
UNIT 13: DIRECT MARKETING

Objectives

After reading this unit you should be able to:

- historically trace the evolution of the discipline of direct marketing
- describe meaning and scope of direct marketing
- identify the characteristics of direct marketing, as different from other Promotional Methods
- Suggest how to go about developing a Direct Marketing Programme for a product/ brand.

Structure

- 13.1 Introduction
- 13.2 What is Direct Marketing?
- 13.3 Growth of Direct Marketing
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- 13.5 Types of Direct Marketing Offer
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13.1 INTRODUCTION

Peter F Drucker has rightly observed that there is only one valid definition of business purpose- to create and keep a customer. "Companies are not into business to make things," he said, "but to make customers". The essence of keeping a customer is to stay in touch. This is also fundamental to Direct Marketing. Hence, in simple terms, we can state that Direct Marketing encompasses activities like finding a prospect, making him a customer, marketing that customer and keeping the friendship going for their benefits and your better profits.

The widening scope of Direct Marketing has been both evolutionary and revolutionary. Traditional applications have been refined. New applications have emerged.

The term 'circular letter' was once attributed to the round clay tablets in Biblical times. The first trade catalogs appeared in the mid-fifteenth century. As early as 1667, there is a record of a gardening catalog issued by William Lucas, an English gardener. Although not mail order in today's terms, a Connecticut custom clock maker, Terry, deserves mention in the evolutions of Direct Marketing- in that he is credited with being the creator of the FREE TRIAL OFFER. He would pack his custom made clocks in his saddle bags and leave them on trial with farmers on his route, collecting them or the money, even in installments, on ensuring trips.

From these early beginnings, there was a proliferation of mail order catalogs in the West. This fueled the popular Slogan, "Eliminate the middleman." In the decades that followed, the catalogs got accepted and the underlining emphasis was on 'a guarantee of satisfactions or your money back'. By 1875 was established the Sears Roebuck and Co. followed by Spiegel in 1905 and thus mail order merchandise became more and more popular in the U.S.A. (for a typical example of a catalog, please see the Spiegel catalog),



The explosive growth of Direct Marketing in the '50's, 60's and '70's must be credited, for the most part; to entrepreneurs, pioneers who saw Direct Marketing as another channel of distribution for traditional marketers in particular. In our own country, the pioneer in this field has been the Readers' Digest Publications. Also, Bull worker has been one of the oldest companies in India to indulge in Direct Marketing with their Free Trial offers by post, the advertisements of which are still visible in the print media.

We notice that marketers in India are already using Direct Marketing, Just about everybody uses Direct Mail sometime or the other, Almost everyone in business uses the telephone to reach his customers or prospects directly. Lately, most companies are officially recognizing the concept and planning conscious programmes along these lines and hence, Direct Marketing is fast becoming a buzzword of the '90's with both agencies and clients.

13.2 WHAT IS DIRECT MARKETING

On a simplistic note one can say that Direct Marketing is nothing but getting the message through, directly. However the Direct Marketing Association, (U.S, A.) defines it as "an interactive system of marketing which uses one or more advertising media to effect a measurable response and/or transaction at any location."

In the above definition we identify some key words, which differentiate Direct Marketing (DM) from other marketing communications disciplines,

These key words are:

Interactive: one to one communication or interaction between the marketer and the prospect/customer.

One or more advertising media: a combination of media used to synergize, often more effective than any single medium.

Measurable Response: possible to measure response, quite accurately.

Transaction at any location: may take place by phone, at a kiosk, by mail or by personal visit.

Direct Marketing, Direct Mail, Mail Order, Direct Response Advertising: Many relate Direct Marketing to a medium (Direct Mail) or a technique (Direct Response Advertising) or a channel of distribution (Mail Order). In fact DM is all the three, and much more.

In the words of Drayton Bird-Vice-Chairman and Creative Director, Ogilvy and Mather Direct Worldwide puts it, "It includes any activity whereby you reach your customer or prospect directly and they respond to you directly."

Let us now systematically discuss and differentiate one from another.

Direct Response Advertising in any medium including Direct Mail is that which offers a measurable response and /or transaction at any location, It is any advertising used to sell directly to customers, be it an advertisement with a coupon in a newspaper or magazine or even a telephone solicitation.

Direct Mail is a medium through which a pre-defined and predetermined number of selected consumers are addressed through the form of mail. Using computers, letters are easily personalised to make the maximum impact on the person receiving it. This medium becomes very effective in respect to selectivity of consumers, timings and the ability for the customer to respond using coupons or pre-paid reply envelopes.

It is one of the media, the others being newspapers, magazines, television, radio, telephone and such others used for Direct Marketing.

Mail Order is a method of selling that relies on Direct Response Advertising to effect a measurable response and/or transaction by mail, telephone or other interactive media, Mail Order usually means the sale of products or services to customer or to industrial users by means of a catalog or Direct Response Advertising. In many cases, the medium used is Direct Mail and the fulfilment is also by mail, As distinguished from Direct Mail, which remains one of the several advertising media used by Direct Marketers, Mail-



Order is a selling method.

Alternative method of selling encompassed in the definition of Direct Marketing are those in which as a result of Direct Response Advertising.

The buyer personally visits the sellers' location to effect a transactions.

The seller calls at the buyer's location in person or by telephone to effect a transaction.

13.3 GROWTH OF DIRECT MARKETING

In most countries - including ours - people increasingly wish to be heated as, and to act as, individuals. In contrast with today's scenario, it was not many years ago that the most cost effective way of making a customer started with mass advertising. For a very low cost per contact, you could reach almost each of your customers with a similar promise. and it worked. Marketing then was relatively simpler. The marketer could standardise his marketing, concentrate on a few major markets, deploy on a few major markets, deploy mass marketing based on product differentiation approaches, rely on hard sell and media domination, relying on product features.

However, in this era of niche marketing, the marketers have to fight harder and think in terms of localised marketing effort, segmenting the market and developing new products and line extension, sales promotion, price value combination and public relations on a planned and sustained basis.

Today, products themselves are much more complex. Variety is much greater. Communications have to be targeted to work harder. Whereas earlier marketers could think of using a large net and scoop up many fish, today they have to think in terms about how to line and catch individual fish.

All evidence points to the contrived. growth of Direct Marketing in the next decade. New emerging lifestyle and value systems are major contributors to the growth of Direct Marketing. Psychographic measurements reflect the, changing habits, attitudes behaviour patterns. The Direct Marketers have realised that there is no one single homogenous market place, but rather that the total market consists of a great many homogenous market segments reflecting a variety of contemporary lifestyles. 'Other socio-economic changes beside the change in the nature of the market place itself have been contributors to the growth of Direct Marketing., An increase in the media cost, in the cost of traditional, methods of distribution of goods to the consumers have led the marketers to adopt this marketing discipline. Besides, our fast-paced life is encouraging Direct Marketing. The availability of computer technology and the new credit card techniques have also played their role. Computers allow segmentation that identifies *the prime prospects, eliminates waste circulation, determines duplication amongst several lists and most important, the computer-generated letter allows-the advertiser to personalise Direct Mail.

13.4 CHARACTERISTICS OF DIRECT MARKETING

The characteristics which distinguish Direct Marketing from all other marketing methods is its efficiency. The ability to swiftly determine the success or failure of any effort by simply counting the pre-coded responses enables the Direct Marketers to test their programmes on a small scale before incurring any major expenditure.

It provides the advantage of being able to target, personalise and get immediate action. Direct Marketing is most effective in directing a marketing effort only to likely prospects, Personalisation means the ability to speak to potential customers as individuals and not as impersonal members of a vast audience. This has been made possible through computerised printing techniques which enable a Direct Marketer to store, and later recall in a printed format, personalised information on each member of the audience they wish to reach.

While other marketing methods rely on the memory 'of their prospects to recall their advertising when they happen to be shopping for a particular product or service, Direct



Marketers have developed refined techniques for getting an immediate response.

These programmes can overcome the physical or geographical limitations that retail or face to face marketing encounters. Hence its ability to expand the market.

It can be used in combination with other media to make the entire effort more effective for example, it can greatly reduce the cost of generating a qualified sales lead, which can then be closed with a phone call or a personal sales visit.

It differs from other disciplines such as sales promotion and general advertising. While general advertising speaks to the customers enmass and does not require immediate action, Sales promotion may use the techniques that Direct Marketers use.

Essentially, the purpose of Direct Marketing can then be expressed as a three step process.

1. Isolate your customers
2. Build a continuing relationship
3. Build a profitable relationship

Direct Marketing of What and for Whom:

Many national advertisers earlier disdained Direct Marketing. This was because it had a reputation as a haven for the disreputable. It was also regarded as a sales tool for relatively inexpensive merchandise. In part this attitude was due to the risk perceived by the customers in purchasing goods by mail from companies with no established reputation. Consumers were skeptical and dissatisfaction prevailed. However, today many companies engage in Direct Marketing efforts often directed to a very upscale audience. The range of users is diverse ranging from individuals to various businesses giant corporations as well as small retailers and industrial service organisations. However, it is not confined to these areas only. Elements of Direct Marketing are used by educational and health institutions, religious and charitable organisations, theatre groups and universities to keep members informed, solicit funds and promote understanding. In India also social institutions like Lok Kalyan Samity, National Aids Control Organisations and a host of others, have been utilising direct marketing, to accomplish these objectives.

Similarly, in the recent years, the scope of products offered by Direct Marketing has expanded substantially. The axiom that anything can be sold by Direct Marketing has become more important. The range of products is diverse; from a host, of speciality general merchandise at one end including clothing, home furnishings, gift items to the burgeoning category of financial products and insurance at the other.

Products lending themselves to Direct Marketing must be unique-not easily available in the neighbourhood retail store. It should have a distinguished quality or render useful service not generrally convenient to buy. It should open the door for repeat business. If it comes with a well known name backing it, so much the better. Above all, it must be good value for money. The advertiser must be geared to handle repeat business.

The underlying criteria, therefore, one of Universality, Unusuality, Uniqueness

Aaron Adler has suggested that the marketer should ask himself the following questions while picking up products for Direct Marketing.

Does this items offer utility and/or beauty to your prospect? Does this item have the design or style your prospect relates to? Is it, priced right for your prospects economic level?

Is it an item for which your prospect is likely to find/feel a need or desire and derive benefits?

India has witnessed the classic case of selling a product such as a fire extinguisher - ceasefire-through Direct Marketing.



13.5 TYPES OF DIRECT MARKETING OFFERS

The proposition made to the customers the offer can mean the difference between success and failure. Ani Emerson, President of Emerson Marketing agency, suggests that Direct Marketing offers can be divided into two categories.

Direct Sales - the one step strategy

Head getting - the two step strategy

13.5.1 Direct Sales

These are also called one step offers whereby customers order the product, and commit themselves to paying for it, or returning it at the time they receive the product. Direct Sales can be a simple straight forward coupon in a newspaper or a series of elaborate mailing pieces for a computer system. Regardless of the simplicity or complexity of the offer, the intent of the promotional effort is to 'close a sale'.

Following are certain kinds of Direct Sales offers.

One step purchase of specific products: The simplest example of this are the small advertisements which one can see in the newspapers and magazines carrying coupons through which the consumer may order for the product. One of the earliest examples cited can be that of the Mini Sarees 'Coupon Advertisements which could be spotted in Femina, Eve's Weekly etc,

Whoever responds to a mail order advertisement will probably receive a package containing the products ordered plus one or more circulars offering merchandise of related interest. These are called BOUNCE BACK CIRCULARS. They offer the products of the same company and are effective in fetching more business and often put the buyer onto the path of becoming a steady customer. The key to this one step approach is pinpointing the target audience.

Examples of such one-steps offers can be cited-Living Media India Ltd. Recently issued advertisements in magazines for their India Today Diaries. This coupon response advertisement carried an order form whereby the customer could place and order for the number of diaries he required. Similarly, Citi Bank issued an application form for its Citi Bank Diners' Club Card in magazines hence an attempt to close the sale.

Catalogs: In the west, catalogs have become the keystone of Direct Marketing currently accounting for 4% of all retail merchandise sold in the United States. It was in the 1800's that both Sears Roebuck and Co, and Montgomery Ward brought retail merchandise to every household in the country through their catalogs. In India, we have made a beginning with the launch of India's first mail order catalog called "Burlington's Home Shopping Catalog."

The catalog business is increasingly directed towards an upscale audience with an interest in speciality merchandise not readily available in retail stores.

CASE STUDY – BURLINGTONS' HOME SHOPPING

The mail order catalog system has been introduced in India by Burlingtons home Shopping Pvt. Ltd. At just the thick of a pen , you can order any readymade garment, furnishing fabrics , suitcase , knapsacks , belts and What – have – you , from a glossy beautifully designed catalog called the ' Burlingtons home Shopping ' Catalog.

The 164 – page catalog has 460 items for sale and its first editions has 70% of the pages devoted to clothing. Since each of these items is available in several different colours and sizes, the total number goes to over 3,000 in assortment. Menswear take up 25% and childrens' , wear 20%. Household gadgets, furniture furnishing, electronic items, Walkmans, calculators and the like take up 30% of the catalog. Hipping through the pages of this attractively photographed catalog is like walking down the aisle of a well-stocked department store. Amongst the few unusual items on offer in the catalog are a vibrating razor , electronic tooth brush , massaging cushion , airgun , harmmock, mini vaccum cleaner , car tyre foot pump and cordless iron to purchase any of the items , the buyer has to fill in a form at the catalog and mail it to the company warehouse at Noida, UP.



Priced at Rs. 30, which is refundable from the first purchase, the catalog will be brought out twice a year. Since each catalog has a life span of 6 months, there is, in effect, a price freeze throughout that period. Prices cannot change everyday as they can in shops. The second edition of the catalog is expected in March '91 with the addition of many more new items. The amount of space devoted to each type of product may also change, but that will be in response to changes in consumer demand..

The concept is specifically aimed at the working women who have plenty of money to spend but very little time to do it, yet who are ever demanding about the products they buy.

Andre' Kapoor, Chairman and Managing Director of the company, admits that the concept is a bold step in "a country where the fabric is never bought without feeling it and people ask the shopkeepers for a 'good price' even in the most standardised of product categories." But he feels that it should be a success because of the advantages of competitive prices, speedy delivery, choice of mode of payment and the customers' right to return products found unsatisfactory.

Before commencing operations, Burlingtons' asked Kirloskar Consultants of Pane to conduct a survey covering 1,450 respondents in 12 centres, who had monthly family income of more than Rs. 5,000. Positive response came from about 1,000 -(70%).

But there are reservations too, since many such schemes in the past have proved unreliable. To precheck all despatches to *their* warehouse, Burlingtons' has appointed Societe' General de surveillance, a Geneva 'based company that offers quality verification services: For customers who want personalised attention, the company has agents who can be contacted easily.

To ensure against postal delays and breakages in transit, Burlingtons' conducted test mailings with more than 100 packages and discovered that the average transit time was 4.5 days with not a single piece lost.

There is a team of experts whose job is to choose and scrutinize each and every item, to check whether it meets the standards and whether it can feature in the catalog. Tiniest of details, for example, the packaging which consists of special quality boxes and cartons covered with white craft art paper has been taken care of. The despatch of orders takes place within 24 hours and where delays are inevitable due to clearance of outstation cheques, the company expects to effect delivery to the customers' doorstep in a maximum of 3 weeks.

Even though the mail order concept has taken off recently in India, it is certainly not a losing proposition, as can be gauged from the fact that Andre' Kapoor of Burlingtons' expects a turnover of Rs. 10 crore in his first year itself. The Bombay based '1st Mail Order Company' started by Mr. Leena Godiwala with an investment of Rs. 1.5 lakhs broke even within 3 months.

Going back a couple of decades, Bullworker, which was one of the pioneers in Mail Order Marketing, thinks it worthwhile, despite having a number of showrooms, to pump in an advertising budget of Rs. 3 lakhs every month in the mail order business. And it pays, as Mr. A.P. Natarajan, General Manager, Buliworker, states that the mail order business itself gives him 50% of the total sales.

Thus, we see that, Direct Marketing has been accepted as a recognized form of marketing with quite a few companies both old and new taking to it in a big way.

There has to be a reason for being for every catalog -a 'raisondetre, a niche to fill in an overcrowded market place. It should begin with the selection of merchandise and conclude with the physcial presentation of the catalog. In the final analysis, the catalog, should he perceived as worthy to browse and act upon. As the Indian market begins to clutter with this kind of marketing effort the marketers have to set themselves apart by continuously seeking new items and by refinement of the creative forces.

A typical catalog seller in the West offers a number of books designed to appeal to every specialised audience for instance, Spiegel publishes more than 20 specialised catalogs' besides the general catalog.

A successful catalog should convince the consumer that the marketer has a degree of authority in his field and that the goods are of value. A calculated effort has to be made to build it in the mind of the prospect to encourage buying with confidence. A guarantee



of satisfaction is the keyword in such an effort. The consumer is to be assured that if he is unhappy with his purchase, he can return it for replacement, full credit or full refund. Direct Marketers are also selective about the merchandise they offer to forestall potential fears customers have about dissatisfaction.

Companies a road have started featuring editorial contents and advertisements in their catalogs. This, while may offset the rising costs of the companies, provided the advertiser with a medium with minimum waste circulation and be connected to an audience in the mood to purchase. This has led to marketing pundits to predict the advent of Magalogs, combining traditional catalog sales with limited advertising and editorial content.

Mailing lists for the catalogs are a combination of direct response lists and compiled lists procured from hotels, clubs etc. by matching their clientele profile with the profile of the prospective buyers.

While catalog design may be used as a foundation of individual design for the company, innovations and refinements may be helpful tools in a more polished presentation.

Adroit sales stimulation, appropriate to the target market, may be used to push the response beyond norm free trial periods, which is an incentive to examine and try merchandise with a privilege to return, free gifts or discounts tied to the size of the order, early order stimulations etc. are some of the typical tools used to push the catalog and provide incentives to the customer to take action.

An important feature of the Direct Marketers in catalog marketing after the mailing of the catalog is to cater to the fulfillment of the order after it is received. Enquiries/Orders received are processed, goods are packed according to customers' requirements and dispatched to them. This function also entails a prompt handling of complaints and adjustments to overcome these and furnishing of further information and requests for additional orders.

There are major problems which may turn the consumer away and have an effect on catalog marketing in its totality. Slow delivery, black orders, shoddy packaging, wrong merchandise, poor catalog execution may just have a boomerang effect and may hinder the development of a possible establishment and favourable development of a long run customer relationship.

13.5.2 Lead Getting

Many products or services cannot be sold cost-effectively through a non-stop sales effort. A two-step or multistep programme is usually necessary when a significant customer investment is required or when personal interaction is necessary to complete the transaction. The first step is to determine potential customers and the second or following may be follow-ups to close the sale. It may consist of a personal visit, - telephone sales call, dispatch of more detailed literature or even a product sample.

Two major uses of a lead getting programme are:

1. Identifying prospect/customer interest or potential prior to committing to the cost of a face to face sales visit - head qualification.
2. Generating interest and stimulating traffic into the local retail outlet - Lead Generation.

In India, this technique is often employed by the foreign banks (Hong Kong Bank, Citi Bank, Grindlay's Bank etc.) to get qualifying leads. A coupon Response Advertisement is issued in the publications that are read by the potential target consumers. The coupons received by the bank are processed and cooled. This is then followed up by a "Voice Contact" through the telephone to gauge the interest and potential of the consumer. Depending upon the response, sales force goes personally to call upon the interested customer to finally clinch the deal. Such a technique may also be employed to get a customer to walk into the bank.

This integrated approach is called Response Compression the advertisement, mailer, telephone call followed by a salesman at the door.

Some marketers may also provide the customer with various options - of either ordering for the product, request for detailed information, calling for demonstrations /personal



13.6 MEDIA. FOR DIRECT MARKETING

Direct Marketing is a discipline which can effectively use a wide variety of media. While the major medium used by Direct Marketing is direct Mail, it has branched out to encompass the Print Media (magazines and newspapers), Broadcast Media (television and radio) and Interactive Media (telephone and sales people).

13.6.1 Print Media

Magazines and newspapers convey Direct Response messages to measurable groups of readers in a 'package' along with other advertisements and editorial matter.

Magazines provide "Audience Selectivity"- they attract audiences with common interests and characteristics. Specialised Publications offer an editorial environment compatible with the advertising messages they carry, ensuring that the reader will be in the proper 'mood' to receive the advertisement. The long life of the medium enables response to offers days from the receipt of the magazine. Pass along readership also expands the potential audience. Detailed product information and coupon can be incorporated in the advertisement because of the ample space available. Excellent reproduction ensures presentation of the product to its best advantage.

The rate of response is affected by various factors such as

- Size of the advertisement
- Use of colour
- The Response Device
- Advertising Environment

Timing of insertions can effect the results by as much as 40%. The right hand page position, the back cover are usually most suited for Direct Response Advertisements. Insert cards can be an important tool and even a poor position can often be made to stand out by an insert card. However, different offers, different space units, different creative approaches, can all be tested out on a limited scale before the launch.

While newspapers cannot be demographically targeted with the same precision as magazines, it is still possible to reach a specific audience segment by positioning the advertisement in a particular editorial section of the newspaper. While small Run-of-Paper (ROP) advertisements work consistently well for some advertisers, most Direct Marketers get better results from Sunday's supplements.

However, newspapers primarily remain a black and white medium and reply cards cannot be accommodated either in the main section or in the magazine section.

But as the closing date is only 2-3 days prior to the issue date, the Direct Marketer can place a second insertion, very quickly, if the results so indicate so as to build up sales volume. In contrast, magazines build up response at a much slower rate.

India also like the western countries, has witnessed recently the 'free falls' or the pre printed inserts which are inserted in the newspapers and magazines. They usually contain response devices such as a reply card for example, the Advertising and Marketing inserts which came in the Advertising and Marketing (A&M) Magazine and the Music Today inserts which came in the India Today issue. This insert was also supported by advertising through the print medium of magazines.

13.6.2 Broadcast Media or Electronic Media

The use of broadcast media - television and radio - by Direct Marketers in our country is still non-prevalent. Even in the West the use of this media accounts for a very small percentage of the total media mix.

Limitations of television for direct response advertising are its high cost and short duration of an individual commercial. It has however been gaining importance as a support medium (as in the case of the ceasefire television commercials). The advert of



cable television in the west has made possible more specifically directed messages and opportunities for market segmentation, thus raising the effectiveness (results v/s costs) the medium.

Radio has practical limitations as well. Much of radio listening is done when the audience is otherwise occupied with household chores or while driving automobiles, when pen and paper are out of reach. Further, it does not offer the opportunity to visualise.

A major disadvantage with both television and radio is the absence of a permanent response device, one that can be referred to at some time later.

13.6.3 Interactive Media

The interactive media of Direct Marketing encompass the electronic capabilities of the telephone. It is here that we emphasize on the place of personal selling as a Direct Marketing medium.

Telemarketing (Dial-a-buyer): Of late realisation has dawned on agencies and companies all over the world, including India, that notwithstanding the notorious inefficiency of the telephones, a lot can be accomplished by a small team just sitting in one place and dialing away and hence the emergence of the telephone as an interactive medium for Direct Marketing.

There are two kinds of telemarketing - outbound and inbound.

In outbound telemarketing the seller calls prospects to make a sale, to determine interest by offering sales material or to pave the way for a personal sales call at a later date. Pre-qualified outbound calls might include response to an enquiry, upgrading of an order just received, a new product offer to an existing customer or generation of responses/ transactions from a carefully selected list. Cold calls where there is no pre-existing contract or recognition of the Direct Marketer must be carefully structured in content since by its very nature, a telephone call usually interrupts some other activity of the person being called.

The second type of telemarketing-inbound-is used in conjunction with some other medium and is normally an order taking operation. The telephone is used by the consumer for enquiries or to respond to solicitations in another medium (catalogs/magazines etc.). Due to its interactive nature it gives the opportunity to listen to customer complaints and suggestions and to streamline services. Two examples of such inbound telemarketing which can be cited are of 'ceasefire' where the caller (consumer) can call up to place an order or for a free video demonstration, and of the 'Golden Glow Soyamilk Information Centre' where the caller carrying up for further information.

Telemarketing is highly efficient because it is targeted, personal and conducive to response. Sales efforts are focussed on those people who are most likely to respond. Being an expensive medium, it is generally not used for cold calls but more often to follow-up on the leads generated by mail or print advertisements as well as to sell additional products to existing customers. Though immediate sales may not materialise on the phone, but once a comprehensive list is drawn up, telemarketing helps in grading purchase intentions, persuading the reluctant, weeding out the uninterested and following up productive enquiries promptly. It is thus taken as a component of the integrated approach mentioned earlier that of Response Compression.

According to Sridhar, President of Bangalore-based Ogilvy and Mather (O&M) Direct, if mailers are followed by a telephone call (outbound telemarketing), the positive response rate rises by 70-75% "Mail may lie unopened for days, but when the phone rings, somebody runs to pick it up, even from the bath". O&M Direct strategy of combining mailers followed up by telephone calls did yield rich dividends for Grindlays Bank. Soon after the scheme was launched, it was discovered that 60% of the new clientele at one of the branches had been motivated by the telephone call. Says Sridhar, "The response was overwhelming, even in a difficult market like Hyderabad".

Not all product categories lend themselves to telemarketing. Soaps, soups and soft drinks are unlikely candidates. But while addressing a specialised community-



architect or printers etc. this method becomes very effective. Similarly, copiers, computers and other high value frequently used office equipment and consumer durable benefit immensely.

Marketing departments in service industries such as hotels and banks are reaching for the telephone in a big way. At Citi Bank, telemarketing has been going on since mid-1989. According to Rajinder Sabharwal, Assistant Vice-President of Citi Bank, this is ideally suited to the service industry as it is personalised which in turn spells exclusivity.

Magus Advertising's computerised telemarketing unit exclusively handles Citi Bank's work. A two-pronged strategy is followed. If an existing client has one account he is persuaded to sign up for another. And new respondents to the Bank's press advertisements and mailers are followed up on the 'phone'.

Cost effectiveness is another plus point of this selling tool. According to Sabharwal, if Magus makes 20,000 calls, then even a 10% productivity ratio will generate enough deposits to cover the costs.

A very important factor in telemarketing is well trained personnel. According to Ramesh Iyengar, Managing Director of Select Direct Marketing, the Direct Marketing division of Trikaaya Grey, tele salesperson needs to be well trained and cultivate a pleasant and well planned sales pitch, otherwise there would be more people hanging up than listening. He should have a thorough knowledge of the product and be well-versed in commonly asked questions. He should be familiar with communication skills. The best comes across as a conversation rather than a sales pitch. It is also essential to build and refine the prospect's lists. The caller should keep records of questions, complaints and comments about the company or product. Follow ups are crucial to develop adequate customer service.

Thus telemarketing is a dynamic medium which, when integrated into the total marketing process, will increase sales efficiency and profits and, above all, maintain contact with the Direct Marketers' most priceless assets - the customers.

Sales People: Besides the intervention of sales people in telemarketing operations and in lead generation programmes (which involve face to face contact if a Direct Marketing offer. brings a buyer into the retail location or when the sales person calls upon the buyer at his location in response to an enquiry), their intervention also plays an important part in closing the sale at various displays, exhibitions or fairs.

The strength of personal selling in Direct Marketing is centered, around the ability of the sales person to develop, modify and maintain a flexible inter-communicating relationship with customers. The face to face situation can be both complex and variable. As a result, sales people can be most difficult to manage. A key objective of the Direct Marketer, under such diverse conditions, is to strike a happy medium between the desire for flexibility and the need for organisational control.

In any event, the sales person becomes an important adjunct to the process, often being used as an interactive medium as the occasion warrants.

While each medium has to be considered individually, exciting opportunities exist for combining two or more media. When media are used in logical combinations, the results are usually synergistic. A multimedia approach is possible as in the case of the India Today Diaries where the advertiser has tried to combine magazine inserts with Direct Response Advertising.

CASE STUDY -- CEASEFIRE

Apart from a brilliant case study in Direct Marketing, the success of ceasefire is also an interesting insight into how foresight and entrepreneurial ability can turn a non-entity into a household name and in the process turn conventional marketing wisdom on its head.

Even before he had decided on the product, Pheroze Engineer, Chairman and Managing Director, Real Value Appliances Pvt. Ltd, Was sure about one thing, whatever he sold, it would be a Direct Marketing operation since, as he says, "the role of the dealer in influencing brand choice in durables has been underestimated in India." There was no market research or survey conducted to find the likes or dislikes of the people, what product or brand they would prefer, nothing at all. It was just his



gut feeling. And he decided that it would have to be an impulse buy, priced not more than Rs. 500, He realised that an average household spends nearly Rs. 2,000 on grills and other safety systems, and yet it is fire which causes the maximum damage to life and property. so for his product, he decided on fire extinguisher.

But why a fire extinguisher , and what about the technology ? Says Engineer , “ Technology is available a dime a dozen in India and abroad. If you know to deliver to the Indian heart , you can sell anything.”

Realising that people were put off by the huge cause which could be used only for specific types of fires and which were bulky and hard to use , engineer decided that his fire extinguisher had to be small and sleek ,it had to be attractive to prevent it being hidden away .It had to be , and look , user friendly so that people would not be afraid to use it for the chemical the Engineers settled for HALON 1211 which has a self life of 10 years and can fight any type of fire .

September 1989 ,Bombay: Selling of 500 gm. Cans of Ceasefire started with 45 salesmen, most of them in the age group of 18-22 years. Simultaneously, and advertisement campaign was launched in the print media. The combination clicked and average sales per salesman stood at 4.25 pieces per day in the first month itself. In December, salesmen were given a demonstration kit consisting of a VCP and a 4 ½ inch TV Screen. An 8-minute video film was shown to the customers explaining why ceasefire was essential and why it made sense to buy one. The response was tremendous sales shot up to 6.6 units per person day.

Apart from door to door technique and commercial selling, a new tactic was tried- that of selling ceasefire as an essential car equipment 100 petrol pumps all over Bombay were covered by 140 college students over a period of two weeks. This technique of selling worked in two ways. (1) A completely new market was tapped; (2) There was a greater visibility of ceasefire.

Over 2,500 units were sold in this manner. As the Bombay market was getting saturated with the ceasefire population reaching 50,000 units, and also since there was vast market waiting outside to be tapped, Engineer thought of going national since behavioural entrepreneur is more likely to understand these than an outsider. Therefore, it was decided to have a franchise network nationwide. As a preparation for this, the company established 13 administrative branches by December 1989. On 5th January 1990, an advertisement appeared in 125 dailies across the country inviting applications from people interested in becoming franchisees for ceasefire. Outlining the basic proposition, the advertisement ended by asking interested people to tune in to the advertisement spots the evening before ‘The World this Week’ on television for an exhibition of ceasefire’s prowess. In all, 2,000 applications were received. A clear guideline laid down for the appointment of franchises was that nobody who handled more than two products as a dealer already would be considered. The reason was simple; he wouldn’t have enough time to devote to the new product because its’ success or failure wouldn’t make much of a difference to him.

The brand went national in April 1990 and initial reports indicated sales between 30,000 and 40,000 units franchisees have now been appointed in more than 220 towns and cities. The company’s full time employees in each state oversee and assist between 3 or 4 franchisees.

The sales targets for ceasefire are targeted to 85,000 units a month till the end of 1990 and sales figures for 1990-91 are expected to be between Rs. 25 crore to Rs. 35 crore.

And this is only the beginning Engineer believes that his company would sell anything between 2.5 million to 3 million pieces within the next two or three years.

All through Direct Marketing

The advertising and marketing budget for ceasefire was Rs. 3.5 crore which is now increased to about Rs. 4.8 crore. The reason for such a high budget was changing the image of the fire extinguisher in the peoples’ minds. According to Ravi Gupta, Associate Director, Trikaya Grey (the agency which handled the ceasefire curiosity and convincing them that this small can of ceasefire was effective “so people started seeing beyond the large, unwieldy can to a small container, but would they buy it? “Logic wouldn’t work, so we decided to draw attention by emotional blackmail,” explains Gupta, Blackmail worked, and they bought it!



Even though Direct Mail is only one of a number of Direct Response Techniques, yet it is the category most associated with Direct Response Advertising in terms of both format and execution. It is rare that major advertising campaign do not at least consider Direct Mail as a media vehicle.

According to the American Association of Advertising Agencies, Direct Mail offers five primary advantages. They are:

1. **Selectivity:** The market that the marketer wants to tap can be identified and covered in the way he wants it to be. Elimination by region, state, by market, by individuals is possible. The medium offers the benefit of minimum waste and maximum efficiency. The entire market can be hit with a single mailing or the market can be segmented and some prospects can be mailed six times as often as the others. Through a continuous process of selecting mailing lists, testing them and segmenting them, targeting can be made more effective.
2. **Ideal for Response:** A ready to use, pre addressed, postage paid reply card or envelope can be included to promote maximum response. Hence, it is an action oriented medium.
3. **Personal Impact:** The personal "one-at-a-time quality of Direct Marketing implies that the prospect reads the communication without competing intervening messages.
4. When mailing is done by name, copy and offers can also be adjusted to fit things known about the recipient. The computer letter has made a number of creative possibilities available to copywriters who want to individualise the letters they write. Addressing the person by name instead of addressing him as "Dear Friend" can make a significant difference in bridging the gap between the sender and the receiver of the message, leaving an enormous impact.
5. **Flexibility of format and Timing:** Minimum standardisation of format is required and each Direct Mail package can be made interesting through the use of various devices.
6. **Measurability:** Direct Mail lends itself to precise calibration of results. In a lead getting effort, the number of prospects converted into sales can be found out. An analysis of responses by variables such as list, copy approach, offers can be made.

A successful Direct Mail campaign will prioritise laying down the objectives of the campaign.

The four primary objectives of an effective Direct Mail campaign are:

1. **Building Sales:** It can be used to introduce sales people, promote other forms of advertising or announce a product introduction. It can also be used to make a sale.
2. **Cultivating Customers:** It should be effectively used to build customer relationships in the long run.
3. **Supporting Dealers:** Direct Mail can alert dealers to future customer promotions, educate them on service problems and survey them concerning their needs.
4. **Providing International Benefits:** It can also be used to build company morale. Internal newsletters and other employee communication are often used to personalise large corporations.

To depict two Direct Mail Packages, we would like to take examples of the Readers' Digest and of Marico Industries (for Sweekar Refined Sunflower Oil).

The key to successful Direct Mail is reaching the right person. The best product, the most creative message and even the lowest price are all wasted on a non-prospect.

Information about who the prospective buyers are, what they buy, how often they buy, whether they buy by phone or by mail, how much they spend and by what methods they pay becomes crucial to any Direct Marketer. These data bases are the secret weapons of most Direct Marketers,

In the '90's, the key word in Direct Marketing will be 'Data Base Marketing'. The process. is one of feedback between the sellers and their customers to more precisely



define the latter's interest and purchase intentions and its constant updatation. In its simplest form, database marketing is a method of identifying the best prospect for a product from a larger pool of prospects. Outfits like Reader's Digest and Bull worker have built up exhaustive databases which are very closely guarded. The Kamat's Club has built its database by asking the consumers to staple their business cards to the Coupon Response advertisements which are to be mailed back. This technique has also been applied by the Travel Corporation of India.

The major sources of input for databases are the mailing lists. They are simply a way to organise otherwise random material into market segments.

There are basically two types of lists.

1. **Compiled Lists:** This is a list of names, addresses and information about the prospects combined usually by some common interests. Examples of such lists include telephone directory listings, the newly born, public records such as voters' lists. There are other extensive compilations in the business, professional, educational, Technical and agricultural markets. These lists are generally less valuable and less expensive than response lists as they do not offer a previous record of direct response purchases. Many see them as a supplement to response lists. They represent a source of external data.

2. **Response lists:** Mailing list houses may rent lists of people who have ordered something by direct mail or whet have responded to an advertisement for further information. The people on response lists are those who are prove to order by mail and therefore these lists are more productive than compiled lists. A mail derived list can either be a house list. (internal data or a list of customers/inquiry rented from other companies).

3. **House lists:** These are the finest asset of any Direct Marketer. The customers on these lists are those who may have bought by mail, have dealings with the company, have confidence in its integrity and merchandise. Such house lists - active customers, inactive customers, inquiries and referrals represent additional value at no extra cost.

House lists can be made more productive of these are looked at as specific segments in terms of geographic, demographic and psychographic segmentation.

4. **Rental lists:** In effect these are house lists of other business houses. Magazine publishers like the Reader's Digest can be a valuable source of information for such lists since they lend to reach certain demographic groups.

Within the Response Lists, there are certain factors which determine the likelihood of getting a response. Catalog giants, Sears and Wards have suggested the RPM-Recency, Frequency, Monetary-formula as a criterion to effectively and cost efficiently promote such an effort. It is based on the premise that recent responders are better prospects than prospect from long ago. Again, frequent responders are better than less frequent responders and, last but not the least, high volume purchasers are better than low volume purchasers.

The RFM formula forms a basis for manipulating the databases to extract the more profitable segments.

Another important factor affecting responses is seasonality for most products the same Direct Mail package sent to the same list may have widely varying responses depending upon the time of the year it is mailed.

Reader's Digest are pioneers in running Direct Mail campaigns during Diwali and New Year seasons.

Regardless of the nature of the lists, they should be clean and up-to-date. The contents of the list must be "as described" or wasted mailing will occur. Names and addresses that are undeliverable clearly result in wasted expenditure.

Such a file maintenance procedure will involve continuous updatation with regard to addition of names, change of addresses, recording new orders and requests etc.

A serious problem faced by Direct Marketers in compiling and maintaining lists is the potential for duplicating the same individual or organisation not only within the house list

but also without and between the response lists and even between the house lists and response lists.



Such a problem is removed by the data-processing operation of "MERGE-PURGE" wherein the computerised lists are merged together and duplicate names are purged so that what is obtained finally is only a list of net names and addresses along with a unique source key that will enable responses from each list to be tracked. This also avoids damage to the goodwill of the public.

Other Direct Mail Techniques

1. **Package Inserts :** These are used to promote additional purchases of products sent to customers or to promote other items in their product line. They do not involve additional postage costs and are directed at proven customers who have just made a direct mail purchase since they are sent along with the packages of the recently ordered goods.

Ride alongs are inserts which are sent along with packages of other companies after careful negotiations with them at a fraction of the original costs.

2. **Co-operative Mail Advertising:** This may be pursued in an attempt to share expenses keeping in view the high cost of mailing. However, such a mailing may be highly impersonal since each advertiser's message will have to be very short. Secondly, it is difficult to reach specific customers through joint mailing and hence this also decreases the value of mailing.

3. **Syndicated. Mailing:** Here, the marketer may though prepare the piece himself but may make financial arrangements with other mail order companies, to mail the offer under their letterhead.

13.8 DESIGNING EFFECTIVE DIRECT RESPONSE PACKAGES

Producing tangible, traceable, immediate results on a cost effective basis is what Direct Marketing is all about. And this is what sets Direct Marketing creative works apart from the general advertising work. General advertising is largely showmanship, but Direct Marketing is all salesmanship.

The creative process used in developing Direct Marketing promotions, whatever the format, begins with research that leads to both product and market and draws heavily on promotion that has by its competitors. Such research and idea generation ultimately leads to development of a concept and then an offer. Good creative work not only proves the value of a product/service to the reader but also pushes the product by asking for an order.

Joan Greenfield, Vice President and Associate Director of Kobs and Bready Advertising suggests certain rules that govern creative work in Direct Marketing. They are:

- Make sure your creative work meets your marketing objectives.
- Be sure your creative work is appropriate for your market.
- Learn as much as you can about your product or your service
- Do not just present your product-sell it.
- Always ask for the order.
- Then ask for the order again - the key to Direct Marketing is action.
- Always show the competitive advantage of your product/offering.

As long as your language is clear, simple and direct, as long as your graphics make sense without having to be explained and as long as your solicitation is structured so that it directs your prospect to the action device, the creative effort stands a good chance of being successful.

Direct Mail Design

A Classic Direct mail package consists of

- The Mailing envelope



- A Letter
- A Circular
- A Return Device
- A Reply Envelope

The different pieces in the Direct Mail package should be linked to each other with similar design features, However, each piece in the package must stand and sell on its own.

The Mailing Envelope: The carrier envelope has one job to get itself opened for this reason, the teaser copy is often used to lead the recipient inside the mailing envelope; to entice but not to reveal. The envelope may have extra cutouts or "windows" to let the brochure show through somehow. The company logo should be kept prominent on the envelope. Various sizes and shapes, along with paper and illustrations, can provide a look and a feel of importance, urgency, prestige, bargain.

The Letter: The key ingredient of Direct Mail.

One of the prime advantages of Direct Mail is its capacity for personal, one to one communication and the letter provides that personal communication.

A frequently asked question is, "How long should the letter be? The answer - As long as it needs to be to give the reader all the facts/encouragement he needs in order to make a decision and respond. A letter can be narrative and intriguing or it can be factual and staccato.

Bob stone has laid down a 7-step letter writing formula.

1. Promise a benefit in your headline or first paragraph.
2. Immediately enlarge on your most important benefit.
3. Tell the reader specifically what he or she is going to get.
4. Back up your statements with proves and endorsements.
5. Tell the reader what he or she might lose if he or she doesn't act.
6. Rephrase your prominent benefits in the closing paragraphs.
7. Incite action,

The offer and the tangible benefits should be included in the opening paragraphs of the letter. The core of the letter should provide facts about the product or service. The benefits should be enlarged upon here and if possible be backed up by third party testimonials, It should. be wound up by a call for action and a logical reason to act 'now'. The 'P.S'. (Post Script) at the end of the letter has high visual value and thus should be used to restate the offer, highlight benefits, direct the reader to another part of the package.

The letter should look like the letter, each paragraph indented, copy should be concise, simple and straightforward, sentences and paragraphs should be kept short. Underlining important points will ensure that the reader gets the message quickly,

The Circular: The circular (also called the folder or brochure) is used to augment the letter, to provide product specifications, to cover technical points such as pricing, to provide preselling narratives and photographs, all with the incorporation of benefits to the reader. It may be as simple as a single sheet printed on one side only or may be as duplicated as a multifolded brochure or a multipage booklet.

The Response Device: It provides the means for the action requested of the recipient of the package. It may be as simple as a postage paid reply card with a mere "check off" of instructions or it may be an order form providing for remittances along with specific product selection. All the necessary elements of the response/transaction have to be provided in a condensed format at the same time keeping the form logical, orderly and simple. Involvement devices (tokens, yes/no options, contest entries) should lure the reader into action.

Gift Slips and other enclosures: A free gift offer, fetches better results by putting that offer on a separate slip rather than building it into the circular. Other enclosures, if printed in colour and of a different size form other mailing components and may



stand out and get attention.

The Reply Envelope: Unless a card is used as a response device, a separate envelope is included in the package. Often, depending upon the mathematics of the offer and whether or not curiosity seekers are to be discouraged, reply postage is prepaid. Sometimes, wallet flap envelopes incorporate an order form on the seal flap. There are, too, a great variety of specialty envelopes that provide an order blank combined with a reply envelope.

Moving the reader from one piece to the next requires that the copy and layout flow from one to the next in a consistent manner. It has to be made sure that the Direct Mail copy tracks from the beginning to the end-offer in the beginning, details on the inside and finally, how to order in the end.

If we analyse Club Solace, a comprehensive Personal Assurance Package brought together by Citi Bank, Diners' Club and the New India Assurance Co. Ltd. for Citi Bank Diners' Club members, we can see that there are two letters which have been written - one each by a senior manager of each company. This is accompanied by a brochure - "More on Club Solace" - along with the letters. Two application forms have been provided which form the response device, which can be mailed back to the marketers in the Business Reply Envelope, which forms a part of the comprehensive package.

Another Direct Mail package has been designed by Titan Watches.

Catalog

An efficient catalog should be convenient, unique and considerate. It may be themed - thus providing a logical format for execution. Endless themes from season to style, from needs to special interest may be used. However, some may opt for a no theme presentation, a pot pourri of mixing of merchandise, lending interest in the book. The appearance of the catalog should appeal to the target market. The appearance may be varied from one catalog to the next to match the theme variations. The creative execution is of prime importance in translating the theory of a catalog into the realisation of a book.

The catalog cover design must work harder than any other ingredient in the medium. It must make a statement of believability and credibility for the company as well as entice the prospective customer to open the pages of a catalog. Thus, a careful selection of the item for the cover is essential.

Bob Stone has laid down certain guidelines for selection of items for the cover.

- The item should be unusual, not generally found in retail stores/ other catalogs.
- It should be deemed photographable by the creative staff.
- It should be representative of the line of products offered inside the book
- It should be understandable requiring only one depiction to show its features,

As a catalog is perceived by spreads - two facing pages - the placement and arrangement of the elements should help direct the movement of the eye to encompass the entire spread. Every entry should be treated as a mini-advertisement. Drama in page layout can be achieved by varying the size of the depictions, so that at least one item on the spread is shown quite large and treated as important. Catalogs are primarily a photographic medium. Unlike almost all direct response media, pictures are more important than words in catalogs. They must first capture the prospects' attention. They should be expressive and motivational. It is thus that the use of colour becomes very important full colour pages should be used where the product demands it and if colour is to be used minimally, then it should be used on the front and back cover.

A careful colour selection is to be made; Colours which are comfortably perceived and are pleasing to the eye should be used as a backdrop for the merchandise. The copy should never detract from the graphic presentation but should be used subliminally to

inform and entrance. Its content should be succinct, informative, accurate. It should be concise yet complete and clear. An acceptable format for the listing and sequence of the item name, number, price, postage and handling charges can be developed.



Print

Many of the creative techniques needed for creating a successful mail package are also necessary for creating productive Direct Response Advertisements in magazines and newspapers, but as the space available is limited, most of the gimmicks, gadgets and personal tone of Direct Mail may not apply here. This throws a heavy load of responsibility for the success of the advertisement on a carefully worded headline, a compelling opening, lightly structured copy and appropriate visuals.

Like catalog copy, the headline must gain attention very quickly and the body copy must tell the story completely and concisely. The copy must be benefit oriented. Graphic designs should lead the reader through the advertisements' elements in the sequence intended. Illustrations augment the copy. Sometimes, testimonials may be used to lend credence to product chains. The advertisement must ask-for action effectively, whatever the necessary form of action be.

If a coupon is involved, enough room should be provided for the requested fill in the coupon should stand out from the rest of the advertisement. It should be large though not more than 20% of the area unless the details required on it demand larger. The copy on it should be large and easy to read. It can be in a rectangular form surrounded by a bold dotted line and should, be placed on the lower outside corner. The terms of offer, including the price, should be clearly stated. The coupon should look formal, legal and valuable. If a free gift or brochure is being offered, it could be picturised on the response coupon.

13.9 SUMMARY

Direct Marketing has finally found its fact in India. Direct Marketing offsprings of the. Advertising agencies and even independent Direct Marketing agencies have sprung up in the major metropolitan cities of Delhi, Bombay and Bangalore.

In the Direct Marketing arena, 04 M Direct was the first to take the plunge in 1987 under R. Sridhar MAA Communications then flagged off Corporate Voice Direct. Lintas has conducted a couple of campaigns through its market links division, set up in June 1988. These were then followed by Select Direct Marketing (p) Ltd. And Tara Sinha Associates respectively. Others have been getting into the act, at least in building up databases. In a hoarding campaign for the launch of 'The Indian Post' in Bombay, Contract Advertising Intelligence Service Pvt. Ltd. did,

The way the mass media got proliferated on one hand and got cluttered with multiplicity of brands on the other; marketing practitioners have been able to target their communications to individuals rather than segments. This has been possible because of developments in Information Technology, which facilitated the direct marketing, efforts by making the data-base available. Today direct marketing is well accepted and cost effective methods of marketing communication,

13.10 SELF ASSESSMENT QUESTIONS

1. Differentiate Direct Marketing from Direct Response Advertising and Direct Mailer.
2. What are the characteristics and advantages of Direct Marketing?
3. Read the following case carefully. What lessons you draw from this case, if you have to develop a Direct Marketing Programme for your company.

CASE STUDY -- ROTHMAN'S CIGARETTES

Rothmans hoardings and newspaper advertisements can be seen all around nowadays. This multinational is here, back again, courtesy Godfrey Phillips India who have tied



up with Rothmans of London to stake a claim to the upper market segment in India. Premium price cigarettes constitute a growth level of between 6% and 20% of the entire market. Also, consumer trends have shown that the price loses significance if the smoker can enjoy a more prestigious brand at a marginally higher price.

As opposed to the traditional selling methods, via distributors, retailers etc., the Rothmans tradition of direct customer contact is being tried here too. Special teams in air conditioned Marutis with specially prepared Rothmans presentation packs have been going around the city offering their exclusive Rothmans smoke. Samples have been offered at hotels, exhibitions, through co-operative outlets and at premier tobacco stores 20 hand picked people were sent to Rothmans in UK to be given a complete training in the Rothmans tradition.

This marketing drill provides interesting insights into this planned exercise, and also an apt lesson in Direct Marketing. First, a direct mailer was sent to a select list of high-income smokers. (The lists were collected from leading clubs and hotels). These mailers were then followed by a letter personally sent by the GPI President, Mr. K. K. Mody, who informed the prospect of the marketing teams' visit. Appointments were fixed (wherever possible) and then came the trial offer of a twin pack along with an attractive cigarette lighter which was a surprise gift. Then there was a follow up with the smoker and, after convincing him, the call was converted into carton sales.

The response in the test market in Delhi has been over whelming and about 6,000 select outlets, apart from hotels, clubs and the airport have been chosen to stock the brand.

3.11 FURTHER READINGS

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