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Advertising Activity Management at Service Enterprises in Poland

Summary

An objective of the article is to analyse the course of processes of advertising activity management at service enterprises operating in the Polish market. Due to the specificity of service activities, there arises the question whether it complies the model concepts being created by theoreticians as there is common the assumption that the patterns described in the literature are applied mostly at manufacturing enterprises, having at their disposal tangible, hence easy to present in advertising messages, products. In services, intangible by their nature, there is the need of a certain modification of communication processes, and it is difficult to decide whether the scale of those modifications equally concerns all the stages of the process of advertising management. Striving to implement the assumed objective, there was carried out an empirical research among representatives of 168 service enterprises operating in Poland. It concerned the determinants, course and evaluation of the process of advertising activity management. In his article, the author presents a synthesis of the most important outcomes of the research together with the conclusions based on it. It must be noted that the processes of advertising activity management at service enterprises go, in principle, in accordance with the concepts presented in the literature, although one may notice some deficiencies in this respect. To the greatest degree, they concern the two stages: identification of the target recipients and their preferences and evaluation of efficacy and effectiveness of advertising activities. The both stages require an important implementation of research procedures, which are clearly underestimated by representatives of service enterprises. To a much greater degree than managers of other enterprises they base on their own knowledge and intuition, treating the domain of research as a potential area of savings of the financial nature – therefore, the scale of carried out surveys is considerably smaller than it would result from the comparison with other activities. On the other hand, positively must be assessed the great commitment and flexibility as regards other stages, conducive to achievement of positive advertising effects.

Key words: advertising, advertising activity management, service enterprises.

JEL codes: M 37, M 31, D 21

Introduction

Advertising activity management has its roots in the holistic system of enterprise management processes. Having in mind the placement of advertising in the structure of promotional tools and, broadly speaking, in the marketing-mix set of instruments, it is a part of the system of procedures of marketing management, being placed in one of the key functional areas of the organisation management process. Referring to the definition formulated by D. A. DeCenzo and S. P. Robbins, management is a process of lead to accomplishment of

definite actions in an efficient and effective way, together with other people and through them¹. According to Griffin, enterprise management can be defined as a process of formulation and achievement of its objectives by way of the use of environmental resources: human, material, financial and information². In the so taken concept of management, one may single out the four essential functions: planning and decision making coming down to assignment of objectives and deciding on the optimal way of achievement thereof; organising connected with determination of the best manner of grouping actions and resources; leading or managing people covering motivation of them to work in the interest of organisation; and controlling whose purpose is to analyse the course of processes and introduction of corrective actions facilitating achievement of the set objectives.

The fundamental functions of management are the first of its three dimensions³. The second dimension is set up by the levels identified with a time horizon of implementation of the management processes and the degree of substantiation of decisions and actions. Based on this, there are distinguished the strategic, tactical and operational management. The last dimension of management is its object, based on which one can distinguish different areas, including, among other things, marketing and more specifically identified subareas covering, *inter alia*, promotion and, within its framework, advertising. Such a placement of advertising in the hierarchy of management processes indicates that the decisions related thereto may be of the strategic, tactical or operational nature and, from the functional point of view, one may distinguish in its framework the processes of planning, organising, leading and controlling.

Advertising activity management at the enterprise

The presented framework of actions connected with advertising management requires taking additionally into account the communication aspect as advertising is, first of all, a form of communication with an audience in a broad sense what means that, in the process of its impact, one has to specify several elements: in the case of simple model of the single-stage communication – sender, process of coding, communication channel, message, process of decoding, recipient, response, feedback as well as pervasive interference (information noise), while in the built-up model of two-stage communication – additionally also opinion leaders⁴.

The so outlined models of communication processes are reflected in the procedures of advertising activity management at the enterprise. The notion of efficacy taking place in the already cited definition refers to fulfilment of tasks in a proper way, i.e. maximising the relation between effects and costs. Increase in efficacy means in practice maximisation of effects with the given costs or minimising costs with the assumed effects⁵. Efficacy is considered in the context of notion of effective action, i.e. such that leads to achievement of the objectives

¹ DeCenzo, D. A., Robbins, S. P. *Podstawy zarządzania*, PWE, Warsaw 2002, p. 32.

² Griffin, R. W. *Podstawy zarządzania organizacjami*, PWN, Warsaw 1999, p. 37.

³ Niestrój, R. *Zarządzanie marketingiem. Aspekty strategiczne*, PWN, Warsaw 1998, p. 12.

⁴ Nowacki, R., Strużycki, M. *Reklama w przedsiębiorstwie*, Difin, Warsaw 2002, p. 39-40, and Meffert, H. *Marketing. Grundlagen der Absatzpolitik*, Gabler Wiesbaden 1989, p. 446 – 449.

⁵ Nowacki, R. *Zarządzanie przedsiębiorstwem i jego obszary*, (in:) Nowacki, R. (ed.). *Innowacyjność w zarządzaniu a konkurencyjność przedsiębiorstwa*, Difin, Warsaw 2010, p. 15.

assumed. The measure of effectiveness of management processes is a degree of approximation to the objective pursued, i.e. its achievement or achievement facilitation.

This statement perfectly fits in with the issues of advertising activity. It is understood as any long-term and more complex actions consisting in non-personal communication with the society through the mass media⁶. In this context, advertising activity management comes down to optimisation of the process of achievement of the objectives put for it. Therefore, the methods of advertising management comprise a rational course of action based, on the one hand, on the scientific (theoretical) and practical knowledge (experience of the subjects implementing them) as well as on intuition (resulting from the permanent variability of the environment where that management is carried out)⁷. In the market reality, advertising management assumes the form of a set of techniques, which can be defined as the strictly described organisational procedures and tools (means) serving resolution of specific problems in the area of planning and implementing an advertising campaign as well as managers' abilities in the area of advertising activity concerning implementation of the managerial activities⁸.

In this context, of the key importance is formation of the enterprise's advertising strategy, understood as making the decisions concerning the instruments and actions related to advertising of the products and/or company. Taking into account the complexity of actions comprised by advertising management, it is proper to assume the six-stage scheme of advertising strategy, described as 6Ms: mission, market, money, media, message, and measurement⁹.

This is one of many concepts of advertising management. The alternatives are based, first of all, on another set of stages, their aggregation or disaggregation. It is proper to refer to the procedures proposed, let's say, by J. H. Murphy and I. C. M. Cunningham who single out the three phases (ascertainment of the advertising objectives together with budgeting, planning of the advertisement message and planning of media), also the three-phase concept of D. A. Aaker, R. Batra and J. G. Myers (appealing to: determination of the objectives and advertising target recipients, working out a strategy and tactics of the message and working out a strategy and tactics of media), the six-stage model of J. R. Rossiter and L. Percy (marketing objectives and budgeting, choice of the target customers and behavioural objectives, communication objectives and positioning, the creative strategy, media strategy, monitoring of results and advertising evaluation) or the most expanded model proposed by S. W. Dunn, A. M. Barban, D. M. Krugman, L.N. Reid (collecting information on the cultural, economic and social conditions as well as legal regulations in a given market, collecting information on marketing of the company and market, carrying out strategic research, ascertainment of the objectives and target groups of advertising as well as characteristics of customers in the target group, initial determination of the advertising budget, development of the message

⁶ Beliczyński, J. *Metody planowania i kontroli w zarządzaniu reklamą*, Wydawnictwo Akademii Ekonomicznej w Krakowie, Cracow 2007, p. 9.

⁷ Kowalczewski, W. *Przesłanki filozofii zarządzania*, (in:) Hejduk, I. (ed.). *Przedsiębiorstwo przyszłości. Fikcja i rzeczywistość*, Wydawnictwo Orgmasz, Warsaw 2004, p. 58.

⁸ Beliczyński, J. *Metody planowania i kontroli w zarządzaniu reklamą*, op. cit., p. 9.

⁹ Nowacki, R. *Zarządzanie działalnością reklamową* (in:) Nowacki, R., Strużycki, M. (ed.), *Reklama w procesach konkurencji*, Difin, Warsaw 2011, p. 103-110, after Budzyński, W. *Reklama – techniki skutecznej perswazji*, Poltext, Warsaw 2001, p. 32.

strategy and tactics, development of the media strategy and tactics, the final determination of advertising budget, advertising introduction and implementation)¹⁰.

The first stage of the mentioned scheme is to determine the objectives of the carried out advertising activities. In accordance with the commonly adopted concept of Bidlingmaier, one may distinguish two groups among them: the economic objectives (also described as sales objectives) and the psychographic objectives (called social or communication ones)¹¹. The second stage is connected with identification of the advertising target audience and the motives guiding its representatives' market behaviour. The description of the audience referring, *inter alia*, to the course of decision-making processes, criteria of product selection and diversification as well as attitudes towards brands and opinions and preferences in the sphere of advertising allows for minimisation of risk to make a mistake while designing the subsequent phases of advertising activity. The stage of determination of the advertising budget requires making decisions on amounts of funds assigned for advertising, taking into account many factors relating to the product, market and competitive relations prevailing therein, the accessible media infrastructure and the assumptions concerning the advertising campaign¹². The subsequent step is to develop the media strategy covering selection of media and advertising means together with the schedule of their application. Of a substantial importance is on this stage the use of adequate criteria of selection, both referring to the factors depending on the enterprise and those remaining beyond its impact. The four outlined stages constitute a basis for formulation of the creative strategy whose expression are definite concepts of advertising messages constructed in accordance with the assumed objectives, in a way that is concurrent with the target customers' preferences, taking into account the existing financial limitations and adjusted to the media strategy what allows using definite means of expression specific to individual mass media and advertising media (picture, text, sound, special effects, movement, colour, etc.). The last but very important stage of the process of advertising activity management is evaluation of its effects considered from the point of view of efficacy and effectiveness. This is so as results of the evaluation are the grounds for making decision on continuance or modification of the strategy implemented so far.

The well-constructed, effective advertising message guides the customer across the whole cycle of advertising impact, including paying attention, keeping an interest, stimulating the desire and evoking the action expressed in a purchase (what corresponds with the linear model of advertising impact, described as AIDA – attention, interest, desire, action). In a bit different, more built-up and, at the same time, closer to the contemporaneity due to a greater differentiation of products and limited transparency of the market model described as the Lavidge-Steiner's model of hierarchy of effects, the advertising message

¹⁰ Murphy, J. H., Cunningham, I. C. M. *Advertising and Marketing Communication Management*, The Dryden Press, Orlando 1993, p. 26, Aaker, D. A., Batra, R., Myers, J. G. *Advertising Management*, Prentice Hall, Englewood Cliffs 1992, p. 32-48, Rossiter, J. R., Percy, L. *Advertising Communications and Promotion Management*, McGraw-Hill, New York 1997, p. 14, Dunn, S. W., Barban, A. M., Reid, L. N. *Advertising. Its Role In Modern Marketing*, The Dryden Press, Chicago 1993, p. 200, after Woźniczka, J. *Efekty reklamy w systemie komunikacji marketingowej*, "Monografie i Opracowania", Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu, 2009, No. 190, p. 74-80

¹¹ Bidlingmaier, J. *Festlegung der Werbeziele*, (in:) Berens, K. C. (ed.) *Handbuch der Werbung*, Gabler, Wiesbaden 1970, p. 403-416.

¹² Brown, W. P., Martin, D., Schultz, D. E. *Strategic Advertising Campaigns*, Crain Books, Chicago 1984, p. 192-197.

should strive for evoking the following effects: awareness, knowledge, liking, preference, conviction, purchase¹³.

The presented concept of advertising activity management is of the universal nature – it can appear in the similar form in the case of any enterprise, including also the service one. This fact is not substantially altered even by the specificity of service activity – the particular features of services differentiating them from tangible products (intangibility, simultaneousness of the process of provision and consumption, heterogeneity, impermanence¹⁴) affect, first of all, the other way of offer presentation in the advertising message, more oriented on presentation of the process of service provision, its tangible attributes, customer attendance or customer's satisfaction.

Research methodology

The presented issues of the course of management processes in the area of advertising of service enterprises in Poland became an object of the empirical research carried out in 2009 within the framework of own research project, financed on means from the Ministry of Science and Higher Education, No. NN 112 258834, "Advertising in processes of competition in the Polish market". The project comprised an analysis of the subjects operating in the production, trade and service sectors. The research was of a nation-wide nature. In the case of service enterprises, there were carried out face-to-face interviews among 168 representatives of the managerial staff responsible for advertising activity. There was made an assumption that the research would be conducted exclusively at the enterprises, which used to carry out their systematic advertising activity in the mass media treated as the basic media (TV, radio, press, cinema, outdoor, Internet) and, in result, had at their disposal an adequate level of knowledge on this topic, issuing from the obtained experience and developed concepts of conduct. Having this in mind, the criterion of involvement in advertising activity was the basic determinant qualifying to the research. As a method of interview there was applied the face-to-face interview carried out by qualified interviewers. Results were presented in the form of structure indicators.

Determinants of advertising activity at the enterprises surveyed

The starting point in the analysis of advertising procedures became description of the determinants (premises and barriers) affecting the implemented advertising strategies.

As it concerns the reasons for undertaking advertising activities, there were identified, in the course of surveys, eight reasons, which prompt service enterprises to undertake or increase their advertising activity (Table 1). In principle, they may be divided into two groups – the first include the premises referring to the competition phenomena in a broad sense; the second (being, to a large extent, an outcome of the first one) refers to recipients of advertising

¹³ Lavidge, R., Steiner, G. A. *A Model for Predictive Measurements of Advertising Effectiveness*, "Journal of Marketing" 1961, No. 10, p. 61.

¹⁴ Panasiuk, A., Tokarz, A. *Specyfika i klasyfikacja usług*, (in:) Flejterski, S., Panasiuk, A., Perenc, J., Rosa G. (ed.). *Współczesna ekonomia usług*, PWN, Warsaw 2005, p. 42-43.

activities and changes occurring in their market behaviour. Taking into account the achieved frequencies of indications, as the first there apparently go the reasons of competition nature, first of all, intensification of the competition processes in the market expressed in an increase of the number of entities competing against one another. Importance of this factor was indicated by 61.4% of the enterprises interviewed. An apparently lower role is played by the premises connected with qualitative changes in competition consisting in intensification of competition in the area of service offer (what was indicated by four out of ten businesses surveyed) as well as the related thereto processes of diversification of services (percentage of indications at the level of 7.1%). The consequence of these processes is more and more often appearance of the demand barriers limiting the sales opportunities whose occurrence is for every fourth service enterprise an impulse to increase the scale of advertising activities carried out. In the group of premises associated with the processes occurring in the sphere of purchasers, the forefront is taken by market transparency constraint (what also is the result of quantitative and qualitative growth of competition) and related thereto lack of consumers' knowledge – this factor was indicated by every fourth enterprise surveyed. Development of competition, together with incomplete information on the accessible services, becomes for purchasers the factor hampering formation of loyalty, forcing to undertake such actions that may soften those phenomena unfavourable for enterprises. Every fifth firm justified the need to advertise with these reasons. A little bit more seldom there were considered, as the premise for advertising development, transformations in the sphere of consumption being expressed in the change of service consumption patterns (14.2% of indications), including the globalisation processes causing that the consumer cultures are mixed (6.6%).

As the above-mentioned analysis shows, managers of service enterprises assign a greater importance of stimulation of advertising processes to the premises situated in the supply sphere, while they pay attention to a lower degree to the phenomena stemming from the area of consumption-related behaviour. In result, undertaking of advertising activities is oriented, first of all, on provision potential purchasers with information on the company and its service offer. The priority nature of the information function was declared by 60.4% of the enterprises surveyed treating those actions as a way to shape knowledge optimising the course of decision-making processes. The second place in the rating of the mentioned functions of advertising activities, noting, however, six times less of indications, was taken by the market function connected with ensuring the company its permanent market presence in the dynamic, saturated and competitive market, necessary to retain an adequate market position in a turbulent environment. Slightly more seldom (less than 10% of indications in each case) there were mentioned the functions connected with sales direct support through pushing to use their services and reminding oriented on reference of earlier positive experience of the purchaser and their associations with the company and its services that are to lead to multiplication of purchasing behaviour and a repeated use of services. Every twentieth enterprise surveyed fulfil through advertising mainly the educational functions connected with formation of needs and new patterns of consumption or purely competitive ones whose task is primarily disturbance of competitors' advertising messages.

While analysing the determinants of advertising activity of service enterprises, it is necessary to pay attention to the barriers limiting their abilities in this respect (Table 2). The recently observed economic slowdown resulting, on the one hand, in decline of demand and revenues of many companies and, on the other hand, causing intensification of competi-

tion processes, together with development of the advertising infrastructure and changes in the customers' attitude towards advertising activities, suggest the possibility of occurrence of many different restrictions in this respect. Indeed, one has to notice that every third enterprise declared absence of any restrictions. It is difficult to allege, from what those positive replies result. They may evidence a good financial condition of the entities surveyed and their good organisation but also lack of awareness of existence and actual impact of individual barriers.

Table 1**Premises for carrying out advertising activities by the service enterprises surveyed**

Specification	Per cent of indications
Quantitative growth of competition in the market	61.4%
Increasing competition in the area of service offer	40.1%
Little transparency of the market and consumers' lack of knowledge related thereto	26.4%
Appearing demand barriers that reduce sales	24.4%
Low level of purchasers' loyalty	16.8%
Transformations in the sphere of consumption expressed in consumption pattern diversification	14.2%
Diversification of services	7.1%
Globalisation and mixing of consumers' cultures	6.6%

Source: own research 2009.

Table 2**Barriers to carrying out advertising activities by the service enterprises surveyed**

Specification	Per cent of indications
Financial restrictions	52.6%
Organisational and technical restrictions at the enterprise	13.2%
Restrictions connected with quality of advertising services	11.8%
Restrictions connected with accessibility of mass media and advertising media	9.9%
Legal and administrative restrictions	9.7%
Restrictions connected with accessibility of advertising services	8.7%
Customary restrictions in the business	6.7%
Social and cultural restrictions	5.6%
Lack of restrictions	32.1%

Source: own research 2009.

Undoubtedly, the most severely felt are financial restrictions (too little budgetary possibilities) – they touch more than half of the enterprises surveyed, because of which they are

forced to narrow their scale of advertising activities or modification thereof towards search of cheaper alternative solutions. 13.2% of managers paid attention to the existing within their institutions technical and organisational restrictions, mainly expressed in not enough flexible organisational systems delaying or hampering the course of decision-making processes and implementation of advertising activities. It also comprises the problem of limited awareness of decision-makers and lack of their knowledge of the possibility to make use of advertising. Some respondents paid attention to the restrictions in the sphere of advertising services – 11.8% of them signalled their low quality in the market, 9.9% critically evaluated accessibility of adequate to the needs and preferences mass media and advertising media and 8.7% uttered their negative opinion on accessibility of the very advertising services. In the case of every tenth service enterprise, the barriers to use advertising are the regulations reducing the possibility to apply it. Against this background, of lesser importance are customary barriers issuing from the validity of certain business customs or social and cultural restrictions being an expression of functioning in the society of definite ethical standards leading to an unfavourable from the enterprises' point of view of perception of some advertising activities, especially in the context of message creativeness.

The course of advertising processes at the service enterprises surveyed

The indicated determinants affecting advertising activity carried out by service enterprises not only decide the necessity and possibility of implementation thereof but also determine the course of management processes related to it. In part of entities, they stimulate to look at advertising management in a complex way, complying with the model solutions, whereas in another part they evoke restrictions expressed in simplification or even resign from certain stages of this process. In the research, there was undertaken an attempt to assess the course of those processes from the point of view of compliance with the theoretical models of advertising management, based on the early described concept of 6Ms.

According to the scheme of this concept, the first stage of advertising management is definition of the objectives of advertising activities carried out (Table 3). In the case of the surveyed service enterprises, the top positions are taken by the desire to inform of the service offer and to create a definite image of the company – as one among the three most often occurring, these objectives were indicated, respectively, by 57.4% and 55.8% of entities. Of a substantial importance in the hierarchy of advertising objectives is, in the case of service companies, also the endeavour to attract new purchasers, indicated by 46.7% of respondents. Every third emphasised importance of the typically sales-related objective, connected with retention or increase sales volumes, and every fourth indicated an increase of company awareness. More seldom advertising activity is for service enterprises a way to win a better competitive position than that of their direct rivals (15.2% of indications) or a way to build loyalty ties with regular customers (13.7% of responses).

While analysing the course of the second stage, related to identification of the advertising audience, it is proper to pay attention to carrying out research and analyses concerning customers' preferences. They should touch the issues of both expectations addressed to the enterprise's features and its service offer and to the preferences as regards the systems of marketing communication they use. This knowledge is necessary that the planned advertis-

ing actions had chances to reach the target customers and to evoke their desired reaction. Unfortunately, despite the key importance of these procedures, the overwhelming majority of enterprises – not only service ones – apparently underestimate research of the advertising audience. Only 8.6% of the service firms surveyed declared that their campaigns were preceded by such research processes; further 7.6% in planning of advertising activities use other, earlier and not always fully up-to-date research outcomes. The remaining ones base on their general knowledge of the market and customers, considering research as a useless expense. It seems that this too optimistic conviction of the obtained resources of knowledge considered as sufficient to programme advertising activities may be one of the key critical points of the entire process of advertising management. With the great dynamics of the market, intensification of the competition processes and important changes occurring in purchasers' behaviour (what was indicated as the premises supporting the necessity to undertake advertising activities), relying on one's own knowledge is an intuitive conduct, having nothing in common with the rules of marketing management and leading, with a great dose of probability, to a specific 'wading in the fog', encumbered with a great risk of failure. This is still more probable that because of media saturation with advertising messages and the crisis of confidence with advertising efficient may be only those messages, which are perfectly adjusted to the customers' expectations. However, to achieve it, those expectations must be very precisely recognised.

Table 3**The main objectives of advertising activities of the surveyed service enterprises**

Specification	Per cent of indications
Informing on the service offer	57.4%
Creating a definite image of the company	55.8%
Attracting new customers	46.7%
Retaining or increasing sales	34.5%
Increasing awareness of the company's brand	23.4%
Fighting competitors in order to win and adequate competitive position	15.2%
Strengthening customers' loyalty	13.7%
Evoking impulse purchases	4.6%

Source: own research 2009.

The situation in this respect is aggravated by the fact that few entities, which carry out such research, are focused mainly on the analysis of advertising impact on the company's image (such a direction was declared by more than one half of service enterprises that carry out research of the advertising audience) and on assessment of the sales effects (almost one third of indications) (Table 4). On the other hand, there are more seldom carried out surveys aimed at recognition of expectations regarding the content (information content) of advertising messages (37.5% of indications), preferences as to the media used (25.0%), visual and aesthetic nature of the message (21.9%) and the presentation technique used in it (12.5%).

Table 4**Analyses of purchasers' preferences carried out for the purpose of advertising activities by the service enterprises surveyed**

Specification	Per cent of indications
Impact of advertising on the company's image	56.3%
Expectations towards the advertising content and content of the desired information	37.5%
Impact of advertising on inclination to use services	31.3%
Preferences as regards advertising media	25.0%
Expectations towards the message's visual and aesthetic nature	21.9%
Expectations towards the message's emotional nature	21.9%
Preferences as regards the advertising presentation techniques	12.5%

Source: own research 2009.

Critically must be assessed also actions of service enterprises in the sphere of advertising budget management (Table 5). The biggest percentage (35.9%) of respondents, while determining the amount of advertising budget, use the intuitive method, extremely risky, as it is based not on the objectivised data but often very subjective feelings, not supported by any knowledge (what stems at least from the fact that those companies – what has been indicated earlier – do not carry out research related to advertising). For every fourth enterprise the indicator of the level of outlays on advertising is the ascertained amount of costs as the whole. Only every eighth applies the method of assumed objective, considered as the optimal, fixing the budget at the level allowing for implementing the assumptions of the planned advertising campaign.

Table 5**Methods of determination of the advertising budget by the service enterprises surveyed**

Specification	Per cent of indications
Intuitively	38.1%
In the definite amount of costs as the whole	25.4%
In the amount issuing from the planned advertising campaign	11.7%
In the fixed per cent of sales	9.6%
In the fixed per cent of the planned profit	7.1%
In the amount allowing for coping with competitors' advertising	7.1%
In the fixed per cent of service price	1.0%

Source: own research 2009.

The stage of planning use of mass media and advertising media requires making decisions based on the use of definite criteria allowing for carrying out as objective compar-

tive alternative solutions as possible. The research shows that service enterprises take into account a wide spectre of criteria, from which the foreground role is played by their earlier experience in this respect (Table 6). As important they were indicated by 35.7% of respondents. More than 30% of firms take also into account the two features characterising the mass media and advertising media – selectivity and range of reach of the target group. At least every fourth enterprise does, in the process of selection, take into account adjustment to its own advertising objectives, amount of disposable budget and characteristics of the advertised product and features describing the target audience. Other criteria were indicated more rarely, by less than every fifth company surveyed. However, it is worth to pay attention to the great differentiation of replies. Among the most often mentioned factors, one may find both those relating to the mass media, advertising media, their recipients and having their source in the very enterprises. Though, it seems that too often the emphasis is made on the latter.

From the point of view of the process of construction of the advertising message, of the key importance is the nature of argumentation presented therein. Its correct adjustment to the recipients' preferences is conducive to strengthening the potential of impact and growth of efficacy in the all three spheres: cognitive, connected with reception and comprehension of the message content; affective, covering formation of attitudes towards advertising, the advertised product and advertiser; behavioural, expressed in impact on the purchase intent and its actual implementation.

Table 6
Criteria of selection of mass media and advertising media used by the service enterprises surveyed

Specification	Per cent of indications
Earlier experience in this respect	35.5%
Selectivity of reaching the selected target group	32.5%
Range of message's reaching the target audience of recipients	31.0%
Assumed objectives of advertising activities	28.9%
Amount of the advertising budget and absolute costs	25.9%
Characteristics of the advertising target recipients	25.9%
Characteristics of the services advertised	24.9%
Possibility of multiplied contact with advertising recipients	17.8%
Company's advertising message strategy	14.7%
Cost of reaching the target audience of recipients	13.7%
Media applied by competitors	13.2%
Time of placement of the ad in a given mass medium/advertising medium	10.2%
Service sales system	10.2%
Opinion-formation of mass media and advertising media	9.6%
Selection of other mass media to the same campaign	5.1%
The media-related strategy applied so far	4.6%

Source: own research 2009.

In the advertising messages of the surveyed service enterprises definitely prevailing are motives of the rational nature, connected with presentation of functional and material benefits achieved owing to use of the presented service offer – as many as eight firms of ten surveyed characterised their creative strategy this way. Only in the case of every sixth firm, there was reference to emotional motives, subjective feelings and associations of the affective nature. Sporadically, as the key for the presented contents were indicated moral arguments, referring to the feelings considered in terms of good or evil. It is proper to pay here attention that focusing on the rational argumentation is in the case of advertising activity emphasised considerably in a more apparent way than as related to production or trade enterprises – the intangible nature of service products is, therefore, compensated by a strong materialisation of the stimuli encouraging the use of them. In their advertising messages, service companies, therefore, put a particular emphasis on provision of the essential information of the features and advantages of the advertised services together with indication of the place where they are provided. An important element is reference to prices, including price promotions of any type. Of a great importance is also presentation of the company, its name and sign. In the case of the emotional argumentation, the foreground is taken by a perfectly made message; there are also readily used the opportunities to discredit competitors through exposure of weaknesses of their offer as well as the use of catching, well sounding slogan.

In result, in service advertising, most often are used the presentation techniques based on a simple demonstration of the offer's features (55.3% of indications) and the rational reason speaking in favour of the use of a given service (41.1%) (Table 7). Every fifth service enterprise relies its advertising messages on demonstration of the process of service provision (hence, it shows it in a dynamic manner) or on recommendation of well-known people or experts in a given domain. More seldom there are used the techniques connected with demonstration combined with comparison with competitors or a test verifying efficacy of performance and positive effects of use of the service, usual genre scenes or presenting a definite lifestyle (11-13% of indications in each case). There are sporadically applied the techniques using comical contents or animations.

Table 7

Techniques of presentation of advertising used by the surveyed service enterprises

Specification	Per cent of indications
Demonstration of the service's features in a static manner	55.3%
Rational reason inducing to avail oneself with the service	41.1%
Demonstration of the process of service provision in a dynamic manner	21.8%
Recommendation by the person encouraging to avail oneself with the service	20.3%
Demonstration of the service with the test showing efficacy (effectiveness)	13.2%
Demonstration of the service combined with comparison with competitors	12.2%
Usual genre scene taken from life	11.2%
Scene presenting a definite lifestyle, to which the purchaser may aspire	11.2%
Emotional motive referring to sentimentality, tenderness, sex	8.1%
Comic scene	6.1%
Animated scene	5.1%

Source: own research 2009.

In the case of more than half of the surveyed service companies, there do not appear human forms in advertising messages. However, if they are used, then they take, first of all, the form of average purchaser, close to potential customers – it happens so in the case of almost two-thirds of the cases in question. Twice more seldom there appear in messages experts displaying professionally measurable benefits achieved by purchasers. These two images of advertisement heroes have the rational dimension. On the other hand, minor is the interest of advertisers from the service sector in forms of beautiful female models and handsome male models and celebrities – in aggregate, these types of heroes bearing a considerably greater emotional charge achieved the per cent of indications reaching one third of the whole.

While analysing the process of assessment of efficacy and effectiveness of advertising activities of the surveyed service enterprises, one has to pay attention to two issues. The first is the fact of use of much differentiated ways of assessment – there were indicated (though, of course, with different frequency) as many as twelve different areas analysed (Table 8). Most often (in every fourth firm) there are conducted long-term analyses of sales outcomes, slightly more seldom (in every sixth) there is analysed impact of advertising on the company's image, sales dynamics during the advertising campaign, the degree of awareness of the company among potential customers. Slightly more seldom research concerns the degree, to which the advertisement is associated with the service offer, intents to use services under its influence, dynamics of the share in the market. The very fact of existence of many different levels of assessment of effects of advertising activities is certainly positive, while the relatively low per cents of service companies, which undertake those procedures, do not induce optimism.

Table 8

Methods of assessment of advertising efficacy and effectiveness used by the service enterprises surveyed

Specification	Per cent of indications
Analysis of sales outcomes in a long-term period	23.9%
Analysis of advertising impact on the company's image	16.8%
Analysis of sales dynamics in the period of duration of the advertising campaign	14.7%
Analysis of the degree of awareness of the company and its services among customers	14.7%
Analysis of the degree of association of advertising with the company and its services	13.2%
Analysis of the intents to use the service influenced by advertising	12.7%
Analysis of the share in the market	11.7%
Analysis of the impact of advertising on customers' loyalty	8.1%
Analysis of the degree of advertising campaign awareness and recall among customers	7.6%
Analysis of the degree of message attractiveness	7.6%
Analysis of customers' preferences towards the mass media and advertising media	6.1%
Analysis of formation of preferences influenced by advertising	5.6%
We do not carry out any surveys assessing advertising efficacy and effectiveness	47.2%

Source: own research 2009.

The second issue concerns the relations between entities that carry out such assessments and those, which do not use them. Unfortunately, though the former prevail, they account for only 53.1%. Hence, almost half puts in advertising activities definite funds, not undertaking at the same time any efforts to measure effects thereof. Thus, there again appears the issue of relying on intuition and not on the information from reliable sources, allowing optimisation of the course of advertising processes. Such an approach needs to be assessed very critically.

Additionally, it is worth to pay attention to the fact that even those service enterprises, which declare carrying out analyses allowing assessment of efficacy and effectiveness of advertising activities, in their overwhelming majority do it in a simplified manner, within their capacity, not using support of specialised research agencies (Table 9). Cooperation with them was declared by merely 7.7% of entities assessing advertising activities. Much more of them independently analyse sales outcomes (47.1% of indications), observe intensity of customers' movement during advertising campaigns (45.2%), carry out interviews with clients (34.6%) or spread among clients short questionnaires (14.4%). Of course, one cannot deny validity of those actions but there appears a doubt whether service companies are able to carry out, within their capacity, correct and objective analyses of findings. Still more, the direct involvement in implementation of research procedures and contact with customers may affect reliability of findings due to the pressure felt by them.

Table 9

Ways, in which there are carried out surveys on advertising efficacy and effectiveness, used by the service enterprises surveyed

Specification	Per cent of indications
We analyse sales outcomes within our capacity	47.1%
We observe intensity of customers' movement and interest during advertising campaigns	45.2%
We ourselves carry out interviews with customers	34.6%
We spread among clients short questionnaires	14.4%
Research is carried out by specialised research agencies	7.7%

Source: own research 2009.

Resume

The presented findings of research on the procedures of advertising management at services enterprises operating in the Polish market point out, first of all, to a large convergence between the model picture of advertising strategy and its real shape implemented under market conditions. It is proper to emphasise the relatively high awareness of managers of service enterprises as regards the advertising processes and their large flexibility in programming communication activities. This does not mean, of course, that all procedures are implemented in the optimal way. However, the occurring divergences can hardly be assessed in a unanimously critical way. The advertising activity is intrinsically difficult to be put

into rigorous templates, it often reaches for very original solutions, balancing at the edge of worked out concepts or even fully missing them. Pursuit of creativity inclines to seek for new solutions, departure from standards what, however, not always is conducive to achievement of positive results.

To the highest degree must be negatively assessed the use of research procedures in formation and implementation of the advertising strategy. This can be seen in the two out of the six analysed stages of this process: identification of the target customers and motives of their market behaviour as well as assessment of efficacy and effectiveness of advertising activities carried out. In both cases, managers directing the advertising activity at service enterprises too often are guided with their own intuition, emphasising the acquired knowledge and experience and forgetting about the specificity of contemporary market realities, expressed in the great dynamics of phenomena and processes, often surprising in terms of direction and strength.

Despite that, the advertising activity of service enterprises must be, in general, assessed positively. They are open to new ways of communication, seeing in them an effective form of competition and, what is the most important, mostly expressing their satisfaction with the results achieved owing to it.

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Zarządzanie działalnością reklamową w przedsiębiorstwach usługowych w Polsce

Streszczenie

Celem rozważań jest analiza przebiegu procesów zarządzania działalnością reklamową w przedsiębiorstwach usługowych funkcjonujących na rynku polskim. Ze względu na specyfikę działalności usługowej pojawia się pytanie, czy procesy te są spójne z modelowymi koncepcjami stworzonymi przez teoretyków. Powszechnie przyjmuje się bowiem, że opisywane w literaturze wzorce znajdują zastosowanie przede wszystkim w przedsiębiorstwach produkcyjnych, dysponujących materialnymi, a przez to łatwymi do przedstawienia w przekazach reklamowych, produktami. W usługach, ze swej istoty niematerialnych, zachodzi konieczność pewnego modyfikowania procesów komunikacyjnych, przy czym trudno przesądzić, czy skala tych modyfikacji w jednakowym stopniu dotyczy wszystkich etapów procesu zarządzania reklamą. Dążąc do realizacji założonego celu podjęto badania empiryczne wśród przedstawicieli 168 działających w Polsce przedsiębiorstw usługowych. Dotyczyły one uwarunkowań, przebiegu i oceny procesu zarządzania działalnością reklamową. W artykule zaprezentowano syntezę najważniejszych wyników tych badań wraz z nasuwającymi się na tej podstawie wnioskami. Na podstawie zaprezentowanych rozważań należy zauważyć, iż procesy zarządzania działalnością reklamową w przedsiębiorstwach usługowych przebiegają zasadniczo zgodnie z prezentowanymi w literaturze koncepcjami, choć dostrzec można pewne niedoskonałości w tym zakresie. W największym stopniu dotyczą one dwóch etapów: identyfikacji docelowych odbiorców i ich preferencji oraz oceny skuteczności i efektywności działań reklamowych. Oba etapy wymagają istotnego wdrażania procedur badawczych, które są wyraźnie niedoceniane przez przedstawicieli przedsiębiorstw usługowych. W stopniu znacznie większym niż menadżerowie innych przedsiębiorstw bazują oni na własnej wiedzy i intuicji, traktując płaszczyznę badań jako potencjalny obszar oszczędności natury finansowej – stąd skala prowadzonych badań jest znacznie mniejsza niż wynikałoby to z porównania z innymi działaniami. Pozytywnie ocenić należy natomiast bardzo duże zaangażowanie i elastyczność w zakresie pozostałych etapów, sprzyjające osiągnięciu pozytywnych efektów reklamowych.

Słowa kluczowe: reklama, zarządzanie działalnością reklamową, przedsiębiorstwa usługowe.

Kody JEL: M37, M31, D21

Управление рекламной деятельностью на предприятиях сферы услуг в Польше

Резюме

Цель рассуждений автора статьи – анализ хода процессов управления рекламной деятельностью на обслуживающих предприятиях, функционирующих на польском рынке. Ввиду специфики обслуживающей деятельности появляется вопрос о том, вполне ли эти процессы отвечают образцовым концепциям, создаваемым теоретиками, ибо общепринято, что описываемые в литературе образцы находят применение прежде всего на производственных предприятиях, располагающих материальными, следовательно, простыми для представления в рекламных сообщениях, продуктами. В услугах, по своему существу нематериальных, является необходимость некоторого видоизменения процессов общения, причем трудно предопределить, в одинаковой ли степени масштаб этих видоизменений касается всех этапов процесса управления рекламой. Стремясь достичь поставленной цели, провели эмпирические исследования среди представителей 168 действующих в Польше обслуживающих предприятий. Они касались обусловленностей, хода и оценки процесса управления рекламной деятельностью. В статье представлен синтез основных результатов этих исследований наряду с возникающими на этой основе выводами. На основе представленных рассуждений следует отметить, что процессы управления рекламной деятельностью на предприятиях сферы услуг протекают в принципе в соответствии с представленными в литературе концепциями, хотя можно заметить некоторые несовершенства в этом отношении. В самой большой степени они касаются двух этапов: определения конечных покупателей и их предпочтений, а также оценки результативности и эффективности рекламных действий. Оба этапа требуют существенного внедрения исследовательских процедур, которые явно недооцениваются представителями обслуживающих предприятий. В значительно большей, нежели менеджеры других предприятий, степени они базируются на собственных знаниях и интуиции, считая сферу исследований в качестве потенциальной области экономии финансовых средств, и потому масштаб проводимых исследований значительно меньше, чем это бы вытекало из сопоставления с другими действиями. Положительно же следует оценить весьма большую вовлеченность и гибкость в отношении других этапов, способствующие достижению положительных рекламных эффектов.

Ключевые слова: реклама, управление рекламной деятельностью, предприятия сферы услуг.

Коды JEL: M37, M31, D21