International Journal of Advertising
The Quarterly Review of Marketing Communications

ISSN: 0265-0487 (Print) 1759-3948 (Online) Journal homepage: https://www.tandfonline.com/loi/rina20

Revisiting the IMC construct

A revised definition and four pillars

Jerry Kliatchko

To cite this article: Jerry Kliatchko (2008) Revisiting the IMC construct, International Journal of Advertising, 27:1, 133-160, DOI: 10.1080/02650487.2008.11073043

To link to this article: https://doi.org/10.1080/02650487.2008.11073043

Published online: 06 Jan 2015.

Revisiting the IMC construct
A revised definition and four pillars

Jerry Kliatchko
University of Asia and the Pacific

This paper re-examines a definition of integrated marketing communications (IMC) previously published in this journal, and proposes a revision to that original definition. It reviews topics of research studies conducted on IMC since its inception to the present, and establishes that the theoretical foundations and definitional issues of IMC continue to be an important area of research for most academics. This paper introduces the four pillars of IMC as an offshoot of the proposed revised definition, and discusses each pillar in detail. The paper concludes by illustrating the interplay between the pillars and levels of IMC.

Introduction

The breadth and depth of academic research in the field of integrated marketing communications (IMC) has come a long way since its initial conceptualisation as a formal field of study in the late 1980s and early 1990s. From the pioneering work of Northwestern University Medill School of Journalism, in cooperation with the American Association of Advertising Agencies (4As) and the Association of National Advertisers in the United States in 1991 to the mid-2000s, scholarly work on IMC has evolved from a limited view of coordinating communication tools to a strategic process (Madhavaram *et al.* 2005).

A review of IMC articles published in academic journals (i.e. this study excludes textbooks and other trade publications on the subject, but includes one white paper on IMC gathering views of several scholars) from 1990 to 2006 shows that recurring themes and issues emerge, particularly those related to the theoretical development and definitional issues of the IMC concept. A few, more in-depth, literature reviews on IMC have been undertaken and sufficiently discussed by other scholars in the recent past, and therefore will not be repeated here. Of particular interest are those

International Journal of Advertising, 27(1), pp. 133–160

Published by the World Advertising Research Center, www.warc.com

undertaken by Swain (2004), which tackled key areas on the definition, acceptance, leadership and measurement issues on IMC; Jones *et al.* (2004) on an excellent discussion of the historical and theoretical perspectives and development of the IMC concept; and myself (2005) on the different points of view surrounding the articulation of the IMC concept since its inception. My intention, therefore, in the discussion that follows, is to examine the trends in IMC research through time, since the initial academic literature on the topic emerged in the early 1990s up to the present time of this study (i.e. 2006). Moreover, this review limits itself to an evolutionary and cursory approach of examining academic research on IMC, and makes no claim that this selection of academic journal articles is complete.

This paper aims to cover some of the pivotal issues that are still confronting the development of the IMC concept, and seeks to provide some contribution to IMC literature in its search for an acceptable and suitable definition, as well as identify the parameters and constructs that are necessary to move forward. In a study conducted by Swain (2004), the author posits that research and analysis on the definitional foundations of IMC are still recommended. It is with this view in mind that I believe that research work on definitional issues on IMC is still called for at this time, and that working towards a consensus on the fundamental tenets of IMC is a step towards consolidating a common framework in the understanding and practice of the concept.

IMC research topics from 1990 to 2006

The definitional issues, perceptions, theoretical foundations, development and understanding of the IMC concept have been foremost among the concerns of scholars since its emergence as a formal field of study (Duncan & Everett 1993; Nowak & Phelps 1994; Grein & Gould 1996; Phelps & Johnson 1996; Brown 1997; Schultz 1997; Schultz & Kitchen 1997; Schultz & Schultz 1998; Hartley & Pickton 1999). An important work worth highlighting is the introduction of a new IMC definition by Schultz and Schultz (1998), which in the opinion of the authors encompasses the current and future scope of IMC. A central contribution of this definition is the emphasis on the strategic aspects of IMC, regarding IMC as a business process, rather than its initial conceptualisation as the mere coordination of marketing communication tools.

Directly related to the preoccupation with a common understanding of the concept of integration was the concern of scholars over the practice and implementation of IMC in organisations, such as: its impact on current advertising and marketing communications practices (Nowak & Phelps 1994; Phelps & Johnson 1996); how total quality management processes support integrated communications in organisations (Gronstedt 1996); challenges facing companies as regards organisational issues in the implementation of IMC (Gronstedt & Thorson 1996; Eppes 1998); amount of time and attention devoted by marketing executives to IMC activities (McArthur & Griffin 1997); and the extent to which major US ad agency executives practise and utilise IMC on behalf of their clients (Schultz & Kitchen 1997).

A group of academics also began exploring the conceptualisations and practices of IMC outside the United States, and looked into the global perspectives surrounding the IMC concept (Grein & Gould 1996; Eagle *et al.* 1999; Gould *et al.* 1999; Kitchen & Schultz 1999). While several of the early studies on IMC were conducted among practitioners in advertising agencies, some gave special focus to the impact of IMC on client and agency relationships, and its effects on advertising processes (Duncan & Everett 1993; Beard 1997; Schultz & Kitchen 1997; Gould *et al.* 1999).

The advent of IMC has also led scholars to examine its relation to the field of public relations, and how IMC and PR may be integrated in actual practice, including certain disagreements on the issue, coming mainly from the public relations sector (Miller & Rose 1994; Moriarty 1994; Kitchen & Moss 1995; Gronstedt 1996; Grunig & Grunig 1998; Wightman 1999). Leading the critics from the public relations camp opposing IMC are Grunig and Grunig (1998), who claim that most IMC adherents view public relations with a biased and narrow perspective (i.e. as merely a technical support instead of a management function). A couple of studies also dealt with the area of relationship marketing and its implications for the IMC concept. Hutton (1996), for instance, posits that adopting a more humanistic approach to marketing relationships – that is, a relationship based on trust, commitment and shared values – results in enduring relationships between marketers and consumers in the long term. Duncan and Moriarty (1998) suggest that the social nature of business in general, and marketing in particular, depends on relationships, and that understanding the role of communications is essential in maintaining profitable stakeholder relationships. Another important issue that became a subject for research among IMC scholars in the late 1990s, and continues to be an issue of concern today, is the measurement of IMC programmes and its differences in perspective from traditional ways of measuring advertising campaigns (Pickton & Hartley 1998; Schultz 1998). Even after a decade has passed since the dawn of IMC, a review of related literature shows that most of the areas of research initiated in the 1990s have continued to be of interest to scholars over the last few years. Three topics, however, were identified as having been of special interest to scholars since 2000. These topics include: (1) IMC and internal marketing issues and corporate communications; (2) IMC and branding, brand equity, identity and outcomes; (3) IMC and media planning, media measurement, and integration/synergy of multiple media. While studies in these areas may have been initiated even in the past decade, few journal articles have given them substantial emphasis in comparison to those published since 2000.

It is interesting to note that the largest number of academic researches and articles published since 2000 still deal with the definitional, theoretical foundations, status and scope of the IMC concept (Cornelissen & Lock 2000; Schultz & Kitchen 2000b; Cornelissen 2001; Duncan & Mulhern 2004; Gould 2004; Han *et al.* 2004; Jones *et al.* 2004; Swain 2004; Kitchen 2005; Kitchen & Li 2005; Kliatchko 2005; Madhavaram *et al.* 2005; McGrath 2005a, 2005b; Reid *et al.* 2005). In fact, for the most part, articles written on IMC (even those focusing on other aspects and not necessarily on its theoretical underpinnings) have almost always included a section on its theoretical and definitional development. Among those who focused on the theoretical foundations of IMC, it is also important to note that a few continue to pose disagreements on the IMC concept, claiming that it was nothing new, that it is fraught with weak theoretical foundations and that it was no more than a management fad (Cornelissen & Lock 2000; Cornelissen 2001). Still, a few have also pursued studies dealing with the apparent conflicts between public relations and IMC, as well as barriers for its implementation (Ewing *et al.* 2000; Fitzpatrick 2005). For a more detailed discussion on the opposing views surrounding the IMC concept, see Jones *et al.* (2004) and Gould (2004).

An encouraging global phenomenon may be observed from IMC scholars coming from other countries outside the US and the UK (mainly from the Asian region), who have initiated research work on the subject of IMC. Since the pioneering multi-country research work by Kitchen and Schultz in 1999, more studies on the perceptions and practice of IMC in other countries have been undertaken. These studies include the following countries: South Africa (Kallmeyer & Abratt 2001), Thailand (Anantachart 2001), Philippines (Kliatchko 2002), Japan (Kobayashi 2002), Australia (Reid 2003), South Korea (Han *et al.* 2004) and China (Kitchen & Li 2005).

The growing concern over the measurement (particularly financial measurement) and effectiveness of IMC programmes continues to be a subject of research as the drive for greater accountability and pressure to produce business results become ever more important (Low 2000; Reid 2003; Schultz 2004a; Schultz *et al.* 2004; Ratnatunga & Ewing 2005). Schultz *et al.* (2004), for instance, propose the 'return-on-touch-point-investment' (ROTPI) process in measuring marketing communications, aside from other basic measurement models currently in use, such as return-on-brand-investment (ROBI) and return-on-customer-investment (ROCI). Ratnatunga and Ewing (2005), on the other hand, propose the CEVITA measure (a measure that uses a number of expense leveraged value indexes, or ELVI), which offers a practical way to value the intangible capability assets of a company, such as the capability value of brands.

As more organisations embark on implementing IMC programmes, managerial and organisational issues have also remained a subject of research for some scholars (Cornelissen *et al.* 2001; Beverland & Luxton 2005). Maskulka *et al.* (2003) in particular examined managerial gaps and organisational impediments that exist in effectively implementing IMC programmes in corporations.

The use of interactive media technologies and database marketing, and their impact on IMC has also been a subject of study by some academics (Peltier *et al.* 2003). A more recent study by Peltier *et al.* (2006) exemplified the importance of integrating relational and transactional customer data into a continuum and stored in a database, used to develop interactive IMC programmes.

An area of research that seems to have emerged more frequently since 2000 has to do with a central tenet of IMC – that is, media integration or media synergy, media planning and measurement (even if studies in the media discipline have also been undertaken much earlier; see, for example, Rust and Oliver 1994), in the era of greater technological innovations and changing media behavioural patterns among audiences (Carlson *et al.* 2003; Schultz & Pilotta 2004; Orr & Cano-Lopez 2005; Pilotta & Schultz 2005; Schultz *et al.* 2005; Stammerjohan *et al.* 2005).

In the realm of media synergy, Ewing *et al.* (2001) observe in their study that the significant growth of cinema advertising expenditure globally reinforces cinema's effectiveness in complementing other media such as television, enabling it to produce higher brand recall. Naik and Raman (2003) also advance the advantages of media integration in that each medium enhances the contributions of all other media, and that the impact of a variety of media, when used in synergy, can be much greater than the sum total of their individual effects. Smith *et al.* (2006), in a study of IMC at the marketing–sales interface, also propound that the synergy across media elements is important in that spending on one medium may strengthen the effectiveness of another.

Another field of study that surfaced in the last few years examined the relationship of IMC to internal marketing issues and corporate communication (Schultz 2004a; Beverland & Luxton 2005). Several authors also examined the issues of branding, brand equity, brand identity and brand outcomes in specific cases and industries. Barnes (2001), for instance, explored the application of integrated brand communication planning and brand building in retailing. Dewhirst and Davis (2005) hypothesised that greater brand equity and greater shareholder value were key results of employing elements of the IMC process such as consistent strategic brand communication, in a study applied to the Canadian tobacco industry. Likewise, Reid (2005) asserts that there is a positive relationship between the implementation of the IMC process and brand outcomes, and that companies with a market orientation and those that are in highly competitive industries are more likely to employ the IMC approach. Madhavaram *et al.* (2005) postulate that IMC and brand identity are essential components of a corporation's brand equity strategy. To address a perennial concern of marketers over sales optimisation, profitability, brand equity and shareholder value, Ratnatunga and Ewing (2005) developed a model to assess the impact of IMC on brand equity. Reid *et al.* (2005) also propose a model that links IMC to market orientation, brand orientation and external performance measures.

As the citations above would indicate, the topic that has dominated research studies in IMC from its inception in the early 1990s to 2006 has to do with the definitions, perceptions, understanding and theoretical foundations surrounding the IMC concept. As a field of study that is still in its introductory or relatively early growth stage (Han *et al.* 2004), this phenomenon is not surprising. Next to definitional issues, the practice and implementation of IMC in organisations, as well as the conflicts, disagreements and opposing views on IMC, were topics that drew much interest from academics from the mid-1990s to the present. As IMC gradually spread outside of the United States and began gaining recognition globally in the latter half of 1990, several studies on IMC in various countries were initiated, most of them conducted between 2000 and 2006. Research work on the managerial and organisational issues in relation to IMC also emerged in the latter half of 1990 and continued until 2006. An important area of concern among academics even early on, but that became particularly prominent in the latter part of the 1990s, is the measurement of IMC programmes. Finally, it may be observed that three general areas of research became apparent in 2000 onwards that were not previously dealt with in academic journals in the 1990s in the same breadth: (1) IMC and interactive media, media synergy and media planning; (2) IMC and branding issues; (3) IMC and internal marketing. Table 1 provides a timeline that summarises the research topics on IMC discussed above.

Table 1: Research topics on IMC from 1990 to 2006

Year/topic	1990–1994	1995–1999	2000–2006
Definitional issues			
Practice of IMC			
IMC, PR and other controversies			
IMC in other countries			
IMC and managerial/organisational issues			
Measurement issues			
IMC and branding issues			
IMC and media synergy/habits/planning/interactive issues			
IMC and internal marketing			

Revised IMC definition proposed

As reflected in the IMC articles cited above, the conceptualisation of the IMC construct has developed considerably since its initial articulation in the late 1980s. But even as the theoretical foundations of the concept have advanced, there still remains little agreement among scholars on a formal definition of IMC.

This research paper builds on a previous work of mine (2005), which examined IMC definitions from various scholars, and proposes a revision to the original definition. I posit that the definition I proposed in 2005, which highlighted what I called the 'three pillars of IMC', more succinctly expresses the essence and inherent distinctive elements of the IMC concept. My 2005 definition states that 'IMC is the concept and process of strategically managing audience-focused, channel-centered, and results-driven brand communication programs over time.'

After further research, however, particularly on the recent developments in the field of marketing communications and the impact of digital technology, I propose further improvements on the original definition and provide a revised version. The revised IMC definition I propose states that 'IMC is an audience-driven business process of strategically managing stakeholders, content, channels, and results of brand communication programs.'

The major differences between my 2005 paper and the present one, and in particular, the two IMC definitions proposed, are as follows.

- The inclusion or addition of another IMC pillar, namely *content*. I opine that the previous 2005 definition was incomplete in that it limited the scope of IMC to the strategic management of multiple audiences or markets, multiple channels and financial results, leaving out the vital aspect of content or messages contained and delivered through IMC programmes. Although it may be argued that content is in fact implicit in the term 'marketing communication', I believe it is important to categorically state it in the definition as content is the very impetus that induces persuasion in communication, and in turn causes behavioural effects on the target audience – a core principle of IMC.

- The new definition proposed adopts the term 'business process', originally introduced by Schultz and Schultz (1998). I am in full agreement with Schultz and Schultz, and believe that the term 'business process' most aptly describes the nature and the very essence of integration, as IMC is not only concerned with the integration of the various functional areas of marketing and communications but includes all the other functional areas within an organisation. Moreover, the term 'business process' supports the observations of Jones *et al.* (2004) and Fill (2002) that IMC has progressed from being viewed solely as a communication process, to the status of a management process. A key difference, however, in the use of the term 'business process' in my revised IMC definition is that it is further qualified by the phrase 'audience-driven' to emphasise the centricity that IMC gives to relevant publics.

- The overall content of this paper also differs from the 2005 version in at least five more ways:
  1. It discusses the strategic management of IMC programmes more clearly by suggesting that this takes place at two levels in the organisation – corporate and operational levels.
  2. It highlights the ethical dimensions in viewing and upholding the dignity of the human person behind the consumers or target markets or audiences that IMC programmes address.
  3. It explains channels planning more extensively by stressing the importance of *preference* and *relevance* as major determinants in media planning.
  4. It adds the dimension of wealth contribution to the discussion on measuring results of IMC programmes.
  5. It demonstrates the relationship between the four stages or levels of IMC by Schultz and Schultz and the four pillars of IMC by myself.

The following section discusses the various elements of the new IMC definition being proposed.

Elements of the proposed 2008 IMC definition

This new definition is made up of two main elements: (1) IMC as an audience-driven business process and (2) the four pillars of IMC. The following paragraphs discuss these elements in detail.

Audience-driven business process: strategic management

An essential trait of the IMC approach to business planning is the centrality it gives to the multiple audiences or publics (i.e. customers, prospects, etc.) that an organisation serves, as *the* main driving force for all business decisions. Instead of the inward-looking mindset of traditional organisations of the past, the IMC business process follows an outward-looking orientation (i.e. IMC is customer or audience-centric).

The difference in perspective between traditional approaches to marketing communications and the IMC audience-driven approach has been written about in both academic and trade publications in the last decade, and may best be exemplified by the following contrasting views:

- mass marketing and mass communication mindset of the past to *one-to-one marketing approaches*
- transactional to *relational models of marketing*
- product focus to *consumer-focused business and marketing strategies*
- marketing to a broad, average consumer with similar traits to marketing on the basis of *behavioural differences of consumers*
- marketing on the basis of product features to providing *customer solutions and consumer benefits*
- focus on outputs of marketing communication activities to focusing on *outcomes*
- emphasis on customer acquisition to *customer retention*
- intuition/gut feel-based marketing to more *fact-based marketing*
- from the 4Ps (product, price, place, promotion) of marketing to the *4Cs (consumer, consumer costs, convenience, communication) of IMC*
- advertising monologue to *consumer dialogue*
- mass, generic, unknown audiences to *known prospects and consumers*
- mass, shotgun messages to *targeted communications*
- traditional tri-media mindset to *multiple, relevant, interactive, digital contact points and media neutrality*
- bombarding audiences with advertising messages to *building relationships*
- focus on USP (unique selling proposition) to *EVP (extra value proposition)*
- attitudinally-based market research methods (e.g. brand recall, brand awareness) to more *behavioural and accountable measures*.

As may be seen from the differences in perspective between the old and the new paradigms listed above, the customer-centric and data-driven approach of the IMC business process begins and develops from a deep understanding of target audiences as a guiding principle in arriving at marketing and branding objectives and strategies. In this sense, the IMC business process focuses on the so-called 'demand chain' rather than the traditional emphasis given by firms to the 'supply chain' business model (Schultz 2004b). The focus IMC gives to the demand chain of the business process aims to strategically manage the total customer experience by understanding customer needs, wants, desires and behaviour in the marketplace, and align the entire organisation to meet those customer requirements.

As a business process, IMC implementation involves both the corporate and operational levels of an organisation, with each level focusing on key strategic and managerial issues. Table 2 enumerates the strategic areas of management at both levels within an organisation.

Table 2: IMC business process – corporate and operational levels

Business level	Strategic and management issues
Corporate level	• Takes a holistic view of business • Defines scope of business, its goals and objectives • Drives brand-building strategies • Takes full responsibility for full integration process of functional units • Creates a culture of marketing: strong customer orientation • Manages integrated systems and organisational structures • Views marketing communications as strategic management tool and an investment • Safeguards corporate identity, image and reputation
Operational level	• Follows an organisational structure that facilitates effective customer management • Develops, manages, implements and measures IMC programmes • Possesses a strong customer orientation and creates long-term profitable relationships with multiple markets • Coordinates the integration process among communication agencies and other suppliers

IMC implementation at the corporate level

At the corporate level, senior management takes on a holistic view of business, defines what business it is in (what it will and will not do), determines its mission (corporate goals and objectives), advocates a strong customer orientation in the management of its business, and drives brand-building strategies. Senior managers at this level are at the helm of safe-guarding the identity, image and reputation of the organisation (Kitchen & Schultz 2001). Senior management takes full responsibility for the task of integration, including integrating all the functional units within the firm, to deliver and satisfy consumer needs. It instils in everyone within the firm a 'culture of marketing' – that marketing is everyone's job – concretised in systems and organisational structures that put customers, prospects and all stakeholders at the centre of business operations. Moreover, senior management views marketing communications as a strategic management tool, an investment that generates business results in the long term (Schultz & Kitchen 2000b).

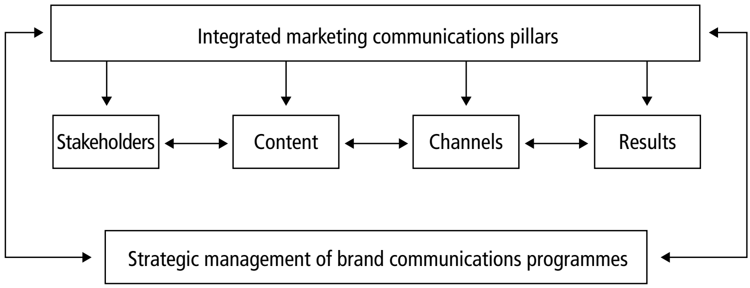
IMC implementation at the operational level

At the operational level, strategic business units organise themselves around customer groups. IMC managers at this level focus on the planning, management, implementation and measurement of the IMC planning process that begins with a deep understanding of needs, desires and behavioural patterns of multiple markets (both internal and external audiences) that the firm interacts with in the marketplace. Managers at this level define, analyse and develop specific strategic IMC programmes that will allow the firm to compete successfully in its chosen business. Key to their success is the ability to manage long-term profitable customer relationships. At the operational level, IMC managers are also responsible for coordinating with various communication agencies, such as advertising agencies, media agencies and other suppliers, for the effective implementation of IMC programmes.

Four pillars of IMC

As I posits in my 2005 IMC definition, the main difference between my proposed definition and those by other authors is the articulation of the distinguishing elements of IMC that encapsulates the various principles surrounding the concept (Kliatchko 2005). These distinctive attributes referred to are the 'four pillars of IMC': *stakeholders*, *content*, *channels* and

Figure 1: Four pillars of IMC



results (see Figure 1). Since the IMC approach to planning follows a process, the four pillars may be considered both as antecedents and consequences. The pillars function as antecedents when considered in the planning and execution of a new IMC programme. As a programme is completed within its foreseen time frame, the IMC process includes a feedback mechanism of measurement, evaluation and analysis that will impact future directions for succeeding programmes. The improvements, changes and other adjustments derived from the analysis undertaken on a programme in any of the four pillars now function as consequences of the IMC process at this stage. Since the IMC approach follows a closed-loop model, the four pillars go through a cycle of being both antecedents and consequences of the IMC process. What follows is a discussion of each of the IMC pillars.

First IMC pillar: stakeholders

The term *stakeholders* refers to all the relevant publics or multiple markets with which any given firm interacts. As Schultz and Shultz (1998) state, a corporation's relevant publics include both external and internal audiences. External audiences may refer to customers, consumers, prospects and other entities outside the organisation, while internal audiences refer to those within the organisation, such as employees, managers, and so on.

Managing the external markets in IMC presupposes that the entire process of developing an integrated brand communication programme places the target market at the core of the business process so as to effectively address their needs and wants and establish long-term and profitable relationships with them (Kliatchko 2005).

Accurately identifying customers and prospects – or what is termed in IMC as *aggregates* – for a given brand, is crucial in the success of any IMC programme. As a customer-centric business model, the IMC planning process hinges on a deep understanding of the target aggregate, and takes its point of view in analysing business issues surrounding the brand and its competitive environment. An essential tool in better understanding aggregates or markets is the development and use of a database that contains both demographic information on customers and transactional data, such as the empirical purchase behaviour of customers over time. This will allow organisations to better address customer needs and expectations in the long term (Schultz & Schultz 1998).

Building and developing positive relationships, not only with the firm's external markets but also with its internal audience, is paramount, as it fosters in them a sense of loyalty and business ownership. Linking the external audiences and the marketing activities directed to them with internal marketing efforts within the organisation is a powerful force in motivating employees to effectively implement corporate and functional strategies that ultimately create customer-orientated employees (Rafiq & Ahmed 2000).

It is also important to explicate that the concept of managing stakeholders in this context does not in any way imply controlling or manipulating customers or prospects, as that would run contrary to the very essence of IMC. Rather than being in control of customers or prospects, IMC managers seek to be sensitive and responsive to their needs, wants, aspirations and expectations, in order to more effectively provide solutions to consumer problems, nourish positive total customer experiences with the brand, deepen the customers' relationships with the brand and the firm, and ultimately create reciprocal value for them and the firm in the long term.

A final consideration on the first pillar of IMC has to do with the ethical dimensions surrounding the emphasis given on multiple audiences, such as the consumer. Through the observance of ethical, social and moral standards in marketing communications programmes, greater respect and value may be accorded to stakeholders by upholding the dignity proper of the human person. Scholars have acknowledged the primordial role that moral values play in influencing consumer behaviour in the marketplace (Sheth & Parvatiyar 1995). Of particular significance is the contribution of

Bagozzi (1995), who posits that moral behaviour and moral criteria are important factors that influence product choice among consumers. Bagozzi observes that theories in consumer behaviour, consumption and relationship marketing have hardly incorporated moral behaviour and moral virtue as factors that accompany personal judgements of human beings in studies of consumer acts in the marketplace. Mele (1998), on the other hand, emphasises the need to see consumers in their totality as human beings, whose dignity needs to be preserved and respected at all times. This demands the use of persuasive means of communication that are respectful, and shunning all forms of manipulation, exploitation and corruption at all costs (Pontifical Council for Social Communications on Ethics in Advertising 1997).

Second IMC pillar: content

The development of content in IMC flows from a deep knowledge and understanding of multiple markets that an IMC programme is intended to address. Understanding consumers beyond traditional marketing descriptors, such as demographic and psychographic data, is essential (Schultz & Schultz 2004). An appreciation of consumer understanding gives rise to consumer insights and the discovery of the consumer 'sweet spot' – the perfect connection between the brand and the customer (Fortini-Campbell 1992) – that ultimately leads to the creation of compelling content.

Content in IMC may be differentiated between *messages* and *incentives*. Messages refer to brand concepts, ideas or associations, and all other values or perceptions that marketers transmit to customers, while incentives are short-term offers or rewards to consumers for having done something of value to both the firm and the consumer (Schultz & Schultz 2004).

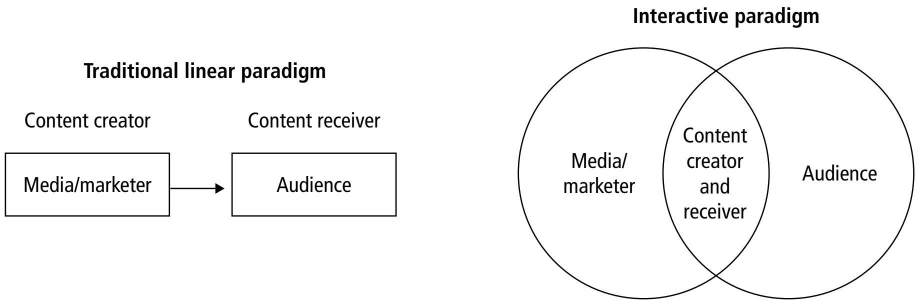
With the proliferation of non-traditional media and marketing communication channels, coupled with the changing media consumption patterns of audiences today, consumers determine which media forms they want to get exposed to and the amount of time they wish to devote to each medium. This implies that they also select and determine which content they prefer to receive at their convenience. Most important of all, IMC managers must realise that it is consumers (not the marketers) themselves who integrate in their minds all the messages or content they receive from these multiple media forms to which they are exposed (Schultz & Pilotta 2004).

Content may further be classified either as controlled or uncontrolled. Controlled messages and incentives are planned and deliberated upon by the marketer and its communication agency, while uncontrolled ones are unpredictable and unplanned, such as those messages emanating from competition. Controlled content must not only be relevant, and therefore connect with a specific aggregate, but must also be creative, persuasive, respectful of the human person's dignity, and consistent (i.e. having a one-sight, one-sound, integrated message), reflecting the initial understanding of the IMC concept (Kliatchko 2005). It is also pivotal to note the intrinsic interplay between channels of communication and message creation (content) in that the former enables consumers to encounter the brand, while the latter convinces and persuades them to purchase the brand (Chattopadhyay & Laborie 2005).

In this era where the diffusion of digital technology is becoming more widespread and accessible worldwide, the emerging phenomenon known today as the age of 'participatory media' or 'citizen media' has revolutionised traditional paradigms in content creation for media and marketing communications (*Economist* 2006). The advent of the participatory media phenomenon pushes the customer centricity viewpoint of the IMC concept even further. Not only is the customer or prospect the nucleus and constant reference point for the development of an IMC plan, the customer today is fully empowered to take absolute control of the content he or she desires to receive and create. In this era of personal media, audiences are no longer just receivers of media content but are simultaneously creators of their own content through texts, pictures, videos, music, and so on. As Figure 2 depicts, recent developments in content creation veer away from the traditional, linear, mass advertising paradigm where media or marketers take on the role of content creators and audiences as mere receivers of media content. The new interactive paradigm of content creation enables audiences to be both creators and receivers of content at the same time, leaving out the exclusivity of content creation from media firms and marketers.

The dawn of user-generated content has also given rise to phenomenal digital innovations such as personal or community blogs, vlogs, podcasts, wikis and the much-celebrated success stories in trade publications in the last two years of internet sites such as Google and YouTube, which are attracting millions of people globally into these new forms of media with specialised content. Today, more and more young audiences are embracing digitisation

Figure 2: Content creation model



to the fullest and are substituting traditional media with the internet – print media with blogging, radio with podcasting and television with YouTube. As these unorthodox channels continue to attract very targeted audiences, who are enthusiastic and passionate about specific issues, marketers will more aggressively utilise them for delivering commercial content.

While these new media platforms show much promise and continue to offer real-time content due to interactivity, response and conversation among very targeted audiences in a community of users, marketing communications planners will have to wrestle with unresolved issues related to content creation in these mediums. Problems related to suitability, propriety, decency and good taste, consistency of consumer-created content with the brand vision and strategic considerations, piracy and copyright, and trustworthiness of content, are but some of the pressing concerns that IMC managers would have to contend with in utilising such media channels.

Third IMC pillar: channel

A fundamental concept in IMC is the expanded notion of marketing communications channels, including those that may not have been considered or strictly classified as communication channels in the past (Schultz *et al.* 1996; Schultz & Schultz 1998). The integrated view provides a broader understanding of channels to include not only traditional tools – radio, TV, print – but all other possible contact points or touchpoints where customers or prospects experience a brand and get in contact with it.

There are two main determinants to consider in deciding which marketing or brand communication channels to utilise in preparing an integrated media plan: relevance and preference (Schultz & Schultz 2004). Contrary to a common misconception that media planning in the era of IMC implies 'ambushing' consumers at all possible points of contact for maximum exposure, the IMC planning approach deliberately takes on the consumer's perspective in deciding which channels would be most effective in reaching target audiences. By conducting a brand contact audit of consumers, as well as examining the consumer's 'path to purchase', marketers could determine which contact points or channels are relevant to them and which they prefer as sources of information about a company and its brands. The brand contact audit may also aid marketers in determining how consumers would want to communicate and interact with the company in return. Furthermore, it may also be said that an understanding of how audiences are reached through their preferred channels of communication is of greater importance than what content is delivered to them, for if audiences are not accurately reached, it makes little difference what message a marketer conveys.

Another facet of channel planning in IMC is media neutrality. With the agency compensation system moving away from commissions to alternative modes such as fee-based arrangements, advertising agencies have become more neutral in recommending media options to clients and have become less fixated on traditional tri-media advertising.

The realities of the new media milieu have changed the media consumption behaviours of audiences from having few choices and passively consuming whatever was available, to being in control of what content they would want to receive, or even create, at their own convenience (Foote 2005). Moreover, as a result of the plethora of media options made available to consumers, IMC managers also need to understand the growing phenomenon of simultaneous media exposure and usage that, for the most part, has altered the media consumption habits of audiences today (Schultz & Pilotta 2004; Schultz *et al.* 2005). Schultz and Pilotta (2004) explain that, in a fragmented media environment, various media alternatives vie for people's time. With only 24 hours available in a day, audiences today multi-task with media, simultaneously using various channels with no sequential order. Schultz and Pilotta (2004) posit that the media exposure and usage habits of audiences may either come in the form of 'foreground' media (the main medium used at any given time) or 'background' media (secondary medium used). They further claim that, with the reality of simultaneous media exposure, conventional media concepts such as exposure, frequency, reach and duplication are virtually obsolete. This new media environment, therefore, calls for new metrics for measuring media effectiveness (Carlin 2005).

Fourth IMC pillar: results

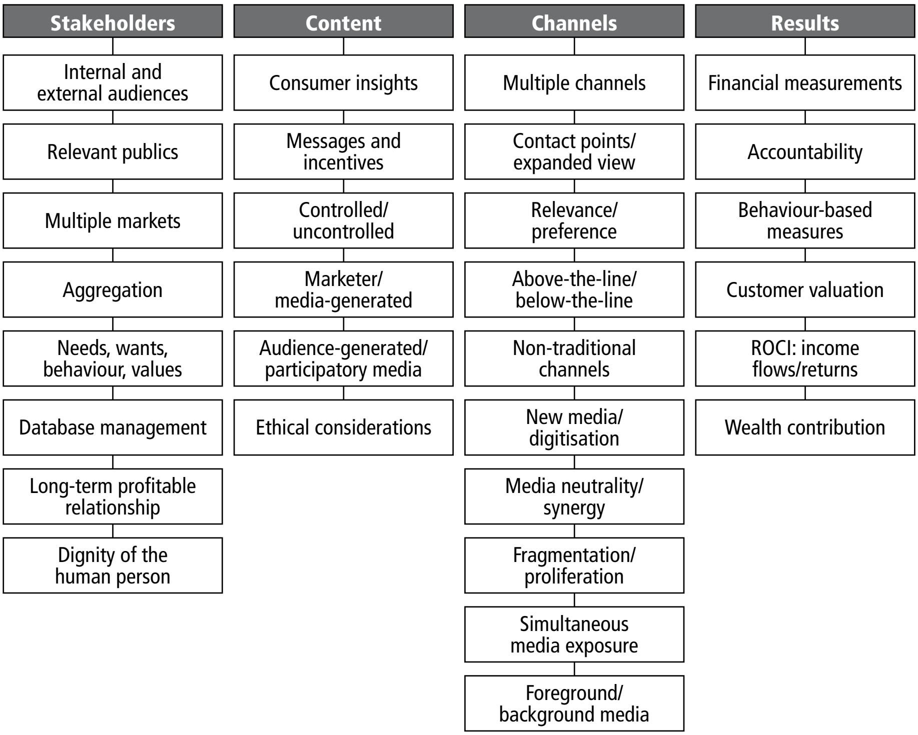
The integrated approach to planning and implementing marketing communications programmes has yet one more hallmark that characterises the demands of today's business environment – the drive for results or effectiveness. Although the concept of measuring results in itself is not new, it continues to be a major challenge for organisations given the complexity of today's marketing communications landscape. The issue of measurement has been, still is and will continue to be a subject of ongoing research and unresolved debate both by academics and practitioners (Swain 2004), and that's why I consider it an important element for inclusion in the definition.

Measuring results of marketing communications programmes against set objectives has always been the norm for business organisations. However, unlike the traditional attitudinally based models of measuring effectiveness that focus on evaluating communication effects (e.g. brand recall or brand awareness) and outputs (e.g. what media placements were bought), the IMC approach measures behavioural responses (e.g. actual purchases made by customers and prospects) and outcomes (i.e. financial returns in terms of income flows from consumers) (Schultz & Walters 1997). At the heart of IMC, therefore, is the drive for accountability – that is, IMC programmes must be accountable for business results. This is done through a process of customer valuation and by estimating return-on-customer-investments, or ROCI (i.e. the predicted incremental sales achieved by investing in specific customers), which are then verified and evaluated at certain points over time, to track the effectiveness of IMC programmes (Kliatchko 2005). Schultz and Schultz (2005) further explain that measuring IMC programmes follows the predictive modelling approach that focuses on customers that generate returns for the brand, and estimating the impact and effect that a variety of brand marketing investments might have on the programme.

The financial approach to measuring the effectiveness of IMC programmes provides better metrics in the management and allocation of a firm's limited resources. On the one hand, the process of customer valuation allows marketers to determine how much a target aggregate or market is worth for the firm, and helps identify more accurately which aggregate is really worth investing in. Estimating ROCI, on the other hand, aids marketers to determine and evaluate not only returns to the firm but also to ascertain the wealth contribution of investments made in target customers.

This measurement method ensures that IMC programmes are focused on profitable aggregates or customers, and on marketing communication channels that effectively reach them. This method also evaluates investments or expenditures in IMC programmes on the basis of their contribution to the profit and wealth of the organisation, and identifies avenues for possible growth and expansion. Figure 3 summarises and enumerates the various elements that constitute each of the IMC pillars discussed in this section.

Figure 3: Elements of IMC pillars

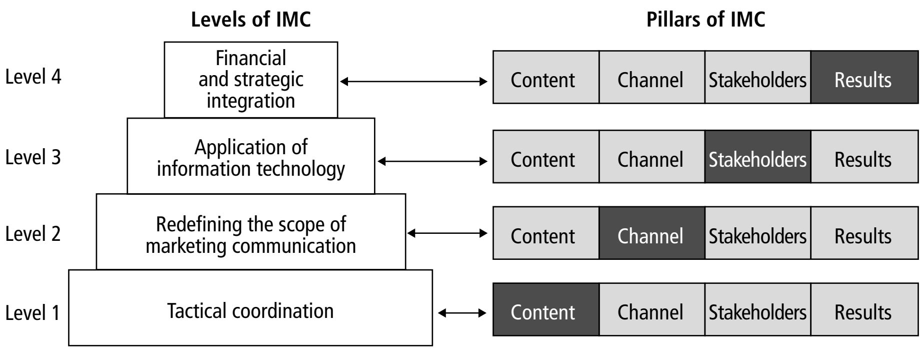


Interplay between the four levels and four pillars of IMC

The last section of this paper discusses the interplay between the four levels or stages of IMC proposed by Schultz and Schultz (1998) and the four IMC pillars that I propose. The levels of IMC attempt to illustrate the phases that organisations go through in their efforts to practise integration. Schultz and Schultz (1998) explain, however, that these levels or stages are not rigid, nor hard and fast with definite boundaries. Rather, firms may manifest certain practices that may cross over among the stages. But, for the full implementation of IMC to take place, firms must exhibit competencies in all the four levels (Schultz & Schultz 1998).

As the following discussions will show, the four IMC pillars (stakeholders, content, channels, results) are the very elements or essential constituents on which the levels of IMC are hinged. In fact, all the four pillars may be said to be present in each of the four levels of IMC to a lesser or greater extent, but with one pillar being given prominence at each level. Figure 4 illustrates the interplay between the levels and pillars of IMC, highlighting the pillar that is emphasised at each level.

Figure 4: Interplay of levels and pillars of IMC



Level 1: tactical coordination (content)

Schultz and Schultz (1998) posit that the first level of IMC focuses on the coordination of all the elements of marketing communications to achieve synergy and consistency. The emphasis is on the effective delivery of outbound communication activities in order to achieve 'one sight, one sound' in the overall IMC programme. Although the emphasis at this stage is coordination, which includes marketing communication tools or disciplines (channels), the end goal, however, is primarily the delivery and reception of a clear and consistent message (content) for maximum communication impact (Duncan & Caywood 1996). The ultimate objective, therefore, is for the target audiences (stakeholders) to receive and form in their minds a unified and integrated message. If this desired goal is achieved, then integration, at this stage, may be said to be effective (results).

Level 2: redefining the scope of marketing communications (channels)

Broadening the scope of marketing communications to include all possible contact points highlights the IMC pillar referring to channels of communication. 'Channels' at this stage is no longer viewed simply in its conventional sense but is examined from the customer's (stakeholder's) viewpoint – that is, identifying those channels that customers or prospects prefer and find most relevant. This perspective of marketing communications will aid marketers in crafting and delivering more relevant messages (content) that connect more effectively with the target customers. Being able to connect and interact with target customers and prospects at their preferred contact points, and thereby deliver and receive messages according to their terms, would determine IMC effectiveness (results) at this level.

Level 3: application of information technology (stakeholders)

Level 3 gives prominence to stakeholders (an IMC pillar) because IT provides greater capabilities for organisations to get to know, understand and better identify profitable and relevant customers by building and managing databases that contain empirical data. A deeper knowledge of customers empowers companies to connect more effectively with their audiences by creating more targeted messages (content), using preferred contact points (channels) and employing basic, as well as sophisticated, valuation tools and techniques (a manner of measuring results), which permit marketers to identify which customer groups are profitable, those who are at risk of defection, or those that provide potential for growth in the future (Schultz & Schultz 1998).

Level 4: strategic and financial integration (results)

Presumably, organisations that move up to this level of IMC implementation are those that fully understand the demands of integration and exhibit best practices in the applications and management of the IMC pillars. At this level, senior management is primarily concerned with resource allocation and organisational alignment, and is able to put in place closed-loop measurement systems that enable them to analyse more accurately the relation between returns and investments on marketing communications (Schultz & Schultz 1998). For this reason, the IMC pillar given prominence at this stage is measurement of results.

The ability of organisations to measure, and hopefully achieve, desired return on customer investments further assumes that an organisation has been able to accurately define and understand its most profitable target aggregates and relevant multiple publics (stakeholders). Moreover, this also implies that IMC managers at this level have been able to identify the most relevant and preferred contact points of its stakeholders (channels) and have successfully achieved interaction, dialogue and some degree of relationship through an exchange of meaningful messages (content).

Conclusion

The review of IMC literature discussed in this paper shows that definitional and conceptual underpinnings surrounding the IMC construct continue to be an important topic of academic research even in recent years. This paper revisited the IMC definition that I proposed in 2005, and introduced further refinements to it, resulting in a revised definition. I highlighted the key attributes or four pillars of the IMC construct and demonstrated the dynamics involved in the application of each pillar in implementing IMC programmes. The paper also examined the interconnection between the pillars of the proposed IMC definition and the four levels of IMC implementation introduced by Schultz and Schultz (1998).

References

Anantachart, S. (2001) To integrate or not to integrate: exploring how Thai marketers perceive integrated marketing communications, in Roberts, M. & King, R. (eds) *The Proceedings of the 2001 Special Asia-Pacific Conference of the American Academy of Advertising*. Gainesville, Florida: University of Florida, pp. 66–73.

Bagozzi, R. (1995) Reflections on relationship marketing in consumer markets. *Journal of the Academy of Marketing Science*, **23**(4), pp. 272–277.

Barnes, B.E. (2001) Integrated brand communication planning: retail applications. *Journal of Marketing Communication*, **7**(1), pp. 11–17.

Beard, F. (1997) IMC use and client–ad agency relationships. *Journal of Marketing Communications*, **3**(4), pp. 217–230.

Beverland, M. & Luxton, S. (2005) managing integrated marketing communication (IMC) through strategic decoupling. *Journal of Advertising*, **34**(4), pp. 103–116.

Brown, J. (1997) Impossible dream or inevitable revolution? Investigating the concept of integrated marketing communications. *Journal of Communication Management*, **2**(2), 70–81.

Carlin, I. (2005) A vision of media planning in 2010. *Journal of Advertising Research*, **45**(1), pp. 2–4.

Carlson, L., Grove, S.J. & Dorsch, M.J. (2003) Services advertising and integrated marketing communications: an empirical examination. *Journal of Current Issues and Research in Advertising*, **25**(2), pp. 69–82.

Chattopadhyay, A. & Laborie, J.-L. (2005) Managing brand experience: the market contact audit. *Journal of Advertising Research*, **45**(1), pp. 9–16.

Cornelissen, J.P. (2001) Integrated marketing communications and the language of marketing development. *International Journal of Advertising*, **20**(4), pp. 483–498.

Cornelissen, J.P. & Lock, A.R. (2000) Theoretical concept or management fashion? Examining the significance of IMC. *Journal of Advertising Research*, **40**(5), pp. 7–15.

Cornelissen, J.P., Lock, A.R. & Gardner, H. (2001) The organization of external communication disciplines: an integrative framework of dimensions and determinants. *International Journal of Advertising*, **20**(1), pp. 67–88.

Dewhirst, T. & Davis, B. (2005) Brand strategy and integrated marketing communication (IMC). *Journal of Advertising*, **34**(4), pp. 81–92.

Duncan, T.R. & Caywood, C.L. (1996) The concept, process, and evolution of integrated marketing communications, in Thorson, E. & Moore, J. (eds) *Integrated Communication: Synergy of Persuasive Voices*. Mahwah, NJ: Lawrence Erlbaum, pp. 13–34.

Duncan, T.R. & Everett, S.E. (1993) Client perceptions of integrated marketing communications. *Journal of Advertising Research*, **33**(3), pp. 30–39.

Duncan, T.R. & Moriarty, S.E. (1998) A communication-based marketing model for managing relationships. *Journal of Marketing*, **62** (April), pp. 1–13.

Duncan, T.R. & Mulhern, F. (2004) A white paper on the status, scope and future of IMC. IMC Symposium co-sponsored by IMC programs at Northwestern University and University of Denver (March).

Eagle, L., Kitchen, P.J., Hyde, K., Fourie, W. & Padisetti, M. (1999) Perceptions of integrated marketing communications among marketers & ad agency executives in New Zealand. *International Journal of Advertising*, **18**(1), pp. 89–119.

Economist (2006) A survey of new media. 22 April, pp. 3–16.

Eppes, T.E. (1998) Rebirth of an agency: challenges and implications of operating in an IMC environment. *Journal of Integrated Communications* (1998–1999 edition), pp. 28–38.

Ewing, M.T., de Bussy, N.M. & Caruana, A. (2000) Perceived agency politics and conflicts of interest as potential barriers to IMC orientation. *Journal of Marketing Communications*, **6**, pp. 107–119.

Ewing, M.T., Du Pleiss, E. & Foster, C. (2001) Cinema advertising re-considered. *Journal of Advertising Research*, **41**(1), pp. 78–85.

Fill, C. (2002) *Marketing Communications: Contexts, Strategies and Applications* (3rd edn). London: Prentice Hall.

Fitzpatrick, K. (2005) The legal challenge of integrated marketing communication (IMC). *Journal of Advertising*, **34**(4), pp. 93–102.

Foote, N. (2005) Fast forward to the future of TV. *Admap*, **40**(11), pp. 24–26.

Fortini-Campbell, L. (1992) *Hitting the Sweet Spot*. Chicago: Copy Workshop.

Gould, S.J. (2004) IMC as theory and as a poststructural set of practices and discourses: a continuously evolving paradigm shift. *Journal of Advertising Research*, **44**(1), pp. 66–70.

Gould, S.J., Lerman, D.B. & Grein, A.F. (1999) The role of agency–client integration in integrated marketing communications: a complementary agency theory–interorganizational perspective. *Journal of Current Issues and Research in Advertising*, **21**(1), pp. 1–12.

Grein, A.F. & Gould, S.J. (1996) Globally integrated marketing communications. *Journal of Marketing Communications*, **2**(3), pp. 141–158.

Gronstedt, A. (1996) integrated communications at America's leading total quality management corporations. *Public Relations Review*, **22**(1), pp. 25–42.

Gronstedt, A. & Thorson, E. (1996) Five approaches to organize an integrated marketing communications agency. *Journal of Advertising Research* (March–April), pp. 48–58.

Grunig, J.E. & Grunig, L.A. (1998) The relationship between public relations and marketing in excellent organizations: evidence from the IABC study. *Journal of Marketing Communications*, **4**(3), pp. 141–162.

Han, D., Kim, I. & Schultz, D.E. (2004) Understanding the diffusion of integrated marketing communications. *Journal of Advertising Research*, **44**(1), pp. 31–45.

Hartley, R. & Pickton, D. (1999) Integrated marketing communications requires a new way of thinking. *Journal of Marketing Communications*, **5**(2), pp. 97–106.

Hutton, J.G. (1996) Integrated relationship-marketing communications: a key opportunity for IMC. *Journal of Marketing Communications*, **2**(3), pp. 191–199.

Jones, G.S., Li, T., Kitchen, P.J. & Brignell, J. (2004) The emergence of IMC: a theoretical perspective. *Journal of Advertising Research*, **44**(1), pp. 19–30.

Kallmeyer, J. & Abratt, R. (2001) Perceptions of IMC and organizational change among agencies in South Africa. *International Journal of Advertising*, **20**(3), pp. 361–380.

Kitchen, P.J. (2005) New paradigm – IMC – under fire. *Competitiveness Review*, **15**(1), pp. 72–80.

Kitchen, P.J. & Li, T. (2005) Perceptions of integrated marketing communications: a Chinese ad and PR agency perspective. *International Journal of Advertising*, **24**(1), pp. 51–78.

Kitchen, P.J. & Moss, D. (1995) Marketing and public relations: the relationship revisited. *Journal of Marketing Communications*, **1**(2), pp. 105–119.

Kitchen, P.J. & Schultz, D.E. (1999) A multi-country comparison of the drive for IMC. *Journal of Advertising Research*, **39**(1), pp. 21–38.

Kitchen, P.J. & Schultz, D.E. (2001) *Raising the Corporate Umbrella: Corporate Communication in the 21st Century*. New York: Palgrave Publishers Ltd.

Kliatchko, J.G. (2002) *Understanding Integrated Marketing Communications*. Pasig City, Philippines: Inkwell Publishing Co., Inc.

Kliatchko, J.G. (2005) Towards a new definition of integrated marketing communications (IMC). *International Journal of Advertising*, **24**(1), pp. 7–34.

Kliatchko, J.G. & Kobayashi, Y. (2002) Japanese models of communication and advertising. *Aoyama Journal of Business*, **37**(3), pp. 3–22.

Low, G.S. (2000) Correlates of integrated marketing communications. *Journal of Advertising Research*, **40**(1/2), pp. 27–39.

Madhavaram, S., Badrinarayanan, V. & McDonald, R. (2005) Integrated marketing communication (IMC) and brand identity as critical components of brand equity strategy. *Journal of Advertising*, **34**(4), pp. 69–80.

Maskulka, J.M., Ogden, J.R. & Ogden, D.T. (2003) A managerial perspective of integrated marketing communication (IMC) planning, in Carlson, L. (ed.) *Proceedings of the 2003 Conference of the American Academy of Advertising*, pp. 157–167.

McArthur, D.N. & Griffin, T. (1997) A marketing management view of integrated marketing communications. *Journal of Advertising Research*, **37**(5), pp. 19–26.

McGrath, J. (2005a) IMC at a crossroads: a theoretical review and a conceptual framework for testing. *Marketing Management Journal*, **15**(2), pp. 55–66.

McGrath, J. (2005b) A pilot study testing aspects of the integrated marketing communications concept. *Journal of Marketing Communications*, **11**(3), pp. 191–214.

Mele, D. (1998) Criterios Eticos Para la Comunicación Publicitaria, in Mele, D. (ed.) *Ética en Dirección Comercial y Publicidad*. Pamplona, Spain: Ediciones Universidad de Navarra, S.A. (EUNSA).

Miller, D.A. & Rose, P.B. (1994) Integrated communications: a look at reality. *Public Relations Quarterly*, **39**(1), pp. 13–16.

Moriarty, S.E. (1994) PR and IMC: the benefits of integration. *Public Relations Quarterly*, **39**(3), pp. 38–44.

Naik, P.A. & Raman, K. (2003) Understanding the impact of synergy in multimedia communications. *Journal of Marketing Research*, **XL** (November), pp. 375–388.

Nowak, G.J. & Phelps, J. (1994) Conceptualizing the integrated marketing communications' phenomenon: an examination of its impact on advertising practices and its implications for advertising research. *Journal of Current Issues and Research in Advertising*, **16**(1), pp. 49–66.

Orr, D. & Cano-Lopez, J. (2005) The role of data integration in integrated marketing communications planning. *Journal of Direct, Data, and Digital Marketing Practice*, **7**(2), pp. 137–145.

Peltier, J.W., Schibrowsky, J.A. & Schultz, D.E. (2003) Interactive integrated marketing communication: combining the power of IMC, the new media and database marketing. *International Journal of Advertising*, **22**(1), pp. 93–115.

Peltier, J.W., Schibrowsky, J.A., Schultz, D.E. & Zahay, D. (2006) Interactive IMC: the relational-transactional continuum and the synergistic use of customer data. *Journal of Advertising Research*, **46**(2), pp. 146–159.
Phelps, J. & Johnson, E. (1996) Entering the quagmire: examining the 'meaning' of integrated marketing communications. *Journal of Marketing Communications*, **2**(3), pp. 159–172.
Pickton, D. & Hartley, B. (1998) Measuring integration: an assessment of the quality of integrated marketing communication. *International Journal of Advertising*, **17**(4), pp. 447–465.
Pilotta, J.J. & Schultz, D.E. (2005) Simultaneous media experience and synesthesia. *Journal of Advertising Research*, **45**(1), pp. 19–26.
Pontifical Council for Social Communications on Ethics in Advertising (1997) *Ethics in Advertising*. Libreria Editrice Vaticana.
Rafiq, M. & Ahmed, P. (2000) Advances in the internal marketing concept: definition, synthesis and extension. *Journal of Services Marketing*, **14**(6), pp. 449–462.
Ratnatunga, J. & Ewing, M.T. (2005) The brand capability value of integrated marketing communication (IMC). *Journal of Advertising*, **34**(4), pp. 25–40.
Reid, M. (2003) IMC–performance relationship: further insight and evidence from the Australian marketplace. *International Journal of Advertising*, **22**(2), pp. 227–248.
Reid, M. (2005) Performance auditing of integrated marketing communications (IMC) actions and outcomes. *Journal of Advertising*, **34**(4), pp. 41–54.
Reid, M., Luxton, S. & Mavondo, F. (2005) The relationship between integrated marketing communication, market orientation, and brand orientation. *Journal of Advertising*, **34**(4), pp. 11–23.
Rust, R.T. & Oliver, R. (1994) Advertising on its deathbed. *Journal of Advertising*, **23**(4), pp. 71–77.
Schultz, D.E. (1997) The evolving nature of integrated communications. *Journal of Integrated Communications* (1997–1998 edition), pp. 11–18.
Schultz, D.E. (1998) Determining how brand communication works in the short and long terms. *International Journal of Advertising*, **17**(4), pp. 403–426.
Schultz, D.E. (2004a) Building an internal marketing management calculus. *Interactive Marketing*, **6**(2), pp. 111–129.
Schultz, D.E. (2004b) Skydiving into the 21st century marketplace with four new parachutes. Presentation at Harte-Hanks Users Conference, New York, 22 June.
Schultz, D.E. & Kitchen, P.J. (1997) Integrated marketing communications in US advertising agencies: an exploratory study. *Journal of Advertising Research*, **37**(5), pp. 7–17.
Schultz, D.E. & Pilotta, J.J. (2004) Developing the foundation for a new approach to understanding how media advertising works. *Proceedings of the ESOMAR/ARF Worldwide Audience Conference*, Geneva.
Schultz, D.E. & Schultz, H.F. (1998) Transitioning marketing communication into the twenty-first century. *Journal of Marketing Communications*, **4**(1), pp. 9–26.
Schultz, D.E. & Schultz, H.F. (2004) *IMC Next Generation*. New York: McGraw-Hill.
Schultz, D.E. & Schultz, H.F. (2005) Measuring brand value, in Tybout, A. & Calkins, T. (eds) *Kellog on Branding*. New Jersey: John Wiley & Sons, Inc.

Schultz, D.E. & Walters, J. (1997) *Measuring Brand Communication ROI*. New York: Association of National Advertisers, Inc.
Schultz, D.E., Block, M.P. & Pilotta, J.J. (2005) Implementing a media consumption model. *Proceedings of the ESOMAR/ARF Conference*, Montreal.
Schultz, D.E., Cole, B. & Bailey, S. (2004) Implementing the 'connect the dots' approach to marketing communication. *International Journal of Advertising*, **23**(4), pp. 455–477.
Schultz, D.E., Tannenbaum, S.I. & Lauterborn, R.F. (1996) *Integrated Marketing Communications: Putting it Together and Making it Work*. Illinois: NTC Publishing Group.
Sheth, J.N. & Parvatiyar, A. (1995) Relationship marketing in consumer markets: antecedents and consequences. *Journal of the Academy of Marketing Science,* **23**(4), pp. 255–271.
Smith, T.M., Gopalakrishna, S. & Chaterjee, R. (2006) A three-stage model of integrated marketing communications at the marketing–sales interface. *Journal of Marketing Research*, **43**(4), pp. 564–579.
Stammerjohan, C., Wood, C.M., Chang, Y. & Thorson, E. (2005) An empirical investigation of the interaction between publicity, advertising, and previous brand attitude and knowledge. *Journal of Advertising*, **34**(4), pp. 55–67.
Swain, W.N. (2004) Perceptions of IMC after a decade of development: who's at the wheel, and how can we measure success? *Journal of Advertising Research*, **44**(1), pp. 46–65.
Wightman, B. (1999) Integrated communications: organization and education. *Public Relations Quarterly*, **44**(2), pp. 18–22.

About the author

Jerry G. Kliatchko is currently the vice president for Academic Affairs and Corporate Communications of the University of Asia and the Pacific (UA&P) based in Manila, Philippines. He is also an Assistant Professor on IMC at the School of Communication of UA&P and founded the graduate program in IMC in the same university in 1997. He obtained his doctorate degree from the University of Navarre in Spain in 2001.

Address for correspondence: University of Asia and the Pacific, Pearl Drive, Ortigas Center, Pasig City, Philippines 1605

Email: jerryk@uap.edu.ph