

**Integrated Marketing Communication**  
**Prof. Vinay Sharma**  
**Department of Management Studies**  
**Indian Institute of Technology-Roorkee**

**Lecture - 19**  
**IMC as a Strategic Tool Part - II**

Welcome back, friends. In the last session, we talked about IMC as a strategic tool. And we saw so many examples, you know, very enduring examples, lively examples of how IMC follows the strategy of an organization or follows a product all through and how strategically it is imbibed into what product is you know desiring for itself or an organization is desiring or defining for itself.

Now let me focus on IMC strategy and what kind of a strategic orientation we should have in terms of integrated marketing communication or structuring or designing integrated marketing communication. And here, I have to mention time and again that up till now, we have built up how to look at integrated marketing communication. And now onwards, we slowly move on to understanding different modes.

We will talk about media planning. We have mentioned types of budgets also. We have tried to understand how to budget and look at the budget. So, we will elaborate in due course of time and revisit whatever we discuss here in this session. But at this juncture, please think about how to orient ourselves strategically towards structuring integrated marketing communication.

And again, the most basic and essential point is identifying the appropriate target audience, the right one. And I start this kind of a discussion with my audience always, you know, asking them a question that you are designing communication for a product for an infant. So definitely, your audience is the parents of that infant. But when that infant becomes a child, who is your audience?

Both of them, just the child or only the parents? Now it becomes slightly tricky. When that child grows further, do you still have parents as your audience? In many cases, you would find that. But then it keeps on reducing. But then, after a particular stage, in many cases of services and products, it returns.

For example, at the time the student is going to college, or at the time he is deciding upon college, or at the time he is deciding upon his first coaching institution or, you know, online education program. Then also the, you know, family or the person who has to pay for that comes

into the picture. So that is where deciding the appropriate target audience.

And we have discussed who our customer is, so the characteristics of the customer and you know, x y z. So we have mentioned that precisely. But here, this question should accompany that thought process, wherein we have a target customer in our picture and the target audience. And that is one of the essential parts one must remember.

Read about this further and try and imagine you know whom you want to address? Who is going to be the user? That is the question there. And that is the focal point there. For example, people say the advertisements related to pets are also directed towards pets in many countries because pets watch television with their owners and so on.

So, you have read this, you know this. In the case of hospitals, you are targeting patients or their caretakers as the audience. In the case of Geriatric medicines, you are targeting their caretakers or the people themselves. In the case of medicines, you are definitely targeting doctors and integrated marketing communication by pharmaceutical companies focusses upon the doctors because they prescribe the medicines.

But in the case of over-the-counter drugs or medicines, you think in different terms. But then also you have some influencer in mind while constituting the message. So, see, essentially, it is a fundamental question. Because once you are structuring that, once you are creating that, once you decide upon the modes and the media, you have to consider these kinds of things.

Then comes how do they decide upon brands? Now this question of target customer and audience, you know, goes along. So how do they decide upon? So, if the customer and the audience are different, if they influence each other, if he is the, or she is the same person, how do they decide? So, we have talked about this. We have talked about consumer behavior a lot. We have talked about the psychological perspective.

We have talked about the sociological perspective and so on. But then, we must realize how they categorically go for brand decisions. And then, step 3 is to establish how the brand will be positioned within its marketing communication and select the benefit to support that particular position because the consistency has to be there.

If you have said something about a product, service, or organization, you have to live by that. Because now you are going by that. And it is not just by default that you are going by; you have decided to go by that. So, it would help if you lived by that. So that, you know, positioning is an essential kind of a thing. And there are excellent books on positioning, which you must read and understand.

Then definitely communication objectives. And we have talked about objective setting earlier. So, you can visit that video and session and then return to this. And then, the next step is identifying appropriate media options consistent with the communication and how to reach the customer in terms of modes. Should you start from FM and go to television, or should you not go to television?

Should you start from the newspaper and go to hoardings and not go to hoardings at all? And should you start from the internet and remain with the internet, digital communication only, or should you not go for anything? What do you require? Interestingly, I was talking to a famous food shop in a city.

And I was you know I happen to mention in front of the owner why you should not be advertising through internet modes or digital marketing, which would not be so costly in this era. And it would help if you were making your presence felt all over and so on. And why do you not go for you know mass media as well in terms of you know if you want to call television and newspaper as mass media although the internet is also a mass media now?

But again, he kept on listening to me; it is a famous food joint. And then he took me to one of the floors where he had his photographs with all the movie stars around. And he said that do I require any advertising? People know me. Whosoever visits the city comes to the shop. They already know about me. I am mentioned in movies, so many Indian movies. They know my name.

You see, you have that kind of products and services and organizations. This does not mean they must use any form of integrated marketing communication. But then they are using word-of-mouth communication anyways, and they have generated this to develop that kind of communication. They feel that they are using the products as the mode of their popularity.

But no, the product generated a communication whichever way in terms of news items on them or, let us say, movies. But they do not know how to structuralize that; that is where you know the strategic perspective of integrated marketing communication comes in. If you get to know how to structuralize that, you might end up going for expansion of business basically, if you want to someday.

If somehow market forces are not accompanying you the way they have been, so definitely, you would like to go for expanding and going to different markets. So that is where an integrated marketing communication strategy would come to your rescue.

Now I will use three significant examples from our experiments. And I will spend a few minutes elaborating upon these examples. I, along with my colleagues, am a very suitably large group of learned scientists, economists, engineers, technocrats, field experts, and people from bureaucracy. We thought of developing pine needles as a source of energy.

I will not go into that story. That is a success story now. But and I might be, you know, coming back to it later on. But to go further into that, you can visit the National Mission for Himalayan Studies website. And you would find a success story by IIT Roorkee there. And you will find that what we have done in that project is doing good, and that may be expanded in due course of time if the supporting organizations wish for that.

And they are seriously thinking about that. But during that time, when we were developing pine needles as a mode of energy, household energy in terms of cooking, heating, and further usage, even for electricity or small-scale electricity generation.

So then developed the technology for compressing those pine needles locally without electricity, complete manual setup, and very easy to handle. So, technology was in place, and we put up that small machine for several kinds of users in the Himalayas. Those users came up with another product.

So, they utilized local grass, which has medicinal value also. And it is more or less a waste. So, they utilize that grass for compressing it and using it as a mosquito repellent, which is known for its properties. And that is good for you know in terms of fragrance, and it has a good effect on your environment and good for health also they say.

So, it has a medicinal value associated with that. So, these users innovated; they compressed that grass, started using it as a mosquito repellent, and then started selling it in the local areas. One of the team members realized the value of this kind of thing. And he discussed this with some professionals. And then he named it forest fragrance.

They created a beautiful box, wherein you can see those briquettes inside, packed in that box, you know it is transparent from the upper side. And they also inserted a matchbox, a candle, and a lovely cut iron stand wherein you can put that briquette. They started, you know, lighting those briquettes all around for demonstration in the hills station areas wherein tourists from all sides come in more significant numbers.

Tourists started asking about you know what it is all about. It is a beautiful fragrance. And then they started telling them that these are mosquito repellents and the fragrance is good and not so costly. Box of 150, 200 grams is 100 rupees, and it started selling like anything. You see, that

idea got converted into a name.

That name got a place on the packaging. That packaging was used as a display item. Then that packet was also displayed in several hotel reception areas wherein tourists spend some time when they check in a while checking out. Also, the whole family is there if you come with your family or friends. And there, you find this fragrance.

You are intrigued. You ask about it. You get to know about it; it is beneficial. And if you do not find it beneficial in the first place, you find it harmless because it has a proven value. And in due course of time, when you use it, you find it valuable and practical. And that is how Forest Fragrance started flying off the shelf.

This came in suddenly, and that innovation came in from the users' side and flew like, you know, a process which we have been referring to as integrated marketing communication. Now they are seriously considering putting it in, you know, newspapers. Television coverages were done on that.

Several local television channels covered this product, and word of mouth started flowing in. And then they started putting it up on the entry points of the hill stations, where cars come in; they wait for a while to check-in inside the city. And they started displaying those, you know, small posters there and along with some selling outlets or points of purchases there.

And it has started working well. It is selling in large numbers, an excellent substantial suitable number. The second example is Gharat Organics. This is a new experiment which we are doing. Again, along with my colleagues, we initiated a process in the Himalayas wherein we put up small machines to process turmeric and other locally grown plant-based produce of common usage.

And we put up those machines to facilitate the process there, to facilitate the traditional practices associated with processing and marketing those products to give an impetus to those products in terms of production. Because lots of produce was getting wasted, production facilities were not there. So, we focused on the facilitation of production.

But again, the local partners who have been associated with us there improvised upon several locally available plant-based commonly used products to convert them into different products and brand them.

So recently, one of our associates who is associated with us from that side as a beneficiary, initiated in a brand called Gharat Organics, wherein another project which we are doing, along

with my colleagues, we have you know, I along with several of my colleagues, who are again scientists, engineers, people from bureaucracy.

And our team of young technocrats, we have put up processing machines in the Himalayas to facilitate the local produce in terms of you know, several plants, turmeric, for example, ginger, common plants having you know off the shelf value as well, which have been sold as a raw material up till this time, and lots of produce has been getting wasted because there were not ample production facilities there.

We went there. It is a long story. We analyzed. The government of India supported us, the department of biotechnology. And then we initiated this project and put up some machines there. Then our partner's associates started processing or utilizing those machines for processing several locally available plant produce. And that enhanced the flow of their sales.

But the most important thing which I want to share with you here is that one of the enterprising partners from that side, the beneficiary, is a young person who is educated, has gone through several jobs, and has come back to the Himalayas to serve his state and the local region. And he initiated a brand called Gharat Organics. Now Gharat Organics is related to a name called gharat.

Gharat is a place wherein there is flowing water wherein the energy of that water, the flow of that water is utilized for generating electricity or for other purposes like processing turmeric and ginger. And even local grains, converting those into Atta or flour. This person named it after Gharat because it is a locally known place.

So many people from all sides gathered together to utilize those facilities. That is why, you know, it is a part of the culture over there. It is a part of the local region over there. And it has its connotation and value. And it is known by people all around as well. Many people around, especially those who understand the Hindi language, know about this.

People who have visited these places in the Himalayas know about this. So, he to put up, you know, originality and to put up an association with the origin, he named it Gharat Organics, and we are supporting that effort. This group, supported by the department of biotechnology and us, the Government of India, is developing several products.

So, giving them the context of Himalayas, the purity associated with the products, the purity associated with, you know, their approach in growing those plants and so on, the environment everything while resonating it with the name of the brand they are projecting and taking it to people you know, they are creating an integrated marketing communication strategy.

So, starting from developing a name, projecting it through packaging and then you know, internet or digital media and now expanding it towards several modes, including local television and radio. And then taking it to pin pointedly and precisely to the customer through specific communication with the customers, it has started working. So, you see, that is where integrated marketing communication strategy comes in.

And why I have chosen these two examples is not only because I am directly connected with these two examples; our group is connected. IIT Roorkee is connected with these examples, but starting from scratch, we can think of an integrated marketing communication strategy. So, it is not always that you have to spend lots of money for releasing advertisements and going to people all around.

It is wherein you initiate a product, a process, and the capacity you are developing; you develop relevant communication. So, the cost would accompany the scale you are developing in your production. And it also does not give the wrong idea to the prospective customer that you are expanding. So you go, and you develop the demand along with the communication, communication along with the demand, and so on. And then, after a particular stage, you are there, and people are asking for you.

Now Jawa motorcycle and Royal Enfield, here IMC strategies related to rejuvenating two of the products which slept for a while, I should say. And organizations wanted these products to come back. They initiated the effort. They did not change the look of the products, some technological changes or some product changes technically, definitely to meet the concurrent technological development and the production processes might have been done.

I would not comment on that. But originality has been maintained, and this aspect of what they were, their original positioning, that particular position, is being carried forward through their present integrated marketing communication, as you can see. I would not specifically take you, pointing out the messages they release.

But go to the websites and the advertisements they have released. Just pass their showrooms, and you will realize what I am speaking of. So, they have rejuvenated. So, repositioning and rejuvenation by putting up a strong IMC strategy are what we are referring to now. And then, I will take you to some more examples.

And here I would, you know, play some tunes to entertain you and take you to the thought of IMC strategy again. And when I play this tune, you would immediately remember that where have you heard it? When have you heard it? Where have you seen these products, and then this IMC strategy comes into being. Steps we have seen earlier. Just watch and enjoy.

Do you remember the advertisements for brands shown in the above picture? Yes, you do. You see a particular element which is, you know, not only carrying itself along with the growth of this product, but you, at this moment, you would be, you know, visualizing where all you have read this, heard this, seen this.

And that is precisely what IMC strategy is actually. I mentioned this earlier as well. “Kuch din to guzaro” Gujarat mein. This has made a lot of difference. This campaign you would have seen in newspapers, on television. It was an extensive campaign there. Internet media has had a long presence and significant presence in digital media.

So, a beautiful campaign that has made a huge impact as far as Gujarat tourism goes. And there are several other tourism campaigns and tourism campaigns I must mention here are beautiful, and you keep on just visiting these tourism campaigns. You would realize that lots of creativity are associated with that. So, Rajasthan tourism is there.

Madhya Pradesh tourism is there. Kerala tourism is there; I have mentioned it earlier. Northeast tourism is there. Himachal tourism is there. Uttar Pradesh tourism is there and lot many other states they have gone for beautiful campaigns. So, watch for them.

And suddenly you will find, you know, some reports while watching these campaigns. While surfing for those, you will find some reports that specifically mention how well they have made a difference. And then you see, you will rejuvenate the thought of IMC as a strategic tool and IMC strategy as such.

So, I will leave you with this having established the two sides of the association of IMC with strategy, the perspective wherein we have to look into IMC strategy itself and IMC as a tool for strategy, we will go for the role of integrated marketing communication in the development of a brand now onwards for a short while, and we will come back to that later on as well.

And probably in a different subject as well later on. But here I leave you with this kind of thought. Keep watching many campaigns and advertisements; integrated marketing communication is mesmerizing. Goodbye for now. See you next time.