

Service Marketing: A practical approach
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Lecture-28
Managing Integrated Marketing Communications-I

Hello welcome to the session on services marketing with a practical approach.

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[Lesson 28 Managing Integrated Marketing Communications – I](#)

[Need for Integrated Marketing Communications](#)

[Planning Integrated Marketing Communications](#)

So, now we will look at lesson number 28, that is managing integrated marketing communications part 1. So, it has two parts one is need for integrated marketing communication and planning integrated marketing communications.

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Every bit of the service, beginning with advertisements about the service, the physical evidence of the service in the servicescape, the behaviour, attitude and interactions with the service employees and the post-service communications with customers, communicate the characteristics of the service to the customers. Above means are different forms of communication with the customers, and together, they form part of integrated marketing communications. The service marketer must be careful that every bit of the communication is consistent with the service concept including the value, form, function and the outcome of the service that is received by the customer. Consistent communications help to give a complete picture of the service to customers and differentiates the service brand from competitive offerings.

In this lesson we will discuss the need for integrated marketing communications and how integrated marketing communications can be planned.



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Need for Integrated Marketing Communications

Coordinated and integrated marketing communications (IMC) are required so that customers receive the same communication from all departments of the business which match the service concept and its actual delivery.

This will create the right expectations about the service in their minds, which would be later matched during the delivery. This will keep customers satisfied with the feeling that the service is reliable because they did receive what they were promised or communicated before purchasing the service.

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Need for Integrated Marketing Communications

It is important that customers and prospects receive consistent communications about the service from various service personnel and the physical evidences of the company. Otherwise, communication gap is likely to take place as customers will receive a service inconsistent with what was promised or communicated before they received the service. There are four reasons why such a gap might form:

1. Puffery: The company over-promises its delivery based on what competitors might be offering, raises customer expectations and then fails to meet the promise.

2. Customer education failure: Customers are not educated about the role they have to play in the service process. For instance, customers may expect full-service in a self-service but they are not educated properly.



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what was promised or communicated before they received the service, there are four reasons why such a gap might form.

The first reason is puffery, the company over-promises its delivery based on what competitors might be offering. Raises customer expectations and then fails to meet the promise. The second is customer education failure, customers are not educated about the role they have to play in the service process. For instance, customers may expect full-service in a self service hotel they if they are not educated properly.

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Need for Integrated Marketing Communications

3. **Encounter communication failure:** Service personnel fail to communicate adequately to customers regarding what they are expected to do. At times, medical dispensaries fail to advise patients the interval at which they are supposed to take a dose of medicine.

4. **Inconsistent physical evidence:** As discussed in an earlier lesson, physical evidence might be inconsistent with the service concept and fail to communicate the concept to the customers, thereby creating inappropriate expectations in their minds.

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Planning Integrated Marketing Communications

Integrated marketing communications can be planned using the 6 Ms model consisting of the market, mission, message, media, money and measurement. The 6 Ms are discussed in the following paragraphs.

1. **Market:** This implies identification of the target audience eligible for receiving the communication.
2. **Mission:** This implies identification of the objective that is to be fulfilled by communicating to the target audience identified above.
3. **Message:** This implies the content to be communicated to the target audience to meet the communication objectives.



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4. **Media:** This involves identification of the media consumption habits of the target audience so that they can be reached by using appropriate media. Suppose the target media do not own television sets, they must be reached with radio, billboards or posters. Similarly, if the target audience displays a fair interest in watching sports on television, they can be reached with the message through popular television sports channels, like Star Sports, ESPN, etc..

5. **Money:** This implies the budget set aside for the communication programme. Although most companies set aside 2 to 3 % of their budget for communication purposes, it is best to work out the above 4 Ms and estimate the cost of the communication planned for the year.

6. **Measurement:** This involves finding out how much of the communication investment was effective in attaining the objectives and adjusting the communication programme for greater effectiveness.



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The first three 'M's, i.e. 'Market', 'Mission' and 'Message' can be determined by using the Hierarchy of Effects Model (HEM) introduced by Professors Lavidge and Steiner in 1961. The model is given in the table below.

Stage	Buyer state	Message type
Cognitive stage	1. Awareness	Simple broadcast, jingles
	2. Knowledge	Unique Benefits
Affective stage	3. Liking	Emotional message
	4. Preference	Comparative message
	5. Conviction	Induce trial
Behavioural stage	6. Purchase	Reinforcement message

Hierarchy of Effects Model

The first three 'M's, that is 'Market', 'Mission' and 'Message' can be determined by using the Hierarchy of Effects Model introduced by professors Lavidge and Steiner in 1961. The model is given in the table below. So, here we see that there are three stages, through which they customer must pass in order to reach the purchase stage, so this particular model is good for high association or high involvement products.

So, our services, so, here we see at that the buyer state is awareness and knowledge, that is in the cognitive stage or thinking stage or understanding stage, the next stage which is emotional stage, here the customer is has to like the product, has to prepare that brand over other brands and you should be convenience of purchasing the product.

And then comes the behavioural stage or cognitive stage, where the person goes on to purchase the product or service. So, here the message type in the competitive stage, the message type simple broad cast or jingles to create awareness a the broadcast unique benefits to increase knowledge give an emotional message to for liking the service over others.

Give a comparative message for referring the service over others induce trail in order to **uhh** induce conviction in the customers for to go for this kind of service at purchasing and then enforcement messages to be given so, that the customer remembers that he has to buy the service and if he has already bought the service then there would be the enforcement message telling him that he has done it smart purchase.

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Based on HEM, prospects and customers in the trade area are surveyed to ascertain the percentage of population in each of the 6 buyer states. The gaps in the company's communication and the target audience can now be easily identified. This takes care of the market aspect of the 6 Ms model. Now the objective of the next communication can be identified. The objective can be now written in the creative brief as "To create positive feelings about the brand among 40% and preference among 25% of the target audience." Now the second aspect of the 6 Ms model, i.e. mission, is clear.

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The marketing department of the company hands over the creative brief to the advertising agency who can design the message. The message may have a rational content giving the unique benefits that customers would receive from the service in comparison to alternative ways of fulfilling their needs. On the other hand, the message may contain emotional appeals to customers in order to induce or enhance positive feelings for the service and reinforce their feelings if they have already experienced the service. This would take care of the third M, i.e. the message.

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The agency now recommends the media to be used for communicating the message depending on the preferences of the target segment and the effectiveness in delivering the message depending upon the characteristics of the service and the message. For instance, a magazine would be preferred for an emotional message to a select audience, while television could be used for a larger audience. Advantages and disadvantages for various types of media are given in Table below. This takes care of the 4th M of the communication model i.e. the Media.

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Advantages and Disadvantages of Different types of Media		
Medium	Advantages	Disadvantages
Newspapers	High coverage	Short life, poor production quality
Television	Appealing to senses, high attention and reach	High cost
Direct mail	Select audience, personalization, no competition	High cost
Radio	Mass broadcast, select audience, low cost	Audio presentation only
Magazines	High quality production, selectivity, credibility and prestige	Long ad purchase lead time
Outdoor	Repeat exposure, low cost, low competition	Limited to travellers on the way
Yellow pages	Wide reach, low cost, effective database for customers	High competition, creative limitation
Newsletters	High selectivity, interactive opportunity, low cost	Costs might run high
Brochures	Full control of presentation, interactive	Costs might run high
Telephone	Opportunity to give personal touch	High cost
Internet	Interactive, low cost	Only computer users

So, in this slide we now look at the advantages and disadvantages of different types of media. The medium the advantages and disadvantages are written here. The first medium is Newspapers advantages are that they have a high coverage and the disadvantages are that they have short life, poor production quality. Television: Appealing to senses, high attention and reach high cost.

Direct mail: select audience, personalization, no competition but high cost. Radio: mass broadcast, select audience, low cost, audio presentation only. Magazines: high quality production, selectivity, credibility and prestige and long ad purchase lead time. Outdoor: repeat exposure, low cost, low competition, limited to travellers on the way. Yellow pages: wide reach, low cost, effective database for customers.

So, the disadvantages are high competition and creative limitation. Newsletters: high selectivity interactive opportunity and low cost. The cost might run away. Brochures: full control of the presentation, interactive costs might run away. Telephone: opportunity to give personal touch and high cost, and finally Internet: interactive and low cost only computer users will get that message through the internet.

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The 5th M of the 6Ms model is the money or the budget. There are 4 major ways to arrive at a budget of the advertising programme. They are

1. Availability of funds: This means the management with the help of the marketing, finance and other departments finalize the budget that could be made available for spending on the communications programme
2. Percentage of sales method: This method includes arriving at a budget as a percentage of the estimated sales or previous year's sales.
3. Comparative parity method: In this method the budget allocated by competitors is studied and a proportion of the company's sales is earmarked as the budget for the communication programme.
4. Objective and task method: In this method, the objective of the promotion programme is chalked out. The reach and frequency required is calculated to arrive at the gross rating point (GRP) required for an effective promotion programme. Then it is planned to spend the money required for purchasing the required GRP.

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Once the communication has been released, the performance of the communication must be measured against the objectives according to the 6th M of the communication model. The measurement can be undertaken through marketing research. This will help to take corrective action to address any shortfall in the communication programme.

In this lesson, we have discussed the need for integrated marketing communication and how it should be planned. In the next lesson we will discuss the communication mix and how to make the right communication to the customers about your service delivery.

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In this lesson we have discussed the need for integrated marketing communication and how it should be planned. In the next lesson we will discuss the communication mix and how to make the right communication to the customers about your service delivery. I hope it helps. Thank you.