

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

**Module No # 02**

**Lecture No # 08**

**Design Thinking in IMC Part-II**

So welcome back, ladies and gentlemen; this section also focuses on design thinking. The grounds we developed established during an initial session were associated with understanding what design thinking should be. I will briefly go to 2 of the definitional elements we discussed last time to decipher a few things.

And then, I will return to the association of design thinking and the modes of communication and the marketing mix elements, as I said, with particular reference to the product life cycle and product line and production line as such.

Now recall the definition that design thinking is a human-centered approach wherein you have a connection with the perspective of your customer or beneficiary, or respondent. So human-centered approach and it is not difficult to keep yourself there. For example, you are developing a toy for someone.

You would be developing communication about that toy, let's say Barbie doll, one of the most famous and beautiful examples one would see, and then you will immediately understand how design thinking affected, so Barbie's communication about the person of the doll never said that Barbie is the same doll. Barbie became a brand, and every girl resonated with Barbie with a different kind of personality.

And that is the perspective directly related to the communication and the product or the brand goes. So, a human-centered approach to innovation draws from the designer's toolkit to integrate the needs of people and possibilities of technology and requirements for business success. So how would you use the complete production processes and the information set up to emphasize the positioning you have in mind.

And to realize that positioning through effective communication is precisely what we are discussing now, and we would not go for the elaborative kind of a relationship. We tried to look into whether we should understand the sequential or integral effects on design thinking on different elements of the complete process or due course of time. So then, let us come back to where we were.

Here we are focusing on the effects of modes on each other, and because now prominently; we have to focus on the communication side. So it is not just the complementarity; now we must think about that. For example, we create an advertisement, create a message, and look at a storyboard here. I am creating a narrative around a product; I want a particular positioning for that product.

I may have an advantage of duration and focus attention by a single customer on a mobile phone. However, I can use that concerning n number of customers. So many people would be watching that particular clip developed by me in the form of a short movie. But achieving that long attention span from many customers might be difficult. So I would try to advertise that clipping into a particular newspaper that morning or a television program.

I would be using the concise form of that extensive narrative in the form of a composite story cut short in a few seconds. And then, I would prefer to use that complete narrative in the form of a picture in a newspaper expressing the same context. And here, I am creatively thinking about putting up that narrative through different modes.

I am also thinking about the effect of that same storyboard with different limitations on the minds of other customers or the same customer. If I am talking of complementarity, nowhere I should be thinking two ways. If the same customer is looking at the same narrative in different modes, then that would be having a promotional motivating or recall-based effect wherein he has just seen that or he has gone into detail. He goes for recall through a short kind of picture.

But for example, if someone has not seen it on the internet at all, so would my picture or visual would remain in the mind of that particular kind of customer; otherwise, it would be futile because there would be a substantial portion of those customers who would be watching only that mode, let us not forget the purpose of those modes is not just advertising or communication modes; basically, a news channel is for news.

And if my communication is highly out of place as far as that particular news perspective goes, not only would I be going for a mismatched target there. But also, somehow, it would not resonate. You must have seen such advertisements which seem just out of place. Many modes often accept that kind of message because they have to generate revenue.

But I do not know why those products choose such programs for their messages. Is it just a package deal or something? I do not know because if somehow it does not gel with that kind of a program, it would not be creating that kind of a particular effect for obvious reasons. So we have to realize that as well. People are special when they release newspaper messages on sports, local

news, and coloring pages.

And they know that this message definitely would be witnessed somewhere else also. So let us not complicate this, make it simple when we are thinking about a particular letter, we have to reduce the time or the visual, or we might have only a visible. Then there is an associated body, which is in the form of the news in the newspaper and the state of the information on the television or program, and so on.

So how do all of these things together, all these messages, get integrated? Just draw, recall one advertisement use, anyone, write it down or draw somewhere watch that on the internet now. That can be quickly done. You do not have to depend upon when it is thrown at you. So go and type it there, surf it there, and find it. Watch it.

And wait for that television program showing that, watch it once again and try to find it out on some print media as well. And then wait for the time when sort audio you hear on some FM channel. And then realize what I am trying to say. Where do you find it entirely out of place as far as the program goes? You do not find integration between all the forms you have seen or heard until now.

If it gels everywhere and is effective, you are the developer of that message, a design thinker who visualizes the complete integration rather than only the complementarity. And this thinker is not only a creator person but also he understands the reach of different media and different modes. He understands the effect of those modes on the minds of the customer.

He understands how many customers are touched by all the media together. He understands how many customers do not overlap in terms of all the media reach, or they are segregatively handled, which means how many people are watching or reading newspapers only. One of my favorite examples is iNext. I think it is a newspaper, and it is India's, first for sure, and probably the only bilingual daily.

And it was developed from the perspective of the language used, which the people commonly speak. And as the person who conceptualized this, once he narrated it to me, he was very passionately telling me how it came to his mind. How did he discuss that with his senior colleagues? And then that went to a stage wherein they named it that way.

And then the timing they saw for that newspaper to reach a particular target they were focusing when that newspaper would be read by whom. And then what kind of news, so everyday use valid for all has to be there but then very customized information for that particular target. And obviously, the clientele who would advertise in that newspaper because that would be the

revenue generator.

You go through this case study, go to their website, read it once, try to understand and then go to a homemaker in your house. Let her read that newspaper at around 11:30 or 12. When her children are in school, not in covid days, they are busy with their classrooms from home. She has already prepared breakfast, lunch is yet to be ready, and she has some open windows for herself. Put that newspaper in front of her in the e-form or physical, whichever way you like.

And you would realize what I am talking about; you would immediately learn how this newspaper effectively thought of everything with the design thinking perspective. It is a beautiful case study. There are several other such cases in which you would realize several FM stations are specifically there. When you hear them speaking on several issues, you would immediately know what kind of a chord they are generating with what kind of customers.

They call them RJ's now those RJ's, they are marketers for sure, they are producers or people who are conceiving those programs and those channels and the orientation and those channels those are design thinkers fundamentally they very well understand this, how it is going to affect, what kind of discussion it might generate and so on. So this may go on and on, but let us focus again on the relationship of integrated marketing communication or design thinking perspective with other marketing mix elements.

And then come to the product life cycle and product line. So here comes to remember when last time we talked about the relationship of IMC with the 3 Ps. There we spoke of coherence. Here we are talking about conception of communication with a foreseen effect on product and price or a foreseen realization of that price by the company and satisfaction earned by the customer while he pays the price.

So when you are conceiving an advertisement, you have this target in your mind, creating a storyboard. That storyboard shows that particular target as if he is there, and he resonates with that, and that product from that picture comes to his room or the place. For example, you are talking about a pressure cooker. Whom would you show? Obviously, for a homemaker, what would be the element?

The element would be the effectiveness of that pressure cooker and the aroma it would generate because of the precise cooking. You might have because of that, but then the company talked about the safety of the homemaker. However, all the other elements were there. In that particular pressure cooker that company created a communication related to the safety of the homemakers "Jo biwi se Kare Pyaar, Woh Prestige Se Kaise Kare inkaar."

Now that was the tagline, a beautiful one, and all the homemakers started questioning the integrity of their spouses if prestige was not there. If you are going to the market and purchasing that pressure cooker and somehow you have suggested the other one, your intentions were not good. On the lighter side, that company touches that particular kind of cord with that kind of communication by integrating an element of production strength while suggesting that they are manufacturing a safer product.

Because it requires a safety element to be associated with, lots of quality assurance is necessary for such products. They might not give you a complete narrative of what kind of quality assurance procedures they are going through. But they touch the right cord, and then there are taste elements and those elements. So, you see, product safety communication and the price paid for that get gelled into that situation.

So whosoever is conceiving that kind of storyboard, advertisement, and the modes of that particular message are also looking into the strength they are putting in the production processes. Because after that message, you cannot afford to make a single mistake in that particular kind of product. They are several kinds of "Tana Na na na re pizza aaye free" remember that.

You are late, and pizza would be free. Still, after that, you cannot afford to be late, so you have created your transportation models, the people's training, and the pizza preparation. So you have to train your cooks, prepare the procedures, and teach the people who would be carrying the pizza, which would be taking the pizza to the customer.

And you have to train them on how to ride safely within the city within the city norms or speed limits and reach their effectively and press the bell just in time. Because if you want company would be losing money, and if the company is doing in 10 such cases, that would be a direct loss. Still, then the positioning and the image would have a beating. The competition would come out with advertisements that say pizza is always aaye free.

And that would be a detrimental kind of a strike against you, so they assured that it never happens, which is what design thinking is. It is not just throwing the message. It is related to augmenting the complete procedure and product. You will find it everywhere. What I am trying to do is I want to draw your attention to the fact that someone is thinking that way.

And you and I should be learning how to think that way. That is where design thinking IMC is now. Let's let go to a different, slightly different level. While conceiving the life cycle perspective in design about design thinking, people understand they talk about several types of research. Some textbooks talk about communication changes or flow of communication changes with the product's life cycle.

Several articles and chapters are associated with how the life cycle stages can be driven through different kinds of communication. But at the inception, most steps keeping all the factors aligned are conceiving all the elements to be aligned in due course of time, forcing all the changes that would be coming. If you are looking at things from the perspective of communication, how would you not let the life cycle stages change from the life cycle stage of growth change from itself or the growth of stagnation? How would you keep on staring?

Steering that stage or maintaining the growth trajectory, the product has risen. It has achieved a large number of customers according to the product production capacity of the organization. They are maintaining that, in fact, they are adding that.

I told you, "Desh ki Dhadkan" try and understand how hero motors do that. I have said that they manufacture more than 8 million bikes. I may be wrong about some number, or it might not be so true and in go with times, but it is a vast number, how many Activas they sold? Look at the numbers and how many Hero cycles are selling. Look at the numbers.

How are they maintaining that growth. Communication has a role to play there and conceiving that kind of communication which would go along in due course of time. While strengthening the product's positioning and maintaining its design thinking growth and that is where design thinking about communication broad line cycle comes in. Again I am talking of integrating elements, conceiving those all together steering those in an organized manner.

Marketing research changing environment changing preferences counts, but you have created leverage for that. Or you have made a scope for talking it all along. And then there are two more elements product line and production line. When would you change the form of the product while we are talking about it, or are we maintaining the growth trajectory? Definitely, in one state, it might not be so easy.

Although several products keep going in one form only and are known for that form, you slightly change it, which might not work for Coca-Cola. Have you ever been able to change the state of Coca-Cola, no and you would not be able to do that anyway? But you are still maintaining the growth, and you are repositioned or, I should say, strengthened its positioning several times.

But then there are several products wherein you keep changing the product's form a bit, at least not hampering much of your production processes. Some augmentation in shape or, some ingredients, some packaging, or something. Consumer products you find now and then or else you would not find anyways. Still, there are several biscuits which sort of chips you would see or detergents you would encounter so common.

So while looking at the whole growth trajectory, you are conceiving the foreseen product changes in the same line that is also a part of design thinking. But remember that it is essential for us to understand that design thinking would not be complete if I look at the product changes and not the production-related modifications accompanying that product change.

And if somehow I have to change the production process while changing this product entirely, it would be a costly affair. So should I be monitoring what am I expecting out of it? Am I hoping someone who understands communication should understand all the marketing and then the production operations? Partly right, yes, at least you should be aware of how it is correlated? And if you are not, you must talk to the people who know this.

And because that is where you would be able to create a successful campaign, a successful communication, and integrate it all through.

So if I have made my point till now, let me take you to this detailed picture. I have not enabled these elements to correlate directly through different arrows. Otherwise, it would have a complicated complete setup, but you are the center. And then there are various modes altogether, and you will also find public relations, which is never to be called advertising.

You have direct marketing there, wherein you are marketing, connecting to the customer, and getting feedback. Well, you have sales promotions. There you have product placements you have events, sponsorships, and remember. We initiated discussions 2 and 3 back when we referred to branded entertainment. So events and support are related to branded entertainment; word of mouth is the ultimate objective.

But it is a mode, and we must know how to generate word of mouth and then point of purchase displays personal selling out of home, broadcast, print, and so on. And by looking at this picture, keep on referring back to the discussions we have had up till now, not only in terms of the emerging trends which we discussed a while ago but specifically concerning the design thinking elements which we have just talked about put up one of your favorite examples in this picture.

Any tea, whichever; tea you consume every morning, for example, is your favorite coffee. Your famous shoe mobile phone brand which you are carrying in your hand at this particular moment or might be watching this video on that specific mobile phone as such, look at that brand. And recall what I have discussed in the past two sessions specifically, and you will get to know that from now on, you can build up an integration.

And the relationship between these elements and the rest of the features we have just talked

about, so I leave you with a particular thought that we must understand integration which is the main course of this subject, integrated marketing communication. So we must understand the integration coherence effect or mutual effect and functional, or I must summarize this concerning a functional correlation of all the elements.

Thank you see you next time, goodbye for now.