

Appendix C

Integrated Marketing Communications Plan Outline

Executive Memo Table of Contents Executive Summary

*Author's note: To better understand the IMC Plan Outline, read Don E. Schultz, Stanley I. Tannenbaum, and Robert F. Lauterborn, *Integrated Marketing Communications: Putting It Together & Making It Work* (Lincolnwood, IL: NTC Business Books, 1993), and Thomas R. Duncan and Sandra E. Moriarty, *Driving Brand Value: Using Integrated Marketing to Manage Stakeholder Relationships* (New York: McGraw-Hill, 1997).*

- I.** Situation Analysis
 - A.** The marketplace
 1. The industry
 2. The category
 3. Trends
 - B.** The competition
 1. Primary competition
 2. Secondary competition
 3. Generic competition
 4. Sales and share-of-market (S-O-M)
 5. Promotion spending and share-of-voice (S-O-V)
 - C.** The company
 1. Background
 2. Sales/S-O-M
 3. Promotion spending/S-O-V
 4. Product portfolio analysis
 5. Brand and positioning status
 - D.** The customer/prospect
 1. Product category behavior/attitudes
 2. Purchase history
 3. Demographics/geographics
 4. Psychographics
- II.** Market Segmentation—Database Analysis
 - A.** Primary target market-loyal users
 1. Identify consumer's brand network-how consumers mentally store ideas about products, services, brands
 - a.* Perception of products in category
 - b.* How customers buy and use the brand
 - c.* Psychographics, attitude toward category and brand
 - d.* Perception of the company behind the brand
 - e.* Primary buying incentive to purchase brand (competitive benefit)
 2. Ascertain customer's brand contacts
 - a.* Where are customers when they need the product?
 - b.* Where are they most likely to receive and accept messages about the brand?
 - c.* When can the brand be of greatest benefit to them?
 - B.** Secondary target market-competitive users
 1. Identify brand network
 2. Ascertain brand contacts
 - C.** Tertiary target market-swing users
 1. Identify brand network
 2. Ascertain brand contacts

III. Marketing Objectives

- A. Primary target market
 - 1. Maintain usage
 - 2. Build usage (share of customer)
 - 3. Brand network and behavior objectives
- B. Secondary target market
 - 1. Generate trial
 - 2. Build volume
 - 3. Build loyalty to brand
 - 4. Brand network and behavior objectives
- C. Tertiary target market
 - 1. Build loyalty to brand
 - 2. Brand network and behavior objectives

IV. Communication Objectives and Strategies

- A. Determine principal target audiences for communications
- B. Determine overall product positioning and personality
- C. Determine best contact points for reaching and interacting with customer or prospect
- D. Determine the key customer benefit and principal selling message
- E. Determine value-added mission marketing objectives

V. Marketing Strategy

- A. Identify target markets and their needs
- B. Develop best marketing mix for each target market
 - 1. Product/service mix
 - 2. Distribution strategy/geographic coverage
 - 3. Pricing strategy
 - 4. Communication strategy based on contact point analysis
 - a. Personal selling
 - b. Advertising
 - c. Sales promotion
 - d. Direct marketing
 - e. Public relations activities/corporate identity/sponsorships
 - f. Merchandising, packaging, and collateral

VI. Advertising Program

- A. Advertising objectives
- B. Creative strategy
 - 1. Advertising assignment
 - 2. Creative objectives
 - 3. Message strategy
 - a. Product concept
 - b. Target audience
 - c. Accepted consumer belief
 - d. Key selling idea (USP)
 - e. Support of promise
 - f. Tone and manner
 - g. Desired consumer response
 - h. Justification for strategy
 - i. Mandatory elements
- C. Media plan (based on contact point analysis)
 - 1. Media objectives
 - a. Target audience
 - b. Geographic coverage
 - c. Seasonal coverage
 - d. Reach, frequency, continuity objectives
 - e. Scheduling/monetary objectives
 - 2. Media strategies
 - a. Media mix and media types
 - (1) Strategy
 - (2) Rationale
 - b. Media format and subclasses

- (1) Strategy
 - (2) Rationale
- c. Media buying considerations
 - (1) Geographic coverage
 - (2) Seasonal coverage
 - (3) Scheduling and continuity
 - (4) Reach and frequency
 - (5) Rationale
- 3. Media tactics-media vehicles
 - a. Broadcast
 - (1) Television
 - (a) Network
 - (b) Spot
 - (c) Cable
 - (2) Radio
 - (a) Network
 - (b) Spot
 - b. Print
 - (1) Newspapers
 - (a) Dailies
 - (b) Weeklies
 - (2) Magazines
 - (a) Consumer
 - i. General consumer
 - ii. Specialty
 - (b) Trade
 - c. Direct Mail
 - (1) Sales piece
 - (2) Announcement
 - d. Outdoor
 - (1) Billboards
 - (2) Transit (terminals, buses, taxis, trains, planes, blimps, etc.)
 - (3) Stadium/sports arena boards
 - (4) Posters/banners
 - e. Interactive media
 - (1) Web sites
 - (2) Internet advertising banners
 - (3) CD-ROMs
 - (4) Kiosks
 - f. Supplemental
 - (1) Directories
 - (a) Yellow Pages
 - (b) Professional publications
 - (2) Cinema/on-screen
 - (3) Specialty advertising items (key chains, pens, etc.)
- 4. Media tactics-media scheduling
 - a. Media schedule
 - b. Message effectiveness analyses
 - c. Cost efficiency analyses
 - d. Rationale
 - e. Flowcharts

- VII. Sales Promotion Program**
 - A. Trade promotions
 - 1. Push promotion objectives
 - 2. Push promotion strategies
 - 3. Push promotion tactics
 - a. Trade shows/conferences
 - b. Trade allowances
 - c. Co-op advertising
 - d. Dealer premiums
 - e. Dealer contests/sweepstakes
 - 4. Rationale
 - 5. Payout (cost justification)
 - B. Consumer promotions
 - 1. Pull promotion objectives
 - 2. Pull promotion strategies
 - 3. Pull promotion tactics
 - a. Premiums
 - b. Couponing
 - c. Continuity programs
 - d. Refunds/rebates
 - e. Contests
 - f. Sweepstakes
 - g. Price-offs
 - 4. Rationale
 - 5. Payout
- VIII. Direct Marketing Program**
 - A. Objectives
 - B. Strategies
 - C. Tactics
 - 1. Database marketing
 - a. Business reply cards (BRC)
 - b. Toll-free number
 - c. Web site
 - 2. Direct response
 - a. Magazine advertisement
 - b. Infomercial
 - c. Web site
 - 3. Direct sales
 - a. Internet marketing
 - b. Catalog merchandising
 - c. Television shopping
 - D. Rationale
 - E. Payout (cost justification)
- IX. Public Relations Program**
 - A. PR objectives
 - B. PR strategies
 - C. PR tactics
 - 1. Publicity
 - a. Press releases
 - b. Media kits
 - c. Announcements
 - 2. Event marketing
 - a. Special events
 - b. Sponsorships
 - 3. Corporate communications
 - a. Annual report
 - b. Newsletter
 - c. Web site
 - D. Rationale
 - E. Payout (cost justification)

- X.** Merchandising Program
 - A. Objectives
 - B. Strategies
 - C. Tactics
 - 1. Corporate identity and branding
 - a. Logo
 - b. Stationery
 - 2. Packaging
 - 3. Collateral
 - a. Brochures
 - b. Catalogs
 - 4. Point-of-purchase (POP)
 - a. POP displays
 - b. In-store promotions (posters, hang-tags, etc.)
 - D. Rationale
 - E. Payout (cost justification)
- XI.** Action Plans
 - A. Financial analysis
 - 1. Demand forecasting
 - 2. Contribution analysis
 - B. Campaign budget
 - 1. Budgetary considerations
 - 2. Method of budget allocation
 - 3. Line-item budget
 - C. Production
 - 1. Production considerations
 - 2. Schedule
 - 3. Rationale
 - D. Implementation strategy
 - 1. Key issues
 - 2. Inventory levels
 - E. Media timing
- XII.** Evaluation and Control
 - A. Pretesting/posttesting
 - B. Monitoring and control
 - C. Customer feedback/database building
- XIII.** Appendixes