

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

Lecture - 18
IMC as a Strategic Tool Part- I

Welcome back, friends. Now we are again moving towards a fascinating section and would be looking towards IMC concerning with being a strategic tool because we are moving ahead with a perspective to look into IMC as something which contributes to the development of a brand; formation of a brand, establishment of a brand, and so on, starting from developing a brand image and so on.

But before that, and since we have talked about consumer behavior, IMC broadly and then budgeting, objectives also, let us look at how integrated marketing communication works as a strategic tool. And when I say strategic tool, it is interesting. There are two elements when we talk about strategy.

One is the role of IMC as a strategic tool in the life of a product and organization service or whichever purpose it is designated to solve. It follows and carries along, carries itself along with its purpose. Carries along throughout the lifecycle of the organization many times. By the way, I cannot refrain from mentioning Air India. You see, Mr. Ratan Tata has said they welcome back Air India.

And I will be talking about integrated marketing communication related to Air India later, but mentioning it because today is the 9th of October. Yesterday the decision was taken, and Tata would be managing Air India now. They have taken it back, or it has been sold to them.

So and if you looked into the integrated marketing communication related to Air India since its inception, you would realize that you know that positioning which integrated marketing communication of this organization established in the minds of the customer, it remains a dependable carrier, it has always been. It has played a vital role in being an airline.

And it has gone through several kinds of phrases to remember, and now it will hopefully be rejuvenating itself with a different kind of growth trajectory. So to mention and I will be coming back to a similar kind of a subject later on as well.

So you see, IMC goes along as far as the strategy of an organization or the vision of an

organization, or you know every element which organization has in terms of production operations, in coherence with the projected sales, in coherence with the human resource development and so on. And you may say that we can look at IMC as an integrated part of the holistic marketing framework explained in marketing books.

I will not be, you know, elaborating that, but because that might be a digression, remember that it goes along with the organization and the product for a longer time. The second element is related to the IMC strategy itself. That means, what is the strategy related to the communication which we desire for our customers?

So, I will be taking you along with these two. But first, I would be focusing upon, you know, IMC as a strategic tool. And let us understand this perspective.

You see, when we look at IMC as a strategic tool, we acknowledge that it works for driving the product or service for the long term, and that is what we will focus on for the next few minutes. And to give you a clearer picture, I have slightly tried an experimental kind of a thing for you that I wish to generate a few scenarios here. And those are very evident.

So, I thought that because I have been motivating you to go for, you know, visiting YouTube and other sources of advertisements and messages and try and find coherence with those messages with the products and services and organizations and so on. So, that is why I thought I should divide our discussion on IMC as a strategic tool into some scenarios.

And because IMC is related clearly to the product's lifecycle or the vision of an organization where it wants to go, it can be categorized; you know this discussion can be categorized concerning three or four elements. Let us focus on how IMC is working as a strategic tool for products, for example. Now let us choose some examples to elaborate on this element.

Remember the launch of Scorpio. When this product came in, India was in the initial phases of having this kind of SUV on roads, wherein almost everyone could look at this SUV as a car and a sports utility vehicle. So, it is giving you almost the comforts, but their positioning was of an SUV. Their design context was there, but I would not be elaborating upon that.

And I want to draw your attention to the communications they made, the kind of communication they developed for the customers. They wanted to reach the customer with the perspective that they are an, they are putting up a product with an international outlook, with global standards, with comfort which is you know enjoyed by almost any customer in this world.

With features that are up to the mark as far as the global standards go. That is what they were

trying for. Pricing, they rationalized a lot. And we have talked about the relationship of integrated marketing communication with the three Ps. So, you remember that session, or you may visit, revisit that session once again. And you will realize that it was very rational pricing that was introduced.

But how to project that? So go for initial advertisements, which Scorpio came up with, and you would realize that they positioned the storyboard of those advertisements, their vehicle with an international outlook and an element of Indian choices or Indian preferences associated with that kind of, with this vehicle. Then they gave a specific outlook to their retail outlets also.

They came up with similar events in coherence with whatever they wanted to tell the Indian customer that this SUV is for everyone, not specific people, not the off-roaders only or some specific category of professions or whichever, almost everyone can like this.

The middle-income group who wants to go long drives with their families, people who want to use it as an urban car or a vehicle, and people who you know to live in semi-rural or rural areas. So, they wanted to make up a footprint almost everywhere, and that is where they tried to put up this kind of communication all through. Everyone uses Scotch-Brite. We all know that.

How did they position it? They positioned it by showing an average household using Scotch-Brite. Whichever advertisements you know you watch as far as Scotch-Brite goes; you would realize that they are touching the hearts of every person.

And they increase their presence in the market all through, and their points of purchase are also connected to what they are projecting in their mass advertising or, let us say, whichever way they reach the customer. And they are explicit in suggesting the pricing, usage, and where they belong.

And you see, this is one of those brilliant marketing examples or integrated marketing communication example, which tell us how to democratize whole of the market basically, regardless of the kind of you know categorization in terms of demographics or let us say precisely income if you want to point it, the point at it and so on. You remember iPod. It was a magical product.

When it was launched, you know music in your fist, you know you just had a small ticket stamp kind of equipment, and you know you are just listening to music. So many songs inside that. Apple launched it with so much passion.

And the kind of messages you know they produced about that kind of particular product, the

coherence they build up through their outlets, their sales force, their verbal communication, their internet-based communication, all in coherence with that. And that established apple concerning being, I would not say music company, but a company which takes music to their customers.

And that is where, you know, a new kind of a trajectory came into being as far as Apple goes. So, you see, IMC initiated a specific positioning about the product the organization wanted in the customers' minds. Still, that image, that positioning, the organization wanted for a very long time throughout the lifecycle, and we are finding that it has happened basically.

These products have used it as a strategic tool because it accompanies that initial message or integrated communication accompanying the image of that product until now. There are several such examples. Calpol, paracetamol. What do you ask for when you go to, you know, a retail shop or medicine shop, Calpol? Paracetamol, Calpol. Calcium-Sandoz. Anacin. Remember?

So, all these names, over-the-counter drugs, specifically addressed the need of the customer. And one message, one you know initial focus, proper focus with the right objectives goes along, and you know for a long way with the product. You would realize that many organizations do not even change their original messages for a number of years. And I have repeatedly been talking about Nirma.

And you would know that jingle is going along and long and long and so on. Vicks ki goli lo khich khich door Karo. Vicks has been talking about Vicks ki goli lo khich khich door Karo. I am a terrible singer. So do not you bother about how I sing in front of you. But several people used to sing this jingle kind of, Vicks ki goli lo khich khich door Karo.

Whenever the season changed, you know people used to hum that in their homes and that Vicks ki goli lo khich khich door Karo is following Vicks all through. That is the precise positioning of Vicks. They say it will remove khich khich; you know that uneasiness, throat congestion, and so on. And that is the beauty of this, you know, integrated marketing communication which is following all through, all through.

You see, brilliant messages are going on, as far as the situation goes. Vicco Vajradanti kind of, and then have they changed that? Not much, not much, kind of. So, you see there are several others and you will find. You go to YouTube and Google and try to be passionate about what we discuss here. Otherwise, you would not enjoy the subject.

I want all of you to enjoy this subject. So Zandu Balm. You see, the same kind of messaging all through, all through. Then, you know, we can talk about several other examples. And one of my favorites which I cannot, you know, refrain from talking about, is Bole mere lips; I love Uncle

Chips. And it goes on.

Again, please do not bother about my voice; you know how I sing, but try humming it right now. As you are watching this video, say, bole mere lips. You see, you feel like saying I love Uncle Chips. And this is not just a jingle or a tagline. It is the product's positioning supported by integrated marketing communication.

It has reached the customer; it is going along. It is not changing at the end of the day. Now come to service, for example. Flipkart, how have they positioned themselves? What were the initial messages? You remember those messages; you know, two young kids are, you know, posing as adults and talking to each other about the sale and that kind of thing. Have they changed?

No, they are following that. They are taking it ahead, they are going ahead, and that is what precisely they have achieved. So, they are carrying it forward, you know. It is going along as far as their service goes. Amazon, aap ki apni dukaan. We have talked about it. We have mentioned that earlier. So, it is going along, all through.

And you see, these are beautiful. Because if you have created something, if you have developed something like communication, which establishes the product in its initial phases and carries it along, you know all through. And many cases which we are talking about here, products are undergrowth trajectory for a very long time.

And it is an essential part of our discussion here today. For example, Airtel. My favorite part was Mr. AR. Rahman, you know, developing that beautiful tune, and I cannot sing it basically but go to that. And then they carried it forward in their caller tunes; they carried it forward in their posters and everywhere.

They had a red backdrop and the tune, and almost everywhere Airtel capitalized upon that still people know that people remember that, and it is being followed. It is accompanying every you know everything that Airtel does. SBI is one of the most dependable banks. They have been projecting that they are dependable, and they are. And they have been effectively talking about that.

They have not only been talking about that in their messages, but they have also actually, you know, capitalized upon that kind of, you know, messaging or integrated marketing communication for launching new products, for example, insurance. And SBI Life has worked very well, although it is a different company as you know as far as same brand name, you know that has worked very well.

And then there are several other products which SBI launched in due course of time, the number of branches they have increased, you know the footprint they have tried to manage and the cards they have launched or the collaborations they have done and all through. So, their initial, you know, messages have come along as far as their business expansion goes, and this service has gone a long way.

Now one of my favorite examples is Tata's. As I have mentioned already about Air India, Mr. Tata is welcoming back Air India. So, Tata, they have developed integrated marketing communication in all spheres meticulously and intelligently. And the reflection of their philosophy is carried along through their communications through all the modes in due course of time.

Their advertising, their public relations, which has been a powerful kind of, you know, element as far as Tata's communication goes. And then their sales force, the reflection in their retail outlets or offices, or whichever way you want to look. You see, it is a large conglomerate, ladies and gentlemen. They have done exceptionally well; they have served this country well.

And today again, you see, they will hopefully be utilizing the same kind of intelligence as far as their communication goes in the case of Air India once again. So, I would not go on and on. Just go to their website and find out what kind of integrated marketing communication they have been using and what kind of communication has been accompanying them all through.

And to give you a clue, when they universalized their tea, the symbol, and they re-launched their tea, that was when Tatas effectively utilized their integrated marketing communication all through. And that helped strengthen their corporate image. Their corporate advertising or their corporate messaging has been exceptionally well. And it has resulted, it has resulted all through.

Tata tea is one of them, you know, marvelous examples of as far as successful integrated marketing communication and so on. Now let us look at an organization, a product, and a service. Facebook, Facebook is an organization. They are a product and a service in terms of, you know. So, I would not explain why I am calling them a product and a service, basically.

But you can go to the literature, and you will find out that this can be categorized in that way. People can have different opinions, but look at them, you see. Facebook is an organization. You remember them as to what? Like Facebook, which you belong to, and use.

So, these, you know, these kinds of examples, very precisely, make us recall their logos and symbols, which are the carriers of their image. So, starting from developing those logos and symbols and projecting those everywhere, reaching everywhere, reaching to every eye, you

know a specific F written in front of you. You do not have to tell yourself what you are looking at.

So, that is where Facebook's success goes. We all know Google, and every time you go to Google's page, you might find some innovations in how Google is written. That is again, you know, that is part of it what we are talking about. But, again, they have several products; it is a service at large and an organization. So, you see, that is how things have gelled with these organizations.

And by this time, you would have understood that you know what I mean when I say integrated marketing communication is a strategic tool. Strategy is the reflection of a long-term perspective of an organization and how integrated marketing communication accompanies these organizations.

Unacademy has done good in this country, they are doing very well, and their messages also can be thought of from the same perspective. Byju's. They came up with very effective television advertising. It followed them through FM, one-to-one advertising, the internet, and so on.

And then they acquired a business, and they integrated their business as well when you realize that now their integrated marketing communication has taken them to a stage wherein the more significant number of customers would not be complex for them to achieve anymore. Now the subscribers are pouring in. So, you know people are using them as a mode of education. So, they went for it.

Another significant example, which I know very closely, is Dainik Jagran. It is not only a newspaper; it is a newspaper that has grown despite its precise positioning or product characteristic of being a Hindi newspaper. They have achieved the status of being the largest read also. They have grown in terms of sales volume. They have grown in terms of, you know, advertisements from their clientele for their readers.

But how they utilize integrated marketing communication for themselves has been an exciting journey. They initiated their thought; you see, everyone knows Dainik Jagran. So, there is a specific positioning, and Jagran is its name carrier. So, it reaches the customer with its name. And customer creates a positioning through the reliability of such kinds of modes of communication.

Jagran itself is a mode of communication. So, the customer has a reliability and trust perspective associated with this product. But then they wanted to strengthen, and they wanted to enhance, they wanted to grow. And there they said that "Patra hi Nahi mitr bhi." This is the tagline they

brought in. And then they projected this tagline along with a beautifully integrated marketing communication; you know, campaign or method wherein they came up with mailers.

So, for example, you know a mailer had a pencil and a highlighter, you know pasted in that, and when the person opens it up, they say they are the highlighters. And that differentiates them from their competitors. And there, they project themselves as what they are doing. Another mailer interestingly had, you know, crackers inside during Diwali time.

So, they projected them as the crackers' sequence, creating a more significant effect. They designed such beautiful mailers. Then there were campaigns designed by them. They designed hoardings and reached their readers and advertisers universally by generating a perspective about themselves and an appeal about themselves.

And in due course of time, I should tell you that they have grown as an organization as well. So, you see, that is a beautiful example. Because you see, in this competitive world, wherein you have several modes of news, attracting you towards them, a newspaper striving to grow and attracting a more significant number of readers and advertisers is a tough deal. Then come in, you know, multiple products by an organization.

Remember the first campaign Hyundai came up with suggestions that they make everything from nuts and bolts to the whole of the car, creating an aura around them, emphasizing that they serve the customers all through. And then complement those with several models they have been launching, their service stations, their logos, their symbols, using different modes from newspapers to television, the internet, and whatnot.

And Hyundai is doing well. They have done well all through. Maruti Suzuki, not to be mentioned, is part of the life of India. Maruti Suzuki is the leader and has always been; I give them this credit because their integrated marketing communication has been fabulous. And you can find several elements to be noticed in their campaigns if you go back; you know where they originated and where they have reached now.

Those campaigns are coherent; those messages follow them and their strategy. And you know they have positioned themselves particularly well into the customers' minds and hearts. Recent examples include Patanjali, and I will not be talking much about it; I have referred to this example many times.

But I was hoping you could go for their communication in due course of time. And you see, the message is unmistakable. I want you to realize that integrated marketing communication is a strategic tool that is being utilized by organizations all through. And again, returning to Dainik

Jagran, it has become a universal product as far as its newspaper goes. Then they went for several kinds of integrations in different products and diversified as well.

And their integrated marketing communication supported them in that strategy. Today, they have an FM station with them and many other businesses in the category of news as well as beyond that. And they are doing well. So, I will leave you with this thought of Maruti Suzuki, Patanjali, and Dainik Jagran. And I was hoping you could go back to their campaigns for, you know, for, let us say, past decade or so.

I want you to realize how those campaigns consistently have been following the strategic path they created for themselves, following their objectives and visions. And once you find coherence with whatever we are discussing here, revert to different modes you can access. And I will be happy to answer your queries. Thank you and goodbye for now.