

The Value of Marketing Through a Downturn

Anxiety is rising for many as the economy falters. It is tempting to begin the slashing process of marketing expenses. And, everyone knows that marketing is one of those areas that typically gets the brunt of those budget cuts. Now more than ever, marketers should try to resist.

As always, marketers should do everything possible to maximize your marketing resources. That's true, even in a good economy. But history shows us that now is just not the time to curb your marketing efforts.

Here are some of the facts from past recessions:

1970 recession year – American Business Press (ABP) and Meldrum & Fewsmith study showed that “sales and profits can be maintained and increased in recession years and [in the years] immediately following by those who are willing to maintain an aggressive marketing posture, while others adopt the philosophy of cutting back on promotional efforts when sales appear to be harder to get.”⁽¹⁾

1974-1975 recession years – ABP/ Meldrum & Fewsmith 1979 study covering 1974/1975 and its post-recession years found that “Companies which did not cut marketing expenditures experienced higher sales and net income during those two years and the two years following than those companies which cut in either or both recession years.”⁽²⁾

1981-1982 recession years – McGraw-Hill Research's Laboratory of Advertising Performance studied recessions in the United States. Following the 1981-1982 recessions, it analyzed the performance of some 600 industrial companies during that economic downturn. It found that “business-to-business firms that maintained or increased their marketing expenditures during the 1981-1982 recession averaged significantly higher sales growth both during the recession and for the following three years than those which eliminated or decreased marketing.”⁽³⁾

Cahners and Strategic Planning Institute (SPI) produced their report, “Media Advertising When Your Market Is In a Recession.” It disclosed, “During a recessionary period, average businesses do experience a slightly lower rate of return relative to normal times. However, expansion times do not generate a higher level of profits than normal periods as might be expected.” This phenomenon was explained by an analysis of changes in market share.

“During recessionary periods,” said the Cahners/SPI report, “these businesses tended to gain a greater share of market. The underlying reason is that competitors, especially smaller marginal ones, are less willing or able to defend against the aggressive firms.” The study then pointed out that businesses that increased media advertising expenditures during the recessionary period “gained an average of 1.5 points of market share.”⁽⁴⁾

1990-1991 recession years – Management Review asked AMA member firms about spending during the 1990-1991 recession. “Fortune follows the brave,” it announced, noting that the data showed that most firms that raised their marketing budgets

enjoyed gains in market share. Among the magazine's sample, 15 percent reported “greatly decreased” ad budgets. Advertising was “somewhat cut” by 29 percent. “The keys to gaining market share in a recession,” concluded Management Review, “seem to be spending money and adding to staff. Firms that increased their budgets and took on new people were twice as likely to pick up market share.”⁽⁵⁾

Beyond the statistics, why might it be more important than ever to market despite economic downturn? Strong consideration should be given to the idea that marketing plays a more critical role now than it did during previous recessions. While marketing's role was once more informational than brand identity building, and considering that never more than today has the clutter factor been so great, relationships between customers and brands are critical. Relationship marketing has surged to the top of effective marketing campaigns as a means to keep an appropriate level of share of mind for purchase loyalty. Marketing serves to foster and maintain consumer-brand relationships.⁽⁶⁾

The effect on profits. From the Harvard Business Review, “Advertising as an anti recession tool,” comes the effect of cutting advertising on the bottom line. “The rationale that a company can afford a cutback in advertising because everybody else is cutting back [is fallacious]. Rather than wait for business to return to normal, top executives should cash in on the opportunity that the rival companies are creating for them. The company courageous enough to stay in the fight when everyone else is playing safe can bring about a dramatic change in market position.” In addition, the article points out “Advertising should be regarded not as a drain on profits but as a contributor to profits, not as an unavoidable expense but as a means of achieving objectives. Ad budgets should be related to the company's goals instead of to last year's sales or to next year's promises.”⁽⁷⁾

What are you waiting for? Get marketing!

With decades of experience and powerful analytical tools, Harland Clarke Marketing Services delivers fully customized or turnkey campaigns that help you cost-effectively market your products and services to your customers. For more information, contact **Laurel Olson**, Senior Account Executive with Harland Clarke at (503) 675-0585 or laurel.olson@harlandclarke.com ■

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2nd Annual BancSource Coalition Summit Convenes in Las Vegas

The BancSource Coalition represents a collaboration of banking associations in 12 states across the country, all of whom realize that more can be achieved *working together* than alone.

“I learned a lot about what this program could be and I am excited to bring it to our bankers in Iowa.”

Marilee Davis
Member Services Coordinator
Iowa Bankers Association

This fundamental belief is what brought association executives, staff, and representatives from key BancSource business partners together October 2-3, 2008 for the second annual BancSource Coalition Summit.

Day one of the Summit focused on strengthening the successful Harland Clarke partnership and included vigorous roundtable discussions, presentations from

Harland Clarke, and best practice case studies led by **Jim Pishue**, Washington Bankers Association, and **Colin Barrett**, Tennessee Bankers Association.

Much of day two was spent dialoguing among the association partners. A “Partner Panel”, moderated by **Peter Blanchard**, Massachusetts Bankers Association, featured discussion about the challenges, trends and opportunities faced by association's during the current economic environment. The panel included **Stacey Langford**, Arizona Bankers Association, **Jim Pishue**, Washington Bankers Association, and **John Bowers**, Virginia Bankers Association.

Representatives from Office Depot joined the group to present BancSource's new national office supply program to the associations. The recently enhanced program, which features steep discounts on banking industry specific products, garnered strong interest from the associations – several of whom have already signed up for the program in the time following the Summit.

OBA Chair **Lark Wysham**, Citizens Bank, and ICBO President and BancSource Director **Rick Roby**, Columbia Community Bank, were also in attendance at the meeting and helped provide a banker perspective during key discussions. ■



Ben Hildebrandt, Iowa Bankers Association, and Linda Pastorino, BancSource

BancSource Coalition Highlights

Welcome New Participants!

BANCOURCE COALITION
pb = Participating Banks

Total Coalition
(as of November 2008)
269 Participating Banks

We are proud to announce the following banks have recently joined the BancSource Coalition:

- **United Bank of Michigan** •
Grand Rapids, Michigan
- **Ann Arbor State Bank** •
Ann Arobr, Michigan
- **Citizens Bank & Trust** •
Blackstone, Virginia

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