

IMC and Branding

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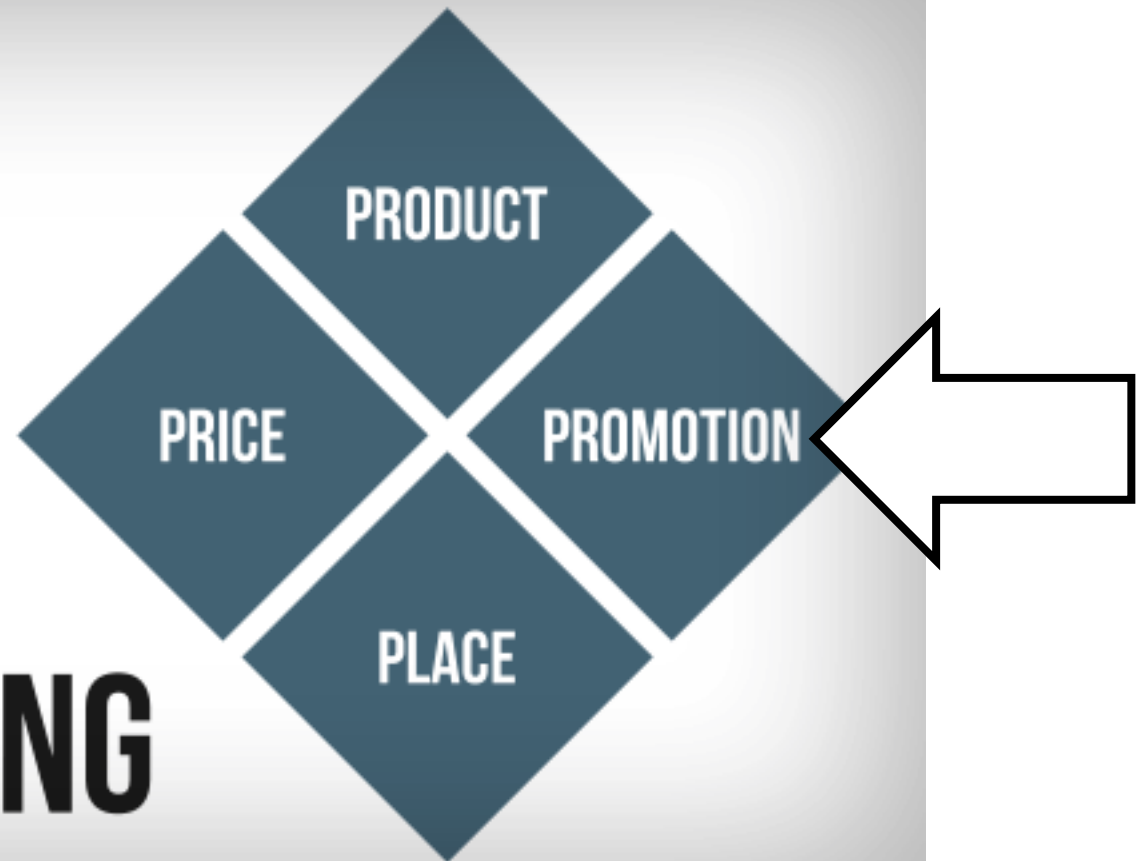
Agenda:

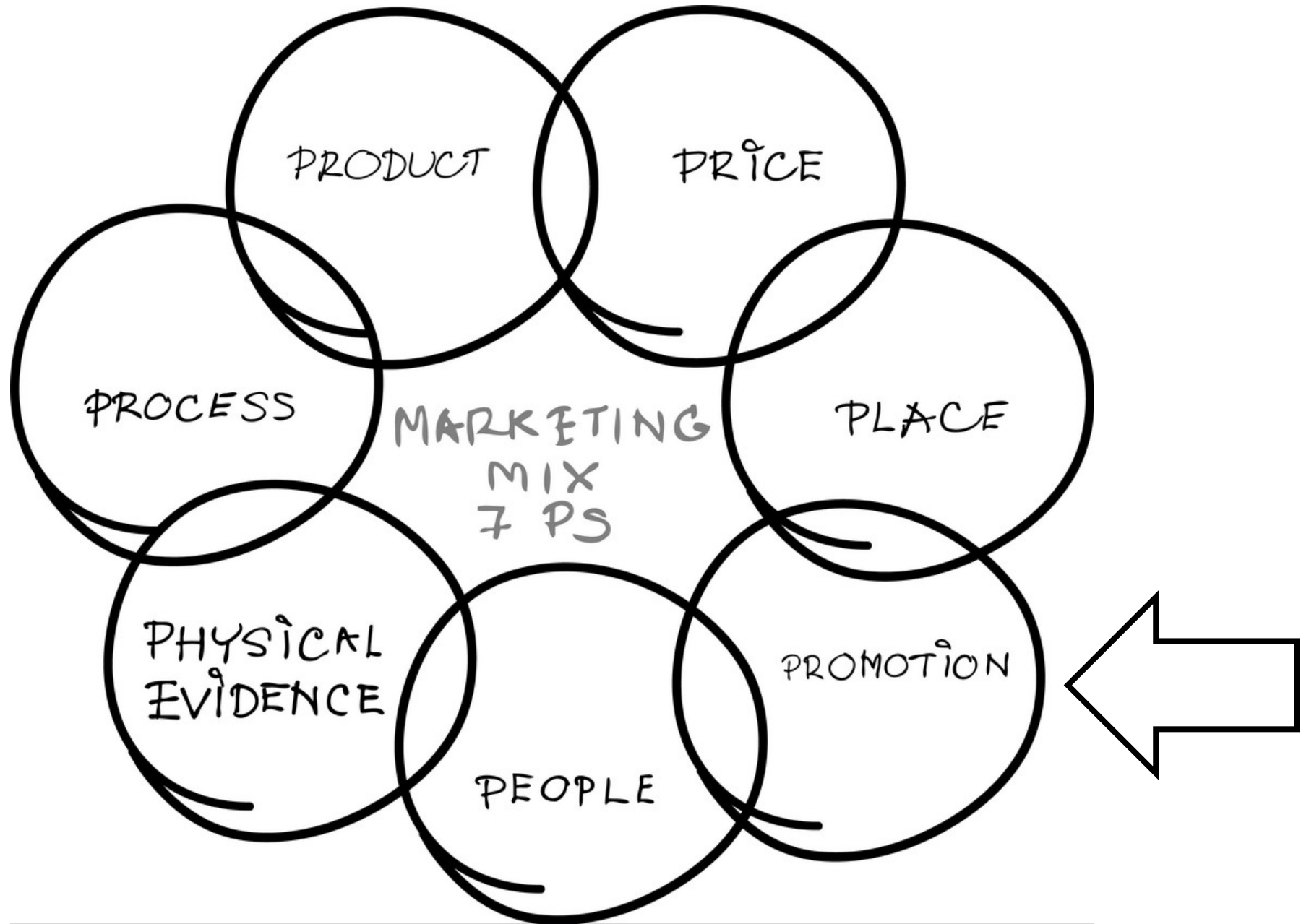
- A brief evolution of marketing
- The role of IMC in today's marketing and branding
- The importance of brands as sources of competitive advantage

Marketing and IMC

- Marketing → activities an firm or company undertakes to promote and sell consumer goods to consumers and/or customers; as well as maintain **relationships** with them
- *Need not be profit oriented!
- We do so through the so-called “marketing mix” tools

THE 4 P_s OF MARKETING





- Marketing as a discipline has evolved over time
- A **paradigm shift** from product centricity to consumer centricity (relationship marketing paradigm)
- From make a product and sell it → to understand consumer wants and needs ... make a product or service to fit with those needs and wants, offer it - and in doing so - maintain a close relationship with consumers or customers

Paradigm shift

From product centricity to consumer centricity

Product centricity



Search ID: tw10073

"You'll find this ideal for brushing
the dust off that set of encyclopaedias
I sold you last week."

- **Product focus:**
 - Make *a quality* product → better than the competitor
 - Have a product, find a customer
 - Come up with a value proposition - predominantly based on utility (functionality)
 - Transactional sales logic
 - **One-way communication**
 - All promotional material produced to support this logic
- **Consumer:**
 - Passive recipient
 - *Need to be persuaded*
 - *Consumer information processing model*
- **Company structure:**
 - Hierarchical
 - Silos
 - Sales oriented

Consumer centricity

The Consumer is King

THE CONSUMER IS KING.



@iPullRank

- Companies and organizations evolve
- Organizational structure evolves
- Markets become more dynamic (cf. last week's lecture!)
- A different understanding of consumers and consumer behavior
 - → different theories apart from psych informed ones
- Focus on consumer wants and needs and relationships with them
- **The logic**: relationships with consumers as a mean of (sustainable) competitive advantage
- With that, the idea about **promotions (IMC) change**, too
- From one-way to two-way communication, networked approach (See Kozinets et al. 2010)

More on organizational structure

- The organization structure changes
- Communication and branding not only done by a marketing department or marketing managers alone, but concerns the whole of the company (→ IMC)
- The rise of the Chief Customer Officer (CCO) → Brand Manager!
- Organizational functions (CRM, Market research, IT, R&D...), in the function of better understanding consumers wants, needs and the maintenance of relationship with them! (CLV – customer lifetime value)
 - Customer Relationship Management → understand consumer needs and behavior
 - IT → market analytical skill (insights, KPIs...)
 - Market Research distributed across the company + consumers (e.g.; Design Thinking – co-creation!)
 - Consumer and customer service! (touch points)

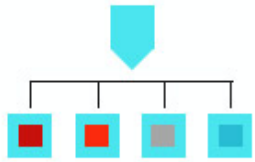
IMC and Branding

Your role as an existing or future brand manager (or a CMO or CCO - Chief Cultural Officer) may be/is to manage a brand or a number of brands

BRAND ARCHITECTURE SPECTRUM

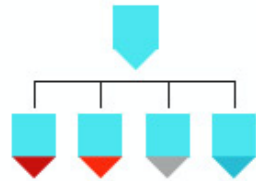
SINGULAR BRAND ←

→ SEPARATE BRANDS



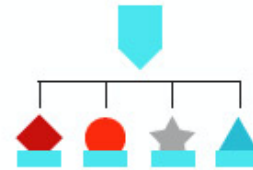
BRANDED HOUSE

products are organized around the corporate umbrella brand



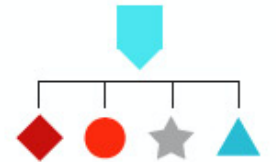
SUB-BRANDS

brands that augment and connect to the master brand



ENDORSED BRANDS

brand and products that are endorsed by larger brands



HOUSE OF BRANDS

a company oversees a set of stand-alone brands



SOURCE: "The Brand Relationship Spectrum," David A. Aaker: known as the 'Father of Modern Branding'



- IMC offers a framework or a logic through which brand management and branding is carried out
- Brands require constant tinkering
- There are many reasons for why this is the case:
 - Change in consumer preferences and taste
 - Competitor moves
 - Innovation
 - Disruptive innovation
 - And other...

Brands and branding as a way of competitive advantage

IMC and branding

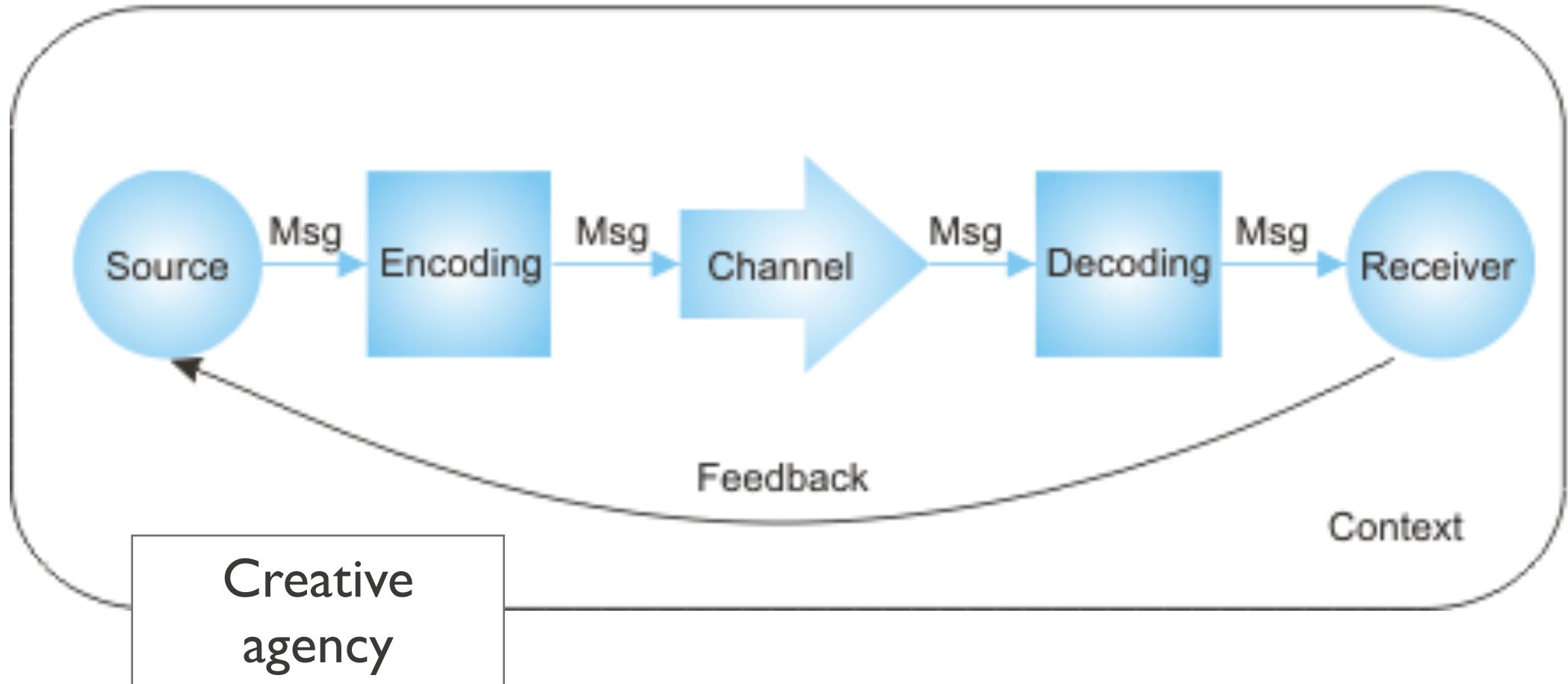
Campaign development:

- Brand challenge
- Market research to generate consumer insights
- Develop the creative idea or concepts
- Media strategy (traditional / digital)
- Promotional strategy (promotional mix: advertising, PR, sponsorship, sales promotions...)
- Implementation (timing)
- Measurements (is it working?)

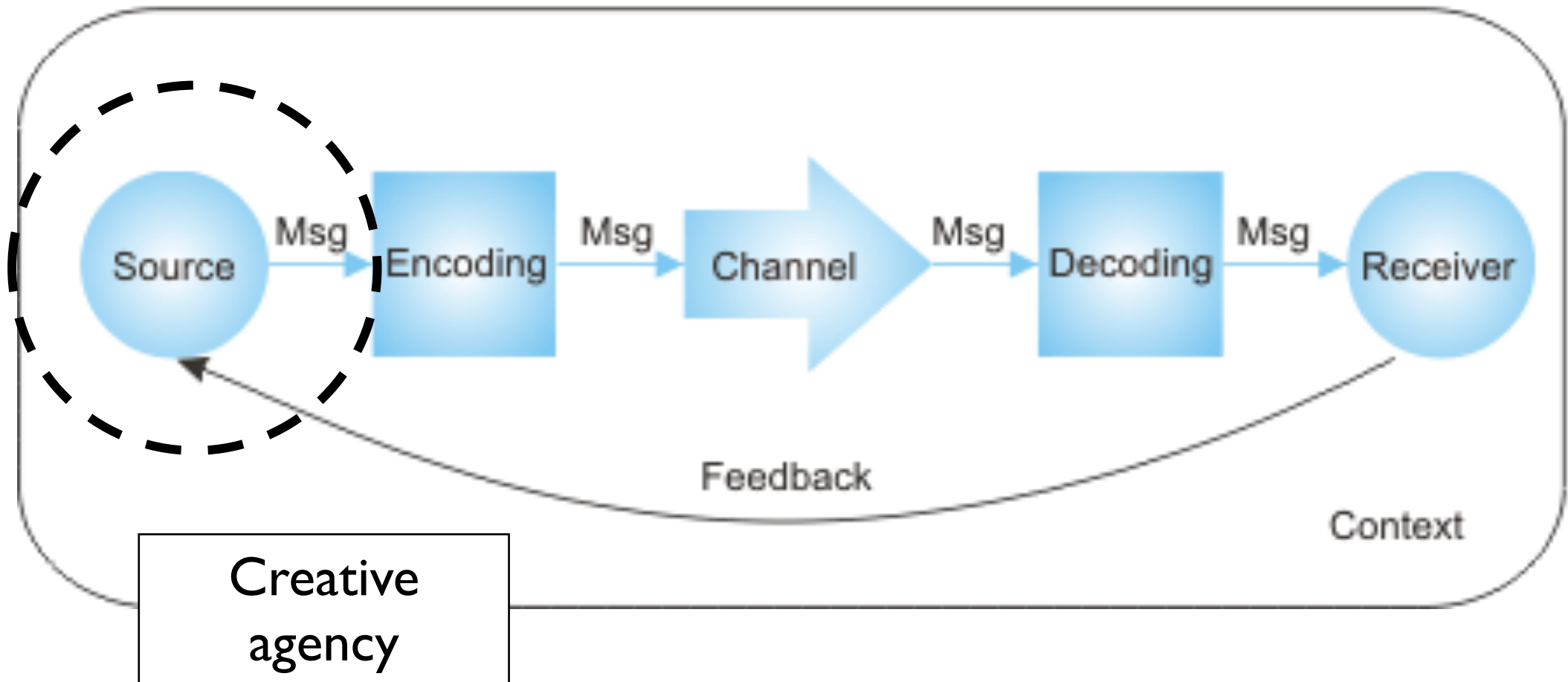
Intermezzo:

- IMC as part of *4 or 7 Ps*
- IMC as brand management approach
- Underscores **integration** as an important and distinct facet of marketing communications
- Emphasize creativity, process, metrics and evaluation of IMC brand communication programs over time

The Communications Process



The Communications Process



Source – your company/brand(s)

- Why branding? → “brand as a source of competitive advantage” (David Aaker)
- Branding model (organizational business logic) guiding your brand management efforts?

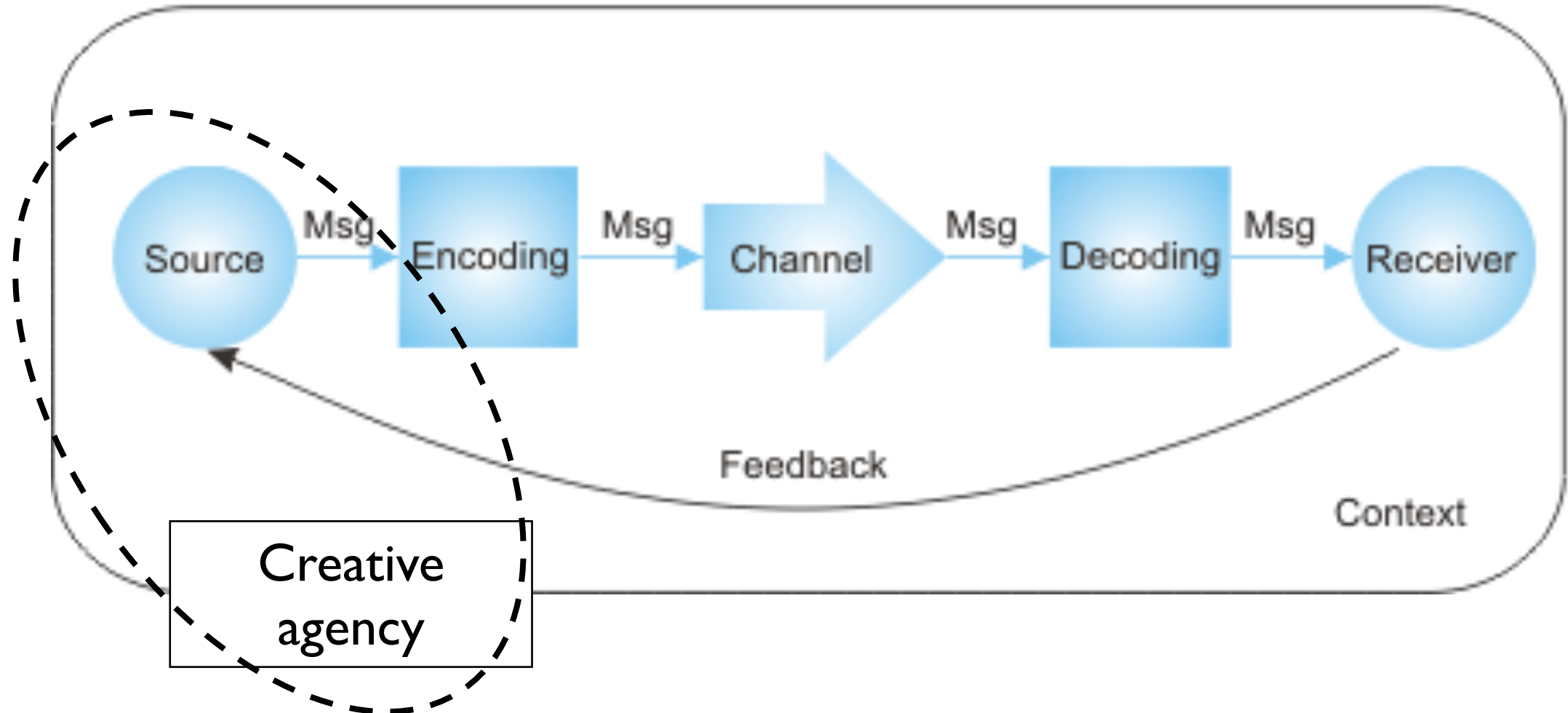
Why communicate your brand to consumers/audiences?

- To let designated consumers or audiences know about your brand
 - e.g.: enter a market, brand benefits ... (awareness, interest and desire)
- Consumer preferences and taste change
 - e.g.: preference of healthier lifestyles and food (attitudes and behaviors changing)
- To (re)position your brand
- To react to competitor's campaigns
- → “the brand challenge”

Brief / document

- What is your brand about?
- What is the “brand problem” according to you?
- How do you see the overcoming of the brand problem? → challenges?
- Insight and creative idea
- Communication objectives?
- Your consumers/target segment
- Competitor analysis
- The message describing the brand value
- Communication channels on which the campaign will run (media strategy)
- Promotional mix (promotional mix strategy)
- Concurrent campaign evaluation and metrics!

The Communications Process



Creative agency / Client (your company /brand)

Market research to generate (more) insights

Traditional market research techniques like focus groups & databases to gauge consumer needs and behaviors (Rust et al. 2000)

Cultural knowledge to “read” insights (Kelly et al., 2005) vs. trends!

Insights: “an identification in consumers’ experience that can open up a commercial link” (Ariztia, 2013)

Creative idea/big idea: “X”





YOU'RE NOT YOU WHEN YOU'RE HUNGRY

Creative idea example:

SNICKERS BIG IDEA

(Piercing Insight)

When you are hungry, it's hard to concentrate and hard to focus on what matters. You don't perform to the level you normally do because there's something missing.

(Brand Connection)

Snickers is the perfect way to get back to being yourself. Packed full of peanuts, caramel, nougat, and milk chocolate, Snickers satisfies your hunger – all in a quick and easy-to-carry snack.

(Succinct Expression)

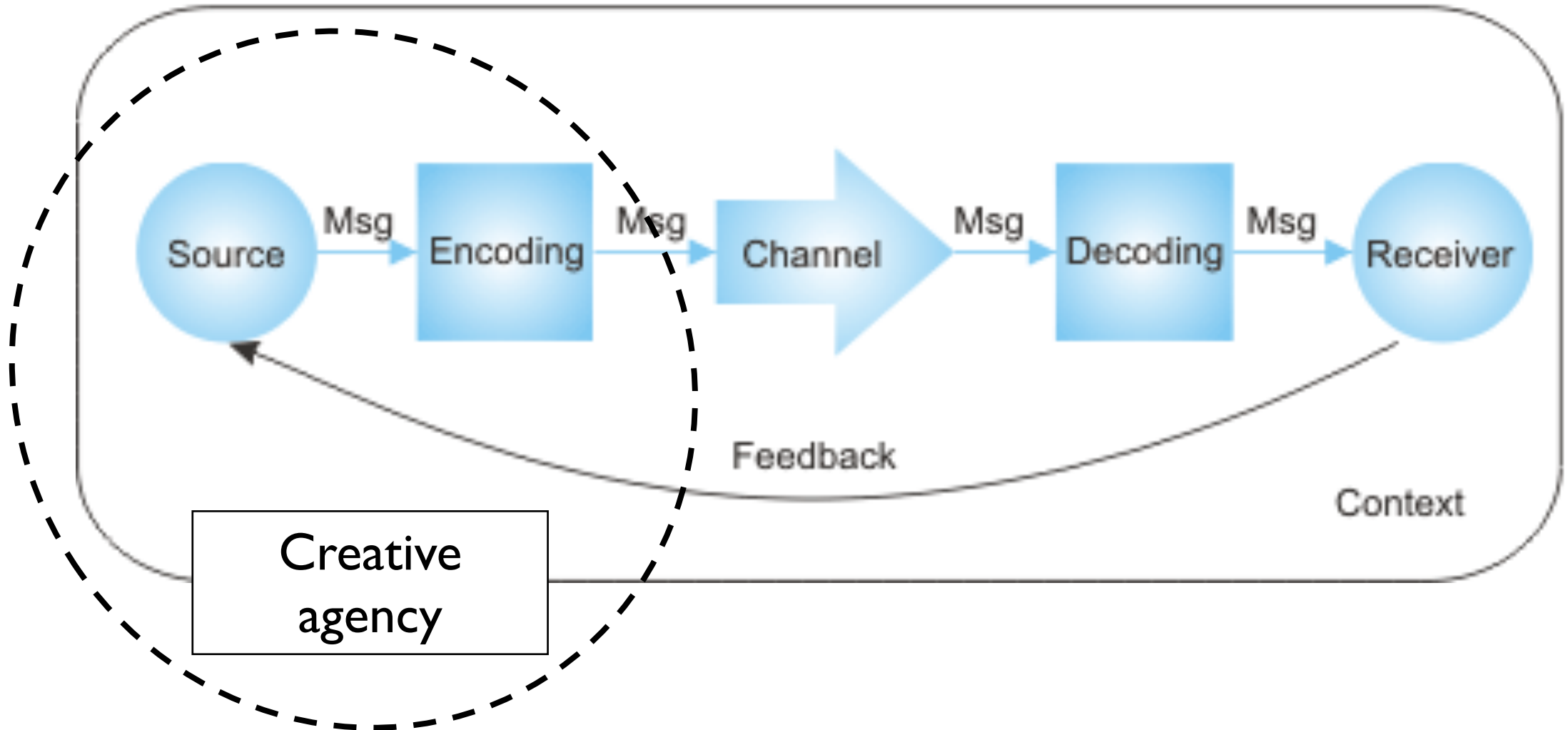
Snickers: You Are Not You When You Are Hungry.



(Re)write the brief:

- What is your brand about?
- What is the “brand problem” according to you?
- How do you see the overcoming of the brand challenge?
- Communication objectives?
- Your consumers/target segment
- Competitor analysis
- The message describing the brand value
- Communication channels on which the campaign will run (media strategy)
- Promotional mix (promotional strategy)
- Campaign evaluation and metrics!

The Communications Process



Encoding – (copywriters and art directors)

- Tone of voice
- Aesthetic appeal
- ...
- (Moeran, 2009: The organization of creativity in Japanese advertising)

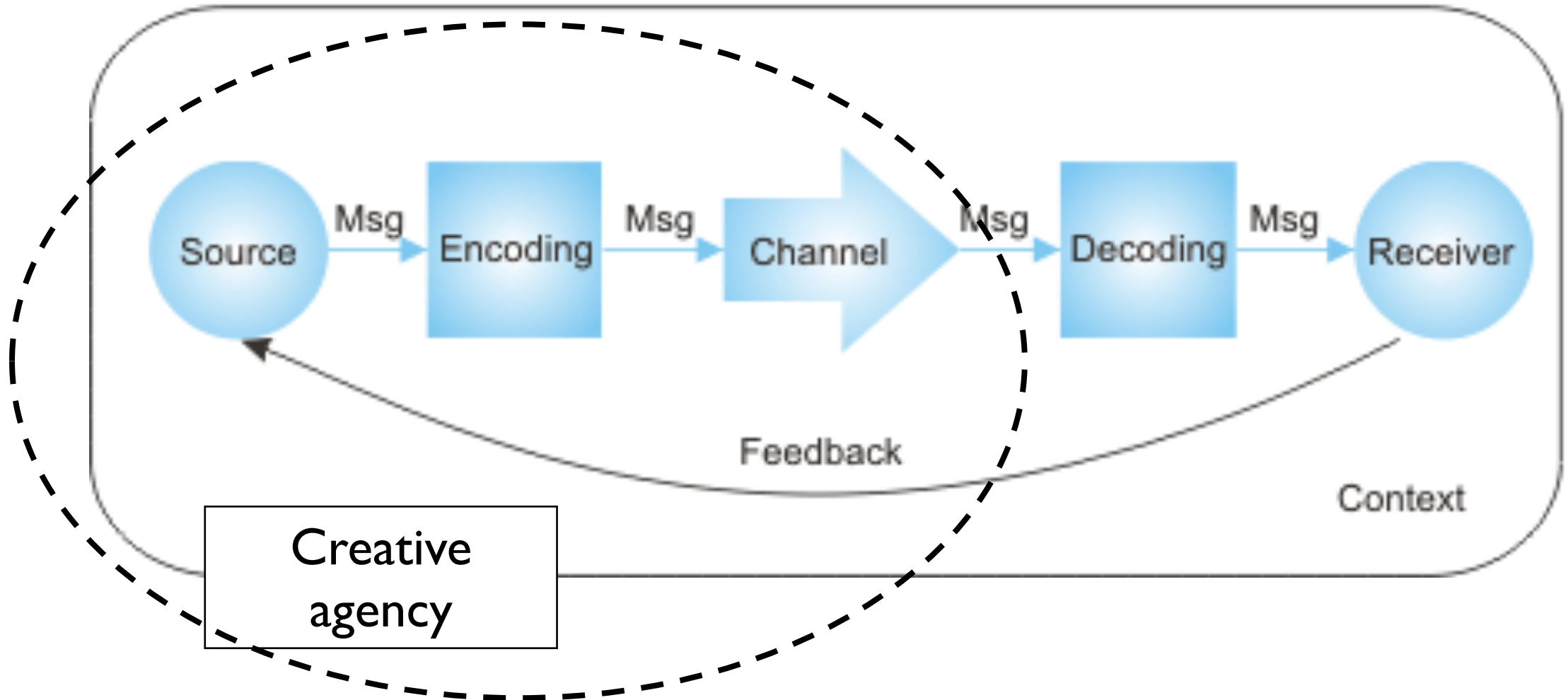


**LOSE FOCUS WHEN
YOU'RE HUNGRY?**

SNICKERS

SATISFIES

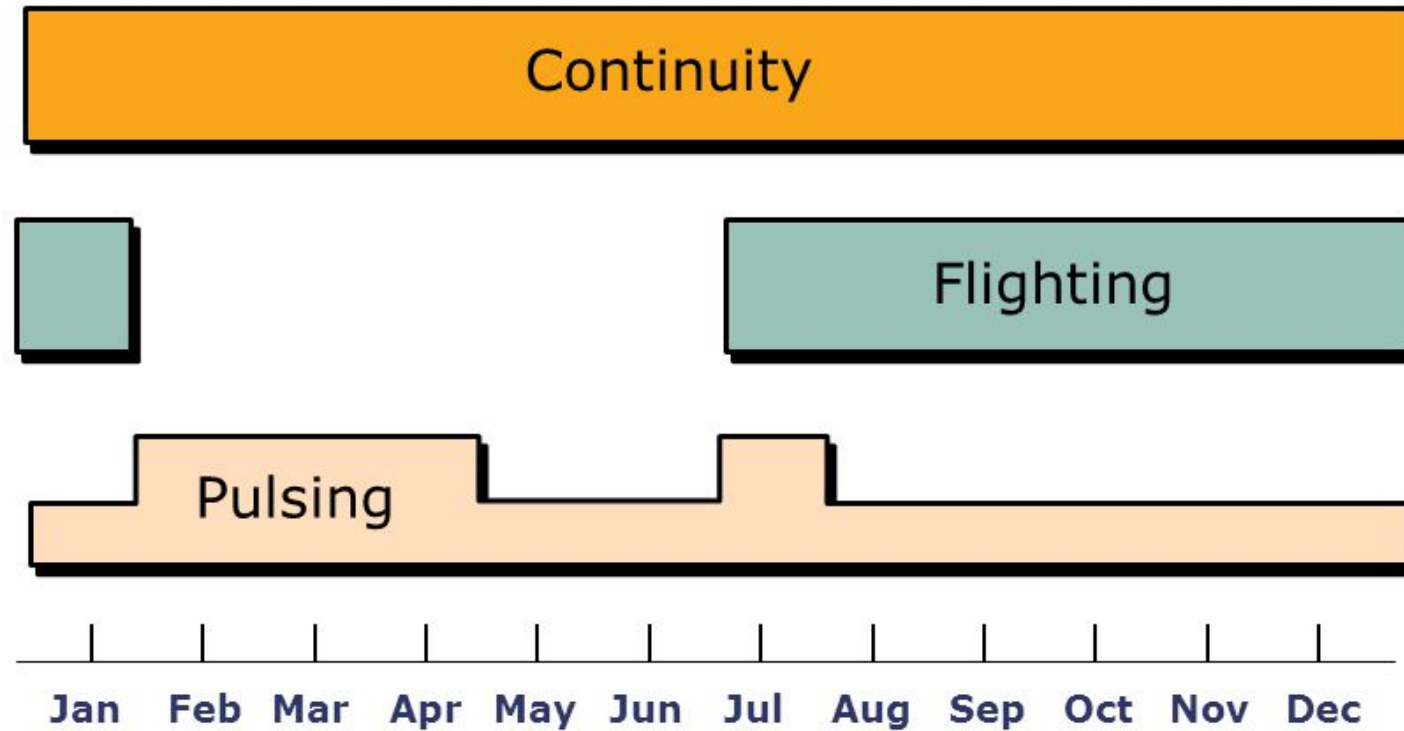
The Communications Process



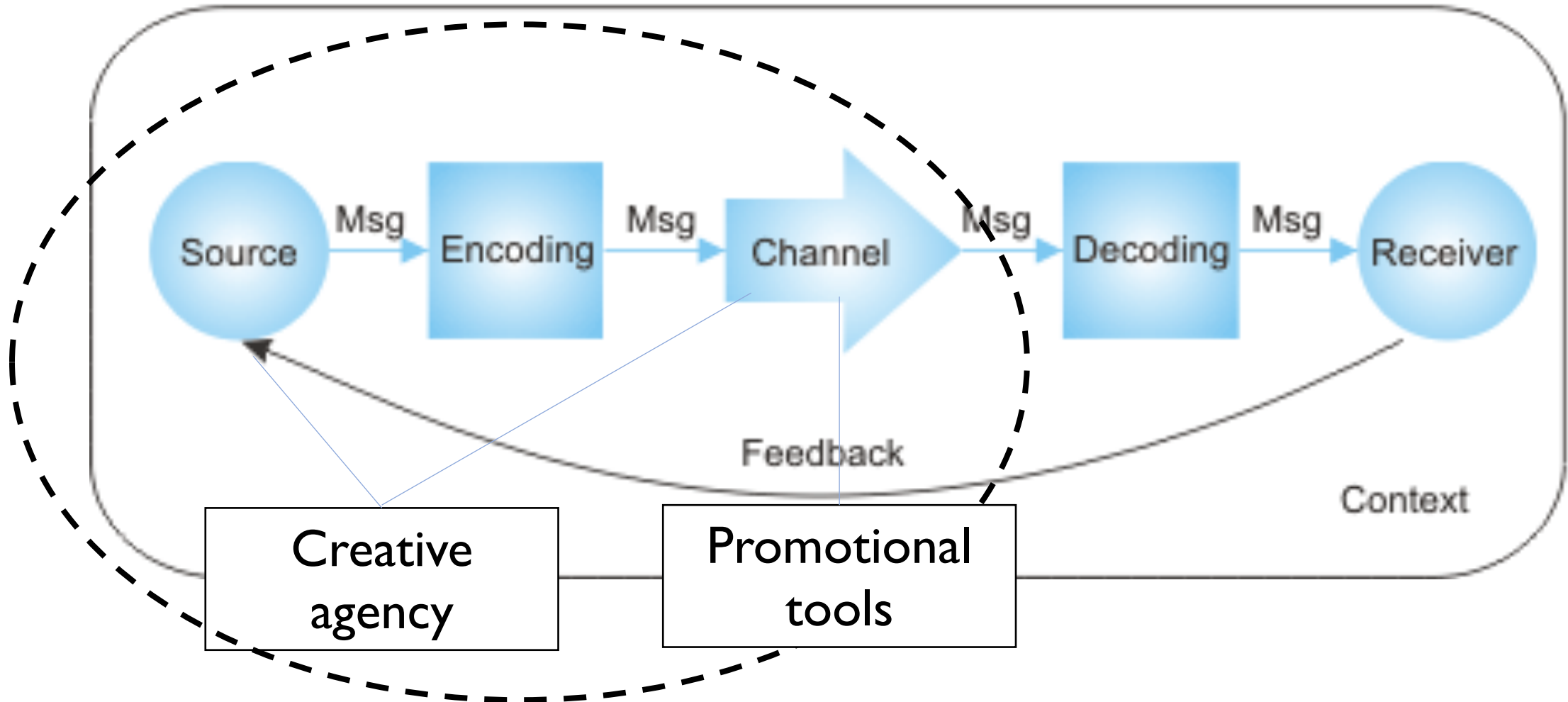
Channels/mediums remember “Media Neutral Planning”

- Traditional
 - TV, print, radio, etc.
- Digital
 - Social media platforms

Three Scheduling Methods



The Communications Process



Promotional tools

What promotional tools are best suited for the campaign?

- Advertising
- PR
- Sponsorship
- Sales promotions
- Sponsorship ...

Promotional strategy will depend on the objectives and the budget

Measure and evaluate

- Ideally, you measure before, during and after the campaign
- Measurements and metrics consistent with the set objectives
- Short terms metrics relate predominantly to sales
- Long term metrics relate to brand equity such as awareness, loyalty...
- At the end of the day, we are aiming for a positive ROCI (return on consumer investment)

“In its first full year, "You're not you when you're hungry" helped increase global sales of Snickers by **15.9%** and grew market share in 56 of the 58 markets in which it ran—not bad for an 80-year-old, billion-dollar brand.” - James Miller, global head of strategy for Mars at BBDO

<https://www.campaignlive.com/article/case-study-fame-made-snickers-youre-not-when-youre-hungry-campaign-success/1413554>

Q&A!