Integrated Marketing Communication

Public Relations and IMC
Five Organizational Models of Marketing & Public Relations

- Separate but equal: marketing exists to serve the customer and public relations exists to produce goodwill among various stakeholder publics.
- Equal but overlapping: marketing and public relations are important, separate functions but share responsibility for product publicity & promotion.
- Marketing is dominant: public relations exists simply to make it easier for the organization to sell its products.
- Public relations is dominant: relationships with various stakeholders are critical to organizational success; customers are just one stakeholder public among many.
- IMC: the two functions share responsibility for building relationships with various stakeholder publics.
What is IMC?

- Incorporating public relations techniques into the marketing mix
- Strategically coordinating all brand and corporate messages
  - Step 1: zero-based communication planning
  - Step 2: identify challenges and opportunities
  - Step 3: plan a communications strategy
  - Step 4: assign responsibility to area within the organization best suited to accomplishing the strategy, whether that’s marketing, advertising, public relations, community relations, etc.
Trends Leading to IMC

- Globalization: explosive growth in global trade and international competition
- Social Responsibility: growing concerns over environmentalism, desire for organizations to take responsibility for improving society
- Distribution Shift: historical shift from manufacturer to retailer, especially following growth in retail options
- Technology: speed of change in communication and in scientific breakthroughs
- Consumerism: demands of the individual consumer for organizations that share their concerns, choice and transparency of organizational actions
Branding

- Brand – an implied promise
- Brand equity is a set of assets linked to a brand’s name and symbol that adds to the value provided by a product or service to a firm and that firm’s customers
  - Brand name awareness: the strength of a brand’s presence in the consumer’s mind; familiarity/liking
  - Brand loyalty: the extent to which current consumers will continue to choose the brand; costs much less to retain current consumers than to convert new consumers
  - Perceived quality: a measure of “brand goodness” that adds to other brand attributes
  - Brand associations: celebrity spokespeople or symbols
Brand Identity

- Brand as Product: product scope, product attributes, quality/value, uses, users, country of origin
- Brand as Organization: organization attributes
- Brand as Person: personality, brand-consumer relationships
- Brand as Symbol: visual imagery and metaphors, brand heritage
- Core Identity: timeless essence of the brand
- Extended Identity: elements that add texture and completeness to the picture
Meaningful Identity Groupings

- **Meals:** product quality, type of food; brands such as Big Mac
- **Corporate:** profits, good place to work
- **Family Fun:** Ronald McDonald, playgrounds, birthday parties
- **Service:** consistency, fast, clean, know what you’re getting
- **Social Responsibility:** Ronald McDonald House
- **Symbol:** Golden Arches
Brand Management

- To build strong brands, an organization needs:
  - A vision of the brand’s future
  - A strong brand champion
  - Coordination across the organization
  - Coordination across media
  - Coordination across markets
- What is a strong brand worth to the organization?
- What’s the difference between brand and reputation?
The Marketing Function

- AMA: The process of planning and executing the concept, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives.
- Marketing creates and maintains the market for products and services.
- The 4Ps – product, price, place and promotion – were articulated in 1960.
- In traditional marketing management, promotion encompasses advertising, promotion, direct mail and personal selling.
- In IMC management, promotion would ALSO include marketing public relations.
Framework for Marketing Management

Customer Analysis

Competition Analysis

Company Analysis

Target Segment Selection & Positioning

Product, Price, Place & Promotion
The Advertising Function

- A paid form of communicating a message that is persuasive, informative and designed to influence purchasing behavior or thought patterns, generally limited to mass media distribution.
- The process of creating desire and motivating demand for a product or service.
- Advertising forms include yellow pages, newspaper, magazine, classifieds, billboards, web pages, radio, television & “out-of-home/place-based media”
  - Movie theaters, bus wrappers, taxi-top signs, mobile billboards, sky writers, etc.
Promotion, Direct Mail, & Affinity Programs

- Promotion – activities meant to keep a product or service in the minds of potential customers, such as coupons, games/sweepstakes, premiums, point-of-purchase displays, in-store demonstrations, merchandising, etc.

- Direct Mail – sending promotional messages directly to a target consumer rather than via mass media, such as through letters, brochures, flyers, email or telemarketing

- Affinity Programs – frequent flyer/buyer programs and “clubs” – such as HOG, the Harley-Davidson Owners Group
Product Publicity and Marketing Public Relations

- Product publicity is focused on obtaining media interest in a specific product, or creating events that will generate media awareness.
- Public relations marketing involves any relationship-building activities designed specifically to create interest in a product or service.
- Product launch news conferences or media tours, product reviews, product placement in movies or television, interviews with people involved in the product’s development (particularly CEO stars such as Bill Gates or Hollywood stars, directors, and writers).
Sponsorships

- Sponsorships are most often used to build brand equity and support corporate reputation.
- Sponsorship duration has been shown to be one of the key elements; a long-term sponsorship cannot easily be duplicated by a competitor brand.
- Leverage is also critical – often sponsorships do not produce differentiation – sponsorship communications are usually too general to communicate brand attributes (the logo on the floor of the First Union Spectrum).
- Sponsors must communicate why the sponsorship extends the brand to consumers.
Push, Pull and Pass Strategies

- **Push strategy**: using the sales force and promotion to push the product through the distribution channels – the sales force sells aggressively to the wholesalers, who sell aggressively to the retailers who sell aggressively to consumers.

- **Pull strategy**: using advertising to build up consumer demand, which, if effective, will cause consumers to ask retailers to stock the product, causing retailers to ask the wholesalers for the product.

- **Pass strategy**: using public relations techniques to gain access to markets that are effectively blocked by activists, community groups, regulators, government officials, etc.
University of Colorado: Levels of IMC

- Unified image: all traditional marketing materials have the same look
  - The focus is on a strong brand image
- Consistent voice: all corporate communications, to all publics, share key messages
  - The focus is on the core message strategy
- Good listener: organization attempts to engage in a profitable dialog with key publics
  - The focus is on feedback from stakeholders
- World-class citizen: organization has a strong identity and culture that guides all decisions
  - The focus is on social and environmental programs
Message Typography

- Every contact point with a stakeholder is a communication opportunity
- Planned Messages: Advertising, news releases, web site, packaging, signage, stationery
- Inferred Messages: Perceptions of the organization generated by how well employees are treated, how management is viewed by Wall Street, how the brand is manifested
- Maintenance Messages: Primarily communicated through service, including attitude of receptionists and other employees, product manuals, tech support
- Unplanned Messages: Investigative reports, product recalls, gossip, crisis response
Organizational Structure

- Most organizations are not structured to facilitate this message typography

- Synergistic Communications
  - Consistency: All messages support each other, creating a unified brand image
  - Interactivity: How do we institutionalize two-way symmetric communication?
  - Mission: The organization’s mission serves as a fundamental aspect of all communication
Problems with IMC

- Turf – marketing, public relations & advertising want to retain whatever power (budget, staff, visibility) they have within the organization
- Public relations experts, in particular, had problems with the name “IMC”
- Agencies could not “sell” the complete package – clients have been trained to hire an ad agency to develop creative, a branding agency to develop brand architecture and a public relations agency to develop media relations programs
- IMC remains an academic exercise
The Promise of IMC

- Growing recognition of the need to maximize investments & resources
- The fact that the customer/potential customer does not distinguish source of message about organization
- Shift in focus from “integrated marketing communication” to “integrated communication”