CHAPTER 4

THE IMC PROCESS OF ALCs IN INDIA

4.1 OVERVIEW

This chapter presents the detailed process of integrated marketing communication constructed at the automotive lubricant companies in India. Data collection details related to the process has been discussed later. The detailed data analysis findings are reported in the subsequent sections on integrated marketing communication channel mechanism in Automotive Lubricant Companies in India.

4.2 INTRODUCTION

The marketing communications of Automotive Lubricant companies are undergoing changes since most of the companies who are in this business are of belief that lubricant selling makes them achieve good margins. Automotive Lubricant today is every man’s need in India as every household has either a two wheeler or a four wheeler. The automotive lubricant companies therefore require continuous marketing communications to keep the customers informed and also tell about the prevailing discount. A big challenge today is the shift of consumers from traditional medium to digital mediums. Meeting this shift will need the new mediums to be used in place of or in integration with traditional mediums. The companies have also recognized the need to augment the integrated marketing communication strategy by involving the new mediums. In this study the existing process has been studied in detail and all the constructs have been looked into very carefully.

4.3 THE INTEGRATED MARKETING COMMUNICATION PROCESS AS ADOPTED CURRENTLY BY AUTOMOTIVE LUBRICANT COMPANIES IN INDIA
The process that has been described below has been taken out from the data collected from all the four companies that were considered while doing sampling for the case study method for this research. The process adopted currently by these companies is similar. The detailed stage wise discussion has been represented below:

**STAGE 1: REVIEW OF THE MARKETING PLAN**

In India the Automotive Lubricant Companies start the formulation of marketing communication strategies by reviewing the marketing plan which has been preplanned. Within the review of marketing plan the objective of the designated person is to have a close look of key areas of marketing background. This objective has been coined as objective 1 of stage one of the process and the executions included in this stage has been named as step 1, step 2 and step 3 of this respective objective to be achieved. This has been represented in the figure 4.1 given below.
These steps include description of the products that have to be advertised by the company, assessment of the market to be served and evaluation of the competition as shown in the figure 4.1 above. The Step 1 of stage 1 is the description of the products to be advertised by the company which includes close scrutiny of the product biography which is done by preparing a product grid; The Company assigns product managers for the execution of this step who prepare the product biography. This product biography includes USP of the product, packet size offered...
of the product, features, price of the product and finally the entire description is handed over to the creative team which utilizes this information as a background of message.

In the step 2 of objective 1 of stage 1, the marketer assesses the market that has to be served. This is done by using internal products and sales report. The execution is done by market research manager. The manager here prepares the product category comparison sheet. This sheet includes the information about products offered within the same category and sales of different products within the sales category. The comparison is made on the basis of product features, prices of different products, USP of different products, sizes available of different products and the sales comparison of different products within the same product category. The entire information helps in understanding product performance which further leads to decision on positioning.

The third step is the evaluation of competition. This starts with looking at the product biographies of products offered by the competitors within the same category with the help of market research report, understanding the competitor performance when it uses marketing communication. This includes the previous marketing communication used by competitor using agency or market research report. Within the product categories the companies look into the products offered by the competitor, revenue contribution by different products and differences in the prices. In the marketing communications various mediums are studied. Each and every media vehicle is studies closely with every single detail. In this case also each and every media vehicle used by the company is closely looked into.

The first medium included hoardings, banners & posters within which number of banners, posters and hoardings used, sites of placement of banners , posters and hoardings, sizes of banners, posters & hoardings, money spent, media audience, geographies Targeted, use of number of lit and non- lit hoarding were accounted for.
The next medium studied was Shutter paints and wall paints under which the creative used, paint size of the, wall, contract amount per region, contractors employed, quality of paint used, colors used, workshops included, money spent, media audience, geographies targeted, sizes of the shutters painted, number of shutters painted, time period of the campaign and sites of wall paints were looked into.

In the television advertisements, money spent, media audience, frequency of the advertisement, channels targeted, geographies targeted, time period of the campaign, the visuals used, endorsee used advertisement length in seconds; time slots used and viewership were seen.

In the radio the channels targeted, frequency of the advertisement, time period of the campaign, time slots used, geographies targeted and message dictated were seen. In the newspaper advertisement the quality of the paper, choice of page, colors preferred, subscriptions, news agency employed, space used in centimeters, readership, frequency of the advertisement, money spent, media audience, geographies targeted and creative used were studied. In the sponsorships and events, media audience, geography targeted, money spent, details of the event sponsored, time period of the campaign and tools employed at the event were seen. The entire exercise leads to the analysis of the product performance and impact on revenue after using marketing communication given to accounts executive.

The pictorial representation of entire stage 1 is given below in figure 4.2
FIGURE 4.2 PICTORIAL REPRESENTATION OF STAGE 1
STAGE 2: SELECTING THE TARGET AUDIENCE

In the next stage the ALC selects the target audience. This stage involves marketing manager who begins the execution of this stage by having one objective that is description of the target audience. The selection is done on the basis of certain classifications. These classifications are general classification, domain classification, brand classification and thereafter profiling of target audiences done.

Step one includes general classification that determines the general characteristics of the target audience. In the General Classification the manager prepares general audience demographic table which involves use of market research report that studies various aspect like number of service centres, number of petrol pumps, usage of vehicle, number of dealers, number of vehicles owned, number of mechanics, different vehicle companies, occupation of the owners of the vehicle, number of individual users, general income of these individual users, number of commercial houses, geographical distribution and age segregation of the users. This set of information is generated from market research reports, reports from service centers, information available from RTO, financial institutions and company’s sales reports. The entire information is used to prepare a grid that shows the classification available for profiling.

In the step 2 domain classification is done where the objective of the marketing manager is to determine use of attitude of target audience in a particular product category. The domain grid is prepared based on products served. This includes internal reports of variants and consider category used behavior also which reflects the usage of diesel engine oil, passenger car motor oil and motorcycle oil and the overall grid which is the outcome of this step shows overall usage in a particular category for brand classification.

The third step is the brand classification where the job of the marketer is to classify target audience on the basis of brand purchase intentions. In the brand classification a common grid is prepared using domain classification and brand usage reports that includes Diesel engine oil,
passenger car motor oil and motorcycle oil within which the various brands in the category are placed on the grid and thereafter this information is utilized for classification of profiling the target audience.

The second objective in the same stage is to profile the target audience with the help of description achieved in objective one. This objective includes one step which is profiling of target audience. This step is executed by marketing manager. The profiling of the target audience includes preparation of target audience analysis report where the profiling is done on the basis of trade target audience, consumer target audience and industrial target audience and this information is passed to accounts executive.

The entire stage 2 has been summed up in the figure 4.3 given below.
FIGURE 4.3: PICTORIAL REPRESENTATION OF STAGE 2
STAGE 3: DECISION ON POSITIONING ELEMENTS TO BE USED

In the next step the automotive lubricant companies decide the positioning elements that they want to use. This step has single objective which is to decide the positioning elements. The single step targets on deciding and determining the positioning elements that will help in creating the base for communication strategy. To decide the positioning elements the company uses the output from marketing plan for positioning where product benefit orientation and user orientation are accounted for. In the product benefit orientation the company chooses the selection of benefit whether it is emotion, character or an attribute whereas in user orientation reference to brand attitude is made with the help of market research report. The output leads to creation of base of communication. This stage has been represented in the figure 4.4 given below.
FIGURE 4.4: PICTORIAL REPRESENTATION OF STAGE 3
STAGE 4: DECISION ON FINAL COMMUNICATION OBJECTIVE

In the next stage is decision on final communication objective where the communication objective has to be framed by determining and choosing elements for setting the communication objectives. This is done by using the output of the previous step, category need, brand awareness and brand attitude. In the category need the requirement is based only if the company is launching new product. In the brand awareness the company decides whether it wants recall or recognition. In the brand attitude the company focuses on the involvement of the consumer in the product and decides the action on the basis of the involvement. The two types of involvement referred here are low involvement and high involvement and the actions targeted are transformational or informational. These elements together lead to the development of statement for communication which helps in the final selection of media element. This stage has been represented in figure 4.5 below.
FIGURE 4.5: PICTORIAL REPRESENTATION OF STAGE 4
STAGE 5: FINAL MEDIA SELECTION

The last stage is the final decision on selecting marketing communication vehicle where the company aims at providing final allocation of media vehicles to accounts executive. This stage involves single step which is choosing the required elements needed for communicating the objective and comparing mediums across the requisites. The primary elements are considered using internal approvals and discussions. These include communication objectives decided, volume and sales target and the budget that has got sanctioned. After this decision on necessary media selection component is made. These include opportunities to see and reach. Here the necessary elements which are important for achieving communication objectives are taken into account. These elements include frequency needed, time available to process the message and visual content. In the frequency there are two types of bifurcations which are done-one is high and the other is low. When the company aims at high frequency the mediums targeted are television ads, radio, newspaper, hoardings, banners and posters. When the company targets low frequency the mediums are sponsorships and events, wall paints and shutter paints and magazines. The next requisite is the time available to process the message. There are basically two time slots that are considered which are long and short. In the long one, the company chooses wall paints and shutter paints, newspaper, magazines, sponsorships and events, hoardings, banners & posters. In the short time slots the company chooses radio or television ads. The third requisite is the visual content where the company decides whether there is a need for a visual content or not. In case if the visual content is needed the company selects from television, sponsorships and events, magazines, newspaper, wall paints & shutter paints, hoardings, banners and posters. On the other hand if the company does not require visual content to communicate the message then radio acts as the best medium.

After considering these elements, the media selection option is looked into for achievement of communication objectives. Here brand recall, brand recognition, brand attitude and brand awareness strategies are considered. If the objective is brand recall then the selection is made
from radio, wall paints, shutter paints, television ads, sponsorships and events, hoardings, banners & posters. If the communication objective is brand recognition the company selects television ads, hoardings, banners and posters, magazines, wall paints & shutter paints. If the objective seeks high involvement of the consumer and the message is informational then the company chooses from newspaper, magazines, sponsorships & events. If the company aims at high involvement and action based results from consumers which are known as transactional the company chooses from television ads, magazines, hoardings, banners & posters. If the involvement of the consumers is low and the message is informational in that case the selection is made from television, radio, newspaper, magazines, wall paints, shutter paints, sponsorship and events. If the involvement of the consumers is low but the company aims at transactional nature of the message then the selection is made from television ads or newspaper.

After this complete selection and consideration of elements and looking into brand recall, brand recognition, brand attitude strategy and brand awareness strategy the memo that is created here is handed over to the accounts executive of the creative company. This memo has minutest of the detail which goes into the selection of any medium chosen for communication.

The entire stage has been summed up in the figure 4.6 below.
FIGURE 4.6 PICTORIAL REPRESENTATION OF STAGE 5
4.4 CONCLUDING REMARKS

All the stages of integrated marketing communication have been seen carefully as executed currently by automotive lubricant companies in India. The specific steps in each of the stages in also seen in detail. Various constructs have been highlighted which play a key role for decision maker in each of the steps. The entire process has been explained with view to the current scenario.