ALL citations must be paraphrased…NO DIRECT QUOTES

Week One Lecture

**Integrated Marketing Communications**

Welcome to the world of the Integrated Marketing Communication! Since we know there is not one "right" way to communicate with an organization's customers and potential customers, organizations must study carefully the options and venues available to reach their targeted market segments. While there are 4 P's in the marketing mix (price, product, place, promotion), our course will focus on the "promotion" aspect of the marketing mix.

Ogden & Ogden (2014) state marketing communications is a subset of marketing (section 1.1). For purposes of our course, we will use Hutton’s (as cited in Ogden & Ogden, 2014) definition of integrated marketing communication (IMC), “the process of coordinating and integrating all marketing communication tools into a seamless program to help the company achieve its objectives” (section 1.1). Companies frequently abbreviate marketing communications as *marcom*. Since the purpose of marketing communications is to build a relationship with potential customers, it is critical organizations spend resources and thought when developing their marcom.

What does all this mean? It means the marketing manager must carefully consider the organizational objectives and constraints when selecting communication venues. It also means the organization should communicate one message to the public from every single area within the organization. This takes a lot of coordination. Below we will discuss corporate image, branding, and the effect of consumer attitudes.

A corporate image is how consumers and other businesses feel about an organization and the brands of its individual product lines. A corporate image also summarizes what the organization stands for and how it is known in the marketplace. For instance, Clow and Baak (2012) use the examples of the "good hands" of Allstate or the "good neighbor" of State Farm. We know immediately the insurance organizations’ stand for reassurance and safety, which contributes to their corporate image. Since this is based on individual consumer perception, how might an organization set about creating its corporate image?

**Branding**

One way an organization creates its corporate image is by branding. The difference between corporate image and branding is simple: corporate image covers the entire organization and its reputation among its consumers, whereas branding covers a single product line or a group of complementary product lines. Hormel Foods is the corporate brand, and brand names of Dinty Moore and Jennie-O Turkey Store are product lines. Can you think of another corporate image with individual brands? What about Kraft? Proctor & Gamble? Coca-Cola? Johnson & Johnson? Take a look at the infographic below. Some of the brands for each corporation are listed:

Week Two Lecture

**Market Opportunity Analysis**

Once an organization has conducted an environmental analysis, it is time to look deeper into the potential of a given population in order to determine if there is a potential for sales and profits. This is called a “Market Opportunity Analysis” (Ogden & Ogden, 2014), and it is conducted for the marketing team to be able to determine if the market under consideration has the required elements for the organization to make a profit.

Elements frequently considered on whether or not to enter into a market are Michael Porter’s (1979) five competitive strategies. Although Porter’s work was conducted 30 years ago, Porters five competitive strategies have stood the test of time and are used today in virtually every industry around the globe (Renko, Sustic, & Butigan, 2011): Rivalry among existing competitors; bargaining power of suppliers; bargaining power of buyers; threat of substitute products or services; and threat of new entrants (Porter). Understanding how each strategy impacts the organization’s industry as well as the surrounding members can be key to being able to identify the best markets with the highest probability of opportunities. Below is a graph of the five strategies and characteristics within each strategy.

 **SMART**

Being able to accurately track the organization’s performance against the expectations is a critical activity. If the marketing strategy is performing below expectations, slight adjustments can be made in many cases. In extreme cases, the organization may have to reconsider its entire marketing strategy. One method for monitoring the marketing strategy’s progress toward meeting organizational objectives is to use the SMART metric of measurement. This stands for specific, measurable, attainable, relevant, and time (Ogden & Ogden, 2014). While the objectives can be for all the areas within marketing, this metric is most often used to measure whether or not the overall marketing strategy is performing according to expectations.

In addition to the five competitive strategies, another component in the Market Opportunity Analysis is to identify a specific population group most likely to need and buy the organization’s goods or services, a target market. There are three components to identifying a target market: the consumer needs and will purchase your product; the consumer has enough money to purchase your product, and there are enough consumers in this targeted market segment to make it profitable for your organization to sell the product (Ogden & Ogden, 2014).

Methods to communicate with the identified targeted market segment are achieved through the organizations Integrated Marketing Communications (IMC) strategy and will be discussed below.

**Consistency with IMC**

If the ultimate goal is to positively affect buyer behavior and increase sales which, in turn, will increase shareholder wealth, how might an organization set about communicating in such a manner that will attract and engage its targeted market segment? One method is to use an Integrated Marketing Communications (IMC) strategy. The American Association of Advertising Agencies suggests a single voice with a single message in all marketing communication channels has the greatest chance of being heard by the organization’s targeted market segment (Navarro-Bailón, 2012). Repetition on of the single message will also be effective (Ogden & Ogden, 2014). Although there are many trends and venues a marketing professional can use including glocalization and omni-channel marketing, there remains the need for a consistent, single message to be communicated to the organization’s targeted market segment in order to increase brand awareness and positively affect buyer behavior.

***Forbes School of Business Faculty***

References:

Navarro-Bailón (2012, July). Strategic consistent messages in cross-tool campaigns: Effects on brand image and brand attitude. *Journal of Marketing Communications, 18*(3), 189-202.

Ogden, J. R., & Ogden, D. T. (2014). *Utilizing a strategic marketing approach to managing marketing communications*. San Diego, CA: Bridgepoint Education.

Porter, M. E. (1979, July-August). How competitive forces shape strategy. *Harvard Business Review,* 1-9.

Renko, N., Sustic, I., & Butigan, R. (2011). Designing marketing strategy using the five competitive forces model by Michael E. Porter – Case of a small bakery in Croatia. *International Journal of Management Cases, 13*(3), 376-385.

Week Three Lecture

**Advertising Message**

Welcome to the world of advertising! How many of you think advertisers unfairly influence us and “make” us buy items we do not need, cannot afford, and will not use? If you raised your hand or silently said “I do,” then you are among a majority of people who think advertisers will lie to encourage sales and believe consumers are helpless pawns in the corporate game of profitability.

Nothing could be further from the truth! Advertisers design catchy slogans, phrases, and songs to help us remember the points about a particular item the organization thinks will appeal to us. Did advertisers create the need? No! Did advertisers determine whether or not we wanted an item? Again, no! Although the psychology behind buyer motivation is the focus for another course, advertisers only use what is known to appeal to a specific group of buyers in hopes of affecting sales.

We are entering a world of bright lights, vivid colors, and every sensory perception will become aware when a commercial is on that appeals to something we have decided we need. Why do we want a Mercedes? Good quality? No, superior quality! But does it really cost $30,000 more to manufacturer a Mercedes than, say, a Ford? Most likely not. Then why do we have a mental image of a Mercedes as a premium product? Why, advertisers, of course! Keep in mind as we move throughout our course . . . advertisers work very hard to write messages and music that will appeal to us and motivate us into action.

The objective of advertising is to “inform, persuade, and reminder consumers about business and organizational products and other offerings” (Ogden & Ogden, 2014, section 4.1). There are three message executional frameworks: cognitive; affective; and conative, and how marketers determine which strategy has the highest probability of producing the desired effect on consumer behavior (Clow & Baack, 2012). Parker (2013) stated national universities tend to use more emotional, ego-based ads whereas regional universities tend to use more informational and rational ads. National universities use the affective message strategy, whereas regional universities use the cognitive message strategy. The key is to determine what type of message has the greatest chance of impacting consumer behavior.

Writing an advertising plan requires tedious and detailed concentration on many items. Figure 4.1 (Ogden & Ogden, 2014) in our text lists the ten steps in writing an advertising plan. As you can see from the figure, there is a tremendous amount of work involved in the planning. Today’s marketing managers are being held responsible for ROI within their allocated budget, so time must be taken to get the advertising plan written in a manner for the greatest possible return.

**Media Selection**

Media planning is written with the five W’s in mind (Ogden & Ogden, 2014): who, what, why, when, and where. Following this format will ensure all the relevant information will be included within the media planning. In addition, media planning must take such factors as reach, frequency, and Gross Rating Points (GRP) into consideration. Reach refers to the number of people who will be exposed to the advertising message at least one time while the advertising campaign is running. Frequency refers to the average number of times the audience was exposed to the advertisement during the campaign. Finally, Gross Rating Points combine reach with frequency in an effect to determine the weight of the message (Ogden & Ogden).

With all those ads running, how does an organization's message get through all the "clutter"? Clow and Baack (2012) suggested the use of celebrities could capture and keep audience attention. In addition to incorporating the seven principles (visual consistency, sufficient campaign duration, repeated taglines, consistent positioning, simplicity, presentation of an identifiable selling point, and creation of an effective flow) (p. 191), the authors suggested an effective manner of overcome the clutter is ad repetition and running ads on various types of media.

In our current economic downturn, media agencies are scrambling to meet the advertising needs of their customers – customers who now may not have enough money to pay for the media contract still in effect (“Media Agencies,” 2008). Organizations must now deliver results from advertising on an increasingly decreasing advertising budget, a stressful situation for the organization as well as the media agency. For example, KFC has set high standards for their media agency and expect delivery (“Meet,” 2008).

With so many choices available, which media might be the most effective in attracting an organization’s targeted market segment? According to Jeter (2003), an auto advertisement works 50% of the time. But which 50% is working? And in which advertising medium? A common theory, although not supported by scientific methodology, is some media work better than others. Vincent and Vincent (1996) claim television ads have a significant effect on buyer motivating behavior, while magazines are most effective for creating brand awareness.

Nowak, Cameron, and Krugman (1993) declare a survey delivered by mail and telephone actually assist advertisers in which media is most effective for an industry. Their findings indicate audience reach and specific targeting of a desired market segment are most important when selecting an advertising media. Cost is secondary to audience reach.

Yet, how does an advertising executive determine the "best" types of media? Kassaye and Vaccaro (1991/1992) suggested that as the demographics and lifestyles of consumers change, the traditional selection of media must be challenged and reformed. In addition, the cost of such advertising must be considered.  Our text does a very good job of discussing reach, frequency, opportunity to see, gross ratings, etc. Does it make sense to advertise in a daily print newspaper if you are advertising about a product targeted toward a Generation Y consumer? Of course not! Instead, advertising professionals must determine a venue where the targeted market segment congregates. Where might a media venue be that offers the greatest opportunity of reaching Generation Y consumers? We will discuss this issue in greater detail within our discussion forums. In conclusion, which media is “best”? In short, choose an advertising media for an organization’s advertising message that has the greatest probability of being read, seen, or heard by the organization’s targeted market segments.

***Forbes School of Business Faculty***

References:

Clow, K. E., & Baack, D. (2012).*Integrated advertising, promotion, and marketing communications* (5th ed.). Upper Saddle River, NJ: Pearson Education.

Jeter, L. W. (2003, September 15-21). Auto ads pack punch, but which medium works best? *Mississippi Business Journal*, A15.

Kassaye, W. W., & Vaccaro, J. P. (1991/1992, Winter). Increasing advertising effectiveness through better selection of the media. *Review of Business, 13*(3), 40.

Media agencies: Time for a new model? *Marketing Week, 27*.

Meet the client. (2008, October 14). *Media Week, 17.*

Nowak, G. J., Cameron, G. T., & Krugman, D. M. How local advertisers choose and use advertising media. *Journal of Advertising Research, 33*(6).

Ogden, J. R., & Ogden, D. T. (2014). Utilizing a strategic marketing approach to managing marketing communications. San Diego, CA: Bridgepoint Education.

Parker, B. T. (2013). Institutional advertising in higher education: A comparison of creative strategy, message content, and executional devices in television commercials from national and regional universities. American Academy of Advertising. Conference Proceedings (online): 199. Lubbock, TX: American Academy of Advertising.

Vincent, M. & Vincent, A. (1996, June). Which medium works best? *Admap, 31*(6), 12.

**Alternative Marketing**

Marketing venues used to be so traditional: we had three network channels, outdoor billboards, newspapers, magazines, and a few radio stations located in each market. Not true for today! Today's marketer has to select from the traditional venues along with dozens of cable channels, satellite radio, and the Internet. The Internet alone adds selections such as smartphones, tablets, and social media. What is a marketer to do? How does a marketer begin to select a venue that has the highest probability of reaching the organization's potential customers on a limited budget?

Today's marketers have embraced a new method of communication; along with the traditional venues, marketers now also use alternative marketing tactics such as "buzz marketing, guerrilla marketing, product placements and branded entertainment, and lifestyle marketing" (Clow & Baack, 2012, p. 258).  Sometimes this is called "tradigital marketing" because the marketing strategy is a combination of traditional and digital venues. How does a marketer select a venue? Marketers will use the venue believed offers the highest probability of reaching their targeted market segments.

Our text does a very good job of describing buzz marketing, guerrilla marketing, product placements and branded entertainment, and lifestyle marketing. Buzz marketing is just like word-of-mouth marketing, except it has a far greater reach because of the Internet. Get people talking about your product. Get people telling their friends about your product. Finally, get the people to blog via social media about your product. Do you see how such word-of-mouth marketing travels around the globe? And . . . how much does this cost the organization? Nothing.    Word-of-mouth marketing continues to be the most influential marketing tool. Erik Qualman (2013) stated we have moved from word-of-mouth to literally "world-of-mouth" marketing all because of the Internet's reach (p. 1). While guerrilla marketing and the other alternative marketing venues have an excellent chance of reaching the desired targeted market segment, nothing competes with the effectiveness of the "world-of-mouth." Below is a discussion of consumer promotions, sales promotion strategies, and trade promotions.

**Consumer Promotions**

Consumer promotions are all around us in the form of "coupons, percent-off discounts, free trials and samples, buy one get one free deals, rebates, premiums, ad specialties, and contests and sweepstakes" (Kokemuller, para. 1). Although they are used to increase the sale of a product, their effectiveness in attracting new, long-term customers is usually the end goal. See this example of a consumer promotion done right with the target market in mind:

[http://youtu.be/j\_DSa15hmKc (Links to an external site.)Links to an external site.](http://youtu.be/j_DSa15hmKc)

Consumer promotions are the incentives directed to the end user (you). The end user could also be a business who consumes the product and does not resell the product. Organizations invest a significant amount of resources into sales promotion strategies that are designed to attract and engage the consumer to buy.

**Sales Promotion Strategies**

Sales promotions are activities that encourage buying on a short-term basis (Ogden & Ogden, 2014). Given this activity is implemented in hopes of increasing sales, what could possibly go wrong? Who does not enjoy increased sales? Table 6.1 (Ogden & Ogden, 2014) in our text lists the advantages and the disadvantages of sales promotions. Immediate sales are terrific and easy to measure, but those immediate sales are short term. The sales promotion may encourage the consumer to buy, but the company may be teaching their customers to wait for sales before buying. Finally, those sales promotions may dilute the brand equity of a product line and negatively impact its image. The Coach brand has been positioned as a luxury retailer for high-end purses and accessories. Coach products historically were purchased at high-end retailers; however, the company changed its strategy and began selling their products at factory outlets where consumers were given substantial additional discounts from the 50% pricing already in place (Trefis Team, 2014). While Coach was able to bring in customers who do not typically purchase high-end luxury items, the organization’s overall project margin decreased as a result of the sales promotional strategy. Coach’s core audience has migrated to other high-end competitors such as Michael Kors and Kate Spade. Coach now plans to close 70 stores in North America (Trefis Team).

**Trade Promotions**

Unlike consumer promotions, trade promotions are used by the manufacturer or other members of the distribution channel to encourage the sale of an item that will eventually be resold (Clow & Baack, 2012). Trade promotions are business-to-business. A terrific venue for trade promotions would be a trade show. Trade shows are international, national, and local. One trade show is the Oklahoma Restaurant Association. Another local trade show is for the oil and gas industry held in Oklahoma City. Many vendors will set up a booth in hopes of meeting the decision makers of the restaurants. Sometimes this is the only way to get in front of senior managers or owners. The people who attend the trade show are somewhat relaxed because they are away from their business and the day-to-day operations issues. Vendors who sell food will hand out samples, and other vendors will hand out trinkets – it can be a very festive, happy environment.  Vendors will offer a discount on the purchase of equipment or waive an installation charge. Trade shows are a very effective way to meet decision makers and potential customers!

***Forbes School of Business Faculty***

References:

Clow, K. E., & Baack, D. (2012). *Integrated advertising, promotion, and marketing communications* (5th ed.). Upper Saddle River, NJ: Pearson Education.

Forbes. (Mar. 23, 2011). [*Groupon's second chance* (Links to an external site.)Links to an external site.](http://youtu.be/j_DSa15hmKc) [Video file]. Retrieved from http://youtu.be/j\_DSa15hmKc

Kokemuller, N. (n.d.). [Consumer and trade promotions as marketing strategies (Links to an external site.)Links to an external site.](http://yourbusiness.azcentral.com/consumer-trade-promotions-marketing-strategies-2869.html). *AZ Central*. Retrieved from http://yourbusiness.azcentral.com/consumer-trade-promotions-marketing-strategies-2869.html

Ogden, J. R., & Ogden, D. T. (2014). Utilizing a strategic marketing approach to managing marketing communications. San Diego, CA: Bridgepoint Education. [(Links to an external site.)Links to an external site.](http://yourbusiness.azcentral.com/consumer-trade-promotions-marketing-strategies-2869.html)

Qualman, E. (2013). *Socialnomics*. Hoboken, NJ: John Wiley & Sons.

Trevis Team. (2014, July 1).[Can Coach rebuild its brand image with new promotional strategies? (Links to an external site.)Links to an external site.](http://www.forbes.com/sites/greatspeculations/2014/07/01/can-coach-rebuild-its-brand-image-with-new-promotional-strategies/)*Forbes*. Retrieved from http://www.forbes.com/sites/greatspeculations/2014/07/01/can-coach-rebuild-its-brand-image-with-new-promotional-strategies/

Week Five Lecture

**Online Marketing & Social Media**

Social media has added a powerful online media that is designed to encourage user interaction. This format adds a powerful dimension to communications strategies. Social media sites such as Facebook, Google+ Social Service, Twitter, YouTube, and LinkedIn are the major players in social media (Ogden & Ogden, 2014). Consumers may post messages by written messages, videos, podcasts, photographs, etc. Qualman (2013) states the 21st  century has moved from "word of mouth" to "world of mouth" (p. 1), meaning the power of millions of consumers reading what has been posted online about a product or an organization is now read by consumers all over the world. Yet, Qualman states 70% of "big company CEOs have no presence on social networks" (p.) and suggests businesses embrace the social media in order to stay connected to consumers. Kabani (2013) agrees; however, the author suggests the marketing strategies used in traditional marketing venues will not be applied to the effective marketing strategies via social media. New strategies must be adapted for the social media marketing strategy because this media platform belongs to the consumer rather than to the marketer. New tactics must also be developed in order to assess the data extracted from social media.

Kozinets (2002) has coined a new term, "netnography," which is the process organizations can use to track patterns and other useful consumer information from the online postings. The postings on social media web sites will give the organizations an opportunity to right something if it is wrong. More importantly, reading what consumers are posting will give the organization an opportunity to identify emerging trends or an unmet demand and be first in the marketplace to fill that demand.

While it is very important an organization have a presence within the Internet and social media, care must be taken to assess the ROI on such investment. Metrics such as those listed on page 292 (Ogden & Ogden) of our text give managers an idea of how activities on the social media sites could lead to eventual sales and market share. Most of the activities are easily tracked by looking at the posts on each web site. Metrics such as Google Analytics can help track the postings and response rates for a very large organization. The important point to remember is the social media activity should be monitored in order to confirm the activity is contributing to the organization’s overall mission and objectives.

The power of social media and its influence in the integrated marketing communications strategy cannot be overlooked (Ogden & Ogden, 2014). Does this mean we should abandon the more traditional tactics and venues of the IMC? No, of course not. It depends upon the targeted market segment. For instance, if the organization is targeting older consumers, the traditional methods such as television and/or radio may still be effective for reaching this group of consumers. If, however, the organization is targeting tech savvy Baby Boomers, Generations X, Y, & the Millennials, then using social media is a must. People want to know what their colleagues and peers are thinking. If you were thinking about purchasing a specific model of auto, for example, are you more likely to believe the postings of your peers or the advertising claims of the organization?

***Forbes School of Business Faculty***

References:

Kabani, S. (2013). *The zen of social marketing*. Dallas, TX: BenBella Books.

Kozinets, R. V. (2002, February). The field behind the screen: Using netnography for marketing research in online communities. *Journal of Marketing Research*, 39, 61-72.

Ogden, J. R., & Ogden, D. T. (2014). *Utilizing a strategic marketing approach to managing marketing communications*. San Diego, CA: Bridgepoint Education.

Qualman, E. (2013). *Socialnomics*. Hoboken, NJ: John Wiley & Sons.

Week Six Lecture **Public Relations**

Welcome to the world of public relations! Just what is public relations? Is it advertising? Is it marketing? Is it community activities or crisis management? What do public relations professionals do? Has anyone known a PR professional?  Exposure to this individual will reveal a flurry of unending energy and enthusiasm. One of the most important skills of this individual is the ability to develop relationships and contacts with every kind of person. A PR professional can call a CEO and have his or her phone call returned! In addition, a PR professional must possess superior writing skills as well as verbal communication skills. Could this be why Ashford faculty members hold high, rigorous standards for writing?

According to the Public Relations Society of America, public relations professionals communicate with the external publics of an organization. Is this the same as marketing or sales? No! According to Cameron, Wilcox, Reber, and Shin (2008), sales is a function of marketing. Sales is focused on an organization’s customers and selling the products of the organization. The objective of sales is to increase market share and profitability. Ogden & Ogden discuss three differences between public relations and advertising: since the organization does not pay for PR, it cannot control the message; PR may not always be positive; and the third difference is the public tends to believe the information from PR is from a trusted and reliable resource (Ogden & Ogden, 2014).

Public relations is focused on building relationships and implementing communications strategies that will build goodwill for the organization. Public relations is what we see when organizations are working on Habitat for Humanity or the Salvation Army bell ringer or the Toys for Tots campaigns. Public relations' only focus is to build a positive relationship and create goodwill with its publics. PR never thinks of sales or market share or profitability.

One important function of the public relations professional is to be the liaison between its publics and the organization in times of an emergency, conflict or crisis. Did you know there are four stages of the conflict cycle? Many organizations in our current economic downturn are experiencing layoffs, job cuts, and wage reductions. It is the PR professional's job to "spin" what is typically viewed as a negative into something positive.

Crisis management is another area of responsibility for a PR professional. A crisis is something that interferes with the normal business operation. Spilling oil into the Gulf of Mexico was clearly a crisis. Do you remember who the organization used as their initial spokesperson? British Petroleum (BP) had their CEO, Tony Hayward, in front of the cameras to reassure the public all measures were being implemented to restore the surrounding environment from the damage of the oil spill. Mr. Hayward also told the public their vessel's leak had been contained when that was not the case. What was the public reaction? Outrage! Vehement outrage and an insistence on containing the oil leaking into the Gulf of Mexico. As you may have read in the news, Mr. Hayward violated just about every PR rule and was replaced. For more information, click [http://www.deepwaterhorizonsettlements.com/ (Links to an external site.)Links to an external site.](http://www.deepwaterhorizonsettlements.com/) to see the final outcome and BP's legal responsibility.

Celebrities whose names have become their brand also hire a PR professional. Think of celebrities such as Tiger Woods or Kobe Bryant, for example, who have had negative publicity. How have their managers handled the crisis and tried to rebuild the positive brand image of the athletes? Has either athlete lost endorsement contracts as a result of negative publicity? Who is a recent celebrity in the news trying to rebuild a brand? The world of PR can be a fascinating glimpse into what is happening behind the scenes. Should a public relations policy be made in the middle of a crisis? Of course not . Organizations should have protocols and PR releases already on file that can be implemented at a moment's notice.

***Forbes School of Business Faculty***

References:

Cameron, G. T., Wilcox, D. L., Reber, B. H., & Shin, J. (2008). *Public relations today: Managing competition and conflict*. Boston, MA: Pearson Education, Inc.

Ogden, J. R., & Ogden, D. T. (2014). Utilizing a strategic marketing approach to managing marketing communications. San Diego, CA: Bridgepoint Education, Inc.

Qualman, E. (2013). *Socialnomics*. Hoboken, NJ: John Wiley & Sons.