

Management and prospective of Advertisement

Dr. Ganesh Sethi, Sr. Assistant Professor, Department of Mass Communication
M.U., Canchipur, Imphal. Email: dr.ganeshsethi@gmail.com

Mr. Naorem Nishikanta Singh, PhD Scholar in Department of Mass Communication
M.U., Canchipur, Imphal. Email: niccoll106@gmail.com

"Advertising is the folk art form of the twentieth century"

"Advertising is the greatest art form of the twentieth century"

-Marshall McLuhan

Advertisement or professionally 'ad' is a mode of communication or agent of influencing or warn of persuading the audience (listeners, viewers, readers or sometimes a specific group) to response towards the message encompasses in it. Advertising management is an excellent and complex activity of employing various media to sell a product or service. In day to day life we encountered various forms of ad like product ad, service ad, social education ad, awareness ad through different forms of media-traditional media, out-door media, print media, electronic media, new media, and so on. The ultimate target of these advertisement networks is to make attract people or audience towards the product or service. Advertisement is also conscientious to construct a genuine platform for a society to develop, or say a society to modernize.

The persuasive power of advertisement is irresistible by traditional society towards leaping into a modern society and all the communications are responsible for this great paradigm shift of comfortable live. The success graft of advertisement is indeed need of a sophisticated management and it may be the reason why numerous advertising agencies are booming up in recent decades looking forward the economy of agency and the sales of product and service in maximum. The lures of a product made people attract and are accomplished by the ingredients employed along with the ad to take an action against products, people at the maximum cannot ignore it at large. And it is the strategy of ad or ad agency to focus the affectivity of advertising when children are parts in ad as it is very offensive to ignore the demand of child to buy the product they demand or they wish to have.

Evolution of the concept of ad

The desire result of advertisement is to turns consumers' behavior towards the commercial product although social service advertising, political and ideological advertising are also common. In Latin, ad vertebra means "to turn the mind toward." History tells us that the out-door advertising and billboard are the oldest form of advertising. The rock art painting of India that dates back to 4000 BC is a manifestation of an ancient advertising form which is present to this day in many parts of Asia, Africa and South America. Egyptians too used papyrus to write sales- messages and for wall posters. Commercial messages and political campaign displays have been found in the ruins of Pompeii and ancient Arabia. Lost and found advertising on papyrus was common in Ancient Greece and Ancient Rome. Since those olden days people were very much conscious about the importance of advertisement and still its importance is prevailing that advertisement enables the media to run their activities without any loss nevertheless the cost of media product are cheap.

Time line of ad evolution

Year	Historical event.
2000 BC	The Egyptian invents outdoor advertising, carving public notices in steel.
750 BC	In ancient Greece, the first Sonic logo is created when ladies of night tap nails into their shoes to produce 'come hither' sound effect.
1472	The first print ad is created in England; the handbill announces a prayer book for sale.
1661	The first product branding is developed, for Dentifrice Tooth Gel.
1776	At the dawn of American Revolution, political ads appeared encouraging enlistment.
1835	The birth of the automobile fuels the rise of billboards in US.
1882	The first electric signal is lit in New York Times Square.
1905	The first celebrity endorsement occurs.
1917	The American Association of Advertising Agencies is founded.
1920	The world's first commercial Radio Station KDKA was founded by Frank Conrad in Pittsburgh.
1925	Consumerism of nonessential products is encouraged via rampant advertising during Roaring '20s.
1939	Ad is chock full of WWII propaganda.
1941	The first official TV Commercial in USA.
1950	The first political TV ad airs in New York.
1950s	Contest and Giveaway ads appeared.
1963	David Ogilvy's modern advertising age.
1990s	Online ads.
2000s	Home delivery and cash on delivery.

During the Roaring Twenties, advertising was all about promoting the rampant consumerism of nonessential products by any possible means. Modern advertising was created with the innovative techniques introduced with tobacco advertising in the 1920s, most significantly with the campaigns of Edward Bernays, which is often considered the founder of modern, Madison Avenue advertising. In 1955, psychologists got involved and advertisers began to align their messages with consumers' own psyches. The new ideas of prize contest among the product users of a brand, offer of another product with the main ad item, free gift etc. innovate the human psychology to attract towards the product in advertisement. Then, David Ogilvy ushered in the "modern age of advertising" by getting advertisers to recognize that *"the consumer is not a moron. She's your wife."* And now, the industry is coming to terms with the fact that the consumer is not even just the consumer. She (and he) is the brand-builder and advertiser as well. A consumer himself or herself always tries to persuade another fellow to buy or consume the goods that he or she consume and it may be through interpersonal communication, and such action too, promote the quality and popularity of the commercial goods.

The evolution of advertising is not just the story of media. It is the story of meaning and of the relationship between advertisers and consumers. When this relationship is strong the advertiser is success in fulfilling the demand of both the client and consumer in market point of view and hence the rise of economy. To market goods is a long story which took birth since the age of barter system in human civilization. The principle of marketing is same with what is now but with different strategy and idea.

Ad in India

There has been a long tradition of advertising in India since the first newspapers published in India in the 19th Century carried advertising. The first advertising agency was established in 1905, B. Datram and Company, followed by The India-Advertising Company in 1907, the Calcutta Advertising agency in 1909, S.H. Bensen in 1928, J. Walter Thompson Associates through its Indian associate, Hindustan Thompson Associates in 1929, Lintas (Lever international Advertising Services) in 1939 and McCann Erikson in 1956. In the 1970s there was a 58% growth in the number of registered agencies from 106 in 1969 to 168 in 1979, and this included a growth in Indian agencies. The first advertising appeared on state television in 1976.

With the liberalization in the economy in the 1980s there was a growth in the number of alliances with multinational agencies and an expansion in advertising though foreign network participation in agency ownership was limited. In 1987 Hindustan Thompson was affiliated to J. Walter Thompson. A study done in 1984 of the largest companies in India found that the ratio of advertising expenditure to sales had risen from 0.64 in 1976, to 0.71 in 1980 to 0.74 in 1984. Foreign controlled corporations had the dominant share of total advertising expenditure, and 80% of these were in the consumer goods sectors. The largest advertiser throughout the period was Hindustan Lever which was nearly 10% of the advertising budget of the corporate sector companies. Pharmaceutical companies were also significant advertisers at this time.

Credit

Indian Advertising starts with the hawkers calling out their wares right from the days when cities and markets first began.

- Shop front signage.
- From street side sellers to press ads.
- Handbills distributed separately from the products.

18th Century

Concrete advertising history begins with classified advertising. Ads appear for the first time in print in Hickey's Bengal Gazette, India's first newspaper (weekly). Studios mark the beginning of advertising created in India Studios set up for bold type, ornate fonts, more fancy and larger ads. Newspaper studios began to train the first generation of visualizes & illustrators. Major advertisers started with Retailers like Spencer's, Army & Navy and Whiteaway & Laidlaw. The idea of Marketing promotions by enhancing the Retailers' catalogues provided early example of ad in India. Horlicks becomes the first 'malted milk' to be patented on 5th June 1883. National Advertising Service Pr. Ltd. Bombay set up in 1931. In 1936, Indian Broadcasting Company becomes All India Radio (AIR), which gave birth to aired ads. First television commercial was seen in 1978 which still dominating the world of ads in India. 1990 is a big mark of the beginning of new medium, Internet. In 1991 India first targeted satellite channel, Zee TV starts broadcast.

Ad as communication tool

As far we concern about ad, it involves a media to disseminate the information hidden inside the advertisement. The information is injected into the mind of the audience with the help of media no matter whether the media is print, electronic, traditional or out-door through different forms of communication viz. interpersonal communication, group communication, public communication and mass communication. Advertising an important tool of communication is use to promote commercial goods and services, it can also be used to inform, educate and motivate the public about non-commercial issues (social ad) such as AIDS, Don't drink and drive, Polio, Save water, electricity, animals and trees etc.

Basically, advertising process is a one way but the effectiveness of ad conceives only when the audience responses or it became a two way communications process accordingly the nature of ad of product or service. Different forms of communication tools are growing rapidly in recent decade and one of them is Social Network Advertising. It is an online advertising through internet/WWW focuses on social networking site which enable to disseminate information to the internet users about the commercial goods or services. Now a day, almost all the home page or web pages accompany ad either in blink or link. The other is E-Mail advertising; E-Mail Marketing is often known as "opt-in-email advertising" to distinguish it from spam. To communicate is universal but effective communication is specific in the sense that the communicator have to follow a right path to woo the audience like AIDA model – Attention, Interest, Desire and Action. Ad not only communicate the consumer or media user with the product or brand, it also enable to communicate the consumer with the features and taste

Management

Management is an art and science of dealing with various sections of a system or organization (business, political, cultural or social) for instance, employees, regardless of its status or position for grand production of goods and services to achieve the common goal which is pre-determined of an organization. It is a widely used Universal phenomenon wholly depends upon the limited available resources in the changing world.

According to *Harold Koontz*, "Management is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals". According to *F.W. Taylor*, "Management is an art of knowing what to do, when to do and see that it is done in the best and cheapest way". Management involves creating a sound internal environment; therefore, it is the responsibility of management to create such conditions which are conducive to maximum efforts so that people are able to

perform their task efficiently and effectively. It includes ensuring availability of raw materials, determination of wages and salaries, formulation of rules & regulations etc.

Advertising management

Advertising management is a branch of marketing management because it is one of the functions of marketing. When we deal a product or service in market, management is must to achieve the objectives of marketing. Ad management is a big deal on the basis of media dealing, public choices & demands, analysis, planning, decision making activities, correlation among employees, budgeting, time, space and co-ordination of every single unit in the advertising activity in achieving the marketing and organizational objectives. At a time when communication media were limited and opportunists were few, advertisements was not a tough competition to woo the audience to take an action on the goods or services being advertised but in today's modern society it is no so. We have various communications leaving behind TV, Radio and Newspaper like internet support social networking sites and e-mail, mobile phone, mobile internet, glow-signboard, light medium vehicles, buses, truck, mascots and so on. The advertising management deals and projects where the effective advertisement will achieve and for that an in-depth research is in its high time. Advertising management is focused heavily on the analysis, planning, control and decision making activities or process of this core institution-advertiser. The overall managerial direction and financial support for the development of advertising are provided by the advertiser; and purchase of media time and space too even though many other institutions are involved in it.

The ultimate step in ad management is the development of an ad programme or plan for the advertiser, and the resulting advertisement is either aired or disseminate for several times and the resulting schedule of exposure is referred to as ad campaign. In developing an ad campaign, the advertiser has to deal with several other institutions apart from his own organization. The three major institutions are:

1. The advertiser himself – client, who manufactured goods or produce services.
2. Facilitating institutions – supporters of advertiser, ad agency, media and research supplier.
3. Control institutions – advertiser interacts, government and competitors.

In 1961, Russel H. Colley introduced 'Defining Advertising Goals for Measuring Advertising Result' (DAGMAR) approach in ad planning. This approach in ad planning is a precise method for turning advertising objectives into specific measurable goals. In addition, the performance could be measured later against these goals to justify whether they have been achieved. Thus, a simple feedback loop was built into the DAGMAR approach. Even though there has many criticism like sales goals, practicability, measurement problems, noise in the system, great creative idea and hierarchy model of communication effect; the planning approach still holds good. As such, the model was further refined into a new edition called DGMR-MOD II.

Historical perspective of advertising management

Advertising management is the complex process of overseeing campaigns that seek to inform and attract consumers regarding a particular good or service. This process involves the market research the campaign, the creation of a specific plan of action and the launching of the completed project. The changing trend in advertising all over the globe since time immemorial is the result of developing in idea of advertising. The new idea in ad management always focuses into the mind of audience. The activity is outsourced to agencies by the client for a splendid final production of ad, which in turn brings an idea of action in every media consumer's mind.

The idea of involvement of celebrities in ad in 1900s is a theory unthinkable by a commoner and how ad management chock it out and gave to the world of ad. The ad management is an art of creativity and managing extending endlessly through the horizon between the product and consumer.

Management of advertising agency

Ad agency is an organization who works on production of ad in response of an industry or company producing goods or service for affective sale's promotion. The common objective of either big or small agency is to produce an ad which can pursue customer to take an action against the goods or services in the ad. According to the size of agency various departments can be decentralized for smooth functioning of the agency.

Creative department

The people who create the actual ads form the core of an advertising agency. Modern advertising agencies usually form their copywriters and art directors into creative teams. Creative teams may be permanent partnerships or formed on a project-by-project basis. The art director and copywriter report to a creative director, usually a creative employee with several years of experience. Creative departments frequently work with outside design or production studios to develop and implement their ideas. Creative departments may employ production artists as entry-level positions, as well as for operations and maintenance. The creative process forms the most crucial part of the advertising process. The first known creative department in an advertising agency was formed by J.W Thompson.

Account services

Agencies appoint account executive to liaise with the clients. The account executives need to be sufficiently aware of the client's needs and desires that can be instructed to the agency's personnel. The account manager will develop a creative brief, usually about a page that gives direction to the creative team. The creative brief often includes information about the target audience and their attitudes and behaviors. The creative team will take the brief and, aware of their parameters, develop original copy and graphics depending on media strategy.

Media services

The *media services* department may not be so well known, but its employees are the people who have contacts with the suppliers of various creative media. For example, they will be able to advise upon and negotiate with printers if an agency is producing flyers for a client. However, when dealing with the major media (broadcast media, outdoor, and the press), this work is usually outsourced to a media agency which can advise on *media planning* and is normally large enough to negotiate prices down further than a single agency or client can. Modern agencies might also have a media planning department integrated, which does all the spot's planning and placements.

Production

Without the *production* department, the ads created by the copywriter and art director would be nothing more than words and pictures on paper. The production department, in essence, ensures the TV commercial or print ad, etc., gets produced.

Other departments and personnel

In small agencies, employees may do both creative and account service work. Larger agencies attract people who specialize in one or the other, and indeed include a number of people in specialized positions: production work, Internet advertising, planning, or research, for example.

Types of advertising agencies

Ad agencies come in all sizes and include everything from one or two-person shops, small to medium sized agencies such as Traction (agency), large independents such as SMART and multi-national, multi-agency conglomerates such as Omnicom Group, WPP Group, Publicis, Interpublic Group of Companies and Havas.

Specialist advertising agencies

In addition to the full-service, general-line advertising agencies, there are also agencies that specialize in particular kinds of advertising: recruitment, help-wanted, medical, classified, industrial, financial, direct-response, retail, yellow pages, theatrical/entertainment, investment, travel, and so on.

In-house advertising agencies

Some advertisers believe that they can provide such advertising services to themselves at a lower cost than would be charged by an outside agency. An In-House agency is a team that focuses on one goal to sell the company's product, they will handle all aspects of the brand.

Interactive agencies

Interactive agencies may differentiate themselves by offering a mix of web design / web development, search engine marketing, internet advertising/marketing, or e-business/e-commerce consulting. Interactive agencies rose to prominence before the traditional advertising agencies fully embraced the Internet. Today, the most successful interactive agencies are defined as companies that provide specialized advertising and marketing services for the digital space. The digital space is defined as any multimedia-enabled electronic channel that an advertiser's message can be seen or heard from. The creation of sites such as Facebook, Twitter, Instagram and YouTube have sparked market interest, as some interactive agencies have started offering personal and corporate community site development as one of their service offerings. Due to the social networking explosion, new types of companies are doing reputation management.

Search engine agencies

Lately, pay per click (PPC) and search engine optimization (SEO) firms have been classified by some as 'agencies' because they create media and implement media purchases of text based (or image based, in some instances of search marketing) ads.

Social media agencies

Social media agencies specialize in promotion of brands in the various social media platforms like blogs, social networking sites, Q&A sites, discussion forums, microblogs etc. The two key services of social media agencies are:

- social media marketing
- online reputation management

Healthcare communications agencies

Healthcare communications agencies specialize in strategic communications and marketing services for the Healthcare and Life Science industries.

Medical education agencies

Medical education agencies specialize in creating educational content for the Healthcare and Life Science industries. These agencies typically specialize in one of two areas:

- Promotional education - education and training materials tied to the promotion of a given product or therapy
- Continuing medical education - accredited education and training materials created for continuing physician and medical professional education.

Effective advertising management

To be an effective advertisement the manager must approach from market point of view. The information on nature, desire and demand of public should be at first hand and it should be kept in first priority while dealing with advertisement process. At this point, the data produced by marketing research is used to identify what types of advertising would be adequate for the specific product. The functioning of manager starts from market research continuing through advertising, leading to actual sales or achievement of objective, potentially including evaluation of the entire cost-benefits to the company involved. The relation between ad manager and client in the same environmental frame of audience must be cooperative in production of ad to be cost and product effective. As said by David Ogilvy once that the relationship between a manufacturer and his advertising agency is almost as intimate as the relationship between a patient and his doctor. Without effective advertising management, ad campaigns and public relations efforts tend to founder and produce little or no results.

Human mind is restless and it has no limit of demand and the achievement of what it dreamed for further persuade to search for another. The thirst of demand never quench by getting it, here Abraham Maslow's Hierarchy of Needs theory ruled in. The lowermost level of the theory or say physiological needs (basic needs) is most essential of all but when achieving this level, human being obviously look for next level i.e., the safety-physically, mentally and financially. As such, the demand or need of an individual gradually elaborated until it reaches self-actualization. The ad management always tries to fulfill the demand or need of audience and they manage to compromise the need with advertisement in every level of the hierarchy. Thus the market research, analysis and plan are necessary to development an ad for a product to promote or sale. Above all ad is for long time, the advertiser cannot update or change the advertisement frequently as it cost lots of money to develop.

Functions of ad management

1. Promote sales amongst present, former and future customers.
2. Retain the loyalty of present and former customers and building loyalty to brand name.
3. Develops and help in contributing towards the enthusiasm and confidence level to enhance in the organization.
4. Communicate with the consumers.
5. Innovate in the present existing 4Ps – Product, Price, and Place and Promote.
6. Organizing media campaign and know the right kind of media before launching of the product.
7. Know the target audience.
8. Think on Credibility, creativity and inspiration.
9. Precede action with marketing communication skill.
10. Identify 5 major decisions – Mission (objectives), Media, Message, Money and Measurement (result).

The position ad management can include supervising employees, acting as a liaison between multiple agencies working on a project, or creating and implementing promotional campaigns. Ad management incorporates various specialized sub-functions like media strategy, message strategy, media planning, media buying etc.

Importance of picture in advertising

The populace of growing town and cities during middle age are illiterate in maximum even though advertisement could enhance their daily business no matter big or small. The daily activities of peasants or elites were very much intimate with advertisement and it was the credibility of advertising. The illiterate mass could understand the central self-explaining features of the product by the picture itself, for instance, a cobbler used a picture of boot which is associate with the trade and in the same case a goldsmith, blacksmith, and a tailor used images of diamond, horse shoe, or suit to be their self explaining features.

French newspaper *La Presse*, (1836) was the first to include paid advertising in its pages, the great leap could lower its price, increasing the demand and popularity among the readership which ultimately project the profit of the organization. The trend was later followed by the similar entities. But the advertising art work, copy writing, layout design were product of the same media house i.e., newspaper. Only when the advertising agency of N.W. Ayer & Son was founded in later 19th Century, the situation tuned into a drastic change like offered to plan, create, and execute complete advertising campaigns for its customers. By 1900 the advertising agency had become the focal point of creative planning, and advertising was firmly established as a profession. N.W. Ayer & Son was the first full-service agency to assume responsibility for advertising content. N.W. Ayer opened in 1869, and was located in Philadelphia. The establishment of ad agency brought the profession of ad management for its success execution. Advertising management process in fact helps in defining the outline of the media campaign and in deciding which type of advertising would be used before the launch of the product.

How to manage advertising agency

1. Know the need of client and audience – it is very much important to work together according to the desire of the client for its satisfactory where the audience or the consumer's demand must be kept in mind.
2. Counseling the employee of innovative ideas – educate the employee with new ideas to enhance the skills in work activities within the industry by organizing seminars and discussions on changing trend in advertising industries and giving regular advertising education.
3. Hunt fresh and talent – the demanding work load should be encountered by talent fresher who are young and energetic to withstand the unwanted circumstances with patience.
4. Open-ended source – the agency should not ignore the ideas and suggestions from either freelance ad designer or civil ad experts who are not in pay roll to clearly view the audience demand in market as they are in continuous contact with audience in market.
5. Budget – financial adjustment is core unit in ad agency, the demand ad of client must be within the limit of affordable package. Cooperate with ad account staff to work on the budget and to assess the firm's spending and correct any overspending.
6. Communicate – regular update the mail of the agency, regular meeting of the staffs, market research, first hand information from audience, and discuss any interoffice issues or problems and help you establish your position as a manager.

Services rendered by an advertising agency

Advertising in modern world is a very specialized job and it became a profession now-a-days. The endless demand of advertiser for an effective advertisement gave birth to ad agency, where the ad professionals explore themselves with talent controlled by a manager in every aspect. Ad agency itself is a big service tp promote the product and services. A brief study of several services render by an ad agency may be given hereunder:

1. Timely presentation of ad to the satisfaction of advertiser.
2. Boon to small and medium sized units.
3. Sound appropriation of funds.
4. Conducting market research.
5. Non advertising activities.

Problems and prospect of advertising management

The impact of had been a matter of considerable debate and various claims have been arising in different context. Media is the medium which is available indoor and outdoor, as well children too and the impact of ad in media never deprive the children but betray them. For instance, the brand promotion of luxurious and inner clothes ad involve descent costumed super models, brand ambassador with cigarette, hard drinks, alcohols etc., pressure the tender mind set of young children to some extent.

Diverted a little from such issues, we do have social ads which are necessary but censor is highly advisable. Social ads regarding HIV/AIDS, contraceptive pills and devices also put another burden in ad environment. The ideology of such ad approaches with positive concept but no parameters are available so far to reach only to target audience.

Advance in marketing with the invention and innovation of new media like internet, social network, blogs etc., enhances the affect of ad reaching up to individual level. As such the pop up, flash, banner and email ad hurdles the person who use to work on internet and its applications for some other important purposes. There have been increasing effort to protect the public interest by regulating the content and reach of advertising. Some examples are ban on Tobacco ad to children under the age of 12 imposed by Swedish government in 1991. In context of country like India, is 12 yr the right age of such regulation or do we need to increase the age limit? Controversies while debating about the banning of tobacco or cigarette ad is obvious. The common claim from cigarette manufacturer was that cigarette ad does not encourage people to smoke who would not otherwise. On the other side the opponent claims that cigarette ad does in fact increase consumption. For instance, the tobacco industry is required by law in India and Pakistan to display warning cautioning consumers about the health hazards of their products. Every films project in India also carries the caution message when smoking scenes are on screen.

Regarding food ad (specially fast foods, chips like items and soft drinks) the Kaiser Food Family Foundation in February 2004 suggested that food ad targeting children was an important factor in the epidemic of childhood obesity while the motive of food manufacturer was to sale the product at maximum. In many countries - namely New Zealand, South Africa, Canada and many European countries - the advertising industry operates under certain code of advertising standards. The general aim of such codes is to ensure that any ad is legal, decent, honest and truthful. In UK self regulatory organization intent upholding the standards or codes like the Advertising Standards Authority.

False AD

Deception ad is an act of deliberately misleading a potential client about a product, service or a company in general by representing false or misrepresenting information or data. It is a type of fraud or may be considered as hoax. False ad is a crime. In print, such message is carried using small print and in radio the equivalent is fast talk. Store advertises a 'Sale' price and that is not the price at which it is actually sold for. Ad title with 'buy one get one', 'limited offer', 'free', 'half price', 'on sale', and 'special' sale in offer are only the tactics to persuade the audience and buy more or additional multiples of the product by the

customer at large. 'Half price' forces us to buy and never give us a chance to reconsider even if we do not like it. And such sales are plus point to the manufacturers.

Conclusion

Advertising is a form of marketing communication which pursues the customer to act upon the products or services. In the marketing system the affectivity of ad can be achieved at large with the involvement of managerial activities. Ad management is the study of the system heavily focused on the analysis of the audience, identification and selection of target audience, market research, comparison of competitors, development of advertisement, decision making and campaigning. Above all, coordination of several units in ad production is very essential.

The management activity is a huge work load, involving vertical communication in the organization as well as the horizontal cooperation with the government, client, media and budget. Advertising is not a new phenomenon in today's materialistic world. Advertising is account and medieval times were crude when measured by present day standards. Though, the objectives were the same as now. Generally before the advent of printing press, the crude form of advertising used trademark, sign or signboard and town criers. Early printing advertising serves as a existing link between the crude form of advertising and modern advertising. 'Mercuries', in the middle of 17th century, was the first newspaper comprising solely advertisements appeared in England. Modern advertising came in the later half of 19th century. There were so many socio-economic advances which led to the development of modern advertising, such as industrial revolution, need for communication and transport, need for education, development of ad agencies and advent of radio and television.

The advances in advertising is due to the innovation in the pre existing activities of management like personal selling, non-personal selling, sales promotion, publicity and public relations, tradeshow, direct selling, product placement, brand recognition, product management, pricing and involvement of brand ambassadors.

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