

INTEGRATED BRAND COMMUNICATION

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Lesson 6



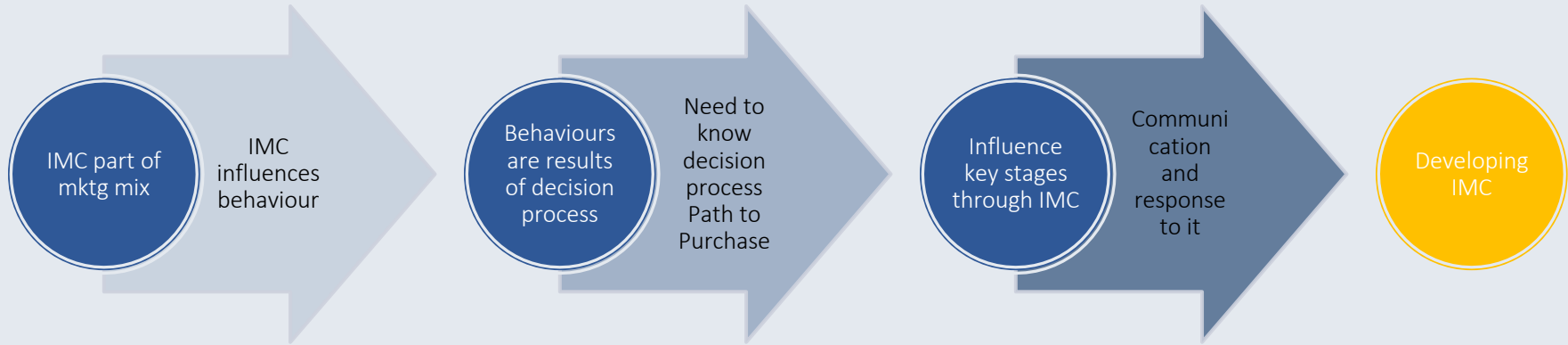
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LET'S LOOK AT SOME EXAMPLE

What's the brief?

- Cannes 2018 <https://www.youtube.com/watch?v=XPt3uMaqG7c>
- <https://www.youtube.com/watch?v=zHdJs84f-c4&index=22&list=PLM7XYJdrKx-hfP8KwBzYbhbijUnbpFE2>
- https://www.youtube.com/watch?v=RWf375ZY4WY&index=1&list=PLM7XYJdrKx-_hfP8KwBzYbhbijUnbpFE2

WHERE ARE WE NOW?



P2P lets me understand how people take decisions, what is crucial to know, when, from who.

Advertising tells things that will influence people's behaviours. I need to understand how it works and how people respond to it.

A BIT OF RECAP



P2P lets me understand how people take decisions, what is crucial to know, when, from who.

PATH TO PURCHASE TO FOCUS ON THE MOST RELEVANT STAGES AND DEFINE THE MARKETING OBJECTIVES

I realise I want something

I do some research

I evaluate options

I decide to buy one of them

I realise it was good/bad decision

Problem recognition

Information search

Alternative evaluation

Purchase decision

Post-purchase evaluation

How, when, why, where do they realise they have a problem?

Who is the most important influencer?

What channels?

What is the role of digital?

How, when, why, where do they search information?

Who is the most important influencer?

What channels?

What is the role of digital?

How do they select? Why this specific brand?

Who is the most important influencer?

What channels?

What is the role of digital?

What happens in the point of purchase?

What can make them change their mind?
Who is the most important influencer?

What is the role of digital?

What happens after?

Would they talk about their experience? How and where?

What is the role of digital?

WHY IS THIS SO RELEVANT?

Once we have laid down the process we will be able to answer critical questions that allow us to focus all the marketing activities.

In specific:

1. How important is each stage? How relevant is for the purchase decision?
2. Is this stage an opportunity to bring people in or a risk of losing them?
3. Who does influence each of those stages? Friends, family, advertisers, officials, government... Can we influence them? How? What are the best channels we can use? What's the role of digital here?

**Problem
recognition**

**Information
search**

**Alternative
evaluation**

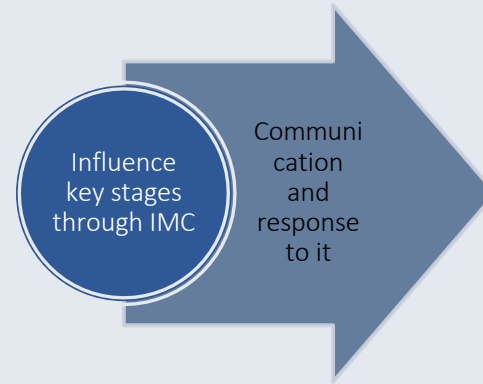
**Purchase
decision**

**Post-purchase
evaluation**

HOW DO WE USE IT IN REAL LIFE?

1. **Use data, research experience and interviews to create the map.** Each product category is characterised by a different map where each phase can be more or less important.
2. **Go in details of each phase:** what happens? How important is it? What are crucial pain-points? Who are influencers per each stage?
3. **Check and define actions per each stage:** how can we be relevant in this stage? What should we do? Are we operating correctly? How can we use communication to influence people in the most crucial stages (crucial as the ones that are more relevant to bring people to the purchase act)

A BIT OF RECAP



Advertising tells things that will influence people's behaviours. I need to understand how it works and how people respond to it.

HIERARCHY OF EFFECTS TO UNDERSTAND THE COMMUNICATION PROBLEM

A brand or a product can suffer a **specific problem at any specific stage** in the described model (ex. low awareness or low conviction).

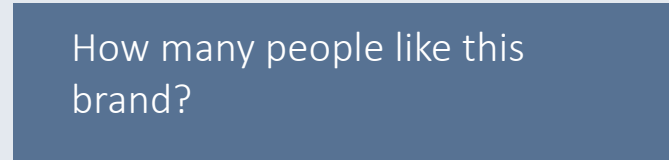
In this example, here's the biggest gap, a lot of people like the brand but when it comes to think it performs better than competitors, there's a big drop. Why? What is happening? Identifying this issue will be critical to plan for the right actions and responses.



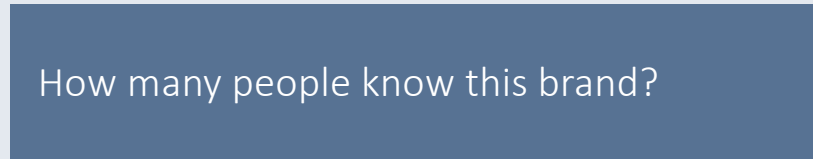
How many people of them do actually buy?



How many people think this brand is better?

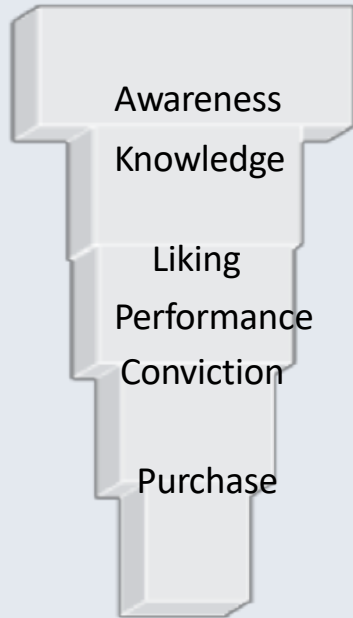


How many people like this brand?



How many people know this brand?

ROLE OF COMMUNICATION > RESPONSE



Roles of communication:

- Create awareness →
- Create a favorable impression →
- Modify attitudes →
- Sustain awareness →
- Reinforce attitudes →
- Make people take action →

Type of desired responses:

- "Ok I know you exist"
- "That's a good idea"
- "Really?"
- "Of course I know"
- "Yes, that's my brand!"
- "Oh I should go do that now"

IN SUMMARY



Use pyramids (or any similar tool) to understand the crucial issue the brand is facing in a specific moment



Once identified the issue we can assign a role to the communication. This is the communication objective (how communication will solve the problem)



Once identified the role of the communication I want to plan in advance what type of reaction I expect from people. This will help our creative teams to use the right creative tools



RESPONSE MODELS: IMPLICATIONS

IMPLICATIONS: Why is this important for us?

1. Analysis helps marketers understanding **where is the crucial problem** and what stage that they want to influence with their activities (role of the communication)

Example: is there a problem with this new product because people don't understand how it works (knowledge) or because they don't know that the product exist (awareness). Implication: 2 different message/activities to solve the 2 above problems

2. Forces marketer to think ahead **what response they want from their communication activities**. This way creatives and agencies know what best tools to use.



DECISION PROCESS & RESPONSE MODEL

Two similar thinking frameworks that refer to different things, don't confuse them.

The Path to Purchase (**decision process**) helps us understanding how people decide in different situations, focus what to say, in what stage in order to influence a specific behaviour.

It is usually analysed at category level.



The **response model** helps understand what do people know and feel about a specific brand. It is done at brand level and helps understanding what I have to do with IMC in order to influence that specific behaviour.

FOCUS BRAND EFFORTS
AND INVESTMENTS ON
WHAT REALLY MATTERS

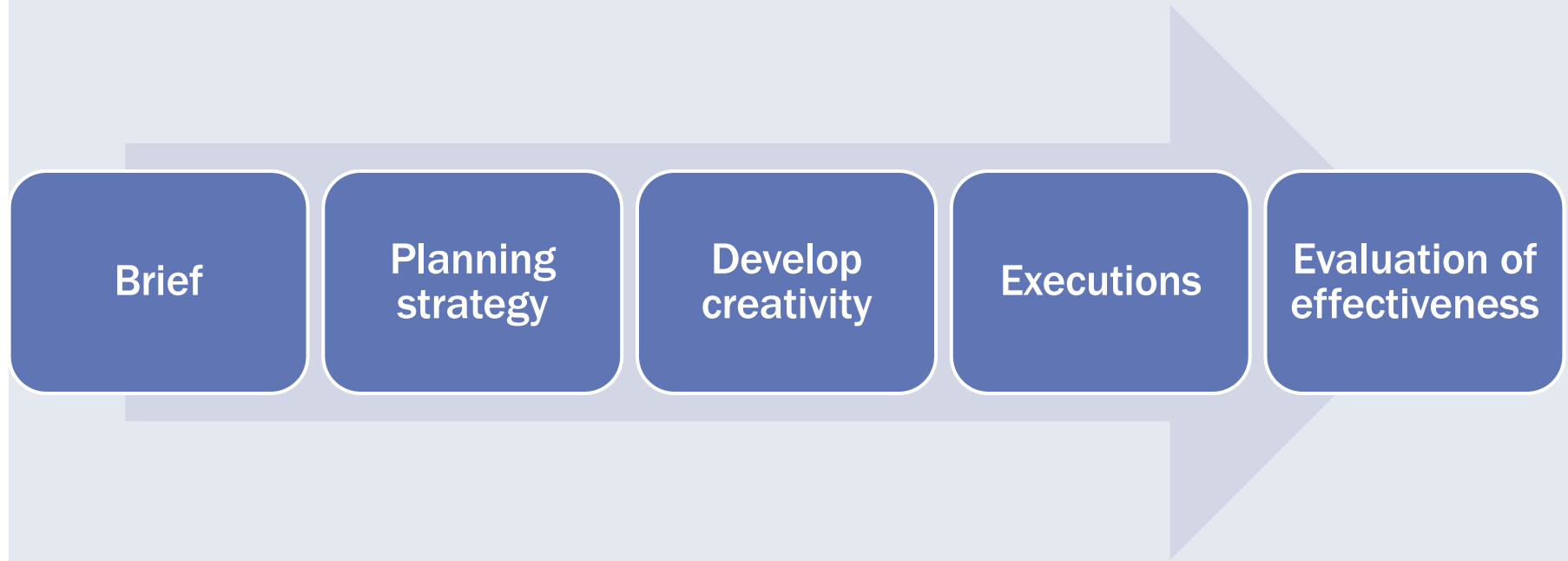
WHY DID WE TALK ABOUT THIS?

- Communication strategy starts from understanding what is the core problem / opportunity of a brand at a certain point in its life. For this purpose we need tools.
- *Path to purchase / Digital Funnel* helps us understanding the decision process that characterizes a certain category and what stages are crucial. We look at people and define what really influence them throughout the path. This informs our strategy with ideas on what to say, when is important to say it, where to say it and who can help us spreading the information.
- *The response model* helps us defining crucial issues / opportunities with our brand or product in a specific moment in time. We look at how people perceive our brand, what and how we should communicate. This informs our strategy with clear roles of communication as well as expected responses.

DEVELOPING COMMUNICATION

The phases

The phases of IMC development



The phases of IMC development



INTO THE DETAILS OF THE STANDARD BRIEF

- A. What is the **Job-to-be-Done** and resulting marketing objective? ▲
- B. What is the measurable communication objective for this Job to be Done? ▲

Note: if briefing for an Execution, please specify the JtbD & Objectives for that Execution.

- What **insight** drives this brief? ▲

- Who is our **target** audience? ▲

- A. If Briefing for a Campaign Idea: Initial recommendation on required **channels to reach and engage our target and why**: ▲
- B. If Briefing for an Execution: What is the **role of this execution within the Channel Strategy**?

- What do they **think and do now**? (in relation to our brand and its product category) ▲

- What would we like them to **think and do in response** to the communication? ▲

- What is the **single most important point** to communicate? ▲
- Why **should they believe** it? ▲

- Practical requirements:
- Timings: ▲
- Budget: ▲
- Geographical Scope (highlight any key regional/local differences):
- Assets: ▲
- Mandatories (if required, maximum of three): ▲
- Legal & Other considerations: ▲
- Agency Next Step: ▲

- IBC Leader: Unilever & Agency ▲
- Team Members:
- Roles, Remuneration and Rights*:

- Business Card Summary: ▲

TODAY WE WILL FOCUS ON:

Section 1: Objectives

- A. What is the **Job-to-be-Done** (Brand Task) and resulting marketing objective?
- B. What is the measurable communication objective for this Job to be Done?

Section 2: Insight

- What **insight** drives this brief?

Section 3: Target

- Who is our **target** audience?

Section 4: Channels

- A. If Briefing for a Campaign Idea: Initial recommendation on required **channels to reach and engage our target and why**:
- B. If Briefing for an Execution: What is the **role of this execution within the Channel Strategy**?

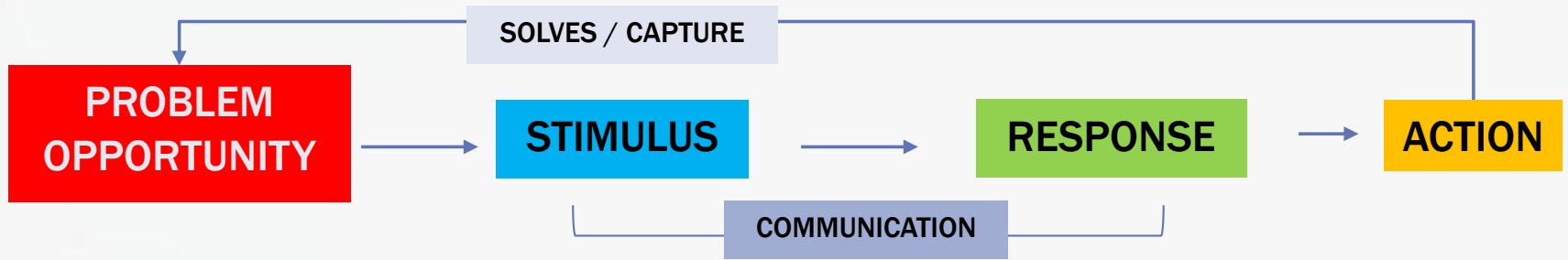
- What do they **think and do now**? (in relation to our brand and its product category)

- What would we like them to **think and do in response** to the communication?

Section 5: Key point

- What is the **single most important point** to communicate?
- Why **should they believe** it?

YAWP



DEFINING PROBLEMS AND OPPORTUNITIES

- At each moment of its life, brands are facing either problems to solve or opportunities to grab.
- Those represent the starting point for each marketing activity and as consequence the starting point for each brief, whether for the development of a new TV commercial or a new promotion.
- For example, brand x might face a strong sales decline because of competitors' activities (a problem) or brand y might have developed a new service to cater the needs of a specific target group that no competitor is currently addressing (opportunity).
- Whether a problem or an opportunity, it is crucial to be crystal clear on what we are trying to do and in order to clarify this for us and the stakeholders we use 3 main tools: Brand Task, marketing objectives and communication objectives.
- In the next slides we will learn what they are and how to set them.

WHY DO WE NEED COMMUNICATION?

DEFINING OBJECTIVES



Brand Task

A definition of what type of task the brand has to face expressed in a very practical way.

Marketing Objectives

A measurement of the behaviour we want to address (example: we want people to buy more of brand x or to buy brand y instead of brand z, or we want them to buy more often).

Communication Objectives

A measurement of how our communication activities will help convince the target to behave the way we defined in the marketing objectives. (example: we want to make people aware of a new product or we want to change perception towards brand x). Communication here is intended in all channels: offline, online and onground.

CASE STUDY – YAWP - OUR OBJECTIVES

BUSINESS

REVENUES \$\$\$

Get additional 2MB revenues in in 2020

MARKETING

Increase penetration

Get 10 projects in 2020 (any combination of workshops or training sessions)

Make more money on what we sell

Higher prices

Reduce costs

MKTG ACTIVITIES

Increase awareness

Create New Projects

Propose my training abroad

Reduce my fee

COMMS ACTIVITIES

Leverage digital communication to get HR directors and brand managers in Mid/Big FMCG companies, to contact YAWP to present credentials.
40 new leads in 2020

YAWP

WHY DO WE NEED COMMUNICATION? DEFINING OBJECTIVES





why are we doing this?

THE KEY MOST IMPORTANT THING TO
UNDERSTAND BEFORE STARTING DEVELOPING
STRATEGIES

WHAT IS THE PROBLEM WE ARE TRYING TO
SOLVE?

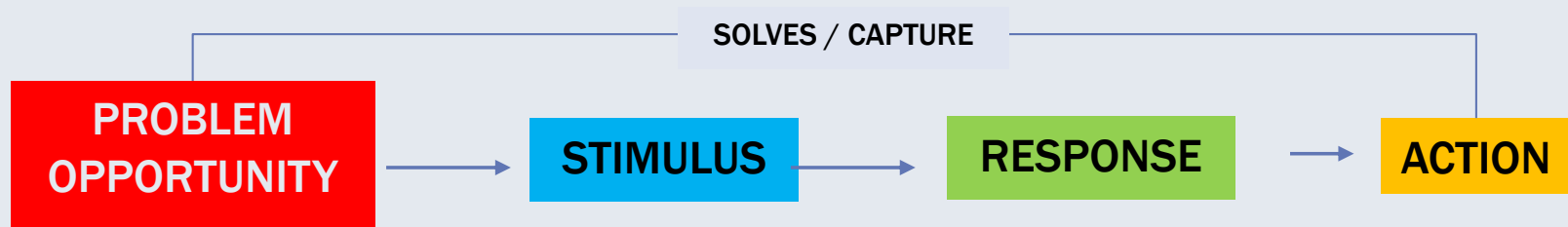
WHAT IS THE OPPORTUNITY WE ARE TRYING TO
GRAB?

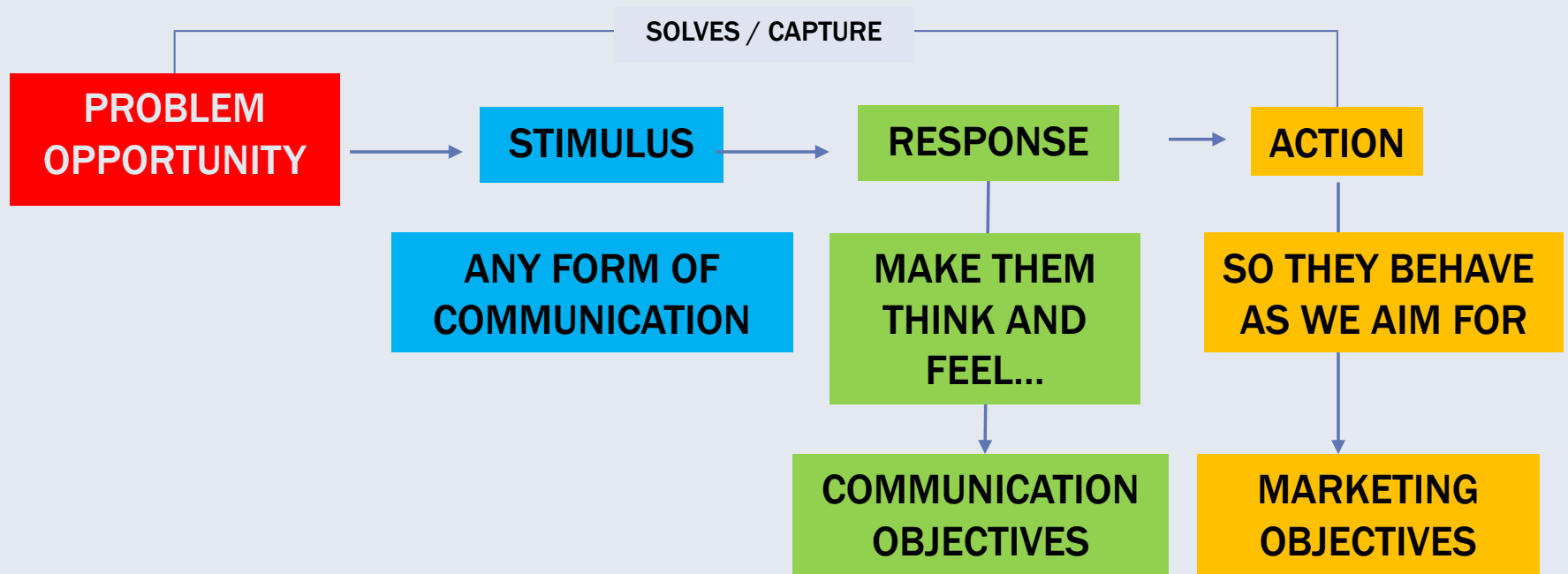
WHERE DO I START TO
IDENTIFY THE RIGHT
PROBLEM / OPPORTUNITY?

Path to purchase
Response model
Researches
Market data
Intuition
...



ONCE I UNDERSTAND THE PROBLEM I NEED TO
STATE IT IN A WAY THAT WILL ALSO SUGGEST AN
IMMEDIATE DIRECTION TO BE SOLVED.
THIS THING WE THE BRANDTASK.





WHAT IS THE BRAND TASK?

The exercise is very simple: define the brand task by completing the phrase...

get **WHO** to do **WHAT**

Change
Behaviour/
Change
Perception

by...

(convincing them about something or overcoming a barrier)

WHAT IS THE BRAND TASK?

Every marketing activity is trying to provoke a change in a target's behaviour through some form of communication. Brand task is a tool used by many agencies and companies that helps define what behaviour we want to address and how to do it.

As you can see, the brand task formalises what the brand needs to do by forcing marketers think about:

- a) Who is the most relevant target: “get_who” – who's the target?
- b) What actions we want the target to take: “to do” – what behaviour we want to create or change?
- c) What the communication will need to do: “by” convincing them about something or overcoming a barrier – how will our communication provoke the change in the behaviour that we want to provoke?





Enfa
A

เวิร์คช็อป
“สร้างลูกฉลาด
ตั้งแต่ในครรภ์
ผ่านเสียงดนตรี”
(ฟรี! ไม่มีค่าใช้จ่าย)

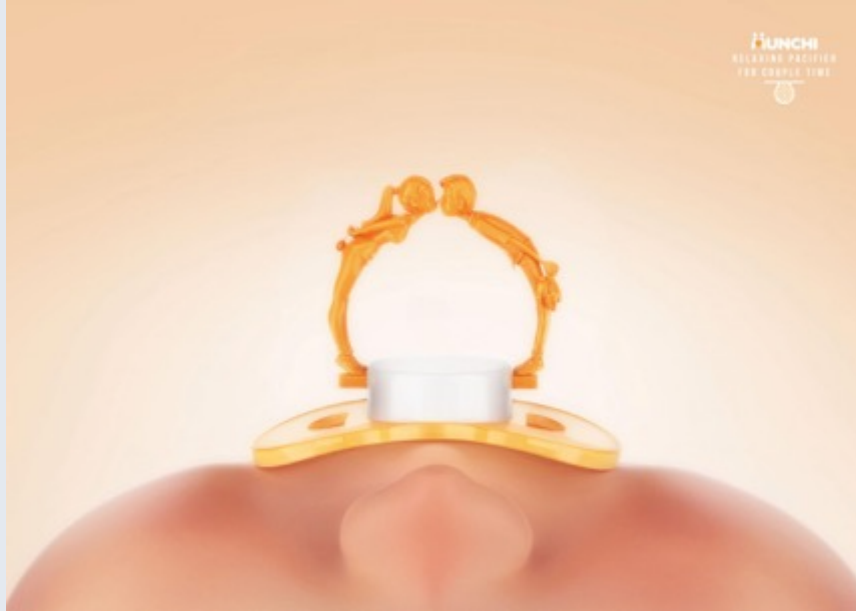
ฉลาดคิดตั้งแต่เด็ก

พร้อมรับสองกระป๋อง
กระตุ้นพัฒนาการลูกน้อย

GET ANXIOUS MOMS TO
CHOOSE ENFA BY
CONVINCING THEM THAT
THE BRAND HAS
PRODUCTS AND
ACTIVITIES TO HELP THEM
GROWING SMART KIDS.



Get business owners and CEO's to choose A1 Digital by surprising and shocking them with the consequences of not digitalizing their assets.



Relaxing pacifier for couple time



Relaxing pacifier for game time

IN ORDER TO DEFINE THE BRANDTASK WE NEED TO DO A SERIES OF ACTIVITIES:

1. Define the target (see the specific section on target).
2. Define the behaviour change we need to provoke.

THE BEHAVIOR CHANGE

**PROBLEM
OPPORTUNITY**

STIMULUS

RESPONSE

ACTION



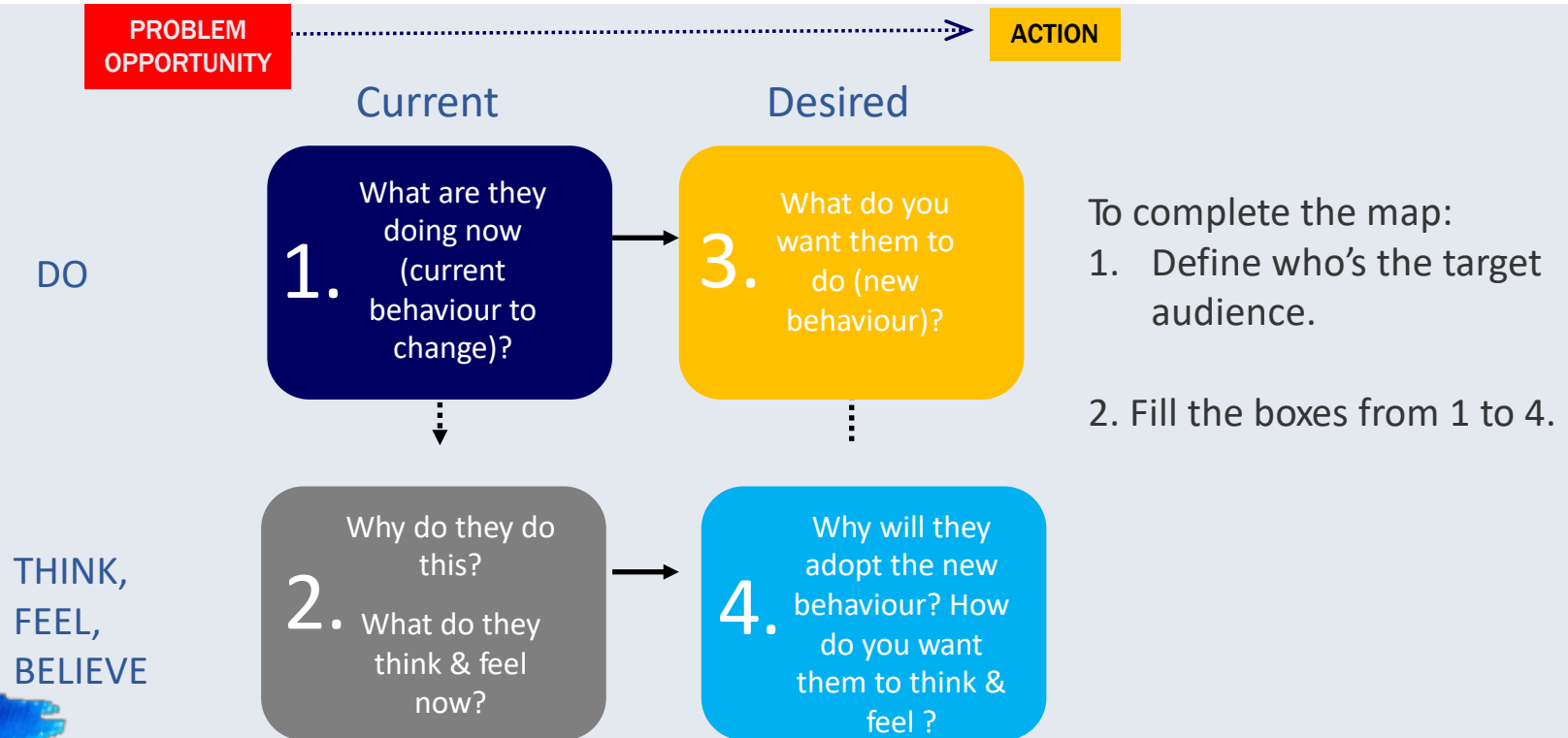
What do they do now?

Why are they doing this?
(insight)

What do we want them
to do in the future?

1. define what is the current behaviour we want to change and clarify what's the key reason behind it (insight).
2. define what's the new behavior we want them to adopt.
3. think on how to influence them by tackling the key reason behind current behavior.

TO FRAME OUR BRANDTASK WE MUST IDENTIFY THE DESIRED BEHAVIOUR USING A MAP



DEFINE OBJECTIVES – WHY DO WE NEED COMMUNICATION ?



MARKETING OBJECTIVES

- A measurement of the behaviour we want to address (example: we want people to buy more of brand x or to buy brand y instead of brand z, or we want them to buy more often)
- Please note, this is a statement of what the brand wants to achieve with some specific element of its marketing mix (pack, price, promotion, place)
- Most of the times it is related to a behavior change
- Usually we use the path to purchase to inform the brand task; marketing objectives are defined in the first section of it (get who to do what)
- Has to be measurable



DEFINE OBJECTIVES – WHY DO WE NEED COMMUNICATION ?



COMMUNICATION OBJECTIVES

- A measurement of how our communication activities will help convince the target to behave the way we defined in the marketing objectives.
- Please note, this is a statement of what the brand wants to achieve with the communication (i.e. how communication will influence a specific behavior). Communication here is intended in all channels: offline, online and onground.
- Usually we use the hierarchy of effects to inform the brand task; communication objectives are defined in the second section of it (by doing xxx)
- Refers to what can be influenced by communication: awareness, knowledge, attitudes
- Has to be measurable



MARKETING OBJECTIVES VS. COMMUNICATION OBJECTIVES

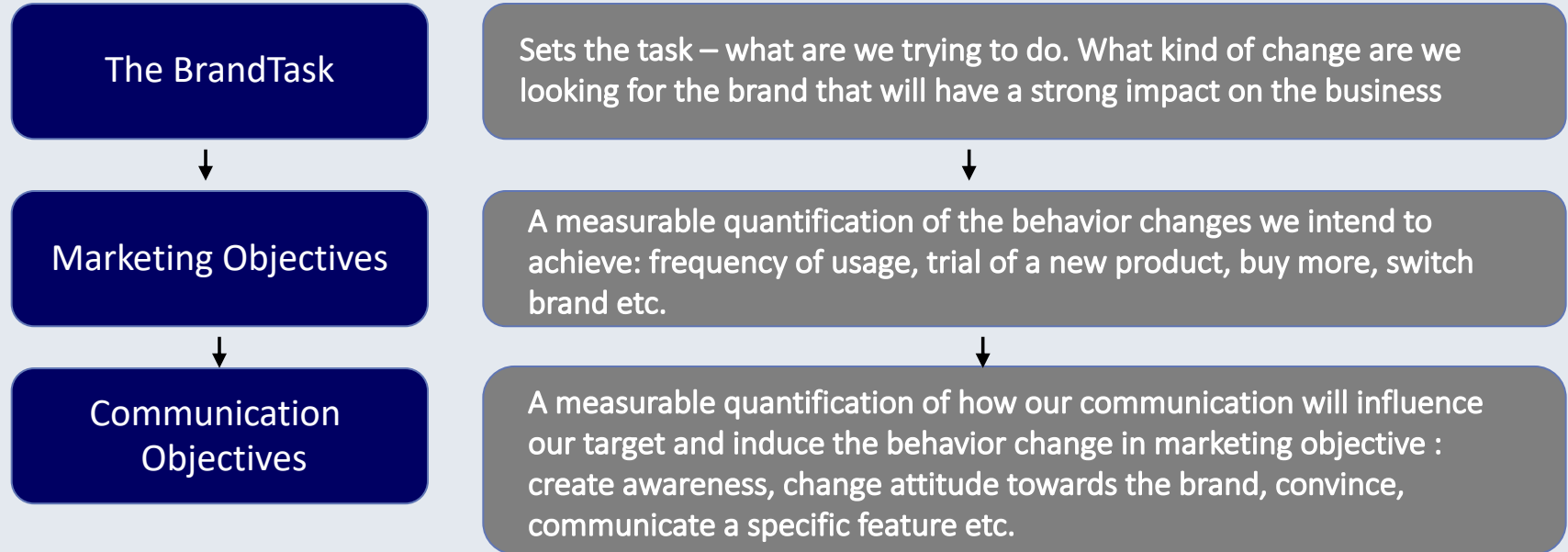
Don't confuse the two, they're not the same thing.

- **Marketing objectives** refer to behaviour we want to address, either by changing them in our favor or creating new ones. This behaviour can be influenced through many marketing activities, some can include communication, some will not.
When we talk about marketing objectives we talk about frequency, penetration, loyalty, purchase, brand switch...
- **Communication objectives** are a subset of marketing objectives and they are related to what can be influenced by communication.
When we talk about communication objectives we talk about: awareness, perception, affinity, conviction...
Refer to what can be achieved by communication to people's attitudes, feelings, thoughts.



LISTERINE

- LISTERINE
- <https://www.youtube.com/watch?v=QGFVAE5b5p4>



MKTG & COMM OBJECTIVES ARE DEFINED IN THE BRAND TASK.

GET **WHO** TO DO **WHAT**

A behavioral change that defines the marketing objective. Example: get wives to buy male shampoo for their husband – Mktg objective: increase penetration amongst wives

BY DOING **XXX**

A change in their attitudes that comes from the communication activities of the brand. This defines the communication objective. Example: by convincing them that their husband need a shampoo for men to maintain their healthy hair – Communication objective: drive awareness

BrandTask

Marketing
Objectives

Communication
Objectives

The Brand Task



Marketing Objectives



Communication
Objectives

Get university students to visit the pizza restaurant once more every month by creating a friendly environment where they can hang out



Improve frequency of visit of the pizza restaurant from 1 time every 3 months into 2 times every 3 months



To create awareness of the new afternoon happy hour and wi-fii free

PEPTEIN CASE STUDY

PEPTEIN CASE

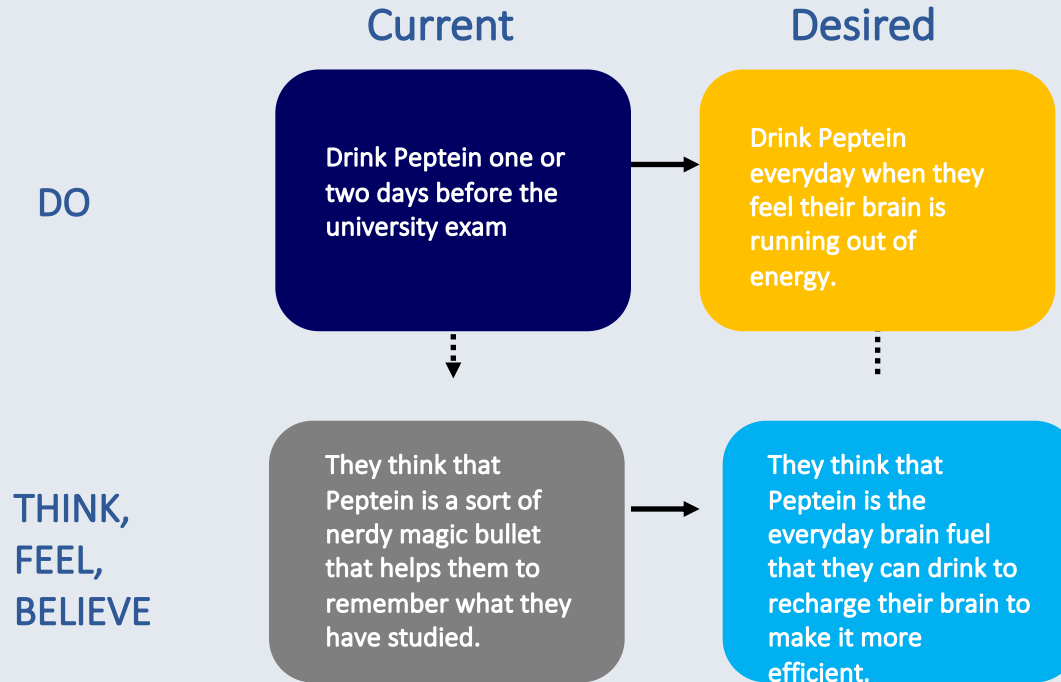
Brand problem: Peptein has low penetration and consumption rates because it is considered a special occasion product that students consume just before taking exams. As consequence it suffers from a “nerdy” image amongst a small target group.



TASKMAP FOR PEPTein

Target: Thai students

Note: I've chosen a specific target, if I change it the whole approach must change.



PEPTEIN CASE

Brand problem: Peptein has low consumption rates because it is considered a special occasion product that students consume just before taking exams. As consequence it suffers from a “nerdy” image amongst a small target group.

Solution: enlarge usage occasions by repositioning Peptein as the “brain oil” that everyone needs during the day.



PEPTEIN CASE

BrandTask: Get progressive thinkers in Thailand to choose Peptein by convincing them that It is the only product that refuels their brain energy everyday.



BrandTask

Marketing
Objectives

Communication
Objectives

The Brand Task



Marketing Objectives



Communication
Objectives

Get progressive thinkers in Thailand to choose Peptein by convincing them that It is the only product that refuels their brain energy everyday.



Increase frequency and consumption occasions.



To establish Peptein as the brain fuel that everyone needs in their daily life.
To build credibility of Peptein as the brain expert

ON DIGITAL

objectives



Create new campaign ⓘ

Use existing campaign ⓘ

Campaign: Choose your objective.

Switch to Quick Creation

What's your marketing objective? [Help: Choosing an objective](#)

Awareness	Consideration	Conversion
Brand Awareness	Traffic	Conversions
Reach	Engagement	Catalogue Sales
	App Installs	Store Traffic
	Video Views	
	Lead Generation	
	Messages	

Activity: use FB ads manager to go through ads objectives



GOAL

Build awareness and ad recall

Capture the attention of new potential customers and keep your brand top of mind with existing ones.



GOAL

Grow consideration and interest

Influence potential customers in the opinion-shaping moments when they're most receptive to your message.



GOAL

Drive action

Reach potential customers in decision-making moments, and make it easier for them to take meaningful actions that you can measure.

Activity: use YT ads manager to go through ads objectives



Select the goal that would make this campaign successful to you ?



Sales



Leads



Website traffic



Product and brand consideration



Brand awareness and reach



App promotion



Create a campaign without a goal's guidance

Select a campaign type ?

Search



Reach customers interested in your product or service with text ads

Display



Run different kinds of ads across the web

Shopping



Promote your products with Shopping ads

Video



Reach and engage viewers on YouTube and across the web

Activity: use google ads manager to go through ads objectives



Awareness

Promote your Tweets and maximize your reach.



Tweet engagements

Promote your Tweets and get more Retweets, likes, and replies.



Followers

Promote your account and grow your Twitter following.



Website clicks

Promote your website and get more traffic.



App installs

Promote your mobile app and get more downloads.

Activity: use TW ads manager to go through ads objectives