CHAPTER 2

LITERATURE REVIEW

2.1 OVERVIEW
This chapter provides a review of the literature; which comprises academic and practitioner literature in the areas of integrated marketing communication channel selection, social media, and Integrated Marketing Communications theoretical premise. Key concepts are synthesized to provide a background to the research framework and research questions. Topics of the chapter are reviewed in the following order: literature review on integrated marketing communication channel selection and its challenges in automotive lubricant companies, literature review on factors that lead to the selection of integrated marketing communication mediums, literature review on factors leading to selection of social media and literature review on theoretical premise of integrated marketing communication planning process. The chapter concludes by providing research gaps leading to research questions.

2.2 INTRODUCTION
Four types of Literature have been used

I. Research reports by individuals in journals.
II. Articles in Journals and Agency reports on the Subject.
III. Research papers available across different databases
IV. Literature available on Larry Percy Theory

Four themes emerge from literature review pointing to the research gaps and leading to need for research:

a. Literature review on integrated marketing communication channel selection and its challenges in automotive lubricant companies where no study could be found which
establishes the integrated marketing communication channel selection mechanism executed by automotive lubricant companies in India.

b. Literature review on factors that lead to the selection of integrated marketing communication mediums where there is a need to examine the applicability of factors presently considered for Integrated Marketing Communications element selection while including the new mediums into Integrated Marketing Communications mix.

c. Literature review on factors leading to selection of social media where various studies have identified the factors of integrated marketing communication channel selection but the researcher could not find any comprehensive study about the factors to be considered while including social media into Integrated Marketing Communications channels.

d. Literature review on theoretical premise of integrated marketing communication planning process where there is a need to assess the applicability of Percy model in the Indian context.

2.3 INTEGRATED MARKETING COMMUNICATION CHANNEL SELECTION AND ITS CHALLENGES IN AUTOMOTIVE LUBRICANT COMPANIES

According to (Kieran, 2010) when the entire market got deregulated with the introduction of administered price mechanism, the private companies got a change to offer their products at a pre-determined price which will be equally prevalent in the market. This has led to the difficulties in prices according to competition. Since there are no major differences in the offerings that the Automotive Lubricant companies in India are making right now, it has become difficult for consumers to make major choices (IBEF, 2004). It has become important for automotive lubricant companies to see what influences the Indian customers to make choices towards a lubricant. In yet another study by (Annirvinna, 2011) it has been clearly stated that the automotive lubricant companies have increased their focus on not just merely offering a product but also on establishing their own brand identity as this shall lead to the success of petro retailing
of the company and will also help the companies to increase their market share. The customer today has started believing that there are definitely some differences and brand superiority within the products available in the market (IBEF, 2004). The study conducted on the challenges that the automotive lubricant companies face today highlighted that there is a great influence of choosing any channel since each channel has its way of approaching the consumers (Annirvinna, 2011). The other major challenge that the automotive lubricant companies face while choosing a marketing communication channel is there dependency on external agencies which has led to failure of many campaigns in the past. It has been observed that the decisions which are made towards channel selection are routed at the agency level therefore it decreases the positive potential of the company and it becomes difficult for automotive lubricant companies to ensure proper communication (Dugar, 2007). This has led to a need to explore how these companies in India are executing their IMC process.

In another study with the view of heterogeneity towards individual choices after the deregulation of market has again made automotive lubricant companies to rethink about the ways of communication. A lot of communication clutter has been seen when these companies are still adopting traditional mediums for communication (Sunder, 2005). There are certain challenges that have been highlighted which are faced while channel selection of IMC by these companies. These are as follows:

- Increased growth in marketing with the use of databases
- Emergence of new mediums
- Competitors shift from traditional promotions
- Movement of power of Company to middlemen thereby increasing channel power
- A non-focused approach towards advertising
- Increased compensation of advertising agencies
- Increase in the way of Internet marketing
- Shift from the delivery of information to value drives delivery
The IMC of automotive lubricant companies are dependent on budgets and agencies alone. Therefore there is a need to have the planning process in a systematic way (Kieran, 2010). The issues raised above have consolidated agreement of marketers who have mentioned that they definitely wish to relook their IMC process in Indian context (Annirvinna, 2011). Various studies demonstrate that there is inadequacy of research when it comes to the IMC process of ALC in India.

No study could be found which establishes the integrated marketing communication channel selection mechanism executed by automotive lubricant companies in India.

2.4 FACTORS LEADING TO THE SELECTION OF INTEGRATED MARKETING COMMUNICATION MEDIUMS

IMC is the backbone of enhancement of clarity of communication made in the market with consolidation of entire marketing communication channels (Duncan & Mulhern, 2004). With the increase in the level of competition, the companies are facing difficulties in adapting to the changing market trends that call for development and selling of differentiated products when compared to those of competitors. People in today’s era have started demanding value in communication whether it pertains to the product or brand. The effectiveness of traditional mediums has certainly dropped down in the recent past and this ineffectiveness has greatly impacted the reach targeted towards audience of specified segments. The recent technological developments and the new ways of disseminating information is also a key challenge for companies today as they find it difficult to migrate from traditional channels to new channels.
The new channels are also diversified in nature. The only way of attracting consumer in today’s era is to have more focused marketing communications and ensure the right information reaching the targeted audience at the right desired time. To achieve this objective companies face a lot of overlapping and at times a clutter in information which is perceived as an uninvited crowd in the perception of consumers. This leads to extra information getting delivered to the people who do not even need it. The need that the companies have started facing today is an efficient channel that ensures effectiveness of communication along with overall cost efficiency of the desired and adopted media vehicle (Duncan & Mulhern, 2004).

At the same time, brand loyalty has become a challenge for these companies including brand and product proliferation. The consumers are carrying sensitive towards the prices also. The needs of the consumers are getting very specific towards, quality, volumes at lesser prices and best services. The companies are reacting instantaneously towards the changes in the lifestyle and empowerment of the consumers, with the help of advertisements (Duncan & Mulhern, 2004).

The externally influencing factors have also become critical for companies to consider which choosing IMC mix. The advertising agencies have also started creating issues for the companies as they have their own set of requisites including higher compensation while enabling companies to choose IMC mix (Duncan & Mulhern, 2004). It has become very vital for companies to integrate as many new mechanisms as available to communicate with the market. There are many other facets that need to be relooked into.

Brand relationships are becoming important and they need to be created and nurtured through communication. This needs personal touch with the consumers which calls for a shift from mere transaction to an enhanced relationship between companies and consumers. The outcome of brand relationship is that it ensures profitability to the company by ensuring increase in sales and growth in profits (Duncan & Mulhern, 2004). The other outcomes of enhanced brand relationship is the creation of trust within consumers.
The IMC mix, commonly known as promotional mix (P J Kotler, 2006), has witnessed a drastic shift in its initial meaning itself. The promotional mix referred here comprises of five elements:

- Advertising,
- Sales promotion
- Public relation and Publicity
- Personal selling
- Direct marketing

The IMC strategy is composed of one or more of these elements. The focus of the companies is to ensure effectiveness of the information which has to be passed through one or more of these mediums by ensuring following basic requisites:

- What does the target audience desire from the communication?
- What information are they looking for?
- What is the measures effectiveness of the communication tool to be employed?
- How best is a company in communicating as compared to its competition?
- What is the budget of the company for this communication? (Duncan & Mulhern, 2004)

In the past, the companies were relying only on external agencies for any kind of communication they wanted to make with the target market. The reason behind this reliability was the sales that were ensured to the companies and undoubtedly the companies were achieving the targeted sales. The products were highly undifferentiated in nature, the volumes were very high and the people were also purchasing whatever was available. Therefore the companies only focused towards mass marketing (Schultz, IMC Measurement: The challenges of an interactive marketplace, 2011). During this time, the other mediums were much ignored and were used once in a while. The other elements were taken to be used by the external agency most of the times (Belch, 2012). The companies also faced numerous issues while creating budgets which generally were less, creation of marketing objectives and understanding views of the consumers. This led to the dark mark on the image of the product. The companies now felt the need to establish proper
integration of mix along with coordinated marketing efforts. This integration called for utilization of all the promotional tools available with proper allocation of budget to each of the tools employed (Kitchen, 2013). With this, there has been a drastic change of how IMC works for different companies (Belch, 2012).

The outcomes of the integration have been reflected as under:

- Decrease on reliability on mass media marketing unlike before
- Increase in the advertising budgets
- Fragmented target audience
- Changed consumer perception
- Complexity in consumer behavior
- Use of coordinated marketing efforts
- Technological advancements
- Increased middlemen power
- Return on investment of (Belch, 2012) (Kitchen, 2013)

Certain verified objectives of communication for any company include:

a) Information: providing information to the target market with respect to products  
   b) Persuasion: This aims at influencing the consumers to transact for products  
   c) Inducing: immediate action by people with positive thoughts of product.

With context to these objectives, it stands important for the companies to integrate all the tools towards communication (PJ Kitchen, 2004)

The identification of need of IMC program begins with the identification of the complexity of the elements prevailing in the market where the company is currently operating. These elements include the complex issues of target audience, complexities in the product and complexities in the distribution. The elaboration of these elements is given below:
(a) Target Audience: Here there are too many persons whose involvement is witnessed in the final decision, thus creating a complexity with respect to what a person wants and what the changed habits of people influences him to buy.

(b) Product: Technicalities and too many innovations in the product lead to this complexity. People are unable to retain too many attributes of the product at the same time.

(c) Distribution: Too much specialization or limitation creates this complexity (Belch, 2012).

The other complexities include isolation of people, multiple messages and the duration of objective in terms of short and long (Kitchen, 2013).

Every element of the promotional mix has its own importance. Any strategically planned IMC program shall include all probabilistic ways of having the entire IMC mix (Hurtwitz, 2012). Practitioners and academicians have entirely different set of perceptions towards IMC strategy (Hurtwitz, 2012). Marketers now need to identify ways of integration of new mediums in IMC in order to improve their communication plan. Limited studies have shown how the decision is made to include all the tools of promotional mix in the IMC. Very few studies show the decision making process in the selection of marketing communication tools that help in formulation of IMC strategy. Less studies show how to handle individual tools. Very few studies have shown the factors that influence the choice and selection of communication tools in development of IMC strategy.

2.5 FACTORS LEADING TO SELECTION OF SOCIAL MEDIA

The marketing academicians have started taking a lot of interest in social media with a focus on its usage, tactics and tools rather than understanding its fitness in the IMC strategy (Peltier, 2013). Social Media gathers its foundation on Web 2.0, which is a group of internet based applications where social media enables creating of content and further exchange of that content which is coined as user generated content (Haenlien, 2010).
Web 2.0 is a conceptual platform which is based on technology and social media seeks its operation and evolvement on the same (Haenlien, 2010). Web 2.0 is the name of the movement of an activity which was driven individually based on certain programming on the www (world wide web) which is interactive and user driven in nature (Haenlien, 2010). Due to this people started developing new applications that also drew their attention towards creation of interactive sites and functions to perform generation and sharing of content (Faulds, 2009). The users of social media are able to generate their own content, publish it in the manner they like, upload on various sites, comment on others posts, do necessary sharing and publicizing of the content. It is completely online activity which has been created by users and is used by other users as well. Texts, images, conversations as well as shared documents are what it takes the form of. Because of the reasons social media is perceived very differently as compared to the traditional media. Another group of authors have defined social media as a form of electronic communication that includes websites for social networking and blogging through which the users are able to create their own communities which are online through which they can share information, ideas, personal messages and any other content of their choice (Edosomwan, 2011).

With the formation of online community people are able to do self-segmentation (Canhoto, 2013). (P Blackshaw, 2004) have described social media as a bunch of new sources of information gathered online which are witnessing their creation, initiation, circulation and the usage with an intention of imparting education about products, services, brands, personalities and issues (P Blackshaw, 2004).

The interactive nature of social media differentiates it from traditional mediums. Marketers look at this interactivity for brand engagement with consumers and agree that social media includes all potential touch points for the brand with the consumers (Schultz, IMC Measurement: The challenges of an interactive marketplace, 2011). The interaction happens because of the two way communication between consumers and brands. This high level of engagement helps in increasing brand equity, retaining consumers, return on investment, increased sales and positive
WOM (Vivek SD, 2012). These characteristics are definitely different from what traditional media offers. Social media platforms which have been most commonly used include Facebook, YouTube, LinkedIn, Twitter and Blogging. Out of these Facebook has been the leader since 2013. The other platforms apart from these are less popular (Stelzner, 2013). The two way communication has enhanced the importance of social media and it also has the ability to extend the communication amongst consumers with each other (Faulds, 2009). Social media has been able to create global nature and user driven benefits (Winer, 2009). Market research reports have also shown that social media has been fruitful in building relationships, increasing web traffic to the websites of the company, helping in identification of new business opportunities for the companies, identification on ongoing trends and keeping abreast with competitors, creation of communities, distribution of content, demonstration of product, collection of feedback from customers and supporting brands (Barnes, 2010) (Bresauler & Smith, 2009).

With the integration of social media, IMC happens to become much faster, cost efficient, highly efficient in creating brand equity. Social media ensures wider reach as compared to traditional media, utilizing least time required at a much cheaper cost (Keller, 2013). Social media is further used to collect feedback from consumers (Haenlien, 2010). The marketing efforts become highly targeted as social media offers dynamism in its nature, as it is able to offer good and high speed of information along with volume and much needed customer insights when people share their usage experiences (Canhoto, 2013). This also allows marketers to see online communities as an important source of data which they would have otherwise employed through marketing research (Kozinets, 2002). Social media also offers access to data on consumer buying behavior (Brito, 2013). Social media enhances the mix by getting data on the ever changing segment of the market, identification of valuable demographics, tracking of people behavior, and development in products with the help of conversations and uninterrupted customer service (Canhoto, 2013). Being an open source it allows people and companies to exchange personalized
prices and unique promotions that enhance the usage among individuals. Social Media is a big influencer towards likability of a brand (Nguyen, Melewar, & Chen, 2013).

Stimulation of positive e WOM has also enhanced associations with the brand and is able to create wonderful engagements (Haenlien, 2010). WOM referrals have been able to create two ways communication, enabled positive brand messages, gained trust and reliability and has been the most trusted source where 70% of consumers are now trusting the posting that are happening on Social Media about the products (P Blackshaw, 2004).

With the help of online communities companies have started creating online panels of experts and people who are advocating their brand are becoming ambassador’s online (Peltier, 2013). The other benefits included free to join platform, easy accessibility and real time usage leading to online lead generation, online idea generation and extended communication (P Blackshaw, 2004). The speed with which Social Media works is tremendous and is able to convert communications to a global level (Faulds, 2009).

The creativity and types of campaign that are offered have been proved by various campaigns (P Blackshaw, 2004). Various types of platforms extended by social media have been shown in the table given below:
**Table 2.1: Examples of Social Media.**

<table>
<thead>
<tr>
<th>Category</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Social Networking Sites</strong></td>
<td>Facebook, MySpace, Faceparty, Google+</td>
</tr>
<tr>
<td><strong>Creativity works sharing sites</strong></td>
<td>Video sharing sites: YouTube</td>
</tr>
<tr>
<td></td>
<td>Photo sharing sites: Flickr, Tumblr, Instagram, Pinterest</td>
</tr>
<tr>
<td></td>
<td>Music sharing sites: Spotify</td>
</tr>
<tr>
<td></td>
<td>Content sharing combined with assistance: Piczo.com</td>
</tr>
<tr>
<td></td>
<td>General intellectual property sharing sites: Creative Commons</td>
</tr>
<tr>
<td><strong>User-sponsored blogs</strong></td>
<td>The Unofficial Apple Weblog, Cnet.com</td>
</tr>
<tr>
<td><strong>Company-sponsored blogs/websites</strong></td>
<td>Apple.com, P&amp;G’s Vocalpoint</td>
</tr>
<tr>
<td><strong>Company-sponsored cause/help sites</strong></td>
<td>Dove’s Campaign for Real Beauty, click2quit.com</td>
</tr>
<tr>
<td><strong>Invitation-only social networks</strong></td>
<td>ASmallWorld.net</td>
</tr>
<tr>
<td><strong>Business Networking Sites</strong></td>
<td>LinkedIn</td>
</tr>
<tr>
<td><strong>Collaborative websites</strong></td>
<td>Wikipedia</td>
</tr>
<tr>
<td><strong>Virtual Worlds</strong></td>
<td>Second Life</td>
</tr>
<tr>
<td><strong>Commerce Communities</strong></td>
<td>eBay, Amazon.com, Craig’s List, iStockphoto, Threadless.com</td>
</tr>
<tr>
<td><strong>Podcasts</strong></td>
<td>‘For Immediate Release: The Hobson and Holtz Report’</td>
</tr>
<tr>
<td><strong>New delivery sites</strong></td>
<td>Current TV</td>
</tr>
<tr>
<td><strong>Educational materials sharing</strong></td>
<td>MIT OpenCourseWare, MERLOT</td>
</tr>
<tr>
<td><strong>Open Source Software communities</strong></td>
<td>Mozilla’s spreadfirefox.com, Linux.org</td>
</tr>
<tr>
<td><strong>Social bookmarking sites allowing users to recommend online news stories, music, videos, etc.</strong></td>
<td>Digg, del.icio.us, Newsvine, Mixx it, Reddit</td>
</tr>
</tbody>
</table>

*Adapted from (Faulds, 2009)*
2.6 THEORETICAL PREMISE OF INTEGRATED MARKETING COMMUNICATION PLANNING PROCESS

A number of models were considered when looking for underlying theory to guide the aims of this study and the methodology.

The IMC construct in terms of its concept and processes has been the subject of much theoretical discussion and debate. Integrated marketing communications is considered by some academics as simply incorporating the marketing communications mix and its components (advertising, sales promotion, public relations, the internet and direct marketing) and often referred to as ‘channels’ or ‘media’. Nevertheless this allows a solid foundation upon which to develop the conceptual base, and analysis of integrated marketing communications activity (Lee & Park, 2007)

All marketing communications are customer oriented and driven by knowledge derived from consumer data to ensure strategic goals are met and returns on investment are monitored.

According to the academic literature, a consensus on appropriate measurement of integrated marketing communications outcomes has not yet occurred. Integrated marketing communications’ initial conceptualization describing the coordination and interaction of the promotional mix elements is owed largely to Don Schultz (Schultz, 1996) (Schultz, 2011) (Schultz & Kitchen, 1997) (Schultz & Schultz, 1998) (Schultz, DE; Tannenbaum, SI; Lauterborn, RF; 1992). Effective coordination of the integrated marketing communications marketing communication mix was said to culminate in a ‘one-voice’ phenomenon (Kitchen et al. 2004, p. 19) with much research dedicated to the development of this concept (Duncan, TR & Everett 1993; Nowak & Phelps 1994; Phelps & Johnson 1996; Schultz, Don E, Tannenbaum & Lauterborn 1992). The aim of integrated marketing communications is to maintain consistency between the elements of the promotional mix and yet provide a clear message via different forms of media. The immense academic literature on IMC questions on achievement of integration and understanding a holistic view of IMC. The authors who have summarized this concept are
Integrated Marketing Communications is constantly evolving, and these authors sought rather to develop the conceptual base and the measurement of Integrated Marketing Communications. Subsequent research used this approach to enable development of new rigorous research frameworks and went beyond the scope of much Integrated Marketing Communications research up to that point (Lee & Park, 2007) (Peltier, 2013).

(Winer, 2009) lists the typical management decisions involved in applying the Integrated Marketing Communications process to achieve clear positioning and a similar ‘look and feel’ across communications:

- The objective of the communications,
- The target market,
- The strategy (copy, media, timing),
- Budgeting,
- How to evaluate whether the objectives were being met.

(Lee & Park, 2007) addressed two of the most urgent issues in IMC: theoretical and conceptual research. Firstly, approaching a definition of the IMC concept incorporating its multidimensional nature to enable more rigorous study; and secondly, to develop a universally acceptable measurement tool for the IMC construct.

Schultz and Schultz used the ‘four levels of Integrated Marketing Communications’ framework to break down integration tasks of the Integrated Marketing Communications process as it moves up through tactical coordination, to redefine the scope of marketing communications, then the application of information technology and finally incorporating financial and strategic goals at the top level (Schultz & Schultz, 1998). They argue that marketing and marketing communications are in transition due to technological advances, so an organization moves from one stage of integrated marketing communication development to another as a result of the organization’s ability to capture and manage information technology. This conceptual
framework although effective in describing the Integrated Marketing Communications process of integration, fails to include the importance of outcomes and feedback mechanisms for future improvement and shared learning of Integrated Marketing Communications programs.

A further alternate Integrated Marketing Communications model was devised by (Chitty, Barker, Valos, & Shimp, 2011). It was designed as a framework for making brand-level marketing communication decisions and achieving the expected outcomes. A marketing communications program comprises of first making fundamental decisions, which further influence implementation decisions. In combination they create two desirable program outcomes: to enhance brand equity and affect behavior. These outcomes are co-dependent in that it is thought that if a consumer favours a brand with increased brand equity, then they are more likely to purchase it, or change their behavior towards it. Likewise, a favorable experience with a brand can create loyalty and repeat purchase behavior and ultimately retain a customer.

The basic premise of Integrated Marketing Communications is that there are a number of communication objectives for a brand and a number of different means of communication to achieve each of those different objectives, suggesting that it therefore makes sense to employ multiple communication options in marketing communication programs (Keller, 2013). A marketer will set objectives based on the goals and values of both the organization and the marketing department.

The Generic IMC Model does not cover marketing strategy. Other elements like budgeting and integration have been included but emphasis on brand networking is also missing which have been covered by other authors. The Moore Thomson Model does not covers review of marketing plan, selection of target audience and other key steps that one goes through while strategizing IMC. The Schultz et al. model excludes the majority of the steps that include review of marketing plan, decision roles and other important stages that play a key role towards devising. Model by Sirgy (Sirgy, 2006) does not talks about review of marketing plan and budgeting. Model by
Larry Percy (Percy, 2012) covers entire process and has been widely accepted and used but the same has not yet been examined in case of automotive lubricant companies in India.

2.7 THE STRATEGIC INTEGRATED MARKETING COMMUNICATION PROCESS- LARRY PERCY MODEL

There are many general planning processes which companies use but, the actual strategic planning process is very specific. A good planning process requires a connect between planning and communication therefore there is a need to see how companies determine the final challenge for media communication. In this chapter, the strategic integrated marketing communication process has been discussed in detail. All the steps have been considered in order to arrive at the conclusiveness of the selection and explore the important steps involved in the entire process.

2.7.1 PRE-PLANNING PROCESS

Before the actual process begins, the marketer has to undergo the following steps which a marketer has to follow in order to ensure that the final selection is done after a rigorous review of certain areas

(A) REVIEW OF THE MARKETING PLAN

The overall marketing plan is created first by the managers and it is expected that all marketing communications have to be very consistent with the overall marketing plan. Before thinking about any specific communication issues, it becomes very important for the managers to review the marketing plan. Upon completion of this review it is helpful to highlight briefly ‘what is known’ with respect to market and any specific marketing objectives and goals planned for the brand. The significance of this information is what is that the company wants to communicate to the target audience and therefore it acts the background information for the creative team.

(B) PRODUCT DESCRIPTION
Product description simply specifies what a company is marketing. This description is certainly not in general. Here the manager thinks very carefully and writes about the description of the product or the service which needs to be advertised or promoted. The reason for this exercise is that any unfamiliar person who has no clue about the product or the service should be able to understand what exactly it is. Further this description becomes helpful for the creative team as they treat it as a background and this team is responsible for the execution of the marketing communication of the brand.

(C) MARKET ASSESSMENT

Market assessment relates to the overall assessment of the market in which a company competes. The importance of market assessment is to update the source of information. Year old information is treated to be good enough to serve as background information towards marketing plan. The marketer has to be very vigilant to see that nothing important has happened in the market which might challenge this information. The information over here about the market is anything that might impact the potential success of the brand. The performance of the brand in their respective category is also assessed. The direction of the market is also predicted. Predictions on any new upcoming innovations or new people entering in the market are also explored. Within the market assessment, any new market research which has been executed for the brand is also reviewed. The important thing over here is to have enough information to look at the market in all aspects but closely look on the things which will have a real influence on the brands performance.

(D) SOURCE OF BUSINESS

This signifies from where the company is expecting the business to come from. Here both potential customers as well as competitors are considered. Is the company expecting to increase the market share or the share of the business by seeking attention from customers within the category or by attracting those people who are using other brands or is the target to increase the
current use by the existing customers? The company over here also looks at what they should know about the purchase behavior of the potential customers and extent to which the brand is competing with products or services outside its category?

**(E) COMPETITIVE EVALUATION**

This refers to the meaning of competition for the company and how does it position itself? It is very important to have a very good understanding about the competition and to see how it is perceived among the consumers. Is the competition environment changing depending upon the usage of the product, what are the creative strategies of the competition? Over here the companies try to see and compare the marketing communications of the competitors and see what benefits do they emphasize upon and what is their execution strategy. The media tactics that are used by the competitors are also closely evaluated. The employment of various media vehicles used by the competition is also seen.

**(F) MARKETING OBJECTIVES**

This tells us about the marketing objectives of the brand. The company includes the marketing objectives of the brand, specific market share and sales goals. Basically all these descriptions are available in the marketing plan but still here specifications in terms of brand are seen. The evaluation here is about the success and its estimation in case if the marketing communication program goes well. This also involves determination of marketing communication budget.

**2.7.2 IMPLEMENTING THE 5 STEP STRATEGIC PLANNING PROCESS**

As discussed earlier the strategic planning process starts with the review of the marketing plan and the constituents of the target market. Although it is known that the customer is kept in focus while planning marketing communication plan there is a possibility and likelihood that certain other people add equal involvement and therefore it becomes necessary to consider them while planning. The strategic planning process starts with the decision on with whom the company has
to communicate. While the general target market has already been identified in the marketing plan there are certain other specifications that the manager must know about them.

In an effective planning process the first step is to select the target audience consistently with the overall marketing strategy. In step 2 understanding on the decisions of target audience is developed. In step 3, establishment of the best positioning for the brand is made within its marketing communication. Step 4 is when the development of communication strategy takes place. In the 5th step in the setting of media strategy is done by considering the best method of the accomplishment of the communication tasks that are needed by using the available marketing communication options and selection of the specific media for delivery of the message to be communicated. The overview of the model has been presented in Figure 2.1

![Figure 2.1: Larry Percy Model](image)

**FIGURE 2.1: LARRY PERCY MODEL**

(A) STEP ONE: SELECT THE TARGET AUDIENCE

The very first step in the process is to make decisions on which the target audience is. Who so ever the company selects has to be very consistent with the marketing objectives of the brand. If the specifications of marketing strategy say that the company needs to build the category it
directly says that the company is looking for new users with the objective of trial action, where as if the strategy is to increase the usage it reflects upon existing users and relate to repeat purchase action objectives. Now the decision is on the emphasis of whether the target audience is users or non-users. On the other hand it also gives us an indication whether it is trial or repeat purchase target audience objectives which directly relates to brands marketing objectives. While reviewing the marketing plan the marketer has already seen from where his business is expected to come. Now the decision is on the users or non-users of the brand and also whether the objective is trial or repeat. The communication strategy will differ depending upon the objectives. Over here the determination of appropriate user groups is also done the next step is to profile. For the marketing communication effectiveness it is very important to know the attitude and behavioral patterns of the target audience as they impact the media strategies.

(B) STEP 2 –UNDERSTAND TARGET AUDIENCE DECISION MAKING

Once the decision of selection of target audience has been done the marketer has to gain an understanding of how the target audience goes about making purchase decision in the category. This stands important because if the objective of the marketer is to convert the purchase decision positive and increase the probability of the brand being selected he must understand the involvement of different things with which the consumer makes that decision. Here the marketer seeks the answer to the questions like, who is involved in making the decision? How do they go about it? Where advertising and promotions or other marketing communications can influence the process? With the basis of consumer behavior the marketer knows that many people might be involved when a person makes a decision to use a product or a service and they might come up with different roles playing in the decision process. There are five possible roles which are involved here. These are initiators; people who propose purchase or usage; influencers; who recommend (or discourage) purchase or usage; deciders; who make the actual choice; purchasers; who make the actual purchase; users; who use the product or service. There is a possibility that a single person might play all the five roles mentioned in the decision process. Therefore it
becomes important to understand who is involved and what roles are they playing. Once this understanding is built it becomes clear how the consumers might be making this decision. The understanding of why people do, what they do is critical in establishing an appropriate brand attitude strategy which is the heart of successful advertising and promotion with any marketing communication.

(C) STEP 3- DETERMINE THE BEST POSITIONING

While the basic brand positioning has already been established the role of the strategic planning process is to address the particular communication positioning that has to be adopted for a brand. The manager has to make a decision whether he wants to link the brand with the existing perception in the minds of the target audience or reposition it. The questions here are how will the brand be presented to target audience? What are the benefits that the Brand offers or shall be offering? The answers to these questions are critical for successful positioning of a brand and are addressed as a part of strategic planning process.

(D) STEP 4- DEVELOP A COMMUNICATION STRATEGY

While developing a communication strategy it is important for a manager to establish communication objectives by making appropriate selection of the desired communication effects. For better understanding it is important to know certain operative meaning of the laid down objectives.

(i) COMMUNICATION EFFECTS

The Communication effects are a glimpse of communication objectives. There are basically four types of Communication effects: Category Need, Brand Awareness, and Brand Attitude & Brand Purchase Intentions. It is out of this set that all the possible communication effects are linked to communication objectives.
(ii) **CATEGORY NEED**

There is no sense to try and market a brand if there is no felt need for the product. This becomes much more relevant for new products. It becomes necessary to give emphasis on the initial marketing communication for the new product category in order to create interest.

(iii) **BRAND AWARENESS**

The communication objective will always have an aim for creating or reinforcing brand awareness, irrespective of whatever type of marketing communication a marketer might be using in a campaign. Without a link between message and the brand the marketing communication cannot be effective.

(iv) **BRAND ATTITUDE**

Just like brand awareness a communication objective will also aim at creation or development of brand attitude in every type of marketing communication that is used in a campaign. Brand attitude strategy is at the heart of developing a communication strategy for advertising and all other forms of marketing communications. While brand attitude strategy is a function of how involved a person is in the decision to purchase or use a product or service, along with what motivates them, the brand attitude itself relates more specifically to the brand. It may be thought of as a summary of what a person knows and feel about a brand, providing a link between the brand and the motive to buy or use it.

(v) **BRAND PURCHASE INTENTION**

This is almost always a marketing objective; it is not often a primary communication objective. The marketer will always want to help contribute to an intention to buy or use the brand but this is rarely the primary objective. Without brand awareness and brand attitude there can be no purchase intention.
(vi) BRAND AWARENESS AND BRAND ATTITUDE STRATEGY

In the development of a communication strategy for a brand marketing communication getting the brand awareness and brand attitude strategy is a critical work. Step 2 of this process helps the manager in determining whether the purchase decision follows from recognition or recall of the brand, if there is perceived risk in making the brand choice and whether positive or negative motives are driving behavior in the category. It is these determinations that will inform brand awareness and brand attitude strategy.

(vii) WHAT IS THE BRAND AWARENESS STRATEGY?

The brand awareness involves two types which a manager must consider recognition and recall. The objective of brand awareness strategy is to get these rights. Recognition brand awareness is when someone ‘sees’ the brand at the point of purchase and is reminded of a need for it. Recall brand awareness occurs when some has a need and must remember the brand as something that will satisfy that need. There are important strategic and tactical issues that are considered here.

(viii) WHAT IS BRAND ATTITUDE STRATEGY?

The brand attitude strategy is a function of the two fundamental considerations that is (a) whether there is low or high involvement with the purchase or use decision, based primarily upon the target audience’s perceived risk (either in fiscal or psychological terms); (b) whether the underline motivation that drives behavior in the category is positive or negative.

(E) STEP 5- SETTING A MEDIA STRATEGY

In this step, the manager selects the best communication options to deliver the message executions. This is the first step in determining media selection and one of the most important things the manager needs to think about at this point is the different relative strengths of advertising and promotion in satisfying the four possible communication objectives. After this
consideration of how to best integrate advertising and promotion communication options in the marketing communication program for the brand, specific media are considered in terms of communication objectives.

2.8 RESEARCH GAPS

The central research gaps as found from the literature indicated two major ones which are as under

- No study could be found which establishes the IMC channel selection mechanism executed by ALCs in India.

- Though various studies have identified the factors of integrated marketing communication channel selection but the researcher could not find any comprehensive study about the factors to be considered while including social media into IMC channels.

2.9 CONCLUDING REMARKS

The literature survey has helped in the establishment of broad gaps related to the research. The integrated marketing communication channel selection mechanism of automotive lubricant companies in India needs to be answered in detail. Thereafter, adoption of social media in the integrated marketing communication channel selection process of automotive lubricant company has to be studied carefully. This chapter also highlighted the integrated marketing communication process laid down by Larry Percy in detail. All the stages have been discussed in brief. The Larry Percy model is the underpinning theory used for this research work.