customers. This merely means that promotion mix is not intended to fulfil the needs of only potential buyers and nor is it only designed to meet the needs of recurrent buyer. Various elements of the mix may be geared at the aimed customer who is not aware of the product, whereas others may be pointed at potential customers who are absolutely conscious of the product and will probably buy it.

Assuming you are interested in the purchase of a personal computer. Due to the interest in the product, you start being attentive to computer advertisements in magazines, and newspapers. You might even read the reports in the media regarding personal computers by experts (publicity). You may additionally start to take part in training programmes or demonstrations. You may even contact the salespersons of various computers to learn about the features and relative-virtues.

Based on all the collective information, you may finally buy a specific brand. Now, you are ready to answer the query, which angle of the promotional mix helped you to decide to purchase the brand you selected at last? You might say that the salesperson’s expertise was the main swaying factor, but the fact

remains that all elements of the mix delivered their role in producing a sale. That is why, to receive a better reaction from the targeted customers, you have to use all four factors of the promotion mix. However, you should understand that the factors of the promotion mix have to be synchronized and incorporated so that they emphasise and balance each other to create a blend that works well together.

The able below summarises the traits of the different factors of the promotion mix.

Table 11.1

Comparison of Various Components of Promotion Mix					
S.No.	Factor	Advertising	Personal selling	Sales promotion	Publicity
1.	Mode of Communication	Indirect and non-personal	Direct and Face-to-Face	Indirect and non-personal	Indirect and non-personal
2.	Regularity	Regular and on-going	Regular and recurring	Not regular. Only short-term stimulation	Not regular. Only news-worth information
3.	Message flexibility	Generally uniform and unvarying	Personalised and adopted to the prospect	Generally uniform and unvarying	Beyond the marketer's control
4.	Feedback	Indirect, if any	Direct. Feedback from prospect	No feedback. Indirect, if any	No feedback. Indirect, if any
5.	Control over message content	High control	High control	High control	No control
6.	Sponsor	Has identified sponsor	Has identified sponsor	Has identified sponsor	Has no sponsor
7.	Cost per contact	Low to moderate	High	Variable	None
8.	Scope	Mass	Personal	Mass	Mass
9.	Advantages	Allows expressiveness & control over message	Permits flexible presentation and gains immediate response	Gains attention and has immediate effect	Has high degree of credibility
10.	Disadvantages	Hard to measure results	Costs more than all other forms per contact	Easy for others to imitate	Not as easily controlled as other forms

Factors, which Affect the Promotion Mix

A number of different features impact the choice of factors in a promotion mix and the comparative importance of each feature. All factors that impact the promotion mix can be assembled into four groups as follows:

- 1) product related factors;
- 2) customer related factors;
- 3) organization related factors; and
- 4) situation related factors.

Product Related Factors

Factors related to products include:

1. the amount and complexity of product information;
2. the stage of the product in the product's life - cycle; and
3. product type and unit price.

The Amount and Complexity of Product Information: Generally, stress is put on advertising to pass on a simple idea or to make consumers aware of a product whose characteristics are observed easily. Advertising is also employed for products that customers are familiar with. Personal selling and sales promotion are thought to be more beneficial to reveal complicated ideas. For instance, in the case of consumer goods, such as, television sets, mixers, music systems, and computers, etc., personal dealings allow consumers to try the product and make inquiries.

Stage of the Product in the Product Life – Cycle (PLC): During the introductory stage of PLC, the main promotion purpose is to generate awareness and curiosity in the product. Wide-ranging advertising, sales promotions, and publicity, aid in connecting with potential consumers and encourage trial buying. Personal-selling is helpful in reaching intermediaries (wholesalers and retailers). When competition begins to build, in the growth stage, focus of endorsements is on discriminating the product (brand) by showing its benefits over competing brands.

Promotion at this point becomes increasingly convincing to build up and sustain brand loyalty and to guarantee repeated buying. Since a greater number of individuals are giving the product a try and using it, advertising is more cost effective way of reaching the target customers. As competition becomes more intense in the mature stage of PLC, promotion efforts are at the greatest levels at that point.

Messages of promotion turn more aggressive and advertising becomes more important compared to other elements of promotion mix. Product is modified to discourage the entry of new competitors in the market. This can bring on new promotion efforts. Promotion is normally cut to the minimum in the decreasing stage. Whatever small promotional activities are conducted, at this point, are generally carried out by intermediaries.

Product type and unit price:

There appears to be a link between the promotion and the kind of product and its unit cost. There is more stress on advertising for less costly, frequently purchased consumer products, such as, soaps, toothpastes, razor blades, and potato wafers, etc. While the more complicated goods (industrial products like large generators etc.) that come with greater unit price need more personal selling effort.

Customer Related Factors

Two kinds of consumer related issues that have an effect on the promotion mix:

- 1) Traits of the target market and
- 2) kind of purchasing decision.

1. **Characteristics of the Target Market:** Normally, non-personal endorsements (advertising and publicity) are more appropriate for eventual consumers and personal selling is comparatively more valuable for organizational buyers. With increasing size of target market, non-personal type of promotion takes on a more relevant form. However, as the size goes up, the market becomes more assorted (i.e. it becomes more assorted in terms of sex, income, age, occupation, and lifestyles, etc.). So, the marketer has to partition his markets and create different promotional messages for different market segments.
2. **Types of Buying Decision:** Buying Decisions are of two kinds: customary decisions and complex decisions. Normally, consumers making regular, routine decisions and do not pay much heed to marketing information. If they go about buying routine items of a specific brand, promotion concentrates on reminding customers that the brand is better than other brands.

With complicated decisions, like in the case of purchasing major durables and domestic devices, such as, cars etc. the endorsement has to include messages that are loaded with relevant information. Also, it has to be modified for the consumer's prime requirements and desires; at the same time the promotions of competitor's effects have also to be considered. Once the purchase is made, the consumer has to be reassured that they made the right purchase, by following through will letters, and salespeople's personal visits.

Organisation Related Factors

There are two types of organizational factors:

- 1) Marketing channel and promotion strategies and
- 2) Branding strategies.

Marketing Channel and Promotion Strategy:

Marketing channel and promotion strategy is associated with the marketer's choice of tactics to build sales. They must decide between:

- (i) A Push Strategy
- (ii) A Pull' Strategy.



Fig. 11.5

- i. **A push strategy** is where the manufacturer vigorously endorses his goods to intermediaries, and intermediaries in turn actively endorse them to the final buyers. To put it simply, each channel member (including the manufacturer) conducts his own endorsements to the next channel member in line. This strategy demands major emphasis on personal selling at the manufacturer's level and different kinds of sales endorsements techniques aimed at company salespeople and intermediaries.
- ii. **In the Pull Strategy**, the manufacturer concentrates the endorsement efforts on the final buyer directly instead of on intermediaries. Take, for instance, the case of a consumer product – the aim is to get customers to request retail outlets for the item, retailers then turn and ask wholesalers, who in turn ask the producer for the given product. In this way, consumers “pull” the product through the marketing channel. A pull strategy demands a high level of promotions and different types of sales pleas directed towards final buyers. Examples would be coupons and premiums (free gifts) Pull strategy is well suited when producer is looking to build a tough company image. This needs total knowledge about target markets so the right kinds of design and development can be put in place for such markets.

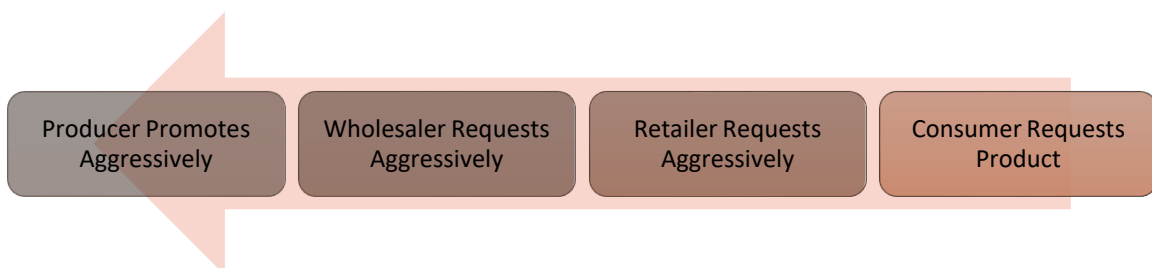


Fig. 11.6

In a majority of the circumstances, marketers employ different combinations of push and pull strategies. Cosmetics industry for instance, company representatives make calls on departmental stores, retailers and supermarkets to ‘push’ their goods through intermediaries by demonstrating products, putting up

displays, etc. Manufacturers spend a lot of money on advertising and sales pleas (coupons and free samples, etc.) to 'pull' customers through the marketing channels.

- iii. **Branding Strategy:** An organization that takes on an individual branding policy depends greatly on endorsements to introduce their latest brand. An impression has to be fashioned for recognition by the customers as well as intermediaries. An amalgamation of personalized selling, advertising and sales endorsements will be required to craft the image and institute the brand.
- iv. **Budget:** This is associated with the finances (money) the company has for endorsement. Naturally, the selection of endorsement component or components will be determined on the comparative expenses of reaching the desired customers with the type of promotional tool. Personalised sales, for instance, tend to be more costly for each contact than advertising. Sales endorsements can be costly or relatively cheap depending on which type is utilized. Marketers make every effort to select the best combination based on per £ contribution of the promotion. Hence, the promotion combination selected is determined by the comparative cost and effectiveness of each of the elements in the chosen mix, and the amount of funds available with the organization for this purpose.

Situation Related Factors

Two factors related to circumstances affect the promotion mix:

- 1) Visibility of the Firm and Environmental Factors effect of competition.
- 2) The Impact of Competition

Visibility of the Firm and Environmental Factors: Certain organisations are better recognized in the public domain due to their goods, the position they hold in the industry (i.e. large vs. small), and the bearing they have on the economic, physical, or social existence of the people. Firms like these prefer to project themselves as receptive to the needs of the environment. To succeed in this goal, such firms support activities that are of significance to wide-ranging public (e.g., the World Boxing Championship). Due to the massive number of people being apprehensive, with the activities of these exceedingly visible organisations, these organisations put up a great deal of money on civic dealings and publicity, above and beyond the funds and efforts used on endorsing their goods and services.

The Impact of Competition: Quite often, firms have to equal or offset the endorsement activities of their opposition to sustain or enhance their own market share. In this way the endorsement activities of these highly recognised organisations are affected and swayed by the activities of their adversaries.

Further Reading:

- ✓ *Marketing Mix Modeling A Complete Guide – 2021 Edition, (2020), By Gerardus Blokdyk*
- ✓ *Marketing Mix Modeling A Complete Guide – 2021 Edition, (2020), By The art of Service – Marketing Mix Modeling Publishing*
The Marketing Mix: Master of 4 Ps of Marketing (Management & Marketing Book 8) Kindle Edition, (2015), By Carmela Milano