

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

Lecture - 58
Measuring Effectiveness of IMC - Part I

Hello friends, welcome to this last section of Integrated Marketing Communication. For the subsequent two sessions, including this one, I will focus on the effectiveness measurement of integrated marketing communication. There would be a reference to a few things we discussed earlier.

But here, the main context would be associated with the evaluation perspective utilizing evaluation as a strategic tool to enhance the effectiveness of integrated marketing communication. So let us begin with a short recap of what we have gone through up till now.

Up till now, in several of our discussions, we have referred to things like copy research, for example. This we would be referring to briefly once again. But copy research we have talked about. There are several methods of research which we have pondered upon. For example, projective techniques, dialogue balloons, physiological tests, behavioral intent, recognition tests, association tests, etc.

And we have emphasized strongly how understanding behavior is essential, how integrated marketing communication research is important for understanding that. Then we have gone for, , different elements of, , ad metrics like conversion rate, cost per 1000 impressions, TRP, and those kinds of references we have gone through.

Ad planning components we have tried to understand. We have discussed frequency reach, impressions, etc., and so on. And we have tried to understand how marketing research or integrated marketing communication research is pursued. What are the methodologies, and what kind of results do they bring in for our understanding?

But let us begin our discussion on IMC evaluation concerning its challenges.

marketing communication has historically been measured medium by medium. Now that is a usual kind of thing, and that is what we have seen all through. So impact analysis is done on advertisements or campaigns released on a particular medium. For example, newspapers.

Social media, we have talked about recently and in the last few videos how real-time analysis can be done. And digital advertising has enabled us to do that. Then modern social media, as I have just told you, is following the same path of analyzing it in a specific kind of context.

Although the consumers seem to use all the communication systems in general, They visit all the communication systems and marketers, they are utilizing integrated marketing communication concerning using all the mediums available, all the possible mediums especially those marketers, who have to address a broad audience, who have to go for a more extensive reach.

So despite this fact, there is no single thing I think, I should say, one specific kind of a mixed methodology, which can measure the effect of the complete integrated marketing communication along all the models.

In the end, a communicator says that several media have been used, and this is what has been achieved in terms of the cost spent or, let us say, against the objectives defined and desired. So the most significant challenge in marketing communication is integrating hard and soft measures, attitudinal and behavioral measures, and short-term and long-term effects or cumulative versus immediate.

And the challenges are also associated with separating cause from effect and being able to distill both singular and combined marketing communication effects. So this is a complex situation either one can go for measuring and evaluating every single activity.

And then cumulatively putting up the results altogether, which is again a very, time taking kind of a thing, it will utilize so many resources. these are significant challenges in terms of evaluation. And evaluation is critical for you to know to take specific steps and utilize IMC strategically. what an integrated marketing evaluation method should focus upon?

A better understanding of how consumers process marketing stimuli, singular at first but ultimately at large. So that is what should be the focus. And then, one can always think of drawing from insights from neural sciences. Then another focus must be on a better understanding of how integrated marketing communications stimuli interact.

How should synergy between communication forms be considered and measured? we are calling it integrated marketing communication. That should justifiably come up, as wherein we understand how synergistic it has been. And we should have measurement criteria on that.

Because otherwise, we would be using several media in silos or, let us say, one by one, and we would think that we are using it for an integrated effort, which would not be so. How and why technology has empowered consumers and how asymmetries and diversities impact marketing communications planning and evaluation. This should be the focus.

Then there are other elements of focus. What are the antecedents and consequences of consumer-to-consumer communication? Consumer-generated content, brand co-creation. This shift in communication power and purpose fits into current and future integrated marketing communication frameworks. This should be the consideration in terms of evaluation.

Because evaluation would lead to further decision-making, another focus must be on a better understanding of the relationships between IMC stimuli and marketing capabilities. For example, a company ideally needs to know what it can achieve in the future based on its brand strength today, and then it needs to achieve that potential.

Because then only they would be adding on further customers or different products. So that is an essential element. Then again, some elements should be considered for focus.

Marketing communication, budgeting, and financial evaluation must shift from ex-post to ex-ante. That is before than after. We should be proactive. Otherwise, decisions would not be relevant if we do if you always go for a reactionary kind of thing. Then the focus should be on a better understanding when, why, and how to implement IMC.

Assuming that IMC is strategic, who should plan it, implement it, and when and how should it be the consideration. For all these elements I am putting in front of you, I have referred to a source: a paper by Ewing in 2009, integrated marketing communications measurement and evaluation, published in the Journal of Marketing Communications.

So the source is, , given every slide at the bottom of the page. You can refer to that paper further.

Now then, there are some elements of likability and effectiveness. And likeability and understanding the likeability of customers with reference to the communication we have extended to the customer is very important. Because if you do not understand how much the communication was liked, we would not be able to examine the scope of that communication further.

Likeability is vital in the very first stages of advertising processing. Otherwise, we will keep on going and not understand why it is not working. If consumers do not like an advertisement or commercial, they will immediately switch their attention to something else.

And remember, we discussed one, during one session that if you go for a massage, you generate thoughts in the minds of the customer. The customer deviates from you, but the thought remains regarding the product, and the customer starts looking for other organizations that are putting up similar products.

There have been several instances wherein large organizations could not market their products nicely because customer attention deviated, and customers tried to find that product elsewhere. We have seen such cases in due course of time. The idea of liking an ad can be challenging to measure in tangible and quantifiable terms because how to break liking.

But then there are some methodologies developed by some experts, and we would be referring to one of those. In his book, *The Advertised Mind*, Erik states that message relevance plays a role in likeability. And in addition, Erik's COMP model quantifies several factors that can affect how well an ad is liked. This model stands for communication style map, generating a map structure.

This is how we can only break things for our understanding and put a tangible context to that this exercise breaks the likeability of an ad down to six elements. One of those elements, oh sorry, six elements are enlisted as entertainment, empathy, relevant news, familiarity, confusion, alienation, and so on. If the ad entertains, it will be liked.

And that is what we have discussed in creativity, music, visuals, and storyboards. That is where we have been discussing great ads, which have been working well for 'n' number of years. That is where many awards are being given to the advertisers.

We mentioned those when we discussed the creativity of advertisers and several advertising agencies in one of the sessions you remember. And then you can surf for such advertisements and achievers on the web, and you would realize how entertaining they have been.

And I remember I mentioned in one of my sessions, wherein I suggested that if you keep on watching advertisements for 10, 15 minutes, you will end up watching a cumulative film with different sections, different sessions on a similar kind of a theme with lots of creativity designed by several kinds of creators.

And it is a lot of entertainment to me many times, better than watching movies for a long time.

And note that entertainment is not restricted to just the use of humor. It has several elements, and emotional aspects are also involved there., people like ads they can relate to. Ads show the kind of goods they possess, experiences they might have, or lifestyles they aspire to. That is where the empathy perspective comes in.

More than just new information, relevant news is new information meaningful to the audience. And problem-solution type advertising falls into this kind of a category. Customers are looking for utilization of products, the utility of, and they want solutions for their problems. There is an excellent advertisement, Sujata mixer grinder.

I would have mentioned that earlier also, they talk about the strength and power of the motor. So that is a crucial thing we can put up here. And that advertisement is liked by many people, including me and probably I am one of the fans of Mr. Pankaj Tripathi who is one of the main characters in that advertisement.

he is a very renowned film actor and familiar. If an ad has been over-saturated in the market or a run-of-the-mill, it can have the opposite effect on entertainment. Then there should not be any confusion. And irritating the audience, according to Erik, is a sure way to alienate consumers. He should not be irritating the audience.

He should not, and we all understand if confusion and irritation are two different kinds of things. the ad should not be annoying. It should be soothing.

And when will IMC be effective? what are the stages? IMC's effect can start from the beginning of the complete process we follow all through. So, when the source encodes, it reaches this, the receiver. So the whole process is associated with understanding evaluation. What are the reasons for IMC to be effective? And what are the stages we should be monitoring in terms of evaluating the effectiveness of our advertisements?

It is a vital part of the marketing communication process, marketing evaluation we are referring to. And should it be left to the end of the campaign? No, it is too risky. Because if we have gone for the complete campaign and it has not worked, by the time we not only have lost money, we have also lost the market share. And that is very important.

Communication has a driving power. And there is no perfect measure. So, evaluating a marketing communication is equal to evaluating different elements in the marketing communication plan compositely. That is the approach we should follow. Role and purpose of evaluation we have discussed.

Just to enumerate that in front of you once again. Ensure that communication objectives have been met. Ensure that communication strategies have been effective. Ensure cost efficiency. Guidance and development perspective has to be there. And integrated marketing communication must relate to its desired and defined effect.

That is the fundamental call we must take. Now there are some strategic judging criteria that we should carry in mind.

Quality of insight and strategic thinking are associated with as far as our ad campaigns go. Does the campaign show a strategic leap that offers that sorry others have not taken? We can always compare our messages and the impact of those messages with that of the competitors and the impact of those messages. So that can quickly be done.

Did it produce a strong idea or brief that could be effective marketing activity? Integrated marketing communication generates the effect in the complete marketing process. We have already talked about how it is related to the complete marketing process or marketing mix other three P's positioning and targeting.

And those things must be continuously monitored when looking into the effects of integrated marketing communication strategically. This is an investigative point. This is a retention point. we can look at it with an instigation perspective or retention perspective, wherever we want to focus upon. Clarity of thought. How well does the campaign make its case?

Does the campaign show an accurate understanding of the brand's market? What are the business effects? Did the campaign strategy drive powerful business results that met the objectives? How well does the campaign have contributed to overall business outcomes? And then how well did the creative execution or media channels, probably called touchpoints, bring the strategy to life.

And how well was the activity crafted in terms of potential to drive business and behavioral outcomes? This comes under the implementation of the strategy. And here, as I said in the beginning, that evaluation leads to strategic strength and strategic decisions. And these are the judging criteria on the parameters upon which we can base our thoughts.

Now I would be putting up an elementary case study in front of you, and this, would, is self-explanatory. And this would emphasize the importance of evaluation and the details we have discussed till now.

This is about Ariel's #ShareTheLoad campaign. The campaign duration was four to six months. Industry sector, we all know about household and personal care. The agency's name is Ketchum Asia Pacific, and the region is India. The key objectives and before I go ahead, the source from where this has been taken is given on the slides.

So the critical objectives related to this #ShareTheLoad campaigns were related to the brand, launch/reposition, brand awareness, increasing market share, gaining brand loyalty, event promotion, and so on. So these were the key objectives, and through this kind of perspective, we should look at this campaign they pursue. It is a beautiful kind of campaign.

I liked the element in the storyboard. And when I reveal the elements of research associated with this campaign, you will realize that it has always been there, and the intelligent marketers here realize that. They brought it in front of us, which was beautifully done.

But how did they go for that kind of research, and then they went for an evaluative perspective associated with that, and then what kind of results it brought in and how they are taking it further. That is a beautiful thing, you would realize. The target audience is males, females, youth, families, professionals, and almost everyone.

So they exist, the product has a particular target audience, and they want to further dwell in that space. They want to make further inroads into that space. But here, they are focusing upon a very extraordinary kind of element.

Now objectives of the campaign were wherein Ariel urges mothers to be the change-makers, to drive household equality, and raise their sons to be capable of sharing the load. #ShareTheLoad. That means why daughters should do all the work. That is the context. So instead of daughters being told not to do the work, sons are being told to do the work. That is, share the load.

So that is the beautiful part, wherein equality has been pursued. Now Ariel wanted to bring about change and reignite the social conversation on household inequality by asking yet another pertinent question, are we teaching our sons what we have been teaching our daughters? With Ariel, it is straightforward to start sharing the load.

With its superior performance, anyone can do laundry and get the best results. That is the context that is the thought they have pursued. And it definitely is. I do not know about you, I have several opportunities, wherein I wash my clothes in my house. So yeah, that is to be specifically mentioned. And my mother taught me this, from the very beginning.

Because I watched my father doing that. So with all due respect, my father always shared the load at my house. Both were working. So definitely he took good care of our brothers. And he shared the load. So I have seen this happening in my own family. And I have been pursuing that goal of being a good human being. Just a disclaimer.

I am not promoting myself. the belief that mothers have a vital and empathetic point of view, Ariel urges mothers to be the change-makers of society and hence relook at how they raise their sons. Raising sons is a critical kind of thing.

Now there have been some insights from the primary research survey; as I said, they based it on their understanding. And here also evaluation, research, all these elements come in together.

74% of women have to think twice about accepting a promotion or additional responsibility at work due to the impact on household work. As I said that this is specific to the research outcomes, which have been mentioned in the source, and we have taken that from there.

There can be elements of debate related to the percentage, but we all understand that many women have been going through this, we know this. it is an implied thing. It is all around us. 68% of Indian men believe that weekends are for relaxation. I say it can be more than that, with

all due regard and respect to men.

While 72% of women believe that weekends are for grocery shopping, laundry, homework, and so on, mothers are mothers anyway. Even now, 52% of men think household chores are a women's job, and outside work is a man's job. Many times, I have seen that this is quite true. And 61% of the men feel too tired to take up any household work after work.

But 68% of women come back from work and do laundry regularly. It is a general scene that is going around us. This is expressed in percentages throughout the research. They have gone through an extensive process of going through this research. Now 40% of Indian men do not even know how to operate a washing machine. That I cannot say .

But as I said, they have researched and found the results. 5 out of 10 men do not do laundry as they never saw their fathers do it. As I said, I saw him doing that, my father. So I do it myself.

Now the campaign strategy was related to creating a recall, launch, and creating a business around the campaign that is promoting the latest campaign thought video across all verticals and triggering conversation and driving change through PR events, social media, influencers, and marketing associations, etc. We have discussed all of that.

And then campaign strategies were also related to sustaining the buzz and the culmination. The Pan India approach was used to sustain the buzz related to brand collaborations and concept-driven events. So it was taken to every target customer. And now comes an essential part, which we have been discussing the campaign evaluation.

In 2015, when Ariel launched the share the load campaign, 79% of men in their sample, whichever they were studying, thought that 79% of the men thought household chores were a woman's job. In 2016 this number had dropped to 63%, a dramatic and drastic drop, thanks to their campaign, which worked well. In 2018 this number reduced to 52%.

And I liked this. We are progressing. I admire this. And I will be talking about this in the ethical part of our discussion; when I would summarize that thing with reference to all of it, including ethics, wherein, I would be emphasizing that advertising is a driver. So here we are, seeing that it is driving.

Marc Pritchard, Procter & Gamble's global chief brand officer at the gender equality panel at World Economic Forum in Davos, presented that the sons #ShareTheLoad movement garnered 73 million views nationally. Approx. Reach within the target group was 80%. The total number of conversations came out to be 45,000. And the sentiment was 98% positive and neutral. Other brands joined in the cause to show their solidarity toward household equality.

Further, Ariel was ranked amongst brand equity's ten most trusted brands for the first time. That is the power of communication, and that is where evaluation comes to the fore. That is where proper research comes to the fore. That is where measurement criteria have to be there, and all of it is what we are discussing. Unaided brand awareness increase was 13% pre-share the load campaign versus after sharing the load.

The consideration increase was 21%. There was a considerable sales increase, and penetration went up, and I always refrain from calling it penetration. Acceptance went up to 11% versus a year ago. The engagement rate increased five times. And all these things which came up as results are the evaluating parameters they followed. They wanted to learn how unaided brand awareness would increase.

So that is where we are fixing up evaluative criteria. We follow those to look into those methodically and to take further actions and decisions. I stopped here with a thought shared with you on the importance of evaluation and measurement in integrated marketing communication. This case study exemplifies that. Go through it in detail through the sources given here.

And I will see you next time with some methodologies that would emphasize how to pursue measurement and evaluation. Till then, goodbye.