Your road to success

LEVEL 5 INTEGRATED MARKETING COMMUNICATIONS

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Contents

Using your study guide

Welcome to the study guide for **Level 5 Integrated Marketing Communications**, designed to support those completing their ABE Level 5 Diploma.

Below is an overview of the elements of learning and related key capabilities (taken from the published syllabus).

Element of learning	Key capabilities
Element 1 – The theories, concepts and principles of integrated marketing communications	• Ability to recognise the role of IMC in a range of settings • Ability to discuss the ethical factors involved in IMC in order to uphold ethical practice *Critical thinking, analytical skills, analysis of models, critical reflection, ethical appreciation*
Element 2 – The components of the IMC mix, their role and purpose in the marketing strategy	• Knowledge of a full range of marketing communications channels and their appropriate uses *Synthesis, planning, reflection, evaluation, analysis of models, critical reflection, evaluation*
Element 3 – The role of IMC in brand marketing	• Awareness of the relationship between IMC and brand marketing • Ability to apply the principles of brand marketing • Ability to develop IMC strategies for use in brand positioning in different markets and sectors *Critical thinking, problem solving, analytical skills, synthesis, planning, analysis of models, information retrieval*
Element 4 – Monitoring, measuring and managing the IMC campaign	• Ability to apply the principles of marketing campaign management and develop contingency plans • Ability to gather and measure IMC campaign performance data *Analytical, problem solving, planning, evaluation, using reporting skills, mapping, analysis of models, numeracy*
Element 5 – Implementing the IMC campaign	• Awareness of the process of implementing an IMC campaign Knowledge of the role of third party agencies in providing creative, media, and marketing services • Ability to evaluate business-to-business (B2B) and business-to-customer (B2C) marketing and recommend an appropriate approach for a specific organisation • Ability to apply IMC strategy in different markets and sectors *Critical thinking, analytical, problem solving, problem posing, evaluation, decision-making, planning and implementing, using reporting skills, presentation skills, mapping, creativity, initiative*

This study guide follows the order of the syllabus, which is the basis for your studies. Each chapter starts by listing the syllabus learning outcomes covered and the assessment criteria.

L5 descriptor

Knowledge descriptor (the holder...)	Skills descriptor (the holder can...)
• Has practical, theoretical or technological knowledge and understanding of a subject or field of work to find ways forward in broadly defined, complex contexts.	• Determine, adapt and use appropriate methods, cognitive and practical skills to address broadly defined, complex problems.
• Can analyse, interpret and evaluate relevant information, concepts and ideas. Is aware of the nature and scope of the area of study or work.	• Use relevant research or development to inform actions. Evaluate actions, methods and results.
• Understands different perspectives, approaches or schools of thought and the reasoning behind them.	

The study guide includes a number of features to enhance your studies:

'Over to you': activities for you to complete, using the space provided.

Case studies: realistic business scenarios to reinforce and test your understanding of what you have read.

'Revision on the go': use your phone camera to capture these key pieces of learning, then save them on your phone to use as revision notes.

'Need to know': key pieces of information that are highlighted in the text.

Examples: illustrating points made in the text to show how it works in practice.

Tables, graphs and charts: to bring data to life.

Reading list: identifying resources for further study, including Emerald articles (which will be available in your online student resources).

Source/quotation information to cast further light on the subject from industry sources.

Highlighted words throughout denoting **glossary terms** located at the end of the study guide.

Note

Website addresses current as at November 2017.

Concepts and Principles of Integrated Marketing Communications

Introduction

Since the beginning of trade and the exchange of goods and services, organisations have constantly sought to develop new methods and media to get their message across to potential customers.

But with the explosion of digital channels, marketers today have many more choices of ways to reach out to, and connect with, their target consumer. In many ways, of course, that makes the practical task of getting the message in front of those consumers even more challenging.

So now, more than ever, they need to ensure that they are telling a seamless **brand** story; aligning all media channels and using their marketing budgets optimally.

This chapter introduces you to the concept of **integrated marketing communications** (IMC); it will help you to understand how it is organised in different market sectors and in different organisational types. It will also discuss the advantages as well as the drawbacks of IMC, and it addresses the very topical and important issue of ethics in marketing communications.

Learning outcome

On completing the chapter, you will be able to:

1   **Discuss the concept and principles of integrated marketing communications (IMC)**

Assessment criteria

1   **Discuss the concept and principles of integrated marketing communications (IMC)**

    1.1   Explain the role of IMC in a variety of settings

    1.2   Discuss the purpose, benefits and barriers of a fully integrated marketing communications campaign

    1.3   Discuss the ethical aspects involved in IMC

1.1 The role of IMC

This chapter focuses on the key principles of the communication process, exploring the complexities of how we send and receive messages. We then apply that to marketing communications by discussing two of the major models of communication and considering them in the context of an IMC **campaign**.

From there, we examine the different roles that people play in the communications process, considering **opinion leaders** and opinion followers, and finally, we look in detail at the way that consumers process information so that we can better understand how to create IMC campaigns that meet our marketing objectives.

Let's start by spending a few minutes looking at how the process works, or sometimes doesn't work!

The marketing communication process

The basic principles involved in communication is the interaction between a message sender, a message media (or channel) and a message receiver.

But we know that not everyone receives the message in the same way, and we know that sometimes the message is misunderstood.

So, when we look more closely at the communications process, we can begin to understand some of the many internal and external factors that are involved.

For example, perhaps you have wondered why some **advertising** manages to capture your attention, why you engage with certain marketing messages and not others, and why you might hate a particular TV commercial.

The basic communications process
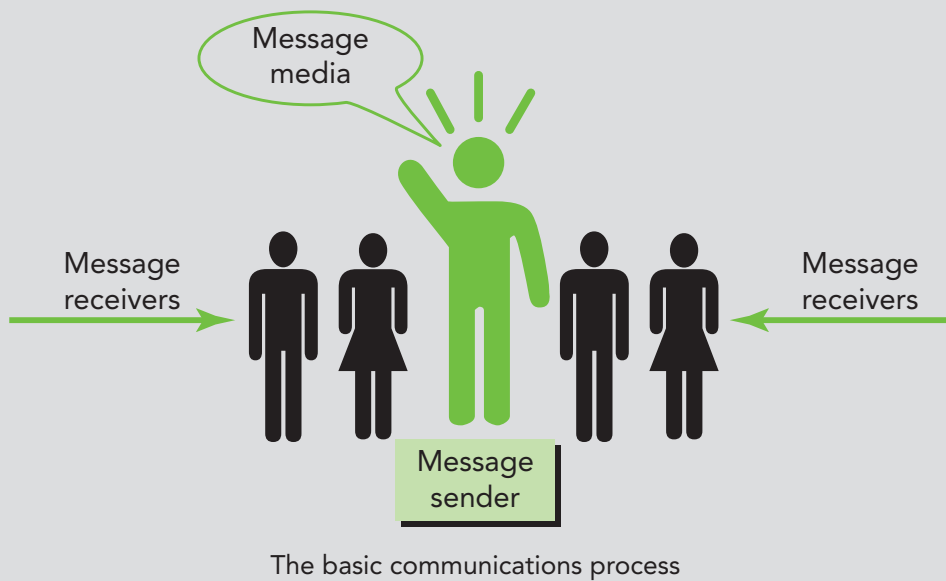
Figure 1: The two-way flow of communication

Much of your response is due to who you are, your beliefs and values, as well as the way that you have processed the message.

Marketers know that different people will respond to their brand communications in different ways and they develop specific campaigns that will be interpreted in the right way. They seek methods of overcoming some of the barriers and blockages that might prevent the message from getting through, for example:

- **language difficulties** involving idioms, slang, accents and jargon;
- **background noise** which could be physical or virtual with too many messages competing for attention;
- **interference**, interruptions and distractions;
- **technical difficulties** such as a poor telephone signal or internet connection.

Even such issues as body language, tone of voice, attitude and emotion can severely impact on the receiver's understanding. So, the only way the sender can be sure that they have successfully got the message across is to seek feedback on what the receiver thinks the message was.

✎ OVER TO YOU

Activity 1: When communication fails

Think about a time when something at work or at home did not go as you had planned; perhaps arranging a social event or completing a work project. People did not respond as you anticipated or how you had hoped that they would.

Chances are that it was due to a lack of communication, a misunderstanding or a disagreement. One thing is certain and that is that there was a communication breakdown.

Make some notes about the event to analyse where the barriers and blockages were, and how they might have been avoided.

- **Who was the sender?**
- **Who was the receiver?**
- **What was the media used?**
- **What were the external factors that had an influence?**
- **What went wrong and why?**
- **How could this result have been avoided?**

Theories of the marketing communications process

Great marketing campaigns start and end with the customer at their centre, and understanding precisely how to communicate with them effectively is the job of the marketer.

But getting this right is both an art and a science, so it is helpful to explore some of the popular concepts that explain the theoretical process of communications.

You can see that Figure 1 represents a linear process where communications travel in a straight line from sender to receiver. However, there are other constructs that describe it as a sequential model that is heavily influenced by other factors. You can see one example of this approach illustrated in Figure 2.
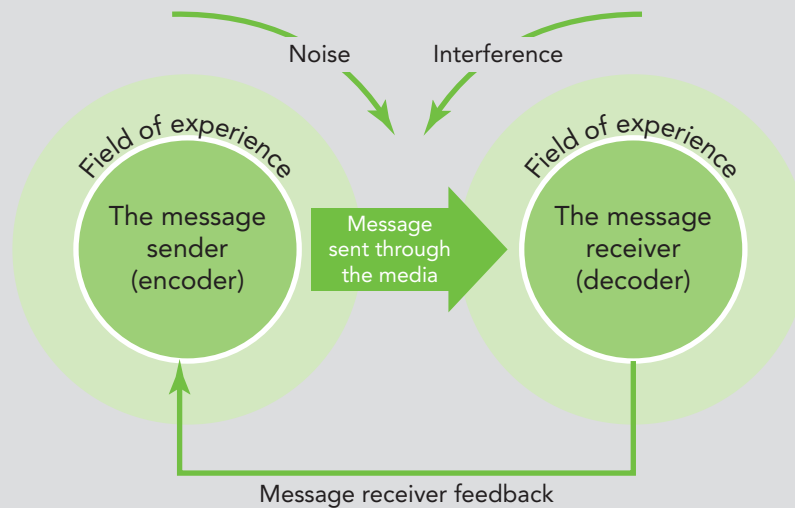
Figure 2: The Schramm model of communication

Learn more: https://www.slideshare.net/forckren/3-models-of-communication

Schramm's theory of communication

First developed by Wilbur Schramm in 1954, this theory of communication involves a two-way process where both the message sender and the message receiver alternate their roles, taking it in turns to send and receive the message.

Schramm's theory assumes that communication is a linear, sequential process involving the following components:

- **The message sender**: in marketing terms, this could be the organisation or the brand.
- **The message encoder**: the person who creates the message to be clearly understood (an advertising agency, copywriter or designer, for example).
- **The media**: the channel chosen to send the message, such as an advert on TV, in the press or online.
- **The message receiver**: the **target audience** for the message.
- **Message decoder**: a member of the target audience who interprets the message.
- **Receiver feedback**: the audience's response.
- **The field of experience**: the customer's life experiences, values, beliefs, attitudes, etc.
- **Environmental noise**: visual and audible interruptions, etc., that might get in the way of the message being sent and received successfully.

According to Schramm's model, the most important stages in communication are the message coding and decoding; this focuses on sending a message designed to be easily and accurately interpreted to avoid confusion.

The two-step flow of communication (Katz and Lazarsfeld)

Elihu Katz and Paul Felix Lazarsfeld first published their theories about communication in their book *Personal Influence*: *The Part Played by People in the Flow of Mass Communications* in 1955.

This expands on the basic communication process model to include psychological aspects of the relationships and the personalities involved.

Their work focuses on interpersonal aspects of communication and the power of others to influence the message. They build on the concept that an audience will be influenced by the time and the place where the message is received, how they feel about the media and the brand, and so on.

Katz and Lazarsfeld argue that a person's response to a message will be heavily influenced by their peer groups and social networks. They believe that the concern we all have about "fitting in", complying with group norms and the need for personal status within the group all act as powerful forces that impact on our decisions about how we react to marketing messages.

Figure 3: The two-step flow of communication
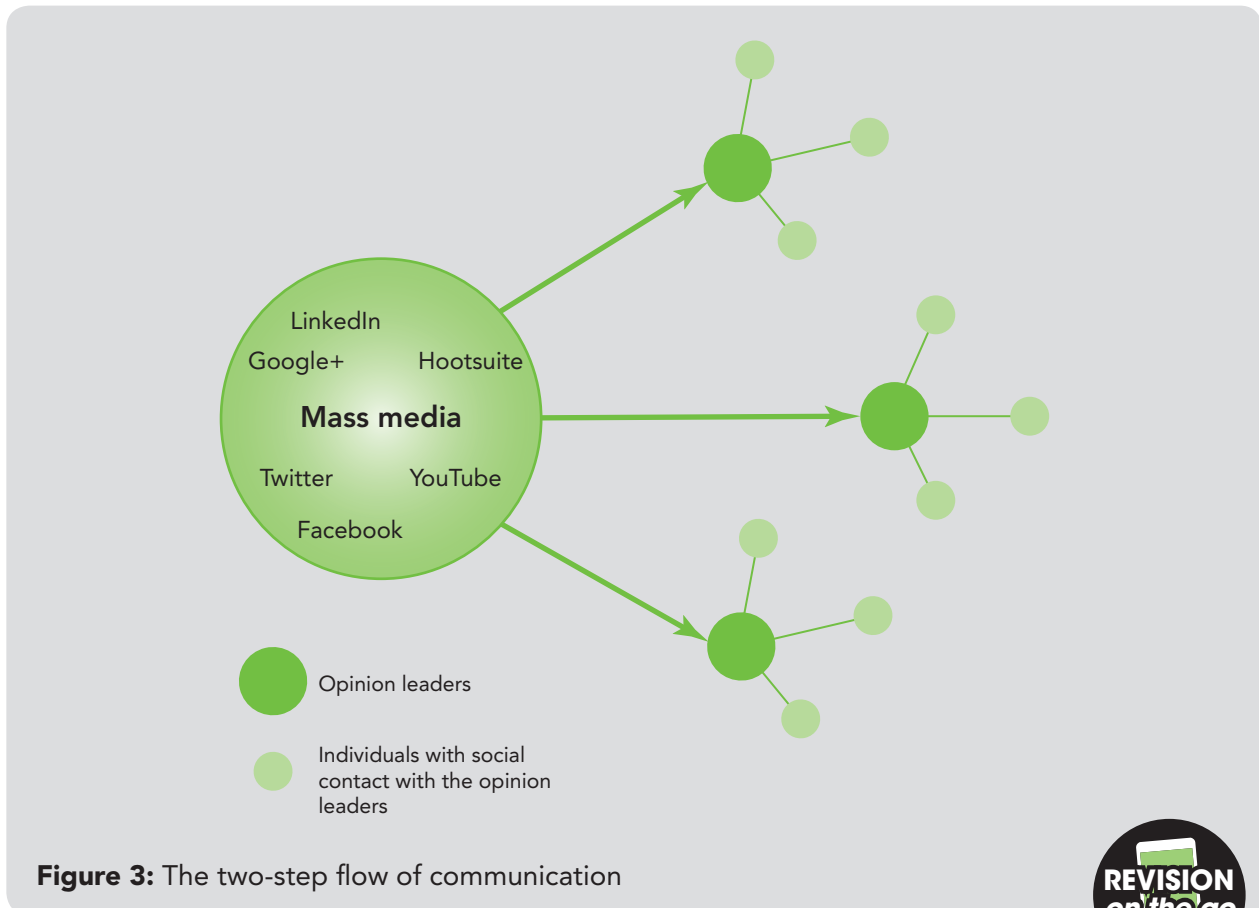
The two-step flow of communication, seen in Figure 3, is based on Katz and Lazarsfeld's research which explored people's decision-making processes during the United States presidential campaign of 1940. The researchers expected to find out how people were directly influenced by the **mass media** messages that were sent through radio broadcasts and in printed adverts.

Instead, they found that these messages were far less powerful than those coming from informal peer groups and opinion leaders. So, they proposed that messages from mass media flow in two stages.

1 **To opinion leaders**: those people who are finely tuned into media and brand communications and who disseminate their own interpretation of it. They have the power to personally influence others within their social networks.

2 **To those people within the social peer group of the opinion leader**: these are people who may rely on the opinion leader to give them the information and direction about how they should respond.

So far, we have explored only two of the key models of communication. There are more that you can discover in the reading list at the end of this chapter.

The Elaboration Likelihood Model (ELM)

The Elaboration Likelihood Model (ELM) is an important concept in IMC because it goes beyond the basic communication system to explain how we process information. As most IMC campaigns seek to persuade a target audience, it is helpful to understand more about how people make sense of the marketing message.

The ELM was developed by psychologists Richard Petty and John Cacioppo in 1986 and, at its most basic level, the model seeks to understand the paths to persuasion, proposing that an audience will process information in one of two ways.

1 **High involvement – central route processing**: when a person is motivated to think carefully about the message. For example, if you are a car driver looking for your next new car, you will be highly motivated to gather and give thoughtful consideration to information about different brands and models. The objective for marketers is to ensure that the message is positively received and can persuade the audience on a permanent basis. In other words, it should generate brand loyalty.

2 **Low involvement – peripheral route processing**: this takes place when the audience is not motivated to engage with the message on a deep level. They look for peripheral cues such as design features, headlines and images – shortcuts that get to the point and the purpose. For example, you may not be highly motivated or engaged with marketing messages concerning a new flavour of potato crisps, so you will absorb only the basic information. The level of persuasion is likely to be short-lived and shallower than central route processing.

Figure 4: The Elaboration Likelihood Model
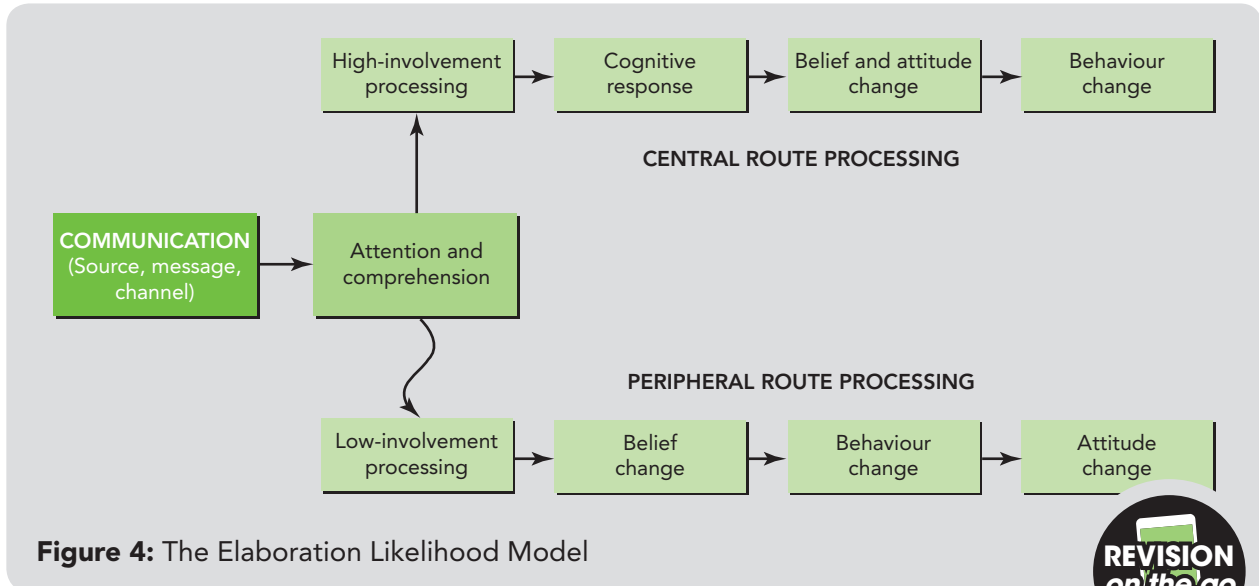
Why these models are important in IMC planning

When planning IMC campaigns, it is important to remember that these models cannot stand alone and that they should be used in the context of other variables such as personal situations, our moods and feeling at the time, and our personal preferences for how we like to receive information. For example, some of us prefer to read information whereas others like to see the message conveyed through images or video; some want to hear the message whereas others want a discussion.

The conclusion is that, no matter how marketers research and analyse consumer behaviour, preferences and responses, they can never predict with absolute certainty how their messages will be received and responded to.

📄 CASE STUDY: STARBUCKS "RACE TOGETHER"

How a major brand misjudged its audience with good intentions in cause marketing

In March 2016, the coffee giant Starbucks launched a **cause marketing** campaign aimed at breaking down racial barriers and stimulating discussion about race equality worldwide. Starbucks' café staff were encouraged to write the words "Race Together" on customers' polystyrene drink cups and engage them in conversation about racial hatred.

This was an ambitious aim for a café chain and it failed to resonate with the target audience. Customers criticised the brand for being superficial and for seemingly exploiting serious political issues for marketing purposes.

The backlash of criticism flooded **social media**, with Twitter posts reaching a record 2.5 billion impressions (the number of times a user interacted with the tweet) in under 48 hours. Much of the condemnation was aimed at the brand and its chief executive officer Howard Schultz.

So, what went wrong? Why didn't customers want to engage with Starbucks staff and discuss the emotive issue of racial equality?

Quite simply, Starbucks did not have the consumers' permission to talk about the subject. It was trying to enter an arena where it didn't belong and people rejected the message because it was sent by a major consumer brand with no authority, experience or credentials to talk about it.

In the minds of its customers, Starbucks has the right to talk about the best way to grow coffee beans or how to make the perfect espresso and, as experts, we accept their advice. People understood the Starbucks' "Race Together" message and they processed it correctly, but the feedback was not what the company was expecting.

Source: https://www.fastcompany.com/3046890/the-inside-story-of-starbuckss-race-together-campaign-no-foam

✏️ OVER TO YOU

Activity 2: The barriers and blockages of communication

Thinking about the Starbucks case study, what else can be learned about the nature of marketing communications?

Your challenge:

Consider the human factors and how we feel about interacting with brands as individuals. Prepare some notes and hold a discussion with a study partner, if possible, about the following questions.

- **What do you think is the importance of honesty from a brand and how does this impact on the way we interpret a message?**

- **How do our perceptions, likes or dislikes impact our opinion of the message sender and on the way we receive the message?**

- **What do you think Starbucks could have done differently to engage their customers with the message and support the cause?**

Finally, construct an argument for and against the brand's strategy and hold a class debate, if possible, to discuss the following question.

- **Do you think that the Starbucks brand was right to tackle the issue of race relations in North America?**

The nature and principles of IMC

Now that we know more about how customers receive and process marketing messages and the power of consistency in those messages, it is clear why IMC is widely adopted by marketers in all markets and sectors.

Integrating brand marketing activities makes sense on many levels. It improves both efficiency and effectiveness, and the principle of IMC goes beyond simple media channel alignment to ensure that

every part of the brand, its message and its marketing strategy are completely consistent. It ensures that all stakeholders – from customers to colleagues, suppliers to the public – achieve a common, shared understanding, one version of the brand truth. You can see this concept represented in Figure 5 where every component of the brand works together to create a consistent and seamless brand experience for the consumer.
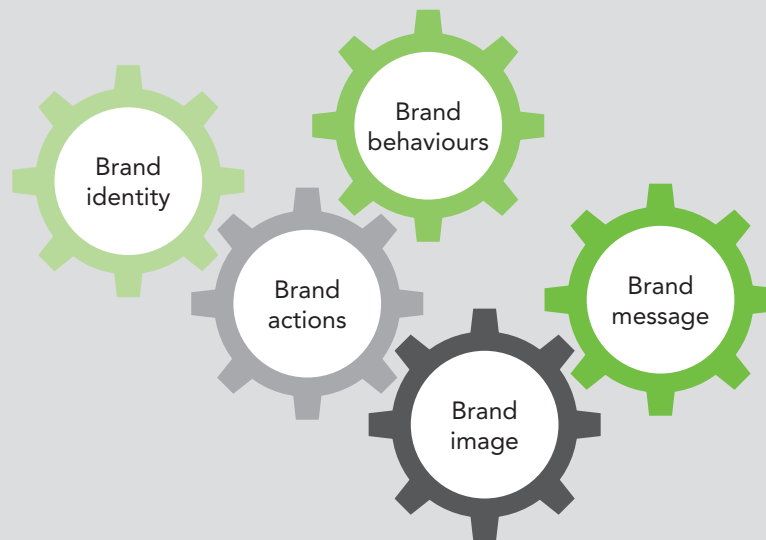
Figure 5: Brand components work together to create brand perceptions

The IMC concept was first introduced by Don Schultz in 1989 and quickly gained traction with marketers and agencies. This rapid diffusion was fuelled in part by the increasing pressure on marketers to measure marketing effectiveness. They found that IMC provided an opportunity to quantify synergy – measuring how well the IMC components worked together to meet its objectives (Schultz, 2004)[1].

Marketing communications in different contexts

The models and theories of the communication process apply equally to business-to-consumer campaigns as they do to business-to-business campaigns.

The messages and the media may change but the concept of how we send, receive and process information remains the same; only our information needs are different. For example, a buyer working for a business who is seeking to purchase a major piece of machinery will want more detailed information about the product, its performance and guarantees before being able to make an informed decision. The information needs of a consumer searching for a new brand of toothpaste is different; they may need to know very little before being persuaded to purchase a particular brand.

Trends and changes in marketing communications

According to Havas Group[2] research, 74% of people wouldn't care if the brands they currently use disappeared. This is a clear signal that marketers need to work much harder to engage with their target consumers to make their brands meaningful and valued.

1 Schultz, D.E. (2004), "Building an internal marketing management calculus", *Interactive Marketing*, Volume 6, Issue 2, pp. 111–129
2 Havas Group (2017), *Meaningful Brands* [online]. Retrieved from: http://www.meaningful-brands.com/en [Accessed on: 29 October 2017]

So, marketing's focus has changed from trying to sell products and services to starting a relationship and a dialogue with the consumer, striving to make their brand relevant and meaningful to consumers' lives.

The rise of social media and content marketing

Social media and **content marketing** are powerful channels that have enabled brands to have a two-way dialogue with customers. Instead of simply sending out a message to their target audience, marketers can now initiate discussions and debates, actively encouraging audience contribution in the form of their own content.

The race for globalisation

Brands today can reach many more regions because of the improvements in transport, trade links and global media channels that make it easy for them find new, alternative territories to their existing saturated markets.

The impact of digital marketing and new technologies

The rise of smartphone technology, social media and increasing broadband coverage across the globe has broken down many cultural barriers and increased people's exposure to different and new ideas and possibilities.

These new technologies are enabling people to communicate quickly and easily; to get the latest news, see the latest trends and get information instantly from anywhere in the world at any time of the day or night.

So, consumer media habits are changing to reflect these digital capabilities, but they are also forcing faster change through increasing demands and expectations for more frequent, more compact and more personalised content.

📄 CASE STUDY: INNOVATION IN AN EMERGING MARKET

How a brand launched a "hair elixir" in India

Soft & Silky is a hair care brand that has an established brand presence in the European market, with popular shampoo, conditioner and smoothing serum products. They saw an opportunity to capture a share of the fast-moving consumer goods market in India and developed a hair elixir positioned as an expensive, high-end product.

This is a highly competitive and saturated market and new entrants need to carefully plan and implement their launch marketing activity if they are to gain traction and persuade consumers of the benefits of a product being marketed at a higher price.

🖉 OVER TO YOU

Activity 3: "Hair elixir" – innovation in an emerging market

Read through the case study above and imagine you are a member of the marketing team involved in this new product launch.

Your challenge:

You have been asked to write a short brief for the creative agency that is helping to produce the marketing materials.

Include the following guidance for the copywriters and graphic artists that can help them to develop the right messages.

1 What level of detail about the product will consumers need and want?

2 How might they process the information?

3 How important will consistency be in terms of look, feel and brand identity?

1.2 Purpose, benefits and barriers of a fully integrated marketing communications campaign

So, we now know about the principles that underpin IMC and we have explored the theories relating to communication. We have also looked at some of the trends and changes that affect consumer behaviour and decision-making.

Marketing thinking has changed greatly in a very short space of time, driven by digital channels and capabilities. Marketers now think less about mass-marketing efficiencies and more about building relationships with consumers, personalising messages at scale. You can see this illustrated in Figure 6.

FROM THIS...   TO THIS...

MASS MARKETING
MASS COMMUNICATION

RELATIONSHIP MARKETING
CONSUMER INTERACTION

Figure 6: The changing nature of marketing

The purpose of IMC

Now let's consider the purpose of IMC. What is it intended to do and why? Do all organisations embrace the IMC concept, and if not, why not?

To answers these questions, we first need to examine what IMC is intended to do in its role as part of a strategic marketing plan.

Before we go on to explore aspects of IMC, let's define the term and consider some of the descriptions developed by leading marketers. For example, IMC is often considered a process of planning, executing and monitoring the brand messages that create consumer relationships. A more substantial explanation is given by Clow and Baack (2007):

> *IMC is the coordination and integration of all marketing communication tools, avenues and sources within a company into a seamless program that maximises impact on consumers and other users at minimal cost.*

Clow and Baack (2007)[3]

The primary purpose is of IMC is two-fold.

1   A fully integrated communication campaign will ensure that a consistent brand message is sent through every media touchpoint.

2   Integrating media channels ensures that the marketing budget is being invested effectively. It makes far more economic sense to develop a multi-media campaign where each channel is supporting the other. It is expensive and time-consuming to execute each channel independently.

The advantages of IMC to the customer and the organisation

It is a lot of hard work to ensure that the marketing communications plan is fully integrated, but many brands believe that it is worth the investment because of the benefits they gain.

For example:

1   **Brand recognition**: having a consistent brand image communicated across all media touchpoints ensures that it is instantly recognised and memorable.

2   **Brand equity**: having an instantly recognisable brand is a valuable asset for an organisation and, if this is constantly reinforced across all communications, it creates a credible image that consumers come to trust.

3   **Customer loyalty**: marketers seek to increase this trust through consistency because they know that consumers are more likely to remain loyal to a brand that they feel is authentic and trustworthy.

3 Clow, K., and Baack, D. (2007), *Integrated Advertising, Promotion, and Marketing Communications*, 7th edition. Pearson

4 **Message impact**: a unified message makes a stronger impression on the audience than a disconnected, disparate communication.

5 **Bigger profits**: having a fully integrated multi-channel campaign means that marketers don't have to repeat messages; standardising content means that the costs of production are reduced and economies of scale influence the price that brands pay for media bought as packages or bundles.

6 **Competitive advantage**: finally, those brands that practice the efficient and effective integration of fragmented media channels gain powerful competitive advantage or a **unique selling proposition (USP)** over those brands that do not.

So, there are benefits for both customers who come to rely on brand consistency to help them make buying decisions, and for organisations that stand to gain the commercial advantages and economies through efficient media planning and buying.

The role of IMC in contributing to the overall marketing strategy

IMC is, of course, part of the marketing mix; it is the P of promotion and, as such, its purpose is to help marketers to achieve the overarching marketing objectives. But what is meant by the term "marketing"?

A definition of marketing

What is your understanding of the term "marketing"? Perhaps you think about it as sales or promotions, or perhaps as advertising and company websites. These are all marketing tools that we use as part of the marketing strategy.

But let's consider a definition of marketing from the UK's Chartered Institute of Marketing[4]: "Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably." This is a great description of the marketing function, but the reality is that marketing is not simply a process or a set of activities.

Marketing is a way of doing business; it's a state of mind and a lens that organisations look through to ensure that everything they do is completely focused on responding to their target consumers' needs and wants, whilst making a profit.

📄 CASE STUDY: LAUNCHING A BUBBLE TEA BRAND IN CHINA

Using IMC to achieve the business aims

The Sunshine Tea Company is a small business based in Brazil. It produces fruit teas for its local market in South America and has had a great deal of success attracting young, urban professional women. Sales to this consumer segment have grown 45% in under two years.

The senior leadership team has been tracking the growing popularity of bubble tea – a blend of fruit teas with the addition of chewy tapioca; it is a combination of a snack and a drink. They now believe that they can capture a share of this market, and China is their target region because of the high concentration of the target consumer in the population.

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4 CIM (n.d.), *Our History* [online]. Retrieved from: https://www.cim.co.uk/our-story/our-history/ [Accessed on: 29 October 2017]

The chief marketing officer, Martin, has been asked to develop a strategy that will successfully launch the brand in the country to meet the corporate aim. His plan will include a strategy to achieve retail distribution, as well as branding and packaging deliverables. But the marketing objectives, sales targets and market penetration can only be met by an IMC campaign that drives awareness and implements a product trial.

Martin must develop a clear set of IMC objectives and a powerful strategy to achieve the overarching goals of the company.

✏️ OVER TO YOU

Activity 4: Launching a bubble tea brand in China

Thinking about the case of The Sunshine Tea Company and its drive to capture part of the Chinese market and launch a new bubble tea brand, what objectives would you set for the IMC campaign?

Your challenge:

Make a long list of all possible objectives. Review these objectives and select what you believe are the top three. Finally, compare these with your study partners', if possible, to see if you all identify the same priorities.

Helpful hints:

- Consider the target consumer segment and the regional market.
- Think about the brand and its position.
- Reflect on the product category and its proposition.

The difference between strategic and tactical use of IMC

Leading marketing consultant Paul Smith states that strategic IMC is achieved by creating promotional objectives that directly support the overall marketing objectives (Smith et al., 1999)[5]. For example, if the **marketing** objective is to increase sales by recruiting more new consumers, then

5 Smith, P.R., Barry, C., Pulford, A. (1999), *Strategic Marketing Communications: New Ways To Build And Integrate Communications*. London: Kogan Page

the **promotional** (or marketing communications) objective will support this by focusing on building mass awareness of the brand among the target consumer groups.

So, tactical IMC is the set of specific activities used to achieve these overarching objectives such as increasing brand awareness of a new product or service, repositioning the brand in the minds of the consumer to maintain **market share** or driving sales through offers, promotions and added value.

How IMC contributes to organisational objectives

IMC contributes to the overarching marketing strategy, but marketing has a crucial role in steering an organisation to successfully achieve its corporate goals. Without marketing in its truest sense, many businesses would find it impossible to thrive and survive.

The objectives of IMC

According to Professor Malcolm McDonald[6], who is one of the world's foremost authorities on strategic marketing, the first principle of marketing is to "ensure that marketing is the driver of strategy in the boardroom".

You can see in Figure 7 how IMC tactics ladder up to the corporate objectives and how corporate objectives set the IMC deliverables.

This is an example of a typical objective and strategy.

CORPORATE OBJECTIVE	To exceed 10% increase in sales to existing consumers
CORPORATE STRATEGY	Restructure the product range to provide existing consumers with more choice
MARKETING OBJECTIVES	To persuade existing consumers to buy more products within the range
MARKETING STRATEGY	Convince existing consumers that our new range of products completes a range that will meet their every need and want
MARKETING TACTICS	The marketing mix tactical implementation plan
IMC STRATEGY	Target existing consumers through their preferred media channels with a powerful message about the new improved product range
IMC TACTICS	Develop a highly personalised communications campaign including email, SMS, and social media, based on consumer behaviour and preference data

Figure 7: Integrated marketing objectives

Learn more: https://www.forbes.com/sites/mikalbelicove/2013/09/27/understanding-goals-strategies-objectives-and-tactics-in-the-age-of-social/#16fd4e4b4c79

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6 McDonald, M. (2013), *Ten Top Tips: Achieve a winning marketing strategy* [online]. Retrieved from: www.managementtoday.co.uk/ten-top-tips-achieve-winning-marketing-strategy/article/1181419 [Accessed on: 29 October 2017]

The conditions necessary for successful IMC

The first and most important critical success factor for IMC is the organisation's beliefs and attitudes regarding marketing as a key influencer in the organisation. If the business does not value marketing as a concept or give it a strategic role, then the opportunities for IMC will be seriously restricted.

On the other hand, if the organisation embraces marketing and believes that it plays a crucial role in implementing and successfully managing market orientation, then IMC strategies and tactics are more likely to be supported and encouraged.

Other conditions needed for IMC success include:

- a positive attitude towards cross-functional collaboration – people need the freedom and encouragement to co-operate with others across the business;

- the firm's ability to be agile and flexible, quickly responding to change – IMC channels are instant and short-lived (Twitter posts, for example) and organisations need to react to feedback;

- the management's attitudes to risk – those firms willing to accept a degree of risk are more likely to accept that IMC carries no guarantees of success;

- marketing and other functions have sufficient resources, tools and expertise – marketers need the knowledge, skills, budget and other resources needed to develop successful IMC strategies.

The barriers to IMC

With so many compelling benefits, it is hard to imagine what would prevent brands from taking an integrated approach to marketing communications. But this assumes that every marketer is aware of, and skilled at, developing an IMC campaign.

📄 CASE STUDY: RETHINKING THE MARKETING CAMPAIGN

Why the S&J Shoe Company had to think twice about TV

It is easy for people in large organisations to lose sight of the wider business objectives and to forget about other functions and their critical success factors.

When the new marketing director announced the latest marketing campaign for the S&J Shoe Company, he was puzzled as to why others in the business were less than enthusiastic. He had planned a US$10 million heavy **media weight** TV schedule, full page colour adverts in high-profile fashion magazines and an extensive PR campaign, kicked off with a glamorous press launch event at a top London hotel. He thought he would get widespread support from stakeholders for his ambitious campaign.

"But what about the stores?" said the head of retail outlets. "How will you drive traffic through the doors with no local advertising planned?"

"How will I be able to meet demand?" said the head of manufacturing. "Have you estimated the uplift in sales volume from mass TV and magazine coverage?"

"I can't see any investment in the website or social media," said the head of digital marketing. "We need to refresh the site and the fashion stories every season."

"What plans do you have to support the Summer Sale?" said the head of store merchandising. "That's our busiest time of year and we need posters, and point-of-sale and window displays."

The marketing director knew he had to rethink the entire strategy.

✏️ OVER TO YOU

Activity 5: What should the S&J Shoe Company do next?

Thinking about the case study and the approach that the marketing director took, what would you advise him to do to address the concerns that others in the business have about his expensive and ambitious PR and advertising campaign?

Your challenge:

Imagine that you are in the marketing director position. Write a bullet-point plan of action that would be effective in creating a connected marketing strategy.

- **What do you think your first task would be?**
- **What processes and systems could you put in place to produce a more holistic approach to marketing planning?**
- **What would your main considerations be before deciding on the marketing budget plan?**

1.3 The ethical aspects involved in IMC

Ethical marketing has been a topic of growing debate over the past ten years and different organisations will interpret the term in various ways. For example, does ethics relate simply to what is right or wrong? Or does it involve morals, laws and codes of conduct?

Well, the reality is that it must be considered as all these things and marketers have a responsibility to the public, the brand and all its stakeholders to ensure that their marketing communications are legal, decent and honest.

It is helpful to understand the scope of ethics in marketing. Ogechukwu et al. (2011)[7] identified some of the consumers' major ethical concerns regarding marketing's intentions.

What's the problem with marketing?

Common concerns about the marketing concept:

- Marketing causes people to buy more than they can afford.
- Marketing preserves the stereotyping of males, females and various ethnic minorities.
- Marketing artificially inflates the costs of goods and services.
- Advertisements endorse bad habits and unhealthy lifestyles.
- Marketers alter images of products in advertisements to make them look more attractive.
- Advertising to vulnerable groups such as the very young, the poor and the very old is unethical.
- Sales people use hard selling and too many deceptive practices.

Learn more: https://www.cleverism.com/social-responsibility-ethics-marketing/

REVISION on the go

The ethical imperative of IMC in different countries, cultures and regions

The challenge for marketers today is to ensure that their interpretation of morality and ethics is accurate across multiple global regions, as their brands become ever more global in nature. What is acceptable in Western Europe may be unacceptable in other parts of the world.

📄 CASE STUDY: NIKE AND CHILD LABOUR

Sports shoe giant Nike was heavily criticised in 1997 for employing children as young as 10 in its factories in developing countries. However, in many of these regions it is common practice for poor families to send their children out to work. There is no money for education and their incomes are essential for the family to buy food and clothing.

So, it is a necessary evil in some parts of the world and taking a moral stand by not employing these children can have a disastrous impact on their family's income. The scandal for Nike was therefore not in using underage labour, but in the children's mistreatment at the hands of their factory supervisors; working conditions, pay and hours were atrocious and Nike failed in its duty to safeguard their welfare.

7 Ogechukwu, A.W., Ndubueze, A.K. and Ayozie, V.U. (2011), "Ethical Issues Involved in Integrated Marketing Communication in Nigeria", *Business Management Dynamics*, Volume 1, Issue 4, pp. 50–62

Nike quickly understood that what is acceptable in some parts of the world is not tolerated in others and today it provides education, housing and a guaranteed minimum wage to all its employees across the globe. Nike now claim that no-one under the age of 14 is employed in any part of its business.

Source: www.commondreams.org; www.nike.com

Marketers also need to be mindful of different norms and values, as well as cultures and religions, and ensure they adhere to the codes and standards set out in each country. This can be a major task with some continents and even countries having significant regional differences.

The impact of ethical behaviours on the brand, the customer and society and the responsibility of marketers to uphold ethical best practice

Following some very high-profile cases in recent years, consumers and societies are growing increasingly intolerant of brands that do not adopt authentic ethical principles. The list of offending brands includes some iconic names such as Nestlé, Marlboro (Philip Morris International), Nike and DeBeers.

Marketers have a responsibility to ensure that their brands are behaving ethically in every aspect of their operations, and this has some far-reaching implications. For example, in the UK:

- Products and services must be sourced from ethical suppliers who are regularly audited to ensure that they are meeting ethical standards, including paying a living wages, ensuring good working conditions and taking care of the welfare of their employees.

- Prices must be fair, transparent and equitable. Prices must not penalise vulnerable groups who have less choice such as the poor, elderly or the unwell.

- Retail distribution must not deliberately make specific products and services readily available. For example, gambling, tobacco and alcohol should be available only to consumers over the legal age.

- Promotion, involving the entire marketing communication mix, should be legal, decent and honest, adhering to the Advertising Standards Authority Code of Practice.

The implication for IMC is that, increasingly, consumers are quick to see through shallow ethical principles, identifying those messages that are simply intended to suggest a brand is ethical. So, it is important that businesses embrace the philosophy and ensure that all messages sent across all media are a genuine reflection of their beliefs and values.

✎ OVER TO YOU

Activity 6: An ethical pop-quiz

Thinking about the ethics of marketing and marketing communications, what do you think are the most important things for marketers to understand and remember?

Your challenge:

Create a pop quiz (a short, surprise test) that could be shared with a class, colleagues, or some friends at a later date. Your quiz should contain ten questions which must directly concern the ethical issues that marketers face in managing the brand.

Top tips:

- **Keep the questions short.**

- **Ask for brief, precise answers, not essays.**

- **Ensure questions can be easily understood.**

- **Include a time frame; how long will you give people to answer each question?**

- **Set the ground rules; will people be permitted to use any reference materials or devices?**

The benefits of ethical marketing

- Deeper engagement with consumers and increased brand loyalty.

- More likely to achieve preferred supplier status with business customers.

- Greater employee engagement; higher levels of morale and productivity.

- Increased brand equity; ethical brands are more valuable to the business.

- Ultimately, it ensures that the organisation survives and thrives better than the competition.

READING LIST

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Summary

In this chapter, we have explored the meaning of IMC and how it is a marketing approach; a way of planning marketing activities to ensure that all the components are connected and consistent. When we think about the principles of communication – whether a linear or sequential model – we can see how IMC is a more effective method for brands to send messages to its target audience and for that message to be "decoded" accurately by everyone, with the overriding aim of creating the right responses and meeting the campaign's objectives.

Chapter 2

The Components of the IMC Mix, their Role and Purpose in the Marketing Strategy

Introduction

In the previous chapter, we explored the principles and meaning of IMC. We now know about the benefits of IMC and we have discussed some of the barriers that marketers face in implementing IMC campaigns, including the organisation's attitudes and beliefs about the marketing concept.

Marketers have a responsibility to ensure that they apply these principles ethically and fairly. In the last chapter we discovered the benefits to people and societies as well as to the business for those brands who adopt an ethical philosophy.

Now that we understand the overarching concept of IMC, we can begin to explore its components and how they work together to create effective marketing campaigns.

Learning outcome

On completing the chapter, you will be able to:

2 **Evaluate the effectiveness of different marketing communications channels to achieve business objectives**

Assessment criteria

2 **Evaluate the effectiveness of different marketing communications channels to achieve business objectives**

2.1 Identify the components of the IMC mix

2.2 Explain the diverse nature and purpose of advertising in the IMC plan

2.3 Explain the nature and purpose of public relations (PR), sponsorship and product placement in the IMC plan

2.4 Explain the role and nature of direct marketing (DM) methods including sales promotion, personal selling, telemarketing and direct response activities

2.5 Explain the concept of corporate and internal communications

2.6 Assess dynamic interactive media

2.1 Identify the components of the IMC mix

In this chapter, we will discuss the various marketing communication channels and how marketers plan and implement campaigns for maximum effectiveness and efficiency.

Not very many years ago, marketers had limited choice in where they promoted their brands: television, radio, print and posters were the only main options, supported by leaflets and telesales. But in today's complex, and increasingly digital, media landscape, we not only have many more channel choices, but these options have capacity for immediacy, personalisation and audience-generated content that traditional media lacked. Marketers must be constantly monitoring and managing the IMC campaign, as today's media channels are massively influenced by trends and changes in audience preferences and behaviours.

Setting the objectives for marketing communications

Before we can identify the most effective IMC channels, we need to first define precisely what it is that we need to achieve; what the outcomes, results and outputs we want the IMC campaign to deliver are.

Setting objectives occurs at many levels throughout the organisation and we have already seen how these objectives need to be integrated to support the overarching corporate objective.

So, in defining the IMC campaign objectives, marketers will ensure that these are supporting the marketing strategy. This means setting meaningfully key performance indicators (KPIs) and objectives.

> ✏ OVER TO YOU
>
> **Activity 1: The difference between a KPI and an objective**
>
> **It's hard to understand some terminology in marketing when many different terms are used to mean the same thing. See how much you already know:**
>
> - **What is the difference between an objective and a KPI?**
>
> - **Why are both objectives and KPIs needed?**
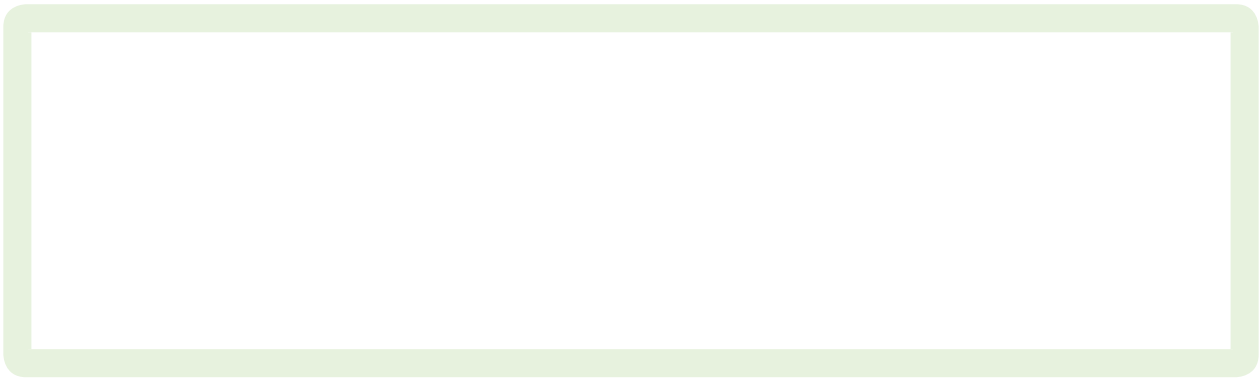
Being SMART

You are probably aware of the SMART acronym, but it is worth recapping just to refresh our understanding of what this means and why it is important.

Figure 1: SMART objectives
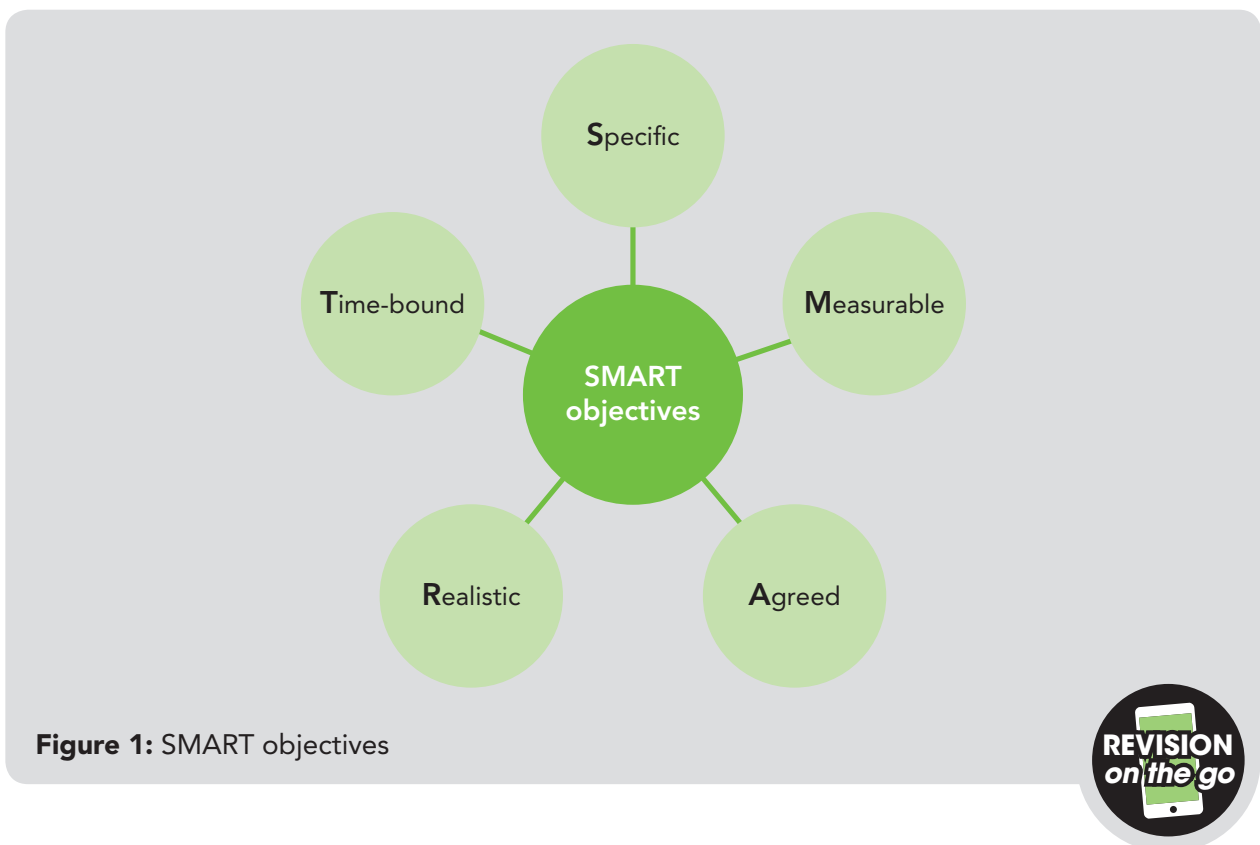
All objectives should be SMART.

- **Specific** and precise
- **Measurable**, both qualitatively and quantitatively
- **Agreed** with every stakeholder involved in the campaign
- **Realistic** so that they are capable of being achieved
- **Time-bound**, relating to a given timeframe

An example of a SMART IMC objective would be:

"This eight-month campaign will implement a multi-channel marketing approach (social media, **pay per click (PPC)**, outdoor advertising and national press) with an IMC budget of $1.2 million. It will

recruit an average of 18,000 new consumers per month each spending an average of $20 on brand X. The campaign will deliver these returns by Week 4 after the launch and the total return of $2.5 million will be achieved by the end of the campaign in Month 8. The average **opportunity to see (OTS)** will be more than five per day, with **readership** levels in excess of 55 million."

Identifying the different online and offline media channels

With so many new channels now to consider, how do marketers create the IMC strategy and implementation plan?

Selecting appropriate media touchpoints to meet different marketing objectives

Not too long-ago marketers would think in terms of the AIDA model in planning the marketing communications (marcoms) campaign. This is a linear framework that is widely accredited to an American marketing advocate called Elias St. Elmo Lewis, and dates back to 1887.

AIDA is an acronym that stands for Attention, Interest, Desire and Action. It is intended to reflect the process that consumers and **B2B** (business-to-business) buyers go through to make a purchase decision and it illustrates the tasks marketers face in moving them through each stage of the journey; from grabbing their attention, to creating desire and interest and finally motivating a purchase.

Another, more recent approach that helps marketers to plan IMC campaigns is the DRIP model by Fill (2000)[8] that you can see in Figure 2.
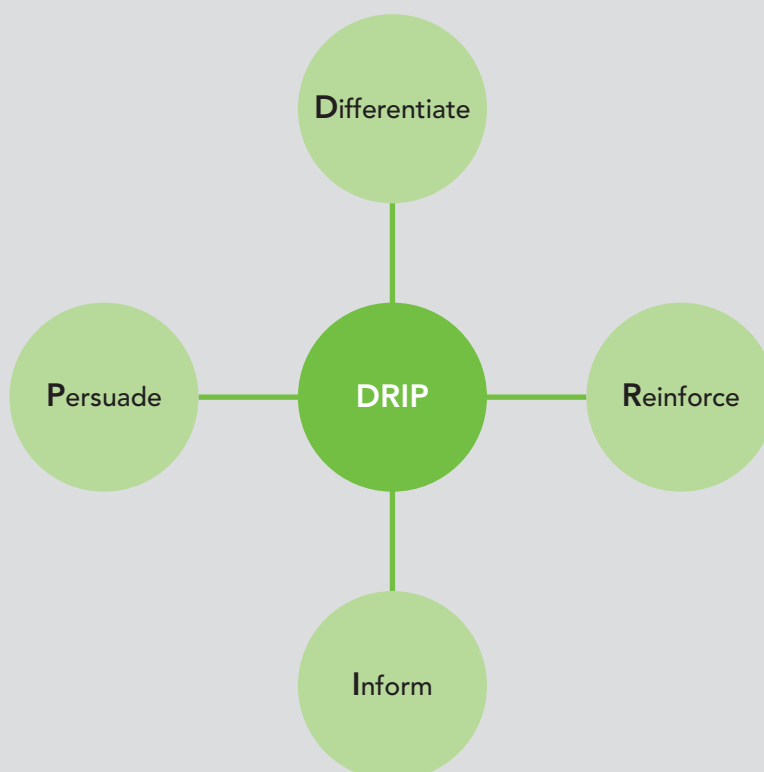
Figure 2: DRIP model

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8 Fill, C. (2000), *Marketing Communications. Interactivity, Communications and Content*, 5th Edition. Prentice Hall

The overriding objective is to encourage the target customer to change their current behaviour, switching their loyalty to your brand.

However, we now know that consumers and buyers do not move in a straight line that leads from awareness of a need to the completion of the purchase. They move randomly through a very fluid process; for example, searching for information and then returning to search again several times before deciding on a brand or product.

Understanding how people behave as they research and make decisions about a brand is crucial to developing an effective foundation of the IMC plan. Marketers need to know which media channels will be most effective at generating awareness, which media channels are most effective at creating engagement and which techniques will result in brand advocates.

To fully understand all the options available to marketers, we need to explore the range of media channels.

📄 CASE STUDY: TODAY'S MULTIMEDIA TOUCHPOINTS

A day in the life of Asha: How much of this would have been possible even ten years ago?

It's 6:30 a.m. and Asha reaches for her mobile phone to turn off her morning alarm.

There's a text message from her friend Jackson, reminding her that they're meeting that evening for dinner. She begins to think about places they could go, but she wants to try somewhere new.

Later, she is sitting on the bus on her way to work and is flicking through her local newspaper online when she notices an advert offering a 15% discount at a new local restaurant.

She takes a screenshot and scans the QR code in the ad with an app on her mobile phone, and that takes her to the restaurant's website, where she quickly and easily downloads the e-coupon.

During her lunchbreak, she looks at Facebook on her tablet to get the latest updates and she chats to her friends, mentioning the discount she has for the restaurant. Someone then sends her a link to a great restaurant review site.

Asha follows the link and is pleased to see a lot of positive reviews and some advice about how it's best to book a table as it is such a popular restaurant. She gives the restaurant a call and is delighted when it is answered quickly by a helpful and cheerful person ready to take her booking.

She sends a WhatsApp message to Jackson to tell him she's booked the restaurant for 8:30 p.m. that evening. He remembers seeing a poster at the bus station advertising the restaurant and that he had felt that it looked like his kind of place.

Asha and Jackson have a delicious meal and they both send pictures to their friends with Snapchat to show them how great they think the food is.

✏️ OVER TO YOU

Activity 2: Media in one day

Consider a day in your life and imagine you are going to write about this on your own private blog.

Create some content, including images and external references, for your blog post (aim for approximately 300 to 500 words). Your blog should discuss the following questions:

- **How many different types of media do you encounter each day?**
- **Where and when do you engage with these media channels?**
- **How many different devices do you use to search for information, watch videos, share content and communicate with others?**
- **How influenced do you feel you are by the ads you see?**

If you are studying with a class, share your content with them in the form of a presentation and ask them to give you constructive, positive feedback. They will be doing the same, so prepare to give constructive feedback.

Top tips for great feedback:

- **Explaining specifically what went well, what didn't go well and how things could be improved.**
- **Being precise, clear and easy to understand.**
- **Providing helpful, actionable suggestions for improvement.**
- **Giving specific examples to support your key points.**
- **Giving the reasons behind your feedback.**

Figure 3 illustrates the five main channels of the IMC and their key strengths. You will see that most of these can be applied to online and offline media. For example, advertising may appear as an outdoor poster, or as an online **banner ad**.

In the following sections, we will be discussing each one to understand what it involves and how it is used as part of the IMC strategy.

ONLINE AND OFFLINE				ONE-TO-ONE
ADVERTISING	**PUBLIC RELATIONS**	**DIRECT MARKETING**	**SALES PROMOTION**	**PERSONAL SELLING**
Driving mass awareness Building the brand	Brand building and positioning Reputation management Consumer loyalty	Driving purchase Encouraging consumer loyalty	Driving purchase Engaging consumers with the brand	Driving purchase Relationship building

Figure 3: The five channels of the IMC

Learn more: https://www.slideshare.net/nbairstow/imc-media-strategy-implementation

The right message in the right media

Once marketers have selected and planned the IMC mix, they will work closely with creative teams and agencies to create the messages that are aligned with the media. We know that some advertising messages are instant and short-lived, whereas others are more involved and durable.

For example, a Twitter post is instantly sent and then disappears very quickly, but a YouTube video may be retained for months or even years.

The content strategy matrix

We know that audiences are increasingly consuming different types of media simultaneously. Google research shows that multi-screen media consumption has grown by 500% (Upstone, 2015)[9].

The implication of this changing behaviour is that advertisers need to create ads that are as relevant on a mobile phone as on a laptop, tablet or television set.

Some media is more appropriate for delivering detailed information, whereas other channels will be used purely for entertainment.

The model you can see in Figure 4 is based on the content matrix developed by marketing consultants Smart Insights Limited in 2012[10].

It shows the purpose and type of ad content. For example, to create brand awareness and engagement, marketers would consider creating an entertaining ad delivered through an appropriate medium such as a TV or radio commercial, YouTube video and so on.

9 Upstone, S. (2015), *Taking on titans: mobile advertising to overtake TV by 2016* [online]. Retrieved from: https://www.campaignlive.co.uk/article/taking-titans-mobile-advertising-overtake-tv-2016/1368867 [Accessed on: 21 November 2017]
10 Bosomworth, D. (2014), *The Content Marketing Matrix* [online]. Retrieved from: https://www.smartinsights.com/content-management/content-marketing-strategy/the-content-marketing-matrix-new-infographic/ [Accessed on: 21 November 2017]

Source: adapted from www.smartinsights.com

Figure 4: The content strategy matrix
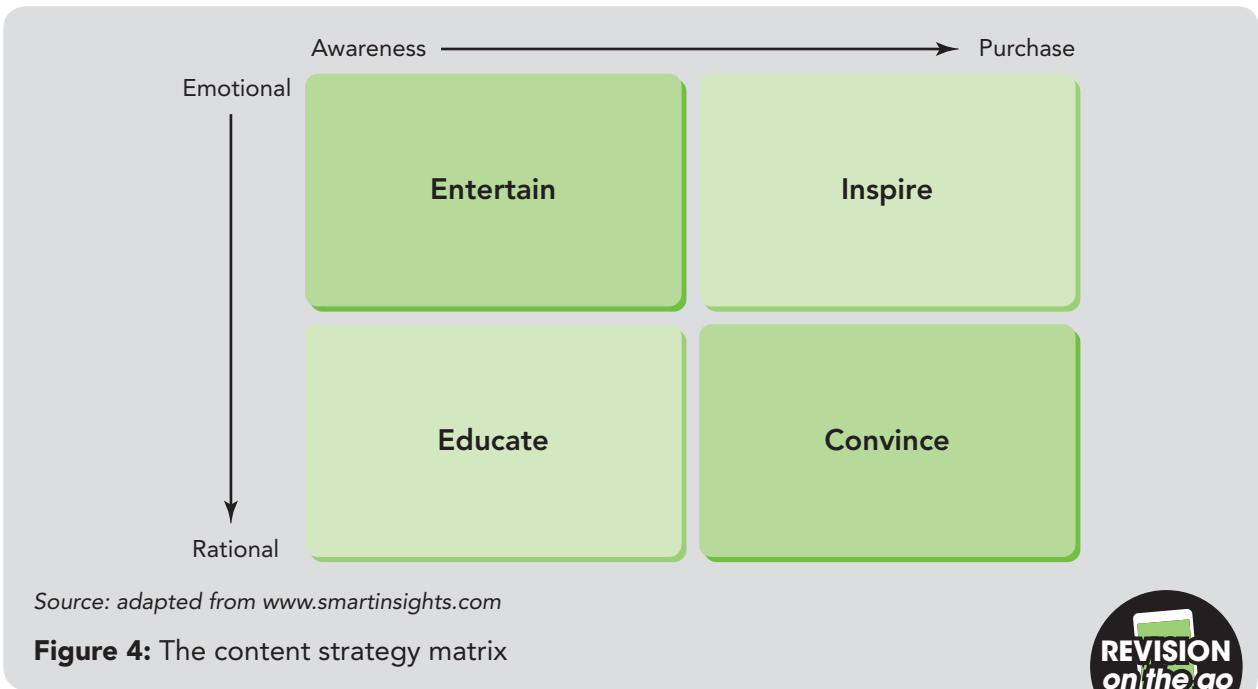
✏ OVER TO YOU

Activity 3: The purpose of different content

Research some online and offline advertisements and select four that you believe address each of the objectives in Figure 4 (for example, an online video ad designed to entertain or a press ad designed to inform). Explain the job you think they are doing and support this with a clear rationale. Share your thoughts with your study partners, if possible.

2.2 Advertising in the IMC plan

We know that different media channels will have a specific purpose and that the right channel needs to be selected to reflect the need state of the target audience. However, the IMC plan must also be effective in meeting different marketing and business objectives.

Types of advertising strategy

We have discussed the ability of advertising to reach mass audiences and there is no doubt that it is a powerful and influential medium. However, it must be considered in the context of what the marketing strategy is setting out to achieve.

Not all advertising is intended to sell products and services. Some ads are intended to change hearts and minds. For example, the advert in Figure 5, "Animals are not clowns", is to encourage people who care about animals to boycott traditional circuses in Portugal that are associated with animal cruelty.

Source: adapted from http://www.123inspiration.com/powerful-animal-ad-campaigns/

Figure 5: An example of causal marketing

According to leading global advertising agency Cowley, the real purpose of advertising is to tell a story; to engage the target audience with the brand and build a relationship. This opposes traditional thinking of simply selling something from an ad.

However, there are several specific objectives that advertising can help marketers to achieve.

Advertising can help to:

- **Reposition a brand**: for example, fast-food giant McDonald's has had to invest heavily in an advertising campaign to reposition it in the minds of the consumer as an ethical, healthy and wholesome brand.

- **Provide important information**: functional ads that enable brands to give vital information, (for example, to recall faulty products or public information about health, safety and services).

- **Reduce demand**: some brands want to limit the use of their products or services and will actively encourage people to find alternatives, (for example, utilities that may be in short supply such as water, energy or fuel). Brands may want consumers to switch to a new version of their product or service and the governments in many countries demarket tobacco and alcohol.

- **Create awareness and preference**: marketers may use an ad to communicate the brand and its competitive advantage, rather than to sell a specific product or service.

- **Direct response**: brands may use ads in their "shop windows", selling directly to the consumer or prompting a response to a specific call to action.

- **Drive consumer acquisition and generate leads**: ads can be used to tell the audience where they can buy a product or service and to encourage them to purchase it from a particular retailer or website.

- **Generate sales**: driving revenue and maintaining profit through recruiting new consumers or upselling to increase average spend.

- **Corporate communications**: there are many occasions when a brand needs to communicate with its stakeholders and the public. This involves developing corporate communication to provide information on mergers, acquisitions, and important financial information.

Of course, different markets and sectors use advertising for different purposes. For example, public sector bodies will largely be seeking to inform audiences, like the public health sector or government departments, for example. Consumer goods manufacturers mostly use advertising to recruit new consumers, whereas retailers use advertising as an extension of their "shop window" both online and offline, and service industries such as insurance brands use it to increase the tangibility of the "products", seeking ways to bring them to life for the target audience.

✎ OVER TO YOU

Activity 4: What's in an ad?

Research and select an advertisement in any online and offline media channel that you feel is a good example of one that is seeking to recruit new consumers.

Explain why you think this is true and share your thoughts with your study partners, if possible.

The different traditional and digital advertising channels and how they contribute to meeting marketing objectives

Figure 6 shows some of the main advertising channels that marketers use in the IMC plan and each of these has value on its own and as part of an IMC plan. However, to put this into perspective, digital channels spend is set to grow by 15.1% by 2018 whereas traditional media will see a spend increase of only 5% (McKinsey & Co., 2014)[11].

Figure 6: Global advertising channels

Learn more: https://www.mckinsey.com/~/media/McKinsey/dotcom/client_service/
Media%20and%20Entertainment/PDFs/McKinsey%20Global%20Report%202015_
UK_October_2015.ashx
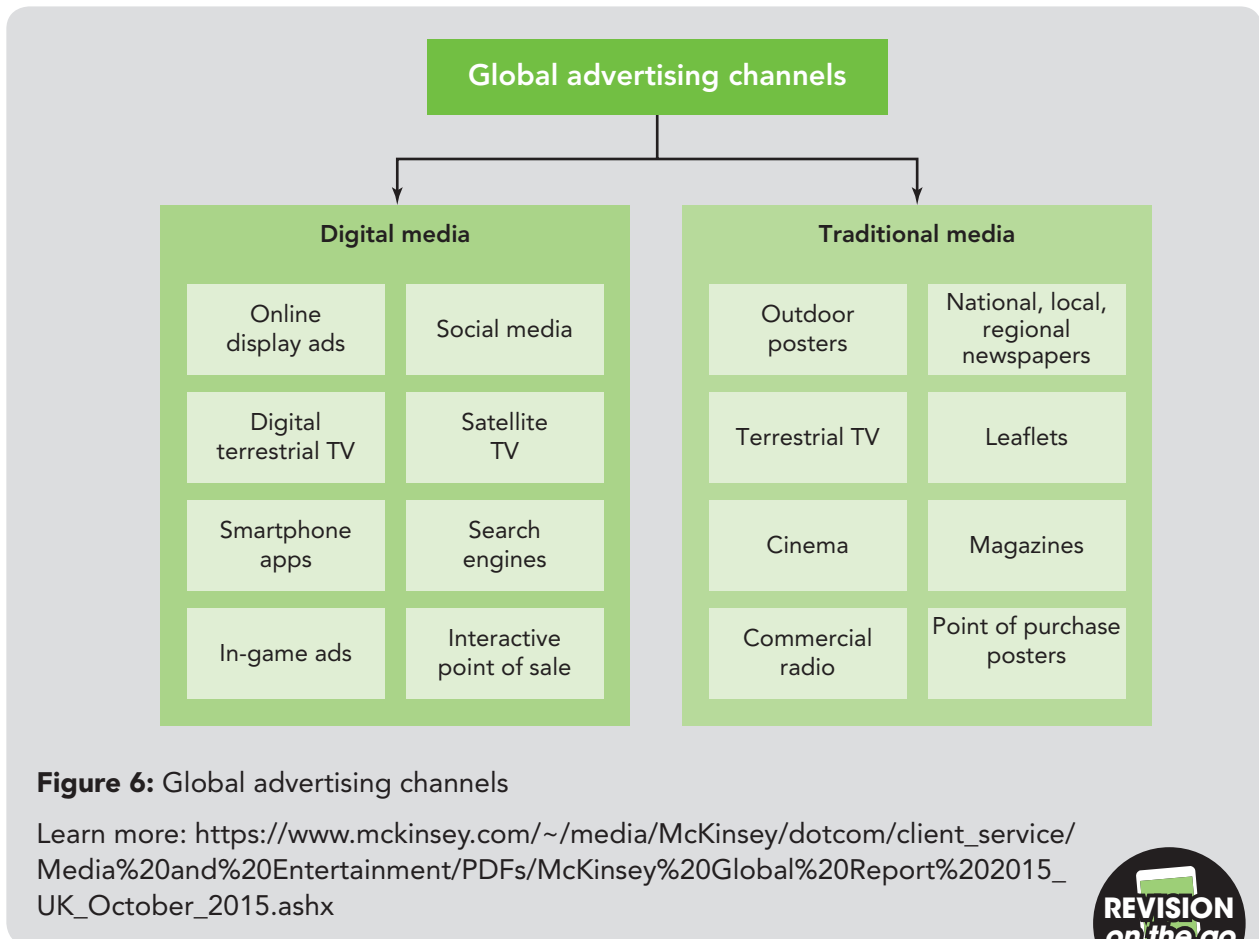
However, the rise in popularity of these digital channels should not mean that marketers must abandon the traditional advertising media. Using a considered and effective mix of the two is an important part of IMC principles.

The output of an advertising plan will be a media "eco-system" that uses both digital and traditional media to ensure that the brand is where the consumer is at every stage in the purchase decision journey.

Many marketers will use research insights to define the ideal target audience and to map an imaginary day in their life. This helps them to understand the right ad channels for the right consumers.

11 Sprague, K., Manyika, J., Chappuis, B., Bughin, J., Grijpink, F., Moodley, L. and Pattabiraman, K. (2014), *Offline and falling behind: Barriers to Internet adoption*. McKinsey & Co.

How these two powerful media channels can work together for maximum impact

Traditional advertising methods can be tightly targeted to a specific audience and so they can be effective at driving traffic to online channels.

Digital media is a great way to test an advertising message and creative approach before marketers invest in a complete launch of a campaign.

Traditional media can provide a trusted and credible source of information for audiences. Many TV, radio and print titles have spent years building their brand reputations and this makes it an attractive environment for advertisers who benefit from media brand loyalty.

Advertising and media planning is a highly skilled task

Developing this integrated mix of media channels to support the IMC strategy is both a skill and an art. Many marketers are generalists with broad skills of planning and managing the marketing mix, but rarely are they experts in media and advertising planning.

So, for some advertisers the solution is to recruit a specialist advertising or media agency. The benefits of handing the responsibility for planning to an outside agency are balanced with the cost.

📄 CASE STUDY: UNDERSTANDING THE AUDIENCE

The importance of understanding the audience and planning the right IMC channels

Bolton Process Systems had been supplying the food manufacturing sector with specialised machinery for over 50 years. Its reputation for reliability, quality and customer service ensured that its clients remained loyal and satisfied. However, the business wasn't growing; it hadn't managed to keep pace with the many take-overs, mergers and acquisitions that were occurring because of globalisation and increasing consumer demand. The managing director, Agatha Crane, called her sales team together to explore what they could do to recruit more new customers.

"We simply don't have enough people to generate new business", said the sales director. "All our people are focused on keeping existing clients happy. We can't afford to lose them because we're chasing new ones."

"Okay", said Agatha, "then we need new business to come to us. How can we generate enquiries?"

"How about a mailshot?" suggested Tom, the sales manager. He volunteered to source some names and addresses and the team got together to send out a letter together with their company brochure to 200 target businesses.

After two weeks, Agatha called the team back together. "We haven't had a single response to our mailshot", she told them. "It's time we got some professional help and invested more in marketing."

That week she briefed her HR team to recruit a marketing director and she spoke to three potential marketing agencies to help create a powerful business-to-business marketing campaign.

Six month later, Agatha understood clearly why no-one had replied to her mailshot; the marketing director and his new agency had started the planning process with some research insights that showed how unsolicited mail rarely reaches the key decision-maker.

Their plan involved a highly effective mix of traditional online and offline trade media including trade shows and a heavy presence of social channels to position the Bolton brand as a thought leader. The Bolton name was in front of the buyer at every available touchpoint. By the end of the first year, the business had won five new customers and increased its turnover by US$15 million.

The advertising process

Like many marketing activities, there is a specific process to generating advertising assets, from research to creative development, measurement and control.

Great advertising campaigns start with a brilliant campaign brief: a roadmap for creative and media teams that sets out the scope and boundaries of the campaign (Hackley, 2003)[12]. It includes a full description of what needs to be achieved, why and how.

For example:

- What is the current situation and campaign background?
- What is the purpose of the campaign? (Which brands, products/services does it focus on?)
- What are the objectives and desired outcomes?
- Who is the target audience?
- What is the most important thing to say?
- Why should the target audience believe the message? (What facts support the message?)
- What is the inclusive budget (media and product?)
- What are the timescales involved?
- How will success be measured? (What are the metrics, KPIs and tools of performance analysis?)

In today's constantly changing media scene, the brief is less about creating a single document and more about providing a direction that enables flexibility, responsiveness and continuous iteration.

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12 Hackley, C. (2003), "From consumer insight to advertising strategy: the account planner's integrative role in creative advertising development", *Marketing Intelligence & Planning*, Volume 21, Issue 7, pp. 446–452. (This article will be available in your online student resources.)

✏️ OVER TO YOU

Activity 5: Write a better brief

Your challenge:

Critique this brief by annotating it; highlight what you would do differently; identify what important information is missing and makes some notes that you think would help the company to write a better brief.

Brief to the ABC marketing agency:

1 Background

Our company is facing unprecedented competitive pressure and we are losing sales to our closest rivals. Our products are not as good and more expensive. We need a marketing campaign that will win back lost market share.

2 Objectives

We need to more than double sales over the coming months. It is an ambitious aim, but one that we need to achieve for our long-term survival.

3 Products

We need to push our best-selling products as these are the most profitable. They must feature in all advertising materials.

4 Timing plan

First creative and media ideas are needed by next week and we need to run the campaign from the beginning of next month.

5 Budget

The investment for this campaign is US$5 million. It is important that we don't exceed this amount.

Activity 5: Write a better brief

Providing a clear, motivating and accurate brief to a creative team requires careful planning and consideration. Figure 7 gives an overview of the planning process and you can see how it starts with a thorough understanding of the operating environment developed from in-depth research. Research insights are used to inform the strategic decisions such as target audiences, campaign objectives and so on.

This model shows the process in a continuous straight line, but the reality is that these stages may need to be visited and revisited several times before marketers can move on to finalise the plan.
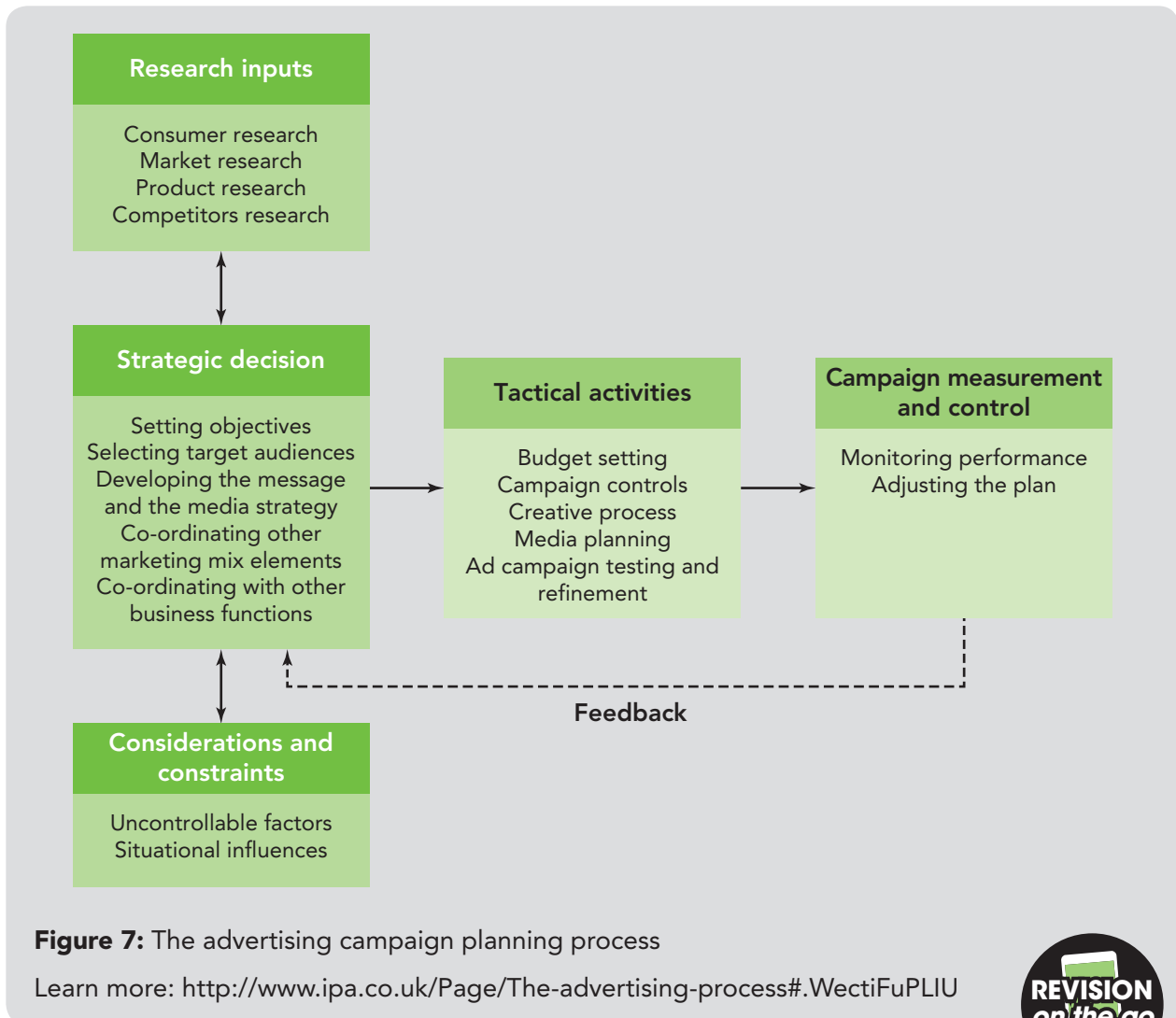
Figure 7: The advertising campaign planning process

Learn more: http://www.ipa.co.uk/Page/The-advertising-process#.WectiFuPLIU

Measuring advertising effectiveness

Marketers now have many more ways to measure their advertising activities and a greater range of resources to help them. For example, online tools such as Google Analytics provide rich data to a granular level; it shows which ads were seen by whom, when and how many people visited the website, and so on.

However, we now know that the IMC ad campaign is designed to drive audience traffic from one media channel to another, so we need to look at how we go about assessing what has worked and what hasn't; how marketers avoid a siloed approach that places data in separate "buckets" to analyse the entire campaign's performance.

Traditionally, marketers and their agencies would gather data from independent research, focus groups and media mix models. But these are poor indicators of how advertising affects the behaviour of the target audience.

Powered by **big data**, the latest developments to assist marketers is Advertising Analytics 2.0 – an approach that is gaining popularity in many organisations as marketers seek to understand how each of the components of the ad campaign work together to achieve the end objectives.

Its popularity can be attributed in part to its core principle of predicting future outcomes and what results might be, rather than measuring the results of advertising activity that has already taken place.

To be completely effective, marketers must model their campaigns based on the following five categories. Focusing only on the data that matters will help marketers to avoid "information overload" and prevent them from wasting valuable time and resources on measuring spurious data:

1 Market conditions

2 Competitive activities

3 Marketing actions

4 Consumer responses

5 Business outcomes

Data collected from these areas can then be analysed to provide valuable insights, scenarios and predictions for the ad campaign. The Advertising Analysis 2.0 model has three key foundations, as seen in Table 1.

ONE	Consumer attribution measures
Organisations have a wealth of data. It is not always immediately obvious and it may be hidden within systems and silos. Marketers need the right questions to reveal the bank of data that they own. Typically, information will come from sales teams, finance departments, customer services and other functions in the business.	
TWO	**Advertising optimisation models**
Armed with the right data and accurate analysis, marketers can measure the impact of media across channels. For example, the impact of print media on social channels. This indirect impact is known as the **assist rate**. Typically, marketers will seek to identify these assist rates by identifying changes such as peaks in the click-through rates on a website at the time a TV commercial is broadcast or a percentage increase in search terms at a time when online display ads are running.	
THREE	**Allocation**
Having a deep understanding of what is working and what isn't, marketers can now adjust the advertising plan to amplify those elements that are working well and stop those activities that are not. Today, it is much easier for advertisers to adjust the plan as channels can be bought instantly and ad production can be completely digital, involving fast and flexible methods to adjust the messages.	

Source: https://hbr.org/2013/03/advertising-analytics-20

Table 1: Advertising Analysis 2.0

Integrating qualitative ad measurement tools

It would be very easy for marketers to be carried away by the scope and power of data and to focus only on the quantitative measures that prove results. Qualitative measures are also important and must be integrated into the measurement plan.

Measuring campaign success

Qualitative research and evaluation can measure the strength of audience attitudes and opinions; they provide marketers with rich insights into the target consumers' thoughts and feelings about a creative approach, the brand and its service or product.

For example, marketers will typically need to run focus groups, interviews and live panels to gather information on a continuous basis, using a variety of techniques.

- **Pre-campaign testing**: **creative concepts**, copy and ad strategies.
- **Post campaign testing**: brand, product or service recall and recognition rates.
- **Ad tracking**: monitoring performance of the brand, its perceptions and positioning movements.

Talking to groups of consumers also helps creative teams to better understand the audience and be more able to develop themes that they can identify with.

Like most other aspects of advertising, even qualitative research has developed to embrace new technologies and it is not unusual to find marketers using virtual reality and augmented reality. Even neuroscience is playing a role in providing platforms to test and re-test ad campaigns.

The advantages and drawbacks of advertising

Advertising has been, and remains, one of the most popular marketing activities for brands, but not necessarily for the right reasons. Marketers and agencies can turn too readily to advertising, and specifically TV commercials and video, as the preferred marketing method.

It's notoriously glamorous and exciting to produce advertisements, but brands need to think carefully before embarking on expensive campaigns and ask themselves, "why do I need an ad?"

Before committing to advertising, marketers need to carefully consider the cost-benefit equation and ensure that they stand to gain a significant return on investment (ROI).

There are a great many benefits of advertising for brands who get it right, but there are some drawbacks that marketers consider before committing to the investment needed to create an advertising campaign. You can see some of these in Table 2, below.

What marketers can gain from advertising	What marketers can lose from advertising
Reaches large audiences	Large investment in media spend and production
Complete control of the marketing message	Lack of personalisation and engagement
Builds mass awareness	Lack of flexibility and responsiveness
Can build brand loyalty	One-way channel of communication

Table 2: Advertising's advantages and disadvantages

📄 CASE STUDY: ADVERTISING LEGENDS

Advertising veteran Dave Trott wrote for Brand Republic magazine, saying that in 2011, "around UD$23b was spent on all forms of advertising and marketing in the UK alone. Of that, 4% was remembered positively; 7% was remembered negatively; 89% wasn't noticed or remembered."

Marketers could argue that an ad has to be exceptionally brilliant or bad to be one of the 11% remembered at all.

This was the case for chocolate company Ferrero Rocher's "Ambassador's Party". It was produced more than 20 years ago but it is still widely remembered and quoted today for its appealing amateur acting, bad production qualities – it was translated into three languages and badly dubbed – and its improbable plot.

The original ad was produced in-house which means that there was no overarching advertising agency managing the process and the quality. It was produced for the Eastern Europe market and the production budget was under US$20 thousand, whereas the starting price for most professional TV commercials is at least US$6 million.

The ad featured a glamorous young woman turning to the French Ambassador at his cocktail party in an unidentifiable country and, in a bad French accent, saying, "Monsieur, with this Ferrero Rocher, you are really spoiling us!"

(You can watch the commercial on YouTube: https://youtu.be/4P-nZZkQqTc)

This line became famous and was repeated, jokingly, at many dinner parties or whenever a box of chocolates was brought out. The ad was brilliantly bad and, for very little investment, the brand achieved global coverage, a massive increase in awareness and a sales increase of 56% almost overnight.

Of course, this was more luck than judgement, but that's the power of advertising!

Source: http://chemistry.ie/why-the-advertising-industry-needs-brave-clients/

2.3 The nature and purpose of public relations, sponsorship and product placement in the IMC plan

Earlier, we explored the role of advertising and the many media channels that marketers can use to promote their brands. This section discusses other elements of the promotional mix including **public relations** (PR), sponsorship and product place; all are equally powerful tools in the IMC campaign mix.

In fact, PR is one of the most influential methods to communicate a brand, product or service. Get it right and it can build the brand at very little cost; get it wrong and brands can look fake and bogus (Weiner, 2006)[13].

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13 Weiner, M. (2006), *Unleashing the Power of PR*. USA: Wiley & Sons

The first thing we can learn about PR is that coverage, both online and offline, is largely earned; in other words, it cannot (and should not) be paid for.

Figure 8: The nature of media channels

Learn more: https://www.brandwatch.com/blog/define-measure-paid-owned-earned-media/
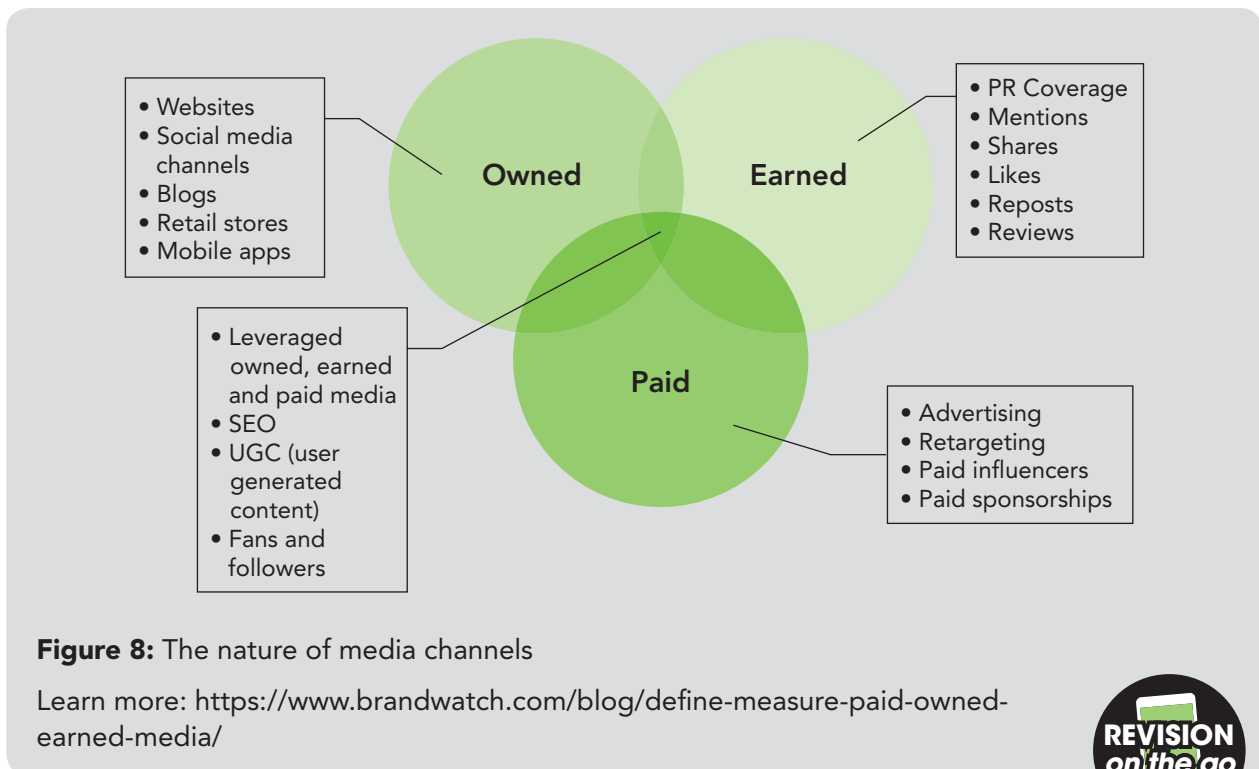
Methods to achieve earned media coverage across different channels

Public relations, in its simplest form, can be described as "relationship management" (Ledingham and Bruning, 1998)[14]. A more complete definition is this one provided by Cutlip et al. (2006), who stated that public relations is:

> *the management function that establishes and maintains mutually beneficial relationships between an organisation and the publics on whom its success and failure depends.*
>
> *Cutlip et al. (2006)[15]*

This description highlights the overarching principle of PR which is to develop positive relationships between the brand, the media and the public. For the media, the benefit is new content and stories that support their titles and channels; for the brands, the benefit is authoritative and targeted coverage and for the public, the benefit is information, opinion and stories.

Today's media landscape has forced a complete transformation of this discipline and the rise of social media has made it imperative for brands to harness the power of public opinion that is shared so quickly and easily.

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14 Ledingham, J.A. and Bruning, S.D. (1998), "Relationship management in public relations: dimensions of an organization-public relationship", *Public Relations Review*, Volume 24, Issue 1, pp. 55–65

15 Cutlip, S.M., Center, A.H. and Broom, G.M. (2006), *Effective Public Relations*, 9th Edition. London: Prentice Hall

📄 CASE STUDY: PEOPLE CAN SPOT A FAKE SENTIMENT

How PepsiCo jumped in the wrong direction

Late in March 2017, PepsiCo released a new commercial on the internet for its classic soft drink. It featured Kendall Jenner, a popular American fashion model, and members of the American police force. Titled "Jump In", the ad borrowed heavily from the Black Lives Matter movement, which advocates racial equality and is capturing attention and gaining widespread support around the world.

Seeking to benefit from this strength of public opinion, PepsiCo's ad shows Jenner joining a peace march and ends in her handing a can of Pepsi to one of the patrolling police officers.

Within 24 hours PepsiCo had pulled the ad from YouTube and its own website, and attempted to close it down from all other social media sites where it was being widely shared.

Why the firm had to destroy this expensive and high-profile ad campaign

The ad drew widespread condemnation and outrage from many people who saw it as a shallow and exploitative attempt to capitalise on a highly emotional and evocative social movement. People made the connection between the picture of Jenner handing the police officer a drink and the famous photograph of Iesha Evans facing a line of policemen in riot gear.

The fact that Evans is black and Jenner is white didn't go unnoticed by people and served only to fuel the strength of feeling that the PepsiCo ad was a bogus and disingenuous attempt to sympathise with the Black Lives Matter movement.

Before the corporation pulled the ad from the public domain, a spokesman for the brand was quoted as saying, "This is a global ad that reflects people from different walks of life coming together in a spirit of harmony, and we think that's an important message to convey."

But people from all walks of life came together to widely condemn the ad and it is reported that the brand has been forced to invest $10 million in PR activity to limit the damage to its reputation.

Source https://www.vox.com/culture/2017/4/5/15186216/pepsi-ad-kendall-jenner-black-lives-matter-controversy

This case illustrates the need for brands to consider their audience, as well as the media, as powerful channels that can help communicate their brands. We now need to define the purpose of PR, its scope and responsibility.

1   PR describes and instils company values.

2   It should build and manage multiple stakeholder relationships.

3   It should develop and maintain trust across all its dimensions.

PR as a function is clearly focused on being the guardian of the brand, both internally and externally, and it incorporates a wide range of responsibilities from managing media relations to crisis management, corporate social responsibility to community relations.

For the purposes of your studies, we will focus on PR's role as a marketing tool: a set of activities that support the IMC plan and strategy.

Driving media coverage across different channels

PR requires specialist knowledge and expert skills to be effective. Much like media planning and buying, marketers often employ PR agencies to help plan and manage the PR strategy. Mostly this is because of the time and resources that agencies invest in building media and influencer relationships on behalf of its clients.

What a good PR campaign should do

The PR plan is a vital part of the overarching IMC campaign and, as such, it must dovetail into the other activities to support and amplify the marketing message. For example, a well-timed media story can support a new product launch, or help reposition a brand in its marketplace.

To gain this valuable "earned" media coverage, marketers need to:

- **Provide valuable content**: the first and most important factor is to ensure that the PR story is valuable and appropriate to its target media. It must provide them with a genuine piece of news or information that will enhance their own content in some way.

- **Align brand values**: the second important consideration is the strategic "fit" between the media and the brand. Brands want PR coverage in those channels which they believe reflect their own values and that provide an appropriate environment aligned to the brand personality – the "character" of the brand that marketers deliberately set out to create.

- **Offer added value**: a third success factor is the collaboration between the media and the brand, where marketers can offer the media an exclusive audience benefit such as unique information or a promotional price, product or service offer.

The PR toolkit					
Media partnerships	Press conferences	Newsletters	Social media marketing	Articles and blogs	Press releases

Figure 9: The PR toolkit

REVISION on the go

Seasoned PR professionals will have a range of tactics and techniques that they use to achieve coverage in the target media channel. Common tools that PR specialists use include a mix of communication platforms that you can see in Figure 9.

This is based on the advice given by the UK's Institute of Public Relations and they highlight the need for these tools to be part of a planned and continuous approach used to develop and maintain channels of communication between the brand and the media.

✏️ OVER TO YOU

Activity 6: Do you believe everything you read in the press?

Well, probably not because you are an adult and have some experience of the world and how it works. But, that isn't the case for everyone and research shows that almost 1 in 10 children aged between 8 and 15 years old believe everything they read online and in apps.

They are not aware that bloggers and vloggers are paid to promote a brand or that information found on sites such as YouTube and Facebook is not always accurate.

Your challenge:

Imagine that you are the marketing director for a well-known toy business and that you have a meeting in the morning with your PR agency. You want maximum PR coverage across multiple media channels, but you also want to be careful to ensure that your brand is honest and transparent.

Write some notes about what you want your agency to do to help drive positive PR and manage misinformation or "fake news".

• What controls and measures would you want to put in place?

• What media would be "off limits"?

• What would your attitude be to PR "spin" about your latest toy?

The role of the influencer in the PR mix

The concept of the influencer is relatively new to PR and reflects the power of social media and celebrity status to influence public opinion.

Scott Cook, CEO of software company Intuit, is often quoted as saying, "A brand is no longer what we tell the consumer it is; it is what consumers tell each other it is"[16]. In other words, people are more likely to trust the opinion of those who influence them than the brand itself.

Influencers can be anyone that has the power to affect people's beliefs, opinions and behaviours. For example:

- **Celebrities** from film or fashion industries. Often an actor or media personality will be a role model; someone that others aspire to be like. For example, if famous actor Djimon Hounsou is pictured wearing a particular clothing brand, sales of that product will undoubtedly increase.

- **Journalists** provide news and information; they shape what we hear, see and read and tell the stories of what is going on in our worlds. For example, popular reporter Louis Theroux is one of the most trusted journalists, likely to be widely believed by his audiences.

- **Analysts** are the experts who make sense of what is happening. Where journalists tell the story, analysts provide fact-driven implications.

- **Thought leaders** are experts in their fields, respected for their knowledge, understanding and their innovative thinking. Probably some of the most famous are Microsoft's Bill Gates, Virgin Group's Richard Branson, Tesla's Elon Musk and Amazon's Jeff Bezos.

- **Bloggers/vloggers** are opinion leaders; they may not be thought leaders in their depth of expertise and experience, but they have a following of people who watch or read their commentary on everything from lifestyle to business management issues.

Therefore, the key role of influencers as part of the PR plan is as a brand ambassador; someone with a loyal audience who can carry the brand with them and promote it, either explicitly, as a paid influencer, or implicitly by being persuaded to be seen with a brand.

For both parties, the rewards are high. According to Neil Howe from Forbes Magazine[17], "YouTube, Vine and Instagram stars can fetch as much as $15,000 for a single piece of sponsored content thanks to their substantial and self-made followings."

📄 CASE STUDY: ADVERTISING THROUGH BLOGGERS

How a skateboarder made it big as a blogger

With over 70,000 followers, Shaun McBride (known online as Shonduras) can earn as much as $30,000 as a paid influencer on Snapchat. He is one of the most popular influencers on the social media platform Snapchat. He is a pioneer of this smartphone app and has persuaded some very big brands to use it as part of their IMC plan.

Snapchat is a fun messaging app to send images and videos that then immediately disappear; its enhanced features enable users to manipulate and edit pictures and it is one of the most downloaded apps among 14 to 25 year olds across the globe.

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16 Savitz, E. (2012), *Listening To Social Media Cues Doesn't Mean Ceding Control* [online]. Retrieved from: www.forbes.com/sites/ciocentral/2012/08/04/listening-to-social-media-cues-doesnt-mean-ceding-control/#5de866d2cd52 [Accessed on: 21 November 2017]

17 Howe, N. (2016), *Brands Are Under The (Social) Influence* [online]. Retrieved from: www.forbes.com/sites/neilhowe/2016/03/31/brands-are-under-the-social-influence/#8eaefc15f494 [Accessed on: 21 November 2017]

Shonduras started out as a skateboarder and online jewellery retailer, but today he advises brands on their social strategy and continues to generate creative content, characters and **memes**, viewed by millions.

One of his many high-profile clients is the Disney Corporation, but he also counts Samsung, AT&T and soft drinks giant Red Bull among his many brand customers.

Source: https://shonduras.com/branded-content/

The goal of many marketers is to generate content that so completely captures the imagination of the audience that it is spread quickly and extensively, to become famous in its own right. This is "**viral marketing**"; it is incredibly powerful, influential and it can make or break brands in a matter of hours.

Social sharing and the concept of viral marketing

Viral marketing is not a new concept; in fact, it has been around in one form or another for hundreds of years. It is only in the past ten years that it has found a platform in social media that enables it to instantly spread news, views and information.

Previously known as **word-of-mouth** market, it is based on the diffusion of information; a cumulative principle where one person tells others, who in turn tell others and so word spreads across peer groups and personal networks.

Achieving viral coverage can be included in the IMC strategy and campaign, but "viral" is not something that brands can achieve simply because it appears in the marketing plan. Only the communities who consume the content will decide whether something is worth sharing widely. It cannot be bought nor can it be guaranteed. The key attribute of successful viral content is that it must be remarkable in some way; it must a worth sharing either for its entertainment value or because it provides some other interest story.

A final consideration for marketers is the target audience. As with all media channels, viral needs to be tightly focused on a specific audience for it to be effective.

When we share content, we are saying something about ourselves; it is a reflection of our self-image, lifestyle and values. Marketers need to ask whether their target audience will want to be associated with the content they have created, whether the content will provide credibility and whether the brand fits their self-perception.

📄 CASE STUDY: VOLVO SPLITS OPINION IN THIS B2B STUNT

Going viral

Volvo Trucks, made in Sweden, is one of the largest and most trusted brands in the world. But B2B viral campaigns are few and far between in a sector that isn't normally praised for its creativity.

In 2012 the brand planned the launch of its latest and most technically advanced truck fleet and recruited the talents of top creative agency Forsman & Bodenfors. Their approach was to capture the imaginations, not of the business buyers, but of all those involved, from the drivers and their families to friends as well as big truck enthusiasts.

With a very small budget available for this campaign, the agency created a brilliant video that was seeded on social media and quickly went viral, being shared by thousands of people around the world on YouTube and Facebook.

Epic split

A series of videos were produced, each with a death-defying theme that culminated in the now famous "Epic Split". The brand hired famous movie star, Jean-Claude Van Damme, in a spectacular stunt that involved him standing on the wing-mirrors of two reversing trucks; one foot on each truck. The trucks slowly moved apart until Van Damme was performing the splits.

The ad was visually stunning and, of course, it was intended to show the precision and accuracy of the trucks' steering and handling capability. The ad was a massive success, achieving 72 million views on YouTube – not a bad return for a modest US$2 million marketing budget!

Source: http://www.best-marketing.eu/case-study-volvo-trucks-live-test-series/

The growing importance of social media and opinion leaders on customer choices

Research carried out in the US by top consulting firm Deloitte reported that the influence of digital sales accounted for $1.7 trillion of total sales in 2014 compared to only $0.33 trillion in 2012. Mobile influence on in-store sales jumped to nearly $1.0 trillion from just $0.16 trillion in 2012.

So, why are so many of us turning to our digital devices before making a purchase?

At the heart of the changing consumer behaviour is the need for "uncertainty avoidance" (Hajli, 2013)[18]; reassurance that our decisions are correct. Other reasons include:

- searching for inspiration;
- researching a product, service or brand;
- sharing after-purchase opinions and experiences.

We are turning to online methods, and social media in particular, to validate our decisions. Not surprisingly, we are then heavily influenced by what we find and by those whose opinions we trust.

Social media isn't confined only to general public use; increasing numbers of B2B buyers are turning to the likes of LinkedIn, Facebook and other professional networking sites and researching opinion and thought leader content.

According to research commissioned by communications company Dell[19], 75% of business buyers were influenced by what they read on social media. Over half of all respondents claimed to browse existing conversations on social media as part of their research into a brand, product service or even person.

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18 Hajli, M. (2013), "A Research Framework for Social Commerce Adoption", *Information Management & Computer Security*, Volume 21, Issue 3, pp. 144–154

19 Gilhan, C. (2015), *The role of social media in B2B buyers' decision making* [online]. Retrieved from: www.b2bmarketing. net/en-gb/resources/blog/role-social-media-b2b-buyers-decision-making [Accessed on: 21 November 2017]

✏️ OVER TO YOU

Activity 7: Quick quiz on social media

How many of the following questions can you answer correctly?

1 What is an internet "troll"?

2 How many social media sites can you name?

3 What is the primary purpose of Twitter?

4 Which two social sites are the most popular for sharing images?

5 What is WhatsApp?

6 How many users does the internet have? (a) 10 million (b) 50 billion (c) 3 billion

7 What is the primary purpose of LinkedIn?

You can find some of the answers and more interesting facts at: https://www.brandwatch. com/blog/96-amazing-social-media-statistics-and-facts-for-2016/

Activity 7: Quick quiz on social media

Using public relations to manage bad publicity

There have been some very high-profile cases where brands have faced a crisis and we know how public opinion can spread very quickly to turn a crisis into a disaster. For example, Ford Kugar was criticised for failing to act quickly enough when Reshall Jimmy burnt to death in his 1.6-litre EcoBoost Ford Kuga in the Western Cape[20]. To date, 51 Kugas have caught alight across South Africa. Two more have caught fire in Swaziland and Botswana.

📄 CASE STUDY: UNITED AIRLINES INCIDENT 2017

How CEO Oscar Munoz underestimated the power of public opinion

In 2017 United Airlines security staff physically removed a passenger, Dr David Dao, from flight 3411 from Chicago O'Hare International Airport to Louisville, Kentucky. The flight was overbooked and seats were needed for last minute travel by the airline's cabin crew, but the passenger refused to give up his seat.

Public outrage ensued and the brand's reputation was further damaged by Munoz's delayed apology that was widely felt didn't go far enough to present genuine and sincere regret.

According to PR experts, Munoz should have apologised immediately and unreservedly in order to limit the damage to the brand's reputation. He released a Twitter post that reinforced his apology, but this did nothing to stem the flow of bad publicity as people felt it didn't go far enough and Munoz needed take responsibility for the behaviour of his staff.

Rupert Younger, a PR expert and director of the Oxford University Centre for Corporate Reputation, is quoted as saying that the United Airlines response "looks uncaring and it looks like it's effectively trying to apologise for the incident without really addressing the core issue of how they deal with customers."

Munoz quickly appeared on American television and issued a more heartfelt apology that heard him take full responsibility for the incident and issued a personal apology to Dr Dao.

Source: http://wnep.com/2017/04/13/united-airlines-passenger-pulled-off-flight-files-lawsuit/

This example demonstrates how a brand responded to bad publicity, but many marketers will plan ahead and develop pre-emptive crisis management strategies.

As guardians of the brand, marketers and PR experts should first concentrate on prevention. This refers to the responsibility of PR for influencing corporate culture that we explored earlier. Being prepared will save time and enable PR teams to respond quickly in the event of a PR disaster.

How the brand responds is vital, as we can see from the United Airlines case. Many brands make mistakes, but how they react can be just as powerful as the mistake itself. Consumers will forgive a genuine mistake if it is dealt with in the right way.

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20 Hills, J. (2017), *COMMENT: Time for Ford to do the right thing by the consumer, and quickly* [online]. Retrieved from: www.sowetanlive.co.za/news/2017-02-03-comment-time-for-ford-to-do-the-right-thing-by-the-consumer-and-quickly/ [Accessed on: 21 November 2017]

Crisis preparation is vital and best practice involves:

- having a crisis management plan and updating it at least annually;

- having a designated crisis management team that is properly trained;

- conducting exercises at least annually to test the crisis management plan and team;

- pre-drafting select crisis management messages including content for **dark social** sites and templates for crisis statements – the legal department should review and pre-approve these messages;

- involving PR experts, agencies and senior stakeholders in the process and making representatives part of the crisis management team.

The role and purpose of different types of sponsorship

So far, we have explored the power of social media channels and seen the extent of influence that opinion leaders and thought leaders can have on our purchases decisions. Marketers know that association with the right high-profile people and other brands can have a very positive effect on their own brand's image.

Another form of recruiting influencers is sponsorship and this form of marketing channel has a significant role to play in the IMC campaign.

The principle of sponsorship is that marketers acquire a legitimate right of association to a person, event, venue or brand. This association is intended to be a strategic alliance between the image and perceptions of the sponsoring brand and that of the sponsored entity.

An example of a successful sponsorship is the Olympic Games partnership programme that accounts for 40% of the Games' revenue. To generate this vital investment, the organisers provide brands with the opportunity to support the games at a wide variety of levels; businesses can support both the Winter Olympics and the main event; they can be a major sponsor and receive multimedia coverage or they can choose to support a single event and select only one form of media coverage.

Successful sponsorship captures the imagination of the target audiences, adds value to the sponsoring brand experience and transfers the emotional connection from one brand to another.

The benefits and drawbacks of sponsorship

There are many advantages for brands in building strategic sponsorships and the benefits can be synergistic, meeting the objectives of both parties.

Some of these benefits include:

- enhanced brand image;

- raised brand profile;

- increased brand awareness;

- improved brand equity;

- unique competitive advantage;

- cost and marketing spend efficacy.

📄 CASE STUDY: AN INTEGRATED APPROACH

How an integrated approach boosted sales for iconic watch brand Rolex

The 89th Oscars film awards provided a great opportunity for Rolex to showcase its brand heritage.

The sponsorship agreement gave the brand access to film archives that they used to create a video commercial entitled "Celebrating Cinema". The video shows extracts from famous films where the actors are wearing a Rolex in memorable scenes from titles such as Titanic, The Pink Panther and The Hustler.

As well as the commercial that aired during the Oscars televised show, the brand had access to backstage areas and the sponsorship deal included the Rolex **logo** appearing in strategically placed locations where press and TV cameras would be capturing images of the award contestants and winners.

Whether the brand association was an authentic link with the art and craft of film-making or the opportunity to be seen with the rich and famous remains a debate by many PR experts.

Source: www.forbes.com/sites/elizabethdoerr/2017/02/27/rolex-sponsor-of-the-89th-academy-awards-airs-movie-watch-appearance-montage-during-2017-oscars/

Marketers need to measure the effectiveness of their sponsorship agreements and **media equivalencies** as part of the campaign effectiveness evaluation task. Most marketers measure the outcomes of the sponsorship campaign using:

- the amount of media exposure generated;
- the amount of social media mentions;
- the levels of brand awareness;
- the attitudes towards the brand;
- the response levels to related advertising.

Mostly, these metrics will be gathered from independent qualitative and quantitative research methods such as focus groups, surveys and questionnaires.

But along with the rewards of sponsorship, there can be drawbacks and the sponsorship strategy must be carefully considered for its ability to add value to the IMC mix. There are several examples of sponsorship that have been abruptly cancelled because of potentially negative and damaging associations.

- Oscar Pistorius was dropped by Nike in 2013 after his arrest and subsequent trial for murder.
- In 1993, PepsiCo withdrew its association with music icon Michael Jackson when the *Dangerous* album tour deal was cancelled after allegations of child abuse and drug addiction. This was said to be the biggest sponsorship yet of an entertainer by a company.

Using event marketing to build the brand image

Event marketing (EM) is also known as **experiential marketing**; a term used to describe a special event, exhibition or show that has a specific theme and purpose. For example, many fashion

brands hold a show each season to showcase their latest ranges, consumer goods manufacturers may hold product sampling events online or in stores and organisations often organise trade shows and conferences.

The principle focus of event marketing (EM)

EM is focused on creating consumer experiences that result in a deeper emotional engagement with the brand (Schmitt, 1999)[21]. They provide an opportunity for brands to physically engage their target consumers; to touch, see and immerse themselves in its products or services.

The experiences often involve "sensory, emotional, cognitive, behavioural and relational values that replace functional values" (Schmitt, 1999).

The purpose of EM can be broadly described as:

- engaging consumer with the brand and generate excitement about the product or service;
- generating PR, publicity and content that creates discussion about the brand.

However, it would be wrong to assume that EM is simply a tactical activity designed to generate short-term exposure. Great EM has an important role to play in the IMC strategy and successful events or experiential activities have the ability to drive integration with the other marketing mix elements (Meenaghan and Shipley, 1999)[22].

Supporting the argument that marketers need to take a strategic approach to EM, the EM plan will often be grounded in an analysis of which sense need to be stimulated as part of the campaign.

According to Schmitt, marketers should consider the five strategic experiential modules or SEMs shown in Figure 10.

FEEL events appeals to customers' inner feelings and emotions, with the objective of creating affective experiences that range from mildly positive moods linked to a brand

ACT events target our physical experiences, showing them alternative ways of doing things; alternative lifestyles and interactions

THINK events appeals to the intellect with the objective of creating cognitive, problem-solving experiences that engage customers creatively through surprise, intrigue and provocation

FEEL

THINK

ACT

SENSE

RELATE

SENSORY events appeals to the senses with the objective of creating sensory experiences, through sight, sound, touch, taste and smell

RELATE events contain aspects of SENSE, FEEL, THINK and ACT; they stimulate engagement with the brand through presenting an image that consumers can relate to and aspire to be like

Figure 10: The five strategic experiential modules

21 Schmitt, B. (1999) "Experiential Marketing", *Journal of Marketing Management*, Volume 15, Issue 1–3, pp. 52–68
22 Meenaghan, T. and Shipley, D. (1999), "Media effect in commercial sponsorship", *European Journal of Marketing*, Volume 33, Issue 3–4, p. 328

CASE STUDY: EXPERIENTIAL MARKETING

An example of a great event and experiential marketing campaigns

Red Bull is a brand synonymous with extreme events, including everything from go-carting to paragliding and a Formula 1 racing team. But nothing has gained the company more media coverage than the "Stratos Jump". This involved skydiver, Felix Baumgartner, jumping from a helium balloon in the stratosphere. He passed the speed of sound and broke a 52-year-old record for the highest recorded parachute jump. Eight million people watched the jump live on TV, but the social media coverage spread the story to almost twenty million devices around the world in under two days.

Source: https://econsultancy.com/blog/65230-10-very-cool-examples-of-experiential-marketing

2.4 Direct marketing (DM) methods including sales promotion, personal selling, telemarketing and direct response activities

Direct marketing and the factors involved in planning and implementing DM campaigns

If you have ever received a marketing offer through the post, a telephone call from someone trying to sell you something or have sent off for a product sample by cutting the coupon from a print ad or completing an online form, then you have been involved in direct marketing (DM).

DM is a form of marketing that involves brands talking directly to consumers; it cuts out the other channels of retailer, wholesaler or agent to go straight to the target audience. However, DM is not simply direct mail or a telephone call.

Marketers today have more data, more media channels and more interactive methods of reaching out to their target consumers. Contemporary DM means marketers have the capability to produce personalised marketing messages at scale and can deliver them through a multi-channel method that could include mobile marketing, social media, websites as well as the mailbox and landline telephone.

Methods of direct marketing

DM can (and should) involve consideration of every consumer touchpoint, whether that is a media or a member of the brand's staff. Multi-channel direct marketing tools include:

- traditional postal methods
- telephone marketing (**telemarketing**, telesales and cold-calling)
- mobile marketing: text messaging

- email marketing
- **personal selling** (face-to-face methods)

So, great DM will help drive integration of all components of the marketing mix and the IMC campaign and the choice of media will be driven by the marketing and IMC objectives, as well as regional considerations and budget constraints. For example, different people will consume these channels in different ways depending upon their national or regional culture.

Planning and implementing DM campaigns

The task of planning and implementing global DM campaigns will involve careful research into consumer media preferences, media availability and accessibility. Marketers will also need to consider other barriers such as consumer permissions and resources and, as with most other elements of the marketing strategy, they must co-ordinate efforts with other stakeholders across the business to ensure that increased demand can be met, profitably.

The DM plan will reflect and support the IMC campaign and following a process provides a roadmap for campaign implementation that can be widely shared for a common understanding of the campaign purpose, outcomes, resources and objectives.

This process starts with setting campaign objectives and KPIs before going on to define the target audience and the strategies and tactics that will be most effective in meeting them.

Figure 11: The DM campaign planning process
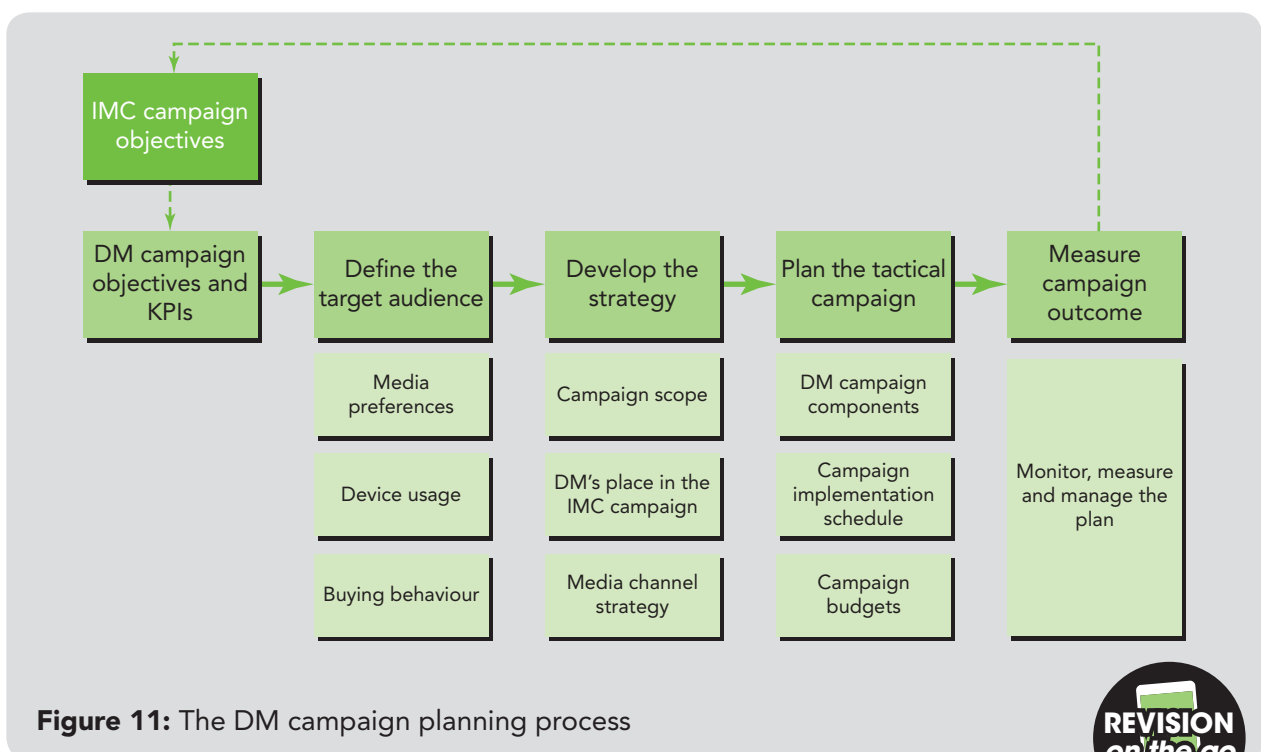
Capturing and maintaining accurate, meaningful and current customer intelligence for generating audience insights

Mistakes and inaccuracies in the data can harm the core purpose of DM, a highly-personalised media that needs to reflect the importance of the relationship between the consumer and the brand. Errors signify to the consumer that the brand can't really care that much.

Marketers take great care to identify and gather robust data to inform the DM campaign plan at every stage; from gathering consumer insights that define the target audiences to supplying media channel performance data to aid media mix choices.

A leading direct marketing consultancy, TMR Direct, has identified a wide-reaching role of data in DM campaigns. Data is needed to:

- assess market attractiveness including size, value and structure;

- divide large consumer segments into smaller, more manageable groups using the consumer demographic and **geo-demographic** data;

- develop contact lists for campaign **activation plan** including names, addresses, phone number and emails, etc.;

- provide scenarios about possible campaign outcomes and performance levels including cost versus ROI;

- indicate benchmarks for campaign evaluation.

Without accurate, timely and relevant data, marketers are forced to use a scattergun approach of sending out their message to many people in the hope of reaching a few that will respond to it.

How brands capture consumer data

DM needs consumers' personal information to ensure that they are targeting the right audience profile; marketers need market and territory data to accurately estimate the size and potential of the opportunity and they need behavioural data to check they are providing the right incentives to consumers to maximise campaign response.

Accurate and relevant data has become a marketing currency; it has a monetary value and is readily bought and sold; the better the data, the higher the price. But not all data needs to be purchased and businesses have large amounts of valuable data that they can gather from internal sources before needing to go to market.

Leading DM marketing agency Baker Goodchild (www.bakergoodchild.com) has identified what they believe are the qualities of effective direct marketing data:

- **Accurate**: data needs to be checked regularly to ensure that it is accurate and keep current.

- **Consistent**: data needs to be provided in a set format to normalise data such as dates, times, names and addresses, etc.

- **De-duplicated**: data needs to be checked to ensure that duplications are regularly extracted, either at the time of gathering the data or by running frequent checks.

- **Legally compliant**: data must comply with the legislation and codes of every country where it will be gathered from and used – this means regular checks to ensure up-to-date knowledge.

- **Permissive**: data must be provided by consumers who have given their permission for their data to be used by the brand and its partners.

- **Secure**: data needs to be protected to ensure that it can't be hacked, altered or tampered with intentionally or unintentionally.

- **Segmented**: data is most valuable when it is segmented into logical sub-groups based on relevant criteria such as age, location, business size and type, etc.

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Activity 8: Accuracy

Think about a time when you received a direct marketing message that had your name or address misspelt or received a brand offer that was completely irrelevant and inappropriate. How did you respond? Did you delete the message or throw away the mail?

Write a fictional tweet (of 140 characters) to the marketing director of that brand, making helpful suggestions for how they could create more accurate and relevant offers.

Regulations affecting permission marketing, data security and face-to-face selling

Global marketing poses a great many challenges for marketers and one of the hardest to manage is the laws and controls that govern direct marketing and personal selling.

The growth of the internet has forced a review of previously straightforward laws and codes and now presents a complex system that differs between countries and media channels. Legislation is also regularly updated, so it isn't enough for marketers to research the regulations once and believe that they will be following the rules.

For example, Table 3 shows laws in a selection of countries around the world.

India	The law in India prevents a brand from sending more than six messages per hour with the same content, from the same sender, to the same number. The Indian government also restrict the time of day that messages can be sent.
China	In China, organisations must have express permission from people to use their email addresses under the 2006 Regulations on Internet Email Services.
Australia	Australia has an opt-out system for telemarketing, but unlike other nations, no restriction is placed on automated dialling services.
Canada	In Canada, it is against the law to send unsolicited emails to personal business addresses, but not to personal business fax numbers.
South Africa	South Africa has taken the opt-out legislation further with the 2013 Protection of Personal Information Act that states a prior relationship between a person and a brand must be proven before it is assumed that the person has opted-in to receiving marketing messages.

Source: www.iapp.org and the Internet Services Providers' Association www.ispa.org.za

Table 3: Laws relating to direct marketing and personal selling

We all have the right to privacy, family life, freedom of choice, freedom of expression and to have our data protected by those that we share it with. Organisations have a responsibility to comply with the legislation that controls direct marketing, but more than this, they have a moral obligation to ensure that ethics are at the heart of their activities when it comes to gathering, using and sharing personal information.

So, marketers need to gain agreement from consumers to use their data and to contact them. This is known as **permission marketing**.

The importance of data security

This obligation extends to keeping data safe once it has been gathered. In many countries, brands need to demonstrate that they have taken adequate measures to protect personal data from theft, loss or damage.

Protecting personal data

Data protection is controlled in many countries by government regulations and legislations. For example, early in 2017, China passed strict new laws that banned the collection and sale of personal information. This was in response to the growing threat of cybercrime.

The Information Commissioner's Office in the UK[23] has highlighted some important considerations for marketers who use database marketing records. For example:

- Personal data processed for any purpose or purposes shall not be kept for longer than is necessary for that purpose or those purposes.

- Personal data shall be processed in accordance with the rights of data subjects.

23 ICO (n.d.), *Data protection principles* [online]. Retrieved from: https://ico.org.uk/for-organisations/guide-to-data-protection/data-protection-principles [Accessed on: 21 November 2017]

- Appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data.

- Personal data shall not be transferred to a country or territory outside the home country unless that country or territory ensures an adequate level of protection for the rights and freedoms of data subjects in relation to the processing of personal data.

Sales promotion in customer relationship management (CRM) strategy

According to marketing expert and leading academic Philip Kotler (2011)[24], sales promotion can be described as any marketing initiative that promotes an increase in sales, usage or product trial.

Sales promotion can be described as a tactical marketing tool designed to capture the attention of the target consumer, engage them with the brand and encourage purchase.

Why companies use sales promotion techniques

The role of sales promotion as part of the IMC mix is usually part of the tactical campaign and will be used to influence:

- **Salespeople**: to sell more by providing them with powerful sales incentives for customers.
- **Consumers**: to buy or use more through tangible promotional rewards.
- **Retail channels**: to increase orders and stock levels to meet increased demand.

Let's examine the sales promotion techniques in more detail to understand the reward structure that many marketers use to meet these revenue challenges of falling sales, increased competitive threat, new product/brand launches and clearing dated stock.

Discounting price to drive sales

Reducing the recommended selling price of a product or service will be used to increase sales volume. This is a great strategy for re-engaging consumers with the product or brand, reducing stock levels (as in end-of-season sales), introducing a new product/brand or combating new or increased competition.

However, this strategy may not result in increased profit because of the almost certain reduction in unit profitability. This is the cost of the promotion in achieving the objectives above. Where the objective is to re-engage previous consumers, or to encourage new consumers to trial the product, the marketer is looking to future sales to provide the returns, in the same way that advertising is to generate future profits.

Discounting techniques include:

- "flash" sales and seasonal sales;
- percentage reduction in recommended retail price;
- buy-one-get-one-free/discounted;
- introductory pricing.

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24 Kotler, P. and Armstrong, G. (2011), *Principles of Marketing. Global Edition.* Essex, Harlow: Pearson, pp. 486–518

Free gift incentives

The promise of a gift can be a persuasive proposition to incentivise product/brand sales. Marketers can use this method to increase consumer loyalty and create positive brand association. Gifting also provides marketers with opportunities to partner with synergistic brands that reflect or enhance their own brand values.

For example, the Santander Bank offer students in many countries a range of free gifts including free rail travel cards; in the UK new mothers receive a range of free baby product samples.

Gifting techniques include:

* points or coupon collection scheme, encouraging repeat purchase;
* spending level conditions, e.g. spending over a certain amount on a product/service to qualify for the gift;
* banded gifts, e.g. special **on-pack promotions** with a gift attached or enclosed;
* gifts for data, e.g. gifts given in exchange for personal data and permission for its use.

Competitions

Games of skill or chance are common sale promotion techniques and can be highly effective methods of engaging consumers with the brand. Like gifting, competitions, for example, winning an aspirational branded holiday, car or TV, can provide marketers with brand building opportunities.

Competitions that involve games of skill require consumers to use their judgement, creativity or knowledge to answer a challenge. For example, a popular competition method is to ask consumers to suggest a name or recipe for a product.

Competitions that involve a game of chance require consumers only to enter a free prize draw, raffle or scratch card promotion.

The laws that control competitions are complex and vary from country to country, but they will involve laws relating to gambling, advertising and promotion codes of practice, and consumer protection legislation. Organisations must be able to provide proof of the competition's validity, fairness and impartiality with regards to the competition winners. For example, the organisation's employees and their families are not able to play the competition games.

Product sampling and experiential methods

Giving away free products or services is a highly effective method for engaging consumers and driving full-price trials. This tactic is most often used to introduce an innovation such as a new product, food flavour or format, a new fragrance, and so on.

Sampling is a great way of helping consumers to reduce the perceived risk in trialling a new product/service. This "try before you buy" approach can be used as much with subscription services as it can with physical products, for example, mobile phone service suppliers who offer free supply for an introductory period or health insurance agencies who offer the first three months' premium-free.

Most marketers will consider sampling when they need to generate instant demand, often combining the tactic with a money-off coupon to incentivise repeat purchase of the full-size product or complete service.

Sampling techniques include:

- giving away product samples in stores, enabling consumer to experience the product immediately;
- banding free samples with other products either in the range or with partner brands;
- banding free samples with magazines or other print media;
- posting free samples or coupons for a free sample using traditional mail services;
- providing instant access to a free online service after signing up to the brand.

The advantages and limitations of direct marketing methods

There are some very valuable benefits of using direct marketing methods, not least of which is their ability to help brands build a deeper relationship with their target consumers. These benefits will be greatly enhanced when marketers ensure that all internal systems, processes and, most importantly, the major stakeholders are aligned and fully informed about the campaign and its objectives.

However, there are some serious considerations and marketers need to carry out a thorough cost-benefit analysis before deciding on the role that DM will play in the IMC campaign.

Advantages of DM methods	Limitations of DM methods
Builds brand loyalty	Inaccuracies impact the brand reputation
Creates consumer dialogue with the brand	Materials wastage in traditional postal methods
Highly measurable; results can be easily tracked	Unsolicited DM can be intrusive if not invited
Highly targeted to specific individuals	Negative perception of "junk mail"
Personalised to enhance consumer engagement	
Timing is controllable	

Table 4: The pros and cons of DM

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Activity 9: Using PR to drive brand engagement

Research and select three pieces of online or offline PR that are clearly intended to build consumer engagement with the brand. Explain if you think they will be effective in achieving the PR objectives and give your reasons why.
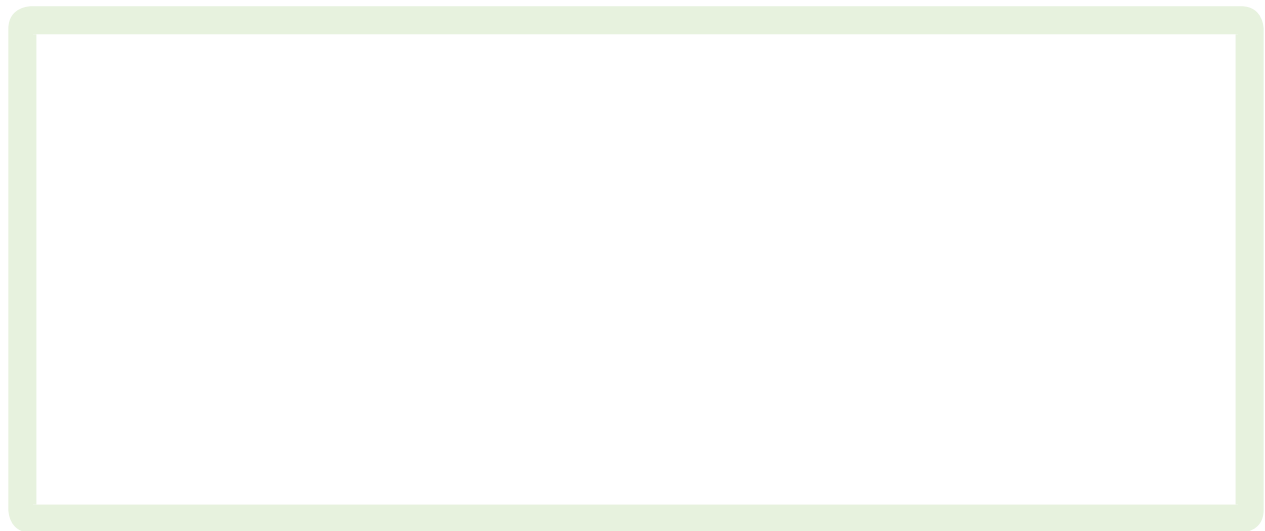
2.5 Corporate and internal communications

When we think about integrated marketing communications, it's easy to consider only the brand-to-consumer channels and to lose sight of the wider audience that organisations need to involve in their communication strategies.

It is important to include employees, stakeholder, communities and suppliers in the organisation's communications so that the organisation presents a seamless brand message that is reinforced in every touchpoint and channel.

This becomes particularly crucial for global organisations which need to maintain a consistent brand image across continents.

✏️ OVER TO YOU

Activity 10: How IMC help recruit the right people for the business

Research and select three online or offline job adverts from well-known brands. Compare these with the selected brands' mainstream advertising and discuss how you think they are sending a consistent brand message.

Corporate and internal communications as part of the IMC strategy

Let's start by differentiating between corporate and internal communications.

- Internal communications involve marketing the brand to its employees. The purpose is to promote the brand value, beliefs and reinforce the organisation's culture so that people have a deeper emotional engagement with it.

- Employees are important ambassadors; they can positively reinforce the brand's image and are a powerful force in helping the organisation to recruit and retain top talent.

- It's the people in the business who deliver customer value and satisfaction; how they feel about the brand they work for has a big influence on their attitude to customer service.

Figure 12: Types of corporate publics
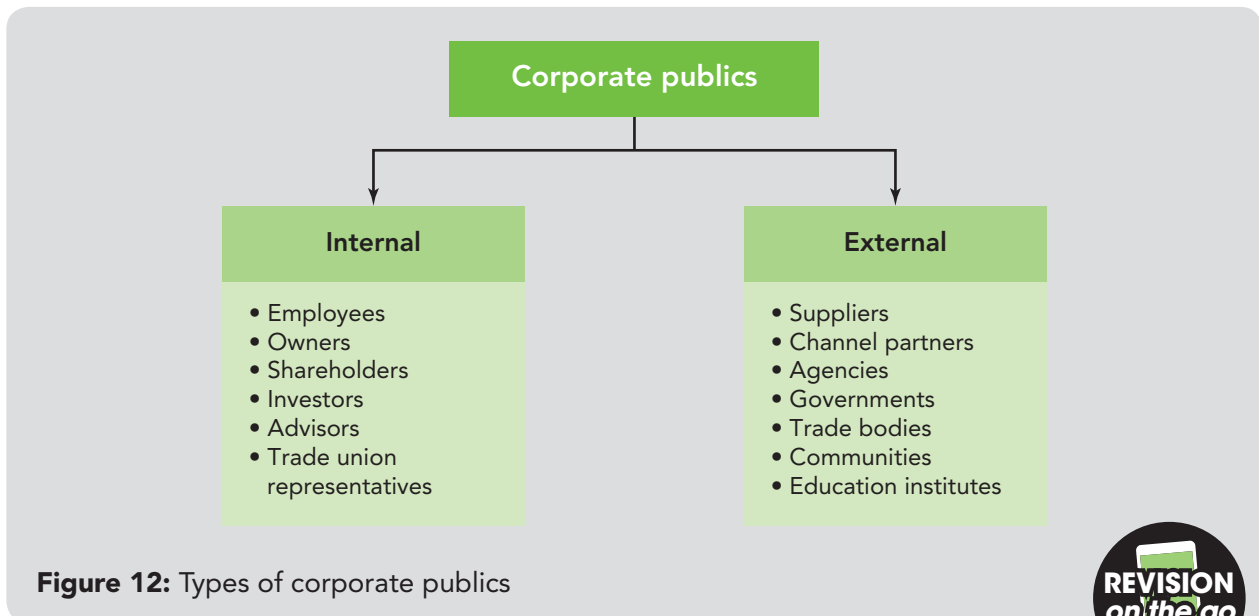
Corporate communications involve marketing to external stakeholders, in addition to consumers and trade buyers. Organisations can have many publics and managing corporate relations is important to maintain a positive reputation with them. For example, trade unions, government departments, local authorities, service providers and suppliers are all bodies that businesses want and need to influence positively and maintain the status quo.

📄 CASE STUDY: BP AND THE DEEPWATER HORIZON DISASTER

Oil giant BP is slowly rebuilding its reputation after causing the worst man-made environmental disaster in history

In 2010 one of BP's deep water oil drilling rigs, the Deepwater Horizon moored in the Gulf of Mexico, was destroyed by an explosion that caused the deaths of eleven people and reportedly injured more than 20 others.

Oil flowed untapped from the remains of the site and it was estimated that more than 15,000 barrels of crude oil was escaping into the sea every day. By the time the well was capped it was thought that over 130 million gallons of oil had been spilled into the ocean.

The impact on the environment was devastating, wiping out sea life and with it local fishing industry. People lost homes and jobs and the company was accused of doing too little, too late to help restore the environment, rebuild the community and replace people's livelihoods.

The cost to BP was thought to be more than $40 billion in compensation, clean-up costs and court fines. But the damage to the organisation's reputation was crippling and the Corporate Communications Team embarked on an extensive campaign involving PR, press, and TV to try to limit the damage and rebuild the brand.

The campaign was intended to show the organisation's contrition for what had happened; it presented the human face of the business by using its own employees and outreach workers as brand ambassadors and it reinforced its commitment for repairing the damage to people and the environment in the region.

The business kept the public informed of everything it was doing to clean up after the spill and this campaign was integrated with internal communications too, helping employees to feel proud of their employer after the embarrassment they felt admitting that they worked for BP.

Source: Guardian News (2010) and Campaign Magazine (2011)

The corporate and internal marketing strategy will be determined by the corporate goals and how the organisation wants to be perceived by its publics. In the case of BP, its marketing now aims to position it as a caring, responsible and committed business that goes to extreme lengths to minimise the impact of its operations on the world's resources.

The overriding objective for the internal and corporate marketing plan is to bridge any gap that exists between how the business is currently thought of by its publics and how it wants to be perceived.

Managing the corporate reputation is high up on most company agendas today because of the growing power of public opinion and our ability to voice our thoughts quickly and widely through digital media. Brands need to be perceived as trustworthy, honest and ethical to avoid serious damage to their brand standing and therefore brand equity.

✎ OVER TO YOU

Activity 11: The importance of communicating with stakeholders

Imagine you are the corporate communications manager for a major brand and you must announce some major restructuring to the business. What would be the purpose of your announcement? Who would you inform first and why? Which internal and external stakeholders are not important?
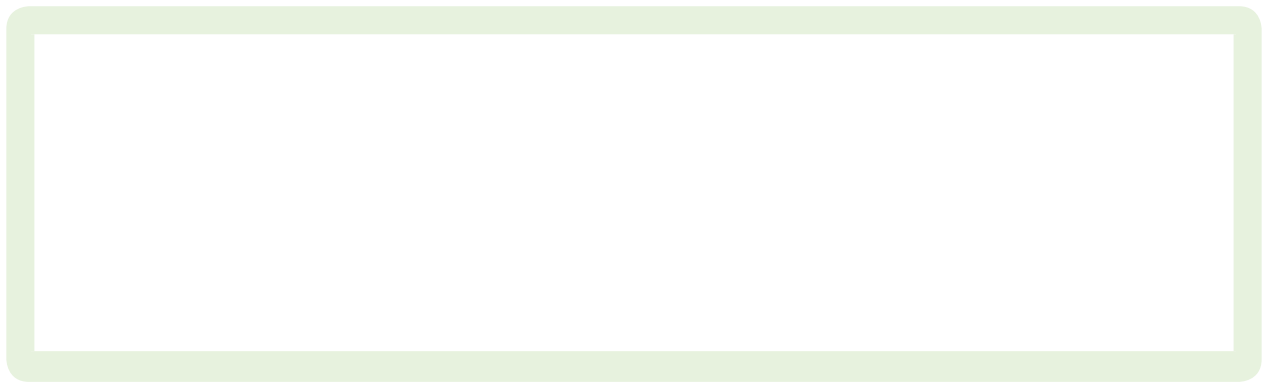
Consistent brand communications for managing corporate reputation

Brands are valuable assets. They have a monetary value that the owners will strive to protect and it is no surprise that Apple, Google and Microsoft top the 2016 list of the world's most valuable brands. Combined they are worth over US $988.6 billion; Apple alone is worth US$154.1 billion[25].

Madhavaram et al. (2005)[26] propose that brand identity strategy and IMC strategy are critical components of the overall brand equity strategy and, as such, we can conclude that the greatest advantage to the organisation is the return on investment that IMC can deliver when it successfully meets the brand equity strategy objectives.

Thinking now about what these brands stand for and how widespread awareness of their corporate logos means that some are instantly recognisable, even without their company name beside them, we can begin to understand how important it is to maintain complete consistency across every touchpoint in every region.

A brand is like a badge that the business wears to tell the world what it stands for, what values it is associated with and its personality. The value of a brand is quantifiable, so ensuring consistency is crucial to maintaining the organisation's image and reputation. And this extends beyond the perceptions of consumer or trade buyer to influence employees, managers and other internal stakeholders.

Consistent brand communication

Consistent brand communication can:

- provide a source of competitive advantage;
- uphold the organisation's reputation;
- demonstrate quality standards;
- deliver cost-efficiencies through widespread recognition without multiple repetitions;
- enhance the attractiveness of the organisation as an employer;
- create a sense of pride for employees;
- ensure a common version of the truth is understood about the brand and its value proposition.

Consistency in brand communications also sends a message for authenticity. When brands do not protect their identities, it becomes easier for others to copy and counterfeit; consumers and trade

25 Badenhausen, K. (2016), *Apple, Google Top The World's Most Valuable Brands Of 2016* [online]. Retrieved from: www.forbes.com/sites/kurtbadenhausen/2016/05/11/the-worlds-most-valuable-brands-/#562577c836ec [Accessed on: 21 November 2017]

26 Madhavaram, S., Badrinarayanan, V. and McDonald, R.E. (2005), "Integrated marketing communication (IMC) and brand identity as critical components of brand equity strategy: A conceptual framework and research propositions", *Journal of Advertising*, Volume 34, Issue 4, pp. 69–80

buyers can be confused by many different versions and inconsistency says a great deal about the values and attitudes of the business relating to quality.

Inconsistencies send a confused message that makes it harder for stakeholders to buy into the brand's culture and, ultimately, it damages the brand's reputation. In fact, research carried out by Fombrun and van Riel (2004)[27] revealed that consistency has a positive correlation with high reputation companies.

📄 CASE STUDY: CONSISTENCY IN BRANDING

Sticking to the story has made Nike the number one sportswear brand in the world

"Just Do It" is one of the most instantly recognisable phrases and arguably the most successful marketing communications messages ever sent by a brand.

It's more than 15 years since footwear giant Nike first published this iconic phrase and it has used it constantly and consistently ever since throughout all its marketing assets.

The result is a global recognition of the brand and its philosophy. When you think that Coca-Cola has changed its brand ethos six times, Reebok 14 times and Microsoft five times over the same period, it becomes clear that consistency pays off.

Nike has built its image on "winning" and is widely perceived as a high-performance brand; it is associated with innovation, achievement, serious sports and determination, and this has been the brand's mantra from its conception in 1971.

Consumers all over the world know Nike by the iconic "swoosh" logo and "Just Do It" **strapline**; they don't need to see them together and they don't need to see the brand name to know instantly who the marketing message is from.

But one study reveals that maintaining a brand's tone-of-voice across continents is one of the hardest challenges for marketers, particularly as new media channels seem to open up almost daily.

Nike has only been able to achieve this through tight quality controls and a centralised marketing function. Everything that comes out of Nike is controlled by the group's global marketing team based in Oregon, North America. It must meet specific brand standards and regional marketing teams have very precise guidelines concerning local adaptations.

These standards are applied to every marketing assets that the brand creates, from advertisements to retail signage, emails to the website. Even the products themselves must display the branding in a specified way.

The result is an aspirational brand that is respected by its customers and suppliers as well as its employees. According to jobseekers' website, Glassdoor.com, 84% of Nike employees would recommend the organisation to a friend.

Source: www.mckinsey.com/industries/retail/our-insights/the-three-cs-of-customer-satisfaction-consistency-consistency-consistency and www.glassdoor.co.uk/Overview/Working-at-NIKE-EI_IE1699.11,15.htm

27 Fombrun, C. J. and van Riel, C.B.M. (2004), *Fame and Fortune. How Successful Companies Build Winning Reputations.* USA: Prentice Hall

2.6 Dynamic interactive media

The role of social, search and other interactive media

From mobile phone apps, to virtual reality, TV programmes to social media, we interact with brands through an increasing range of dynamic digital media. With the touch of a screen or even a voice command, we can shop, play games, watch films and videos, and instantly message our friends and families.

Opportunities for consumer interaction with brands now goes way beyond simple point-and-click capabilities on a website, to include features such as live "Help" messaging that enables the consumer to talk in real time to a member of a customer service team, social media discussions on brand channels and even QR codes on packaging and print ads that when scanned by a mobile phone camera, opens a website, blog or YouTube video.

So, why are marketers becoming increasing excited by the developments in interactive media?

Firstly, being able to start a dialogue with the consumer or trade buyer enables brands to achieve greater emotional engagement with the audience (Mollen and Wilson, 2010)[28].

✏️ OVER TO YOU

Activity 12: How do you like to engage with your favourite brands?

Write an email draft to your favourite brand explaining how you would like them to engage with you. Tell them what you really like and what you need them to do differently.

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28 Mollen, A. and Wilson, H. (2010), "Engagement, telepresence and interactivity in online consumer experience: reconciling scholastic and managerial perspectives", *Journal of Business Research*, Volume 63, Issues 9 -10, pp. 919 -925

Interactive media opens up a two-way dialogue that the consumers and buyers can instantly respond to. Traditional TV commercials, print ads or radio commercials are intended to interrupt us to send a message that the audience may not want to receive.

Secondly, interactive media provides brands with greater opportunities to create greater impact and gain attention. Brands can now use facial recognition technology, touch sensitive materials and even augmented reality to bring their message to life in front of the audience.

Source: adapted from Merries (2016)

Figure 13: Interactive experience pathways for hedonic brands
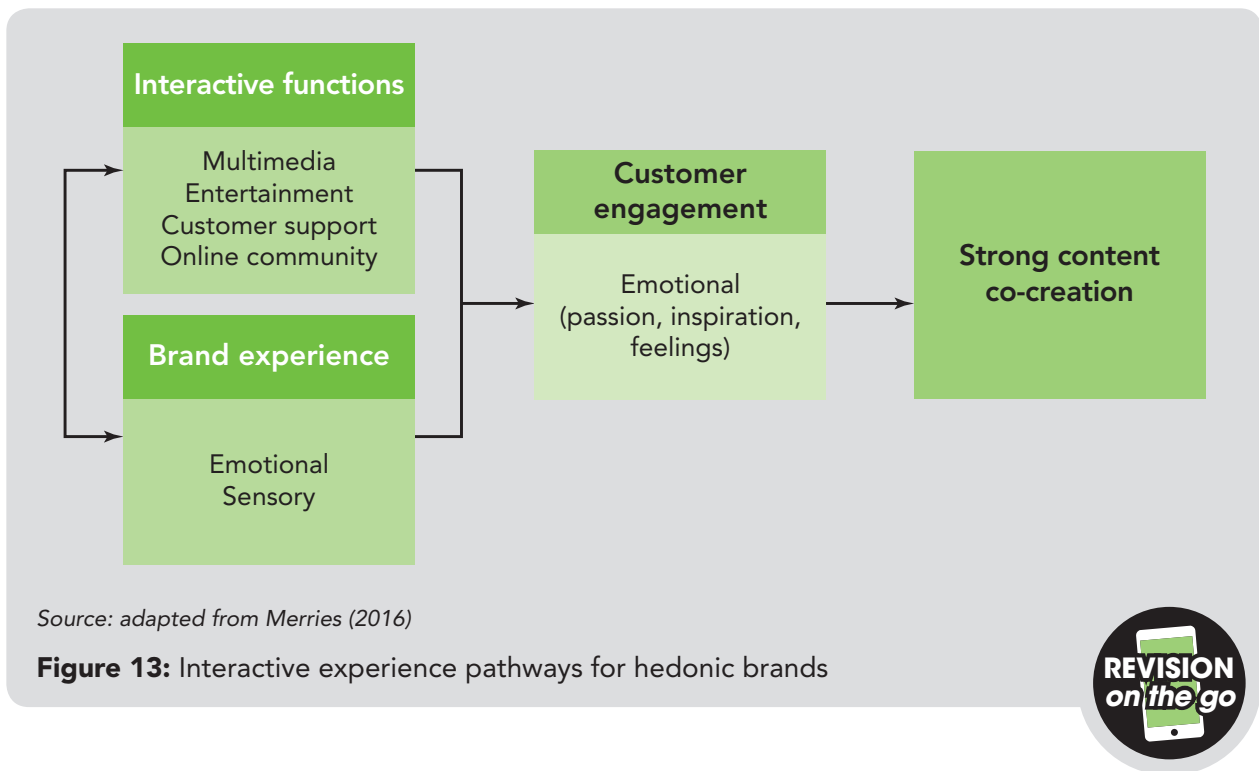
Thirdly, interactive marketing is meant to be shared. The objective for many marketing campaigns is to spread the online discussion and amplify the brand's message through social media.

This means the brand benefits by not having to invest marketing budget in substantial media and production plans and its audience is more likely to join a conversation that isn't perceived as simply another marketing message.

Finally, interactive media is far easier to measure than traditional media. Marketers can now use web analytics to understand audience behaviours; how much time they spend on a web page, how many times a Twitter post is shared, and so on.

You can see how interactive media works in Figure 13; combining the interactive functions and the brand experience to enhance consumer engagement and create user generated content (UGC).

Types of interactive media

Marketers now have the ability to tap into all five of our human senses to engage us with their brands: We use touch screens to perform actions, grocery stores pump the smell of fresh bread around their stores to create shopping ambience, we watch 3D films, we can taste new flavours through food product sampling promotions and we hear ads on the radio.

The scope of interactive media

Interactive media is designed to go beyond these basic senses to alter our emotions (Brakus et al., 2009)[29] and how we feel about a brand. Marketers seek to entertain or inspire their audiences to generate positive perceptions and attitudes.

You can see how marketers use the available media channels in Figure 14; different channels lend themselves to different interaction. For example, mobile marketing can be used to send updates, offers and promotions, whereas content marketing is best used for story-telling and encouraging UGC.

Interactive media channel	Interactive element
• Mobile marketing • Content marketing • Search engine marketing (SEM) • Display advertising • Social media marketing (SMM) • Email marketing • Experiential marketing	• Discussion • Reviews • Apps • Gamification • Geo-location • Apps and widgets • Video • Transactions
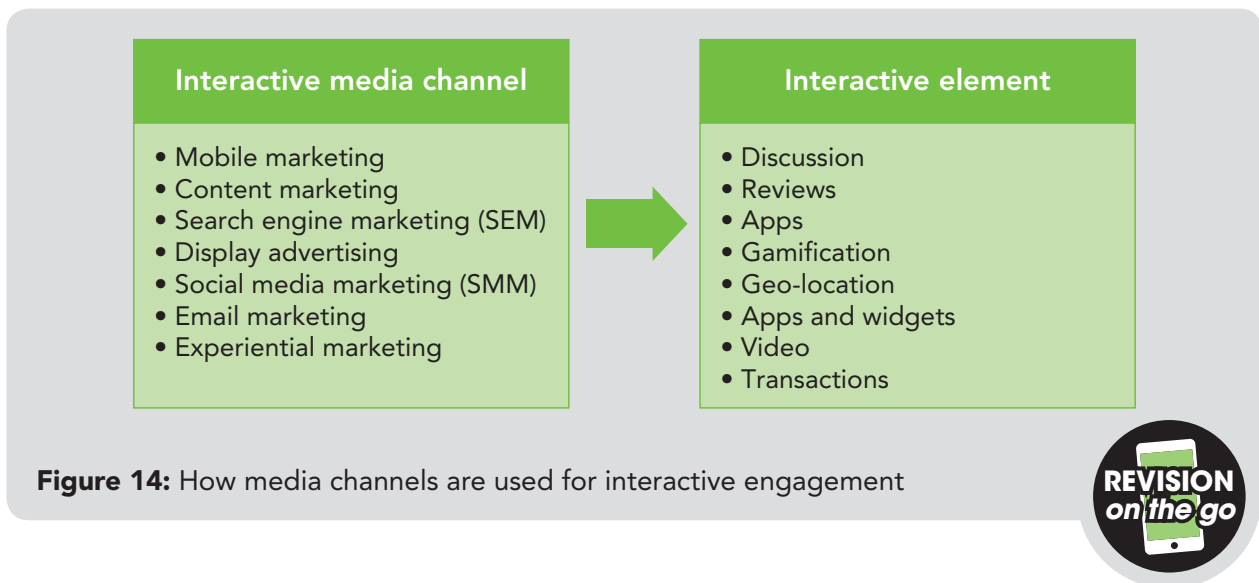
Figure 14: How media channels are used for interactive engagement

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Developing interactive strategies that protect and enhance the brand's reputation

With so many interactive media channels and pathways available, it would be easy for marketers to lose sight of the overarching IMC strategy or to underestimate the power of these media to drive opinion. It is important for marketers to think about why interactive marketing is needed and what its role is in the IMC campaign. Once marketers have a clear vision of its goals and purpose, then they can begin to select the right channels and strategies to meet those objectives.

For example, if marketers need to increase brand loyalty, they might include eMarketing methods of a money-off coupon in the form of a mobile SMS message; personalising the offer and driving the customer back to the website or store to make a further purchase.

Social media in particular needs to be carefully planned for a purpose; channels such as Facebook, Twitter, Tumblr and so on, can quickly spread the marketing message, but their brand ethos must be aligned with the advertised brand values.

In conclusion, we can see that most interactive and experiential marketing campaigns are developed with the specific objective of creating conversion through inspirational or entertaining interactions with the target audience.

Brands want their customers to talk to others; to share their experiences, reviews and opinions, but in doing so, marketers need to be mindful of how that dialogue is supporting the brand values and overarching marketing objectives.

29 Brakus, J., Schmitt, B.H. and Zarantonello, L. (2009), "Brand Experience: What Is It? How Is It Measured? Does It Affect Loyalty?" *Journal of Marketing*, Volume 73, Issue 3, pp. 52–68

✏️ OVER TO YOU

Activity 13: Putting it all together

Thinking about the media channels and their individual strengths and weaknesses, can you answer these questions?

1 What kind of marketing method is a pop-event?

2 What is the key strength of social media marketing?

3 Why would you use advertising to launch a product?

📄 CASE STUDY: IBM REINVENTS ITS IMC APPROACH

In recent years, IBM has been using a new customer-focused structure for the IMC department which is responsible for all marketing communications. This has resulted in improved communications and learning.

Marketing Communications departments are usually structured as per marcoms discipline (e.g. direct, advertising, PR, etc.), with each group collaborating with specialist marketing agencies. From IBM's experience, they have learned that having a team of specialist agencies employed should lead to increased partnership and collaboration between the agencies.

IBM's UK and Northern Region marketing communication structure built on its global IMC function, which pulls together the communications efforts of its different product divisions. From a customer's point of view, this structure is the second main level of the organisation, the first being the product lines.

By further focusing on groups of customers and co-ordinating both the communications and product offerings to these customers, IBM is taking a significant step towards being truly customer focused. This represents a new model of best practice, and establishes IBM as a thought leader within the marketing world.

Source: www.campaignlive.co.uk/article/case-study-ibm-new-model-imc/996059#1WCSi2gqs6R4JuhC.99

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Summary

Marketers have a huge choice of media channels and touchpoints to consider in the IMC mix and it isn't always clear how they can work together for best effect. But when IMC campaigns have clear objectives, KPIs and outcomes, it becomes much easier to plan the right strategy. In this chapter, we have explored some of the methods that marketers use to drive brand engagement and we have considered the importance of including all stakeholders in our thinking; from employees to consumers; shareholders to the local community.

So, the overriding aim is to select the right media to send the right message to the right audience, using the best method to achieve the objectives.

The Role of IMC in Building, Positioning and Differentiating Brands

Introduction

In the previous chapter, we explored the media channels that go to make up the IMC media mix and we discussed the need for marketers to take a strategic approach to planning and executing IMC campaigns that can achieve the overarching marketing objectives and reinforce the brand, its position and its values.

In this chapter, we will look further at brand marketing, targeting and positioning and how marketers seek to understand their target customers so that they can accurately align all the marketing mix elements, including the power of the brand.

Learning outcome

On completing the chapter, you will be able to:

3   Discuss the role of IMC in building, positioning and differentiating brands

Assessment criteria

3   Discuss the role of IMC in building, positioning and differentiating brands

> 3.1   Demonstrate the ability to apply the principles of brand marketing
>
> 3.2   Discuss customer behaviour and the customer journey
>
> 3.3   Explain how IMC can be used to position the brand in different markets and sectors
>
> 3.4   Discuss the influence of different online and offline media channels on the brand's positioning

3.1 Applying the principles of brand marketing

Effective market communications plans are founded on a clearly defined vision and goals for the brand, and IMC is a critical success factor in positioning brands in the minds of the target consumer.

In competitive and saturated markets, it is vital that organisations identify the most attractive space in the market that they can occupy and then are able to position their brands based on a unique and **differentiated marketing** proposition.

We have explored some aspects of the meaning of the brand and we know that it has a tangible commercial value, as well as the power to influence our choice of product or service. So now let's investigate how marketers create that value and communicate it to the target customer.

Types of branding

Branding can take many forms and, for some multi-product/service organisations, there will be a specific brand architecture.

- **Corporate branding**: this is the overall parent company brand, e.g. Coca-Cola.
- **Umbrella branding (or family branding)**: this refers to different products in the same class, e.g. Walkers Crisps or McVities biscuits produced by United Biscuits.
- **Product branding**: this is the brand given to an individual product or service. For example, Sony manufactures a range of mobile phones and each model is given its own brand, e.g. Xperia.
- **Private branding (or own brand)**: this relates to a retailer's brand applied to products and services that compete with these other brands, e.g. Amazon has its own brand of household goods called Amazon Basics.

The power of the brand

There is no doubt that brands have the ability to influence our behaviour; we prefer some, reject others, and might tolerate a substitute when our first choice isn't available. But the power of a brand goes beyond this impact on our purchase decision behaviour to affect our emotions: how we think and feel about ourselves and the world around us.

Marketers know that our relationships with brands are complex and unpredictable; we have an emotional attachment to our favourites and we identify with their values and what they stand for. We wear our chosen brands as labels to show people our self-image and how we want them to think of us.
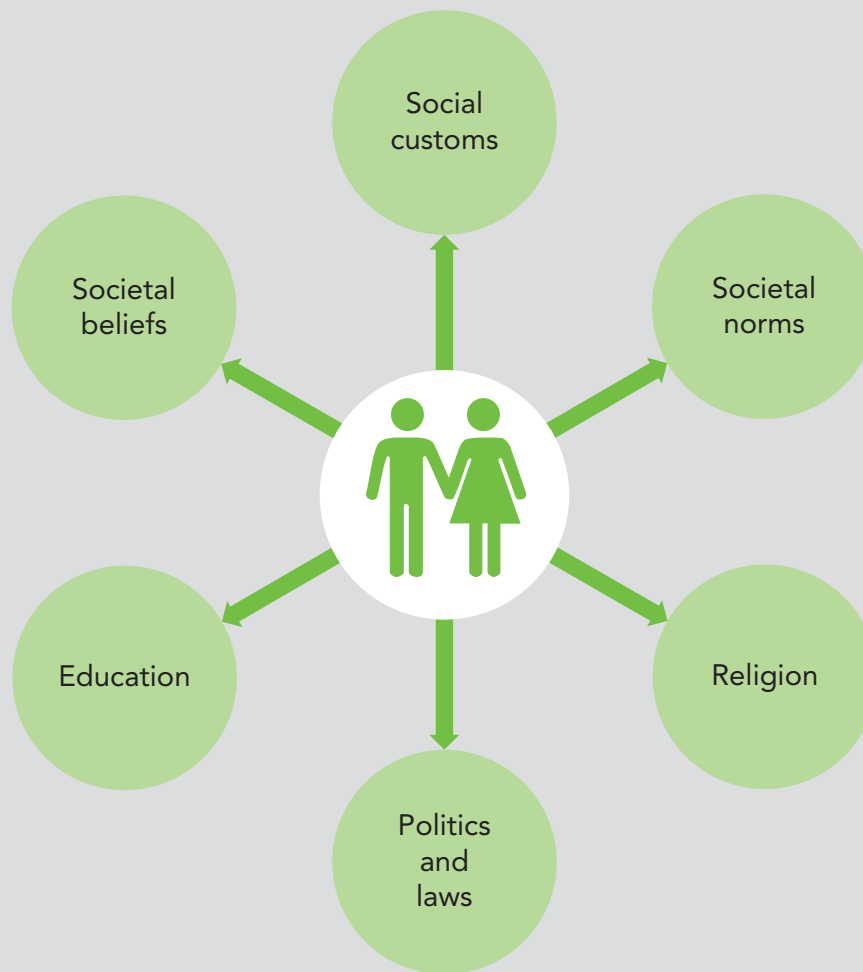
Source: adapted from Abrahams (1997)

Figure 1: Components of societal culture

Learn more: http://open.lib.umn.edu/sociology/chapter/3-2-the-elements-of-culture/

For example, we might select a brand of clothing because it is associated with being young, fashionable and smart, or we might wear a brand of watch that tells the world we're affluent, successful and cultured.

However, these preferences and our own self-image are situational, influenced by external factors, different peer groups and societies. For example, the way we dress, how we behave and how we see ourselves may be very different at a firm's festive party than at a close friend's birthday party. Also, our own culture and societal norms plays a significant part in our brand choices.

Figure 1 illustrates some of the key internal factors that go to make up how we see ourselves. Our levels of self-esteem and personal identity are heavily influenced by our life experiences, our levels of achievement, how others respond to us, our personal expectations and ambitions.

Consider these factors with those of our own societies and external situations, and it becomes clear why we are who we are.

The components of a brand

Brands consist of:

- **Brand equity**: this involves what we know about a brand and how we behave toward it.

- **Brand identity**: this is our experience of the brand; how we feel about its image, culture and how we interact with it.

- **Brand positioning**: this is the position that the brand holds in the minds of the customer. It explains how we think about it and the place it plays in our lives.
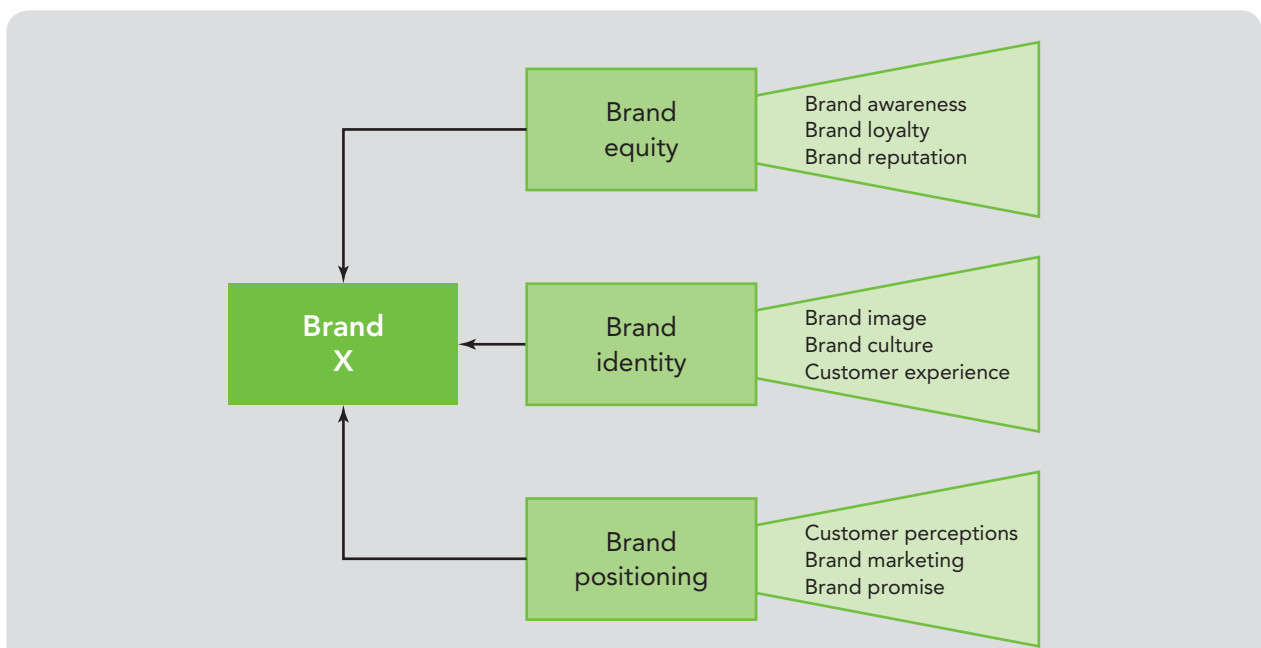
Source: adapted from Stec (2015)

Figure 2: The components of a brand

Learn more: https://blog.hubspot.com/blog/tabid/6307/bid/31739/7-components-that-comprise-a-comprehensive-brand-strategy.aspx

📄 CASE STUDY: WHAT WE THINK ABOUT A BRAND

Brand statements

The perception we have about a brand can be the result of years of work by marketers who constantly define and refine the value proposition to achieve the brand objective, or it can be accidental. Take the world-famous Levi jeans brand for example; it started life as functional workwear for men, associated with manual labour.

Today it is synonymous with relaxed, casual fashion with almost universal appeal for those who identify with the cool "American Cowboy" persona.

Many brands will make an explicit statement about what they want to be famous for and will reinforce their desired image with a brand statement.

For example:

- MasterCard: "There are some things money can't buy. For everything else, there's MasterCard." The brand wants us to perceive it as a super-hero, making anything possible.

- Apple: "Think Different." This iconic brand's perception is firmly rooted in cutting-edge technology and innovation, making it the **early adopter's** must-have brand.

- BMW: "The Ultimate Driving Machine". BMW want us to believe that it is a high-performance, thrilling and aspirational car brand.

Creating a brand personality

The aim for marketers in creating the brand personality – a character and the human face of the brand – is to encourage customers to develop a strong relationship with it. We all know how hard it is to feel fondness for an organisation we perceive as faceless and with no brand personality. So, marketers strive to create a brand persona with well-defined human and emotional characteristics that the target customer can identify with.

For example, we may perceive a brand as being kind and warm; a close friend such as Nestlé. Or we might believe a brand is knowledgeable, caring and educated; a trusted advisor such as Goodlife Pharmacies.

Our relationships with a brand

Our association with a brand can be just as complex as it is with a person and, according to De Chernatony et al. (2010)[30], the many different relationships that we have mirror those of human feelings:

- **Committed partnership**: a voluntary, long-term association with a loved and trusted brand.

- **Marriage of convenience**: a least-worst option. For instance, shopping at a grocery store only because it is close by or on our way home.

- **Forced friendship**: a brand we are forced to buy because there are no suitable alternatives. These are monopoly brands such as an energy company or internet provider.

- **Exciting courtship**: the start of the relationship with a brand when it seeks to encourage customer preference and loyalty. For example, when we are offered an incentive or reward for trialling the brand.

- **Secret affair**: a brand we buy even though we may feel guilty or embarrassed about it. For example, maybe we hide the Simba potato chips when we want people to believe we are mature and sophisticated.

> ❝ *The best brands are built on great stories.* ❞
>
> *Ian Rowden, Chief Marketing Officer, Virgin Group*[31]

30 De Chernatony, L., Drury, S. and Segal-Horn, S. (2005), "Using triangulation to assess and identify successful services brands", *Service Industries Journal*, Volume 25, Issue 1, pp. 42–54

31 Brand Matters (2015), *Brand stories that really connect* [online]. Retrieved from: https://brandmatters.com.au/blog/brand-stories-that-really-connect [Accessed on: 21 November 2017]

How marketers develop the brand relationship

Marketers use storytelling in their efforts to achieve a person-to-person relationship and encourage emotional engagement with an organisation. Telling the "brand story" involves describing its roots and heritage, its beliefs and values, and what the brand stands for. It goes beyond marketing copy and the drive for content to articulate the meanings, feelings and personality; painting a complete pen portrait of the brand's personality.

✎ OVER TO YOU

Activity 1: Your favourite brand

Think about the relationship we have with brands, some we love and some we hate, but which ones couldn't you live without?

Select your top three favourite brands and write a reflective blog about the relationship you have with them.

- **Are you in the "exciting courtship" or are you in a "committed partnership" relationship?**
- **What do they mean to you?**
- **Describe their personalities and how they fit with your lifestyle.**

📄 CASE STUDY: A BRAND ON A MISSION TO STOP WORLD POVERTY

TOMS® story

In 2006 Blake Mycoskie, a serial entrepreneur, was travelling around Argentina taking some time off and wanting to immerse himself in the rich South American country's culture. He ate the local food dishes, visited the local sights and even wore the local shoes, *alpargata*; these versatile soft canvas shoes are worn by almost everyone, almost everywhere.

At the same time as experiencing the positive aspects of this colourful society, Blake also witnessed the hardships that some families were living under. Many poorer families couldn't afford to buy *alpargata* for their children and, without shoes, they weren't allowed to go to school.

Blake launched TOMS – a shoe business with a difference. For every pair of TOMS sold, the business would give a pair of shoes to a child in need. This one-for-one model has developed into a multi-million-dollar business that today gives shoes to children in over 70 different countries.

Growing a social movement

And the organisation has expanded the one-for-one principle to help people with the gift of sight, giving prescription glasses, healthcare and sight-saving surgery. The latest ventures include giving communities clean water through the purchase of a new range of coffees and childbirth initiatives funded by selling a range of handbags, rucksacks and satchels.

What started as a bright idea has grown to become a social movement that helps raise awareness of the impacts of extreme poverty around the world.

The brand's backstory is authentic, compelling and highly engaging. The website hosts images of the organisation's founder so that consumers feel a connection with the person behind the brand, as well as displaying positive imagery of some of the societies that TOMS has helped. This fosters the feeling that the brand is "doing good" rather than playing on people's guilt when they see distressing images of people in dire need – a strategy used by many charities.

The TOMS brand story is widely publicised and is part of the fabric of the business so that everyone understands what the brand stands for and why it is more than a simple shoe retailer.

Source: http://www.toms.com/about-toms

The brand's personality and ethos is an important part of the IMC strategy and forms the foundation of the marketing message, imagery and even media channel choice.
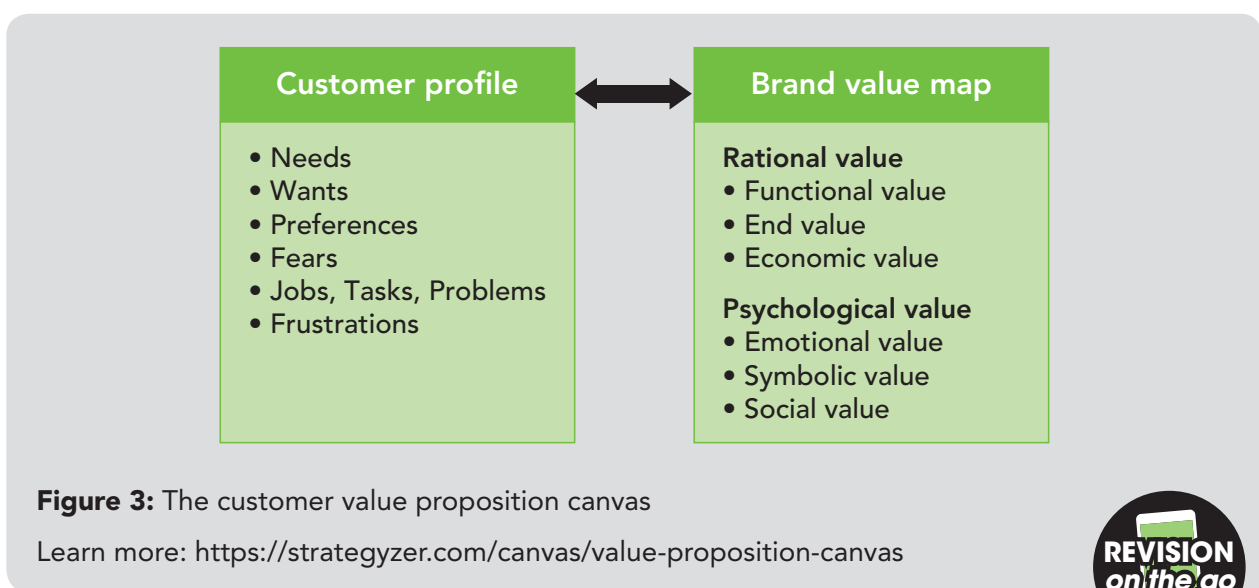
Communicating the brand personality

Sending consistent, clear and single-minded messages about the brand helps customers to make sense of it, to decide if it is "my kind of brand" and to decide what kind of relationship they want with it.

These are important features of the brand's customer value proposition; the rationale behind the value that the brand creates for its target customers. Computer giant Apple has developed a simple but powerful value proposition (VP) for its new MacBook: "Light. Years ahead." It is amusing and confident, supporting the brand's personality whilst communicating the core benefit of being a revolutionary lightweight and technically advanced tablet.

It is the brand's VP that articulates its point-of-difference – the competitive advantage it has over other brands – and tells customers why it should have a faithful and ensuing relationship with it. Developing the customer value proposition involves gathering customer insights to understand what problems they are trying to solve, their wants and needs in relation to the product/service, and their frustrations with the current solution.

Marketers then develop the products/services with the right mix of functional and emotional benefits that are accurately aligned to the consumer profile. You can see an illustration of this concept in practice in Figure 3 below. The closer the alignment between the two, the more the customer will perceive brand value.

Customer profile	Brand value map
• Needs • Wants • Preferences • Fears • Jobs, Tasks, Problems • Frustrations	**Rational value** • Functional value • End value • Economic value **Psychological value** • Emotional value • Symbolic value • Social value

Figure 3: The customer value proposition canvas

Learn more: https://strategyzer.com/canvas/value-proposition-canvas

REVISION on the go

Generating value for the business

It is widely believed that a strong brand name enables an organisation to charge a higher price for its products/services and there is much evidence to support this when we consider some of the highest luxury brand names such as Chanel, Burberry, Louis Vuitton, etc. and the premium price that their products command.

But how do businesses calculate the true value of a brand? Well, there are a plethora of theories, concepts and approaches to achieve a monetary calculation of brand value, so it is helpful to consider the industry standard set out by the International Organisation for Standardisation (ISO) as being the benchmark for best practice.

Calculating the value of a brand

The ISO sets out three core methods of valuing a brand:

1 The cost-based approach	This approach measures the levels of investments made in creating and developing the brand involving the costs of protecting it and measuring its levels of strength and awareness. This approach relies on accurate and timely data to be completely effective.
2 The market-based approach	This approach measures the value of the brand compared to its direct competitor products/services. If a brand is commanding a higher price than comparable alternatives then the organisation can calculate the value added by the brand name.
3 The income-based approach	This approach measures the lifetime value of a brand in terms of its ability to generate cash flow and profit. A brand can generate a volume and value premium and businesses calculate the value of additional volume driven by a strong brand name.

Source: https://www.iso.org/obp/ui/#iso:std:iso:10668:ed-1:v1:en

Table 1: Three core methods of valuing a brand

REVISION on the go

3.2 Customer behaviour and the customer journey

Building on our knowledge of how customers interact with brands by exploring their expectations and behaviours in more depth enables us to better understand how they impact on the planning and implementation of IMC campaigns that can meet the marketing and corporate objectives.

We all like to think of ourselves as individuals; unique personalities able to make decisions and choices. We are also all unique, but marketers must find meaningful methods of grouping customers together for their campaigns to make economic sense. So, they try to identify specific characteristics and attributes that are shared by a significant number of customers.

The basis on which marketers group customers together is complex and rarely does it involve a single factor such as age, gender or location. To be really a really powerful tool, customer segmentation has to be a mix of physical and psychological features that help to predict likely preferences and behaviours.

📄 CASE STUDY: HOW GILLETTE TURNED MEN INTO GENTLEMEN

Transforming men's shaving habits

Gillette is a highly successful brand in the portfolio of toiletries and household products giant, Proctor and Gamble. The brand transformed men's shaving habits when they launched the first safety razor in 1904.

Since then, the business has sold tens-of-millions of shaving products, from razor blades to shaving foam; aftershave to moisturising lotion. Gillette is the undisputed shaving market leader in many countries (e.g. the UK) and is synonymous with a clean-shaven, yet rugged, masculine look.

But fashions change and this sharp, smooth image fell out of favour to be replaced by a more casual and creative appearance involving sculptured facial hair. To meet the changing needs and demands of its target customer segment, Gillette launched the Fusion ProGlide Styler; a shaver that could trim and edge beards and moustaches to achieve the latest fashion styles.

Movember

In addition, the brand created a campaign in support of facial hair and collaborated with an initiative known as "Movember" that encourages clean-shaven men in countries around the world to be sponsored to grow beards, moustaches or both, raising money for research into male physical and mental health issues.

The brand's IMC campaign featured a vintage barbershop and gentlemen's club houses, communicated through press and poster advertising and widespread social media coverage, PR and point of sale materials.

The campaign delivered a 6.5% increase in market share for the brand and over $30 million in aid for the Movember charity.

This example illustrates how brands can focus the entire marketing mix on a specific target customer group – in this case young, urban fashion-conscious men wanting to achieve the latest look. Gillette has created new products and marketing approaches through relevant collaboration with a highly relevant cause.

Source: https://www.marketingsociety.com/sites/default/files/thelibrary/Gillette%20Turning%20Men%20into%20Gentlemen%20-%20Public.pdf

The principles of customer segmentation and how organisations select customer groups

There is no single best way to segment a market or customer group; how marketers choose to approach the task will be based on their individual marketing strategies and objectives. But there are some fundamental characteristics that are helpful in finding valuable clusters with meaningful similarities. Let's start by defining the criteria that a group – whether that is of consumers, geographic regions or trade buyers – need to meet before it can be considered as a valuable segment:

- It must be **measurable**: quantifiable in terms of potential volume and value.

- It must be **homogenous**: Specific and valuable commonalities that the group shares in terms of needs, wants and preferences. This is the core segmentation concept.

- It must be **heterogeneous**: The characteristic on which the group is being segmented must be a clear and genuine point-of-difference; something that sets them apart from other groups such as age, gender or even weight.

- It must be **substantial**: So that it represents a significant opportunity in terms of sales and profitability.

- It must be **accessible**: The harder it is to reach a particular group, the more marketing investment it is likely to need. Marketers have to calculate the cost–benefit of spending time and budget on a hard-to-reach segment.

✏ OVER TO YOU

Activity 2: Not all music makes us sing: segmenting consumers by opinions and preferences

Imagine you are the marketing manager for a major music venue based in your country's capital city. You have just been handed the bookings for the next 12 months and they include the following artists:

- Beyoncé Queen Bee Concert
- Royal Opera Company's performance of La Boehme by Puccini
- The Rolling Stones On Fire Tour

Who would be the ideal target concert-goers?

How would you define the segments and what would be the basis of your augmentation strategy?

Write some notes to discuss with others in your group and compare your approach with theirs.

Carving up the market

Marketers know that not everyone in a target market will be a viable segment, so marketers need to find ways of measuring the size of the opportunity.

One of the most commonly used models that enables marketers to analyse market potential is the PAM, TAM, SAM and SOM acronyms.

- **PAM**: the size of the entire market, e.g. the market for computer processors.

- **TAM**: the value of the market in the firm's reach or geographic area, e.g. the market for computer processors in Europe and North America.

- **SAM**: the proportion of the market that has the means and the need to buy the product or service, e.g. the market that can afford the computer processor and need the particular type the firm manufactures.

- **SOM**: the serviceable and obtainable market. That is the customer that the business can afford to service, e.g., if the firm making computer processors is only able to produce 10 per month then their market is limited by production capability.

Source: adapted from https://www.linkedin.com/pulse/understanding-using-tam-sam-som-michael-douglas
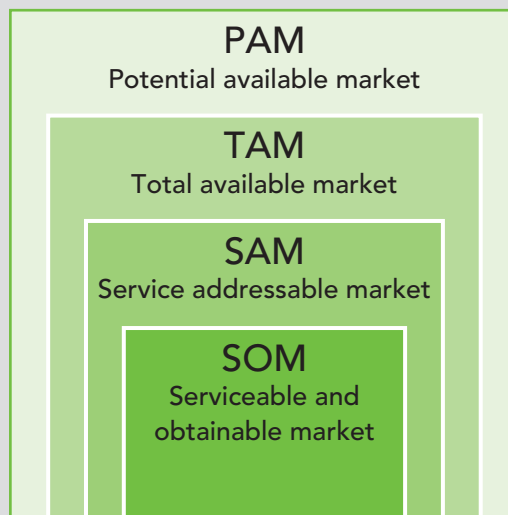
Figure 4: PAM, TAM, SAM and SOM

Principles of segmenting consumer and industrial groups

Segmenting consumer markets

Marketers use a mix of physical attributes and psychological characteristics to help define the ideal target consumer groups. You can see some of the variables in Table 1 below.

Segmentation base	Type of factors
Physical attributes	
Demographics	Age, gender, family structure, marital status, income, occupation, education, religion and nationality
Geographic	Continent, country, region, city and town
	Climate, population, language, political structure and economic status
Psychological characteristics	
Psychographic	Socio-economic status, values, attitudes, beliefs, lifestyle and personality

Source: adapted from Armstrong et al. (2015)

Table 2: Bases for consumer segmentation

Learn more: http://www.segmentationstudyguide.com/segmentation-bases/choice-of-segmentation-bases/

Segmenting business markets

The principles of segmenting business and consumer markets are largely the same. They both require a meaningful point-of-difference and share the same approach to the variables we explored in Table 1.

While this is a common approach, business markets do require other considerations such as structure, operating environment, business model, purchasing processes and the personal characteristics of the buyers.

So, marketers construct segments based on firmographics; physical and psychological characteristics applied to organisations that you can see explained in Table 3.

Segmentation base	Type of factors
Physical attributes	
Firmographics	Company age, size by revenue, number of people employed and profitability
	Products, services and market sectors serviced
	Buying and decision-making processes, and buying and decision-making team structure

Geographic	Continent, country, region, city and town
	Climate, population, language, political structure, economic status and international trade relationships
Psychological characteristics	
Psychographic	Attitude to risk, corporate culture, leadership style, vision, mission and ambition
Behavioural	Purchase occasion, benefits sought, loyalty, purchase intention stage, purchase habits, purchase decision process, price sensitivity, delivery and quality needs

Table 3: Segmentation bases and factors

REVISION on the go

✏ OVER TO YOU

Activity 3: Which segment are you?

Develop a pen portrait (a written description that paints a verbal picture of yourself) using the basis of segmentation. This should include information about:

- **your demographic profile;**
- **your geography;**
- **psychographics, including what you think is your personality type, values and beliefs;**
- **behaviour, including your shopping habits, device preferences and media consumption.**

Now, review your portrait with a friend or family member to see if they agree with your answers.
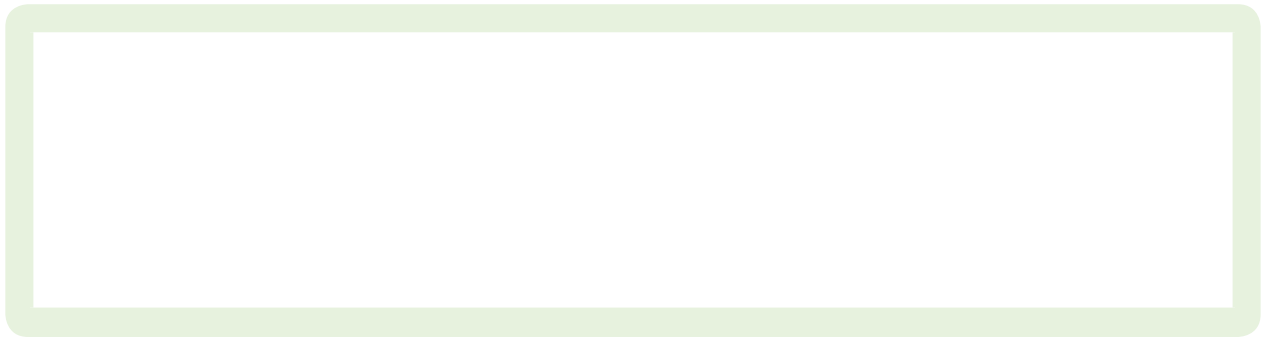
There are many similarities between the bases of consumer and business **market segmentation**; however, marketers understand the context of business markets. For example, they tend to be much smaller than consumer markets, relationships can be deeper and longer-lasting in business segments, and the buying process can involve one person or a whole team of people.

How organisations select the most valuable customer segments

Most businesses will carry out research to scope the customer segment opportunities and evaluate them on the criteria that we explored above. The selection of target groups will also depend on some internal and external factors. For example:

- **Growth rate**: is the segment mature, growing or in decline?
- **Competitive intensity**: is the segment already saturated by competitive brands or is there still room for differentiation?
- **Corporate capability**: does the organisation have the financial and human resources needed to target the segment, and does it have the knowledge, skills and expertise required?
- **Corporate strategy**: does the target segment "fit" the strategic aims and objectives of the business?

Customer segmentation and the IMC campaign

Segmenting consumers and buyers is an important part of the strategic marketing planning process because it enables marketers to develop the right media channel plan to reach the audience, create marketing messages that will resonate with a specific group and help to drive brand preference through association with a particular group.

The customer decision-making process

Marketers constantly look for the right media touchpoints and occasions when a customer is going through the process of making a purchase decision. The objective is for the brand to be in front of the customer at every point during that process.

They know that we all go through a similar process, but that we may take a different approach based on who we are and where we live. For example, some customers are more adventurous and impulsive than others; these are the risk takers and **early adopters** of new technologies, products and services. Others may be more cautious and carry out extensive research into different brands and product types.

Our culture also influences how we make purchase decisions; that is our shared beliefs values, traditions and attitudes. For instance, in many societies, it is common to celebrate religious events and festivals such as Christmas, Diwali and Ramadan, and marketers need to understand the associated customer behaviours such as eating certain foods or buying particular gifts.

📄 CASE STUDY: ONE-SIZE BISCUITS DON'T FIT ALL

A comparison of different customer behaviour in different cultures

Unlimited Biscuits Inc. is a large, international snack manufacturer based just outside Paris, France. It produces a range of sweet biscuits and savoury snacks that are sold in major retailers in most markets around the world.

The brand is most famous for its milk chocolate-covered finger biscuits with sales highest in the UK and the USA. However, they have a wide range of segmentation strategies, needed to reflect the differing tastes and cultures in different markets.

For example:

- In the Netherlands, the primary target consumer is parents. Traditionally, Dutch adults don't eat sweet biscuits; this is a treat associated with young children.
- In China, the primary targets are adults buying this type of confectionery as a gift for other adults. High-quality chocolate products are seen as indulgent, a luxury treat, not normally consumed as an everyday item.
- In the UK, the brand targets older adults, predominantly women and parents with young children. They are ideal snack-size treats, but they do not have wide appeal to younger urban adults who are increasingly concerned with health and wellness and are more likely to reject biscuits because they are seen as high in fats and salts.
- In Germany and Austria, this type of treat is perceived as occupying the low-quality end of the market. Austrians, in particular, have a rich heritage of luxury chocolate making and their confectionery and baked goods can be intensely sweet. By comparison, these chocolate finger biscuits cannot compete in this sector.

The models and concepts of customer journey mapping

There are several theoretical models that suggest customers travel a linear journey to come to their decisions. For example, there is the "funnel" concept that illustrates how the journey starts with an awareness of a need or a want; we then move through the process by considering the options, identifying a preference before finally making a purchase.

These concepts date as far back as the last century when American advertising expert, E. St. Elmo Lewis, developed the AIDA model that has been updated and adapted over the years to represent the purchase decision process that you can see in Figure 5. This process is essentially the same for business buyers and consumers.

This sequential approach to reaching a purchase decision is no longer proving effective in today's digital and global marketplace, where customers are becoming increasingly discerning and sophisticated, faced with many more brand choices.

We can access huge amounts of information about a brand, product or service which means that the decision process can be instant and continuous.

So, marketers have found a new way of understanding the target customer's decision criteria that involves identifying their stage of purchase intent. This reflects our ability to search and research; listen and review; discuss and enquire, through a multitude of digital channels and devices.

Let's look at three of the more recent and helpful models that have developed in recent years and that better reflect the unpredictable and fluid way in which we move through the process of making a purchase decision.

McKinsey's dynamic model

One of the first models to address changing nature of customer behaviour was management consultancy firm McKinsey & Company. (Court et al. 2009)[32]. They proposed that the journey we go on as customers can be identified by a continuous process of four key stages:

- **Triggers**: customers first perceive a need or a want by recognising a problem.
- **Active evaluation**: customers consider the brand choices in their preferred set.
- **Moment of purchase**: at the point when the customer has decided on a brand, they are ready to make a purchase.
- **Post-purchase experience**: customers will seek to validate their purchase decision; a positive experience cements brand loyalty.

Source: adapted Court et al. (2009)

Figure 5: McKinsey's circular decision-making journey

Learn more: https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/the-consumer-decision-journey

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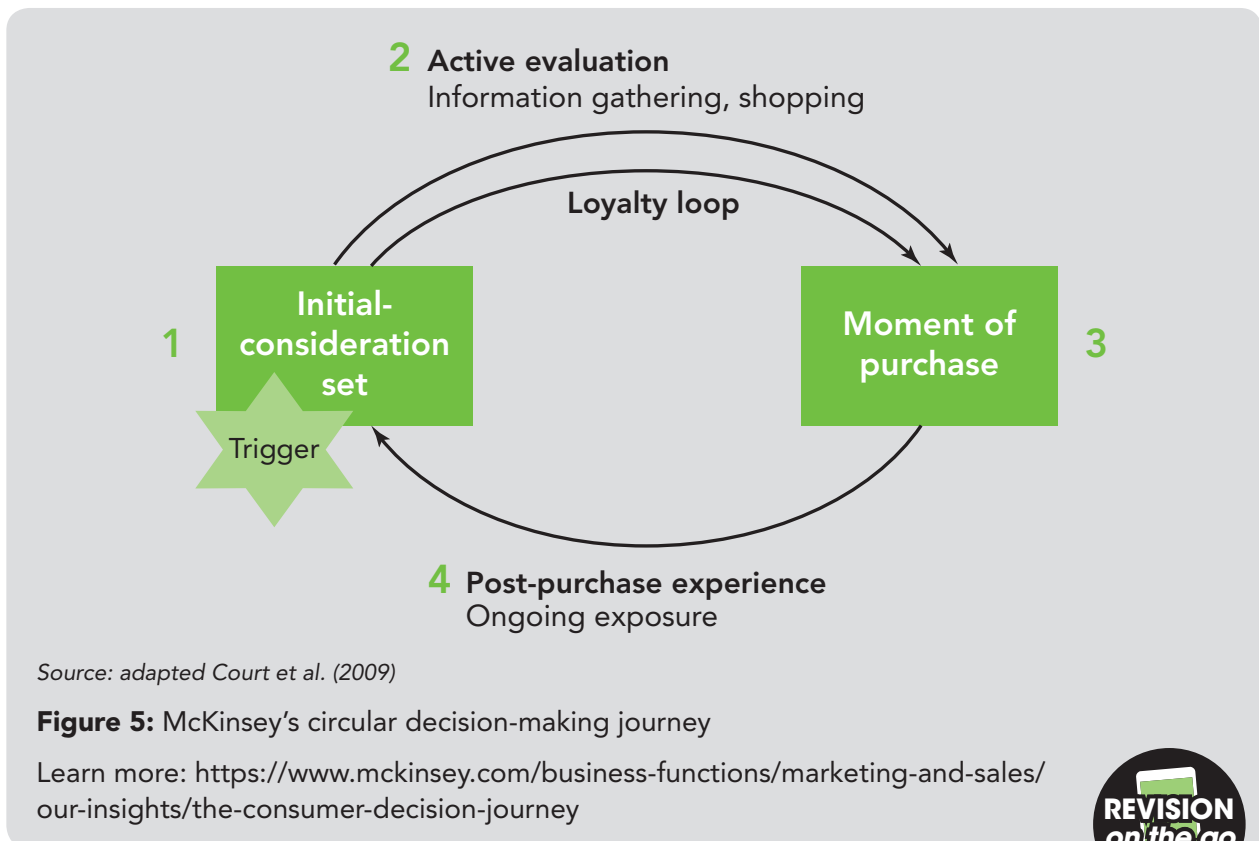
32 Court, d., Elzinga, D., Mulder, S. and Vetvik, O. J. (2009), "The Customer Decision Journey", *McKinsey Quarterly*, Volume 3, pp. 96–107

Google's "Micro-Moments of Truth"

Google has taken the concept of the dynamic customer journey even further by exploring the impact that smartphones have had on our purchase behaviours. And it's no surprise that this technology giant has taken the lead in mapping the mobile journey, when we consider that 80% of the entire world's population will own a smartphone by 2020 (Court et al., 2011)[33].

Recognising that customers increasingly turn to their phones as the device of choice to search for information and make purchases, it makes sense for marketers to factor in this growing trend as they construct the IMC plan.

The "Micro-Moments of Truth" help marketers to understand that the customer's needs are driven by intentions such as the need for information or inspiration. Take a look at this infographic from Think With Google, which outlines the moments of truth: www.thinkwithgoogle.com/_qs/documents/646/4-new-moments-every-marketer-should-know.pdf

Kaushik's "See, Think, Do, Care" framework

A popular framework used by marketers today is the See, Think, Do, Care model developed by Avinash Kaushik (2015)[34].

Figure 6: Kaushik's "See, Think, Do, Care" framework

Learn more: www.kaushik.net

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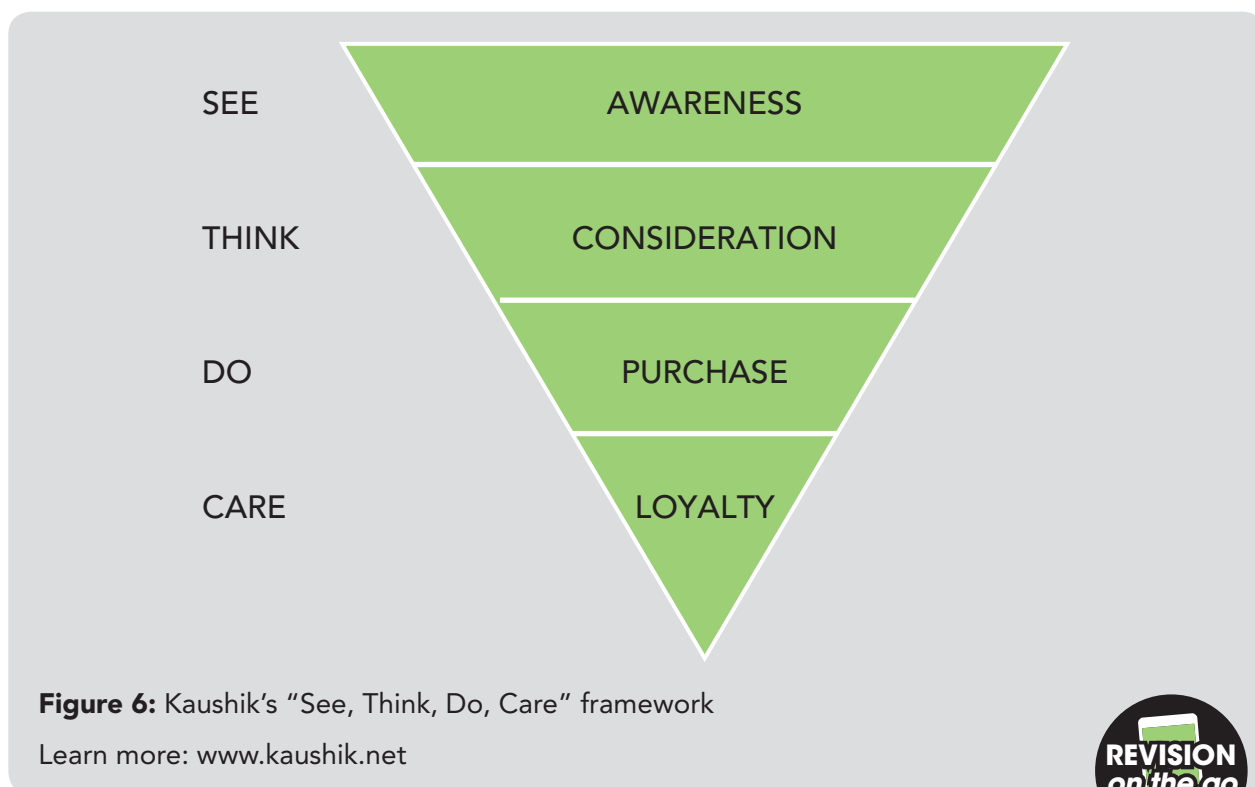
33 The Economist (2015), *Planet of the phones* [online]. Retrieved from: www.economist.com/news/leaders/21645180-smartphone-ubiquitous-addictive-and-transformative-planet-phones [Accessed on: 21 November 2017]

34 Kaushik, A. (2015), See, *Think, Do, Care Winning Combo: Content +Marketing +Measurement!* [online]. Retrieved from: https://www.kaushik.net/avinash/see-think-do-care-win-content-marketing-measurement/ [Accessed on: 21 November 2017]

This approach defines the consideration state of the target audience and the stage of purchase intention. Let's explore the principles of this concept in more detail and its role in developing the IMC channel plan:

- **SEE**: this refers to the target audience; those with the need, want and the means to purchase. Marketers will consider mass media channels to drive awareness of the brand, e.g.: TV; radio; search engine marketing (SEM); **display advertising**; news and magazine print titles.

- **THINK**: this refers to those within the target audience who are actively considering making a purchase. To reach all of them, marketers will plan channels to ensure that their brand is found first and most often during the consumers' search, e.g.: **Search engine optimisation (SEO)** involving **keywords**; pay-per-click; display advertising; social media and personalised retargeting.

- **DO**: members of the target audience who have made the decision about which brand to buy and are ready to make a purchase. To reach them, marketers will plan channels to ensure that their brand is found at the point of purchase and that the experience is easy, simple and satisfying, e.g.: Sales promotion; **point of sale (POS)**; remarketing; transactional website; SEO; social media.

- **CARE**: at this stage, a customer has made a repeat purchase and is loyal to the brand. To encourage consumer loyalty and create brand advocates, marketers will select those media channels that provide high engagement with the audience, e.g.: social media; email marketing; SMS (short text messaging) and loyalty schemes.

✏️ OVER TO YOU

Activity 4: What is your route to purchase?

You have been left US$400 by a distant uncle and you have decided to spend it all on a new laptop. Plot your purchase journey, from the moment you make the decision to how you search and select the final brand.

Use one of the models above to form the basis of your answer. For example, look up Micro Moments or Kaushik's "See, Think, Do, Care" framework.

Draw your journey as a map that identifies all the relevant touchpoints and share this with others in your group.
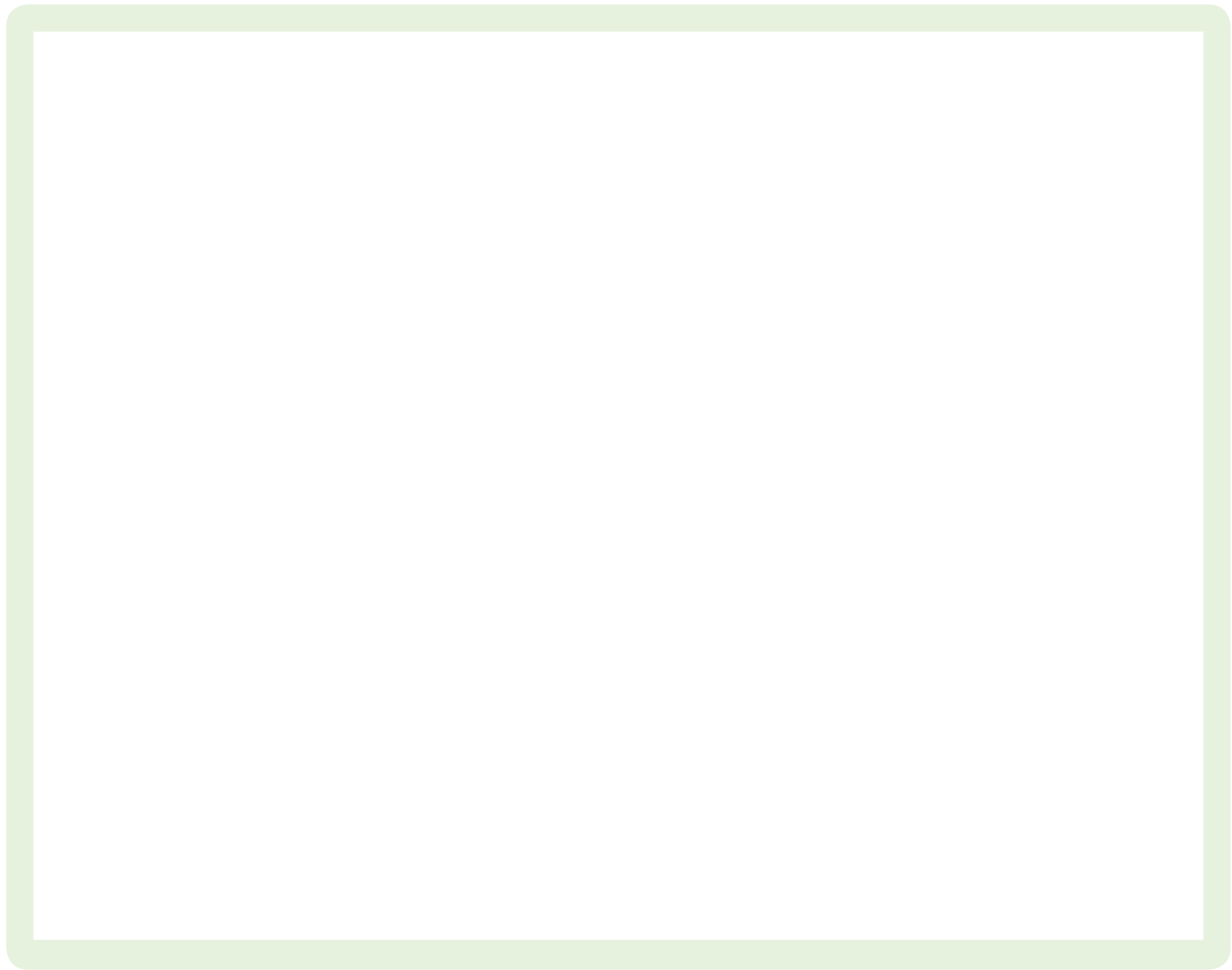
3.3 Using IMC to position the brand in different markets and sectors

The principles of customer segmentation and how organisations select customer groups

We now know the value of segmenting target audiences and understand the journey to a purchase decision. The challenge for marketers now is to position the brand in the minds of that customer segment. That is, the space it occupies is the result of our perceptions about it; it is the sum-total of its identity, values, what we believe and even what we are told about it. Customers evaluate its tangible features and benefits and combine this with their feelings, attitudes and opinions.

Positioning is a vital component of competitive advantage; the clearer and more unique the position it holds in the minds of the target customer, the more powerful the brand's value proposition will be. So, a successful marketing strategy objective will always include brand marketing goals to communicate a clear point-of-difference.

For example, car giant Volvo puts safety at the heart of its proposition; it is what the brand is famous for and the first brand we would think of when considering a reliable, solid, family vehicle. On the other hand, German car-maker BMW focuses on performance as the "ultimate driving machine". When we think about BMW, we think of speed, style and responsiveness.

How IMC can help to position the brand

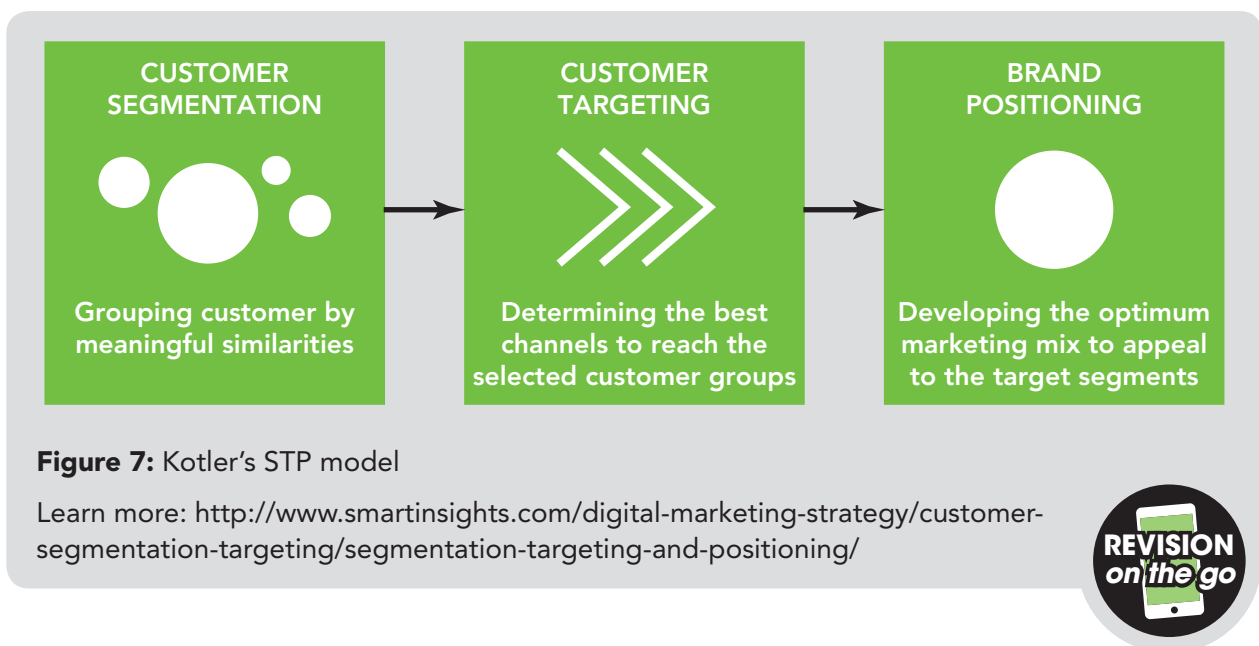The entire marketing mix is designed to establish and maintain the brand's position, from its visual identity to its pricing structure, from packaging to advertising, and even the selected media channels. Open any glossy fashion magazine and you will see the same high-end brands such as Louis Vuitton, Gucci, and MAKI OH; watch any popular soap opera on commercial TV and you will see a concentration of household and cosmetic brands largely targeting women.

Segmenting, targeting and positioning the brand

The popular concept of segmenting, targeting and positioning the brand was developed by marketing expert Philip Kotler in 1997. It is known as the STP model.

CUSTOMER SEGMENTATION	CUSTOMER TARGETING	BRAND POSITIONING
Grouping customer by meaningful similarities	Determining the best channels to reach the selected customer groups	Developing the optimum marketing mix to appeal to the target segments

Figure 7: Kotler's STP model

Learn more: http://www.smartinsights.com/digital-marketing-strategy/customer-segmentation-targeting/segmentation-targeting-and-positioning/

REVISION on the go

Most traditional media channels are overcrowded and intensely competitive which makes it imperative for brands in both commercial and consumer sectors to find effective methods to cut through the noise. This challenge is made even harder to achieve because of the explosion of media channels, including digital, that dilute the effectiveness of any single media.

So, marketers are constantly seeking to develop innovative, creative and high-impact campaigns delivered through a tightly targeted range of channels, capable of gaining customer attention and building the brand to meet the organisation's marketing objectives.

Developing IMC strategies to target different consumer and industrial segments

The emphasis for marketers now is on planning the **communications strategy**, not simply the **media schedule**. In other words, developing the right message, delivered through the right media at the right time to achieve the response objectives.

Customer insights are needed to help inform the plan, to understand the target segment's media consumption and preferences, their likely behaviours, touchpoint encounters and key influences.

The output from this research is the customer persona that we discussed earlier; a pen portrait of the ideal target customer used to define their demographics as well as their lifestyles, attitudes and values (Revella, 2015)[35]. You can see an example of a consumer pen portrait for a healthy snack company in Figure 8.

Modern mum
She's an affluent urban dweller, aged 25 to 40, with a young, growing family.

She's busy at home and at work, so she needs quick and easy foods that she knows her family will love.

However, she is careful that the food she gives her family is good quality; she wants healthy snacks that will still be a treat for her children.

Figure 8: The consumer pen portrait

Therefore, targeting the customer becomes more accurate and effective the more information we have about them and their likely behaviours. With the rise of big data and digital media channels, brands are able to target customers very precisely, taking a personalised approach to emails, SMS messages and social media.

3.4 The influence of different on-and-off line media channels on the brand's positioning

The media channel is one of the most influential environments where the customer experiences the brand. It is also where they will encounter it alongside the competitive brands, so the choice of media channel becomes a key part of the positioning strategy.

How media channel choice is used to support the brand positioning strategy

At best, poor media channel choice will fail to target the right audience; at worst it can damage the brand. So, media planning is essential to identify the right channel to reach and influence the customer. This goes beyond the simple choice of which media might be the most effective to address which magazine title, TV programme or social media site to advertise on.

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35 Revella, A. (2015), *Buyer Personas: How to Gain Insight Into Your Customer's Expectations, Align Your Marketing Strategies, and Win More Business*. USA, New Jersey: Wiley

📄 CASE STUDY: EXPLORING THE BLURRED LINES BETWEEN A CONSUMER BRAND AND A MEDIA CHANNEL

Are brands becoming the media?

Have you ever visited a brands website and found yourself completely absorbed by its content? This is a form of brand journalism that is becoming increasing popular as part of the IMC strategy.

Brand journalism enables organisations to reinforce their brand in a non-competitive environment that precisely reflects their brand values and positioning. For example, a brand might decide to advertise on digital TV and it can select specific time slots, but it is constrained by the demographic profile of the channels' audience and there will always be a case of wastage. Or a brand may buy space in a newspaper, but there is no guarantee that a competitor's ad won't appear alongside it, diluting the power of the message.

Therefore, marketers are creating their own media and doing it very successfully. Take the Disney Corporation as an example. Visit Disney.com and you will find games and fun content for children alongside "Babble", a microsite that provides mothers with help and advice about everything mother and child related (www.babble.com). The Disney brand is secondary to the Babble brand and the content does not overtly promote Disney products.

Another example is financial services giant American Express, who has developed "Open Forum"; a site dedicated to small businesses which is a hub of information about everything related to running a business, from human resources to building a team. Again, American Express products and services are not the focal point of the stories (www.americanexpress.com/us/small-business/openforum).

This media channel development is set to disrupt the market as advertisers become the media, and it presents a tough new competitive challenge for every media owner.

Source: based on an article on www.forbes.com: "The State Of Brand Journalism: Are Brands Becoming The Media?" December 8th 2015 by Daniel Newman

Whilst media is evaluated for its ability to deliver a return on marketing investment and target the customer segment, it is essential to assess its ability to reflect the brand values, beliefs and positioning (Kelly et al., 2015)[36].

For example, certain media titles and channels are trusted by customers more than others; some are seen as exclusive and aspirational, others as fun and frivolous. They hold their own positions in the minds of the audience.

You can see in Figure 9 a study carried out into the attitudes and opinions of customers towards social media used to promote pharmaceutical products.

Respondents were asked about the use of use social media to promote products and whether this should be encouraged.

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36 Kelly, P., Lawlor, J. and Mulvey, M. (2013), "Customer Decision-Making Processes and Motives for Self-Service Technology Usage in Multi-Channel Hospitality Environments", *International Journal of Electronic Customer Relationship Management*, Volume 7, Issue 2, pp. 98–116

85% Permit to promote to professionals.

81% Permit to provide information to the public.

74% To date, have been conservative in use.

68% Access favourite site at least once a day.

68% YouTube is acceptable.

67% Regulate promotion of dietary supplements.

66% Promote products/services to the public.

62% LinkedIn is acceptable.

60% Facebook is acceptable.
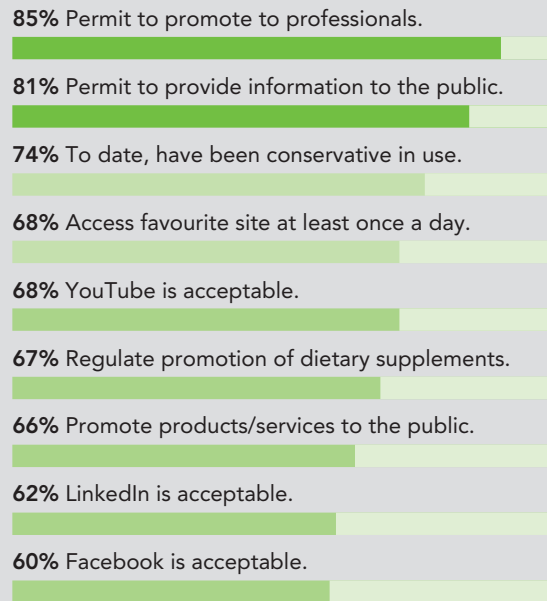
Source: adapted from Popovic (2013)

Figure 9: Social media and advertising

From this we can see that the most acceptable channel for advertising is thought to be YouTube, followed by LinkedIn and Facebook. In conclusion, media choice is important if marketers are to avoid incongruity and confusion, ensuring that the right media with the right position is selected for the brand.

✎ OVER TO YOU

Activity 5: Do you believe everything you read in the papers? The "fake news" epidemic and how it's hurting advertisers

Imagine that you are the marketing manager for a leading fashion brand. You know how powerful social media can be, but there are an increasing number of instances where competitors and detractors have released "fake news" about your organisation. One accused it of using illegal workers in its factories and exploiting child workers.

Your senior leadership team is becoming increasingly concerned and has asked you to put together a short report about the risks involved in using social media channels as part of the IMC campaigns.

Write some notes for your report including:

• the measures you would take to minimise the risk of fake news;

• which social media channels you would trust and which you wouldn't, giving reasons for your rationale;

• how you would use IMC to help protect the brand's reputation.

READING LIST

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- Franzak, F. Pitta, D. and Fritsche, S. (2001), "Online relationships and the consumer's right to privacy", *Journal of Consumer Marketing*, Volume 18, Issue 7, pp. 631–642. (This article will be available in your online student resources.)

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- Parameswaran, U. (2003), *Understanding Consumers: Building Powerful Brands Using Consumer Research.* New Delhi: Tata McGraw-Hill Education, pp. 39–41

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- Smith, K. (2016), *How to Understand and Influence Consumer Behavior* [online]. Retrieved from: https://www.brandwatch.com/blog/how-understand-influence-consumer-behavior/ [Accessed on: 13 September 2017]

- Wright, R. (2006), *Consumer Behaviour*. Andover: Cengage Learning EMEA, pp. 47–57

Summary

In this chapter we have explored the principles of brand marketing, discussing the value of the brand to the organisation and what brands mean to consumers. Brands are powerful drivers of behaviour and we have seen how we respond to brands that we love and how we feel when they behave badly.

Of course, different brands appeal to different consumer segments and we have examined the link between segmentation, targeting and positioning – the deliberate strategy that marketers develop to ensure their brand has maximum appeal and relevance to the ideal audience.

Perhaps not surprisingly, where we experience a brand also influences our perception of it and, in conclusion, marketers must ensure that the consumer experiences a seamless brand experience at every touchpoint and media channel.

Chapter 4

Managing, Measuring and Reporting IMC Campaign

Introduction

Even the best IMC strategies are only as good as the implementation plan, and stakeholders will only support the marketing investment if marketers can measure and prove that objectives have been met.

Marketing as a function is as accountable as any other discipline for contributing to the organisation's commercial performance and for generating customer value. With so many more digital and traditional methods available to them, marketers can now meet this challenge more easily by demonstrating the overall effectiveness of the campaign, as well as the individual media channels.

So, at the heart of the IMC plan is a strong strategy for monitoring, measuring and managing the activity.

Learning outcome

On completing the chapter, you will be able to:

4   Propose methods to manage and report IMC campaign performance

Assessment criteria

4   Propose methods to manage and report IMC campaign performance

    4.1   Develop and recommend contingency plans and apply the principles of marketing campaign management

    4.2   Understand how to gather and measure IMC campaign performance data

4.1 Contingency planning and the principles of marketing campaign management

The methods used to manage campaigns vary greatly depending on a range of factors that include the organisations culture, attitude to marketing, level of resource, and so on. So, there is no one method or approach that will work in all cases.

Yet there are some common planning and control tools that many brands use that you can see in Table 1.

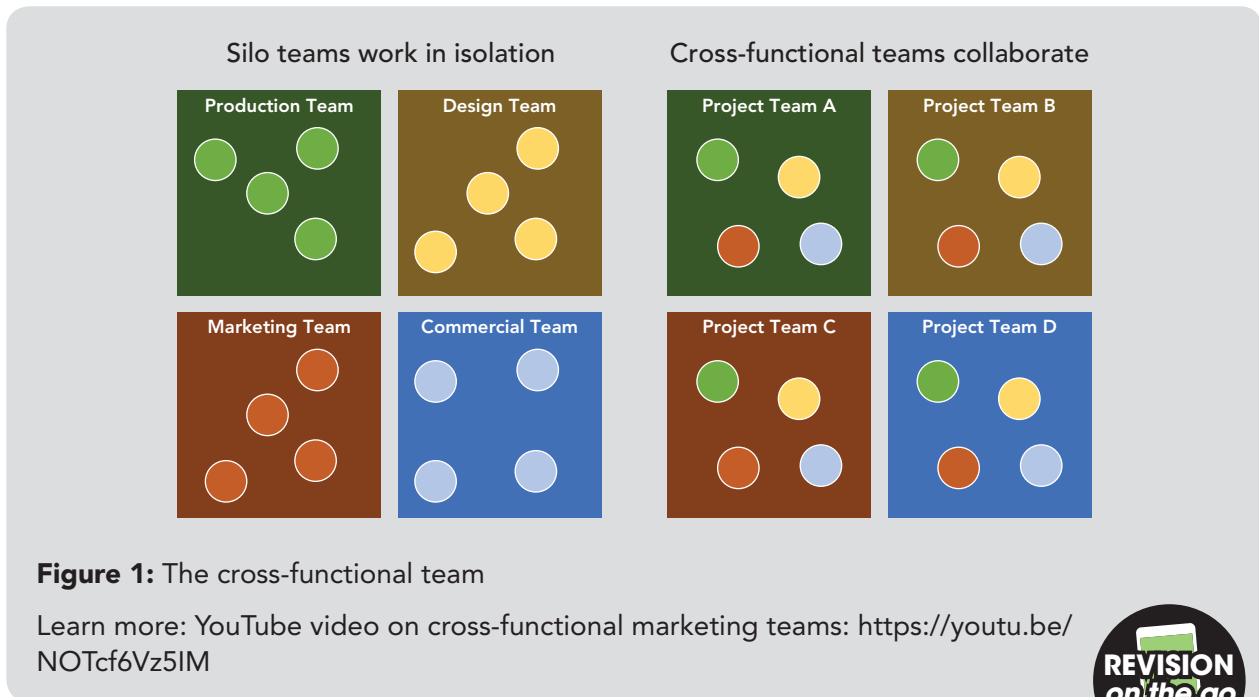| IMC planning and control tools	
Tactical calendars	Including major holidays; festivals and seasons. For example, a confectionery brand might increase activity ahead of Mothering Sunday; Christmas and Diwali.
Scheduling tools	Including workflow; budget breakdowns; content plans and media channel timing. For example, many marketers create a detailed IMC campaign dashboard to help monitor and control every aspect of the activity and share this with key stakeholders in the business to communicate the priorities.
Performance reports	Including performance against KPIs and targets; market share movements and consumer responses. For example, performance reports are a vital tool in highlighting when and how a strategy may need to be adjusted to become more effective.

Table 1: IMC planning and control tools

Cross-functional teams

One of the benefits of generating these schedules and reports is to ensure that everyone is kept informed of the plan. Working with stakeholders across the organisation will ensure that campaigns are planned and executed effectively.

For example, marketing must work together with logistics; product teams; the commercial function and others in the supply chain to ensure that the business is prepared for any uplift in sales; that the result will be increased revenue and profits for the business and that suppliers are forewarned of any increase in demand.

Breaking down silos is the only approach that will ensure campaign performance success.

Figure 1: The cross-functional team

Learn more: YouTube video on cross-functional marketing teams: https://youtu.be/NOTcf6Vz5IM

The IMC planning process

This may sound complex, but there is a common starting point for many marketers staring to plan their IMC campaigns that will usually include:

- the corporate vision, mission and objectives;
- key issues and challenges;
- situational analysis (a macro analysis of the organisation's operating environment);
- IMC objectives (including key performance indicators (KPIs), targets and forecasts);
- IMC strategies (the marketing mix);
- implementation plan (timing, resources needed, processes and practices);
- budget allocation (media and production costs).

Therefore, a key success factor will involve the efficient and effective management of time, people and financial resources needed to deliver the campaign. This responsibility goes beyond the marketing function to involve everyone in the business.

For example, ensuring that customer-facing staff are well-briefed and prepared to deliver the marketing promise or that operational teams are informed about demand forecasts and are prepared with the resources needed to scale up production for a product or service.

Agile IMC management and contingency planning

Marketers must be prepared to respond to the immediacy of campaign feedback that is a feature of today's media channels and to ensure that everyone in the business understands the need for agility.

This means thinking ahead, anticipating change and developing contingency plans using a "what if" scenario approach to planning critical success factors. For example: "What if customers don't engage with the creative concept?" or "What if the revenue and profit forecasts aren't being met?"

Agile marketing concepts

An agile marketing approach is an approach to marketing that takes its inspiration from agile software development and that values:

- responding to change over following a plan;
- rapid iterations over heavy-weight bursts of activity;
- testing and data over opinions and conventions;
- many small experiments over a few large bets;
- individuals and interactions over one size fits all;
- collaboration over silos and hierarchy.

Therefore, no IMC plan can be called complete and finished; it is an iterative, fluid and flexible plan that is capable of responding to fast-paced change. The challenge for some marketers is in influencing those in the business to accept this "test and learn", fail-fast approach.

✎ OVER TO YOU

Activity 1: Time to change: do you launch with a "good enough" campaign or wait until it's perfect?

Responding to change is an essential skill for today's marketers. But how do you get everyone on board to agree to test-and-learn; persuading them that not everything has to be completely perfect before you launch an MC campaign?

Your challenge:

Read through this article and research the principles of agile marketing: http://chiefmartec.com/2012/07/agile-marketing-in-a-single-whiteboard-sketch/

Imagine you are the marketing managers of a medium-sized food manufacturer where no-one else has heard of the concept.

You have decided to hold a training workshop for senior managers to help them to understand and support the concept. Prepare some notes for this including how you will introduce the topic and explain the principles.

Things to think about:

• What is the key learning that you need people to take away from your workshop?

• What do you need people to do as a result of your training?

• What actions do you need them to take?
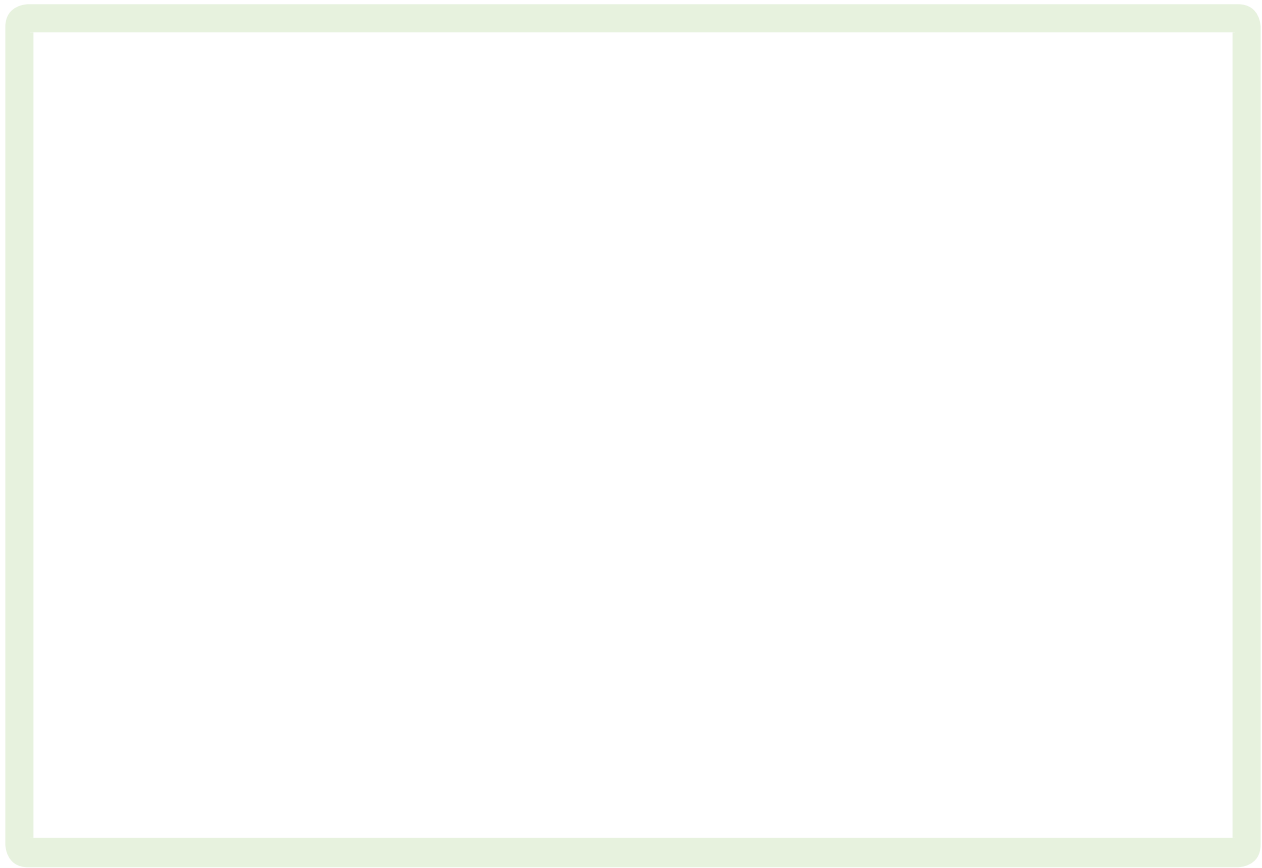
Monitoring and measuring IMC campaign performance

One of the most powerful tools in helping to influence others, as well as tracking the progress of the IMC campaign, is facts and insights. If there are elements of the campaign that are not working, then marketers need to know quickly what they are and what the underlying causes are; this means continuously monitoring and measuring campaign performance against the objectives, targets and forecast set. Monitoring results needs to allow for all the forces that can influence marketing effectiveness that are sometimes outside of the marketing's control, for example, political or economic changes, competitive intensity, financial or human resource constraints, and so on. Figure 2 illustrates some of the internal and external factors that marketers consider as part of the campaign evaluation process.
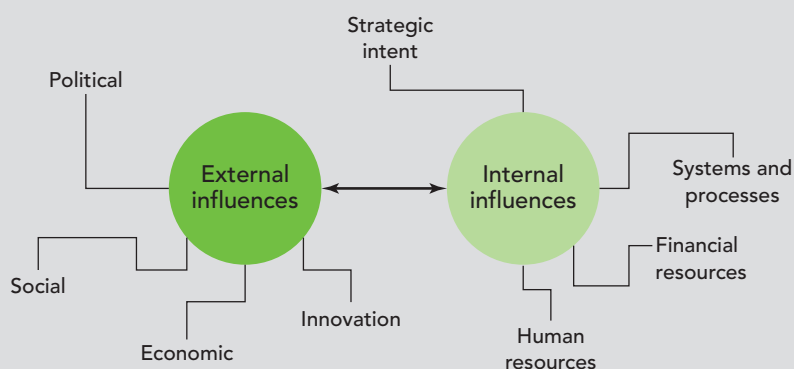

Figure 2: The influences on campaign performance

4.2 Gathering and measuring IMC campaign performance data

The types of data needed to measure IMC campaign performance and the principles of qualitative and quantitative feedback

At its simplest, evaluating the success of the IMC strategy involves measuring outcomes against the objectives set during the campaign planning stage. For example, targets, key performance indicators (KPIs) and forecasted results.

The assessment asks two key questions:

1 What was the **return on the marketing investment (ROMI)**?

2 Did the campaign achieve all that it set out to?

The first measure examines the commercial results in terms of revenue, profit and market share movements; the second measure examines how well the overarching campaign objectives have been met.

Research methods

To gather the information needed to answer these questions, marketers will use both *quantitative* and *qualitative* data.

- **Quantitative data** measures the extent of the outcome in numerical terms, e.g. volumes and values: how many, how much, how often, etc.
- **Qualitative data** provides insights into attitudes, opinions, thoughts and feelings without needing to attach a numerical value, e.g. likes, dislikes, preferences and ideas.

Both of these methods are used to track performance of the four key campaign outcomes of:

- **Campaign exposure**: measuring levels of awareness, reach and penetration.
- **Marketing message processing**: what the customer understood and perceived.
- **Campaign effects**: what the impact on the customer of the marketing message was.
- **Customer action**: evaluating the responses and actions that customers took as a result.

✏️ OVER TO YOU

Activity 2: The measure of success

On a basic level, marketers seek to understand the impacts of an IMC campaign; looking for the relationship between "cause" (the marketing stimuli) and "effect" (the outcomes).

Your challenge:

Imagine you are the marketing manager for a large car parts manufacturer and you have just finalised a major marketing drive to build brand awareness among the target customers that largely includes trade retailers and professional car mechanics.

The IMC campaign included both online and offline trade channels of direct mail, email, social media and digital advertising.

Write a research brief for your team asking them to carry out a campaign evaluation exercise. Your brief should tell them clearly what information you need to gather, its nature and its purpose.

For example, measuring brand awareness through quantitative research, measuring brand attitudes through qualitative studies and so on.

Top tips:

- Consider the importance of benchmarking through pre-campaign testing.
- Give your team step-by-step instructions to help them.
- Include a rationale and project purpose so that your team understands the value of the task.
- Visit www.oracle.com/webfolder/mediaeloqua/documents/Infographic-Campaign-ROI+-World.pdf for more guidance about measuring B2B marketing campaigns.

The information that this research sort of will provide helps marketers to create and maintain a marketing performance dashboard. Each dashboard will differ depending on the unique characteristics of the IMC campaign, but you can see an example in Figure 3, along with some flags showing typical measures.
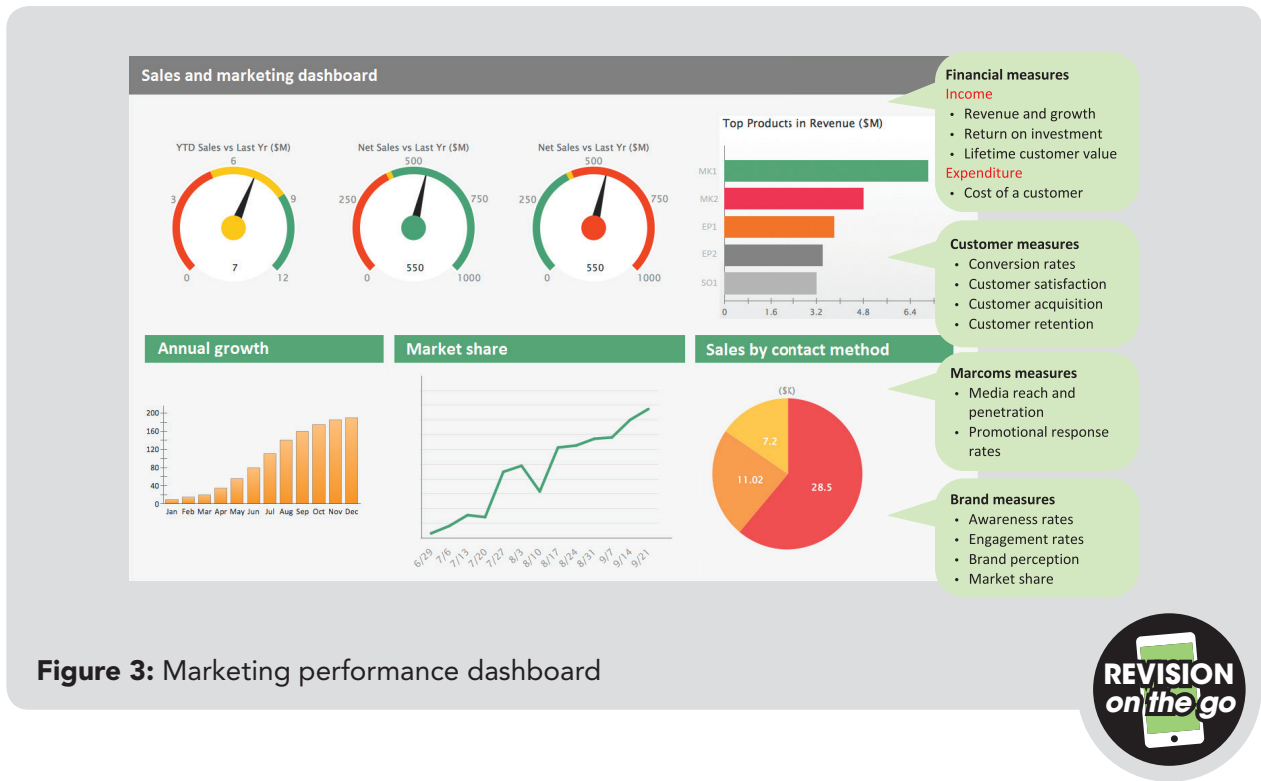
Figure 3: Marketing performance dashboard

Research methods

IMC planning and control tools			
	Data	**Analysis**	**Examples**
Qualitative	Opinions, attitudes, beliefs	Open questions; Why? How? What if?	• Focus groups • In-depth interviews • Observations
Quantitative	Numerical; statistical; arithmetic; measurements	Closed questions; How often? How much? Who? When? When?	• Large sample surveys • Internal data analysis • External data analysis

Table 2: Types of research and data

Learn more: YouTube video on when to conduct market research: https://youtu.be/8h0ZKqfnsqE

> ### 📄 CASE STUDY: MEASURING WHAT MATTERS MOST
>
> #### How the "Do It All" DIY store measured multi-channel marketing performance
>
> Measuring the impact of marketing on revenue and profits is never an easy task, but for one retail brand it posed a particular challenge; having never implemented an integrated marketing campaign before nor been asked to provide performance reports.
>
> "Do It All" DIY had just emerged from a major take-over and its new owners were keen to apply its approach of marketing campaign measurement to this new addition to the business. They were advocates of "attribution modelling" – the method used to measure the impact that one media channel might have on another and to evaluate the overall success of the campaign.
>
> Senior members of the marketing team attended a series of workshops where they learned the skills needed to track, measure and report on marketing performance, including attribution modelling.
>
> During the workshop they explored the scope of campaign impact and learned that this involved analysing metrics such as turnover, profit, customer retention, sales volume and average spends.
>
> But the chief marketing officer was puzzled. "Why aren't we measuring what really matters?" she asked. "Isn't it more important to measure our share-of-voice or website visits and click-through rates?"
>
> "Yes," responded the workshop facilitator, "these are all important measures and they are important as well as and not instead of the attribution modelling we're discussing." He went on to explain "the activity you are measuring can increase or decrease without seriously affecting the business, but attribution modelling enables you to identify where your budget is being best spent and the level of returns you are achieving for your investment."
>
> The group were able to conclude that measuring every part of the IMC activity and which channels are driving sales is the primary purpose of attribution modelling. But that it needs to go hand-in-hand with consumer insights, channel performance and other non-commercial metric.

The tools and techniques used to gather and assess qualitative data

Using qualitative research methods

Qualitative insights can only be collected by talking to the target audience. It could be face-to-face or perhaps by telephone. The most common methods of gathering data are through focus group discussions where a small group of relevant customers gather together to discuss a topic, facilitated by a trained social researcher, or one-to-one in an interview style discussion.

For example, a focus group might include eight to ten people who have been brought together and asked to discuss their attitudes and opinions about a particular creative approach or copy line. The researcher will want to explore in detail what the group likes best about them and what it dislikes – how the group feels about the brand's major competitor marketing messages and their likely responses to the campaign.

The benefits of holding a focus group discussion over a one-to-one interview is the interaction that occurs between the respondents; they will interact with each other, draw inspiration and be more comfortable giving their responses surrounded by a group of like-minded people.

Both of these approaches are used to gain insights into IMC campaign performance both pre- and post-launch.

IMC campaign pre-testing	IMC campaign post-testing
Copy testing (sentiment, clarity and effectiveness)	Recall and recognition tests (aided and unaided recall of the message)
Creative concept testing (visuals, images and ideas)	Brand persuasion tests (influences on opinions and brand preference)
Consumer jury (compare, rank, evaluate the message)	
Projective technique (inference and interpretation of the message)	

Source: http://www.kantumresearch.com/advert_pre_post.htm

Table 3: IMC campaign

Methods of gathering qualitative data

Most researchers will record the focus group session or respondent interviews to gather the data from them. The recording is then transcribed so that the researcher can identify any common themes that emerge, search for the occurrence of particular keywords and phrases and listen for any inconsistencies in the responses.

The tools and techniques used to gather and assess quantitative data

Numerical information complements the qualitative insights by providing statistical measures of success. Typically, marketers will gather quantitative data from inside and outside the organisation.

Inside the organisation	
Commercial sources	Sales value, revenue profits, unit volume, sales frequency and timing
Customer service sources	Customer telephone call rates and customer feedback surveys

Outside the organisation	
Research surveys	Online and offline questionnaires gathering mass responses
Industry and market reports	Including **syndicated research** gathered by research companies and sold as generic studies
Web analytics	Including share-of-voice, unique website visits, search engine reports
Market share and competitive benchmarking	Including the analysis of trends and changes in the context of external influences, sector and competitor performance

Table 4: Gathering data inside and outside of an organisation

Methods of analysing qualitative data

The approach to evaluating quantitative data will vary depending on the research purpose and objectives. But it is generally accepted that marketers will be seeking numerical reports that includes statistics, ratios, percentages, averages and means.

For example, graphs are used to track changes over time and display performance peaks and troughs; rating scales help marketers to understand opinions; and percentages are used to illustrate proportions, such as the number of people who agree or disagree with a research statement.
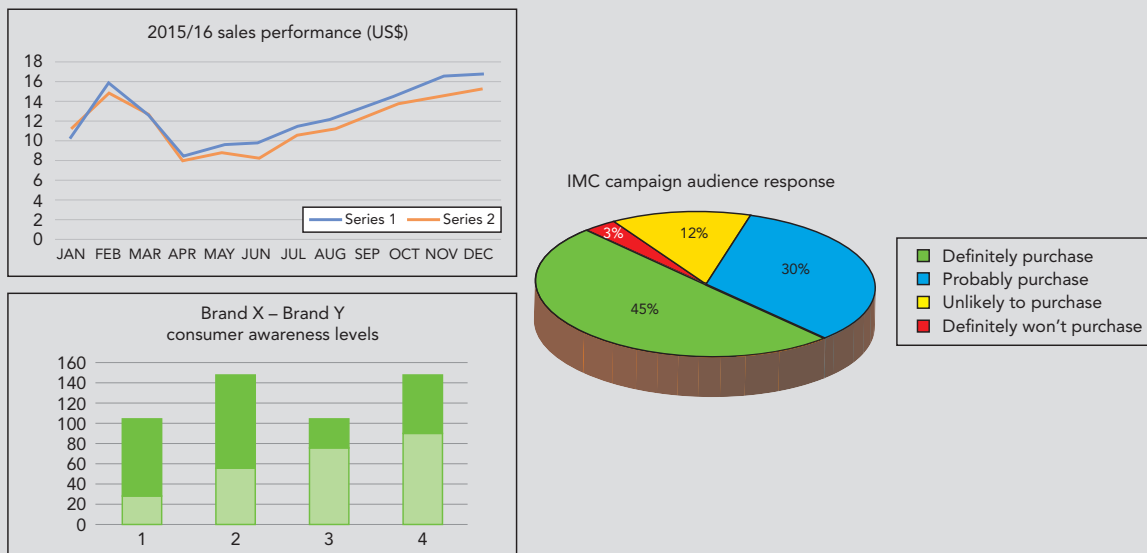

Figure 4: Examples of quantitative data charts

In Figure 4, you can see some examples of the type of charts and graphs that marketers use to help them make sense of the research data. They include a line chart, a bar cart and a pie chart.
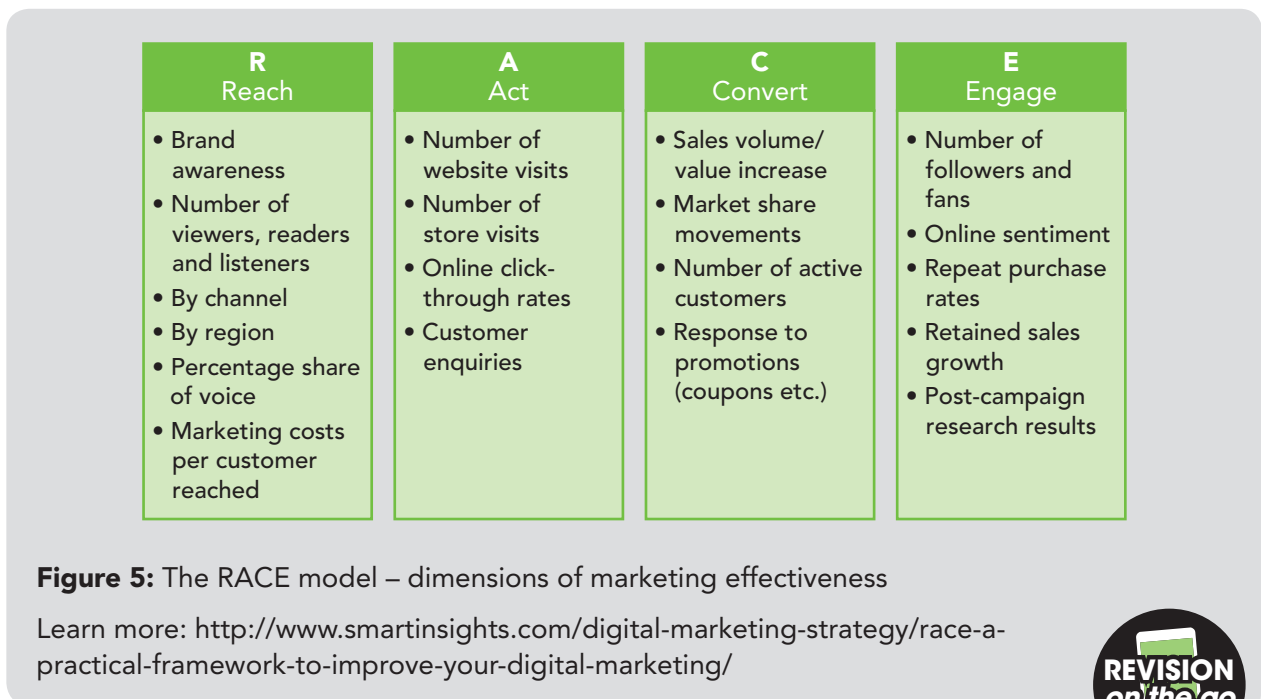
Reporting IMC campaign effectiveness

We have already explored how marketing needs to communicate the plan across the business to ensure everyone is fully informed and prepared for the IMC strategy implementation. Reporting performance is also an important factor in ensuring that everyone has the same information; one version of the truth.

The principles of IMC performance reporting are to provide information that is uncomplicated, focused, relevant, precise and concise. Marketers do well to report on metrics that matter, rather than those that are the easiest to analyse.

The RACE model

So, one important question to answer is "what will people want to know?" You can see in Figure 5 that there are four dimensions that most stakeholders will be concerned about. This is based on the RACE model that is widely used to plan and evaluate social media campaigns, but it also works well when analysing the IMC campaign outcomes.

R Reach	**A** Act	**C** Convert	**E** Engage
• Brand awareness • Number of viewers, readers and listeners • By channel • By region • Percentage share of voice • Marketing costs per customer reached	• Number of website visits • Number of store visits • Online click-through rates • Customer enquiries	• Sales volume/ value increase • Market share movements • Number of active customers • Response to promotions (coupons etc.)	• Number of followers and fans • Online sentiment • Repeat purchase rates • Retained sales growth • Post-campaign research results

Figure 5: The RACE model – dimensions of marketing effectiveness

Learn more: http://www.smartinsights.com/digital-marketing-strategy/race-a-practical-framework-to-improve-your-digital-marketing/

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This model is helpful in reporting IMC campaign outcomes because it helps marketers to focus on the most important aspects of performance. Often, these metrics will be shared with key stakeholders in the business. For example:

- **Commercial teams** need to know the financial impacts; the investments and returns.

- **Agency teams** need to know the performance of creative and media channel strategies.

- **Senior leadership teams** need to understand know how objectives have been met.

- **Operational teams** need to know the impacts on product and channel strategies.

The reporting process is part of the need for businesses to make decisions based on data, but data is only helpful when it is translated into insights that can be actioned. That means providing stakeholders with the research data "story", told in a logical flow. For example:

The IMC performance report	
The context	Background to the campaign (its objectives, KPIs, strategy and rationale)
The scope	What the research data covers and what it doesn't
The insights	Interpreting the meaning of the data
The conclusions	The assumptions that can be made from the insights
The implications	The potential impact and influence that the results have for the business
The actions	What needs to happen as a result of the conclusions?
The responsibilities	Who needs to take action, how and by when?

Table 5: IMC performance report

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Activity 3: Measuring marketing effectiveness

Working as part of the Bronx Cosmetics Inc. marketing team you have successfully launched two new foundation powder products into the US and UK markets: Bronx Conceal and Bronx Blush. You have made recommendations to help develop the creative approach and advised on media channels.

You want to be able to closely monitor and measure your campaign and to quickly identify any areas of the campaign where change is needed.

Your challenge:

You are establishing a weekly reporting meeting with the wider marketing team and the brands senior stakeholders. You have some good ideas for the type of information that will be important for them to be informed about. Now you need to run this by your line manager to ensure you have complete support.

Create a brief recommendation that outlines:

1 The type of data that will need to be gathered

2 The analysis that will be effective in evaluating performance

3 The best methods of reporting data, analysis, assumptions and recommendations

READING LIST

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Summary

In this chapter, we have explored the vital role that measuring IMC campaign performance plays in providing the information needed to inform decisions. Marketers today need to be more responsive, agile and flexible than ever before and reporting on IMC campaign performance helps everyone in the business to understand the outcomes, conclusions and implications of the performance report.

So, marketers take a holistic approach to gathering relevant data and this goes beyond the media channel performance to understand attribution, the commercial impacts as well as the harder-to-measure aspects such as consumer attitudes to creative treatments.

> " *Marketing without data is like driving with your eyes closed.* "
>
> *Dan Zarella*[37]

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37 Zarella, D. and Schawbel, D. (2013), *Dan Zarrella: Why All Marketers Should Embrace Data* [online]. Retrieved from: www.forbes.com/sites/danschawbel/2013/05/08/dan-zarrella-why-all-marketers-should-embrace-data/#11ff22c04d6e [Accessed on: 21 November 2017]

Chapter 5

Implementing a Fully Integrated Marketing Communications Campaign for an Organisation

Introduction

We now know what is involved in tracking and managing the IMC strategy and campaign. In this chapter we will look more closely at the practicalities of planning and implementing IMC. Some businesses will go through a detailed and continuous process of planning; others will take a more ad-hoc approach. Some organisations employ the skills needed to create marketing assets; others will retain specialist agencies.

There is no single method that is right for all marketers. Much depends on the firm and its sector, location and operating environment.

Learning outcome

On completing the chapter, you will be able to:

5   Discuss the principles of implementing a fully integrated marketing communications campaign for an organisation

Assessment criteria

5   Discuss the principles of implementing a fully integrated marketing communications campaign for an organisation

   5.1   Discuss the process of implementing an IMC campaign

   5.2   Explain the role of third-party agencies in providing creative, media and marketing services

   5.3   Evaluate how business-to-business (B2B) marketing and business-to-customer (B2C) marketing differ and be able to recommend an appropriate approach for a specific organisation

   5.4   Discuss how the IMC strategy is applied in different markets and sectors

5.1 The process of implementing an IMC campaign

The saying goes that if you "fail to plan then you plan to fail" and this is as true for IMC strategy as it is for implementing any major project. Forward planning is important because it:

- helps identify sources of competitive advantage;
- forces an organised approach;
- informs important stakeholders;
- helps to secure resources;
- helps to gain support and commitment;
- clarifies goals, objectives and strategies.

There are several popular marketing tools that enable marketers to follow a prescribed process for planning IMC.

Evaluation of the different marketing planning models

Paul Smith's SOSTAC

One of the more current models was developed by digital and **online marketing** consultant Paul Smith in the late 1990s and has been widely adopted and updated by many marketers across different sectors.

S   **Situation analysis:** customer insights, market trends and changes, competitor analysis, internal capabilities

O   **Objectives:** goals, aims, targets, KPI's and how they support the corporate objectives

S   **Strategy:** target customer segments, targeting and positioning, integration

T   **Tactics:** media channel mix, creative approach, IMC asset and content plan, IMC budget allocations

A   **Actions:** timing schedule, process, systems, roles responsibilities, Internal resources and skills, external agencies

C   **Control:** tracking studies, internal data, external research, gap analysis

Source: adapted from Smith (2011)

Figure 1: The SOSTAC marketing planning model

Learn more: http://www.smartinsights.com/digital-marketing-strategy/sostac-model/

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The principle of this model is a simple sequential and continuous assessment of where the organisation is currently positioned, where it wants to get to, how it will get there, how they can make it happen, and how they can keep control of the plan.

Add to that the 3Ms – Manpower (human resources), Money (financial resources) and Minutes (time resources) – and this is a comprehensive framework for planning and managing the IMC effort.

The original model was developed specifically for digital marketing strategy, but it works perfectly for IMC planning. Critics will highlight that this is a very broad model that provides only a basic planning framework.

📄 CASE STUDY: MARKETING PLANNING AT THE DENTIST

Camara sat in his dental surgery after the last patient had left for the day; business was bad and he just couldn't understand why his customers were going elsewhere. His partner Effiom joined him and they sat together trying to come up with a plan.

"We need a marketing campaign," said Effiom, "one that targets children and their parents. If we recruit them when they're young they'll stay loyal into adulthood."

"That's a good idea," said Camara, "but we don't know where patients are going nor why. We simply don't know enough about the problem to come up with the right solution."

Camara's sister was a marketing lecturer at the local university, so he turned to her for advice.

"The first thing you need to know is what has changed in your market that is causing this decline in patient numbers," she said. "You also need to think about the practice and what changes you have made lately."

So, Camara and Effiom started by researching the local market; they found that three new dental practices has opened within the past two years. One of them was part of a chain that offered a variety of pricing structures including pay-monthly, pay-as-you-go and family packages.

This chain also had the latest technologies and techniques; they employed a large team of dentists who were subject to strict professional development standards and the brand had a guarantee of next-day appointments.

It was clear to Camara and Effiom that this new competition was the cause of their decline in business and they set about finding new ways to offer competitive advantage. They must match the skills, customer service and technologies that the competitor offered, but they need to find a valuable point of difference.

The solution the pair developed was to focus on nervous patients and offer a more personal service, building a relationship and trust through an "intensive care" customer service package designed to take the fear out of a visit to the dentist.

Two years later, the business had recovered to its original trading levels and increased its profit margins by 15%.

"Look first before you jump" was the final piece of advice from Camara's sister.

Malcom McDonald's four stage process

A more detailed and strategic planning approach was developed by marketing expert Professor Malcolm McDonald (2008)[38] and arguably gives more credit to the overarching corporate and marketing strategies than Smith's SOSTAC model.
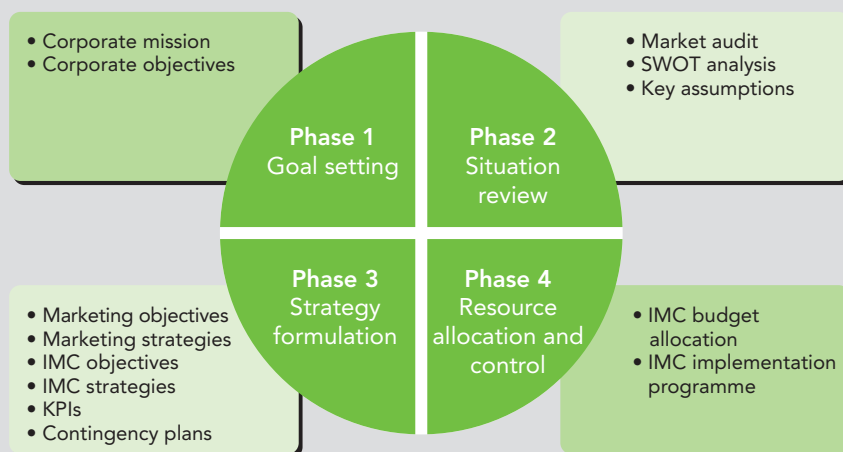
Source: adapted from McDonald (2008)

Figure 2: McDonald's strategic marketing planning process

Learn more: http://www.malcolm-mcdonald.com/index.php

38 McDonald, M. (2008), *Malcolm McDonald on Marketing Planning: Understanding Marketing Plans and Strategy*. London: Kogan Page

✎ OVER TO YOU

Activity 1: Planning the plan: marketing planning in a changing world

Imagine you are the marketing manager of a leading fashion brand. You and your team are planning the next season's IMC campaign and you need to understand what might influence the strategy, plan and creative approach.

Your challenge:

Research and evaluate the impact of the potential opportunities and threats listed below and identify how your plan may need to change to address them.

- Vastly increased consumer spending confidence driven by economic upturn in key sales regions.
- New legislation involving models used in advertising that requires gender, age, race and disability equality.
- A major competitor launches an "instant delivery" service using drones for transport.
- YouTube goes into liquidation because of a major fraud scandal.

Make some notes to share in the marketing planning meeting and discuss with others in your group, if possible, to give and gain feedback on your thoughts.

Context analysis and setting meaningful objectives

The external environment analysis

Both of these planning models start with an analysis of the organisation's current situation that seeks to identify the challenges, trends and changes that need to be factored into the IMC plan. This involves marketers sweeping the operating environment to gather important information.

P	**Political:** governments, policies, grants	
E	**Economic:** inflations, cost of living, wages	
S	**Social:** population growth, demographic trends, fashions	
T	**Technological:** innovations, communications, digital trends	
L	**Legal:** legislation, regulations, standards	
E	**Environmental:** ethical issues, recycling, pollution	

Figure 3: The PESTLE framework

Learn more: http://pestleanalysis.com/what-is-pestle-analysis/

A useful acronym that provides a framework for us to be able to make sense of the external environment is the PESTLE analysis.

Over the years, the model has been refined and adapted to be more relevant to today's business environment. You can see an example in Figure 3 that outlines some of the factors that marketers need to monitor to ensure that they are constantly aware of the opportunities and threats that the external environment presents.

Marketers look outside the business for major opportunities and threats, and so a PESTLE analysis is widely used in conjunction with a **competitive analysis** that identifies key direct and indirect threats and analyses competitors' strategies, customer value propositions and core competencies.

Using these analyses to understand the external environment is a complex and continuous process and should be done in conjunction with a thorough internal analysis. Looking outside the business for opportunities and threats enables marketers to evaluate the brand's position to respond to them based on the organisation's strengths and weaknesses.

The final outcome is a comprehensive SWOT analysis (see Figure 4), which is a simple but very powerful method of understanding the organisation in context.
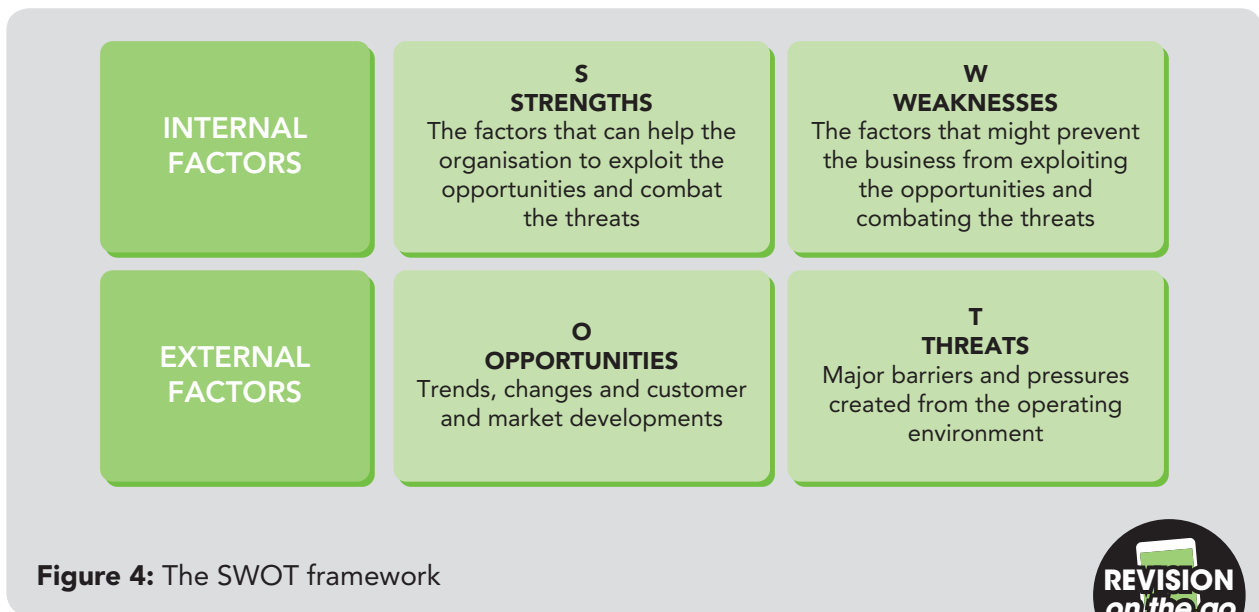
Figure 4: The SWOT framework

✏️ OVER TO YOU

Activity 2: A risky business: using PESTLE to identify the business risk

Imagine you are the marketing manager for a small soft drinks manufacturer based in your home country and serving the national consumer sector.

Your challenge:

You are constantly alert to trends and changes in the operating environment and you carry out a continuous analysis of the market to ensure you identify the big opportunities and threats.

You have an update meeting with the Senior Leadership Team tomorrow to present your latest finding.

Thoroughly research components in the PESTLE framework to identify what you believe are the three main threats to the business in your region and write some notes that will help you to explain them to the team.

Put these in rank order to highlight the most serious threat and include some thoughts about how you can address it.

For example, if consumers are buying fewer soft drinks because of the sugar levels and attitudes towards health and wellness, then the business may need to explore new products with alternative sweeteners, and so on.
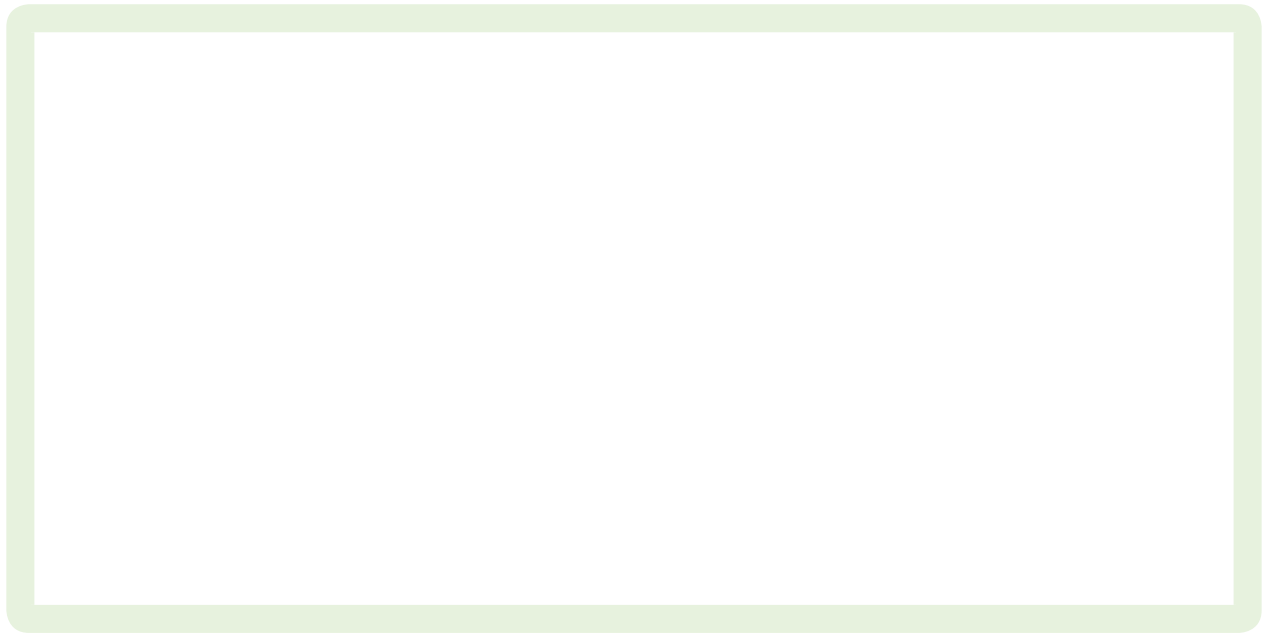
Setting IMC objectives

The SWOT analysis will indicate what the possible and realistic opportunities are for the organisation. On this basis, marketers can set objectives, with the emphasis being on developing relevant and meaningful goals.

The challenges involved in developing marketing strategies in the fast-moving digital landscape

We know that the media landscape is deeply influenced by the fast pace of digital change, but marketers will be constantly scanning the horizon for new ways of thinking about marketing, identifying innovations, new technologies and disruptive ideas, as well as customer behaviours.

Some of the greatest challenges for marketers today involve:

- **AI (Artificial Intelligence) is disrupting our shopping habits**: customers are beginning to accept some purchases can be made automatically, through connected devices and artificial intelligence such as Amazon's Echo and Apple's Siri technologies.

- **New ways to watch**: customers are engaging with video content on an unprecedented scale, so brands are under pressure to produce enough engaging, interesting content to keep up with consumer demand and the competition to encourage their customers to watch on multiple devices.

- **Native advertising is becoming increasingly popular**: brands now need to be constantly feeding the customer's appetite for interesting, helpful and authoritative content across a range of social media.

- **Online advertising goes to the highest bidder**: the capability of big data and search engine ingenuity enables marketers to use programmatic (that is "real time") bidding to get the brand in front of a highly targeted audience. Online display advertising auctions are held in milliseconds, so unlike traditional forms of advertising, exposure is no longer a guarantee.

The impact of these, and the many other challenges that marketers face, is that they must stay agile and flexible, keeping the customer constantly front-of-mind, and they must be prepared to make changes to every part of the IMC strategy in order to remain current and relevant in their market sector.

5.2 The role of third party agencies in providing creative, media and marketing services

With so many challenges and changes in marketing and its operations, many organisations turn to external agencies for specialist advice and practical support. Traditionally, these agencies would be creative teams, providing ideas for marketing campaigns, public relations companies who managed the brand's reputation, or media planners/buyers able to negotiate the best media channel plans.

This landscape evolved during the 1980s to see agencies become full-service; that is, able to create advertising assets, plan and execute PR campaigns, and plan and buy media.

Today, the agency landscape has changed again; this time to reflect the complex and fragmented media industry. The range of expertise needed to navigate marketing communications now involves social media, digital advertising, mobile marketing, PR agencies who provide influencer marketing services, and so on.

The structure of marketing services agencies

At its most basic the marketing services industry is made up of agencies which support **message development** or **message delivery**. The core competencies involved in message development include creative services such as art direction and copywriting and production capabilities for print, broadcast and **digital communication**.

A definition of marketing agency services

Message delivery is concerned with the planning, negotiating, buying, analysis and reporting of media channels. Look deeper into the agencies' actual capabilities and you will find that they provide a great many more services, such as:

- IMC strategy development
- content creation and story-telling
- media optimisation
- digital technology specialists
- game makers

These services are intended to complement the brand's own marketing competencies and not all organisations turn to third-party agencies for support. There is a growing number who see advantages of having the full range of services in-house, employing the right skills and talent needed to plan, produce and manage the IMC campaign.

This decision is largely driven by cost (marketing agencies are renowned for being expensive) and the difficult client–agency relationships that mark the industry's reputation. According to Avi Dan from AdAge Online[39], these relationships rarely last longer than three years, although a few have endured over decades. World-renowned agency J. Walter Thompson (JWT) has had Shell as a client for over 50 years, Rolex for over 60 and Unilever for over 100 (Spanier, 2010)[40].

39 Dan, A. (2007), *AGENCIES MUST WAKE UP TO A DIFFERENT BUSINESS MODEL* [online]. Retrieved from: www.adage.com/article/cmo-strategy/agencies-wake-a-business-model/120558/ [Accessed on: 21 November 2017]
40 Spanier. G (2016), *Aviva sticks with Zenith, Optimedia for £100m media account* [online]. Retrieved from: www.campaignlive.co.uk/article/aviva-sticks-zenithoptimedia-100m-media-account/1391462 [Accessed on: 21 November 2017]

Who needs a marketing communications agency?

In general, the larger the organisation the more it will need to recruit third-party expertise. Smaller businesses may not be able to afford to retain an agency and it can be harder for a small- to medium-sized enterprise (SME) owner to delegate such important tasks concern the running of his/her business.

So, agencies are appreciated by those marketers who know the value of their expertise and have calculated the costs versus the improved return-on-investment; it must be assumed that the business will perform better with an agency than without one.

CASE STUDY: BRINGING CREATIVITY HOME

The argument for in-house marketing services

It is unusual, but not unheard of, for brands to have complete marketing and creative services as an internal function. These in-house agencies are proving both cost-efficient and highly effective. For example, UK retailers Specsavers, C&J Clarks and global cosmetics company Coty all produce their own award-winning creative work.

Other examples have seen in-house creative teams become agencies in their own right. The Integer Group in North America began as an in-house team creating marketing assets for the Coors lager brand. Through its own hard work and excellent creative solutions, it soon developed into a full-service agency serving iconic brands such as Starbucks, Polaris and Acuvue.

Fast-food chain Chipotle famously fired their agency in 2010 and their in-house team took over the role, winning awards for their work.

Interestingly, none of these brands has reversed the decision to bring marketing services into the business. In fact, the creation of in-house agencies is growing rapidly. Here are just a few examples of the success stories:

- Fidelity Communications & Advertising – **Fidelity Investments**
- Content Factory – **Coca-Cola**
- Yellow Tag Productions – **Best Buy**
- Yellow Fan Studios – **Sprint Communications**
- BBC Creative – **BBC**

The implication for independent agencies is clear and this new form of competitive threat is becoming a real challenge even for the most established agencies.

Source: Published in an article on www.forbes.com: 'The Rise Of The In-House Agency': CMO's, Industry Respond To ANA Report. October 21st, 2013

Managing the agency relationship

Good agency relationships are based on mutual trust and commitment to achieving common, shared objectives and, like many supplier associations, this relationship needs to be properly managed for it to be a success.

Building and maintaining this relationship is in the best interest of both parties; it is the responsibility of both the agency and the client to work hard to ensure success. This involves:

- clearly defined communication channels;

- an understanding of each other's business and critical success factors;

- regular performance reviews reporting on agreed objectives;

- demonstrating the right behaviours (honesty, reliability, flexibility, being proactive and responsive);

- identifying major stakeholders and meeting their needs for information and inclusion.

5.3 Business-to-business marketing and business-to-consumer marketing differ

In this section, we will explore the differences between business-to-business and business-to-consumer customers and the approach that marketers take to engage with each of them successfully. An organisation may find that it has both types of target customer and must develop different strategies and plans to reach them. For example, a clothing manufacturer must engage with potential end users (consumers) as well as retail businesses that it wants to stock its products.

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Activity 3: Who's the real customer in B2B relationships? The importance of understanding the supply chain roles

Nathan was not looking forward to returning to his office today. He had been with a major client to negotiate the renewal of his company's contract and instead he left empty-handed. Not only had he lost the business to a major competitor but the relationship had broken down to the point where the client said he would never use his business again! Nathan's organisation is a delivery firm working for major food manufacturers and demand had been so high over the past year that it hadn't managed to meet all the delivery deadlines. This meant that Nathan's client received multiple complaints and calls for refunds because of late delivery that had left some retailers' shelves empty.

Your challenge:

Consider this mini case study and explain the wider impact of Nathan's firm failing to meet delivery deadlines. For example, what would the impact be on retail sales, retail customer satisfaction and food production schedules?

As a clue, think about everyone in the supply chain and how this weak link might have more of an impact than dimply being late with deliveries.

Make some notes and share them with others in your group to gain and give feedback.
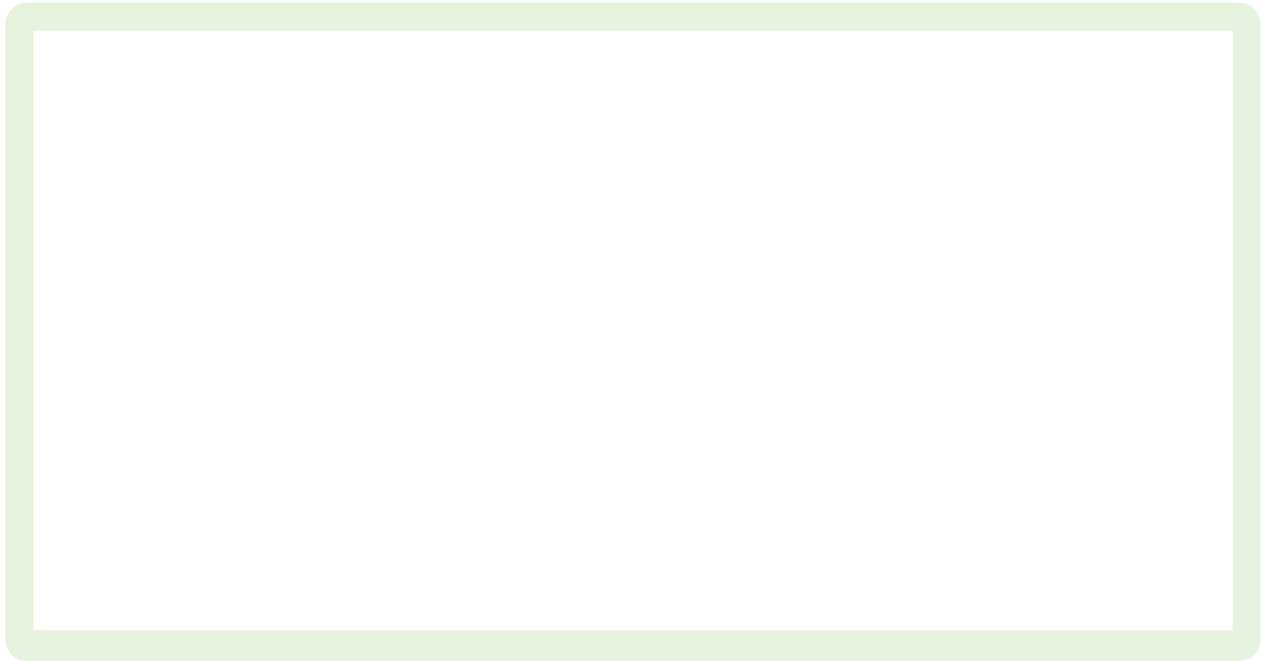
The supply chain

Before we explore these marketing strategies in more detail, it is helpful to review the supply chain to ensure complete understanding of what constitutes a target business sector and what represents a potential consumer group.

Figure 5 illustrates how a product starts as a raw material and ends up in the consumer's shopping basket. In this case, we can see how tuna fish might be caught processed, canned and distributed to retail stores for consumers to purchase.
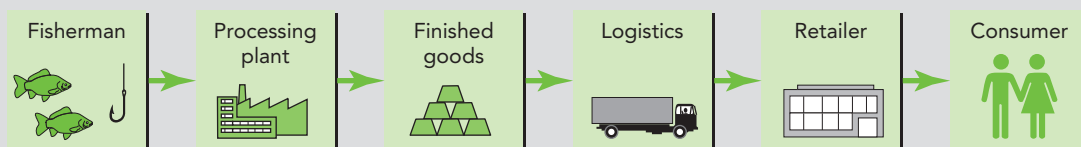

Figure 5: The supply chain for tuna fish

Learn more: https://bizfluent.com/info-8013303-role-marketing-supply-chain-management.html

So, you can imagine that the fishermen need the food brand to buy their tuna fish, logistics firms need factories to buy their transport services and the tuna fish brand needs consumers to buy the end product.

The principles of business-to-business (B2B) marketing

Business-to-business (B2B) marketing seeks to meet the needs and wants of business buyers and to achieve this, B2B marketers need to understand the significant factors that make this a specialist skill.

What are these unique challenges facing B2B marketers?

Challenge	Description	Marketing impact
Buying teams	The buying decision is frequently made by a buying team or decision-making unit (DMU) that can be made up of technical specialists, negotiators, research and development experts, and so on.	B2B marketers must identify the different roles and target multiple stakeholder with differing motivations.
Rational decision-making	Emotional responses to the buying decision are rarely encouraged and, in some organisations, actively prevented through tight processes, criteria and systems that buyers must follow to justify their decisions and provide transparency.	B2B marketers need to ensure that product/service information is comprehensive and specific; seeking to ally perceived risks by providing "hygiene" content as well as features and benefits.
Product/service complexity	B2B products and services are often more complex than consumer goods and take more knowledge and skills to understand and evaluate. For example, a hospital might need to purchase a new piece of X-ray equipment or a large organisation may need a firm of accountants capable of advising on tax matters, costs control, management accounts and financial accounts.	B2B marketers will need a good understanding of the customer's business and its products/services to be able to add value and solve problems.
Limited number of customers	B2B markets are characterised by a few large organisations representing the highest value. This is the 80/20 rule (Pareto's law), so it is not unusual for a business to have only a few **key accounts**.	B2B marketers can face intense competition and will need to protect existing customer business whilst ensuring a broad customer base to mitigate the risk of relying on only one or two large customers.
People are Important	B2B buyers have deeper personal relationships that last longer than in consumer markets. Customer relationship management (CRM) is a key feature of B2B marketing strategies and customer service will often be delivered personally to important customers.	B2B marketers will be more engaged and involved in the sales process and the focus of the marketing investment will be more on people than on advertising and promotions.

Source: based on an article by Hague et al., "B2B Marketing: What Makes It Special?"
www.b2binternational.com/publications/b2b-marketing/

Table 1: Unique challenges facing B2B marketers

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Activity 4: Your B2B marketing blog

B2Bmarketing.net is a dedicated portal – an online trade publication – for all organisations that operate in the business-to-business market. It contains articles and research papers as well as news stories, comments and case studies.

Your challenge:

Visit the website for inspiration and write a short article to appear in their blog about the challenges that B2B marketers face in reaching their target audience.

Your blog article should focus on one major factor that interests you the most.

Top tips:

- Make your content current and discuss the latest issues.
- Carry out some independent research to inform your content.
- Don't forget to quote the source of your information.
- Add images, graphics and graphs where appropriate for visual impact.

The two core differences between B2B and **B2C** customers is therefore that B2B customers are more demanding than consumers and they are more predicable because of the processes and systems they follow to make a decision.

How IMC is applied in B2B markets

The core difference between B2B and B2C integrated marketing communications is on the range of media channels and their importance as part of the IMC mix. We now know the importance of personal relationships in B2B sectors and the importance of providing business buyers with the depth and detail about products and services to support their decision-making.

Figure 6: B2B media channels

Learn more: https://www.digitaldoughnut.com/articles/2017/february/b2b-marketing-which-channels-should-you-focus-on

It becomes clear that more direct methods of marketing are a feature of the B2B IMC strategy (Ellis, 2010)[41], for example, through personal selling, telesales, trade shows and so on. You can see some of the key channels in Figure 6.

This channel mix shares the same methods of IMC as consumer markets; for example, advertising can be through both online and traditional media. However, the key difference between the two audiences is that B2B marketers rarely use mass media such as TV, radio and outdoor channels to reach their narrow audiences and to ensure minimum wastage.

The different approach to customer segmentation, targeting and positioning in B2B markets

We have already seen how B2B markets can be segmented and this includes many of the same methods as it does for consumer markets.

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41 Ellis, N. (2010), *Business to Business Marketing: Relationships, Networks and Strategies.* Oxford, UK: Oxford University Press

Segmenting B2B versus B2C customers

The characteristics of B2B segments are still significantly different. For example, B2B segments are:

- smaller, fewer, more prone to major change such as takeovers, buy-outs and so on;
- prone to greater conflicts of interests where one firm cannot service two competing customers;
- harder to build lasting relationships with because of customer employee turnover;
- reliant on deeper research and insights needed to understand the customer and the customer's customer;
- subject to greater legal and political constraints in different markets. Some countries actively incentivise their businesses to keep trade within their borders; they may penalise an organisation that recruits foreign suppliers.
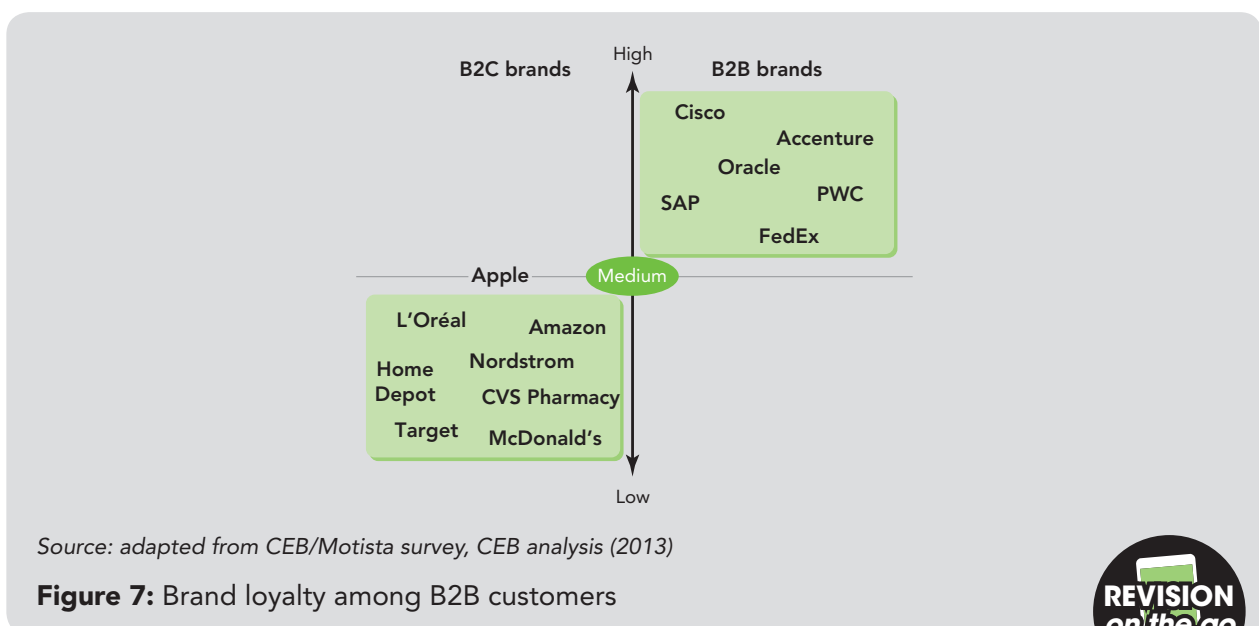
Targeting B2B versus B2C customers

Targeting customers in both B2B and consumer sectors involves selecting the most attractive customer segments and making the choice of how best to reach them. The difference between the two is that B2B marketers can focus on individual organisations and specific members of staff within those organisations.

Yet B2B targeting is more complex because of the multiple stakeholders with multiple needs and the intricacies of the buying process. For example, a B2B marketer may need to understand the individual needs, wants and motivations of a group of stakeholders before being able to encourage brand preference.

The other, and arguably the most significant, difference in terms of major purchase decisions is the purpose of targeting B2B customers. B2B marketing is almost always intended to generate leads and enquiries for the sales teams to follow up, rather than drive traffic to retail channels.

Positioning B2B versus B2C customers

This is arguably a much easier task for marketers engaging in B2B sectors than it is for the B2C markets. Research shows that B2B customers have a deeper engagement with B2B brands, making the task of positioning them in the minds of the DMU less of a challenge.

Source: adapted from CEB/Motista survey, CEB analysis (2013)

Figure 7: Brand loyalty among B2B customers

In Figure 7 you can see how much more emotional connection and loyalty there is to a B2B brand than to a B2C one. With fewer competing businesses in the B2B sectors, it is also easier for marketers to differentiate and position their brands.

📄 CASE STUDY: HOW THE CUSTOMER HELPED A BRAND

The importance of the customer relationship in B2B markets

Not long ago, there was a major public health scare that affected the global canned food industry. It concerned a substance called BPA or bisphenol A – an industrial chemical used to make certain plastics that was often found in the internal coatings of tin cans and in plastic drinking bottles.

In 2008 two separate research agencies published conflicting findings about the safety to human health of this substance and, like many stories, it became a very public argument, appearing in many news stories and programmes. It was said that the chemical could leach into the fluid content of a can or bottle and that it would have a detrimental effect on human health.

This was not good news for one manufacturer who produced baby feeding bottles; TomTom Baby Products plc therefore made the bold decision to remove all their baby feeding bottles from the retail supply chain. It would cost the business dearly in terms of lost sales, but the alternative was to be accused of putting children's health at risk. They set about finding an alternative manufacturing process to replace this controversial substance.

The scare spread and pretty soon all baby feeding bottle brands followed TomTom's lead and withdrew their products from the shelves of the customers. But the relationship between manufacturers and retailers was very strong and they worked together in partnership to orchestrate the complete removal of all BPA from the supply chain. The level of co-operation and collaboration was such that the shelves were cleared and quickly refilled with a safe alternative product within a matter of weeks.

It would have been easy for retailers to blame manufacturers and to place the responsibility entirely with them, but they helped and supported their valued suppliers and, although everyone lost money, no-one lost their major retail clients and, most importantly, no-one was harmed by this suspect chemical.

Source: adapted from The Independent: "Scandal of danger chemical found in baby bottles", Tuesday 30th March 2010

How business-to-business (B2B) marketing and business-to-customer (B2C) marketing differs

Probably the most significant difference between B2B and B2C customers is motivation; consumers are driven by a "hierarchy" of needs that start with the basic, functional needs such as satisfying thirst, hunger and warmth, before they can satisfy their wants and desires such as self-esteem, belonging and so on (Maslow, 1943)[42].

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42 Maslow, A. H. (1943), "A Theory of Human Motivation", *Psychological Review*, Volume 50, Issue 4, pp. 370–96

B2B buyers are driven by more practical motivations such as the need to demonstrate best value, protect their professional reputation within the firm and the team and have confidence that the product/service will perform to expectations.

This is reflected in the IMC strategy where B2B customers want completely different information and messages; B2B customers want the detail, the specifications and the terms and conditions, whereas few consumers are concerned with the technicalities of how a product/service has been manufactured, tested and researched.

So, marketers targeting B2B customers know that the whole buying procedure can last a lot longer. More people are involved in the process, more detailed information is required and each stage needs a different strategy to move the customer through the decision-making process.

✏ OVER TO YOU

Activity 5: Making it personal: how marketers can use technology to help build relationships in B2B marketing

Relationships are an essential component of B2B marketing; the saying goes that we buy from people not from brands. Marketers today have more opportunities to personalise their marketing and IMC activities, so it makes it easier to establish a rapport and trust between the customer and the brand.

Your challenge:

Research the latest trends in personalised marketing and create a proposal for exploiting some of the powerful tools and techniques in a B2B context. For example, can you go beyond a personalised email to create curated content that the customer sees when searching online?
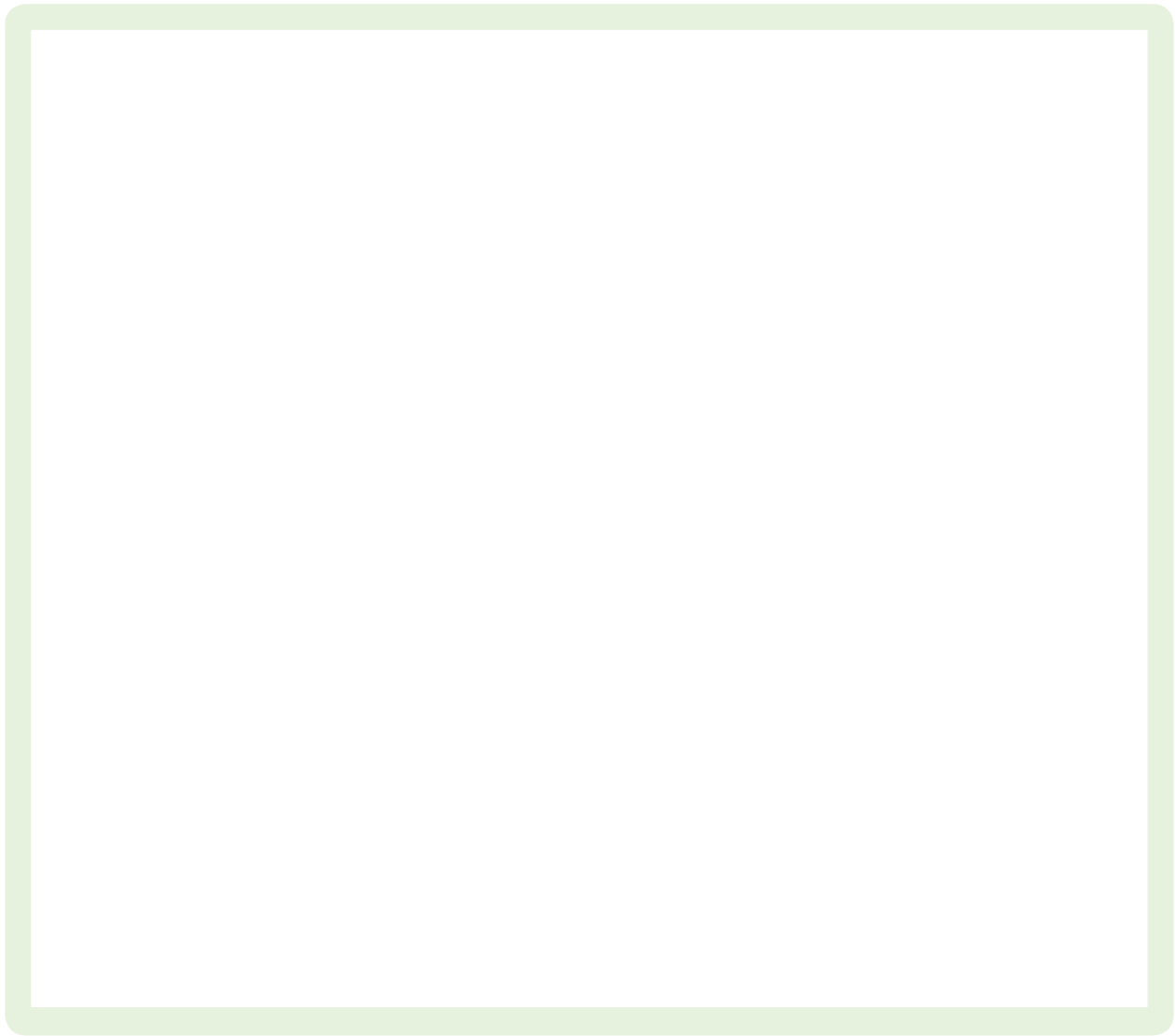
For inspiration, you could explore:

- artificial intelligence and machine learning
- big data
- social media
- search engine marketing

Here's a site that might help you:

https://hbr.org/2015/11/how-marketers-can-personalize-at-scale

Once you have developed your idea, share it with others in your group (if possible) to give and gain feedback.

5.4 How IMC strategy is applied in different markets and sectors

We now know how B2B and B2C customers differ and how marketers need to take a very different approach to reaching and engaging with the respective target groups. This is also true for industry sectors and business types.

Clearly, one approach to developing and implementing the IMC strategy will not work across all markets, sectors and customer types, and marketers know that differentiation is key to providing relevant, sought-after and appealing products and services to their chosen target segments.

So, let's look now at the different industry types and how IMC strategies need to be adapted to meet their specific needs.

Applying the IMC strategy in different markets and sectors

It may seem obvious to say that the service industry includes all those organisations outside of the manufacturing sectors, yet it is helpful to reflect for a moment on precisely which markets are involved.

Service industry classifications
Transportation and storage
Accommodation and food service activities
Information and communication
Financial and insurance
Real estate activities
Professional, scientific and technical activities
Administrative and support services
Public administration and defence
Compulsory social security
Education
Human health and social work activities
Arts, entertainment and recreation

Source: Internal Standard Industrial Classification of All Economic Activities (ISIC), 2008

Table 2: Common service industry classifications

And to illustrate how important the service sector is, we know that these industries accounted for US$48 billion globally in export value of commercial services in 2015.

In part, this growth is due to firms outsourcing non-core functions such as human resources, IT and marketing.

Implications for marketers working in the service sector

The rapid growth in service sector industries has been the key driver of changing the way we approach the strategic marketing mix; marketers today place greater importance on the components of people, physical environment, physical evidence and processes as tools to help address the challenge of marketing intangible services.

These four additional elements enable marketers to create the right purchase experience for the customer, which leads to greater engagement, brand loyalty and advocacy (Booms and Bitner, 1981)[43].

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43 Booms, B., H., and Bitner, M., J. (1981), "Marketing strategies and organization structures for service firms", in Donnelly, J., H., and George, W., R., (eds), *Marketing of Services.* Chicago: American Marketing Association

The key differences between a service and a product are show in Table 3.

SERVICES	PRODUCTS
Services are intangible: they can't be seen, held or touched, e.g. a bank account or insurance cover.	Products are physical: they can be experienced prior to purchase, e.g. trying on a pair of shoes or trying out a new TV in a store.
Inseparability: purchase, production and consumption can take place all at the same time, e.g. a restaurant meal.	Products have a "shelf life": they can be bought, stored and consumed separately over a period of time.
Perishability: a service cannot be stored and counted and inventoried; it is subject to supply and demand, e.g. a hotel room booked on a specific day.	Comparable quality: products are much easier to compare and evaluate than services, e.g. a multi-brand retail environment presents products in one place.

Table 3: Key differences between a service and a product

REVISION *on the go*

Perhaps the greatest challenge for marketers in service sector organisations is having to describe an intangible product; a service brand must rely on its ability to communicate its features and benefits and on its customers to provide testimonials, reviews and positive recommendations. Hence, the customer experience becomes vital and the integration of marketing communications, as well as people, practices, process design and so on, is critical.

The different approaches taken by charities, non-profit organisations and public-sector organisations in developing IMC strategies

We have now explored the difference between business-to-business and consumer marketing and discussed the unique characteristics of the service sector. Another sector that deserves consideration is the non-profit sector.

This involves those organisations whose corporate objectives are not driven by profit margins, but will still involve a focus on revenue generation. For example, a charity must make money in order to function and benefit its cause, a government body must generate income in order to provide a public service, and a community group needs funds to achieve its aims.

A definition of different industry sectors

Here are some definitions which highlight the differences between a charity, a non-profit organisation and public-sector organisation:

- A charity is: an organisation set up to provide help and raise money for those in need, e.g. The International Red Cross.

- A non-profit organisation is: a business not making or conducted primarily to make a profit, e.g. The United Nations Children's Fund (UNICEF).
- A public-sector organisation is: a body involved in the affairs of the community, especially in government.

So, the motivation behind a non-profit business is to support its cause; it needs to generate revenue to achieve this but it's a means-to-an-end, a necessity that drives their approach to marketing and IMC.

This is very different from a for-profit enterprise. Firstly, its communications are focused on informing its target audience about its work, who it benefits and why it is important and deserving of support.

Other key characteristics of IMC strategy for these non-profit organisations (NPOs) include:

- **Multiple publics**: there may many different audiences for NPOs including members of the general public, other supporter organisations and the beneficiaries or NPO clients.
- **Public scrutiny**: NPOs are subject to close inspection by those who donate and support them, as well as regulatory bodies who police their activities. Their marketing strategies are part of this and NPOs are careful to partner with non-controversial personalities and brands.
- **Customer opinion**: NPOs can generate extremes of emotional engagement; customers can either strongly support a charitable cause, political party, etc. or they can react strongly against them.
- **Limited funds**: typically, NPOs do not have the same level of financial resources to invest in IMC as for-profit organisations can enjoy. Because of the public scrutiny they must be more diligent in their expenditure and justify their spending decisions.
- **Emotional overload**: the NPO sector that relies on public and private donations has reached saturation point and the call on the public's good will has become exhausted in recent years. This makes it imperative for charity marketers to find new and differentiated IMC strategies.

📄 CASE STUDY: WATERAID'S BIG DIG APPEAL

This innovate fund-raising campaign was launched to help bring clean drinking water to over 170,000 living in the poorest communities in Malawi. The appeal enabled boreholes to be drilled providing safe water, sanitation and hygiene.

The marketing campaign is a great example of how a charity has used IMC to achieve its objectives; in fact, it achieved more than double its target donations, receiving over US$2.5m. It is the first time a charity has used digital media with traditional channels to present a live initiative that enabled supporters to experience its achievements day-by-day.

What was involved in the campaign?

- Image sharing sites including Instagram were used to post updates directly from the water hole sites to document the progress and show people the challenges.
- Commercial radio was used to launch the campaign and drive supporters to the website.

- Direct mail reinforced the campaign message and was sent to existing supporters.
- Video blogs were seeded on YouTube, filming the success and the celebrations.
- Social media, including Twitter and Facebook, played a major role in engaging supporters with the message.

Source: http://www.wateraid.org/uk/news/news/wateraids-big-dig-appeal-raises-over-2m-to-bring-clean-water-to-malawi

This unique market sector requires very specialist marketing skills to help it compete for share-of-voice, funds and support. Arguably, NPO marketers must be more resourceful, agile and responsive than their commercial counterparts.

How IMC is used by organisations operating in fast-moving consumer goods (FMCG) markets

There is no better contrast to the NPO's marketing challenge than that of the **FMCG** sector, where revenue, profit and market share drive the business. This sector is characterised by its aggressive competition, heavy marketing investment and fast-paced innovation.

FMCG products are those items we buy for our personal use and might consume every day such as soap, shampoo, confectionery, detergents and over-the-counter medicines. Some iconic FMCG brands include Johnson & Johnson, Unilever, Nestlé and Coca-Cola.

FMCG products tend to be low value, high volume products so the challenge for brands operating in this sector is to ensure that they maintain volume sales whilst building loyalty and a relationship with the consumer; it is harder for them to engage with their target consumers because the purchase is low-involvement – sometimes bought on impulse – and there is a wide choice of similar brands.
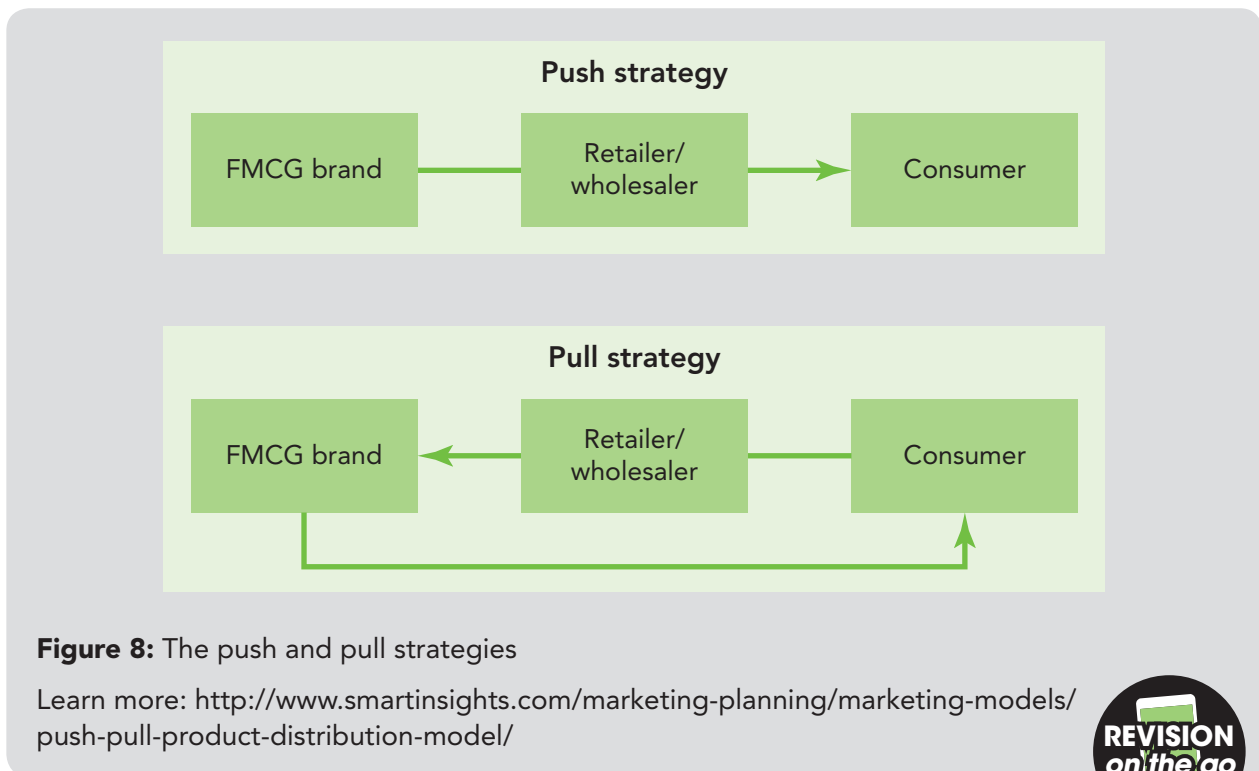
Consumers simply aren't that involved with FMCG brands and this makes specific elements of the IMC mix more important to them, having to work harder than other components to capture a share of the market.

Packaging, brand identity and positioning are all vital for FMCG brands and advertising through mass media is essential to drive awareness, generate interest and keep the brand front-of-mind with the consumer.

FMC strategies

FMCG brands implement two specific IMC strategies to secure shelf-space in the retail environment:

- **Push strategy**: this involves marketing to the retail trade using incentives, a strong salesforce presence, trade discounts and other promotions designed to encourage the retailer to stock the volume of products needed to secure the right position on the retail shelf.
- **Pull strategy**: this requires FMCG brands to generate consumer demand, thereby making it more important for the retailer to stock the product.

Figure 8: The push and pull strategies

Learn more: http://www.smartinsights.com/marketing-planning/marketing-models/push-pull-product-distribution-model/

These strategies do not necessarily stand alone and will always be more effective when they are combined to form part of a fully integrated marketing campaign. This makes it imperative for FMCG marketers to co-ordinate efforts so that supply and demand for their brand are completely aligned.

Why FMCG needs an innovative IMC approach

The intense noise created by competing brands in this sector make it a tough challenge for marketers to ensure that their brand stands out and is memorable; this makes innovation critical for IMC strategies.

Innovation in this sense means finding new and creative ways of engaging with consumers, from developing a unique media channel to producing an inspired brand message. Some great examples of FMCG ingenuity include:

- Coca-Cola's personalised bottles campaign, which was intended to drive greater consumer emotional engagement with the brand;

- Dove's image hack, a continuation of the brand's support for women by hacking the world's largest stock photography library, Shutterstock, and uploading and tagging images of women that were realistic, authentic and sought to break the stereotyped image of female beauty being dependent on body shape, age and sexuality.

As well as facing fierce competition from other direct competitor brands, FMCG marketers will also carefully consider the **own-label (or private label) brands** produced by their retail distribution partners. These own-label brands are becoming more sophisticated, with wider ranges of target products; where they would once compete on price and products were characterised by poorer quality than branded products, own label brands are now perceived as being just as good if not better than branded products in some regions.

Key differences between FMCG and B2B IMC

A helpful method of considering the unique characteristics of the FMCG sector is to compare it with B2B markets in terms of the marketing mix. You can see the highlights in Table 4 below.

	The FMCG sector	The B2B sector
CUSTOMERS	Mass market consumers	Narrow specialist buyers
	Personal motives	Organisational requirements
	Unplanned/emotional purchase	Planned/rational purchase
	Little buyer power	Substantial buyer power
PRICE	Price sensitive	Price less sensitive
	High volume	Low volume
	Low price	High price
PROMOTION	Mass marketing	Personal direct marketing
	Heavy investment in IMC	Heavy investment in salesforce
	Brand positioning imperative	Brand position less important
	Low brand loyalty	High brand loyalty
PLACE	Intense competition	Fewer competitors
	Multi-channel distribution	Targeted channel distribution

Source: Based on Withey (2014)

Table 4: Characteristics of FMCG and BCB sectors

READING LIST

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Summary

In this chapter, we have explored several aspects involved in the implementation of an IMC campaign. We've explored some of the powerful planning models developed by Paul Smith and Malcolm MacDonald, and we've discussed the role of third-party agencies in providing creative media and marketing services.

The key points to remember are that these planning methods, and the use of external agency support, remain the same whether you are creating B2B or B2C campaigns, but these two sectors have very different objectives and strategies. Business orientation has a big influence on the IMC approach. From charities to public sector, retail to FMCG, the goals for IMC vary greatly based on the needs of the business.

Finally, we examined how different media is used to reach different customers depending on their habits and preferences. The conclusion is that marketing strategy can never be a "one size fits all" approach and must be highly targeted and tailored to be really effective.

Glossary

Activation plan The marketing plan that details how the marketing communications activity will be deployed, including timings and scheduling.

Advertising Any method which brings a product or service to the attention of the target audience through paid announcements in the print, broadcast or electronic media.

Assist rate A term used in IMC analytics that measures the indirect impact of a single media channel on other media channels and the entire campaign performance.

B2B Business-to-business. This is where a product or service is created for industrial or commercial use and marketed by one business to another.

B2C Business-to-consumer. This is where a product or service is created for personal or private use and marketed by a business to its target consumer groups.

Banner ad A graphical internet advertising tool used to encourage users to click on the graphic to be taken to another website. The term "banner ad" refers to a specific size image, measuring 468 pixels wide and 60 pixels tall.

Big data This is a broad term that describes extremely large and complex data sets that can be both structured and unstructured and are interrogated for marketing research data and insight purposes.

Brand A mark, name or image that identifies a product or service and the value it creates, provided by its creator.

Campaign A co-ordinated group of advertisements, commercials and related promotional materials and activities designed to be used during the same period of time.

Cause marketing Promotional strategy that generally supports a non-profit organisation, designed to stimulate donations from the target audience.

Content marketing A type of marketing that involves the creation and sharing of online material (such as videos, blogs and social media posts) that does not explicitly promote a brand but is intended to stimulate interest in its products or services.

Creative concepts The core themes or ideas on which an advertisement or marketing communications campaign is based.

Dark social This is the term used for that part of the social marketing mix that cannot be seen nor measured as part of a campaign. Commonly, this includes messaging tools such as WhatsApp that is part of a range of private networks.

Digital communication Any communication that uses digital technologies to communicate with an audience including the internet, television, radio and other digital devices.

Differentiated marketing A marketing strategy that targets market niches or population segments by offering clearly differentiated products tailored for each niche or segment.

Display advertising Online and traditional advertising that is dominated by a graphic image.

Early adopters This is the term used to describe those consumers who are first to buy a new product or service. They are included in the "diffusion of innovation" concept that states that most people are part of the "early" or "late majority" (the mass of people who wait to see how a new innovation performs before adopting it). "Laggards" are those who are the last to buy into the product/service.

Event marketing A "live" themed activity, occasion, display or exhibit to promote a product, service or organisation.

Experiential marketing A marketing method that enables consumers to experience a product or service, such as sampling or free trials.

FMCG Fast moving consumer goods. These are usually low-value products that consumers buy very regularly and which stay on the retail shelf for only a short space of time. Examples are toiletries, confectionery and breakfast cereals.

Geo-demographic A segmentation strategy that combines a specific geographic location with the consumer demographic profile

Integrated marketing communications
A planning process designed to ensure that all brand contacts received by a customer or prospect for a product, service or organisation are relevant to that person and consistent over time.

Key accounts Major customer accounts in business-to-business marketing.

Keywords Words used in a performing a web browser search.

Logo A logo is a word or phrase that serves to identify an organisation, or a graphic design that is used as a continuing symbol for a company, organisation or brand.

Market segmentation The process used by organisations to segment areas, regions or territories into distinct groups that share the same characteristics. This is opposed to consumer segmentation that refers to organisations seeking commonalities within consumer groups.

Market share The percentage of a sales volume or value achieved by an organisation in relation to all brands within a given sector.

Mass media Refers to media channels that target a large audience or an entire population such as national newspapers, television, radio and posters.

Media equivalencies Measuring the exposure value of a sponsorship by adding up all the coverage it generated and calculating what it would have cost to buy a similar amount of ad time or space in those outlets based on media rate cards.

Media weight A measure of the amount of advertising media used in an advertising campaign. It can be expressed in terms of budget, number of exposures or frequency of the activity.

Memes Images, videos, pieces of text, etc., typically humorous in nature, that are copied and spread rapidly by internet users, often with slight variations.

Online marketing Term referring to the internet and email based aspects of a marketing campaign. Can incorporate banner ads, email marketing, search engine optimisation, ecommerce and other tools.

On-pack promotions Sales promotion tactic that uses the product's packaging to communicate the offer to the consumer.

Opinion leaders Individuals with the ability to influence others. In relation to marketing communication, these are often those individuals or brands to whom others turn to for trusted advice, opinions and views.

Opportunity to see (OTS) The total impact of an advertising campaign in terms of the number of commercials, insertions, reach or frequency achieved.

Own-label (or private label) brands
This term refers to the products/services produced by a retailer and sold under their own brand label. Walmart, Amazon and Tesco are all good examples of retailers with their own brands and brand architecture.

Pay per click (PPC) An online advertising payment model in which payment is based solely on qualifying click-throughs.

Permission marketing Marketing that encourages customer's consent to receive information from a company.

Personal selling Selling that involves a face-to-face interaction with the customer.

Point of sale (POS) Also known as point of purchase (POP): Promotional materials placed at the point where the purchase is made, designed to influence the final buying choice.

Public relations A form of marketing communication that seeks to make use of publicity and other nonpaid forms of promotion to influence the feelings, opinions, or beliefs about the company, its products or its services.

Readership The total number of primary and pass-along readers of a publication.

Return on marketing investment (ROMI)
This is the estimated amount that the business earns in turnover and/or profit for the amount of money it invests in the marketing effort.

Search engine optimisation (SEO)
The "art and science" of making webpages attractive and keyword-rich to improve their ranking in search engines.

Social media Web-based communication tools that allow users to show their interest in topics in real-time. Social media is a powerful tool for brands seeking feedback or support from customers as well as businesses and non-profit companies seeking to cultivate new audiences.

Strapline A meaningful phrase or slogan that sums up the tone and premise of an organisation in a way that is memorable to the public. A strapline is often the theme for a larger campaign.

Target audience Groups in the community selected as the most appropriate for a particular marketing campaign or schedule. The target audience may be defined in demographic or psychographic terms, or a combination of both.

Telemarketing The process of using the telephone as a medium to sell goods and services directly to prospective customers.

Trade publication A trade publication often falls between a magazine and a journal, with articles focusing on information relating to a particular trade or industry. Trade publications typically contain heavy advertising content focused on the specific industry, with little if any general audience advertising.

Unique selling proposition (USP)
The distinct features and benefits that differentiate a company's product/service from the competition.

Viral marketing A concept that involves a marketing asset such as a video, image or piece of music being widely and independently shared by the public beyond the target audience.

Word-of-mouth A concept that involves the spread of information among populations through talking with peer groups and family members who in turn pass the message on to their networks.