

Integrated Marketing Communications

Teacher: Laura Rosenberg



Aalto-yliopisto
Aalto-universitetet
Aalto University

Spring 2023

Agenda

- **Introduction of the course & course practicalities**
 - Learning goals
 - Readings
 - Schedule
 - Deliverables
- **Introduction to IMC**
- **Q&A**

About me

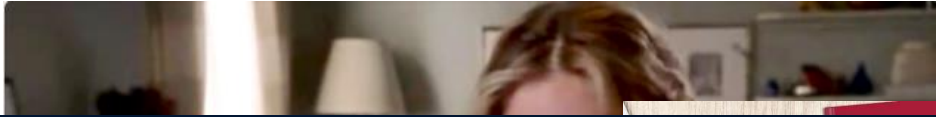
- McS, Aalto University
- **Work experience 2014-2018**
 - Brand associate at Danone Finland
 - Marketing manager, S-group
- **Start of academic career in 2018**
 - PHD researcher at the marketing department
 - Research interests: access-based consumption, circular economy, carbon farming



Now it's your turn!

1. How many of you are marketing major students?
2. What about marketing minor students?
3. Others?
4. How many of you know what Integrated Marketing Communications is?

What do all of these have in common?



Reviews (1,735)

Write a review

Suomalainen menestysresepti

Ruoka, Kilpailut

Suomalainen menestysresepti -sarjassa etsitään suomalaisen ruokakulttuurin uutta supertähteä! Ohjelman voittaja saa kehittämänsä tuotteen ruokakauppojen hyllyille koko Suomen maisteltavaksi. Kilpailijoita sparraa ruoan, markkinoinnin ja kaupan alan ammattilaisista koostuva tuomaristo. Sarjaa luotsaa kokki ja ruoan monialayrittäjä Jyrki Sukula sekä juontaja ja ruokakirjailija Anni Hautala. Kotimainen viihdeohjelma.

 KATSO: JAKSO 1

 LISÄÄ OMALLE LISTALLE



In one of the most famous Dove films, Real Beauty Sketches explores the gap between how others perceive us and how we ...

Tekstitykset

The challenge?

How to manage marketing from a strategic viewpoint, create engaging content, make relevant media decisions and most importantly, **integrate** the sheer amount of different touch points together in order to create **consistent, meaningful** marketing (advertising).

Broad learning goals of the course (1/2)

1. Familiarize students with the role of integrated marketing communications (IMC) in marketing & a company's business processes
2. Learn to identify different promotional functions and how they work together
3. Understand the effects of advertising and promotion, and ways to measure and study these effects

Broad learning goals of the course (2/2)

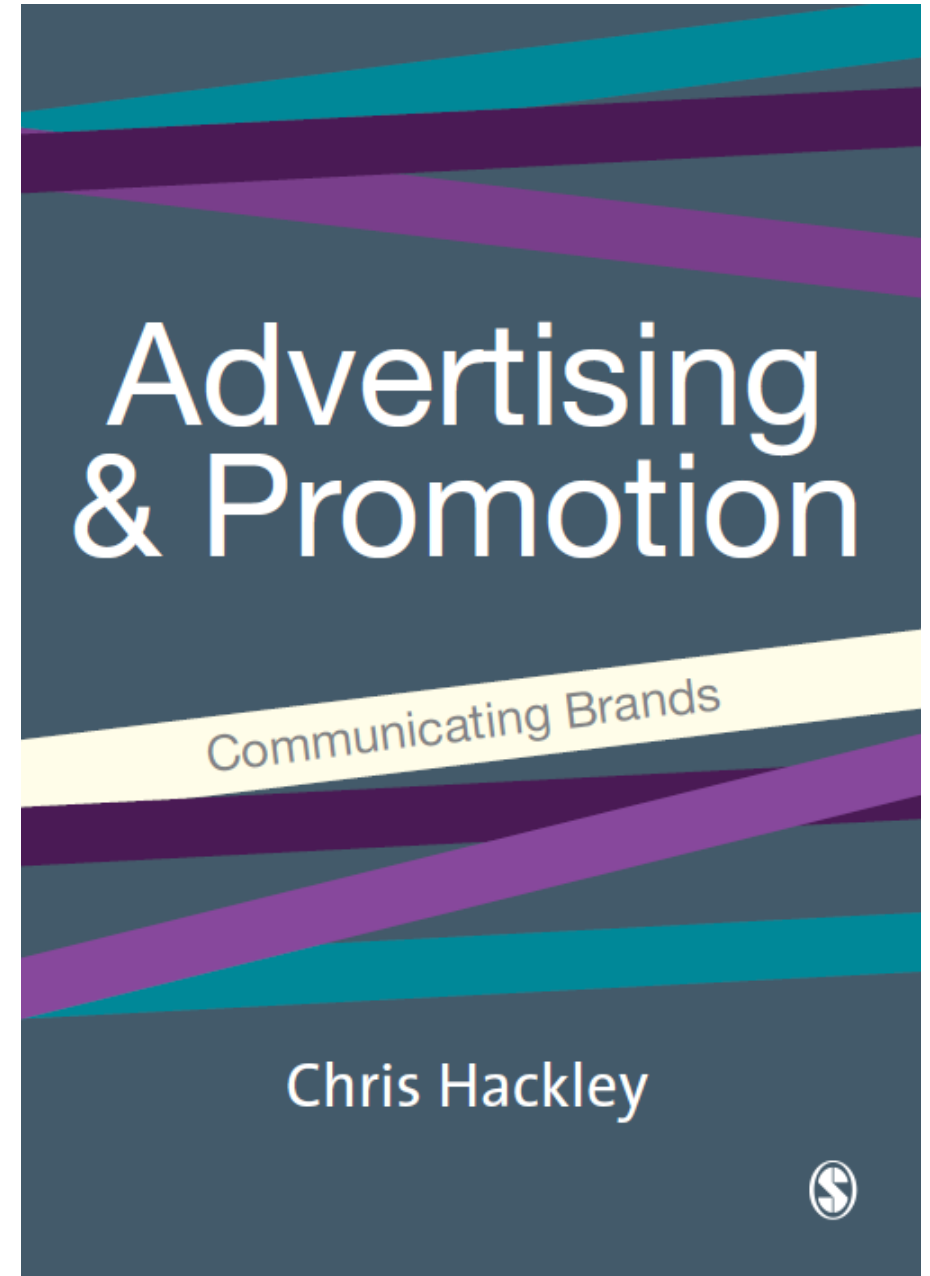
4. Get to know the IMC planning process
5. Be able to plan and execute promotional campaigns
6. Understand career prospects in the promotion industry, including ethical considerations of the industry

Readings

Each class will have compulsory readings.

Some are book chapters; some are journal articles. Some articles are assigned for multiple lectures.

The exam will be based on the readings and the content of the lectures!



Grade structure

Group work (60%)

- Final report (40%)
- Presentation of report (20%)

Individual work (40%)

- Final exam

→ All evaluation will happen at the end of the course. However, I am happy to give you feedback from your assignments already during the course, so feel free to send me questions via e-mail!

Schedule: Guest lectures are mandatory

L01: 10.1. Course practicalities and introduction to IMC

L02: 12.1. History, concepts, and theory of IMC

L03: 17.1. IMC and branding

L04: 19.1. IMC planning process

L05: 24.1. Advertising theory and semiotics

L06: 26.1. IMC promotional tools

L07: 31.1. Budgeting, measuring & advertising ethics

L08: 2.2. NO LECTURE – INDEPENDENT WORK TIME ON YOUR ASSIGNMENTS!

L08: 7.2. Guest lecture: Lauri Toivonen (Marketing director, S-group)

L09: 9.2. Guest lecture: Juha Halmesvaara (Strategy director, Dentsu)

L11: 14.2. Final presentations

L12: 16.2. Final presentations

FINAL EXAM: 20.2.

Reading list (on Mycourses)

L01: 10.1. Course practicalities and introduction to IMC

Rust, R. T., Moorman, C., & Bhalla, G. (2010). Rethinking marketing. Harvard business review, 88(1/2), 94-101.

Book Chapter 1: The section "Integrated Marketing Communications" pages 15-16

L02: 12.1. History, concepts, and theory of IMC

Batra, R., & Keller, K. L. (2016). Integrating marketing communications: New findings, new lessons, and new ideas. Journal of Marketing, 80(6), 122-145

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), 66-70.

L03: 17.1. IMC and branding

Keller, K. L. (2009). Building strong brands in a modern marketing communications environment. Journal of marketing communications, 15(2-3), 139-155.

Book Chapter 3, pages 59-63

L04: 19.1. IMC planning process

Book Chapter 4

L05: 24.1. Advertising theory and semiotics

Batra, R., & Keller, K. L. (2016). Integrating marketing communications: New findings, new lessons, and new ideas. Journal of Marketing, 80(6), 122-145, pages 124-125 about "Consumer Decision Journey or Path to Purchase"

Book Chapter 2: pages 25-36

Additional readings:

Vakratsas, D., & Ambler, T. (1999). How advertising works: what do we really know?. Journal of marketing, 63(1), 26-43.

McCracken, G. (1986). Culture and consumption: A theoretical account of the structure and movement of the cultural meaning of consumer goods. Journal of consumer research, 13(1), 71-84.

L06: 26.1. IMC promotional tools

Batra, R., & Keller, K. L. (2016). Integrating marketing communications: New findings, new lessons, and new ideas. Journal of Marketing, 80(6), particularly pages 122-145, 126-128 (about Main Effects of Different Media)

Book Chapters 5 and 6

L07: 31.1. Budgeting, measuring & advertising ethics

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), 46-65.

Chapter 7

L08: 2.2. NO LECTURE – INDEPENDENT WORK TIME ON YOUR ASSIGNMENTS!

L08: 7.2. Guest lecture: Lauri Toivonen (Marketing director, S-group)

L09: 9.2. Guest lecture: Juha Halmesvaara (Strategy director, Dentsu)

L11: 14.2. Final presentations

L12: 16.2. Final presentations

FINAL EXAM: 20.2.

Assignment deadlines

Group work

- Presentation of report 13.2.
- Final report 18.2.

Individual work (40%)

- Final exam 20.2.

Last year's feedback in a nutshell:

Overall, the course was very liked (average over 4). Students particularly enjoyed the group assignment, real-life examples during lectures, and overall, the course materials.

Group assignment was good, I liked the videos during class that we watched and commented on.
The very hands-on group work supported my learning. Also concrete way to handle things on lectures was good.
Overall, I really enjoyed this course. I particularly liked that we looked into some ads and discussed about their effectiveness on people.
A lot of practical examples.
I liked the videos shown during the course. Laura is a wonderful teacher who can make the lecture room a safe place where everyone can feel safe asking questions and making comments.
The teacher was calm and professional, I really enjoyed her lectures. I liked the real-life examples of campaigns because they helped me to understand the IMC theory a little better.
The course had a clear structure that was established at the beginning of the course. Relevant readings for each lecture supported the contents of the lecture and deepened the understanding. The group work also nicely summarized the entire course and allowed students to practice the theory in "real life". The teaching also included many examples of relevant advertisements that kept the lectures interesting and the students alert.
polls, activity requirements
The campaign videos helped me to memorize the campaigning techniques.
Assignments were great! And lecturer was the best <3
I enjoyed the variety of learning ways and opportunities, such as many visuals ways that helped me to memorize stuff.
Excellent teacher. I loved the examples in the classes
I found the course material such as the slides and reading material useful and helpful for my learning.
I appreciated that the lessons were recorded so that I could re-watch whatever content that I had difficulty understanding. I also liked that the exam was take home exam such that I had more time to do more research and answer the questions.
Even it is online class, professor can encourage students to participate and give comment on video clips of many campaigns. I think these campaigns and all comments support my learning a lot as I receive more practical knowledge.
I think the lectures were very good. It supported my learning that concrete examples of marketing communication materials (such as the video ads) were used.

What could be done better according to students?

Suggestions for improvement related to the take-home exam, timing of the deadlines, and forming groups. Some students also wanted more discussions during class.

NIL

The take-home exam was very time-consuming at least for me and maybe three exam questions would have been enough. However, it was good that we had a lot of time to do the exam, and although it wasn't easy it definitely deepened my learning.

I felt the take home exam is a very heavy workload.

nothing! this course was very enjoyable

-

I felt that the instructions for take a home exam were a bit poor. It is hard to know what the teacher wants from us and what kind of answer is good enough. Also, it was unclear that we can get extra points from participation since the teacher did not mention that on the first lecture.

-

The only thing is that I would put the deadline of the take home exam same as the group report (exam week rush). Since I tend to leave everything in the last minute...

The home-exam was a bit too heavy after the amount of work I put to the group assignment.

More polls and interactive exercises on the lectures (if online)

nothing

Arrange groups according to what grade they would like to achieve. There are some students who don't really care about the course at all and they add more burden to the study and work load.

When adding additional members to a group, it should be ensured that the level of commitment to getting the grade should be consistent with the already existing members to prevent conflict.

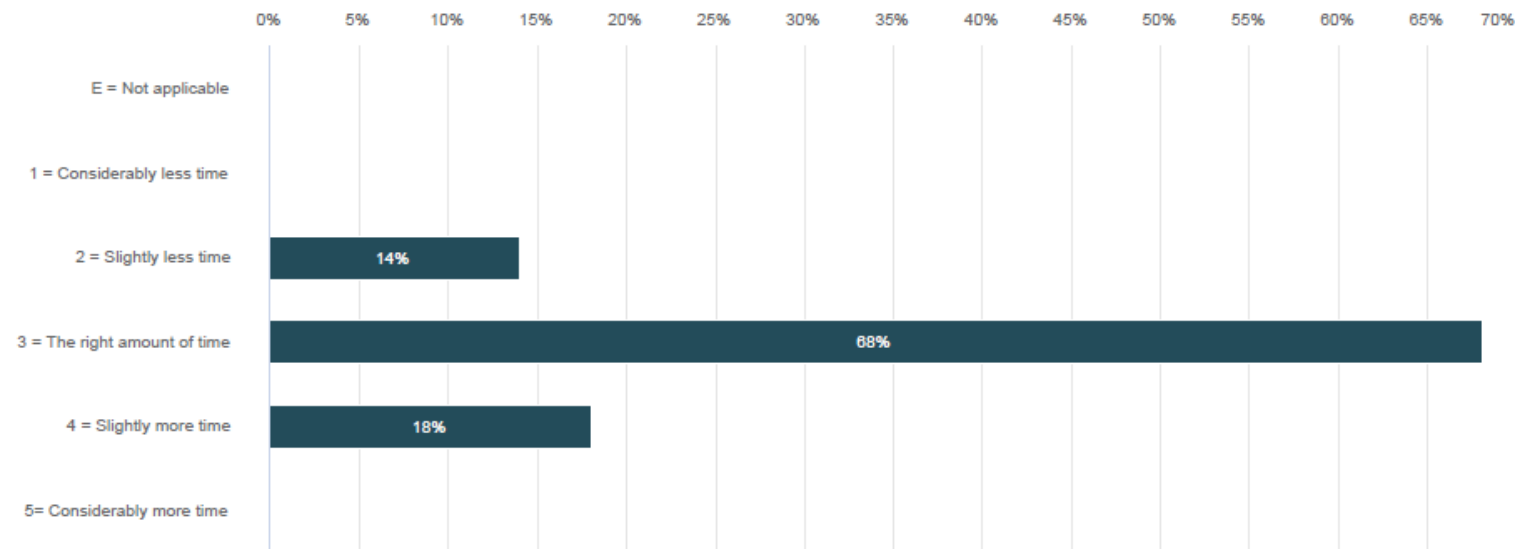
I change my perception toward marketing class. This is my second marketing class and I think I like marketing even more :)

I think that more individual assignments could be useful.

Students were pleased with the time that took them to accomplish the assignments and the exam

4. According to the guidelines, one credit (ECTS) requires 27 hours of student work. Compared with this, the completion of the course required

Number of respondents: 44



What happened after the feedback:

- 1) As students were happy with their study efforts / the time it took them to accomplish everything, I decided to keep the assignment structure the same. The course has a long history in Aalto, and students have always loved doing the IMC campaign for the course. Having the exam at the end of the course gives students more time to go through the readings. However, if you disagree after the course, please let me know!
- 2) I made some changes to course readings and lectures, but mainly they stayed the same.
- 3) Changes: I have changed the exam and will formulate exam questions more clearly (case questions vs. topic-related). We will have more time for class discussions. I have changed the timing of the deadlines (now all of them are before the final exam, as suggested). Also, I hope you will be active in forming groups based on your grade ambitions!

Form groups of 4-6 people after class and let me know your group members (full names) via e-mail: laura.rosenberg@aalto.fi

If you don't have a group, let me know asap via e-mail. I will allocate you to a group. Please make sure to tell me **the level of your ambition (grade-wise), so I can form coherent teams.**

Final exam

The exam will include essay questions, from which you are asked to answer 3. Answer them based on course readings and course lectures.

Group work (60%) – general instructions

Throughout the course, you will be working on a group project where you design a comprehensive, 12-month Integrated Marketing Communications (IMC) campaign for a product or brand of your own choosing.

Grading rubric can be found on MyCourses, under the section “Materials” and “Schedule and readings”

Group work deliverables

1. Final report (40%)

- Delivered at the end of the course
- Around 10-15 pages (not counting appendices), double spaced, 1” margins, 12-point font, Times New Roman.

2. Final presentation (20%)

- During the last two class sessions
- 10-15 minute presentation (same content than in your report, but in “presentation style”) → imagine you are pitching your IMC campaign to the CEO/board of directors of the company

Final report and presentation structure

1. Executive Summary (included only in the report)
2. Introduction of the brand and the market
3. Brand Challenge
4. Objectives & target audiences
5. Creative approach
6. Media plan & schedule
7. Budget & measuring

Final report and presentation structure

Executive Summary: summarize your entire campaign in 1 page (only in the report)

Introduction of the brand and the markets

- Introduce your product / brand!
 - What product category is the brand competing in? What are the current trends in that category (What is driving consumer demand? What do consumers want / value? Any changes? What is driving those changes – legislation, ethical issues, environmental issues,...?).
 - What are its main competitors? How is the product / brand positioned?
- In this section you lay down the starting situation as detailed as you can. This will also help you set out your objectives.

Brand Challenge: What is the brand struggling with? Why is the campaign needed? Make sure to link this section to your brand and market analysis section!

Final report and presentation structure

Objectives & target audiences

- What is the current target audience of the product / brand?
- Who are you trying to influence via your campaign? Primary audience? Do you have secondary audiences?
- What are you trying to accomplish with this campaign (why are you doing it)? (Increasing / defending market share? Changing the positioning of the brand? Changing customer attitudes? Something else?)? (= this section is linked with the brand challenge)

Creative approach

- Introduce your creative idea that will help you achieve your objectives and make a difference in the market!
- Make sure to use also visual materials (mood boards, campaign visuals,...) → put your AD skills into use!

Final report and presentation structure

Media plan & schedule

- What does your big idea mean in practice? What promotional tools are you using and why (remember to refer to course readings!)
- How is your creative approach (big idea) leveraged through different channels and customer touch points?
- Utilize the media plan chart format to visualize your plan

Budget & measuring

- Estimate the total budget of the campaign
- Allocate your budget amongst at least the following: planning, project management, creative agency cost, media cost (this is usually the biggest chunk), post campaign costs (such as evaluating the campaign in the form of market research)
- What are your metrics that you'll use to evaluate the success of the campaign?

Further tips

- Highly recommended to choose **known** brands/products
- Include a brand book / brand guidelines (some brands have published them online) that you stay true to – if not published, try to figure out what the brand stands for based on past marketing campaigns
- **Be innovative** in terms of your big creative idea and media strategy – try to think outside the box!
- Try to be **realistic** with budgeting and scheduling!
 - I want to see numbers, or at least attempts of measuring and basing your decisions on research
- Wherever you can, **use references** (both academic and business-related) to back up the choices you have made (for example, you can use the article of Batra & Keller (2016) to justify the selection of promotional tools)
- And remember: IMC is very analytical in its approach! And everything needs to be connected!
- Check **the grading rubrics** at MyCourses to further understand how your work will be evaluated!

Questions so far about course practicalities?



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Introduction to Integrated marketing communication (IMC)



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Let's recap the basics: what is marketing?

- Marketing → activities a firm or company undertakes to promote and sell their goods to consumers and/or customers; as well as maintain **relationships** with them
- We do so through the so-called “**marketing mix**” tools

The 4Ps marketing mix – the set of tools that management can use to influence sales

Anything that can be offered to a market for attention, acquisition, use or consumption that may satisfy a want, need or desire: physical objects, services, persons, organizations, ideas,...

The amount of money charged for a product or service. Different pricing strategies: premium pricing, cost-based pricing...



All the company activities that make the product or service available to the market, incl. distribution channels, sales efforts etc.

Promotion



All the activities that communicate the product or service and its benefits to target customers and persuade them to buy. Nowadays there are NUMEROUS promotional tools available.

Promotional tools



How has marketing evolved during the past 50 years?



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How has marketing evolved? From product centrality to customer centrality



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- Marketing has evolved dramatically during the past 50 years
- **After the World War 2**
 - Firms had access to mass production technology and the infrastructure needed to facilitate mass production and distribution
 - Many unmet customer needs
 - Customers were happy with standardized products at reasonable prices

Product centricity



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

My Washdays are Holidays Now!

NEW WONDER-WORKING

Inglis

AUTOMATIC WASHER

the only automatic to give you 7 rinses yet still uses less hot water!*

SUDS-MISER AND THE SEVEN RINSES—Save as you wash! Use sudsy water again and again. Enjoy most thorough rinsing known and get clothes clinic clean, sparkling bright!

AGIFLOW ACTION—The proved washing principle that washes clothes cleaner by actual test.

GERMICIDAL LAMP—Floods your wash with sanitizing rays . . . washes freshness into clothes . . . guards family health!

CYCLE-TONE SIGNAL—Tells you when washing's done . . . saves steps, ends "standing-by".

. . . and every other feature vital to fully automatic washing. Now you can really enjoy the thrill of workless washdays without sacrificing economy and cleanliness.

*for a normal 3-load family wash.

(Manufactured under license from Whirlpool Corp., St. Joseph, Michigan, U.S.A.)

ANOTHER INGLIS EXCLUSIVE
The Fashion Academy Gold Medal Award for beauty of design.

- **The focus of marketing**: promoting, pricing, and distributing products for the mass market → **companies organized their activities around products instead of markets & customers**

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 processing model

Company structure:

- Hierarchical
 - Silos
- Product development & sales oriented

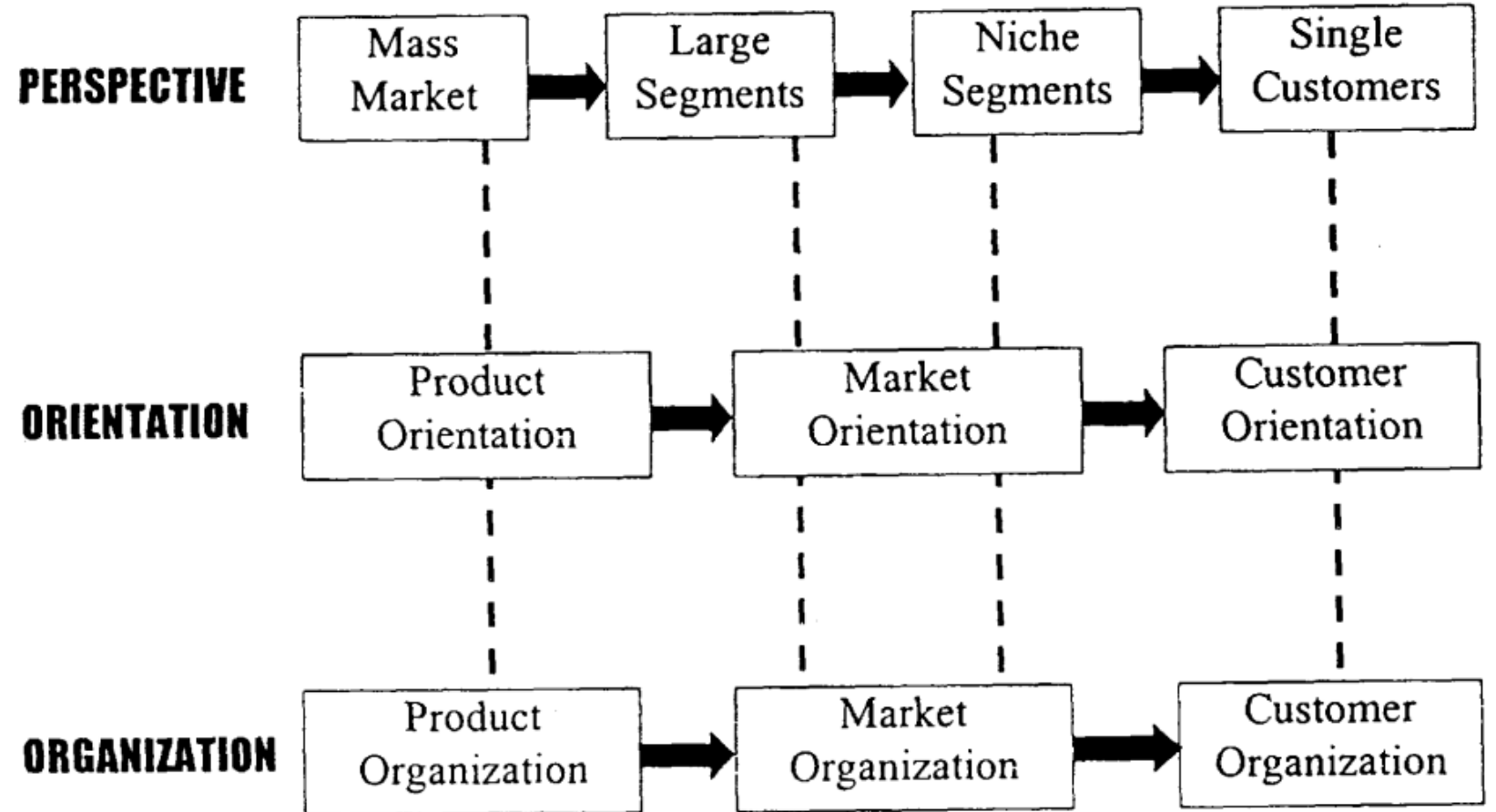


The challenge with this approach over time?

The more companies entered the markets, the more difficult it became to compete with standardized products, targeted at mass markets.

“With increased competition, marketers started defining **smaller and smaller segments, including niche segments.** The manifestation of this phenomenon was a proliferation of **brands and channels.**”

FIGURE 1
Growth of Customer-Centric Marketing



From product and segment marketing to **customer centricity**:

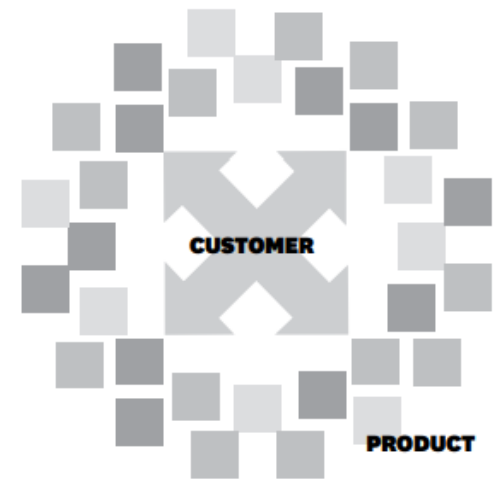
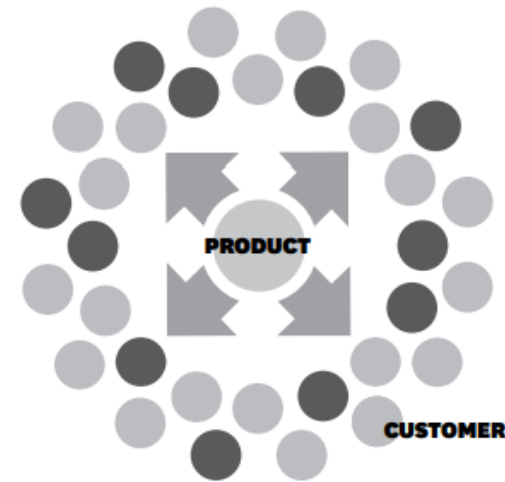
- Understanding & satisfying the needs and wants of individual customers
- Two-way communication & focus on building long-term relationships
- Focus on analytics & customer insights (= targeted offerings and mapping the relationships)

*“The key distinction between a traditional and a customer-cultivating company is that one is organized to push products and brands whereas the other is designed **to serve customers and customer segments.**”*

**What does it mean to build relationships
with customers?**

Companies that operate with a **customer centric approach**, approach customer relationships as not static but dynamic, evolving through time.

→ e.g., selling different brands to different customers & adjusting brand offerings and sales as customer's needs change.



Adopting a customer centric approach changes the organizational structure

The Consumer is King

THE CONSUMER IS KING.



- Communication and branding not only done by a marketing department or marketing managers alone, but concerns the whole of the company
- The rise of the **Chief Customer Officer (CCO)** → Brand Manager!
- Integration of organizational functions (CRM , Market research, IT, R&D...) → better understanding of consumers wants, needs and the maintenance of relationship with them! (CLV – customer lifetime value)

**Let's watch two videos and have
a discussion!**



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The department store John Lewis Christmas Ad



CANNES LIONS

Dove's 'Courage Is Beautiful' Wins Cannes Print and Publishing Grand Prix



Delivery

Business Solutions | The Business Line

Thoughts about these videos?

Key takeaways from these videos



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When we think of marketing as a concept, we usually tend to think of **advertising as ads**. And for obvious reasons: ads are usually the most visible thing we see about a brand, a product or a company. They invoke emotions, communicate functional attributes of products, create dream-like fantasies for us to desire...

- Yet, coming up with advertising ideas is only **a small fraction** of what marketing is and what companies do in order to create lasting relationships with consumers

Making an ad – a brilliant story – is not enough. **Leveraging the story through multiple channels and media in a meaningful way** is what gets you heard and seen by the customer.

Hackley and Hackley (2022) on advertising

“We use the term advertising to cover **all media content that has, at some level, a promotional motive**, from social media content to street billboards, TV spots to radio ads, branded packaging to branded content, product placement to sponsored influencer posts, not excluding the content produced by social media users such as likes, shares, and reviews of, or comments on, brands, products and consumer experiences.

This is a broader definition of advertising than is common in introductory advertising, marketing, or ‘marketing communications’ textbooks. **Advertising is often defined as a paid-for promotional message on a mass medium with an identifiable source, but our view is that this definition has never been adequate to cover the vast realm of promotional media content** in which the promotional motive is implicit, the author/source uncertain, and/or the payment indirect or absent.”

Introduction to Integrated marketing communications



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How would you explain IMC?

Some definitions of IMC over the years....



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IMC

“IMC is the concept and process of strategically **managing audience-focused, channel centered, and results-driven brand communication programs** over time.” (Kliatchko, 2005)

“IMC is a process for planning, executing, and monitoring the brand messages that create **customer relationships.**”
(Duncan, 2007)

IMC

“IMC campaigns utilize the qualities of **different media** in a communications onslaught **designed to project consistent brand values** regardless of whatever communication source the consumer encounters.” (Hackley 2017)

IMC

“Companies communicate with everything they do.” (Olins, 1989)

“One look, one voice.” (e.g. Miller & Rose, 1994)

“IMC is essentially a matter of consistency.” (Fill, 2001)

IMC

“There are so many different definitions and ideas of what IMC is about and what it entails, right through to its implementation.” (Kitchen, 2005)

“IMC is just a management fad lacking any theoretical content or rigor.” (Cornelissen & Lock, 2000)

IMC

“There do seem to be common elements in the various definitions and uses of IMC, which involve **managing marketing communications in some holistic manner to achieve strategic objectives.**” (Gould, 2009)

So what is IMC really, **REALLY**
about?



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IMC

“A concept of marketing communication planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of promotional tools – for example, general advertising, direct response, sales promotion, and PR – and combines them to provide clarity, consistency and maximum communication impact through the seamless integration of discrete messages.” (AAAA*, 1989 definition of IMC)

**AAAA → American Association of Advertising Agencies*

IMC

“IMC is the process of developing and implementing various forms of persuasive communications programs with customers and prospects over time. The goal of IMC is to influence or directly affect the behavior of the selected communications audience. IMC considers all sources of brand or company contacts which a customer or prospect has with the product or service as potential delivery channels for future messages. In sum, the IMC process starts with the customer or prospect and then works back to determine and define the forms and methods through which persuasive communications programs should be developed. (Schultz, 1993a, p. 17)”

IMC

- 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**

IMC and branding

- Your role as a future brand manager or a CMO or CCO (Chief Cultural Officer) is to manage a brand or a number of brands
- 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...

Q&A



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