

tefan MATEI,
Doctoral Schol of Economics and Busines Administration,
"Al.I Cuza" University, Ia i, România

PROMOTION STRATEGIES IN WINE MARKETING

Case study

Keywords

Wine industry,
Wine marketing,
Promotion strategy,
Promotional mix,
Promotional

JEL Classification

M31

Abstract

Marketing has proven to be very useful instrument in the wine industry, in fostering comprehensive, cohesive and effective strategies which wineries require to effectively compete in today's almost saturated wine market. But within wine marketing, the promotion strategy, from our point of view, is the most important component of the winery that can ensure the success in the market or can shorten the life cycle of the product. This being said, the aim of the paper is twofold. Firstly, to determine and analyze the steps that are required to create a promotion strategy in the wine industry, by comparing different approaches. Secondly, to identify the instruments of the promotional mix that helps a winery to implement its promotional strategy. Bearing that in mind, the paper starts with some theoretical aspects regarding the promotion strategy and ends by providing a brief overview of the main findings.

1. INTRODUCERE

Wine companies should clearly understand what implications of the marketing discipline exist in the activity they perform, in order to compete effectively on a somewhat saturated wine market. Only this way, a wine company can offer products that live up to the expectations of those customers available and able to purchase. Currently there are operating (and not only for Romania), wine companies which often prove to be inefficiently run by overwhelmed managers, applying the same old strategies, uncalibrated to the market trends and which do not incorporate marketing as a vital element in fulfilling the mission of that company. Several Romanian wine industry entrepreneurs have no thorough training (specialty), their actions being based primarily on "experience made over time". Agricultural enterprises, in general in Romania, do not have their own marketing department, its tasks being awarded to the General Director (for small companies) or individuals designated to sell the company's products, but without a thorough grounding in terms of marketing wines.

It was demonstrated that most wine companies are geared more towards the production and sale of wine, but the distribution represents only a part of the process of marketing. In a strict sense of the term, many companies see in marketing only that part regarding the *promotion*, i.e. elements that refer to: label design and other components used in the packaging, shelf placement, representative agents at the counter, loyalty cards, dedicated tasting events etc. Indeed, these are all very important elements of marketing applied to the wine sector, but entrepreneurs' attention and efforts should not focus exclusively on them. In conclusion, promotion and product distribution are not synonymous to marketing, they are only the components. If the customer's needs are properly identified and the wine products are of high quality, being distributed and promoted effectively, these products will be sold very quickly. So the distribution and promotion, along with product and price, are components of a highly complex wine marketing mix.

Given the offer and wide variety of wines available to consumers in the global market, the competitiveness in this sector is often quite fierce. Therefore, in the wine industry, any manufacturer who wants to increase their sales or at least to defend its market share should engage in a form of promotion to maintain its customers.

The aim of the paper is twofold. Firstly, to determine and analyze the steps that are required to create a promotion strategy in the wine industry, by comparing different approaches. Secondly, to identify the instruments of the promotional mix that helps a winery to implement its promotional strategy. Bearing that in mind, the paper starts with some theoretical aspects regarding the promotion

strategy and ends by providing a brief overview of the main findings.

2. THEORETICAL ASPECTS REGARDING PROMOTION STRATEGIES

The communication and promotion policy of a company includes its multitude of internal and external measures acting on knowledge, conceptions and attitudes of market participants towards the organization performance (Bruhn, 1999, p. 213.). In the broad sense of the term, communication policy includes not only market-oriented communication but also that manifested inside the company.

In Munteanu's conception (2006, p. 367), promotion appears "as a result of communication". Since communication process includes several components (internal communication, marketing, recruiting, financial, political and local), the activity of promoting the company's products and its image is affected mainly by marketing communication. Promotion therefore appears as an element of communication and given its importance and connection whole to a part, this is sometimes called "promotional communication".

The goal of any promotion policy, regardless of the nature of the industry in which the company operates, is to influence directly or indirectly the purchasing attitude of the target market. Or, as understood by Munteanu (2006), the role of promotion is to "stimulate, develop and guide the potential customer needs" (p. 368). This (i.e. promotion policy) must inform, persuade or remind the public about the products or services of a company. Given the increasing competition in the market as a result of globalization, including the wine industry, the policy of promoting of a company is, not infrequently, a very important strategic element that can ensure the success of that company on the market, or it can guarantee failure.

Bruhn (1999) identifies five key phases in the development of communication policies in companies: 1) unsystematic communication phase (50s) characterized by a less significant role of communication policy and a greater focus on supply, given the fact that it was melting due to a very high demand; 2) The phase of product communication (60 years) was a period in which policy of communication gained ground, this being required to support sales activities; 3) the phase of communication with target groups (70s) assumed that firms should address differentiated to customers in the target group and to satisfy a specific need; 4) the competitive communication phase (the 80s) in this phase being introduced communication to mediate customers a unique form of USP, aiming at a delimitation of competition; 5) integrated communication phase (the 90s) when communication becomes a success factor in market competition, although communication conditions become more difficult. We can fill this array with a

new phase of communication (sixth), the one at level of art (2000), when companies use tools increasingly more sophisticated and adapted to audience and trends in the online environment.

The importance of promotion policy in the current environment, one characterized by a multitude of products both in industry and commerce, consists mainly of (Munteanu, 2006, p. 368): a) compensating factors leading to the decline in sales; b) the extension of product life cycle; c) development of strategic and tactical objectives of the company.

According to Munteanu et al. (2008, p. 177), the classic elements of the communication process are: 1) The source or the transmitter (which may be a natural or legal person directly interested in the promotion of a product or service); 2) the message (the content of which is realized depending on the lens pursued: information, persuasion or reminder); 3) communication channel (element providing physical support and guarantees communication circuit message from source to destination) and 4) the consignee or receiver (identified by the target market or receiver of the message). On the other hand, Munteanu (2006) identifies nine such elements of the "communication system". Besides transmitter (called the source of communication), message communication channel (or average) and receiver he also identifies: 1) encoding (the mechanism that "translates" the ideas of the message in symbols, signs and images); 2) decoding; 3) response (the ensemble of audience reactions after receiving the message); 4) feedback (representing the response the receiver sends to transmitter); 5) disruptive element (or noise refers to the distortion that can occur between the message emitted and that received).

3. CREATING A PROMOTIONAL STRATEGY IN THE WINE INDUSTRY

In a narrow sense of the term, promotion refers to the way in which it informs or induces a person to purchase a product. The promotional strategy of a company is closely linked to other aspects of the components of the marketing mix (being an integral part). Like other components of the marketing mix, promotional strategy development is a complex activity, difficult to achieve but possible of utmost responsibility for decision-making bodies of the company. Given that this activity includes a financial effort from the company (not small most of the time) there has to be estimated also the effectiveness of this effort. For this reason it requires a strategic approach to all promotional activities, activities to be carried out in close liaison with the wine company's overall strategy and vision.

In the design, development and implementation of promotional strategies, the literature recommends compliance with general

principles. They were clearly caught by Munteanu (2006, p. 384):

a) *principle of existence*: promotional strategy should be written, disseminated and accepted by all subjects directly concerned;

b) *principle of clarity*: promotional strategy is based on clear ideas, relevant;

c) *the realism principle*: promotional strategy objectives must relate to the resources available to the company;

d) *principle of differentiation*: the promotional strategy should contribute to the success in marketing, where its output is a differentiation;

e) *principle of adaptation*: promotional strategy should be adapted to the promotional tools available;

f) *the coherence principle*: the success of promotional strategy is guaranteed by the coherence with which it is made and applied;

g) *acceptability principle*: the success of promotional strategy is conditioned by its knowledge by the internal environment since a part of promotional activity is carried out by employees.

In the specialized literature have been identified three main forms of promotion policy strategy (see Figure 1): the strategy of attracting (PULL strategy), push strategy (PUSH strategy) or a combination of these.

As can be seen in Figure 1, the strategy which will be chosen for a company depends on the nature of the product market (wine market) and the stage of the product life cycle (launch, growth, maturity or decline). Regardless of which option will be chosen, the final decision will have a strong impact on the configuration of the promotional mix.

A PUSH strategy implies that a wine company to convince the intermediate segment members (sales agents and distributors) to "push" the wine through distribution channels to final consumers making use of specific promotional tools. This is the most effective strategy for wine exporters in emerging countries. The wine company promotional objective should be geared towards persuading importers and retailers that these companies to take the wine (and not the competitors), to promote themselves and / or to "push" to the final consumer.

To convince importers and retailers to take over the wine to sell, a company may use certain tactics to make from that product a more tempting offer than the competition, such as offering the best service, competitive prices, rebates and the ability to make reservations. It is the responsibility of the intermediary that once taken the merchandise (in this case, wine) to make all necessary arrangements for it to be purchased by the consumer (including its promotion).

For example, in Denmark supermarket chains often use Bundle pricing strategy, which groups in the same package a number of products offering

them at a discounted price. The package price is based on the concept that the consumer is worth more the integrated offer than the individual products. Danish consumers often purchase wine that is on offer at a special price. The largest wine distributor in Denmark, COOP, records a rate of 70-80% of wines sold at special offers. The promotional scheme used by supermarket chain Dansk Supermarked consists in grouping of three bottles of wine for a price of 13.42 Euros.

Through PULL strategy, there is attempting to determine consumers to "pull" products to them from the wine company through various marketing channels. So, the wine company focuses its all marketing communication tools to the final consumer with the hope of stimulating his interest and its subsequent application for an assortment of wine. Such a strategy is more specific to leading products such as wines with a unique taste or a certain range of wines with a grape rarely certified. In this case, a wine company must make financial efforts higher than it would be if they applied the PUSH strategy.

The promotional policy objectives of a company that applies a PULL strategy are directed to inciting consumers to try a new wine, by attracting them from substitute products and finally, to the development of strong and lasting relationship with the final consumer. Thus, there can be sent brochures with useful information to stimulate potential buyers to purchase a particular wine of the company. Such a method proves to be effective in the case of online wine sales: the consumer acknowledges the product attributes reading the information on the website, asks questions to clarify using online communication platform, and, finally, buying wine using online payment platform.

Kotler et al. (2009) proposed that in order to develop an effective communication strategy, a company should go through a six-step process (see Figure 2).

According to Kotler et al. (2009), the development of an effective communication policy starts with identifying the target audience to further enable to provide answers to questions: What will communicate / promote? (the content of the message), How will communicate / promote? (structure and message format), When will communicate / promote?, Where will communicate / promote? Who will communicate / promote the product? (source of the message). After fixing the communicational policy objectives (generally, they converge to motivate the customer to buy the product) the message is conceived that will be communicated. The authors recommend using AIDA model in the elaboration of the subject: captures attention, arouses interest builds desire and causes an action. Conceiving the message involves, as we have seen in the model presented by CBI completing the three steps: developing the

content (what is communicated?), Building structure (as communicated?) and identifying the optimal format (what is communicated?). Choosing the promotional instrumentation involves opting for personal communication channels or non-personal or for a combination thereof. After selecting the source of the message (the company being able to choose between celebrities, professionals, etc.) takes place the collection results. Specifically, the company needs to assess the impact of the communicational policy on the target audience and to review some steps if the efficiency obtained is lower than that proposed.

The Centre for Promotion of Imports from developing countries (CBI) produced a study which aims to support companies in developing strategies to promote wine and related promotional instrumentation needed for wine sales efforts. It subsequently tested the model proposed in the case of countries such as Denmark, Poland, Sweden, UK and others. The study provides recommendations to these countries regarding: ways of searching wine consumers on the market, tactics for selecting the best consumers and strategies to address them.

According to CBI Center, the development of a successful promotional strategy (efficient and the cost-results above average report) involves the nine-step process (see Figure 3):

1. In a first step the wine company identity is established (a list of all features that fall within the description of the company's identity is realised). In this endeavour, we can consider the following: mission, products, facilities, locations, prices, taste wine grape kinds, brand, quality management, corporate social responsibility, certificates, social liabilities etc.

2. In the second stage develops the theme. The wine company should provide an answer to the question "What attributes of the product / service attracts consumers?" It may refer to aspects such as quality, price, variety of grapes, sustainability, region or country of origin.

3. In the third stage is identified the target audience. Thus, the promotional instruments can calibrate to customers' needs, identifying how they get information and how they make decisions. The company can focus on the bottom level, middle or top of the consumer market (wine Premium / Super Premium or table) or may consider the on-trade market or off-trade.

4. Setting objectives takes place in the fourth stage of the development of promotional strategy. The completion of this stage should enable the wine company to identify what results are intended to be achieved and in what time frame. Thus the winegrower may move towards: higher export sales, gaining a larger market share, the company's growth, development of a well known brand etc.

5. Having established the theme, the audience identified and the objectives set, the content development takes place of the promotional message. This refers to the elements of attraction that must be included to attract and persuade the target audience. The message content can be one of informative character (without expectations of response) or persuasive (case in which the consumer is persuaded to buy wine appealing to logic and emotion).

6. The message structure is developed in the sixth stage. Depending on the message content, the company develops later its structure. In the message structure can enter: a) attraction elements of rational nature, highlighting the functional benefits the product advertised offers; b) attraction elements of emotional nature that arouse positive or negative feelings that will motivate the acquisition of the product; c) moral elements of attraction, covering public sensitivity and are mainly used to support particular causes. However, the arguments that appear in the message structure are: unilateral (only highlighting product benefits) or bilateral (highlighting qualities and weaknesses of the product and are usually directed to an educated audience). The order of presentation of these arguments may be at the beginning or end of the message, depending on what follows the company.

The promotional strategy for which the wine company will opt depends largely on the stage of the life cycle in which the wine is at the time. If wine is new launched (launch phase), it is recommended to use an informative nature message to notify / inform the audience so that wine appeared is available. For a wine in the growth phase of the product life cycle, persuasive messages are recommended in order to increase brand loyalty. The messages attractive elements of rational nature can be used, for example, to attract attention to competitive prices of wine, while motivational messages can draw attention to the unique taste of wine. For wines of maturity or decline stages, the most appropriate messages are those of reminding, in order to be able to extend their product life cycle stage.

7. In the seventh stage the specific message format is developed using promotional techniques (depending on business needs). The message format must be convincing regardless of the means of communication chosen. For this reason, there will be special emphasis on the title, images and colours used in the composition of the message, which is broadcast in print, tone and voice for television and radio.

8. Choosing the promotional mix involves establishing a system of message delivery. This mix contains a number of techniques for initiating, increasing and maintaining awareness regarding what gives the company to the consumer (in terms of cost-effectiveness). The component elements of

the promotional mix (have been treated in the previous chapter) are: advertising, public relations, sales promotion and personal selling.

9 In the last stage of the definition of promotional strategy, takes place the evaluation, when is determined the effectiveness and the cost-benefit report of the strategy on the promotional objectives set.

Munteanu (2006) considers that a successful promotional strategy should be designed and organized according to a realistic program, coherent, adaptable and well founded. Thus, he proposes that the implementation program of achieving a promotional strategy to involve the methodology in 10 steps closely interrelated (see Figure 4). Such a model may well be implemented in a wine company.

Within the target identification stage, the wine company sets receptors or auditors of the issued promotional message emitted. Like the first stage identified by Kotler et al. (2009) in this phase are essential peculiarities of the audience; they will have a great importance in shaping the promotional strategy, influencing it in the following way: "what to say, how to say, when to say, where to say and who should say" Munteanu (2006, p. 386). Successful completion of this phase will enable the company wine to choose appropriately message, media used, the techniques used and budget.

The second step involves determining not only the central objective (seeking the sale of wine), but intermediate targets: cognitive objective (aimed at popularization of wine and the company producing the product), affective objective (which aims to retain consumers current) and proactive goal (which aims to motivate the customer to buy wine and bring new consumers). The message conceiving involves what to say to the audience, how to tell the audience who to tell and how to tell conceptually symbolic. In other words, it is fixed the axis, the theme, the source and the presentation form of promotional messages. Communication media selection involves choosing a personal channel or impersonal. The establishment of the promotional budget is one of the most complex and difficult tasks for a wine company, because the successful passage of this stage depends on achieving goals. Without going off on a way of setting budgets in particular, we just mention: the available funds method, the percentage of sales method, the method of the level of competitive parity or the objectives method.

The next important step in the design of promotional strategy is to develop promotional mix respectively the promotional instrumentation using as efficiently the budget allocation received. Subsequently, it chooses one of the strategic alternatives identified at the beginning of this chapter (strategy of attraction (PULL strategy),

push strategy (PUSH strategy) or a combination thereof) and of its specific instrumentation.

The implementation of promotional strategy is the eighth stage and also the one that sets in motion all the elements identified and listed so far; concrete actions are made, specific to promotional tools used. The media plan includes the timing and volume of communication for each particular promotional support.

The final stage of the program comes to close the circuit and to perform a control and evaluation of the results of the promotion. Regardless of the feedback's nature (positive or negative), it incorporates the following program design and organization of a promotional strategy.

Balaure et al. (2002) find that developing a promotional strategy involves a high degree of knowledge of economic and social environment, that of the competition, the market and its mechanisms, consumer behaviour, ways of action for competitors or business partners and the specificity and the effects of various promotional tools. A company (including the one that works in the vineyard) has at hand a number of strategic options when designing their promotional strategy. Based on several levels and criteria, depending on which the promotional activity differs, a wine company can formulate policy strategy to promote inclining to one of the strategic options identified by Balaure et al. (2002) and shown in Figure 5.

By creating a portfolio of tools and action instruments specific to promotional activity there is outlined the related promotional strategy. Thus, the promotional strategy for which will choose a wine company will include a mix of shares and means subordinated to the overall marketing objectives of the company and built so as contribute to achieving them with success (adapted, of course, to the external environment and to the specificity of wine product).

4. THE ELEMENTS OF THE PROMOTIONAL MIX

Promotional mix of a company is designed according to the objectives pursued. In identifying policy objectives of promoting, it is of particular importance making a distinction between those of economic and psychological nature. Packaging is very important, but the content is definitive and he is the one who gives the final grade to product and the service (Ioan et al., 2013a, 2013b, 2014).

Obviously the economic objectives of promotion policy refer to turnover, market share, market share, return on investment etc., variables that are often easily identifiable and measurable. Depending on the types of reactions to stimuli targeted by the promotion policies, Bruhn (1999) identifies three categories of psychological objectives: a) objectives oriented cognitively:

attention and perception of offers, brand and product knowledge, product knowledge advantages; b) affective oriented objectives: interest in product offerings, product image perception, product and brand positioning, emotional experience; c) conative oriented objectives: attitude towards information, purchase intentions, purchases of test, or those repeated, reactions to specific actions. The advantages of such objectives consist of a more direct deduction of cause-effect correlations of the communication policy.

In designing the promotional mix, a company also takes into account, in addition to the objectives pursued, the financial resources available and the audience to whom it is addressed (Prutianu et al., 2004).

In developing promotional mix this expresses the influence of a number of factors with direct impact (Munteanu, 2006, p. 370): the type of market of the product, the strategy chosen by the company to stimulate sales, the buyer preparedness stage, the lifecycle of the product and the company's position in the market hierarchy. Depending on the type of the product market (be it consumer goods or industrial goods), the configuration of the promotional tools is different with a distinct level of relative importance. Regarding sales incentive strategy, a company can choose between the following two alternatives: the strategy to attract (pull strategy) or push strategy (push strategy). Regardless of which option you choose, the final decision will have a strong impact on the promotional mix. Positioning the buyer in a certain stage of its preparation (of the six existing: ignoring product, information on the existence of the product, product knowledge, awareness of the benefits, purchase, repeat purchase), determines using certain promotional tools by the company, thus influencing the configuration of the promotional mix. The latter is influenced by life cycle stage in which the product is at a given time: launch, growth, maturity or decline.

Communication tools a company can use in implementing the promotion strategy can be grouped into four main categories: advertising (institutional and product advertising), sales promotion (including coupons, prizes, customer loyalty programs, samples, contests, point presentation), public relations (media relations, corporate communication and lobbying) and personal selling (prospecting, planning the presentation, preparation and end of the contract). Kotler et al. (2010) identifies, in addition, a fifth category, namely direct marketing. These tools form the promotional mix of a company as shown in Figure 6.

Depending on the audience followed by promotion policy and the objectives set by it vis-a-vis the audience determined, Matei-Gherman (2010, p. 87) identify appropriate promotional tools of a company (see Table 1).

Niculescu (2000, p. 292) groups promotional mix elements by way of action (direct or indirect) and promotion policy objectives (communication or stimulation), identifying a wide range of promotional tools (see Figure 7).

On the other hand, Lendrevie and Lindon (1997) grouped the promotional tools into four categories: strictly promotional tools, other tools of marketing with powerful promotional content, the organization and its staff and sources outside the organization (see Figure 8).

As has been noted, it is very difficult to achieve a systematic typology of communication tools a company can use in implementing the promotion strategy. However, the literature distinguishes, depending on the nature and role of promotional tools in the company's communications system, four main categories: advertising, sales promotion, public relations and personal selling (plus direct marketing identified by Kotler et al. (2010)). The differences between the four main categories of promotion were presented in a synthetic form in Munteanu et al. (2008, p. 179) and these are shown in the table below (Table 2). Each of these components of the company's promotional mix includes a set of tools and specific techniques of action but all these cooperate in achieving the strategic objectives of the enterprise. Regardless of the nature of the promotional activities, the homogeneity or heterogeneity of the techniques that they suppose, their action in time, the economic effects entailed or other variables, a modern company must always bear in mind their complementarity. A company that wants to gain market performance and outperform their competition must use these components of the promotional mix in a manner not isolated, but to incorporate them into a cohesive promotional and operational policy capable of contributing significantly to achieving its strategic objectives. The configuration of promotional mix is made by the Company with respect to: a) target audience (consisting of public bound); b) purpose (in relation to selected audience); c) resources available (that the company has at its disposal engaging the means to promote).

5. CONCLUSIONS

Wine is a complex commodity, almost enigmatic. Like a diamond, it has several facets: provider of a subsistence living but also luxury item, well paired with a healthy but excessive consumption can lead to perdition, symbol of status in society and a drink of rural origin produced with a huge load religious and cultural symbols but which may be associated simultaneously with hedonistic and depraved behaviour, an element of fashion, experiences and cargo alike. Precisely from the product's complexity derives the high degree of sophistication of research in wine domain

and also the novelty of the formalities made. In this context, wine marketing (as a sub-domain of wine economics) can be very effective for a winery and can help it compete effectively in a somewhat saturated wine market.

The promotion activity can be quite expensive for a company, but when it is done properly, the return on the investment can be very high. The challenge that these raise, consists in the increased difficulty of measuring efficiency of special promotional strategy, and this especially when market conditions are constantly changing and wine companies are forced to adapt and reinvent themselves considering the promotion strategies adopted.

Regardless of the configuration of promotional mix or promotional tools portfolio of a company the policy to promote the latter is designed to present the enterprise, its products and services on the one hand, and on the other to cause a series of favourable changes in mentality and consumption habits of customers. To note is the fact that the success of promotion of efficient policy is conditioned by compliance with the following requirements: be strong enough to be attractive and credible. The *force* of promotion policy will ensure the manifestation of a relationship of authority to the target audience, its attractiveness will allow the consumer to distinguish the multitude of posts on the market and its credibility will determine the acceptability from the public as a result of the calibration of content promotion policy to consuming society's value system.

Acknowledgements

This work was co-financed from the European Social Fund through the Sectoral Operational Programme Human Resources Development 2007-2013, project number POSDRU/159/1.5/S/134197 „Performance and excellence in doctoral and postdoctoral research in Romanian economics science domain”.

Bibliography

- [1] Balaure, V. coord. (2002), *Marketing*, edi ia a II-a rev zut i ad ugit , Editura Uranus, Bucure ti.
- [2] Bruhn, M. (1999), *Marketing*, Editura Economic , Ia i.
- [3] Ioan C.AM., Luca, F.Al., Sasu, C., (2014), *Marketingul personal în mediul online – dezvoltarea brandului prin intermediul retelelor de socializare*, Management Intercultural, Vol XVI, nr.1 (30), pp. 102-115
- [4] Ioan C.AM., Luca, F.Al., Sasu, C., (2013a) *Personal Brand – From Theory To Practice In Contemporary Society. Literature Review*, Management Intercultural, Volumul XV, Nr. 3 (29), pp. 165-170

- [5] Ioan C.A.M., Luca, F.Al., Sasu, C, (2013b), *The Specificity Of Personal Brand. Literature Review*, Management Intercultural, Volumul XV, Nr. 3 (29), pp. 171-182.
- [6] Kotler, P., Armstrong, G., Hoon A.S., Meng; L.S., Tiong, T.C., Yau, O. (2009), *Principles of Marketing: A Global Perspective*, Pearson Education, SUA.
- [7] Kotler, P., Bowen J.T., Makens, J.C. (2010), *Marketing for hospitality and tourism*, edi ia a 5a, Prentice Hall, Upper Saddle River, NJ.
- [8] Lendrevie, J., Lindon, D. (1997), *Mercator*, Paris: Dalloz.
- [9] Matei-Gherman, C. (2010), *Marketing: diferen iere i pozi ionare*, Editura Tehnopress, Ia i.
- [10] Munteanu, C., Maxim, E., Sasu, C., Prutianu, , Zai , A, Manolic , A., Jijie, T., Monoranu, A. (2008), *Marketing. Principii, practici, orizonturi*, Editura Sedcom Libris, Ia i.
- [11] Munteanu, V.A (2006), *Marketing: tiin a i arta afacerilor*, Editura Tipo Moldova, Ia i.
- [12] Niculescu, E. (2000), *Marketing modern – concepte, tehnici, strategii*, Editura Polirom, Ia i.
- [13] Prutianu, , Munteanu, C., .a. (2004), *Intelligen a marketing plus*, Editura Polirom, Ia i.

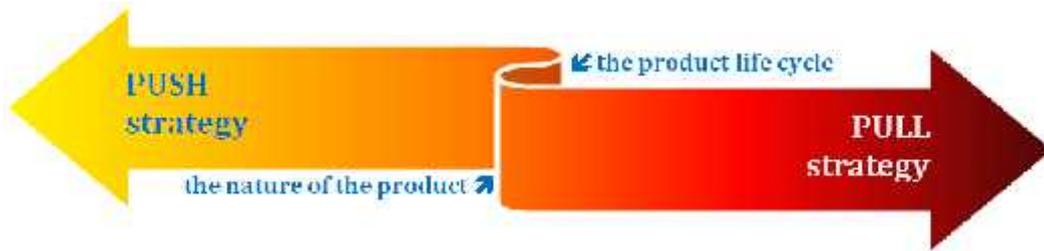


Figure 1 Typology of promotional strategies

Source: made by author after CBI



Figure 2 Development of promotional strategies in six steps

Source: made by author after Kotler et al. (2009)



Figure 3 Developing a promotional strategy in nine steps

Source: made by author after CBI



Figure 4. Developing a promotional strategy in ten steps
 Source: made by author after Munteanu (2006)



Figure 5 Typology of promotional strategies
 Source: realized and adapted by the author after Balaure et al. (2002)



Figure 6 The promotional mix of a company
 Source: adapted from Kotler et al. (2010)

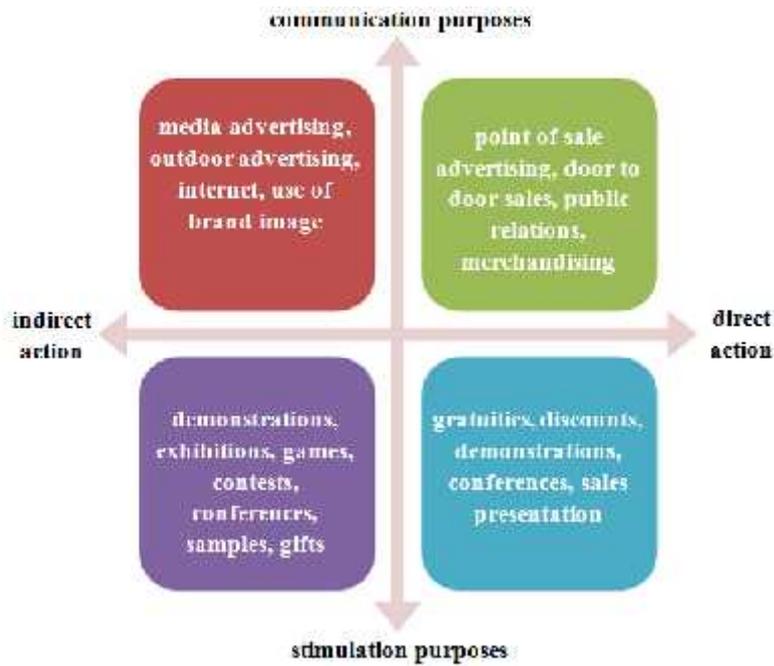


Figure 7 Classification of means of promotion
Source: own realization after Niculescu (2000, p. 292)



Figure 8 Types of promotional tools
Source: own realization after Lendrevie and Lindon (1997, p. 373)

Table 1. The configuration of promotional mix

Audience	The policy objective of promoting	Appropriate promotional tools
The general public	favourable attitude	Public Relations, Advertising
Government	Obtaining favourable treatment by the decision makers	Public Relations
providers	Obtaining financial resources or a favourable interest	Public Relations, Advertising
Clients	Improvement of sales	Advertising, Public Relations, Personal selling, sales promotion
employees	Moral Improvement , increased productivity	Public Relations, sales promotion, Advertising
Media	Obtaining favourable coverage	Public Relations
shareholders	Improving the investment climate	Public Relations
The competition	Maintaining a desired level of competition	Public Relations
intermediaries	Obtaining a favourable distribution for increasing sales	Public Relations, Advertising Personal selling, sales promotion

Source: processing after Matthew, Herman (2010, p. 87)

Table 2. The characteristics of the four main forms of promotion

The attribute of message / communication	Advertising	Personal Selling	Sales Promotion	Public Relations
Purpose	awareness and attracting audience	Selling	short-term increasing sales	creating a favourable image
Audience	mass	Narrow	varied	varied
Adaptability	uniform	Specific	varied	varied
Flexibility	Low	High	moderated	low
Credibility	moderated	High	moderated	Moderated
The cost of Contacts	Low	High	moderated	Low
Sponsor	company	Company	company	Inexistent
Controllability	High	High	high	Inexistent
Distortion risk	Low	Moderated	moderated	High
Character	impersonal	Personal	Mixed	Mixed
Duration of action	permanent	Permanent	periodic	Periodic
Results control	low	High	High	Low

Source: processing after Munteanu et al. (2008, p. 179)