

INTEGRATED MARKETING COMMUNICATIONS

CHAPTER OBJECTIVES

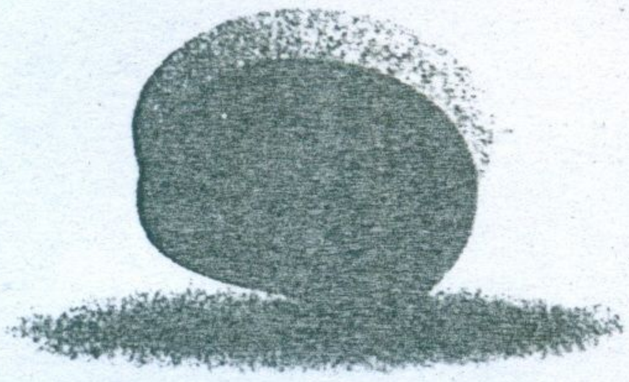
After reading this chapter, you should be able to answer the following questions:

- How does communication take place?
- What is an integrated marketing communications program?
- What new trends are affecting marketing communications?
- How does an integrated marketing communications program create value?
- What are the components of an integrated marketing communications program?
- What does the term *GIMC* mean?

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MIRACLE WHIP

Advertising and promotion are experiencing a rapidly shifting landscape. The decline in traditional media viewing combined with the rise in Internet usage and the use of social media have created a new order. Effective advertising and promotion campaigns often now involve more than one well-made commercial. Recently, some advertisers have gone to greater extremes.

In early 2011, Miracle Whip was promoted in a surprising new way. In essence, consumers were asked if they "loved" or "hated" the product. The advertising agency, mcgarrybowen, directed the entire advertising and social media campaign. Using the concept, "We're not for everyone," the marketing acknowledges the inherent polarization of the product by inviting consumers to tell the world if they love the product or hate it.

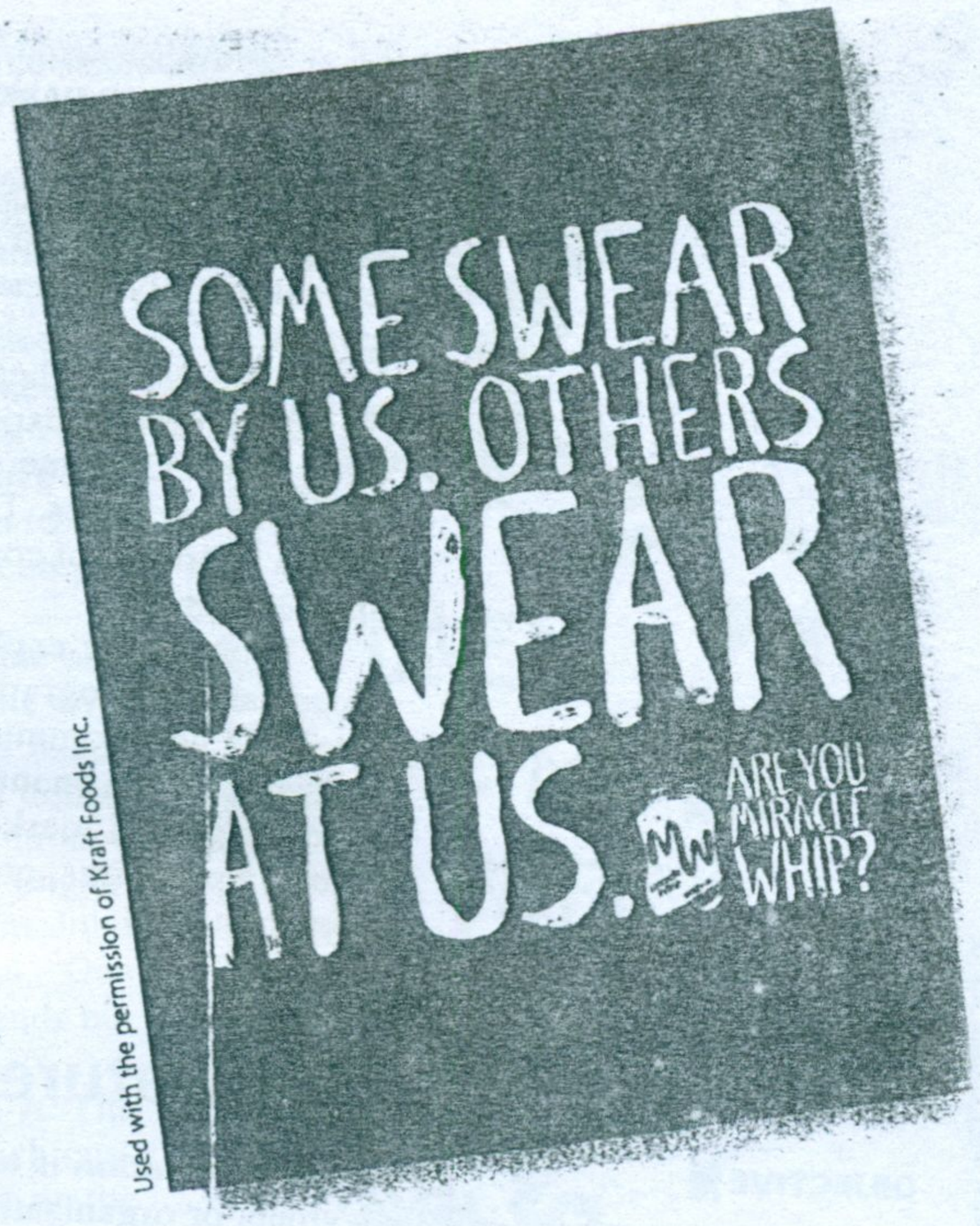
Advertisements premiered on big primetime placements on *Glee* and *American Idol*. The work included a cast of celebrities and everyday people. Pundit James Carville proclaiming "Miracle Whip is America" alongside an unknown actor stating it "tastes

like spreadable disappointment." Jersey Shore's Pauly D reported, "I'd never eat it. I'd never put it in my hair. It's just wrong." Comic actor Amy Sedaris offered, "It's always great in the bedroom." Soon, full page ads were used in major newspapers to support the launch with the tag line "Are you Miracle Whip?"

In conjunction with the effort, social media channels for people who both love and hate Miracle Whip were established. The campaign evolved urging the public to "Take a Side." A YouTube consumer promotion asked consumers to declare their love or hate, while the site tallied the numbers of "lovers" and "haters," creating a huge buzz about the page. As an attempt to reach a target market of nonusers and lapsed users, the site included a form for ordering a free sample, under the concept of, "it's okay if you don't like us, but give us a try." In all, 500,000 sample packets were sent out, quickly exhausting the supply.

Next, a Web-based consumer contest emerged under the concept of "Not for Every Relationship." This evolvement of the campaign included a priest and a lawyer pitching the contest in which entrants were asked to tell the world how Miracle Whip impacts their relationships. The winning 60-second video submitted to the YouTube site received a prize of $25,000.

The buzz grew quickly, as did a wave of criticism. The critics suggested the brand was trivializing both marriage and divorce. The *National Review* called for the contest and campaign to end, and a social media petition was circulated with the same goal. The discussion became a trending topic on Twitter. None of these efforts was successful in breaking up the campaign. Instead, Miracle Whip continued the conversation tying the



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themes of either loving or hating Miracle Whip with its impact on marital and family relationships. In the summer of 2011, marketers took to the streets asking people to talk about their relationships, even reaching out to some just married in Las Vegas. In the end, the buzz lasted for more than half a year.

The Miracle Whip campaign has been criticized and condemned, hailed and praised, with comments ranging from "genius" to "mad men." In the end, Miracle Whip's honesty with the public combined with this innovative advertising and promotional campaign turned an ordinary condiment into an extraordinary national conversation.[1]

OVERVIEW

The global marketplace consists of a complex set of competitors battling for customers in a rapidly changing environment. New companies form on a daily basis. Small businesses, Internet-based operations, and global conglomerates are all part of the worldwide marketing environment.

A wide variety of media are available to the leaders of these companies. Advertising and marketing methods range from simple stand-alone billboard advertisements to

complex, multilingual global Web sites. The number of ways to reach potential customers continually increases while alternative methods expand and become increasingly popular.

In the face of these sophisticated and cluttered market conditions, firms try to be heard. Marketing experts know that a company's communications must speak with a clear voice. Customers must understand the essence of a business and the benefits of its goods and services. The vast variety of advertising and promotional venues combined with a multitude of companies bombarding potential customers with messages makes the task challenging.

This chapter explains the nature of an integrated advertising and marketing communications program. The first section describes communication processes. Understanding how communication works builds the foundation for an integrated marketing program. Next, an integrated marketing communications program is described. Finally, the integrated marketing communications process is applied to global or international operations, creating a globally integrated marketing communications (GIMC) program.

The Nature of Communication

OBJECTIVE 1
How does communication take place?

Communication is transmitting, receiving, and processing information. When a person, group, or organization attempts to transfer an idea or message, communication occurs when the receiver (another person or group) comprehends the information. The model of communication shown in Figure 1 displays the pathway a message takes from one person to another.[2]

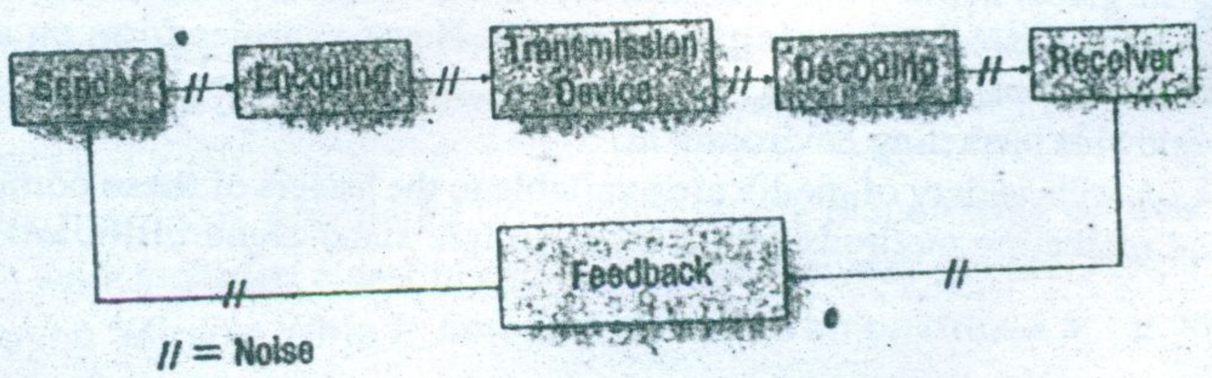
Communication plays a key role in any advertising or marketing program. Consider a person planning to dine at a quick-serve chicken restaurant. In the communications model (Figure 1), the **senders** include the chains KFC, Chick-fil-A, Poppeye's, Church's Chicken, Bojangles, and Raising Cain's Chicken Fingers. Each one tries to capture the customer's attention. Most of these firms hire advertising agencies. Some utilize in-house marketing groups.

Encoding is forming verbal and nonverbal cues. In marketing, the person in charge of designing an advertisement takes an idea and transforms it into an attention-getting message. The commercial consists of cues being placed in various media, including television, magazines, and billboards. The message may also be encoded on the firm's Web site, a social media page, or a Twitter account.

Messages travel to audiences through various **transmission devices**. Marketing communications move through various channels or media. The channel may be a television station carrying an advertisement, a Sunday paper with a coupon placed in it, the Internet, or a billboard placed along the interstate.

Decoding occurs when the message reaches one or more of the receiver's senses. Consumers both hear and see television ads. Others consumers handle (touch) and read (see) a coupon offer. It is even possible to "smell" a message. A well-placed perfume sample might entice a buyer to purchase both the magazine containing

FIGURE 1
The Communication Process



the sample and the perfume being advertised. Hungry people tend to pay closer attention to advertisements and other information about food.

Quality marketing communication takes place when customers (the **receivers**) decode or understand the message as it was intended by the sender. In the case of Chick-fil-A, effective marketing communications depend on receivers encountering the right message and responding in the desired fashion, such as by making a trip to the local Chick-fil-A restaurant or becoming loyal fans on the company's social media page.

Chick-fil-A's approach to social media provides an example of a successful communication strategy that integrates the Web site with both online and off-line advertising to build a loyal customer base.[3] Before launching a social media site, Chick-fil-A's third-party digital agency discovered that more than 500 Facebook profiles mentioned Chick-fil-A, and that one particular fan page had 25,000 "fans." Engaging consumers constituted the goal of the social media program. John Keehler, director of interactive strategy at ClickHere, noted that, "One of the mistakes we'd seen is brands would gather a lot of friends but wouldn't get people to interact with them."

The Facebook page allows fans to interact with Chick-fil-A. The company holds a "Cow Appreciation Day" each July in which customers are encouraged to dress like cows and post their photos on the Facebook fan page. To build the base of members, in the past coupons have been offered as part of a "Chicken Wave" during the kickoff of the college football season. Other promotions through Twitter and Facebook resulted in a Facebook community with more than 1 million members. Currently, any new Chick-fil-A store opening is first announced on Facebook, and customers are invited to visit the restaurant and participate in grand-opening festivities.

A compatible offline program represents one key to the social media utilization. Successfully-integrated communications employ multiple channels providing a consistent message. Many Chick-fil-A commercials urge people to "Eat Mor Chikin." All advertising and promotional venues present the same tagline and theme, thereby increasing the chances that consumers will encounter and perceive the same message. The result can be a stronger brand presence over time.

In the communication process, **feedback** takes the form of the receiver's response to the sender. In marketing communications, feedback includes purchases, inquiries, complaints, questions, store visits, blogs, and Web site hits.

Noise consists of anything that distorts or disrupts a message, including marketing communications. It can occur at any stage in the communication process, as shown in Figure 1. The most common form of noise affecting marketing communications is **clutter**. Examples of noise that can affect the advertising messages are provided in Figure 2.

The marketing professionals involved in the communication process pay attention to each aspect of the communications model to ensure that all audiences receive a consistent message. They try to be sure the message cuts through noise and clutter. In the case of quick-serve chicken restaurants, increases in market share, sales, and brand loyalty constitute common objectives the marketing team attempts to achieve.



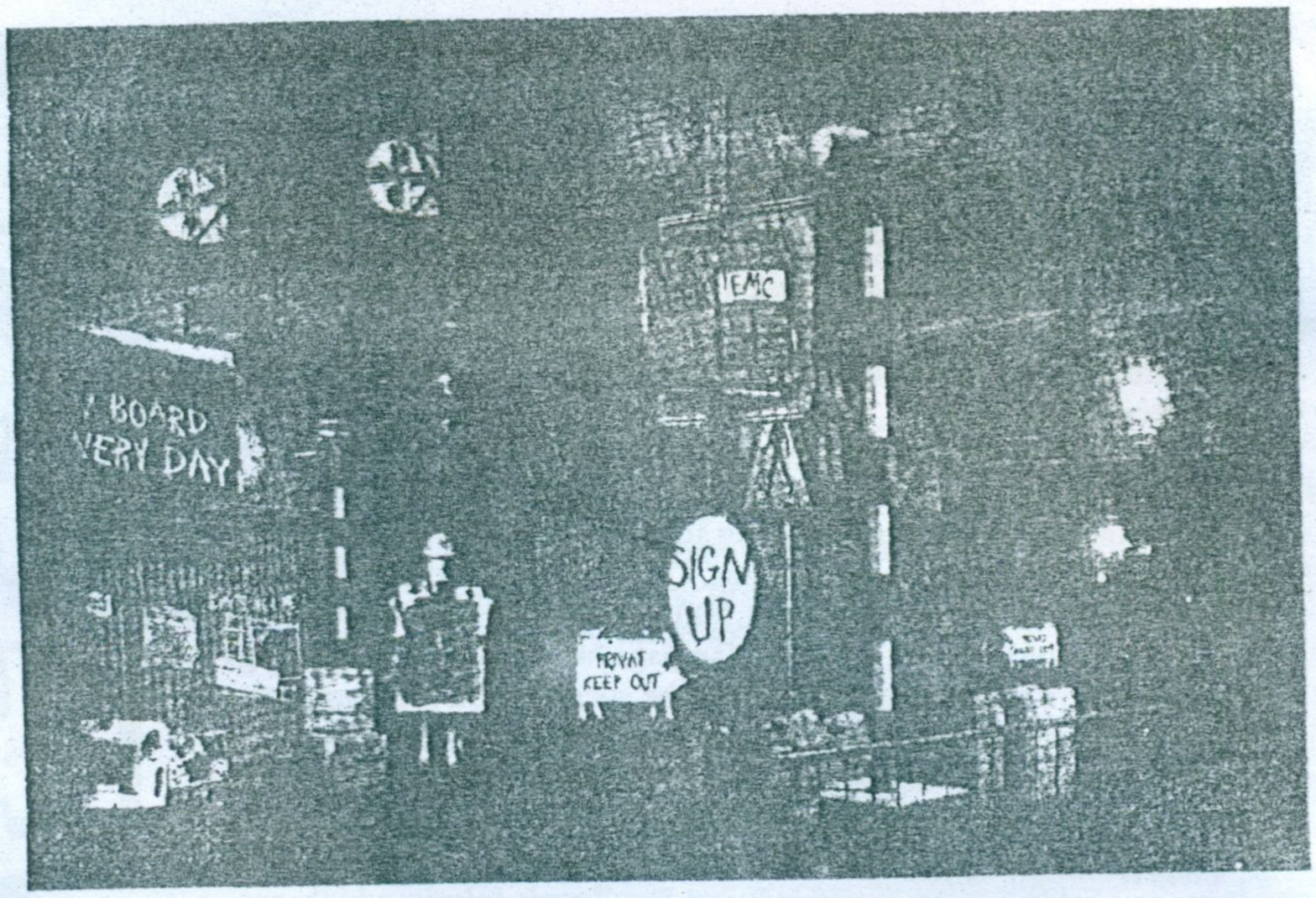
Permission granted by CFA Properties, Inc.

▲ This Chick-fil-A advertisement encourages young customers to dress like a cow.



▲ A Chick-fil-A contest winner.

▶ Opening page of the "Eatmorchikin" Web site.



▶ **FIGURE 2**
Communication Noise

- Talking on the phone during a commercial on television
- Driving while listening to the radio
- Looking at a sexy model in a magazine ad and ignoring the message and brand
- Scanning a newspaper for articles to read
- Talking to a passenger as the car passes billboards
- Scrolling past Internet ads without looking at them
- Becoming annoyed by ads appearing on a social media site
- Ignoring tweets on Twitter because they are not relevant
- Being offended by the message on a flyer for a local business

Communicating with consumers and other businesses requires more than simply creating attractive advertisements. The upcoming section describes the nature of integrated marketing communications. An effective program integrates all marketing activities into a complete package designed to effectively reach the target market or audience.

Integrated Marketing Communications

OBJECTIVE
What is an integrated marketing communications program?

The communications model provides the foundation for an advertising and marketing program. **Integrated marketing communications (IMC)** is the coordination and integration of all marketing communication tools, avenues, and sources in a company into a seamless program designed to maximize the impact on customers and other stakeholders. The program covers all of a firm's business-to-business, market channel, customer-focused, and internally directed communications.[4]

Before further examining an IMC program, consider the traditional framework of marketing promotions. The **marketing mix** provides the starting point. As shown in Figure 3, promotion constitutes one of the four components of the mix.

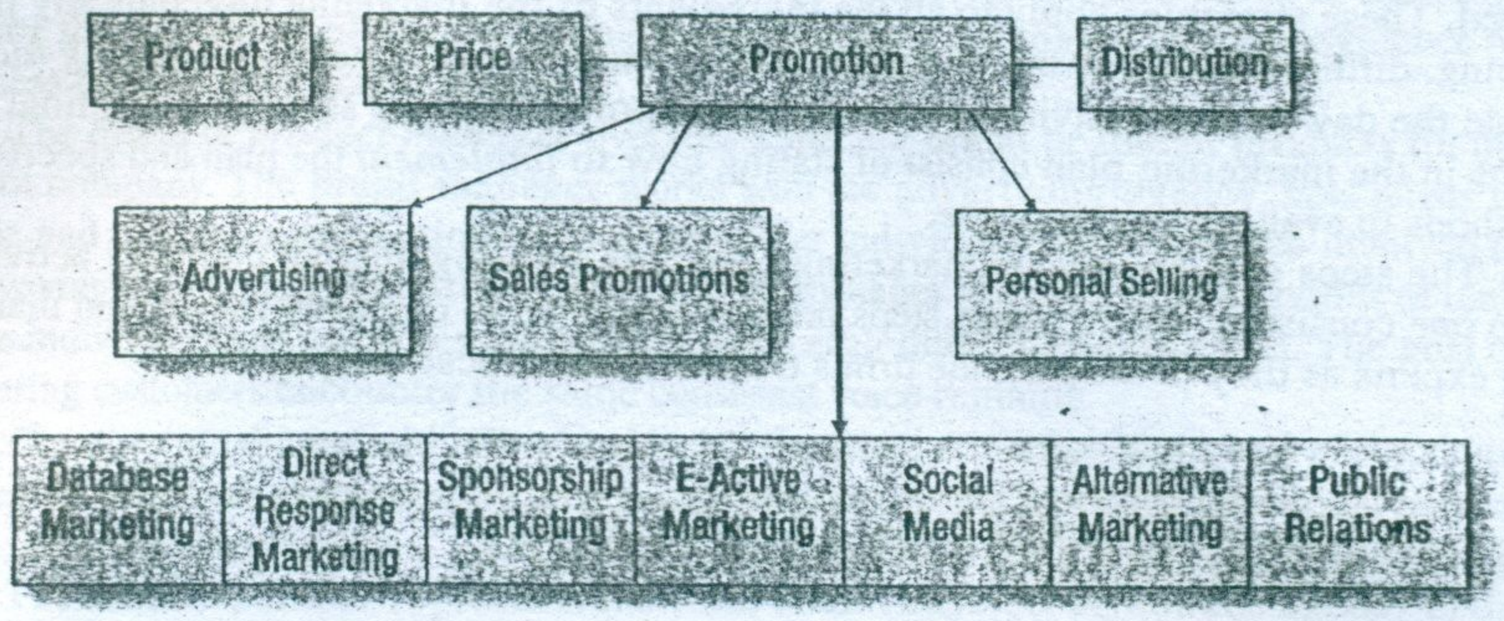


FIGURE 3
Components of Promotion

For years, the traditional view was that promotional activities included advertising, sales promotions, and personal selling activities. This view has expanded to incorporate online and alternative methods of communication. It also includes activities such as database marketing, direct response marketing, sponsorships, online marketing, social media, guerrilla marketing, alternative marketing, and public relations programs.

A complete IMC plan reaches every element of the marketing mix: products, prices, distribution methods, and promotions. While this textbook primarily deals with the promotions component, it should be noted that, in order to present a unified message, the other elements of the marketing mix will be blended into the program.

An Integrated Marketing Communications Plan

A strategic marketing plan forms the basis for integrated marketing communications. The plan coordinates every component of the marketing mix in order to achieve harmony in the messages and promotions relayed to customers and others. Figure 4 lists the steps required to complete a marketing plan.

A *current situational analysis* is the process of examining the firm's ongoing market situation. Next, marketers conduct a *SWOT analysis* by examining factors in the organization's internal and external environments. SWOT identifies internal company strengths and weaknesses along with the marketing opportunities and threats present in the external environment.

Defining primary *marketing objectives* establishes targets such as higher sales, an increase in market share, a new competitive position, or desired customer actions, such as visiting the store and making purchases. Marketing objectives are identified along with key target markets. A comprehensive understanding of these markets helps the marketing team prepare effective integrated marketing communications.

- Current situational analysis
- SWOT analysis
- Marketing objectives
- Target market
- Marketing strategies
- Marketing tactics
- Implementation
- Evaluation of performance

FIGURE 4
Steps of a Marketing Plan

Based on the marketing objectives and target market, *marketing strategies* are produced. These strategies apply to all the ingredients of the marketing mix, plus any positioning, differentiation, or branding strategies. Based on the strategies, *marketing tactics* guide the day-by-day activities necessary to support marketing strategies. The final two steps in the marketing plan consist of stating how to *implement* the plan and specifying methods to evaluate *performance*.

The steps of the strategic marketing plan help pull together all company activities into one consistent effort. These steps provide guidance to company leaders and marketing experts as they coordinate the firm's overall communications package.

Emerging Trends in Marketing Communications

OBJECTIVE
What new trends are affecting marketing communications?

Many forces impact the field of marketing communications. Financial pressures have caused the company leaders who hire advertising agencies to recognize that they cannot pay out unlimited dollars for marketing programs. Emerging social trends affect marketing messages and means of communication. New technologies also influence the field. As a result, new trends have emerged (see Figure 5).

EMPHASIS ON ACCOUNTABILITY AND MEASURABLE RESULTS

Company leaders expect advertising agencies to produce tangible outcomes. They spend promotional dollars carefully. Any coupon promotion, contest, rebate program, or advertising campaign should yield measurable gains in sales, market share, brand awareness, customer loyalty, or other observable results to be considered successful.

The increasing emphasis on accountability and measurable results has been driven by chief executive officers (CEOs), chief financial officers (CFOs), and chief marketing officers (CMOs). According to Martyn Straw, chief strategy officer of the advertising agency BBDO Worldwide, corporate executives and business owners are tired of "funneling cash into TV commercials and glossy ads" that keep increasing in cost while appearing to do less and less.

Many companies rely less on 30-second television spots and instead pursue alternative communication venues. Marketing messages can be tied to special events where names, profiles, and addresses of prospective customers are collected and tracked. Straw suggests that marketing should not be viewed as an expense, but rather as an investment in which promotional dollars generate sales and profits.[5]

CHANGES IN TASKS PERFORMED

The tasks performed by the players in advertising programs are changing. An *account executive* works the advertising agency (see Figure 6), seeking to sell, direct, and manage advertising and promotional programs for client companies. The account manager develops overall strategic communication plans for client companies while at the same

- Emphasis on Accountability and Measurable Results
- Changes in tasks performed by key players
- Explosion in the use of alternative media

▲ **FIGURE 5**
Trends affecting marketing communication

- Account executive
- Brand or product manager
- Creatives
- Account planners

▲ **FIGURE 6**
Key individuals in an ad program

time overseeing individual promotional activities. Growing demand for accountability means this individual closely examines each marketing campaign seeking evidence of success to show prospective clients.

The *brand* or *product manager* oversees a specific brand or line of products for the client company. The brand manager works with the advertising agency, specialists in trade and consumer promotions along with other individuals and agencies involved in conveying brand image to customers. The brand manager organizes the activities of multiple individuals and agencies while integrating each marketing campaign. The goal of ensuring customers encounter the same consistent voice remains.

Creatives are the individuals who develop the actual advertisements and promotional materials. Most are employed by advertising agencies. Some work for individual companies; others are freelancers.

The *account planner* represents the voice of the consumer within the agency to the agency's creative staff. An account planner will be involved in the development of an advertising campaign. In this new era in which attracting attention to a company, good, or service is difficult, creatives and account planners are being asked to contribute ideas about the firm's strategic marketing direction and the types of communication that will best reach each target audience.

A new partnership has emerged among account executives, brand managers, account planners, and creatives. Most advertising and marketing agencies do more than create ads. The companies assist clients with building the entire integrated communications program.

EMERGENCE OF ALTERNATIVE MEDIA

Internet-based marketing communications have evolved from simple Web advertisements to interactive Web sites, blogs, and social networks. Smartphones and text-messaging systems have created a new landscape and, in some cases, nearly a new language. Alternative interactive marketing techniques can create experiences with a brand and rather than mere purchases.

Many companies have cut traditional media expenditures, moving to nontraditional or alternative media. Procter & Gamble (P&G), AT&T, Johnson & Johnson, Kraft Foods, Verizon, and Toyota spend less on television advertising and have shifted funds to digital media. Unilever recently increased its digital spending by 15 percent.[6] As a General Motors executive noted, "Some 70 percent of consumers who shop for a new car or truck do Web research."[7] The same holds true for many other products.

Currently, younger consumers with considerable amounts of purchasing power may be less inclined to watch television. Instead, they engage in technology-based interactions with friends around the world through various social media sites. Finding ways to reach such consumers who are increasingly sophisticated at blocking out traditional advertising messages constitutes the key challenge. Capturing their attention is not enough. Marketers seek to find ways to engage and interact with consumers in ways that create positive, long-term experiences and bonds.

The Value of IMC

OBJECTIVE 4

How does an integrated marketing communications program create value?

Advances in technology and communications have dramatically changed marketing.[8] Engaging consumers requires an entirely new, carefully integrated approach. Figure 7 identifies reasons for the shift to greater integration of advertising and marketing communications programs.

- Advances in information technology
- Changes in channel power
- Increase in global competition
- Increase in brand parity
- Emphasis on customer engagement
- Increase in micro-marketing

FIGURE 7
Reasons for Integrating Advertising and Marketing Programs



▲ Technologies such as smartphones and texting have changed the landscape of advertising and marketing.

ADVANCES IN INFORMATION TECHNOLOGY

Technology enables instant communications among business executives, employees, channel members, and customers around the world, creating both opportunities and threats for marketing communications. Consumers hold access to a wealth of information about companies, products, and brands. They can communicate with each other, sending favorable or unfavorable ratings and information. Messages travel almost instantaneously. Marketers are adapting methods to communicate and vend products effectively in this new communication-rich age. They also monitor what consumers are saying in blogs and online forums.

Advances in information technology allowed self-styled makeup maven Lauren Luke to sell cosmetics around the world. She started by offering them on eBay and then began posting videos that she recorded in her bedroom on YouTube. The videos have been viewed 50 million times. Her YouTube channel now contains over 250,000 subscribers. It is not just entrepreneurs such as Lauren Luke who have taken advantage of the opportunities present in today's information and technology-rich environment. In just 6 months. Dell generated $1 million in sales from individuals who contacted the firm using Twitter.[9]

CHANGES IN CHANNEL POWER

A marketing channel consists of a producer or manufacturer vending goods to wholesalers or middlemen, who, in turn, sell items to retailers who sell the items to consumers. Recent technological developments alter the levels of power held by members of the channel.

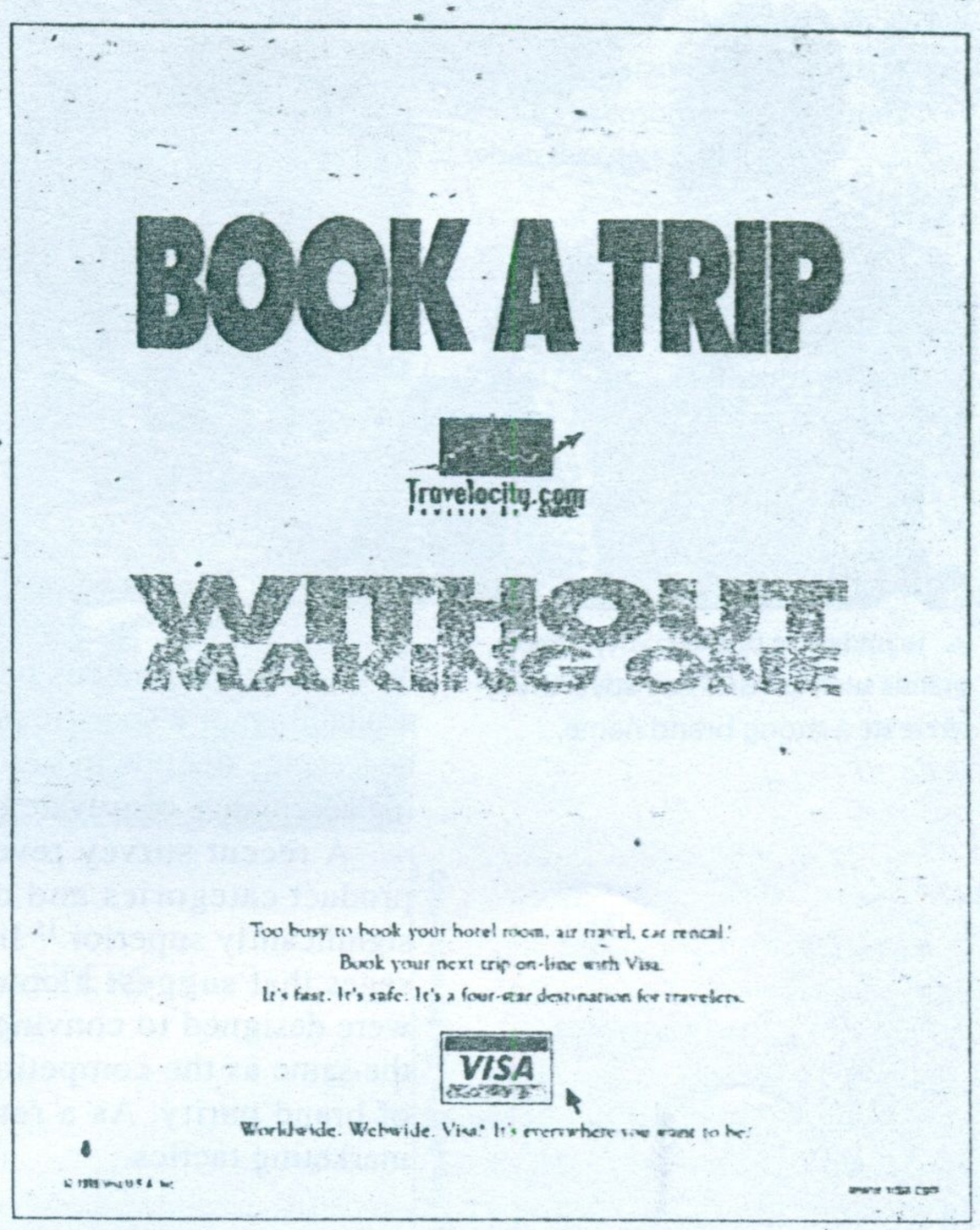
Retailers seek to maintain channel power by controlling shelf space and purchase data which allows them to determine which products and brands are placed on store shelves. Through checkout scanners, retailers know what products and brands are selling. Many retailers share the data with suppliers and require them to ensure that store shelves remain well stocked. The size and power of mega-retailers mean manufacturers and suppliers have no choice but to follow the dictates of "mega" stores.

At the same time, the growth of the Internet and other methods of communication shifts some channel power to consumers.[10] Consumers obtain information about goods and services and purchase them using the Internet and other resources. The Visa advertisement on the next page encourages consumers to book hotel rooms, air travel, and car rentals online. Internet-driven sales have grown at a tremendous rate. According to Forrester Research, online retail sales have grown from $31 billion in 2001 to $252 billion in 2013 and are projected to reach $327 billion by 2016. Online purchases now account for 8 percent of all retail purchases.[11]

To illustrate the effects of technology on channel power, consider an individual in the market for a mobile phone provider. First, she completes an Internet search. She identifies several possible brands and narrows them down to three. Next, she travels to a local mall to investigate the carriers. Asking questions of the salespeople helps her gather additional information. After returning home, she logs onto the Web sites of the three brands to learn about warranties, the types of phones being offered, and about company policies, such as ease in changing calling plans, plus other details about rollover minutes and other services. She then goes to various forums and blogs to read what other consumers say about the three brands.

After gathering sufficient information to make a decision, the customer can use Internet sources, the telephone, or a personal visit to the carrier's store to finalize the purchase. She might even play one carrier off against another to negotiate a better price. Soon, she has a new phone and new service. The buyer remained in charge of the entire process. Although individuals still purchase the majority of products in brick-and-mortar stores, many now use these technology-driven methods of gathering information.

The same principles apply to business-to-business purchasing activities. Buyers who shop on behalf of organizations and other company members seeking business-to-business products also tap into these resources (i.e., Web sites, databases). Consequently, a similar shift in channel power has taken place in the business-to-business sector.



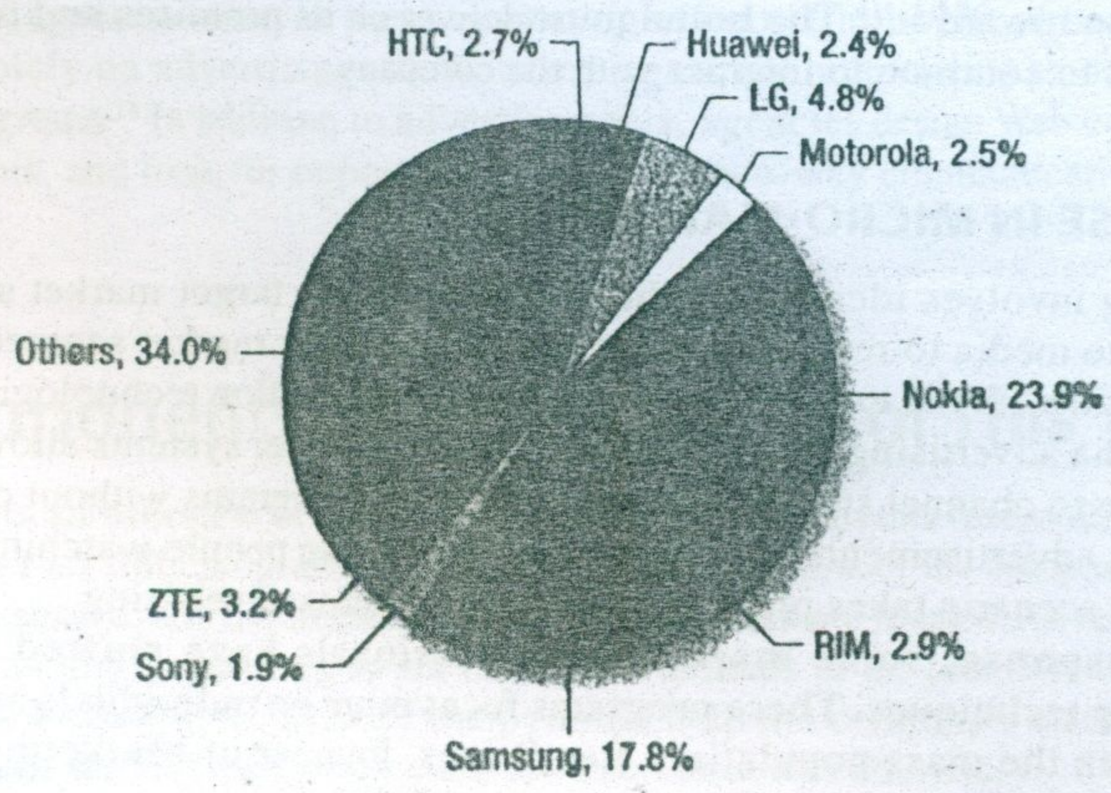
▲ This VISA advertisement encourages consumers to book vacations online.

INCREASES IN GLOBAL COMPETITION

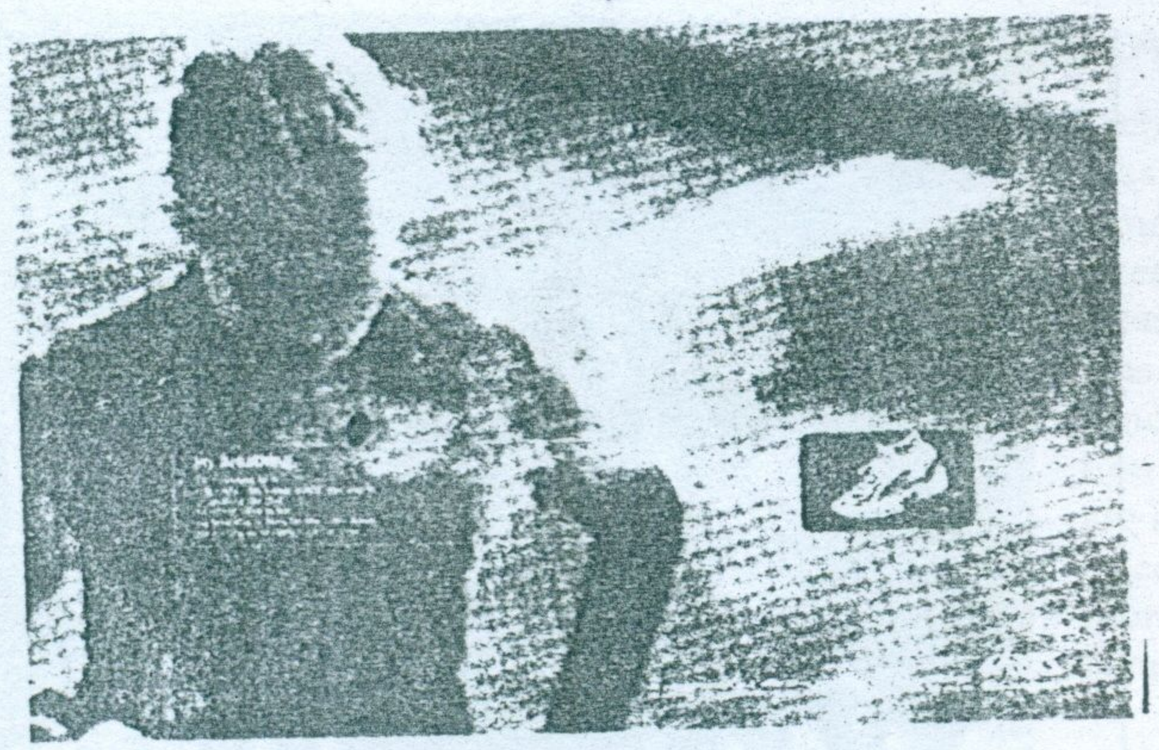
Information technology and communication advances influence the marketplace in other ways. Competition no longer comes from the company just down the street—it may be from a firm 10,000 miles away. Consumers desire quality along with low prices. The company that delivers both quality and value makes the sale, regardless of location. Advancements in delivery systems make it possible for purchases to arrive in a matter of days.

In this environment, integrating advertising and other marketing communications becomes increasingly important. Advertising alone cannot maintain sales. The situation is further complicated for manufacturers when retailers hold stronger channel power and control the flow of merchandise to consumers. In that circumstance, manufacturers invest in trade promotions (dealer incentives and discounts) to keep products displayed in various retail outlets. Encouraging retailers to promote a manufacturer's brand or prominently display it for consumer viewing requires an even greater expenditure of promotional dollars. Manufacturers also spend money on consumer promotions (coupons, contests, sweepstakes, bonus packs, and price-off deals) to retain customers, seeking to keep a brand attractive to the retailer.

The global mobile phone market provides a model of this new global marketplace. Figure 8 displays market shares for the top brands in the industry, with Nokia as the



◀ **FIGURE 8**
Global market share of mobile phones



▲ To minimize brand parity effects, brands such as Asics use advertising to create a strong brand name.

market leader, Samsung number two, LG as the number three brand. The primary way these companies gain market share is by taking it away from other brands. As the market leader, Nokia often becomes the main target of such efforts and as a result experienced a shrinking market share, from 40.47 percent in 2009 to 23.9 percent today.[12]

INCREASE IN BRAND PARITY

Many currently available products offer nearly identical benefits. When consumers believe that most brands provide the same set of attributes, **brand parity** results. When it occurs, shoppers select from a group of brands rather than one specific brand.[13] Brand parity means quality becomes less of a concern, because consumers perceive only minor differences between brands. Consequently, on other criteria, such as price, availability, or a specific promotional deal impact purchase decisions. The net effect may be a steady decline in brand loyalty.[14] Brand loyalty has also been reduced by the growing acceptance of private brands.

A recent survey revealed that consumers are willing to switch brands in most product categories and do not have one specific brand they must buy or believe is significantly superior.[15] In response to this trend, marketing teams tried to create messages that suggest a company's products were different. Although these messages were designed to convince consumers that the company's brand was superior and not the same as the competition, they often did not move consumers from the perception of brand parity. As a result, some companies have changed to new and innovative marketing tactics.

EMPHASIS ON CUSTOMER ENGAGEMENT

The expanding number of available brands perceived to be roughly equivalent leads to another response. To build loyalty, many marketing efforts have been made to engage customers with the brand at every contact point. A **contact point** is any place where customers interact with or acquire additional information about a firm. Customer engagement programs often utilize digital media and should become part of the total integrated marketing approach.

Effective engagement provides a venue for two-way communication. It can be built by offering incentives and reasons for the consumer to communicate with the company. For customers to take advantage of these initiatives, however, they must develop emotional commitments to the brand and have feelings of confidence, integrity, pride, and passion toward it.[16] The brand must deliver on its promises and provide reasons for consumers to continue to interact with the company.

INCREASE IN MICRO-MARKETING

Marketing involves identifying the firm or product's target market and identifying the appropriate media to reach members of each particular market segment. In this information age and with the expanding number of communication technologies, the influence of mass-media advertising has diminished. DVRs and other systems allow consumers to use the remote to channel surf TV channels and watch programs without commercials. Many television advertisements are not seen, even by those people watching a given program. The same scenario takes place in other forms of mass advertising.

In response, some marketing professionals have shifted efforts to micro-marketing techniques. These programs focus more on individuals and micro-segments rather than the mass population. Rex Briggs, founder of Marketing Evolution, stated



◀ Nonprofits such as Salvation Army must understand how to engage donors to ensure sufficient funds when disasters strike.

WE COMBAT NATURAL DISASTERS
WITH ACTS OF GOD.

When catastrophe strikes, your generosity strikes back. Thanks to your help, The Salvation Army serves disaster survivors from the moment of impact until the healing is complete. Proving that while disasters may be unpredictable, the good of people is not. Thank you for your continued giving at 1-800-SAL-ARMY or at salvationarmyusa.org.

THE SALVATION ARMY

DISASTER RELIEF EMERGENCY RESPONSE REHABILITATION HUMAN TRAFFICKING ABOLITION YOUTH SERVICES EVANGELISM

DOING THE MOST GOOD

Advertisement of The Salvation Army furnished by The Richards Group

that ". . . going into the future you're going to see more fragmentation of the media mix and more digital."[17]

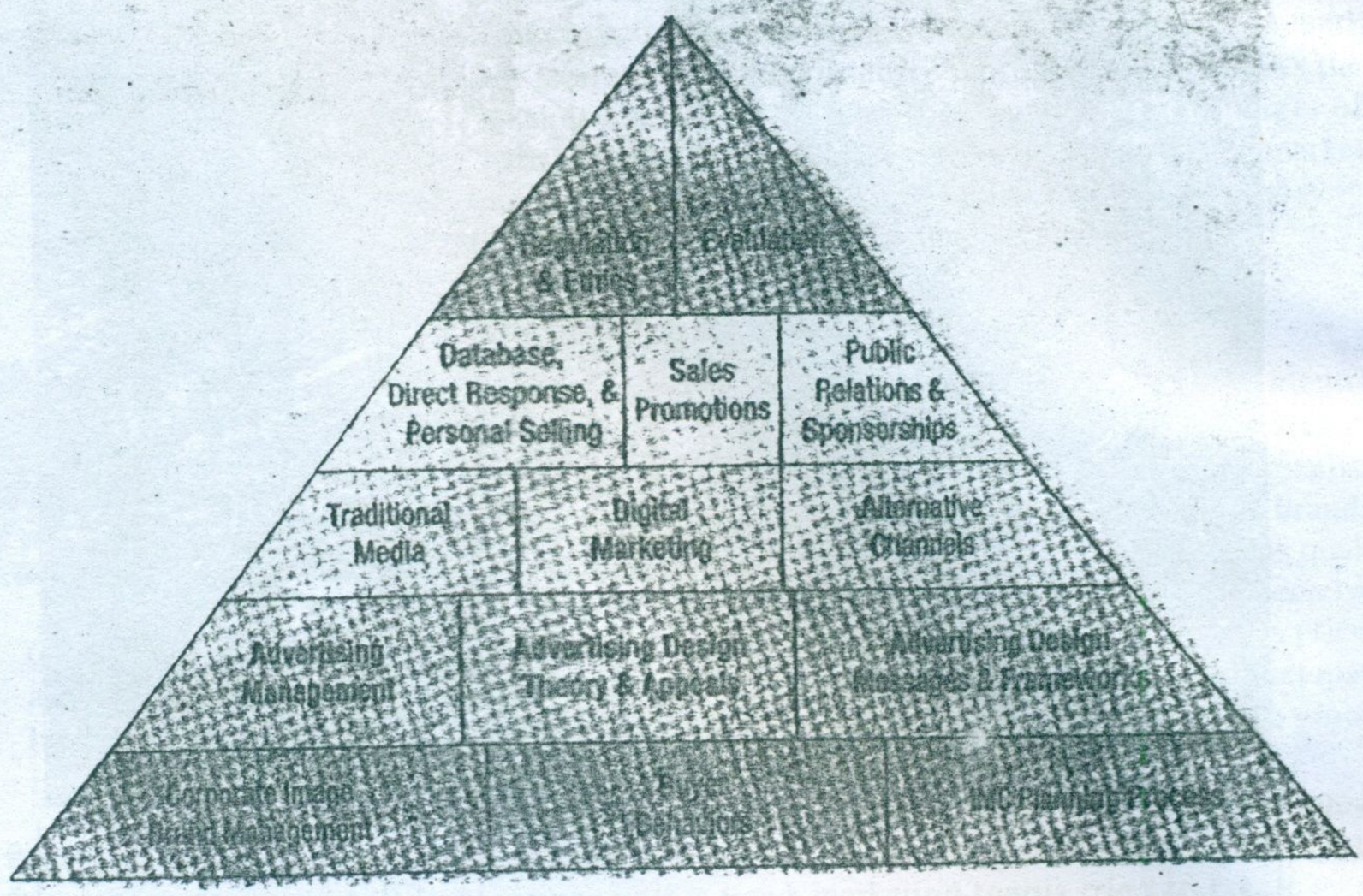
Advertising agencies assist in these marketing efforts. Until 1970, almost all agencies focused solely on advertising. Now, many agencies help clients in develop and refine IMC programs.[18] In addition to advertisements, agencies design Web content, create special events, and look for opportunities to build two-way communication systems with customers.

IMC Components and the Design of This Text

Figure 9 presents an overview of the IMC approach featured in this textbook. As shown, the foundation of an IMC program consists of a careful review of the company's image, the buyers to be served, and the markets in which the buyers are located. Advertising programs are built on this foundation, as are the other elements of the promotional mix. The integration tools located at the peak of the pyramid help the company's marketing team make certain all of the elements of the plan are consistent and effective.

OBJECTIVE

What are the components of an integrated marketing communications program?



▸ FIGURE 9
Integgrated marketing communications

THE IMC FOUNDATION

The first section of this text builds the foundation for an IMC program. Strengthening the firm's image and brands answers the question, "Who are we and what message are we trying to send?" Branding includes the development of packages and labels that speak with the same voice as other marketing messages.

The steps of the consumer purchasing process explain how individuals make choices. Marketers identify the motives leading to purchases and factors affecting those decisions. Then, the IMC program can be designed to influence consumer thinking. Business-to-business buyer behaviors are also examined. Discovering viable business-to-business marketing opportunities by reaching purchasing managers and other decision makers in the target business plays a vital role in overall company success.

Includes identifying all target markets, most notably consumer and business-to-business market segments. The plan is complete when communications budgets have been developed and all appropriate media have been identified.

ADVERTISING TOOLS

Advertising management addresses the major advertising activities, the general direction the company takes, and the selection of an advertising agency. The functions performed by various advertising agency personnel are also explained.

Several advertising theories help creatives design advertisements. The various advertising appeals that can be used, including those oriented toward fear, humor, sex, music, and logic, are highlighted in the chapter.

Creating successful message strategies involves various executional frameworks, which are various ways to construct the actual commercial or advertisement. Creatives and other advertising professionals know that effective advertising includes the use of effective sources or spokespersons and following well-established principles of success.

IMC MEDIA TOOLS

First, the traditional media channels, including television, radio, outdoor, magazines, and newspapers, are described in Chapter 8, along with the advantages and disadvantages of each medium. The roles provided by media planners and media buyers are also explained.

Chapter 9 examines digital marketing efforts designed to integrate e-commerce programs with recent trends in online interactive marketing. These include social networks, blogs, and customer reviews. In these forums, consumers play interactive communications roles.

Many communication channels are available beyond both the traditional networks and the Internet.

PROMOTIONAL TOOLS

The next level of the IMC pyramid adds database and direct response marketing programs, personal selling, trade promotions, consumer promotions, public relations efforts, and sponsorship programs. When marketing managers carefully design all of the steps taken up to this point, the firm can integrate these activities. Messages presented in the advertising campaign can be reinforced through a variety of communication promotions.

Personal selling involves contacts with retail customers and other businesses. The chapter describes effective data collection and analysis. Then, the information gained can be used to develop data-driven marketing programs, including permission marketing, frequency programs, and customer relationship management systems as well as personal selling activities.

Trade promotions include trade incentives, cooperative advertising, slotting fees, and other promotions and discounts that help the manufacturer or channel member to push the product through the distribution channel. Consumer promotions are directed at end users and include coupons, contests, premiums, refunds, rebates, free samples, and price-off offers.

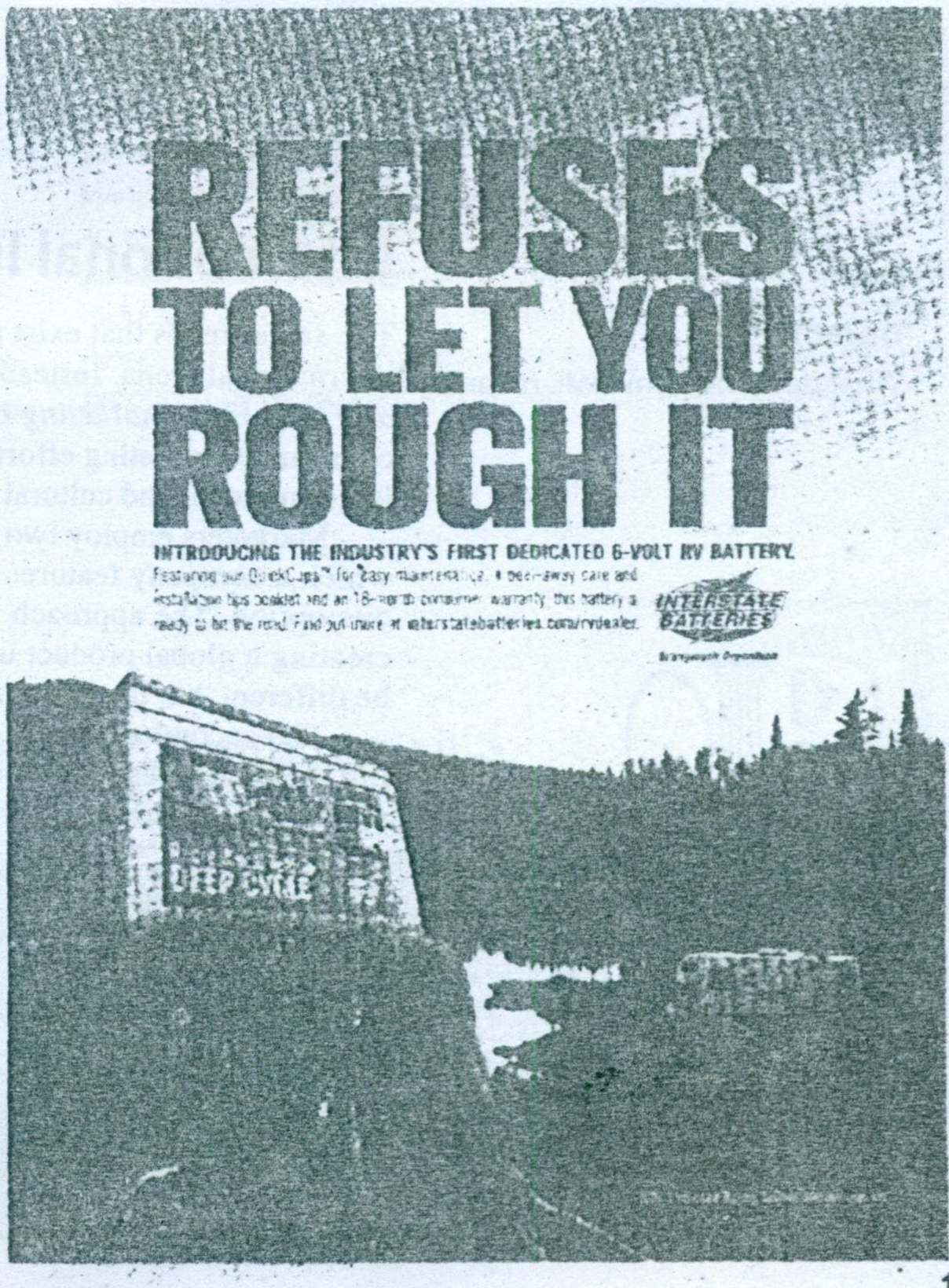
Emphasizing positive events and dealing with negative publicity. In many cases, the marketing team utilizes public relations efforts to help a sponsorship program achieve the greatest impact.

INTEGRATION TOOLS

The top level of the IMC program adds the integration tools needed to make sure the company effectively serves all customers.

Evaluations can begin prior to any promotional campaign and continue during the campaign to post-campaign evaluations. These evaluations generate valuable information to alter campaigns before they are commercially introduced. They also provide input to modify programs that have already run. A promotions evaluation process holds everything together and drives the entire IMC process. Fully integrated marketing requires a well-defined linkage between planning and evaluation processes.

▼ Advertising is an important integrated marketing component for Interstate Batteries.



▸ Companies often utilize the expertise of marketing research firms such as ReRez to evaluate IMC programs.

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International Implications

OBJECTIVE
What does the term *GIMC* mean?

The same trends that exist among advertising agencies in the United States occur in the international arena. Instead of IMC, international programs are called *GIMC*, or a *globally integrated marketing communications programs*.[19] The goal remains the same—to coordinate marketing efforts across all platforms. The challenges become greater due to larger national and cultural differences in target markets.

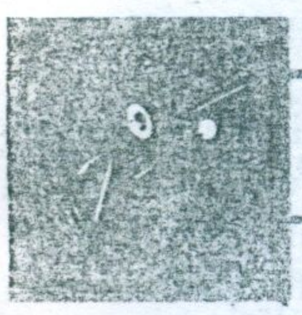
Marketers employ two different strategies for global companies. **Standardization,** in which a company features a uniform product and message across countries, represents one option. The approach involves generating economies of scale in production while creating a global product using a more universal promotional theme. The language may be different, but the basic marketing message stays the same.

The second approach, **adaptation**, results in the creation of products and marketing messages designed for and adapted to individual countries. The manner in which a product is marketed in Mexico will be different the methods used in Italy, India, or Australia.

The standardization method is in many ways easier to apply; however, GIMC can and should be used with either adaptation or standardization.[20] To reduce costs,

careful coordination of marketing efforts should occur across countries. Even when a firm uses the adaptation strategy, marketers from various countries learn from each other. Synergies take place between countries and regions. More important, learning can occur.

Recently, Adrian Hallmark, global brand director of Jaguar, commented that "for too many luxury consumers there is awareness of the Jaguar brand, but not consideration and modern relevance." To restore its iconic status, Jaguar launched a multinational ad campaign created by Spark 44, a London ad agency. The campaign debuted on Web sites JaguarUSA.com, Facebook, and YouTube with a 45-second version of a 30-second TV ad. Jaguar then introduced print, digital and outdoor advertising in the United States, Austria, Spain, France, Germany, Italy, Russia, Korea, Japan, Australia, and South Africa. The campaign included an 18-city road show in the United States to allow prospective buyers to try the new Jaguar. The ads were adapted to individual markets in each country using the central theme of the campaign "How alive are you?" which was featured in every print, digital, outdoor, television, and video ad.[21]



INTEGRATED CAMPAIGNS IN ACTION

In this book, this section presents basic information about various integrated advertising and marketing campaigns. The insights resulted from personal interviews by the authors with members of the advertising agencies and client companies. Some of the brands include

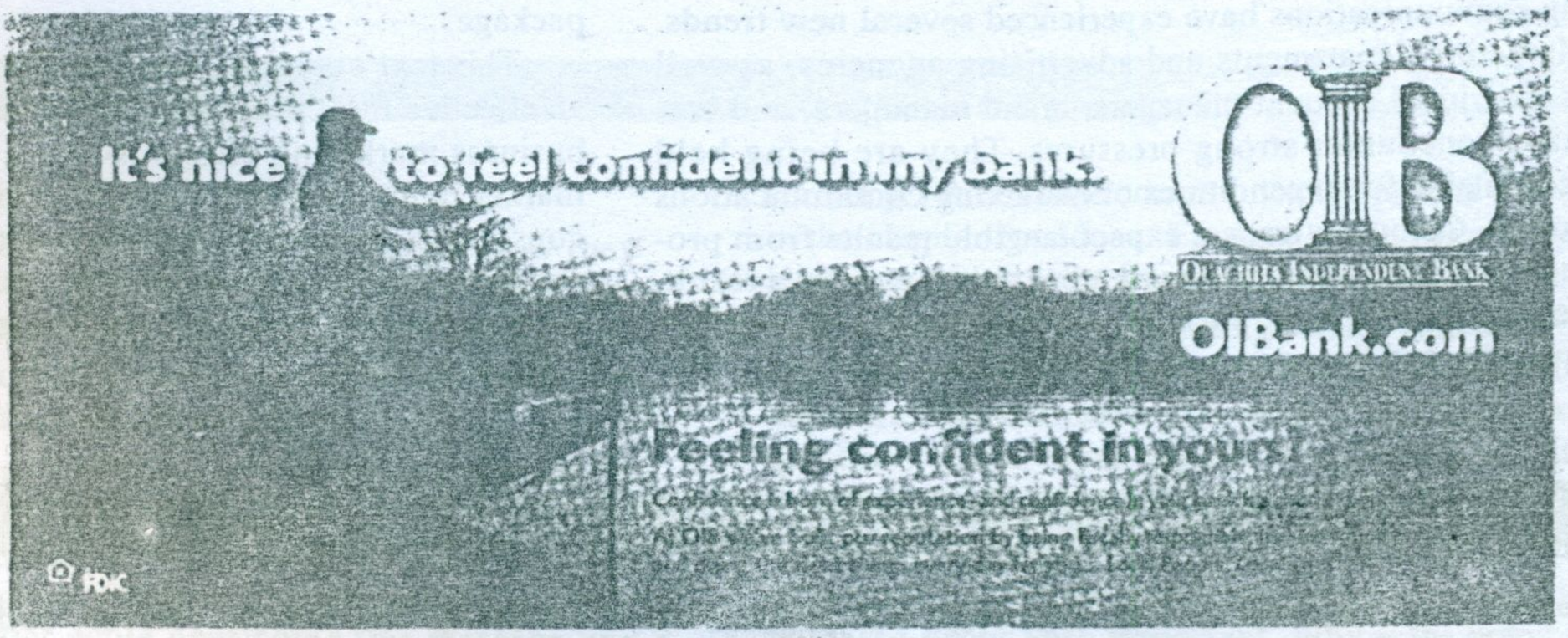
- Argent Financial
- Skyjacker
- Philadelphia Cream Cheese
- Just Curb It

Each features a PowerPoint presentation that professors can use as well as copies of collateral materials featured in the campaigns, such as print ads, photos, television ads, and radio spots.

Ouachita Independent Bank

The campaign for the Ouachita Independent Bank revolves around the theme of local people, local trust. The campaign consists of 15 and 30 second television ads, out-of-home materials, magazine ads, and newspaper ads. Many of these collateral materials will be available to students to access through QR codes within the textbook, such as the television ad available through the QR code below. The entire campaign, including a PowerPoint, can be found at the Pearson Instructor's Resource Center (www.pearsonhighered.com). The campaign was produced by Newcomer, Morris, and Young advertising agency.

▶ A billboard ad for Ouachita Independent Bank.



Advertisement provided by Newcomer, Morris, and Young

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SUMMARY

Communication consists of transmitting, receiving, and processing information. It represents a two-way street in which a sender establishes a connection with a receiver. Effective communication forms the basis for a solid and successful marketing program.

The components of the communication process nclude the sender, an encoding process, the transmission levice, the decoding process, and the receiver. Noise is anything that distorts or disrupts the flow of information from he sender to the receiver.

In the marketing arena, senders are companies seeking o transmit ideas to consumers, employees, other compaies, retail outlets, and others. Encoding devices provide he means of transmitting information and include adversements, public relations efforts, press releases, sales ctivities, promotions, and a wide variety of additional erbal and nonverbal cues sent to receivers. Transmission evices are the media and spokespersons that carry the message. Decoding occurs when the receivers (customers or etailers) encounter the message. Noise takes many forms n marketing, most notably the clutter of an overabundance f messages in every available channel.

Integrated marketing communications (IMC) takes dvantage of the effective management of the communicaons channel. Within the marketing mix of products, prices, istribution systems, and promotions, firms that speak with ne clear voice are able to coordinate and integrate all marketing tools.

The fields of advertising, promotions, and marketng communications have experienced several new trends. Marketing departments and advertising agencies, as well s individual account managers, brand managers, and cretives, encounter strong pressures. They are being held ccountable for expenditures of marketing communications ollars. Company leaders expect tangible results from pronotional campaigns and marketing programs. As a result, ew partnerships are forming among account executives, reatives, and the companies that hire them.

IMC plans are vital to achieving success. The explosion of information technologies strongly influences IMC programs. Channel power has shifted from manufacturers to retailers and now to consumers. Company leaders adjust in order to maintain a strong market standing and IMC programs can assist in this effort. New levels of competition drive marketers to better understand customers and be certain that those end users are hearing a clear and consistent message from the firm. As consumers develop a stronger sense of brand parity, wherein consumers perceive no real differences in product or service quality, marketers seek to create situations in which company brand hold a distinct advantage over others. This may be difficult, because consumers collect and integrate information about products from a wide variety of sources, including technological outlets (Web sites) and interpersonal (salespeople) sources. Quality IMC programs help maintain the strong voice a company needs to ensure customers hear its message. The decline in effectiveness of mass-media advertising constitutes an additional challenge. IMC helps company leaders find new ways to contact consumers with a unified message and to engage them in long-term relationships.

When a firm conducts business internationally, a GIMC, or globally integrated marketing communications system, can be of great value. By developing one strong theme and then adapting that theme to individual countries, the firm conveys a message that integrates international operations into a more coherent marketing package.

This text explains the issues involved in establishing an effective IMC program. The importance of business-to-business marketing efforts is noted, because many firms market items as much to other companies as they do to consumers. Successful development of an IMC program should help firms remain profitable and vibrant, even when the complexities of the marketplace make these goals more difficult to reach.

Key Terms

ommunication Transmitting, receiving, and processing information.

enders The person(s) attempting to deliver a message or idea.

encoding The verbal (words, sounds) and nonverbal (gestures, facial expressions, posture) cues that the sender utilizes in dispatching a message.

transmission devices All of the items that carry a message from the sender to the receiver.

decoding What occurs when the receiver employs any of his or her senses (hearing, seeing, feeling) in an attempt to capture a message.

receivers The intended audience for a message..

feedback The information the sender obtains from the receiver regarding the receiver's perception or interpretation of a message.

noise Anything that distorts or disrupts a message.

clutter What exists when consumers are exposed to hundreds of marketing messages per day, and most are tuned out.

integrated marketing communications (IMC) The coordination and integration of all marketing communication tools, avenues, and sources in a company into a seamless program designed to maximize the impact on customers and other stakeholders.

marketing mix The elements of a marketing program, including products, prices, places (the distribution system), and promotions.

brand parity What occurs when there is the perception that most goods and services are essentially the same.

contact points The places where customers interact with or acquire additional information about a firm.

standardization A program in which a firm features uniform products and market offerings across countries with the goal of generating economies of scale in production while using the same promotional theme.

adaptation What takes place when products and marketing messages are designed for and adapted to individual countries.

Review Questions

1. Define communication. How does it play a crucial role in marketing and business?
2. What are the parts of an individual communications model?
3. Who are the typical senders in marketing communications? Who are the receivers?
4. Name the transmission devices, both human and nonhuman, that carry marketing messages.
5. Define clutter. Name some of the forms of clutter in marketing communications.
6. Define integrated marketing communications (IMC).
7. What are the four parts of the marketing mix?
8. What steps are required to write a marketing plan?
9. How has the job of an advertising account executive changed? How has the job of a brand manager changed? How has the job of a creative changed? How has the job of account planner changed? How do the four jobs interact in the new marketing environment?
10. What reasons were given to explain the growth in importance of IMC plans in this chapter?
11. How has the growth of information technology made IMC programs vital to marketing efforts?
12. What is channel power? How has it changed in the past few decades?
13. What is brand parity? How is it related to successful marketing efforts?
14. What is a contact point? How are contact points linked to customer engagement?
15. What is micro-marketing?
16. What are the components of an integrated marketing communications program, as outlined in this textbook?
17. What is a GIMC? Why is it important for multinational firms?
18. What is the difference between standardization and adaptation in GIMC programs?

Critical Thinking Exercises

DISCUSSION QUESTIONS

1. Do you use Miracle Whip? Ask five people how they feel about the product. Using YouTube and the Web site from this book, view the 2011 campaign. Evaluate its impact and explain whether you believe the campaign was a good idea. Defend your answer.
2. The marketing director for a furniture manufacturer is assigned the task of emphasizing the furniture's natural look in the company's integrated marketing communications program. Discuss the problems the director might encounter while developing this message and in ensuring that consumers understand the message correctly. Refer to the communication process outlined in the chapter for ideas. Explain how noise or clutter interferes with the communication process.
3. What do you typically do during commercials on television? What percentage of the time do you watch commercials? What makes you watch? Ask these same questions of five other people. What type of activities do people engage in during commercials?
4. Brand parity has become a major issue for companies. Identify three product categories where the brand you purchase is not very important. Why is the brand not important? Identify three product categories where the

and is important. What brand or brands do you typi-
ly purchase in each category?

e marketing director for a manufacturer of automo-
e tires has been asked to integrate the company's
obal marketing program. Should the director use a standardization or adaptation approach? How could the company be certain that its marketing program will effectively be integrated among the different countries in which it sells tires?

Integrated Learning Exercises

ccess the Web site of Chick-fil-A at www.chickfila.
om. Access the Web sites of Chick-fil-A's competi-
ors: KFC (www.kfc.com), Popeye's (www.popeyes.
om), Church's Chicken (www.churchschiken.com), and
Bojangles (www.bojangles.com). Which sites have a link
o Facebook, Twitter, or other social media site? Compare
nd contrast the information available and the design of
ach company's Web site. Which Web site did you like
he best? Why? Which one did you like the least? Why?

nformation is one key to developing a successful inte-
grated marketing communications program. Access each of the following Web sites and examine the information and news available on each site. How would this information help in developing an integrated marketing campaign?

a. *Brandweek* (www.brandweek.com)
b. *Adweek* (www.adweek.com)
c. *Mediaweek* (www.mediaweek.com)
d. *Branding Asia* (www.brandingasia.com)

Student Project

ATIVE CORNER

of Procter & Gamble's primary products is Febreze.
product targets individuals who do not like washing
dry and has been positioned by P&G as an alterna-
method of completing this chore. An ideal target mar-
would seem to be the 18 million college students in the
ted States. With busy class schedules, work, and social
nts, they may believe they do not have enough time to
laundry. For jeans and other clothes that are not quite
y yet, Febreze offers the chance to "refresh" the clothes
kill any possible odors. John Paquin, Executive Vice-
sident at the advertising agency WPP Grey Worldwide, which handles the Febreze product, states that "washing is not a convenient part of the lifestyle at college." He also recognizes that "mainstream media buys [such as television] are not effective for the 18- to 22-year-olds."[22] For more information about Febreze, access the Febreze Web site at www.febreze.com.

1. Identify alternative media you would use to reach 18- to 22-year-old college students.
2. Design an advertisement for Febreze aimed at the college demographic. Where would you place your ad? Why?

CASE 1 TWITTER

The language of Twitter has become part of our cultural lingo. Tweets are reported on the national news, via traditional media, and on various Web sites. Celebrities, sports figures, businesspeople, and politicians use this new social networking forum. When the site first gained notoriety, two questions emerged. First, is it only a flash in the pan? Second, can the company generate profits?

To combat concerns that Twitter would only be viewed as the latest fad, the company's cofounder Biz Stone states that, "We are building a company to last." To do so, the company's leaders have tried to "...focus on value before we optimize profits." Value can be delivered to two important segments: individual users and businesses. Stone notes that the company's goal is to deliver value at what he terms, "both ends of the spectrum," which means for both small and large businesses. The common link is that small and large firms can both use Twitter to create a better customer experience.

Stone offered examples of how small businesses create positive customer experiences through Twitter. One local bakery sends out a tweet when its cookies are fresh and warm out of the oven. Local fans of the bakery quickly descend to buy up the inventory. Another bakery tweets the "pie of the day" to its enthusiasts.

At the other extreme, Best Buy created the Twelpforce, consisting of 700 employees who are available to answer customer questions and inquiries using Twitter, to make almost instant connections while shopping. Stone believes the model allows Best Buy to effectively engage with current and potential customers. Twitter also assists Dell in selling computers over the system. The employees at Twitter developed Twitter 101, or a "Suite of Education," according to Stone, designed to show other companies how to effectively use the system.

The second question remains—can the company generate profits? Some analysts speculate that Twitter may well be worth over $1 billion, but the actual cash flow and profit figures have not yet been realized. Biz Stone and cofounder Evan Williams are working on methods to generate those profits, but argue that building the base of the company remains more important.

As with any new and growing company, obstacles have appeared. Hackers were able to access some of Twitter's planning documents and then posted them online. Security concerns remain for many users. At the same time, optimism abounds among the company's 55 employees, who are located in a single building in San Francisco. "We have a lot of growing still to do," Stone notes, adding, "We are thinking big."



▲ Twitter can be an effective means of reaching consumers.

Social networking sites and other forms of instant communication are changing the face of business. At the forefront will be marketing communications. Although traditional advertising methods remain the cornerstone of many promotional programs, these new methods of interaction and communications with customers simply cannot be ignored as the world becomes increasingly interconnected. There is, as Biz Stone has noted, value to be gained by enhancing the customer's experience through these unique new communication channels.[23]

1. How do customers use Twitter as part of the shopping experience? How can companies take advantage of this trend?
2. Identify five examples of the use of Twitter in a retail and a business-to-business marketing experience. Explain how this format can enhance an integrated marketing communications program.
3. Will Twitter remain a primary form of social media in the future? Defend your answer.

CASE 2

A NEW SALSA SENSATION

Hector Fernandez created a salsa that became legendary within just a few years. Hector operated a successful restaurant, El Casa Grande, in Taos, New Mexico, for many years. A new chapter in his life opened when he was approached by two of his best customers, who offered to help him produce and market his salsa throughout the state, with the goal of reaching regional distribution in 5 years.

As a first step, Hector located the home office of a major advertising agency in Albuquerque. The agency positioned itself as being a "full-service" organization. Hector wondered exactly what that meant. He was introduced to Matt Barnes, who was to serve as his marketing and promotions consultant.

Matt's first questions were about Hector's salsa: "What makes your salsa better?" and "Is there a way we can convince people of the difference?" Hector responded that his customers often commented about both the taste and the texture of the salsa. He had a secret formula that had a few unusual seasonings that made his salsa burst with flavor. Hector also believed that it was less "runny" than others.

The next item the two discussed was potential customers. Hector noted that Tex-Mex was a popular form of dining in New Mexico as well as across the country. He believed that his salsa would appeal to a wide variety of people who enjoy Tex-Mex cuisine.

Matt's next question was simple: "Who do you think are your major competitors?"

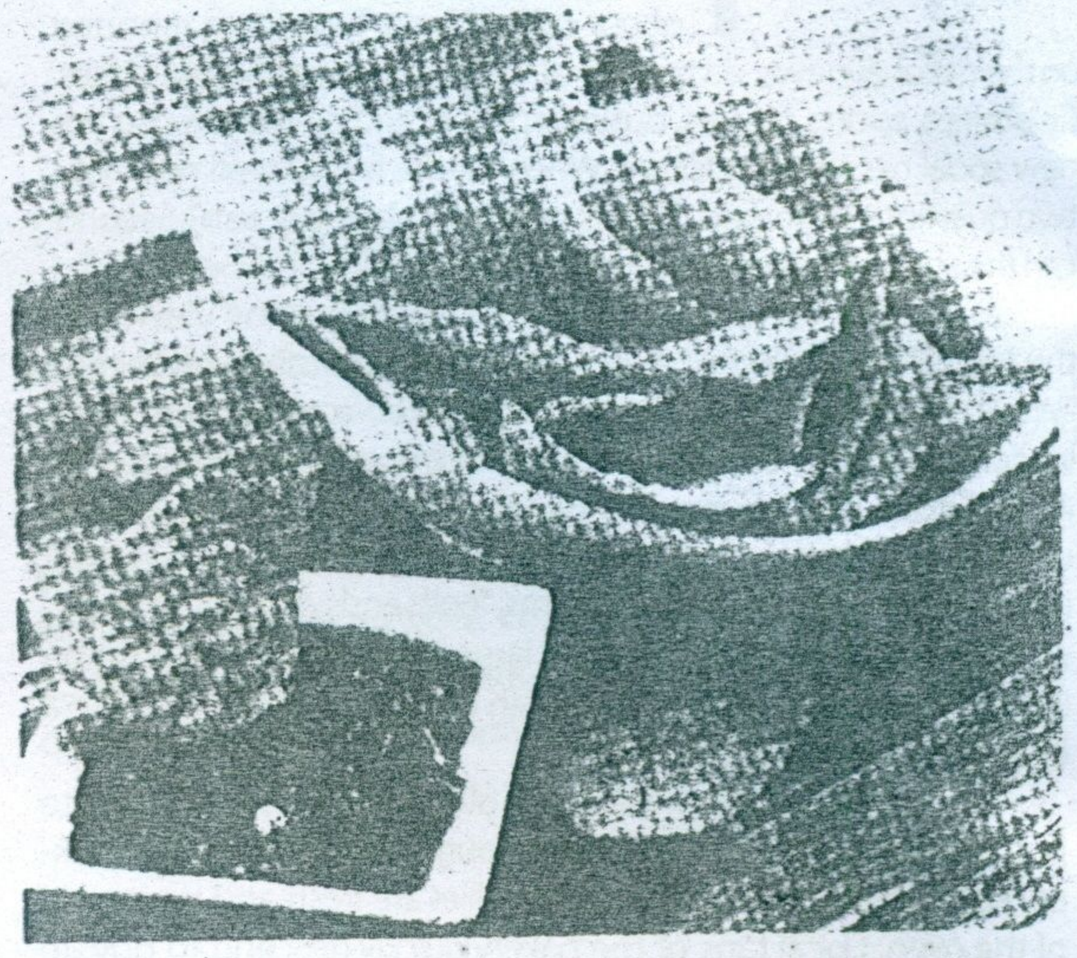
Hector responded, "That's easy, Pace and Old El Paso."

Matt then asked what Hector thought of the two companies and their products. He suggested an investigation on both a personal and competitive basis. For example, Matt asked, "What do you think of when you hear the name Pace? How about Old El Paso?" He noted that both brands were solid and that Hector's company would need a compelling brand in order to compete.

The next step was a visit to the Web site of each company (www.pacefoods.com and www.oldelpaso.com). They noticed that the two companies offered some products that were the same and others that were not.

Matt asked Hector what he thought about the advertising and promotions for each company and its products. Hector replied, "Well, to tell you the truth, I only remember one television ad. It said something about one of the two companies was located in New York City instead of near Mexico, but I can't remember which was which." They concluded that it was possible that these companies do not engage in a great deal of traditional media advertising or that Hector was simply too busy with his own company to notice. Hector noted that he used a DVR to watch television and that he listened to satellite radio in both his restaurant and his car.

Matt suggested that Hector should look in Sunday papers for the past several weeks to see if either company



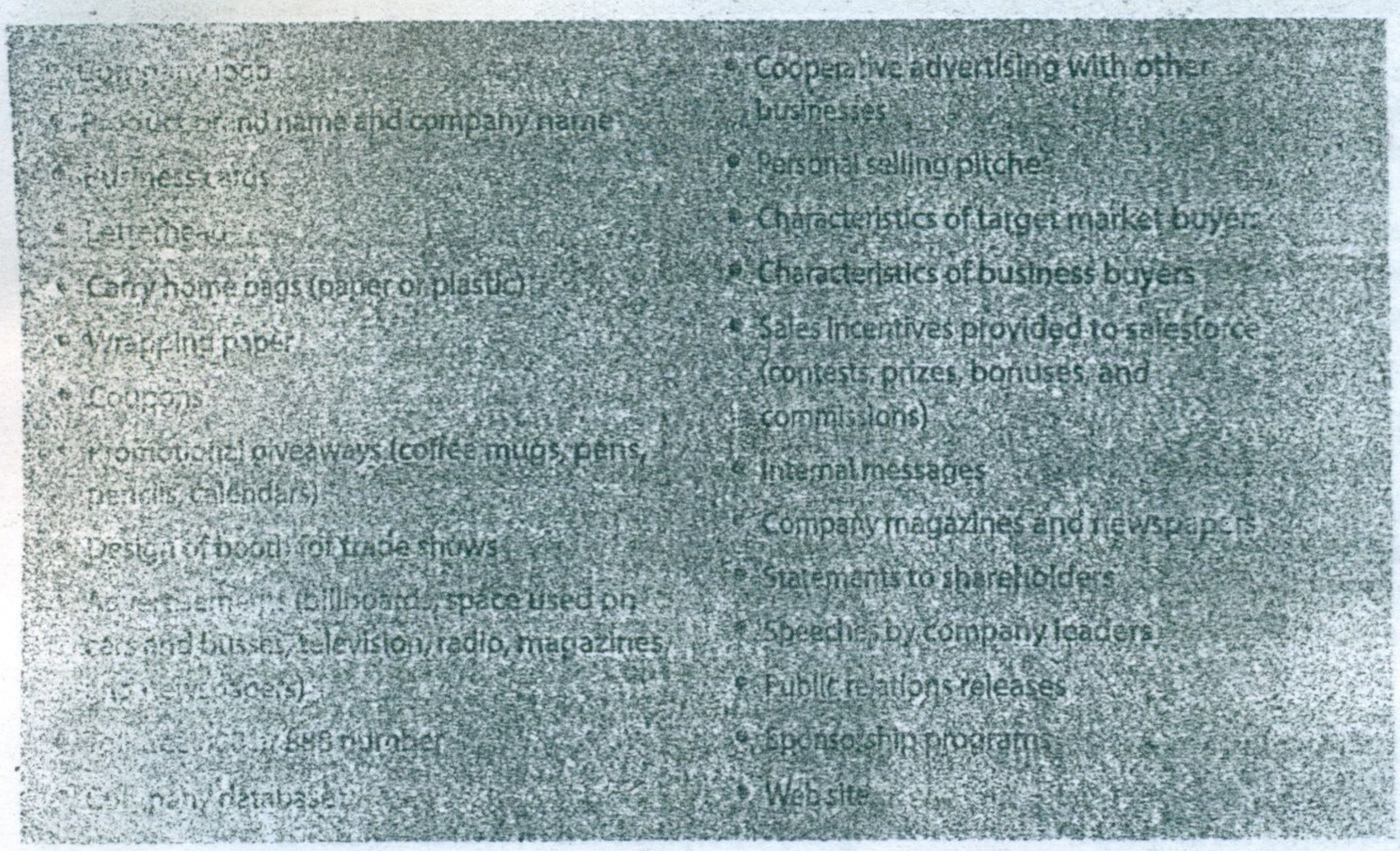
▲ Hector had a great salsa, but no brand name and no marketing communication plan.

was offering price-off coupons or other promotions, such as a contest or sweepstakes. He told Hector it would be a good idea to attend events where salsa was being sampled or sold, such as at county fairs, Mexican heritage events, and at ballparks and other sports stadiums where nachos were on the menu.

The two then discussed a crucial issue: How could Hector's new company convince grocers and others to designate some shelf space for his salsa, thereby taking space away from some other product?

Finally, Matt handed Hector a package of materials (see Figure 10 on the next page). He asked Hector to consider how to reach every possible type of customer for his product, including grocery stores, other restaurants, and individual consumers shopping for salsa. He suggested that Hector would need to think about what type of sales tactics to use, which promotional programs were most important, and how the company should look—from its logo, to its letterhead, to the business cards handed out by sales representatives. Remember, Matt stated, "Everything communicates."

1. Can you think of a brand name that could be used not only for salsa, but for any other product related to salsa that Hector's company might sell?
2. How can Hector's company compete with Pace and Old El Paso? Is there a market niche the company can locate?
3. What kinds of advertising and promotions tactics should the company use? Will the tactics be the same in 5 years?



◀ FIGURE 10
Items to Be Included in an IMC Program

MyMarketingLab

Go to mymktlab.com for Auto-graded writing questions as well as the following Assisted-graded writing questions:

1. For years, Nike's advertising tagline was "Just do it." What meaning was conveyed by the tagline? Do you think this conveys a clear message about the company's operations?
2. Find each of the following companies on the Internet. For each company, discuss how effective its Web site is in communicating an overall message. Also, discuss how well the marketing team integrates the material on the Web site. How well does the Web site integrate the company's advertising with other marketing communications?
   a. Revlon (www.revlon.com)
   b. J.B. Hunt (www.jbhunt.com)
   c. United Airlines (www.united.com)
   d. Steamboat Resorts (www.steamboatresorts.com)
3. Mymktlab Only—comprehensive writing assignment for this chapter.

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