

**Integrated Marketing Communication**  
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**Lecture “ 28**  
**IMC Planning-Part II**

Welcome back, friends, we are going forward with Integrated Marketing Communication Planning. Last time we discussed objectives. And with a larger perspective on what should be the thought process related to a plan. Now, I will be drawing your attention to budgeting. We have talked about that earlier, but just to generate a cord the plan must consider the elements of budgeting.

Because without having the context of the kind of money an organization might end up spending, we should not think in terms of that. We may be thinking in terms of a very elaborative integrated marketing communication plan, and it requires lots of costs which we are unable to recover from the sales of the particular type of products we should not be doing.

I remember a large organization that spent billions of dollars on developing its corporate image while changing its logo and name long back. And there are several historical examples that ended up fetching larger clients for them and stockholders' value as well. So, budget is an essential aspect, and there are several budgeting methods.

We have had a brief discussion about that percentage of sales. You see where in what sales parameters and how much percentage of that sales we want to allocate as far as the thing goes. That becomes a guiding force. Because while making a plan how to know what kind of money we will spend. So that becomes a guiding force that we can use this much percentage of sales, or we should be using.

But then, if you have a more significant sales force that is very active on the ground, you might not be thinking about spending lots of money as far as mass media and the approach goes because your ground force requires lesser impetus in terms of the messages going directly to the customers.

So, they require a little support wherein you project the products and then pursue them. We can

also consider the share of market voice. You seek to maintain a market share. You have to exist there, and last time I remember, I mentioned Pepsi, Coke, and those kinds of examples. Watch those videos, and then you will get the view.

Then response models are there, and you see the objective in the task methodology. And this is slightly a more common methodology because the long-term integrated marketing communication plans are related to wherein you have an influential and strong position in the market in terms of your products or you want to pursue things that way, or you are going for corporate image and corporate integrated marketing communication planning.

But mainly in terms of business and in association with revenue in terms of annual outlay or outlook, you think in terms of objective and task. And that is where things come up as far as your orientation towards plan goes, and several other strategic approaches wherein you simultaneously want to touch upon several aspects. While you are launching a new product simultaneously, you want to gain the investors' attention.

So that orientation can also be followed, and there are other strategic approaches. So, budgeting again is essential, and it is a guide but what we are focusing upon.

So, remember it is a matter of time, till when would you like to see what you are communicating or hear what you are speaking with them. See to what extent you are thinking about planning for a financial period in terms of integrated marketing communication. But this communication, you are planning for how many years?

That depends upon if you want a consistent positioning of a particular kind of product and you have a specific target segment in your mind. And if you believe that you are going the right way, then definitely you would be thinking in terms of a slightly larger period, and we have several products which primarily do not change for quite some time. Their messages also do not change for quite some time.

And we have long-existing campaigns, and I will be talking about one or 1 or 2 of those in the subsequent sections. And then the consideration is to whom is it the approach related to  $1 + 1$  that is, you are adding the same kinds of customers,  $1 + 1 + 1 + 1$  up till  $N$ . And then you keep on going wherein you want. Almost all of those similar category customers are thinking in terms of adding one kind of customer and then adding on a different type of customer to the same kind of a product.

Would you like to think of soft baby products for babies and then their mothers? Would you believe in those kinds of terms? Are you thinking of introducing one food product for a particular type of customer, and then you want to universalize that? Are you thinking of Aactiva, which is used by males, females, elders, and almost everyone after a particular stage?

Are you thinking that way? Are you thinking about mobile phones being used by anyone, regardless of whatever category of customers they are? So that is where 1 + 1 + 2 and adding customers come in. So there can be several kinds of such models which you might think of. But your plan must consider that; remember, even if you are going for 1 + 1 and if you have 1 + 2 in mind, your project must have scope.

Otherwise, you will not be able to use it when it comes in and if it comes in sooner. Then definitely, you will not be able to use it anyways. And there are several products I would not be mentioning N number of products at this time, just think about it and revert to me in case of queries related to that. Where is again a huge question? You see, in today's globalized world, where specific regions or tourism, I mentioned about tour packages. Today, people go anywhere if given a chance.

So, inviting Indians to see Europe or Europeans to see India, you have to think about that. Where is computer software being produced, developed, produced, and then distributed, and who is using it now? You never know, so a whole lot of a globalized world is there, and communication must be considered. The IMC plan must consider all these elements.

What perspective regarding message positioning is related to comparison and competition? What kind of competition? And which organization or product do you acknowledge as your competition? That is, for example, a toy company. What kind of competition do they have in terms of young children? Do they have competition from the virtual toys as well? Yes, they might have.

Do they have competition from the books which children like to read? Yes, they might have because, you see, playing with toys utilizes time now that time can get divided into so many things. For example, in outdoor games, there can now be different kinds of competition that these organizations might face. Your integrated marketing communication plan must consider all these terms while considering such competition- precisely where I want to draw your attention now.

Let us take an example of objective and task budgeting concerning implementation at large. You see, because we have been talking about integrated marketing communication planning. And we have mentioned objective and task as our favorite methodology. I do not say that all use it,

but definitely a lot do. So, let us talk about it from an implementation perspective for a short while.

Now, this talk is about determining cost based on build-up analysis. That is production costs, ancillary costs, other promotion, integrated brand promotion cost, reach, frequency, time frame and media, etc. So, while considering all the costs, you want to recover those costs from the objective materialize at the end of the integrated marketing communication.

For example, you want to promote sales. I have been mentioning that the Diwali season is coming, and several organizations are going for enhanced production just for this coming season. There they are going for integrated marketing communication planning for this specific season. They might have developed that plan earlier or recently, whichever way they think in this kind of methodology.

Not only sweet or chocolate manufacturers, not only beverage manufacturers, cloth manufacturers, Amazon on the other way, and Walmart and Flipkart on the other side.

So, everyone is thinking in that kind of terms and full-page advertisements in newspapers or on television. You click on, and whichever social media you are using, you will find several types of ads coming your way.

So that is the objective and task perspective with implementation. The reference comes to you; just think about this, list down these elements, put a cost there and then associate the costs with an example you have in mind. Regarding the revenue it might generate, look at the percentage this cost would consume. And you would realize what I am saying, so this is how it compares price again, industry against industry and corporate benchmarks.

We are reconciling and modifying the budget and determining the time frame for payout—precisely what we talked about just now. So, now I would be switching over to situation analysis. Remember that chart wherein we talked about this document integrated marketing communication plan. The document encompasses situation analysis.

Now, situation analysis has multiple facets. I will be talking and touching upon several kinds of facets during this section. But let us again take a side, take a view.

Let us imagine some automotive company you can choose to talk about that is a Coaching Institution, whichever is your favorite, and then a university. Naming universities is a sensitive

aspect because most of you belong to this age group of university students, or you would have attended or are thinking about attending that.

So, I would not take any categorization on that. But imagine, you may imagine your Institution as well. Now, let us look at first the perspective of under situation analysis. Let us look at organizational analysis. Now you see what the company's sales and profits exist and what they are looking for? For example, a car manufacturer, a high-end car manufacturer, or, let us say, a mass car manufacturer or a two-wheeler manufacturer.

And you see what they are looking for in terms of their sales and profits in times to come. So that is where the first element comes in because that has to be accompanied, and I have mentioned production capacity. So, we consider that if they are going for more significant kinds of sales and profits, they have that protection capacity with that.

What are the company's mission and objectives in general and for its various products and services? Would they like to pursue one kind of a model for a large audience, as I said, 1 + 1? For example, Splendor became a colossal selling motorbike, serving millions of customers Hero motors and Hero Honda at that time. Now, Hero motors thought about that earlier.

And then they came up with that kind of an integrated marketing communication plan which supported Splendor for many years and remembered that Splendor touched upon youth earlier than the early career-oriented segment. And then a small family, a young person caring for his mother, and so on. There were several storyboards, but they did very well.

There was a beautiful campaign by Hero by the advertising agency of Hero Honda CD 100; I remember, fill it, shut it, forget it. That campaign did exceptionally well projecting the mileage given by that motorbike. And for the first time, India became conscious of mileage. After that, India has never come out of that situation, although many manufacturers are not promoting that anyways.

But that wrote a different kind of history, so, you see, that is what organizational analysis gives us. What are financial, technological, and manageable resources available? The earlier situation in India, especially in the automotive sector, was all driven by joint ventures. Today we have Indian manufacturers who independently do many things, and we are talking about the automotive space.

We can think about the same things in terms of coaching institutions. For example, it is one of my favorite examples for the last session because this is a season where I find so much advertising for coaching institutions. And people are lining up because this is the season of

admissions in India, and several entrance exams have been completed recently.

People are now thinking about choosing institutions and choosing people. So, what kind of sales and profit targets do coaching institutions again have? Or what kind of mission objectives do they have? And look at the universities as well. And universities cannot be called profit-making organizations because they are registered under different organizational setups.

But still, revenue is one of the considerations, and leave aside that integrated marketing communication is there because they want to develop their brand. Have you seen universities or institutions advertising different kinds of courses, inviting students prospectively? One strange question comes to my mind sometimes, and I would not be answering that because I was hoping you could think about that.

Why do every coaching institution and university Institution advertise just before the admission season? Logic says they want admissions, but why do they not consider promoting much before that? Would it lose the attention of as far as or the memory of the prospective entrance? Or is there some other reason? Or do they want to come together against each other, pitching themselves against each other?

All of these reasons or some other reason and if they consider thinking in terms of an integrated marketing communication plan which is for the whole of the year-round, would it be going to help them? How far is it going to help them? And should they be thinking in terms of recovering all the costs from the admission fees? Or should they consider building up their brand image and bringing in funding at a more significant level in research and so on?

Would integrated marketing communication help them there? No, it's for you to decide. So, you see again; there is another element. What have been the results of previous campaigns? How effective have they been, and why?

And then another element of the situation analysis is related to competitors' analysis. Who are the direct and indirect competitors of the brand? I have mentioned this when I have talked about terms of comparison and who are the direct and indirect competitors also related to the fact that what is your reach from India, you are targeting where. And from where you are targeting in India.

What resources do they have for your competitors? If they are not so efficient in reaching out to all the media, you can, which is why I named Patanjali. Because Patanjali not only became a

strong contender in consumer products, they also came aggressively in terms of integrated marketing communication planning wherein they went for larger budget spend.

And reached out to the market and became a strong competitor while increasing its sales graph. And definitely built up and lifted their brand image and so on. So, what are the real and perceived distinctions between the brands? How do you look at it? So, when you look at coaching or universities, try to position themselves differently with unique faculty, infrastructure, and courses.

Coaching Institutions put up faculty and selection criteria. Patanjali puts up Ayurveda, Yoga, which no consumer company put so aggressively. I would not say none of them did, but they did not so aggressively potentially focus upon that. And that is where they are growing faster compared to others who are also doing well. Now, what have been competitors' marketing communication in the past?

That should be focused on how they have been doing? Because you want to look at their orientation, I have talked about philosophy orientation and those kinds of elements earlier. What do we expect the competitors to do in the future? You do competitors' integrated marketing communication analysis while looking at their communication, but they might put up a surprise in front of you.

They might change almost everything they have in mind. They might have thought of repositioning themselves entirely. If they are doing that and are so aggressive on that, and they have not given you the time to think, then it would be a sheer surprise. But your plan should have all the considerations in mind. Your goal should be looking retrospectively into their communication.

They were assuming that their future communication would be in the line and reasoning putting up a reason for that. While thinking that if somehow they change it, how would they go ahead?

And then comes in Consumers Analysis, now again after organizational analysis, competitor's analysis, consumer analysis who are the customers and consumers? That is always a fundamental question. We have been talking about target and segmentation and those elements, and we have devoted lots of time to consumer behavior analysis. So, I would not spend much time here.

We are putting it on paper, so we have to put the type of consumer on the form. We have to broadly identify the consumer and specific products produced for very niche products. They even

name their consumers or assume that this is the person who will buy my product. There are such kinds of products manufactured in this world, and we all know that so, although much beyond my reach individually.

But what are our customer profiles? Then what motivates them to buy and consume? It is a fundamental question. We have been talking about it. What are their buying and using habits? To mention buyer behavior, please revert to those videos we talked about in terms of consumer behavior. And how do they respond to our competitors' offerings?

Why would they come to us? Because ultimately, integrated marketing communication is about generating recall, pursuing the consumer, and generating customer loyalty. And that is where we talked about the relationship of IMC with brand image and brand equity at the end of the day. What are their buying and consumption patterns? Marketing research is continuously accompanying us.

We devoted a particular section to integrated marketing communication research. And I wish for you to look into those videos. And try to find out how we try to tap that? That learning becomes part of IMC Planning. What do they look for in the brand? What are their brand perceptions? Again, the same should you see whatever we have been thinking regarding integrated marketing, communication, and research.

Or whatever have been the outcomes, whatever have been our understanding. We must now put those results in front of us for our usage for implementation.

Then comes Market Analysis; what is the sales distribution pattern? What would our retailers think? How well would they be participating in pursuing our message with the customer on the ground? Would they feel supported? Or would they just feel out of place? What is going to be the effect as far as their role goes? What geographic areas warrant specific attention?

Now that is where media planning comes in when we talk of an integrated marketing communication plan. And I would be devoting a specific section to the media plan. Whereas do we want to focus on areas which are not doing well for us in terms of spending lots of money there, or we do not want to do that because it would be wise if we focus upon the areas which are doing well for us?

But if we do not spend money on areas that are not doing well for us, how will we put up space there? How are we going to enhance our footprint over there? So, these paradoxical questions



must be addressed by an integrated marketing communication plan. Should we go by a slight deviation of the budget? Should we go by a specific aggressive spurt in those areas and return to our fort.

Because our fort is secured, we should focus more on where we are not winning. What should we do? What are population segments most likely to respond to the company when I talked about adding on the customers? What are the market opportunities? And when we speak about market opportunities, we are not just mentioning what kind of products we are carrying?

For example, we are pursuing product line changes. We want some additions in terms of the product line or even the product width. We may think of utilizing the current plan to lay the foregrounds for the products to be introduced in due course of time or, let us say, another separate product line that we want to initiate in due time.

So, can we think that our plan and market analysis related to that plan must consider that often it happens very commonly in consumer products? Still, in durables, have people started doing that? What significant changes are taking place concerning political, regulatory, economic, social, and technological forces, and this is all about the marketing environment?

We must consider the elements of the marketing environment while considering an integrated marketing communication plan. Social aspects in society are changing rapidly. Should we be going for a storyboard that carries the same message with different perspectives to so many kinds of audiences all through? Should we be doing that? You see, there are a number of questions but believe me, we must answer all of those.

And if we become habitual in answering all of those questions in due course of time, we keep on improving our planning capacity, enabling us to create a larger footprint. And just to mention, hundreds of success stories related to the efficiency of the plan they followed.

So then comes Product Analysis, and here you have, does the product have the ability to give consumers what they want? So again, all these elements must accompany us because now the product team is also suggesting something. The marketing research team is also offering something, the integrated marketing communication team is also saying something, and then that is where the structurization of the plan comes away.

Does the product's total offering promise to deliver address what consumers want? Does the delivery of the product match consumer's expectations? Is it doing well? Would it do well, and

again I would not take it. Several automotive failures have taken place in recent times. There are several consumer product failures. There have been products that have existed for a very long time, and if I talk about India.

There have been exceptions, for example, there can be several consumer products in terms of detergents, breakfast cereals they have been existing, they have been doing but not so well, if we would have considered these elements. I am not saying that I am not intelligent enough to know this, but again the point is this part of planning? Are there production and distribution issues affecting the availability of the product and so on?

So, these are considerations that we will focus upon in terms of as far as structuralizing the plan. And when we talk of product analysis, it emanates from market analysis. So, now I rest the case here. In terms of Situation Analysis, there can be several elements that we may include in situation analysis because situation analysis is something that connects you to everything else along with your present and motivates you to think in terms of the steps you would be taking.

With this kind of thought, I say goodbye for now, and I will join you in the next session with the strategic perspective of the integrated marketing communication plan. Thank you.