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A better advertising planning grid

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A BETTER ADVERTISING PLANNING GRID



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There is much debate and conflicting evidence about "how ads work." What is clear is that there is no *one* way in which ads work. Rather, it depends on the advertising situation: the type of product, the nature of the target audience, and the purchase motivation for buying the brand are some of the major factors that determine what type of ad will work best. For certain products, a single-fact "USP" ad may be most effective (e.g., Crest toothpaste), whereas for others an "image" ad with no explicit copy claims may be most effective (e.g., Coca-Cola). Moreover, situations where the target audience is highly involved with the purchase decision may require ads with multiple, convincing claims (e.g., first purchase of a personal computer), whereas situations of low purchase involvement (e.g., repeat purchase of bathroom tissues) may most effectively use ads with rather "peripheral" content (Petty and Cacioppo, 1986), such as a celebrity presenter or an exaggerated humorous approach as in the Mr. Whipple ads for Charmin tissues. Gone are the days when a single model, such as ACCA or AIDA or Ehrenberg's (1974) ATR model, to name just a few, would suffice for the advertising manager. Rather, the manager now needs a more comprehensive model which accounts for the major *differences* in how ads work depending on the advertising situation.

In particular, models expressed in the relatively simple descriptive "grid" format are very likely to be used by managers; witness the persistent popularity in marketing texts and executive seminars of the Boston Consulting Group's "growth-share" grid ("Stars," "Problem Children," "Cash Cows," and "Dogs") which the originators, incidentally, have considerably updated. Despite the risk of oversimplification, the grid format is easily grasped and will stimulate the manager—in the case of advertising, the product manager, advertising planner, or creative director—to think about major options that might otherwise be ignored in an intuitive planning process. The well-known FCB advertising planning grid (Vaughn, 1980, 1986; Ratchford, 1987; Ratchford and Vaughn, 1989) has played this valuable role over the past decade.

Our purpose in this article is to present and discuss a newer and improved alternative advertising planning grid based on the work of Rossiter and Percy (1987), which we call the Rossiter-Percy Grid. The paper is divided into five sections which discuss the advantages of the Rossiter-Percy Grid while at the same time pointing out the limitations of the FCB Grid. These sections discuss: (1) brand awareness as a necessary precursor to brand attitude; (2) the involvement dimension of brand attitude; (3) the motivational di-

mension of brand attitude; (4) advertising tactics based on the grids; and (5) theoretical extensions of the Rossiter-Percy Grid.

Brand Awareness As a Necessary Precursor to Brand Attitude

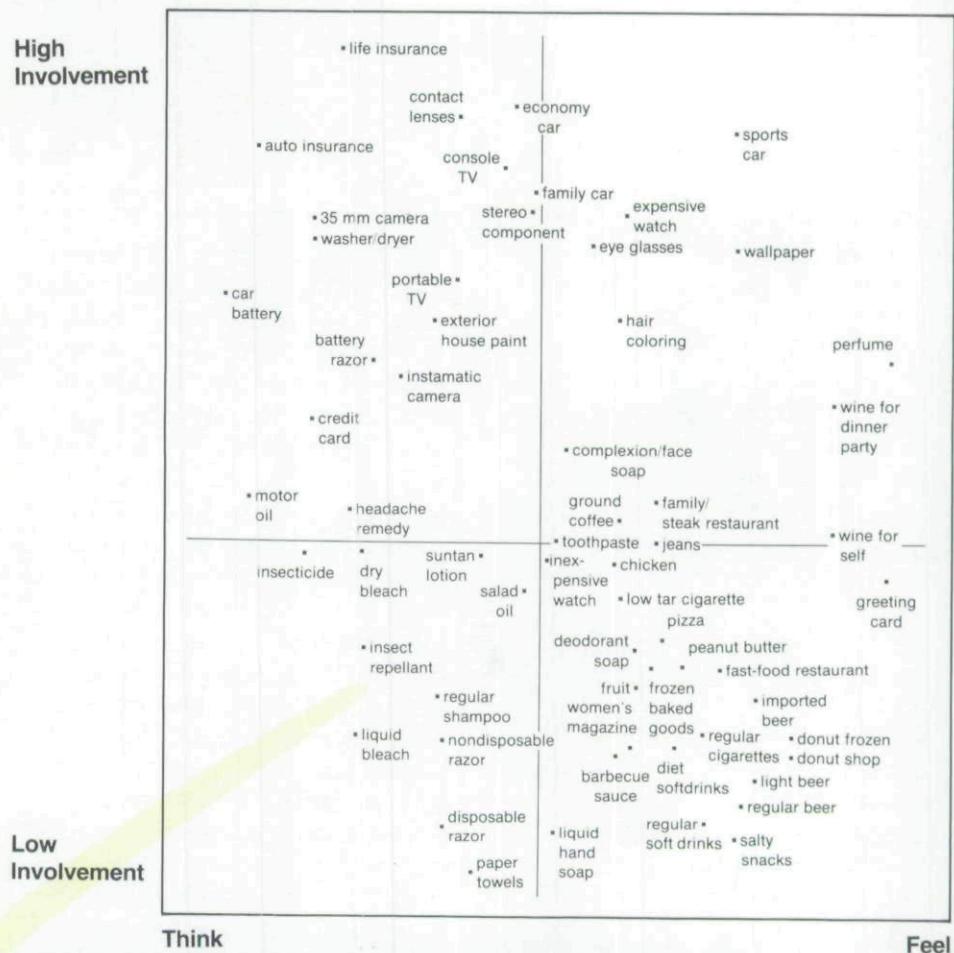
The FCB Grid (see Figure 1) and the main part of the Rossiter-Percy Grid (see Figure 2) are essentially models of attitude (representing how consumers evaluate products or brands). The FCB Grid dimensionalizes consumers' attitudes (toward products) in terms of two dimensions, "involvement" and "think-feel," and the Rossiter-Percy Grid dimensionalizes consumers' attitudes (toward products and brands) in terms of two dimensions, "involvement" and "type of motivation." These attitude dimensions are discussed later since our first point is more fundamental.

The Rossiter-Percy Grid posits *brand awareness* as a necessary communication objective for advertising, *prior* to brand attitude (whereas the FCB Grid is an attitude-only model). Especially in today's commercially cluttered environment, with so many

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brands to choose between, it is no use advertising to develop a favorable consumer attitude toward a product or brand unless the advertising first makes the consumer reliably aware of the brand either before or when in the choice situation. Brand attitude without prior brand aware-

Figure 1
The FCB Grid*



* Note that *higher involvement* is toward the top of the vertical axis and both dimensions are continua. The Rossiter-Percy Grid has the high-involvement quadrants at the bottom. (Source: Ratchford, 1987, p. 31)

ness is an insufficient advertising communication objective. The fundamental advertising communication objectives are to maximize brand attitude *given* brand awareness (that is, to maximize brand attitude *conditional on* the prior establishment of brand awareness). It may also be noted that the most successful new-product market share or sales-prediction models, such as ASSESSOR (Urban and Katz, 1983) and NEWS (Wilson, Pringle, and Brody, 1982), begin with brand awareness as the initial communication objective of advertising.

As shown in Figure 2, the Rossiter-Percy approach distinguishes brand awareness in terms of brand recognition, where the brand is chosen *at* the point of purchase, and brand recall, where the brand, in order to be chosen, must be remembered *before* the point of purchase. Table 1 shows the advertising creative tactics recommended for the two types of brand awareness in the Rossiter-Percy Grid. When the brand awareness communication objective depends on *brand recognition*, the creative executions should show the package or the

visually recognizable brand name; moreover, for a new brand, the package or name should be shown in (associated with) the category-need context. On the other hand, when the brand awareness communication objective depends on *brand recall*, the advertising executions must encourage associative learning (Allen and Janiszewski, 1989) between the category need and the brand name, since our brand's name is but one brand name that will be trying to "attach itself" to the category need in the consumer's memory. Various other devices, such as bizarre executions and jingles, are also recommended for specific types of advertising where they may be appropriate to increase brand recall.

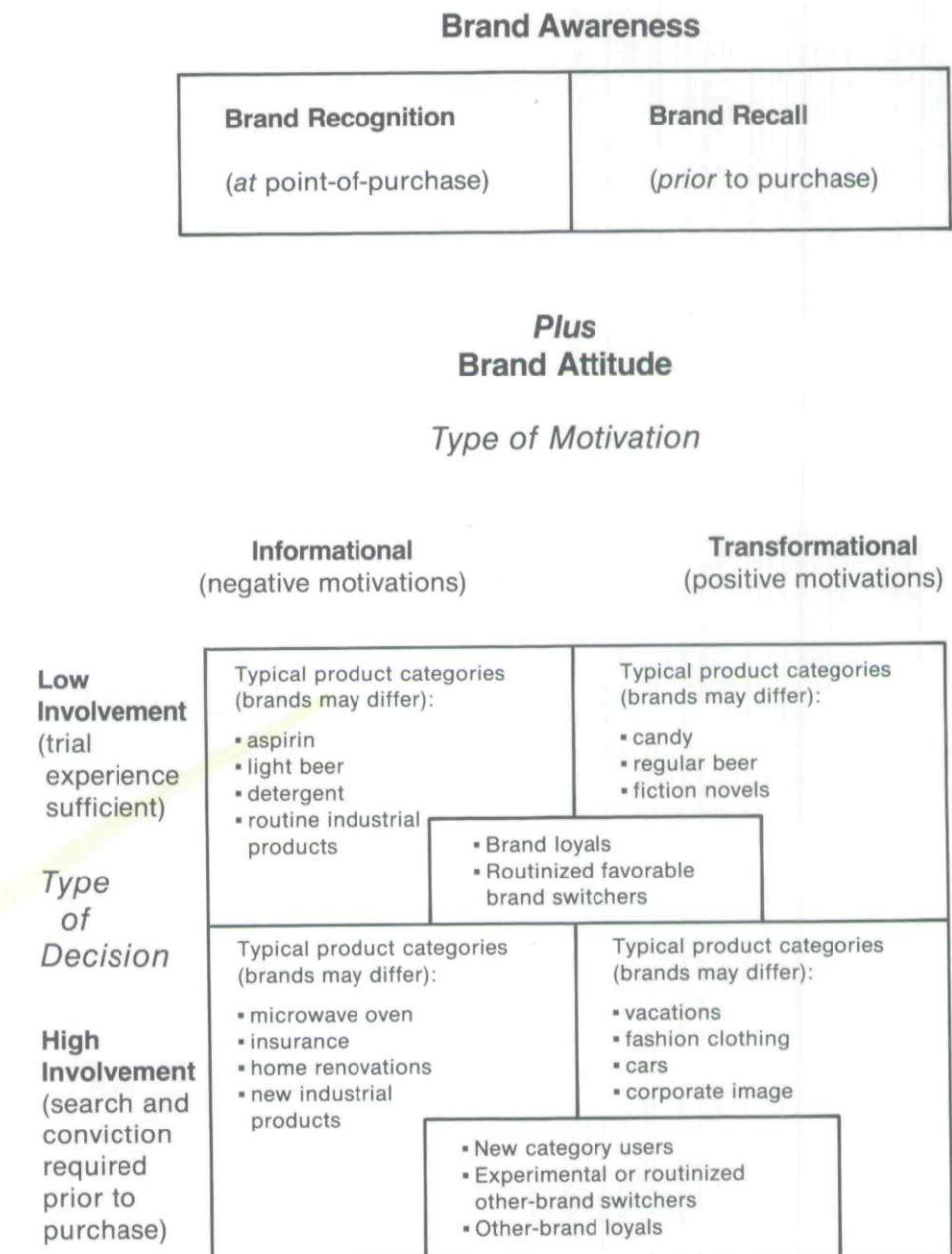
The first way in which the Rossiter-Percy Grid is an improved planning model, therefore, is that it incorporates the prior step of brand awareness. Without brand awareness, the management and creative effort put into generating brand attitude is in vain because the attitude can never be operational.

The Involvement Dimension of Attitude

It is now widely accepted that purchase decisions differ according to the consumer's level of *involvement* in making the product or brand choice and that involvement is most evidently manifest in the complexity or simplicity of attitudes formed and held toward the product or brand.

The FCB Grid implies a somewhat mixed conceptualization of "involvement." Its measure of involvement (Ratchford, 1987) asks consumers to "Please rate the process of choosing a brand of (product) on each of the following scales. Please base your rating on your most recent

Figure 2
The Rossiter-Percy Grid



choice of a brand of (product)." The three scales defining involvement encompass decision importance, degree of thought required (note the possible confounding here with the "think-feel" dimension), and perceived risk of choosing the wrong brand. The respondent sample is confined to those who have

bought the product category at least once in the past, and the involvement ratings are averaged across all respondents.

This approach confuses product-category involvement, brand-choice involvement, and the differential perceived risk experienced by target audiences who differ in their experience or fa-

miliarity with the product category and brand. The Rossiter-Percy Grid, in contrast, defines involvement purely in terms of perceived risk (Nelson, 1970). Specifically, involvement is defined as the risk perceived by the typical *target audience* member—who could range from a completely naive noncategory user to a very experienced loyal buyer of the brand—in choosing *this* brand on *this* (the next) purchase occasion.

The FCB conceptualization of involvement is inadequate on at least three counts. Firstly, a consumer could be quite an experienced buyer of the product category such that it has become low involvement, yet become highly involved when a new brand enters the category (see also Howard's 1977 model of Limited Problem Solving). Therefore, the first factor in which involvement with the brand purchase decision must vary is target-audience familiarity, which translates into knowledge or "ability to

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choose." As Gensch and Javalgi (1987) have shown, experienced consumers and inexperienced consumers have quite different choice processes, and, from an advertising communications standpoint, it seems obvious that a consumer who has never heard of the brand must acquire more communication effects and become more involved in the choice than a consumer who is a regular buyer of that brand. The FCB Grid makes no such distinction between target-audience types. Rather, Ratchford (1987) offers only the general caveat that "readers should be aware that there is considerable disper-

sion of individual responses around the means for some products." The FCB Grid proposes no conceptual basis for consumer differences.

The second problem with the FCB conceptualization of involvement is that it confuses product-category involvement with various brands' involvement. By the argument above, if consumers differ in their involvement in choosing a given brand, then brands too must differ in their "involvement rating" depending on the target audience in question. The FCB Grid plots gross product-category involvement across all users of the category (conceptually) and employs "last brand bought" to measure this (operationally). This approach provides inadequate and probably erroneous information to the advertiser, who must specifically consider how the *advertised* brand is perceived by a *particular* target audience—as represented in the Rossiter-Percy approach.

Table 1

Brand Awareness Tactics with Specific Tactics for Brand Recognition and Brand Recall

Brand awareness: general tactics

1. Determine the predominant type of brand awareness for the target audience.
2. Match the ad's brand awareness stimuli with buyer response.
3. Seek a unique advertising execution.
4. Maximize brand awareness contact time.

Brand recognition tactics

- a. Ensure sufficient exposure of the brand package and the name in the ad.
- b. The category need should be mentioned or portrayed (unless immediately obvious).
- c. After the initial burst, less media frequency is needed for brand recognition (though check brand attitude strategy first).

Brand recall tactics

- a. Associate the category need and the brand in the main copy line.
- b. Keep the main copy line short.
- c. Use repetition of the main copy line for brand recall.
- d. Include a personal reference (unless it is already strongly implied).
- e. Use a bizarre execution (as long as it is appropriate to brand attitude).
- f. (For broadcast ads) a jingle may increase brand recall.
- g. Requires high media frequency relative to competitors.

A third problem with the FCB conceptualization of involvement is that involvement is seen as a continuum, despite the dichotomous-looking diagram they use to portray their grid. In the FCB Grid, the division between low and high involvement is made arbitrarily. And, along the involvement dimension within low and high, some products are more involving than others.

MacInnis and Jaworski (1988) have criticized involvement continuum models for their failure to specify when consumer decision-making changes from being low involvement to high involvement or vice versa. For example, the well-known Elaboration Likelihood Model proposed by Petty and Cacioppo (1986) is a unidimensional involvement model that fails to specify the situations in which consumers will follow the "peripheral" (low involvement) route versus the "central" (high involvement) route in processing advertising messages.

The Rossiter-Percy approach, on the other hand, makes a purely empirical and simply dichotomous distinction between low and high involvement. The particular target audience consumer, in choosing this brand on this occasion, either regards the choice as being sufficiently low in perceived risk to simply to "try the brand and see," representing low involvement; or else regards the brand-choice decision as being risky enough to be worth processing advertising information at a more detailed level, representing high involvement. Numerous qualitative interviews with consumers, commissioned or conducted by the authors over an extensive range of product categories (commercial and government studies conducted by IMI, Inc. in the United States and by Donovan Research Pty. Ltd. in

Australia), have convinced us that virtually all consumers regard brand-choice decisions in this dichotomous low- or high-involvement manner rather than operating as if involvement were a continuum.

The second way in which ours is an improved advertising planning model, therefore, is that, in the Rossiter-Percy Grid, involvement is clearly defined (in terms of perceived risk in the target audience's choice of this brand on this occasion); involvement is more precisely conceptualized as being dependent on both the brand and the target audience's familiarity with it within the product category; and an operational dichotomy for assigning brands and target audiences to either low- or high-involvement quadrants is provided.

The Motivational Dimension of Attitude

Product or brand attitudes are distinguished not only by the level of involvement in making the choice but also by the purchase motive which caused the attitude to be formed initially.

... "think" and "feel" are cute summary labels that do not in any way do justice to the complexity of consumer purchase motivations.

Motives play the important function of energizing consumer purchase action; a product and brand usually are bought to satisfy a motive or occasionally multiple motives. Through purchase and subsequent usage, the attitude based on each motive is thus consummated. Qualitative researchers spend a good deal of their time trying to identify pur-

chase motives, and advertising agencies, too, are always seeking these "triggers to action."

As noted, the FCB Grid does not distinguish product-category choice from brand choices. This poses a problem for the FCB Grid's motivational "think-feel" dimension when it is realized that product-category purchase motives are often different from brand-choice motives. For instance, in the Rossiter-Percy terminology (1987), purchase of an automobile, the product category, is generally due to the straightforward informationally-based problem-removal motive (convenience of transport), whereas choice of particular brands or models of automobiles is likely to depend in a more complex way on transformationally-based sensory gratification or social-approval motives (manifest in benefits such as attractive appearance, exciting power, admiration by others, and so forth). The FCB Grid's classification of "think-feel" does not allow for differences between product-category and brand-purchase motivations.

The FCB "think-feel" dimension is rather superficially conceptualized. As the various spokespersons for the FCB Grid have intimated, "think" and "feel" are cute summary labels that do not in any way do justice to the complexity of consumer purchase motivations. Yet, the FCB authors have done little to expand on this weak conceptualization of motivation. In Ratchford's paper, the "think" category is translated into one single motive, "utilitarian." This hardly does justice to all the types of motives that may cause consumers to "think" about their decision.

In the Rossiter-Percy approach, which was suggested by Katz's functional approach (1960) and Fennell's original application

of multiple motives to advertising (1978), there are five motives that would correspond approximately with the "think" side of the FCB Grid. In our approach, these are defined as *informational* motives which are (negatively reinforcing) purchase motivations that can be satisfied by providing information about the product or brand. These negatively-originated motives are: problem removal, problem avoidance, incomplete satisfaction, mixed approach-avoidance, and normal depletion. Each of these motives is operatively distinct and has different implications for advertising message strategy (Rossiter and Percy, 1987).

The "feel" class of purchase motives has been somewhat more elaborated by the FCB researchers, which is surprising in that the "think" motives undoubtedly are more prevalent and diverse. In the most recent FCB paper, by Ratchford and Vaughn (1989), the "feel" classification is separated into three motives: ego gratification (although this is mistakenly given also a negative, ego defensive, conceptualization); sensory; and social acceptance.

In the Rossiter-Percy approach, the approximate analogy to the "feel" motives are our *transformational* motives, a term borrowed from Wells (1981), which are (positively reinforcing) purchase motives that promise to enhance the brand user by effecting a transformation in the brand user's sensory, mental, or social state. Our system distinguishes three such positive transformational motives: sensory gratification, intellectual stimulation (achievement, mastery), and social approval. Whereas two of our motives, sensory gratification and social approval, are similar to FCB's, Rossiter and Percy (1987) give

Table 2
Typical Emotions that Might be Used to Portray Each Motivation

Motives	Typical emotional states
<i>Informational motives</i>	
1. Problem removal	Anger → relief
2. Problem avoidance	Fear → relaxation
3. Incomplete satisfaction	Disappointment → optimism
4. Mixed approach-avoidance	Guilt → peace of mind
5. Normal depletion	Mild annoyance → convenience
<i>Transformational motives</i>	
6. Sensory gratification	Dull* → elated
7. Intellectual stimulation	Bored* → excited
8. Social approval	Apprehensive* → flattered

* Optional prior negative emotions for transformational motives. Positive emotions can arise from a neutral prior state and do not require negative emotions beforehand.

these motives much clearer definitions and theoretical support.

A further difficulty with the FCB approach, and with that of many other writers who have focused on "emotions" and "feelings," is that the writers tend almost always to be referring to positive emotions or feelings when they use these terms. It should be evident that *negative* feelings are also necessary for effective advertising when the product or brand purchase decision is negatively motivated (see also Bagozzi and Moore, 1989, and Yalch, 1990). Table 2 shows how negative motives (informational in our attitude grid) and positive motives (transformational in our attitude grid) both incorporate "feelings." Negative motives generate negative feelings but may also induce positive feelings subsequently; positive motives need to generate only positive feelings.

The negative-motivation versus positive-motivation distinction is crucial to advertising tactics (see later) and is not represented in the FCB Grid. Negative feeling or affect is caused by an aversive event such as a consumer problem oc-

curred. Although negative, this causes motivational drive to *increase*, which energizes the consumer to remove the aversion by solving the problem through acquiring information about product or brand choice and then buying and using the chosen item. Drive or motivation level is thus reduced, and the consumer returns to the equilibrium state and action ceases.

Positive feeling or affect is caused by appetitive or intrinsically rewarding events such as sensory, intellectual, or social stimulation. Presentation of these positive stimuli through anticipated and then actual consumption also causes drive or motivation to increase. Although the drive increase in this case is accompanied by enhanced positive affect, the action doesn't continue indefinitely, because of biological cessation mechanisms. For example, you can only eat a limited number of candy bars in succession! Thus, in the positive motivation cases as well, the consumer seeks eventually to return to an equilibrium.

Yet another difficulty with the motivational dimension in the FCB Grid concerns measure-

... qualitative researchers are in the best position to make motivational classifications of product and brand choices for particular target audiences.

ment. Ratchford (1987) is of the opinion that motivational classifications can be measured quantitatively. We differ and believe that motivational assessment is essentially a *qualitative* skill which gave rise to the original name for "motivation" research. This is not to say that all consumer purchase motives are hidden or psychoanalytic or otherwise unmeasurable so much as that consumers frequently do not have accurate insight into what motivated them to purchase a particular brand. Anyone who has worked closely in designing advertising creative strategy will be familiar with the extreme subtlety in motivational differences (see also Fennell, 1989).

It is our belief, based on numerous case histories we have observed, that qualitative researchers are in the best position to make motivational classifications of product and brand choices for particular target audiences. A good example of the failure of the quantitative approach is in Ratchford (1987) where the investigator gave up trying to measure the social-approval motive, and thus dropped this quantitative measurement scale, because "respondents tended to say that the decision was not based on what others think." So many brand choices are patently based on social approval that to omit this motive because of the inability of quantitative measures to measure it is testimony to the steri-

lity of the overly quantitative approach. Motivational classification requires qualitative inference from what consumers say and do and can rarely be validly achieved by asking consumers themselves to make the classification.

A final criticism of the FCB Grid's conceptualization of the "think-feel" dimension is that it correlates highly positively with the "involvement" dimension. In the Ratchford (1987) series of studies, the correlation between the "involvement" scale and the "think-feel" scale was .63. This is not too surprising at a superficial level when one realizes that consumers generally think carefully about things that are highly involving and do less thinking about things that they buy based on feelings alone. However, such a conceptualization omits the whole class of high involvement-transformational products, such as new cars, houses, or luxury vacations, that are certainly "thought" about but are primarily motivated by expected positive affect or positive "feelings."

The Rossiter-Percy conceptualization of motivation is more comprehensive and sounder than the overly simplistic "think-feel" conceptualization. It is based on motivational mechanisms taken from learning theory: it looks at negative and positive motives, and their associated negative and positive feelings, but does not invoke the notion of "thinking" in what is essentially a motivational rather than a cognitive dimension.

To summarize, the third way in which the Rossiter-Percy Grid is an improvement upon the FCB Grid is in the respective models' conceptualization of consumer motivations. The Rossiter-Percy model allows product-category purchase motives and brand purchase mo-

tives to differ, whereas the FCB approach does not. Rossiter and Percy's model identifies eight operatively distinct purchase motives, in comparison with the FCB model which distinguishes only one "think" motive and several "feel" motives and cannot measure the obviously important motive of social approval. Furthermore, the FCB model concentrates solely on positive "feelings" despite the fact that negative "feelings" motivate consumers at least equally as often, as reflected in the Rossiter-Percy distinction between "informational" and "transformational" motives. Finally, FCB's admittedly vague conceptualization of "think-feel" is reflected in quantitative results where this dimension is shown to be highly correlated with the "involvement" dimension. The Rossiter-Percy model eschews the quantitative approach in favor of the fundamentally qualitative identification of motives. These motives operate independently of the degree of involvement in purchasing the product category or the brand.

Grids and Advertising Tactics

The Rossiter-Percy Grid is much richer than the FCB Grid in terms of specifying advertising tactics. Writing about the FCB Grid, Ratchford (1987) makes the comment that "The advertising implications of positioning in a particular quadrant . . . should be fairly obvious . . ." Oh that it were this easy! An attempt to relate the FCB Grid to stimuli that might be used in ads is the subject of the Ratchford and Vaughn (1989) paper. They attempt to relate the FCB Grid to two proprietary FCB techniques, VIP, or Visual Image Profile, which consists of 100 photos of faces representing dif-

ferent personalities and life-styles, and ICON, or Image Configurations, which consists of 60 photos of situations of differing emotional content. An irony with pictorial rating-scale methodology is that, whereas it was developed to escape the "confines" of purely verbal techniques, it is ultimately validated against verbal rating-scale methodology (e.g., Ruge, 1988). Ratchford and Vaughn go along with this fallacy in claiming validity for their pictorial ratings by comparing them with verbal ratings. (The analogy is: if English is okay, why worsen things by translating the English into Japanese and then back again?) But the more serious criticism is that, in their study, neither the personality-lifestyle photos nor the emotional photos are related to the various motives nor even to the general distinction between "think" and "feel." For instance, the authors state that the "emotional associations uncovered through ICON might be related to any one of the three categories of feeling . . ." (1988). This is hardly very helpful tactically for advertising planners or creative people. Similarly, the authors make the concluding comment that: "While there doesn't seem to be an elaborate body of theory linking the emotions revealed by ICON to brand choice, this probably is not needed." This lack of theory means that, when using the FCB Grid, it is by no means clear which advertising tactics to employ.

Contrast the theoretical development of tactics in the Rossiter-Percy Grid as shown in Tables 3 to 6. It may be seen that there are cognitive and affective tactics (considerations B and A, respectively), or in FCB's parlance "thinking" and "feeling" tactics, in every quadrant of the Rossiter-Percy Grid. This reflects

Table 3**Advertising Tactics for the Low Involvement/Informational Brand Attitude Strategy****Consideration A (emotional portrayal of the motivation):*

1. Use a simple problem-solution format.
2. It is not necessary for people to like the ad.

Consideration B (benefit-claim support for perceived brand delivery):

3. Include only one or two benefits or a single group of benefits.
4. Benefit claims should be stated extremely.
5. The benefits should be easily learned in one or two exposures (repetition serves mainly as a reminder function).

* In each brand attitude quadrant of the Rossiter-Percy Grid, Consideration A tactics relate to the Motivation dimension and Consideration B tactics relate to the Involvement dimension (see Figure 2).

the fact that all advertisements represent a balance between so-called "rational" and "emotional" stimuli in ads (and once more we emphasize that emotions can be negative as well as positive). As can be seen from the tables, the low-involvement tactics tend to focus on just one or two benefits as in the typical consumer packaged-goods ("USP") type of approach. On the other hand, the high-involvement tactics tend to focus on the multiple-benefits type of approach which characterizes the carefully considered comparative decisions made when consumers perceive considerable risk in choosing the right brand

from the product category. Elaborate discussion of these tactics can be found in Rossiter and Percy (1987). Thus, in terms of advertising tactics, the Rossiter-Percy approach is more fully specified than the FCB approach. This is the fourth and probably most important way in which ours is an improved planning model.

Relationship to Other Theoretical Constructs

Constructs developed in one area that can accommodate constructs and data in other areas are clearly of greater theoretical and practical value than are con-

Table 4**Advertising Tactics for the Low Involvement/Transformational Brand Attitude Strategy****Consideration A (emotional portrayal of the motivation):*

1. Emotional authenticity is the key element and is the single benefit.
2. The execution of the emotion must be unique to the brand.
3. The target audience must like the ad.

Consideration B (benefit-claim support for perceived brand delivery):

4. Brand delivery is by association and is often implicit.
5. Repetition serves as a build-up function and a reinforcement function.

* See note, Table 3.

structs that are limited to relatively narrow domains. Unlike the FCB Grid, the Rossiter-Percy Grid accommodates a number of other theoretical constructs in consumer decision-making and advertising. By way of illustration, the relation of the Rossiter-Percy Grid to three contemporary areas of consumer behavior and advertising theory is described below.

Holbrook and Hirschman (1982) contend that the traditional information-processing "problem-solving" approach to consumer behavior ignores experiential aspects of consumer behavior. They propose an alternative processing model, the "experiential" view, to account for hedonistic and aesthetic consumption behavior. Holbrook

. . . in terms of advertising tactics, the Rossiter-Percy approach is more fully specified than the FCB approach.

and Hirschman's experiential view appears to describe consumer decision-making processing for Rossiter and Percy's positively originating motives. Their information-processing approach describes consumer decision-making processing for negatively originating motives.

A second area that can be related to the Rossiter-Percy Grid is the relationship between attitude toward the ad (A_{ad}) and attitude toward the brand (A_B), and their relative contributions to ad impact, as measured by attitude change, purchase intention, or purchase behavior (e.g., Lutz, MacKenzie, and Belch, 1983; Gardner, 1985; Batra and Ray, 1986; Machleit and Wilson, 1988). The major issue in much

Table 5

Advertising Tactics for the High Involvement/Informational Brand Attitude Strategy*

Consideration A (emotional portrayal of the motivation):

1. Correct emotional portrayal is very important early in the product life cycle but becomes less important as the product category reaches maturity.
2. The target audience has to accept the ad's main points but does not have to like the ad itself.

Consideration B (benefit-claim support for perceived brand delivery):

3. The target audience's "initial attitude" toward the brand is the overriding consideration that must be taken into account.
4. Benefit claims must be pitched at an acceptable upper level of brand attitude (don't overclaim).
5. Benefit claims must be convincing (don't inadvertently underclaim).
6. For target audiences who have objections to the brand, consider a *refutational* approach.
7. If there is a well-entrenched competitor and your brand has equivalence or advantages on important benefits, consider a *comparative* approach.

* See note, Table 3.

of this research is whether or not A_{ad} is a necessary precursor to A_B . The Rossiter-Percy model predicts that A_{ad} would be a major mediator of A_B for transformational advertising and especially low-involvement transformational advertising, but not for informational advertising. Support for this prediction is given in Rossiter and Percy (1987).

A third area to which the Rossiter-Percy Grid can be linked, though somewhat more

tenuously than in the above two cases, is the distinction between "lecture" and "drama" styles of advertising (Wells, 1988; Deighton, Romer, and McQueen, 1989). Lecture is persuasion via "reasoned argument," whereas drama is an attempt to persuade more by "expressions of feeling and judgments of verisimilitude" (Deighton et al., 1989). In Rossiter and Percy's theory, lecture executions should be more effective than drama for low-

Table 6

Advertising Tactics for the High Involvement/Transformational Brand Attitude Strategy*

Consideration A (emotional portrayal of the motivation):

1. Emotional authenticity is paramount and should be tailored to lifestyle groups within the target audience.
2. People must identify personally with the product as portrayed in the ad and not merely like the ad.

Consideration B (benefit-claim support for perceived brand delivery):

3. Many high involvement/transformational advertisements also have to provide information.
4. Overclaiming is recommended but don't underclaim.
5. Repetition serves as a build-up function (often for subsequent informational ads) and a reinforcement function.

* See note, Table 3.

and high-involvement informational advertising; drama should be more effective than lecture for low-involvement transformational advertising; and a combination of lecture and drama should be more effective (than either alone) for high-involvement transformational advertising, such as by using drama ads on TV followed by lecture ads in print.

Overall, therefore, a further advantage of the Rossiter-Percy Grid is that it can accommodate other theoretical constructs in consumer decision-making and advertising. Therefore, the Rossiter-Percy Grid should be of broad and lasting use. The grid itself is a necessary simplification of the detailed theory to be found in Rossiter and Percy (1987). However, as noted at the outset, the grid format makes the theory more likely to be referred to and used by advertising managers.

Summary

Our purpose in this paper has been to propose a "grid" approach to advertising planning that is better than the widely known FCB Grid. The improved approach, developed by Rossiter and Percy (1987), has numerous theoretical and practical advantages over the FCB approach. The advantages of the Rossiter-Percy Grid include:

- Advertising communication objectives that include brand awareness as a necessary precursor to brand attitude (thereby constituting a six-cell grid). Brand awareness is classified as either brand recognition or brand recall.
- Definition of the involvement dimension of attitude in terms of perceived risk for a particular product type, target audience, and brand choice. In-

volve ment with the purchase decision is functionally dichotomized into low versus high involvement.

- Definition of the motivational dimension of attitude in terms of eight specific motives that can be qualitatively distinguished. The eight motives are categorized as negatively reinforcing, informational motives versus positively reinforcing, transformational motives.
- Identification of advertising creative tactics that fit the two brand-awareness cells and that fit the four brand-attitude cells—to provide guidance to managers in planning advertising campaigns and to agencies in creating ads.
- Accommodation of constructs from other contemporary theories of consumer behavior and advertising.

The FCB Grid, in contrast, omits brand awareness and focuses only on attitude; it does not distinguish product-category choice and brand choices; it does not allow for target-audience familiarity with the advertised brand in measuring involvement with the purchase decision; it makes too simple a distinction between motives in terms of thinking and feeling such that thinking is confounded with involvement and feeling fails to distinguish positive and negative emotions; it is basically unspecified overall in terms of theory and cannot be readily related to other constructs in consumer behavior and advertising; and, finally, the FCB Grid falls short by not making recommendations for advertising tactics.

We offer these criticisms with full recognition and appreciation of the valuable pioneering contribution that the FCB Grid has made. Its many limitations, however, should suggest to managers that it is time to move

onto a better advertising planning grid. We are flattered that the Rossiter-Percy Grid has recently been put to practical use as the major input for a new expert system for advertising developed by Wharton marketing professors (Burke, Rangaswamy, Wind, and Eliashberg, 1990) in conjunction with Young & Rubicam. We propose the Rossiter-Percy Grid as a planning approach for advertising creative strategy that overcomes the FCB Grid's limitations while still retaining the simplicity of the grid format that makes such models easy to understand in theory and likely to be used in practice. ■

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