STUDENT PROJECT
Building an IMC Campaign
IMC Plan Pro

Introduction

The Building an IMC Campaign exercises are designed to accompany the Clow and Baack Advertising, Promotion, and Integrated Marketing Communications (3e) textbook. This can be accomplished by following the instructions on this Web site or by purchasing the IMC PlanPro Handbook and accompanying disk from Prentice-Hall. The disk and Handbook provide detailed instructions and examples for each section of the IMC Plan.

The primary goal of Building an IMC Campaign is to provide an integrated learning experience that allows you to apply the theories and concepts presented in various chapters and to help you produce an IMC plan that can be placed in a portfolio. For each chapter in the textbook, specific tasks are suggested that will build on concepts you have learned. When the project is finished, you will have prepared a complete Integrated Marketing Campaign. To simplify the tasks, it is recommended that you deal with three overall IMC objectives. The first IMC objective is targeted toward consumers, the second should be for the distribution channel, and the third should focus on other businesses.
Building an IMC Campaign Outline

In preparing the IMC campaign, it is recommended that you utilize the following outline. As shown, you are asked to develop three IMC communication objectives based on a promotional analysis and a clear understanding of the product's corporate and brand image strategy. From these three communication objectives, you will integrate the various IMC components into a seamless communication plan. Please keep in mind that the outline is merely a guide and can be modified to fit your particular company or product.

The Sections that end in “0” such as 2.0, 3.0, 4.0, etc. are introductory sections. After you have completed a section, you should go back and write this first part. It is usually only one or two paragraphs that summarize the materials in that section.

1.0 Executive Summary

2.0 Corporate and Brand Strategies
   2.1 Corporate Image Strategy
   2.2 Brand Development Strategy
   2.3 Brand Positioning Strategy
   2.4 Public Relations
   2.5 E-Active Marketing

3.0 Promotion Opportunity Analysis
   3.1 Communications Market Analysis
      3.1.1 Competitors
      3.1.2 Opportunities
      3.1.3 Target markets
      3.1.4 Customers
   3.2 Distribution Strategy

4.0 Integrated Marketing Communications Management
   4.1 Communication Objectives
   4.2 Communication Budget
   4.3 Agency Selection
   4.4 IMC Evaluation

5.0 Integrated Marketing Communication Objective One (Consumer)
   5.1 Objective One Budget
   5.2 Advertising
   5.3 Media Plan
   5.4 Consumer Promotions
   5.5 Database Management
   5.6 Sponsorship, Cause-Related, and Green Marketing Programs
   5.7 Alternative Marketing Programs
6.0 Integrated Marketing Communication Objective Two (Distribution Channel)
   6.1 Objective Two Budget
   6.2 Advertising
   6.3 Media Plan
   6.4 Trade Promotions
   6.5 Database Management

7.0 Integrated Marketing Communication Objective Three (Business-to-Business)
   7.1 Objective Three Budget
   7.2 Advertising
   7.3 Media Plan
   7.4 Business Promotions
   7.5 Database Management
   7.6 Sponsorship, Cause-Related, and Green Marketing Programs
Chapter 1 Student Project
Pick a Product

An effective Integrated Marketing Communications program involves applying the concepts and techniques contained in the Clow and Baack textbook. The assignment for Chapter One is to pick a product to be used throughout the entire IMC Plan. Your instructor may provide a product for you or you may be allowed to choose one of your own. Some possible product choices include:

- Individual size bottled water
- New ink pen
- Chopsticks
- Baseball
- Perfume or cologne
- Purse
- Errand running and reminder service
- E-trade service for Nasdaq stocks

Chapter 1 IMC Plan Pro Exercise: Pick a product.
Chapter 2
Student Project
Developing a Brand Name and an Image Management Program

In this chapter, you should develop a corporate image and a brand strategy reflecting Sections 2.0 to 2.3 of the IMC Campaign outline. More specifically, a brand name and an accompanying logo should be designed and chosen. Also, a corporate name, which may or may not be the same as the brand name, should be selected. For instance, Procter & Gamble is the corporation. Within P & G are a large array of brands, such as Cheer, Tide, Oil of Olay, Cover Girl, Head & Shoulders, and Crest.

The introduction to Section 2, Section 2.0, should contain a history and/or an introduction of your product and corporation as well as a summary of the section. This will provide the reader background information. In Section 2.1, the corporate image to be conveyed to the various publics is specified. You should also discuss how this would be accomplished. In Section 2.2, the brand name is identified and a logo is developed following the principles presented in the text. You should also develop a brand strategy. In Section 2.3, one of the positioning strategies discussed in the textbook should be chosen along with a discussion of how that positioning strategy fits with your target market analysis and market segmentation strategy that will be developed in Chapter 4. It is at this point that you should realize the importance of integrating the corporate strategy, brand name, logo, and positioning strategy together with the analysis conducted in Chapter 4. Please keep in mind that you may need to come back to this section and make modifications after you complete the promotion opportunity analysis discussed in Chapter 4.

*Chapter 2 IMC Plan Pro Exercise: Complete Sections 2.0, 2.1, 2.2 and 2.3.*
Chapter 3
Inducing Consumers and Businesses to Buy a Product

Developing a high quality IMC program requires an understanding of consumer buying behavior. If you are also marketing to other businesses, then an understanding of business buyer behavior is also necessary. Based on the concepts presented in this chapter, you should begin working on section 3.0 of the IMC Campaign. While this section will be completed following Chapter 4, it is a good idea to start working on it in conjunction with the materials from this chapter. The customer analysis, section 3.1.4, is the most relevant section. You should think about the consumer decision-making process and how it relates to your product. Analysis of an external information search is especially important here. The information yielded by the search will be used in developing a media plan in later chapters. Factors that affect the purchase decision should be identified as well as current trends that may have an impact. Identifying these factors will help in developing the tactical portion of the IMC campaign.

You should gain a solid understanding of how consumers make product-purchasing decisions along with the factors that might influence those decisions. It is important to recognize that the more you know about your customers, the more effective your IMC program will be.

All of the products and services suggested in Chapter One have potential business buyers and should be marketed through some type of distribution channel. In this chapter, you should consider potential business-to-business customers as well as channel members who would carry the product.

If the IMC Plan is for a manufacturer, you should identify wholesalers, distributors and retailers that will handle your product. Section 3.2 of the IMC campaign outlines the distribution strategy and how you will get your product from the factory to the consumer or business that will purchase it. Both the consumer channel of distribution as well as the business distribution channel should be discussed.

Chapter 3 IMC Plan Pro Exercise: Complete Section 3.2 and begin working on Section 3.1.4.
Chapter 4
Conducting a Promotions Opportunity Analysis for Your Product

This chapter is critical because it lays the foundation for the IMC campaign. You should perform an opportunity analysis for your product, recording the material in Sections 3.0 and 4.0 of your IMC Plan. The following steps should help you in conducting this analysis.

Step one of the promotions opportunity analysis is to perform a communications market analysis. In this step, you should examine your competitors, the opportunities you see for your product, the target market for your product, and your customers. For Section 3.1.1, identify and describe your primary competitors. How will you compete effectively against them? For Section 3.1.2, what opportunities do you see for your product?

In Section 3.1.3 you should discuss target markets. For most products, there are multiple target markets. Use the information in the last part of the chapter on segmentation in this section. How did you segment the market? Be sure to include business customers as well as consumers or end-users in this discussion. Section 3.1.4 should contain a detailed description of your customers. Here is where information from Chapter 3 should also be included. What is the decision process? What information do potential buyers seek in making a decision?

The next part of the communications market analysis, the position analysis, should have been completed in conjunction with materials found in Chapter 4 and should already be in your IMC Plan.

Step 2 in the promotion opportunity analysis is to establish the three communication objectives you wish to accomplish. The first communication objective deals with the consumer market, the second with the channel of distribution, and the third with the business-to-business market. The communication objectives are to be placed in Section 4.1 of the IMC Plan. These communication objectives will be re-evaluated in later chapters, however, at this point you should establish the objectives you believe you want to accomplish, based on the results of the previous step, the communications market analysis.

Step 3 of the promotions opportunity analysis establishes a budget. For a national product, we would suggest a $200 million communications budget. The breakdown for this budget comes later. At this point you can identify which budgeting method will be used in developing the communications budget after the company is fully established. It is helpful in developing your budget to utilize the Internet to see if you can find the promotional budget of any of your competitors. This budget information should be placed in Section 4.2 of the IMC Campaign.

Chapter 4 IMC Plan Pro Exercise: Complete Sections 3.0, 3.1, 4.1, and 4.2 of your IMC Plan.
Chapter 5
Constructing an Advertising Program

In this chapter, you will be performing a number of tasks from selecting an advertising agency to developing your advertising goals for each objective. Specifically, you will:

1. Select an advertising agency
2. Develop your IMC budget for each objective
3. Outline your IMC methodologies for each objective
4. Discuss your advertising goals for each objective
5. Write a creative brief for each objective

A critical decision to be made in this chapter is the choice of an outside advertising agency. Begin by exploring whether or not an outside agency is desirable, or if the work can be performed in-house. Your instructor may require you to use an outside agency so you can gain some experience in selecting an agency. If an outside agency is used, you should go through the steps outlined in this chapter and place the material in Section 4.3 of the IMC campaign.

The second part of the IMC Campaign to be completed in this Chapter is to discuss what portion of the IMC budget will be used for each communications objective and what portion of that budget will be devoted to advertising. The total IMC Campaign budget should be divided among IMC Objective One, Two and Three with a rationale for your decision. This information is then added to the material in Section 4.2. It is highly likely that you will not have any experience with budgeting. Therefore, the following budget breakdown is suggested.

- IMC Objective 1: $ 60 million
- IMC Objective 2: $100 million
- IMC Objective 3: $ 40 million

Objective 1 addresses your communication plan for the consumer market, Objective 2 addresses the distribution channel, and Objective 3 is for the business-to-business market. Students tend to place the greatest dollar expenditures in Objective 1, the consumer market. In reality, however, the greatest amount will go into Objective 2. Recall from Chapter 4 that a large portion of marketing dollars is for trade promotions, which is part of the distribution channel. Therefore, it would not be unusual for a manufacturer to spend 50% to 70% of the company’s marketing dollars for Objective 2.

After you have completed the budgeting for each objective, go to the respective budget sections (Sections 5.1, 6.1, and 7.1). Using the budget information you just prepared, discuss how the money will be spent and what type of methodologies you will use for each objective. For instance, for the Consumer Objective 5.1, you may allocate $60 million. This will be further broken down into allocations for consumer advertising, consumer promotions,
sponsorship programs, frequency programs, direct marketing programs, and so forth. Follow this same procedure for the Distribution Objective 6.1 and the Business-to-Business Objective 7.1.

Once you have your budgets developed, think about the advertising component of each objective. In each section (5.2, 6.2, and 7.2) discuss the goals you want to accomplish with advertising for that particular objective. It may be to build brand image or it may be to persuade consumers. Make sure the advertising goal is compatible with the IMC objective. Add to these sections a creative brief. Follow the outline presented in the textbook. Remember the creative brief is a document that would be used by creatives to create ads. If you are selling to more than one target market, choose one. The creative brief must be specific for a particular target market. It should not be written for 3 or 4 different target audiences.

Chapter 5 IMC Plan Pro Exercise: Complete Sections 4.3, 5.1, 6.1, and 7.1. Begin working on Sections 5.2, 6.2, and 7.2
Chapter 6
Choosing the Correct Appeal for Your Advertising

All of the material developed from this chapter will go in Sections 5.2, 6.2, and 7.2 of your IMC Plan. Begin by writing a means-end chain based on your creative brief. Use the examples in your text to guide you. The next step is to choose an appropriate advertising appeal. Keep in mind that almost any type of appeal can be used, but certain appeals may work better to accomplish your advertising goals than others.

Chapter 6 IMC Plan Pro Exercise: Add material to Sections 5.2, 6.2 and 7.2.
Chapter 7
Selecting an Executional Framework for Your Advertising

Chapter 7 is the one most students look forward to with the great anticipation because you have the opportunity to design the actual advertisements that will be used for your product. To get a feel for the challenge in creating an advertisement, you may want to create at least one broadcast ad and one print ad. For broadcast advertisements, you should create a storyboard with 6 to 12 captures before you start shooting the actual TV advertisement.

Before designing the advertisements, think about the various message strategies you can employ, such as cognitive, affective, and conative strategies. You will also need to decide on an executional framework format, such as animation, slice of life, testimonial, dramatization, or one of the others. Finally, a spokesperson should be chosen for the advertisement. If the spokesperson is a celebrity, the cost of the celebrity endorsement must be considered. Once these decisions are made, add the information to what you have already written in Sections 5.2, 6.2, and 7.2.

The textbook provides an excellent illustration of the process and factors that should be used in the development of the actual advertisements as well as helpful hints in evaluating the effectiveness of the ads. Based on the information you have written in Sections 5.2, 6.2, and 7.2, create two ads for each IMC objective. If you are not doing all three IMC objectives, then create additional ads for the objectives you are doing. You should design a total of six advertisements. Place these ads in Sections 8 of your IMC Plan. Be sure to label them and describe them so a reader understand the objective and target audience of each ad. Be sure that you have designed ads that are appropriate for each of IMC objectives.

Chapter 7 IMC Plan Pro Exercise: Complete Sections 5.2, 6.2 and 7.2
Chapter 8
Selecting Traditional Media for the Advertising Campaign

The portions of the IMC Campaign to be completed in this Chapter are 5.3, 6.3 and 7.3. For each target market, media should be chosen that will best reach the target market. You should decide how much money will be spent on the various components of the media plan after deducting the cost of producing the ads. For example, out of your advertising budget of $40 million, you may spend $23 million on television, $8 million on magazines, $3 on newspapers, $2 million on billboards, and $4 million for alternative media, which will be discussed in the next two chapters.

Once the budget is completed, you will develop a media plan. The plan should be for one year and include the following information:

a) Traditional media choice (television, radio, magazine, etc.)
b) Program within media (Friends, Monday Night Football, Survivor etc.)
c) The cost per advertisement, number of advertisements, and total cost.
d) CPM
e) Rating points, gross rating points and cost per rating point (if available)
f) Discussion of frequency and reach

If rating points, audience size, and other data are not available, estimate these figures and provide a justification of how you arrived at the estimates. Prepare a table such as the one illustrated in the chapter. The presentation should include a media plan, especially for (a) and (b) above, as well as a rationale for each decision.

Chapter 8 IMC Plan Pro Exercise: Complete Sections 5.3, 6.3 and 7.3.
Chapter 9
Creating E-Active Marketing Plans

The Internet is a vital component of any IMC Campaign. In this section, you are asked to design the opening page of a Web site. This can be done in Publisher, Word, WordPerfect, or any Web design software such as Front Page depending on your backgrounds and skills. Before the Web site is designed, the function of the Web site and how it will be integrated into the IMC Campaign should be addressed. If the Web site will be used for direct purchases by either consumers or businesses, then you must think about the shopping cart and e-commerce incentives that will be used to attract buyers. You need to discuss how the Internet Web site will interface with the IMC Campaign objectives.

In addition to e-commerce, the Web can provide a number of online marketing opportunities. In this section you should discuss various interactive marketing methods such as on-line advertising, blogs, on-line social networks, e-mail campaigns, and viral marketing. With each, your goal should be to increase your brand’s presence in the market and to influence purchase decisions. When complete, this information becomes Section 2.5 of the IMC Campaign outline.

Chapter 9 IMC Plan Pro Exercise: Complete Section 2.5.
Chapter 10  
Developing Alternative Marketing Plans

Traditional mass media advertising faces many challenges. While many, if not most, company leaders are not ready to abandon radio, television, magazines, newspapers, and outdoor programs, it is also the case that they know consumers are increasingly adept at tuning out these venues. Even the Internet is beginning to suffer from increasing clutter. As a result, alternative media programs are on the rise. Increasing numbers of dollars are spent finding ways to reach potential customers in new and innovative formats.

If you are planning any form of alternative marketing, you will need to create a new section. It should be entitled “Alternative Marketing Programs” and numbered 5.7. It is unlikely you would use alternative marketing programs in your business-to-business marketing plans and even less likely in the distribution sector. But, if you do, then corresponding new sections can be created, labeled 6.6 for the distribution component and 7.7 for b-to-b.

In this section, you should describe initiatives for buzz marketing, guerilla marketing, product placements and branded entertainment, and lifestyle marketing.

Chapter 10 IMC Plan Pro Exercise: Create a new Section, 5.7, Alternative Marketing Programs.
Database marketing involves collecting and utilizing customer data for the purposes of enhancing interactions with customers and developing customer loyalty. Successful database marketing emphasizes two things: identifying customers and building relationships with them.

Regardless of the type of product being sold, developing a data warehouse is essential. You should discuss the types of data to be collected and how the company will build a data warehouse. It is important to identify the objectives and uses for the data. This aids in terms of knowing the data required and if data should be purchased from an outside vendor or developed internally. You should discuss the concept of data mining as it relates to your products as well as how these activities fit into the IMC Campaign. This section of the report is written for Sections 5.5, 6.5, and 7.5 of the IMC outline. As these sections are being completed, it is likely that you will realize that the data needs for the consumer portion of their IMC Campaign are different from the data needs for either business-to-business customers or channel members.

The second component of database management is the development of a direct marketing program. Prepare a direct marketing program that can serve consumers and the business-to-business markets. The first decision to make is the type(s) of direct marketing methods to be used. This information is inserted into the same sections (5.5, 6.5, and 7.5) of your IMC Plan.

Permission marketing can be used for either consumers or business-to-business customers. Add any customer loyalty or frequent shopper programs to be offered into the appropriate section under database management. Again, both consumer markets and business-to-business markets may include loyalty or frequent shopper type programs.

Chapter 11 IMC Plan Pro Exercise: Complete Sections 5.5, 6.5, and 7.5
Chapter 12
Creating Sales Promotions for an IMC Campaign

For this portion of the IMC Campaign, you are to examine the consumer promotions that will be offered. Consumer promotions should be considered for both the consumer markets (Objective One) and the business-to-business market (Objective Three). You will also consider trade promotions for your channel objective (Objective Two).

As part of the IMC Campaign, you should design the actual consumer promotions items to be used, such as coupons or premiums. By creating the actual consumer promotion, think more carefully about how the marketing piece fits with advertisements already created as well as the other IMC components.

In this Chapter, you are to examine the trade promotions portion of the IMC Campaign. It is very likely that you will not have any experience with trade promotions. Consequently, it will be difficult to estimate costs and to know the best types of trade promotions for individual products. By this point, you have already identified channel members such as wholesalers, distributors, and retailers. For most products, approximately 50% of the IMC budget will go to trade promotions. It is recommended that only 40% or $80 million be allocated for trade promotions in this assignment.

If a new product is being introduced, a slotting fee, which can range from $100 to $1000 per store, may be charged. If the product is going to be stocked in discount stores such as Wal-Mart, the slotting fee for just Wal-Mart will range from $280,000 to $2,800,000. To encourage retailers and wholesalers to stock the merchandise, an off-invoice allowance should be offered. Without a strong brand name to pull the product through the channel, this off-invoice allowance encourages channel members to push the product through to retail stores and consumers.

Information about the consumer promotions you will be using should be inserted into Section 5.4 of your IMC Plan. Be sure to discuss which consumer promotions will be used and how they will fit with your company’s overall IMC Plan. The selection and discussion of trade promotions will go in Section 6.4. For business-to-business promotions, these are promotions you offer to businesses that will be consumed or used by the business and it is not products for resale. Examine the various consumer promotions and identify those that you could offer your business customers. Place the discussion of these business promotions in Section 7.4.

*Chapter 12 IMC Plan Pro Exercise: Complete Sections 5.4, 6.4 and 7.4.*
Chapter 13
Generating Positive Publicity and Considering Sponsorships

Section 2.4 of the IMC outline addresses the public relations function. Sections 5.6 and 7.6 address sponsorships, cause-related marketing, and green marketing.

In terms of public relations, first identify various stakeholders. Then discuss the types of messages that will be conveyed to the various stakeholder groups. Also consider the hiring of a public relations firm to handle this aspect of your communication. If the agency is not used for your sponsorship and cause-related marketing efforts, you will at least want an agency on retainer to handle any negative publicity that may arise. Place this information in Section 2.4 of your IMC Plan.

Event and sponsorship marketing has increasingly become more popular. Consider how events and sponsorships create synergies between the event or group being sponsored, the consumers who attend, the company, and the products themselves. You should not only decide how much of their budgets will be used for events and sponsorships, but also discuss the objectives to be accomplished. It is important to relate how the event or sponsorship fits into the overall IMC approach. Events and sponsorships for the consumer market are presented in Section 5.6 of the IMC outline and in Section 7.6 for business-to-business markets.

You will also want to consider cause-related marketing efforts and possibly even green marketing endeavors. Society today expects companies to display social responsibility and one significant way of doing that is supporting one more specific causes. Companies can demonstrate their support for the environment in which we live through green marketing efforts. Remember from the discussion in the text how much emphasis you place on green marketing will depend on your customer base and their view of green marketing. Information about your cause-related efforts and your green marketing programs should be placed in Section 5.6 if it relates to consumers and 7.6 if it relates to businesses.

*Chapter 13 IMC Plan Pro Exercise: Complete Section 2.4, 5.6, and 7.6.*
Chapter 14
Regulations and Ethical Concerns

Chapter 14 addresses regulations and ethical concerns. If you feel your product raises some ethical issues, then it is a good idea to discuss these and decide how you will handle them. The information should be placed in Section 2.4 with information about public relations since this department would handle the concerns.

This is a good time for you to go back and complete the summary sections of your IMC Plan. These are the sections with the ending of “0” that are used to summarize that particular section.

*Chapter 14 IMC Plan Pro Exercise: Complete Section 1.0, 4.0, 5.0, 6.0, and 7.0.*
The evaluation aspect of the IMC Campaign can be addressed in one of two ways. First, it can be placed in one section of the report, Section 4.4. Second, it can be incorporated into each section of the report. If this latter method is used, you will need to prepare new sections and label them accordingly. That is, you will have an evaluation section for IMC Objective One (new Section 5.8), one for Objective Two (Section 6.6), and one for Objective Three (Section 7.6). Regardless of the method used, you should discuss methods of evaluation for each component of the IMC program.

The first factor that should be considered is the level of the evaluation such as short-term, long-term, product-specific, brand, and corporate. The textbook presents the various evaluation techniques that are available. It is important to also incorporate behavioral measures of evaluation that are discussed. Consideration should be given to how the public relations effort will be evaluated. Finally, consider overall health of the company and discuss the various methods presented in the textbook.

As you complete this portion of their IMC Campaign, it is a good opportunity to review again the entire plan to ensure is a comprehensive plan that fully integrates all of the various components. It is also now time to write you executive summary, Section 1.0. Keep in mind when writing the executive summary that it is a summary of your entire IMC Plan. If this was the only section of your report a business executive read, he or she would have a good grasp of your IMC Plan. Typically, the executive summary is one to two pages in length.

Chapter 15 IMC Plan Pro Exercise: Complete Section 1.0 and 4.4 (or Sections 5.8, 6.6 and 7.6).