

The process of marketing communications



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Spring 2022

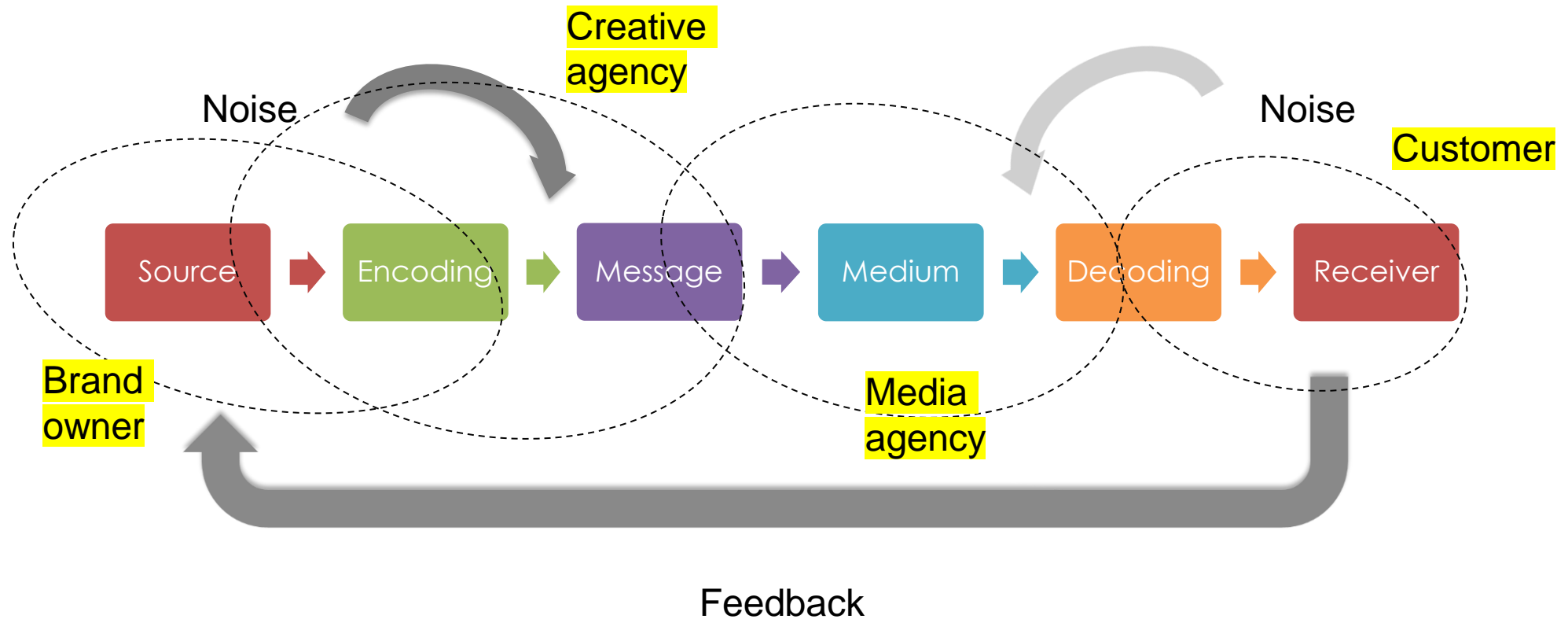
Warm up exercise! Discuss with your neighbor!

As a marketing student, does a certain role or part in the communication process interest you specifically (brand owner, advertising agency, media agency etc.)? Why?

In the group assignment, you'll fulfill all roles!

Any questions about the course or assignment so far?

Actors in the communication process



Marketing communication process & campaign planning



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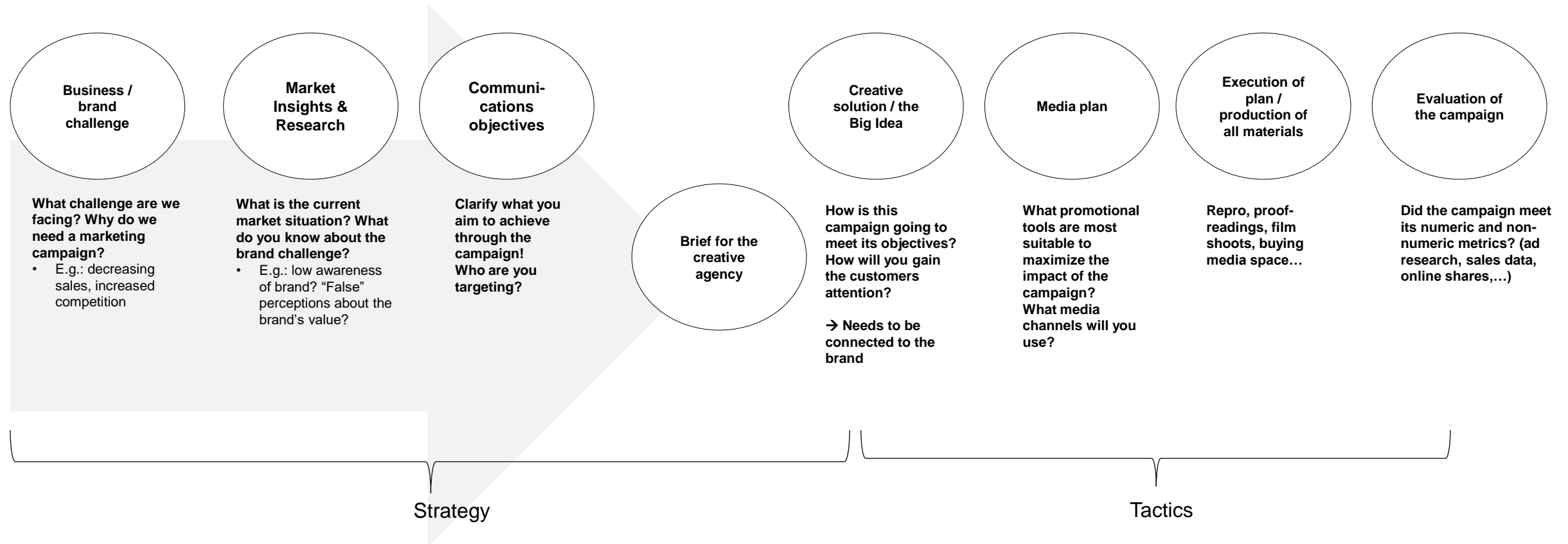
No one way to do IMC

- “Every company is different”
- However, the customer should be in the center with all planning efforts → make sure you understand the market situation and brand challenge from a customer-centric viewpoint
- Also, everything you do (e.g., setting objectives, selection of promotional tools) should be guided at fixing the brand challenge

Zero-based planning (Duncan & Moriarty 1998)

1. Recognize target audience(s)
2. SWOT-analysis on segments
3. Decide marketing communications goals
4. Strategic and tactical procedures
5. Define a budget
6. Execute campaign
7. Measure success

Let's look at marketing communications planning in a bit more detail!





The business / brand challenge

What could be a business / brand challenge?

Business / brand challenge

- Consumer preferences and tastes have changed (e.g.: preference for healthier lifestyles and food → attitudes and behaviors changing)
- Reposition your brand
- React to competition
- Enter a new product/service category
- Communicate a social dimension of your brand
- Low awareness of your brand
- “False” perceptions about your brand (price/quality image etc.); e.g. Prisma
- ...

Business / brand challenge

- Category specific (e.g., changes in category demand, competitor actions)
- Brand specific (e.g., brand attributes / image)
- Product specific (e.g., feature failure)
- Company specific (e.g., company image)
- ...

Try to define the brand challenge as precise as possible!

Are you dealing with an awareness problem (= potential customers do not know you?)

Are you dealing with an image problem (= potential customers know you but think that you are e.g., more expensive than you actually are)?

Are you dealing with an interest problem (= potential consumers know you but do not consider buying your products)?

Are you dealing with a sales or distribution problem (=potential customers know you and consider you but don't know how to buy your products)?'

Something else?



Market insights & objective formulation

Once you have identified the brand challenge, you – sometimes already at this stage together with a creative agency – move on to plan how the challenge will be overcome.

At this stage you identify and define the goals or objectives to be reached by the IMC campaign.

Gain market insights by analyzing the current situation and the market → formulate your MC objectives & target audiences based on these!

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

- Map existing brand culture & strengths and weaknesses
 - Analyze competition and the environment
 - Make competitive benchmarks (and of their brand cultures)
- Frameworks like SWOT, PEST work well
- Buy market research to generate (more) insights: Do customers know your brand and what it stands for?
 - Traditional market research techniques like focus groups & databases to gauge consumer needs and behaviors (Rust et al. 2000)
 - Marketing Analytics

What is it you need to fix? What do you want to communicate? Who are you targeting? Create clear objectives for your campaign!!

Dunkin' Donuts Flavor Radio: Chain Releases Coffee Scent When Ads Play In South Korea

Dunkin' Donuts in South Korea wanted more people to drink its coffee. But it was a hard sell, with so many coffee places around. So the chain created a radio jingle and every time the ad would play on Seoul buses, a [scent that smelled like fresh coffee](#) would be sprayed (aka "flavor radio"). The idea was that when the bus would drop passengers off, they'd then go to the nearby Dunkin' Donuts for their morning cup of joe.

Apparently, it worked. Visits to [stores near bus stops](#) grew 16 percent and the chain saw a [29 percent increase in coffee sales](#) during the campaign.

The lesson here pretty much seems to be that consumers are totally cool with being manipulated, especially if it smells good.

TRENDING

9 Magical Photos Of California's Wildflower Super Bloom

Previously Undiscovered Manuscript Reveals Things Jesus Didn't

What It Took Me Far



2 min discussion in groups

What was good about this campaign?

What was the brand challenge?

What was the insight?

More on marketing objectives

Marketing objectives should be quantifiable, definable and achievable (= after implementing the plan, performance can be compared with the objectives).

e.g., “Increase sales of Danone Actimel by 5% in the category of health shots.”

“Change consumer perceptions about the quality and price of Prisma’s products”

“Target a new customer segment to increase sales by XX%”

“Reposition the brand in the market and increase consumer consideration rates for Dunkin’s coffee → increase the sales of coffee and donuts by XX%”

Define, whether you are:

1. selling existing products into existing markets
2. selling existing products into new markets
3. selling new products into existing markets
4. selling new products into new markets

Writing the brief

As a brand owner / manager, you have to know your brand, situation and objectives → the creative agency's role is to try to find the best solution to meet your objectives.

The brief / document:

- What is your brand about?
- What is the “brand challenge” 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
- Campaign evaluation and metrics



Don't wait until you've won a ring to play like it.

 Just do it.

“The Big Idea” or the Creative story

At this stage, you together with the creative team come up with a **creative idea** that reflects the brand challenge and embodies the message to be delivered to the target audience.

Creativity in marketing communications

Why is creativity important?

“Amidst media clutter, creativity in advertising is gaining importance as a means for overcoming consumers’ perceptual barrier to gain their attention.”

Three dimensions of creativity:

Novelty = the degree to which an ad is unexpected and deviates from the norm.

Meaningfulness: concerns whether the elements in an ad are relevant to the message conveyed

Emotional content = the feelings generated by an ad

→ A creative ad is one that is novel, has meaning, and generates positive feelings.

(Ang & Low 2000)

Why are stories so important?

- Stories create empathy (greater attention, identification, potential for learning)
- Human memory is episodic anyway!
- Stories allow for “cathartic reliving” of important cultural lessons, values, and archetypes (which brands often use!)
- Stories bring clarity to emotions; they make things “click”!





#Herzensangelegenheit

Elements of a great story

Character

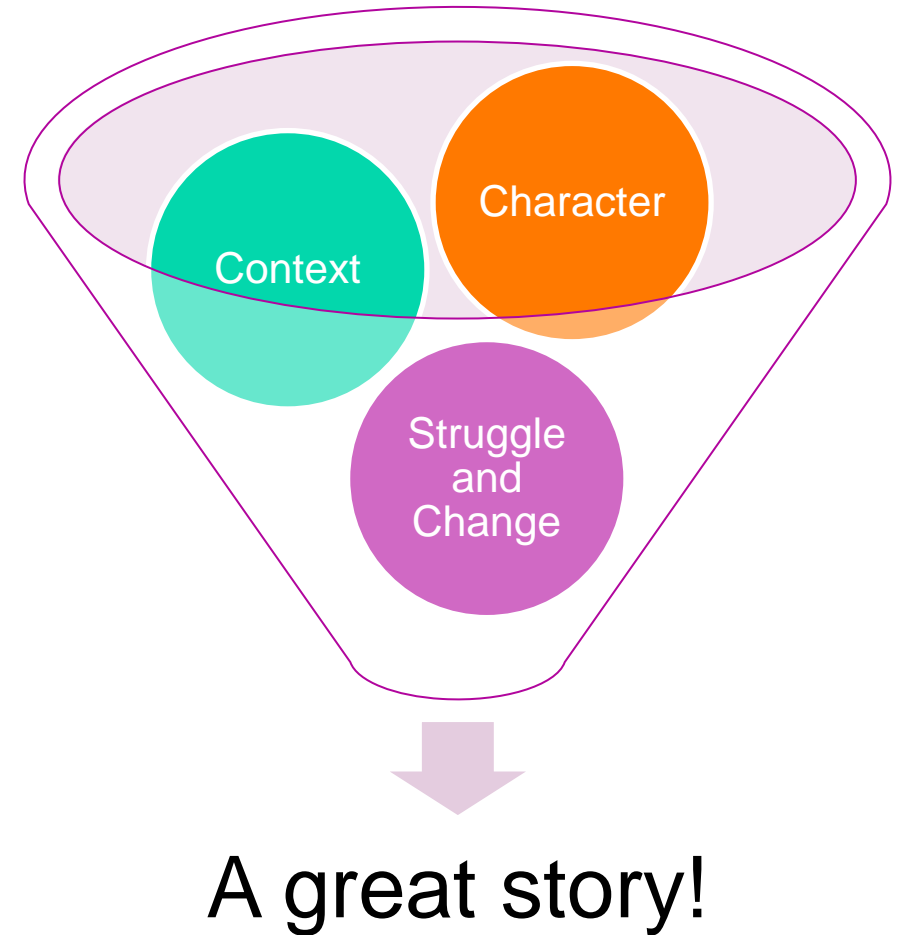
- How consumers “recognize themselves” or someone close to them as your brand’s potential customers

Context

- How your brand establishes its contemporary relevance
- Link between brand DNA and today
- Further allows potential customers to recognize themselves

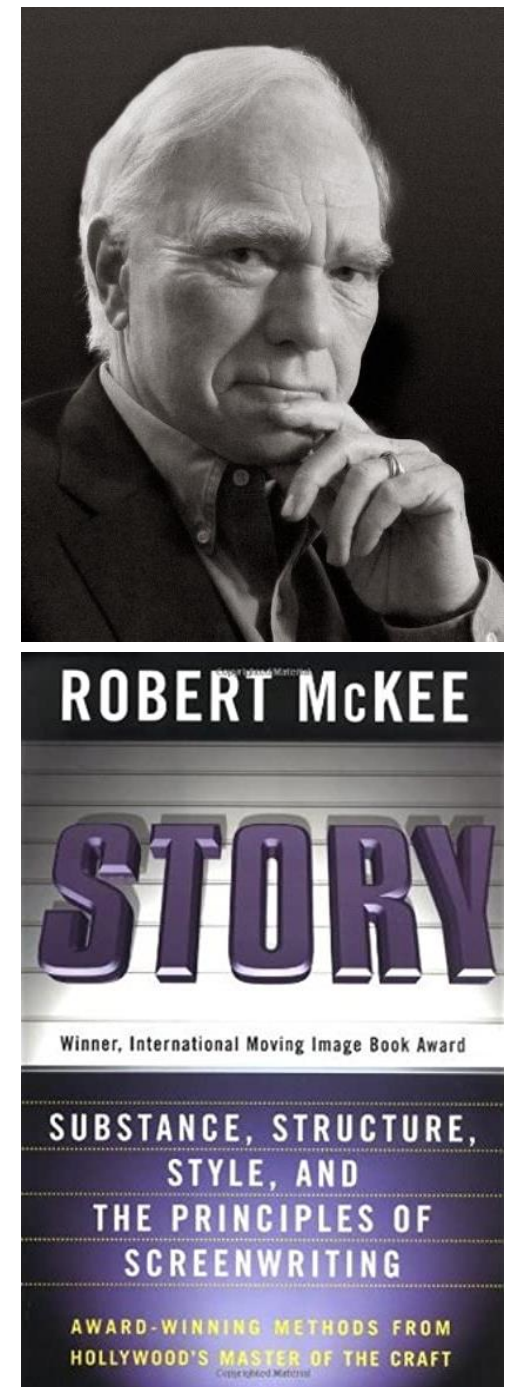
Struggle & Change

- The emotional heart of the story!



Telling a great story is hard!

“In a story, you do not only weave a lot of information into the telling but you also arouse your listener’s emotions and energy. Persuading with a story is hard. Any intelligent person can sit down and make lists [for use in a lecture, such as writing ‘reason-why-to-buy advertising copy’]. **It takes rationality but little creativity to design an argument using conventional rhetoric. But it demands vivid insight and storytelling skill to present an idea that packs enough power to be memorable.** If you can harness imagination and the principles of a well-told story, then you get people rising to their feet amid thunderous applause instead of yawning and ignoring you” (McKee, 2003, p. 52).





Comments on the ad?

How to communicate everything you want to say
through only one print ad?

Let's look at some brilliant executions...



ENTRANCE

EXIT

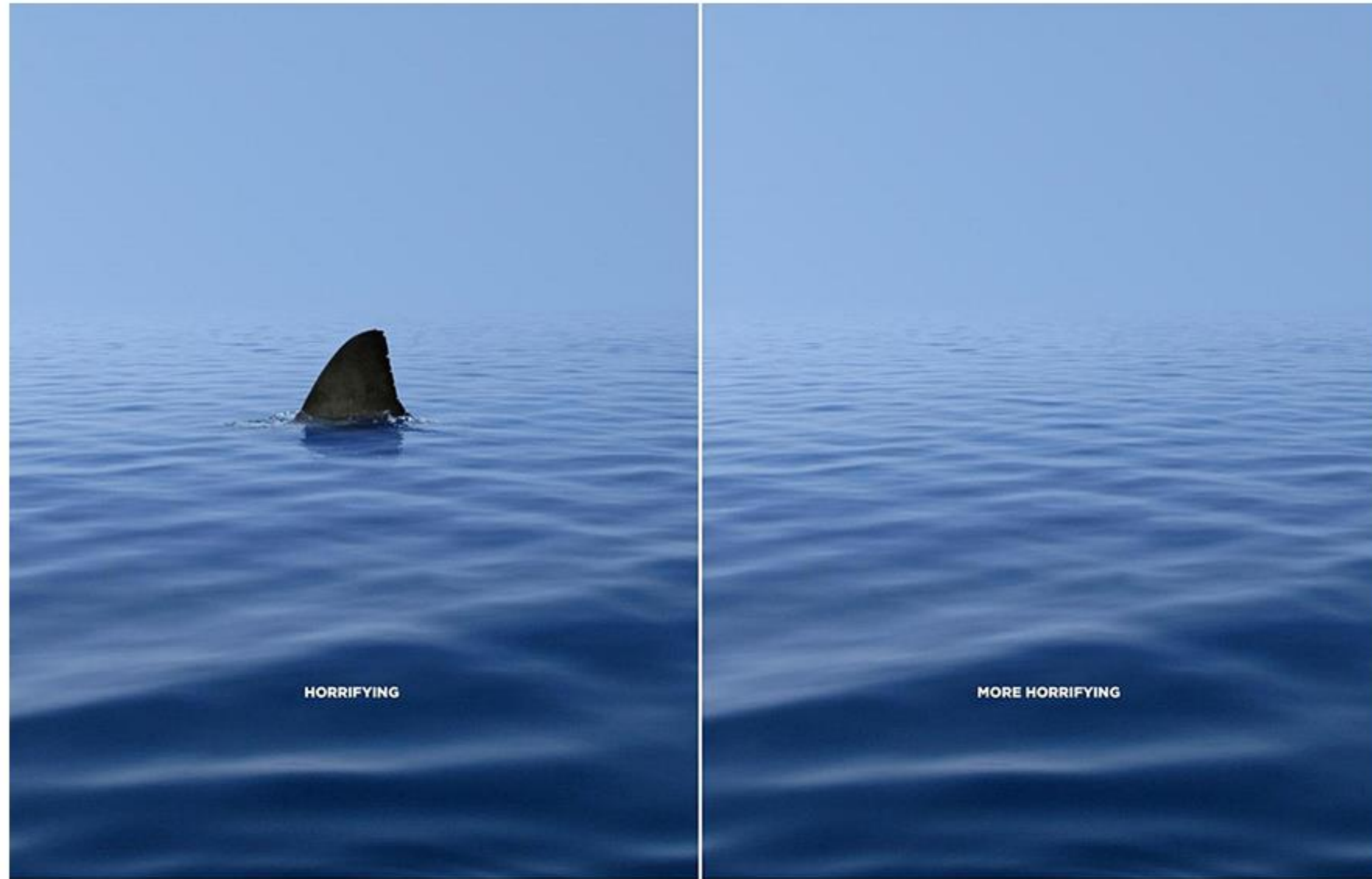
 WeightWatchers

Chupa Chups: It's Sugar Free



Advertising Agency: DDB, Spain

WWF: Shark



EXPLOITING THE ECOSYSTEM ALSO THREATENS HUMAN LIVES.



FOR A LIVING PLANET: WWF.ORG

Advertising Agency: DDB&CO., Istanbul, Turkey

How to come up with great ideas?

The creative process: freedom vs. constraints

In contrast to the view of creativity as a mysterious “spark” that is difficult to pin down, our analysis suggests that the creative process involved in advertising design can be interpreted and understood. Creative output is not the result of some magical process but rather can be linked to specific underlying mechanisms. The notion of creativity as dependent on sampling from a large number of concepts coheres well with the ideas popularized by Wallas (1926) and with the aspects of “divergent thinking” discussed by Guilford (1956). Advertising textbooks also advocate generating a large number of ad concepts (Batra, Aaker, and Myers 1996) on the basis of the assumption that the rewards of producing numerous ideas will outweigh the costs (Winston 1990; see also Campbell 1960).

At the same time, the winning team constrained themselves in some ways during the creative process. Specifically, after generating ideas from a myth, executing these ideas (e.g., as headlines), and then screening them, they then circled back to draw on a different myth as a source of additional ideas for subsequent screening. To the extent that they systematically tapped diverse myths and were disciplined in screening resultant ideas before making selections for further exploration, their process reflects the observation that freedom balanced by constraints tends to result in creative output (cf. Finke, Ward, and Smith 1992). In contrast, the other teams were

Creative ideas are not born through thin air or higher-level magic. There should be a creative PROCESS for their cultivation.

Cultivating a “Big Idea”

- The role of creative agencies has become evermore important in contemporary times (great stories and branding as a source of competitive advantage, a way to overcome “the noise”)
- When the Big Idea is done right, **the media and consumers create and share compelling, relevant, “on-strategy” content** that lifts the brand and its sales.
- Big Ideas as entertainment
- Brands and their agencies invest mightily to create Big Ideas, and rightfully so! Big Ideas can become incredibly valuable assets.

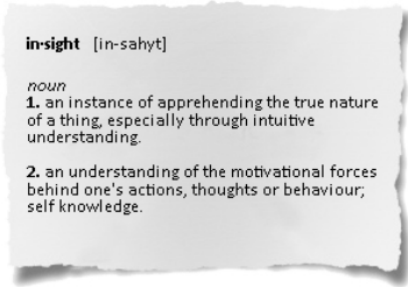
Pepsi: We Wish You a Scary Halloween!



Advertising Agency: Buzz in a Box, Brussels, Belgium

What do “Big Ideas” have in common?

1. Piercing Insight



A piercing insight engages consumers because it is an unequivocal truth for them and is typically one they need solving. Insights are at any brand's core, and a piercing one will harbor enough power to capture consumer attention and imagination and cleverly set up the brand to provide a solution.

These insights tap into an aspiring or inspiring truth (emotionally and/or rationally), and, when expressed succinctly in consumers' language, can be easily retold by them.

2. Brand Connection

If the insight does its job, the brand can deliver a heroic solution to that challenge or need. As the brand is in the category already (either tangibly or conceptually), it can naturally connect to the insight, solving it, meeting it, even exceeding the need for the consumer.

How that connection or role is told is up to the agency and its creative prowess, but there will be a higher chance of success if the insight-connection paradigm is established first.

3. Succinct Expression

And finally, you need a one-line phrase that captures the insight and brand connection and can trigger recall of the brand moment for the consumer. It could even, further down the creative line, provide inspiration for a tagline or sub-tag.



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.



Let's watch the following two ads! After watching,
post your comments on the chat!

What was the piercing insight?

How does it connect to the brand?



Let's watch the following two ads! After watching,
post your comments on the chat!

What was the piercing insight?

How does it connect to the brand?

The idea behind the first ad: People drive unconsciously. When the navigation system uses voices of children near schools, playgrounds and daycares, it grasps the attention of drivers and makes them drive more carefully.

If, as an insurance company, was a perfect match for this campaign objective.

The insight behind the second ad: “According to research, wives and girlfriends make 60 percent of all men's body-wash purchases. → Target your ad to them.”

Again, this ad is also a great match with the brand and its products.



MEDIA

INTERNET

RADIO

MAGAZINES

TELEVISION

NEWSPAPERS

The media plan

Media planning = in what channels and medium will the creative idea be communicated? How will you reach your target audiences?

Stages of a media plan

1. Set media strategy and objectives
2. Define target audiences
3. Select channels
4. Schedule media exposures (the media plan)
5. Buy media space
6. Assess effectiveness



Three important considerations (Batra & Keller 2016)

Consistency

To facilitate consumer learning and promote action, the same persuasive message is being reinforced in different ways across different promotional tools

Complementary

Different promotional tools have different strengths and weaknesses, and meet different brand-related information needs for consumers

→ Each promotional tool should complement one another and address a different brand object

Cross-effects

Exposure to one promotional tool can enhance perceptions of another (raising awareness / triggering emotions via TV → then later leveraging those emotions via more sales oriented tools)

The Media Infrastructure

The media planning task is to negotiate optimum levels of exposure for the campaign, utilizing the most cost-effective and appropriate combinations of media possible. The media planner seeks to expose the creative execution to a relevant **audience** with the greatest possible **reach** and **penetration**. The cost effectiveness of the exposure is often assessed by the **cost-per-thousand** criterion. The media infrastructure in a given country influences the character of its advertising and promotion.

Media strategy

“Clever and thorough media strategy and planning are indispensable to the success of advertising. A promotional campaign cannot be effective if it is not seen by a sufficient number of interested consumers. The central task of the advertising media planner is to select, negotiate and buy media exposure for the campaign, to ensure that the ads will reach the largest number of desired consumers possible within the media budget.”

Key terms in media planning

“INTERRUPTION”

- Traditional media

“ENGAGEMENT”

- New media



IMPORTANT: we've moved away from thinking of “exposure” (which should be maximized) to “**brand touchpoints**” (which should be carefully designed in a holistic manner)

Media strategy

Comments?

What was the media strategy?

Key media planning terms

REACH: The percentage of the target audience who are exposed to the message at least once during the campaign.

For example, if the reach for women 18-39 years old = 25%, the message reaches 25% of the target group during the campaign.

PENETRATION: Usually refers to how widely certain media are consumed or appropriated.

For example, “94% of millennials own a smart phone” or “35% percent of female, rural, elderly watch TV” or “10% gun owners read Guns and Ammo”.

FREQUENCY: The number of times the target group is exposed to the message during the campaign.

SHARE: How big an audience for example a TV show snags from total TV viewership. Can be applied also to other media: like “#1 running magazine with a 20% share of the market”

IMC planning vs. campaign planning

IMC planning is usually done on a yearly basis (however, there is company and product category variation). You start by reviewing last year – what did you learn? You also analyze your current situation and identify your objectives for the next year.

Important to note, that in one year, you can have many interlinked or separate marketing campaigns with different objectives. It all depends on the company and product category (e.g., FMCG → shorter time frames). **So no one “true” answer!**

PAID MEDIA

Advertising that is placed and bought by the marketer



TV



NEWSPAPERS



WEBSITE

EARNED MEDIA

Communication about a brand that is not managed by the marketer



WORD OF MOUTH



REVIEWS



NEWS COVERAGE

OWNED MEDIA

Branded communication that makes a direct connection between brand and consumer



COUPONS



EMAIL COMMUNICATIONS



PACKAGING



Media plan: Channels and schedule

Media channels:

- **Traditional**

TV, print, radio, etc.

- **Digital**

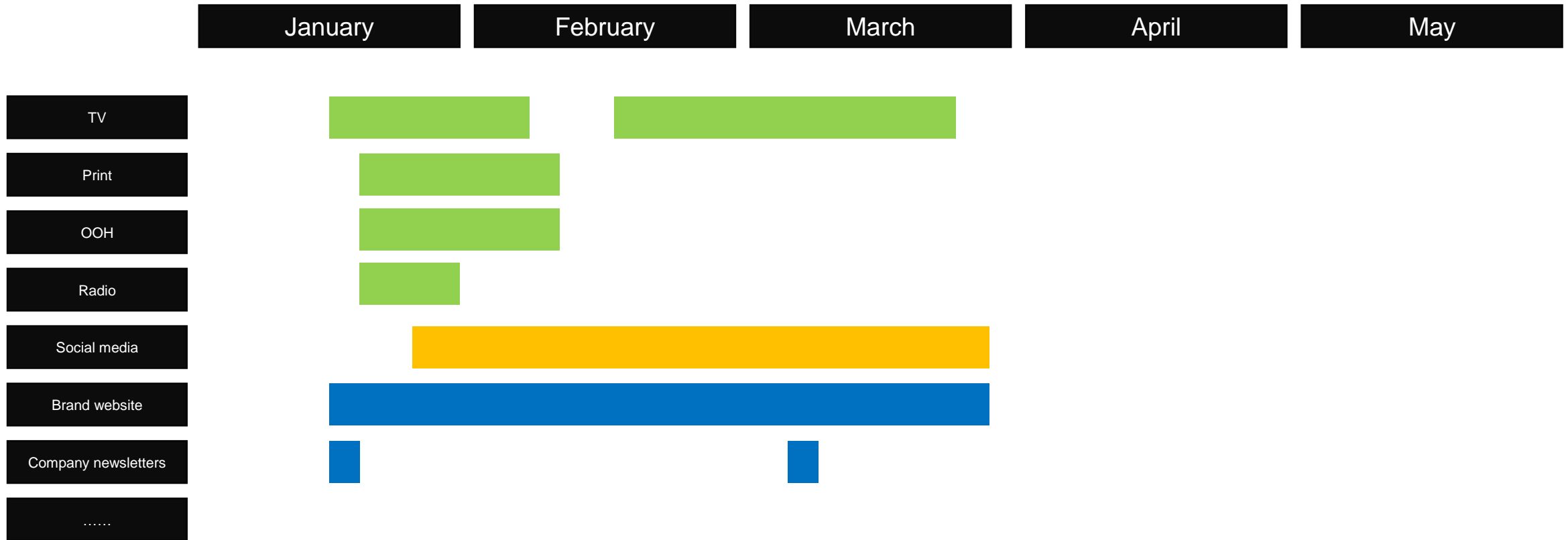
Social media platforms and others

What promotional tools are best suited for the campaign?

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

Promotional strategy will depend on objectives and budget

Scheduling example for one campaign



Scheduling examples

| | JANUARY | FEBRUARY | MARCH | APRIL | MAY |
|---------------------|---------|----------|-------|-------|-----|
| <i>PULSING</i> | | | | | |
| | | | | | |
| <i>"BLITZ"</i> | | | | | |
| | | | | | |
| <i>CONTINUOUS</i> | | | | | |
| <i>SCHEDULING</i> | | | | | |
| | | | | | |
| <i>HYBRID</i> | | | | | |
| <i>PULSING/CONT</i> | | | | | |
| | | | | | |

Timing depends on:

- Objectives and the characteristics of the medium (how long is it smart to use the one medium? → ensuring reach while minimizing costs)
- Media channel dynamics: printed magazine, internet, television, outdoor?
- Other/competitor campaigns, e.g. in-store visibility

Media planning is about optimizing

- Reach (bigger is usually better, but most important is reaching the right consumers!)
- Frequency (just enough to make the message stick)
- Costs (savings and ROI)
- Effect (getting the message out, creating quality engagement)
- **Gross rating point GRP**
 - Basically: reach X frequency
 - Example:
Potential audience: 100.000 for 10 ads
Realized audience: 50.000 with average frequency of 5.4
 $100 * (50.000 / 100.000) * 5.4 = 270 \text{ GRPs}$

Smart and creative media planning





Find an
IKEA-store

IKEA Business
IKEA FAMILY

Contact Us
Log In or Sign Up



- IDEAS
- Living room
- Bedroom
- Bath
- Kitchens
- Dining
- Textiles
- Business
- Back to college
- Winter holidays



MY FAMILY DOESN'T RESPECT ME
Queen costume, white
\$39,97



MY PARTNER SNORES
Daybed with 3 drawers/2 mattresses, white, Minnesund firm
\$507,00



SHE DOESN'T WANT TO CUDDLE
Mattress wedge
\$10,99



HE CAN'T SAY HE LOVES ME
Writing/magnetic board, black
\$14,99



MY PARTNER ANNOYS ME
Desk sit/stand with screen, birch veneer, white
\$1,276,00



HOW TO MAKE LONG DISTANCE WORK
Moving box, brown
\$1,99



MY SON PLAYS TOO MUCH COMPUTER GAMES
Scissors, black
\$3,99



THE ATTRACTION IS GONE
Magnet, assorted colors
\$2,99



HE DOESN'T TEXT BACK
3-port USB charger
\$9,99



MY DAD IS ALLERGIC TO FURRY ANIMALS
Soft toy, dog black, white
\$6,99



DATING THREE AT ONCE
Triple pad for wireless charging, white
\$69,99



MY DAUGHTER IS OUT ALL NIGHT
Disco ball with LED light
\$39,99



Execution of the plan & production of all materials



McDonald's

Shredding Animosity

McDonald's friendly play Banky activation

The idea was to use an iconic brand product (the McDonald's food) and merge it with an iconic animal (the pig) to create a friendly and playful image that would generate a positive reaction from the public. The result was a creative and fun great moment that had a broader reach than Banky's activation itself.

Apart from being the first time ever that McDonald's responded with a simple meme, it was also the first one to appear on the internet.

The original name sparked a reaction among McDonald's agencies and major brands around the globe to the amusement of activation, generating a national online trend soon rebranded on the internet. If one Google's 'Banky and McDonald's', this meme's easily visible in its appearance before Banky's own website featuring McDonald's.

Mashable
Banky's shredded and stuff is a hilarious meme now

TAXI
McDonald's Reacts To Banky Art That 'Spill-Destructs' Right After \$5.4M Auction

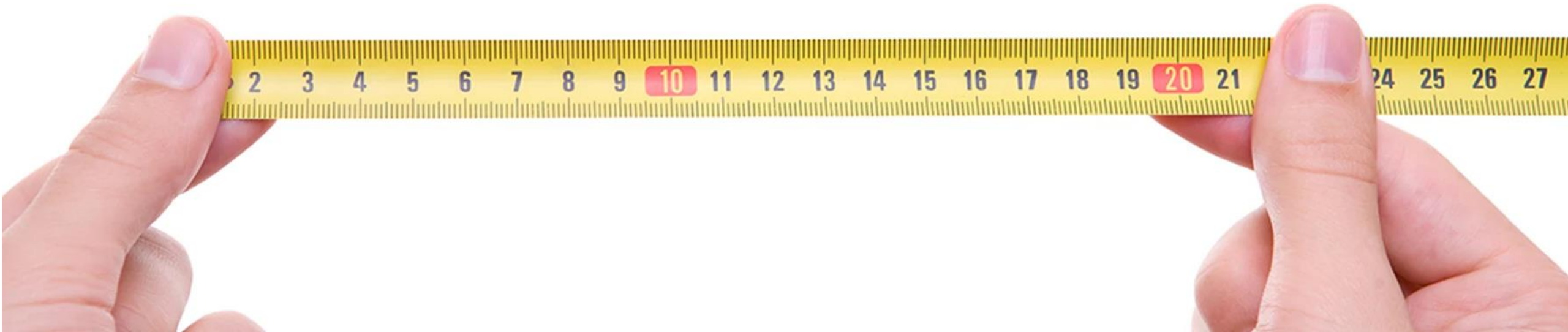
ADWEEK
Adweek's 25 Most Popular Stories About Creativity in 2018

83M+
people searched for Banky on Google

647+
official websites

80+
news stories





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)

Note: many actors participate in measuring activities before, during and after the MC process (different actors, like the creative and media agencies, have different measuring practices)

Questions about the MC process?

