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Integrated marketing communications plan. Case: Emmaus St. Petersburg.

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The purpose of this study was to develop an Integrated Marketing Communications Plan for an international charity organisation 'Emmaus' assuming that it considers opening a new charity branch in St. Petersburg, Russia. The aim of the secondary research was to evaluate the available literature related to IMC topic and primary research intended to investigate the attitudes of the local residents in Russian towards charitable organisations and determine the most influential communication channels for the audience. The outcomes of the research were used to propose the IMC plan.

Quantitative method was applied to gather the opinions of the respondents upon the research topic. It was carried out in the form of the questionnaire survey which focused on the awareness of Russian charities amongst various age groups of respondents and their attitudes towards charitable activities. Along with that the survey has examined the audience choice of marketing communication channels. The survey was sent out via online form and in print and managed to receive 40 responses.

The results revealed that although the awareness of present charities in St. Petersburg is rather low, the average attitude of local residents towards charities is positive. Digital media (Internet, social networks, emails and TV) was indicated as the most popular marketing communications channels for the researched audience. The research results has led to the conclusion that Emmaus charity can successfully run its marketing communication strategy, if it focuses on digital channels of communication and integrates them with each other, so that its coherent marketing message is spread evenly among them.

| Keywords | Marketing, Communication, Integrated Communications, Strategy |
1. Introduction

1.1 Background to the Study

The problems of social exclusion of charity organisations in Russia as well as the
difficulty of marketing in the charity sector, voiced at the St.Petersburg International
Economic Forum 2015, became the basis for this research paper, which is aimed to
propose an integrated marketing communications plan to be implemented by a foreign
charity Emmaus in case if it decides to open a new branch in the second largest city in
Russia - St.Petersburg.

According to Polina Filippova, the director of the Russian branch of the UK-based
Charities Aid Foundation, “The problem is that the attitude to the idea of charity in
Russian society leaves a lot to be desired.” For the majority of Russians, charity means
giving money to a beggar in the subway and thus they are suspicious of organisations
working in this sphere (RBTH, 2013).

In order to overcome this misunderstanding, charities have to find ways to transform
people's perceptions and educate them about the nature of charities and the benefits
they bring to the society. The most logical way to do this is to build strong and
consistent communications between the charity and the audience.

In today's world consumers are largely exposed to the various forms marketing
communications making marketing communications one of the most visible and widely
discussed issues.

Contemporary marketeers have to carefully combine and organise different marketing
communications channels in the way that they achieve consistency of their marketing
message across all communication channels. Therefore, they should pay close
attention to marketing communications planning process, and try to carefully choose
those communication tools that are most effective for achieving firm's marketing
objectives. The information gathered should then serve as a base for the development
of marketing communications strategy, which is usually presented in the form of a
marketing communications plan. It is directly designed to evaluate the strategic roles
of a variety of communication tools, such as advertising, public relations, personal
selling, and sales promotion and to combine them to provide clarity, consistency, and
maximum communication impact (The American Association of Advertising Agencies,
2010).
As a case company for the research study the author has decided to choose an international charity organisation Emmaus, presuming that it is about to open a new branch in St. Petersburg, Russia. Since the author has been previously involved in the marketing research of the British branch of Emmaus - Emmaus UK, the study is designed to build the research on the basis of knowledge and experience from Emmaus UK.

This study is intended to research theories and practices behind the concept of integrated marketing communications (IMC), align them with various components of marketing communication planning process, and finally provide a comprehensive IMC plan for the chosen organisation. The primary research, conducted for this study, aims at identifying the perceptions of charities in St. Petersburg and use the findings for developing the IMC plan.

The paper will first look at how IMC have developed historically and why is it so important for businesses nowadays. Then it will present the statement of the research followed by the background of Emmaus UK. The second chapter reviews the theoretical framework of IMC and presents the outline for the further IMC plan. The third chapter describes the research methodology used in the study, presents the results of the research and suggests an IMC plan for the organisation. The concluding chapter summarises and evaluates the study and shows how well the research achieved the objectives of the study.

1.2 Introducing the concept of Integrated Marketing Communications

While marketing as a business discipline covers a whole realm of concepts and processes, marketing communications comprise an integral element that is directed at delivering information, or some kind of message, to the targeted audience. According to Belch and Belch (2004) the concept of marketing communications is also very broad and has over a 30 years history of transformation.

The origins of IMC came from the second part of 1980s when advertising agencies in the United States started to lose control over clients’ decisions on advertising, since the latter ones tended to use direct media. In addition to that advertisers of that time chose to cut their advertising budgets and invest money in more immediate marketing tools. Companies of that time used to have separate divisions managing different elements in the communication strategy (such as an advertising department; direct mail department; an event management department). The problem grew from the refusal of those departments to give-up control over their respective area and constant
fights over a piece of the marketing budget. This resulted in fragmentation of the communications strategy. Belch and Belch (2004) note that such strategy gets the customers annoyed since the message lacks consistency over the range of communications channels used by the company. Hence, companies are unable to build strong relationships with customers and therefore loose on sales.

Such trend continued until the beginning of 1990s when advertising agencies started to go beyond their regular functions. They began looking for new ways to mix and match the communication channels in the way that they complement and reinforce each other - for instance, some companies used TV ads with newspaper advertising, while for others email newsletters worked well with telemarketing. This made the start of marketing communications integration. According to Wright (2004) firm’s promotional campaigns usually achieve their objectives by using several strategies, which should be harmonised with each other. Basically, telling the same story, or delivering the consistent message throughout all the communication channels is the key point of integrated marketing communications.

Kerin et al. (2003) add that integration assumes that various marketing tools serve different purposes. Thus, for example media advertising can be used for building awareness, sales promotion generate more inquiries, additional information is provided via direct mail to customers individually, while transactions are completed with the help of personal selling. However, when those tools are integrated with each other they create synergy that has a stronger effect of marketing campaign.

The table below compares traditional and integrated marketing communications in order to give a clear picture of what particularly has changed in the 1990s.
Table: 1 Comparison of Integrated Marketing Communications and Traditional marketing communications (CIM, 2014).

1.3 Statement of the Research

Many charities in Russia have not fully appreciated the fact that communicating effectively with customers and other stakeholders involves not only a mix of the traditional tools but rather an efficient coordination through the adoption of the IMC approach. Swan (2004) argued that companies face the challenge in identifying what could efficiently promote or hinder IMC implementation as various departments are faced with bulk passing of marketing communication responsibilities.

Russian charity organisations need to learn how to fully adopt the IMC approach and achieve benefits through creating synergy between its marketing operations. The study will therefore take the British branch of an international charity organisation Emmaus UK as an example and examine its marketing operations. The quantitative research of this study aims to investigate the awareness of charity organisations among the residents of St.Petersburg and influence that various marketing communications channels have on them. Based on the evaluations the study will draw conclusions and recommend an integrated marketing communications plan for a Russian branch of Emmaus that may be opened in the future.

1.4 Background of Emmaus UK

Type of the organisation and positioning
Emmaus UK is a company limited by guarantee which is established on a non-for-profit charity basis and aims to combat homelessness in the local areas around the UK by providing accommodation and work for people in need (Emmaus UK, 2015). Emmaus UK operates as one of the 37 branches of Emmaus International Federation and regulates over 24 communities around the UK. It is independent from other organisations and government, because it generates sufficient profits through the sale of donated furniture and electronics, which are refurbished by the members of the community, companions and volunteers. Companions are homeless people who agreed to come off all social benefits, move in to Emmaus accommodation and work for an allowance at local Emmaus UK communities. Between 2013 and 2014 Emmaus UK’s financial performance resulted in £7.8 million in revenue (Emmaus, 2014). The generated revenue covers companions’ accommodation costs, food and upkeep. The remuneration scheme provides each companion with a small weekly allowance. From Emmaus perspective, this communal relationship is what makes its members feel that their actions make a difference and are valued. Members of the communities are intensively trained from the time they join Emmaus and then continuously trained about the operations throughout their stay. This contributes to employee empowerment, and today companions already solely manage two Emmaus communities, which was stated in the client interview. In terms of internal communications, Emmaus holds morning meetings with local representatives on a daily basis as well as runs larger team meetings once a month.

Company background and current operations
Emmaus UK was established 23 years ago and now employs over 600 people across the country with 37 employees in their head office in Cambridge and a growing number of volunteers each year. It sells refurbished furniture and electronics in Emmaus stores and online, offers home deliveries and home clearance services. Emmaus UK customer base comprises regular furniture buyers, antique collectors and dealers, who are in regular contact with the stores and buy furniture in bulk.

Emmaus UK competitors and stakeholders
Emmaus UK primary competitors are national British charities such as the British Heart Foundation, Isabel Hospice and Keech Hospice. Emmaus UK differentiates itself from these competitors by being the only socially independent and self-financed charity organisation in the UK, which helps homeless people by giving them homes in return for their 40 hours of work per week and therefore generates sufficient profits for
support of all its existing and emerging communities (Emmaus UK, 2015). Emmaus UK stakeholder profile is very diverse and includes the elements of its value chain – furniture suppliers and donors, employees, volunteers, media, general public and most importantly companions, who are Emmaus UK beneficiaries as well as employees at the same time. According to Ferrier (2015), this interrelation is the reason why companions have strong influence over the company performance.

Organisational structure and cross-functional relationships
The leadership style at Emmaus UK is supportive rather than directive and the main function of the Head office in Cambridge is to help and support the 24 local Emmaus communities around the UK that are empowered to adjust the proposed strategies to their individual profiles (Wiltshire, 2015). Therefore, Emmaus UK has a geographical organizational structure, which means that it requires “local decision-making to tailor its services to a regional market” (Connor et al., 2012). “Emmaus UK has therefore high degree of influence and little control” (Wiltshire, 2015). For example, a local community in St. Albans has their own PR officer that is in direct contact with the UK Marketing and Campaigns Manager in their Emmaus UK head office (Ferrier, 2015). Emmaus UK monitors the performance of each community through annual trustees reports, that are also audited by independent organisations. Due to the relatively small number of employees in Emmaus UK, the organizational structure can also be described as matrix. According to Wiltshire (2015), Emmaus UK does not have a marketing department as such. There are a number of roles that contribute parts of a marketing function: Enterprise Development, PR, and Fundraising. Thus, several managers supervise most of the new projects that Emmaus UK decides to launch at the same time. Such cross-functional teams can be actual as well as virtual, which enables the head team to work closely with community representative at a local level. To maintain good communication across the teams and communities, Emmaus UK uses the intranet (EmmausNet), company newsletter, personal emails, phone calls, face-to-face meetings and monthly conferences, as well as the Annual General Meeting and the National Assembly (Wiltshire, 2015).
2. Literature Review

2.1 Introduction

In order to create an Integrated Marketing Communications plan it is important to first review what is IMC and the marketing literature that has added to the creation of the topic.

Although the concept of Integrated Marketing Communications is comparatively new, it is claimed to be the major reform in development of marketing communications in 1990s (Kitchen and Schultz, 2000). Awareness of IMC was rising continuously among businesses and had a strong influence over the practices of marketing and advertising agencies of that time.

The early studies of IMC by The American Association of Advertising Agencies (the 4A's) and the Northwestern University drove attention of other researchers and marketers to the concept of IMC and gave the start for further academic debates about the various aspects of the new notion and the development of new theories. Among them were the "concept vs. business process" debate about defining IMC (Schultz, Kliatchko, Novak, Phelps, Claywood and Wang), the discussion about the elements of Promotional Mix as a tool for IMC (Davies, Fill, Eagle and Kitchen, Belch and Belch), theoretical models of Schramm, Kotler, Strong, Vaughn, Petty and Cacioppo; and finally the dialogue about constructing an IMC plan for an organisation (Pickton and Broderick, 2005).

The following sections on literature review will present the mentioned discussions and will focus on the works of Pickton and Broderick, (2005) in order to outline the structure of the IMC plan proposed in the evaluation section of the paper.

2.2 Conceptual Framework and Definitions of IMC

The concept of Integrated Marketing Communications has been attracting many academics and marketers around the globe since late 1980s and has been one of the most discussed topics in marketing science (De Pelsmacker et al., 2004). The key debate was structured around the question whether IMC is a concept or a business process or both.

In order to understand how the definition of IMC evolved over time Jerry Kliatchko (2005) reviewed several other authors from the 1990s and 2000s and presented their views in the figure 1 below. This summarising research clearly showed how the understanding of IMC have developed from the “one-voice, coordinated and consistent notion” to a more strategic, consumer-oriented and measurable approach.
The American Association of Advertising Agencies (4As) in 1989 was the first to carry out a study among marketers, agencies and media to determine the current status and the future of the concept of integration. Along with 4As in 1991 the researchers from Northwestern University (Caywood, Schultz and Wang) came up with the initial definition of IMC, which stated that: “A concept of marketing communications planning that recognises the added value in a program that integrates a variety of strategic disciplines, e.g., general advertising, direct response, sales promotion and public relations—and combines these disciplines to provide clarity, consistency and maximum communication impact.” At this early stage IMC was based on the concept of “one sight, one sound,” which meant that firm’s communication strategy and practices had to be viewed through the lens of the consumer.

Later on Nowak and Phelps (1994) built upon the early definition of “one voice” concept and added two new concepts to the definition. One considered that the integrated approach primarily aimed at strengthening brand image and influencing

<table>
<thead>
<tr>
<th>Author and Year</th>
<th>Concepts Introduced</th>
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| Caywood, Schultz, and Wang (1991) and (1991b) | • Coordination and consistency of messages and communication channels (one sight, one sound)  
• Use of a variety of communication disciplines to work in synergy based on a comprehensive plan  
• IMC as a concept |
| Schultz (1991) | • Inclusion of consumers, prospects  
• Behavioral responses  
• Nurture relationship and customer loyalty  
• IMC as a process |
| Duncan and Everett (1993) | • Profitable relationships expanded audience scope from customers to other stakeholders |
| Nowak and Phelps (1994) | • Reinforced notions of consistency, coordination, and behavioral response |
| Schultz and Schultz (1998) | • Strategic business process  
• Expanded notion of brand communication  
• Measurability  
• Specified the multiple markets more explicitly, inclusive of external and internal audiences |
| Schultz (2006) and American Marketing Association (2007) | • Strategic business process  
• Extensive brand communication  
• Evaluation and measurement  
• External and internal stakeholder groups  
• Long-term brand value focus |
| Kliatchko (2008) | • Process and concept  
• Audience-focused  
• Communication program  
• Result-driven |

consumer behaviour through advertising. The other one focused on coordinating various communication tools in order to produce effective marketing campaigns.

Opposed to the “concept view”, Schulz and Schulz (1998) claimed that IMC was a business process - “a strategic business process used to plan, develop, execute and evaluate coordinated, measurable, persuasive brand communication programs over time with customers prospects and other targeted, relevant external and internal audiences.” Supported by Grindem in 2002, they proposed that organisations should appoint Chief Performance Officers (CPO) to directly oversee efficient implementation and integration of existing marketing communication tools. Kliatchko treated the point above with great attention and went further to investigate how IMC was perceived and implemented in the organisations of that time and in 2005 carried out a qualitative study among CEOs of advertising agencies and marketing directors of their client organisations. The study concluded that the definition by Schultz and Schutz was widely supported although it was also found rather generic and unclear about the immediate benefits of using IMC (Kliatchko, 2005). The researcher gave credit to the authors for making a shift in the conceptualisation of IMC and thus presenting a more suitable perspective to the present and future of marketing. Nevertheless, Kliatchko himself had rather compromising opinion about IMC and defined it to be both “a concept and a process of strategically managing audience-focused, channel-centred, and results-driven brand communication programmes over time” (Kliatchko, 2005).

As a concept, IMC is a notion or construct that demands a way of thinking – a mindset and an attitude – towards a holistic and strategic approach to brand communications planning. IMC is also a process – that is, it involves a dynamic series of progressive and interdependent steps, such as database building and management of consumer information, developing and planning messages to be delivered using a variety of channels, and evaluating and measuring synergistic brand communications programmes.

Leaving the definition debate aside, it is more important to mention the attributes of IMC, which are less argued about but by no means are less important than the definition.

The following diagram pictures the key elements of IMC that are discussed and supported by theories further in literature review.
The significant attributes of integrated marketing communications, which, according to Kitchen et al. (2004) are:

1) Affecting behaviour through direct communication as a primary goal of IMC;
2) The importance information flow from the consumer backward to the brand communicator;

3) Synergy of communication channels being paramount to achieve a strong brand image;

4) Building relationship between the brand and the customer as a requirement for successful marketing communication;

More details about the mentioned features and elements that are needed to achieve those are provided in further chapters.

2.3 The communication process and models

Several authors have named IMC as the most important of all marketing efforts directed at the consumer. The fundamental part of IMC, in turn, is considered to be the communication process. Half a century ago the first model of communication proposed by Schramm (1955) was quite simple and consisted of three components:

Encoding - Designing the message to convey intended meaning;
Noise - Influences that affect the quality of the original encoded message;
Decoding - Interpreting the received message;

Based on Schramm, Kotler (2008) depicted the communication process in the diagram below (Figure 3):

![Marketing Communication Model](image)

Figure 3. Marketing Communication Model (Kotler, P., 2000)

Kotler (2000) describes nine items, which must be present in the marketing communication process. These, according to the author are: Sender, Encoding, Message, Media (channel), Decoding, Receiver, Noise, Response, Feedback.

First, the sender, or the originator or the source of the message (the salesperson or the sales representative) encodes (or converts) his/her ideas and thoughts (the message) in the form of words or visual signs. The type of wording/visual ads should be carefully chosen since they have to be consistent throughout the message channels (voice, radio, newspapers, billboards or other communication channels. When the
customer, or the receiver to whom the message is delivered, decodes the message, meaning that he/she understands the symbol words or images of the message, they give feedback to the sender by taking action towards the information received. They either buy into the message and purchase the product or they ask for more information to add to the original message or they just withdraw from the purchase. In integrated communications the whole communication process may be influenced by noise - anything that interferes with, or distorts or slows down the transmission of information. Since noise may occur at any point of the chain, the chosen marketing channels should be integrated so well, that if one channel fails to deliver the message to the receiver, the other channel backs up and completes the process.

Large responsibility for the successful communications process rely on the sender. Kelman (1961) emphasised sender’s role by proclaiming source credibility, source power and source attractiveness as three most influential factors for defining source characteristics - another very important aspect in IMC planning. Emmaus example of choosing a companion (the sender) to tell the story about his/her experience at Emmaus (the message) may serve as an example of a strategic move towards source credibility, since the customer (the receiver) gets first-hand information about the organisation.

Along with Kotler’s model of communications process, Integrated Communications include hierarchy-of-effects models that can help marketeers plan effective communications by combining the cognitive and affective aspects of advertising in order to drive consumers’ behaviour. These are also called rational and emotional approaches and relate to the “clever targeting” part of the Figure 2.

Hierarchy-of-effects models are based on the three identified stages of customer behaviour - cognition, affect and conation, also referred as knowing, feeling and doing. The best known of these hierarchical models is AIDA (Attention - Interest - Desire - Action) model designed by Strong (1925) and presented in figure 4 below. The premise is that advertising works by first catching the attention of the target group, then generating interest in the message, then provoking some kind of want or need and, finally, prompting purchase.
According to CIM (2014), consumers do not choose products in a completely logical and dispassionate way. Even business-to-business (B2B) buyers are swayed by factors that have nothing to do with the cold, rational truths of “cost” and “solution”. The cluster of factors that make up the benefits of a product or service include as many “non-rational” as rational ones. IMC adherents should therefore keep in mind that emotions play a big part in consumers’ decisions to buy a product or service, whatever market they are in and therefore should carefully choose the tone of their marketing message by referring to the theories presented below.

In 1986 Vaughn from Foote, Cone and Belding, a famous US advertising agency, which is now a part of the global Interpublic Group (IPG), produced a model based on three stages: experience (“involvement”), affect (“feel”) and cognition (“think”):

The FCB grid shows four types of decision-making:

1) Think / high involvement
2) Think / low involvement
3) Feel / high involvement
4) Feel / low involvement

Involvement in this context is associated with the level of risk or concern associated with the intended purchase and how that might affect the buyer’s behaviour.

High involvement arises when consumers perceive a high level of risk (financial or other) in an intended purchase and thus they are highly involved in making their decisions. They may also have developed attitudes to the purchase before committing to it, and may have spent long time in search of information about the product.

Low involvement takes place when consumers seek little or no information about the product and have not formed any attitude towards the product either. Therefore, they perceive a low level of risk in the intended purchase.

By combining the elements of thinking and feeling with the level of commitment, four advertising planning strategies emerge: Informative, Affective, Habitual and Satisfaction (or Self-satisfied).

Later on, in 1997, Rossiter and Percy attempted to develop the FCB grid and replaced “think” and “feel” dimensions with “informational” and “transformational” respectively, as they felt that the motivation and its nature (positive/negative) were a necessary condition for choosing an advertising approach. Positive motivation, in their opinion, arises when customers associate positive, pleasant emotions when they think about the product and buy it as a reward like chocolates, for example; while negative motivation takes place when the consumers are forced to purchase the product and think of it as a routine (dishwashing liquid as an example). IMC messages in these two cases should be sustained in different styles: dynamic and cheerful in first case to support the positiveness of the purchase and humorous and delicate in the second case - to level the negative points associated with routine duties like cleaning.

Rossiter and Percy Grid looks as follows:

<table>
<thead>
<tr>
<th>Low Involvement (Trial experience sufficient)</th>
<th>Informational (Negatively originated motivations)</th>
<th>Transformational (Positive ending motivations)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washing liquid Painkillers</td>
<td>Beer</td>
<td>Chocolate</td>
</tr>
<tr>
<td>High Involvement (Pre-purchase search and conviction required)</td>
<td>Washing machine Mortgage</td>
<td>Holiday Car</td>
</tr>
</tbody>
</table>

Figure 6. Rossiter and Percy Grid (1997).
Vaughn also added his "Learn-Feel-Do" approach, which recognises that customers can enter the purchase process at either the cognitive or affective stage depending on the type of the product. "Learn" corresponds to the moment when a customer is getting information about the product, "feel" - is when he/she is forming their attitudes towards the product and "Do" - is the action taken upon the decision - purchase or withdrawal from a purchase. According to the segment of the FCB grid, the sequence of "Learn-Feel-Do" approach may change.

At the same time as Vaughn the other two researchers Petty and Cacioppo have developed the Elaboration Likelihood Model of Persuasion shown in figure 7 below that similarly has become an effective tool for planning marketing communication strategy.

Figure 7. The Elaboration Likelihood Model (Petty and Cacioppo, 1986).
Although the model itself is decently complex, its main idea is that consumers use either peripheral or central route for processing the marketing messages communicated at them. When consumers’ motivation for purchase is high, their resources are sufficient and the situation enables them to complete the purchase, they are supposed to use central-route processing. That means that they are willing to elaborate on the information, to evaluate the arguments, and find out what the information has to offer.

On the other hand, when motivation, resources or/and opportunity for purchase is somehow restricted, consumers are more likely to process the information peripherally. The result is no real information processing, but an evaluation based on simple, peripheral cues, such as background music, humour, an attractive source or endorser, etc. Such attitudes, according to Petty and Cacioppo, do not last long but play an important role in express purchasing.

In IMC marketeers use peripheral and central route processing while designing the form of the message - whether it should be solely text form (mainly for central-route thinking) or a picture (for peripheral route), or a mix of both. Depending on the choice of the route, IMC then adapts the form to the channels of communication.

2.4 Stakeholder Relationships

Customers are critical of the success of a company, however they may not be the only audience that company should pay attention to. Although IMC is focused on the customers and their needs it also recognises the importance of connections to the wider spectrum of stakeholders that influence consumers and their purchasing behaviour as well as stakeholders influencing companies and their decisions. CIM (2014) specifies three groups of stakeholders: internal, connected and external. These groups all have a vested interest in the outcome of the firm’s activities and will be affected by its results, whether they are positive or negative.

Internal stakeholders are employees, casual and freelance staff, managers, board members and volunteers, in the case of charities and other non-for-profit organisations.

Connected stakeholders, also known as primary stakeholders, are people who have a contractual relationship with the organisation and include customers, agents, distributors, suppliers and other supply-chain members.

External stakeholders are the secondary stakeholders, without any connection to the company but with an interest in its activities. They include professional bodies, trade unions, local and national government, the media and the local community.
IMC deals with the ways companies choose to approach these stakeholders. Mendelow’s Stakeholder Matrix (1985) is a commonly used tool for determining the key stakeholders for a company. The figure 8 below shows the matrix and names its four sections A-B-C-D, which are described further.

![Stakeholder Matrix (Mendelow, 1985)](image)

Figure 8. Stakeholder Matrix (Mendelow, 1985).

The 'level of interest' can be described as how likely it is that a stakeholder will take some sort of action to exercise his/her power, while the “level of power” corresponds to the level of influence that such actions may have on the business. Examples of power are: resignation, withdrawing labour, cancelling orders, refusing to sell, dismissing directors, legal action, and so on.

The descriptions of categories are provided below:

**Category A (Minimal effort)**
These stakeholders are most likely to be influenced by other groups. They should be informed via general communication channels such as newsletters and website. Companies should aim to move them to the Category B to rise their interest for their products/services.

**Category B (Keep informed)**
These stakeholders are potential supporters who are interested in the company however lack power to do anything. They need to be informed and consulted on interest areas. Management needs to convince opponents to the strategy that the
plans are justified; otherwise they will try to gain power by joining with parties in boxes C and D.

Category C (Keep satisfied)
Management needs to reassure this group of the strategy outcomes well in advance as well as make them feel comfortable about the operations in the organisation. In some cases it is better to keep them in this category as long as possible so that they do not gain too much interest in the organisation and move to Category D.

Category D (Key player)
Key players have most power over company’s strategic decisions. Therefore, they should be treated with lots of attention and should be well informed about the management plans and implementation of their mutual strategic decisions.

2.5 Communication Medium
According to Fill (2006) a communication medium is described as a part of the range of media available to carry promotional messages. Communications mix elements and media are separate. It is worth noting here that the main forms of media used in transmitting the communication messages are:

- Broadcasting – television, radio.
- Print – newspapers, magazines.
- Outdoor and transport – billboards, taxis
- New media – Internet, mobile phones, text messaging
- In-store – point purchase, packaging
- Others – cinema, product placement, ambient.

The marketing communication mix is the use of any or all of the above mentioned tools in a unified and cohesive manner designed to achieve specifically defined and measurable promotional or marketing communication objectives (Belch and Belch, 2004, Baldinger, 1996 and Beard, 1997).

Regarding to IMC planning, CIM (2008) adds that each element of the marketing communication mix will have a specific task to achieve and it is the deployment of the tools to achieve the objectives which will certainly be an important factor to be taken into due cognisance. The elements of the marketing communications mix have different properties and different potentials to achieve different tasks. Therefore, managers or users of the IMC tools have to mix the tools in such a way that they achieve the actual tasks at hand, within the resources available.
2.6 Promotional Mix as a tool of Marketing communications

Channel synergy as a crucial element of IMC network (Figure 2) is mainly created and supported by a well planned marketing promotion strategy. Marketing promotion has been defined, according to Belch and Belch (2004), as the coordination of all seller initiated efforts to set-up channels of information and persuasion in order to sell goods and services or promote an idea. Jobber and Fahy (2003) reiterate that the basic tools used to accomplish an organisation’s communication objectives are often referred to as the Promotional Mix.

The traditional view on promotional mix, according to Wright (2000), considers four elements: advertising, sales promotion, public relations and personal selling. Contemporary marketeers have also included the fifth element - direct and interactive (Internet) marketing. The next four sub-sections look closer at each of the elements.

2.6.1 PR

The British Institute of Public Relations defined it as “the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics.” The words deliberate, planned and sustained mean that public relations is not just accidental but planned with the aim of getting both short and long-run benefits.

Companies need to establish good relationships with different publics related to their business. In order to do so they need to create favourable publicity and a good corporate image by taking care of their corporate reputation. PR reaches many prospects that may not be covered by other forms of promotion and on average it is proved to be highly credible, however, relatively inexpensive (Eagle and Kitchen 2000, Belch and Belch, 2004, and Fill, 2006).

PR is also considered as the most relevant tool to collect primary and secondary data. CIM (2007) adds that the following activities are undertaken to support PR program:

- Consumer and trade press scanning;
- Production of publicity materials (press releases);
- Promotional videos;
- Management and publicity of special events (exhibitions and shows);
- Development of corporate logos/symbols and identity;
- Internal marketing tools (in-house journal, annual reports);
- Preparation of literature to support corporate activity (counselling, lobbying);
Regarding PR as an element of IMC plan, scholars such as Kotler (2000) and Copley (2004) mention the following steps that should be taken while implementing the PR strategy:

- Proper identification of target audience.
- Set Public Relations Objectives.
- Choose the PR messages.
- Decide on the PR vehicles/tools to be used.
- Implement the PR plan and
- Evacuate the PR results.

2.6.2 Advertising

Advertising, as a part of Promotional Mix, may be very influential for the smart message targeting. Jefkins (1994) defined it as “any paid form of non-personal communication, presentation and promotion of ideas, goods or services by an identified sponsor”. It reaches large, geographically dispersed audiences, builds brand image and dramatises company’s brand. It uses impersonal, one-way communication and therefore consumers perceive advertised goods as more legitimate. It is considered to have low cost per exposure, though overall costs are usually high. Advertising, according to Proctor and Kitchen, (2002) is used in some instances to support many elements of the marketing mix, but in most instances, the product and brand are key points to the advertising activities.

The CIM (2007) stresses the fact that advertising for both distribution and retailing is very much related to the “PUSH” and “PULL” strategies. The ‘PUSH’ strategy involves the use and application of marketing communication in moving – pushing – goods through the various levels of the distribution system. ‘PULL’ strategies focus on targeting the consumer or end user of the product with a view to stimulating demand leading to goods being ‘Pulled’ down through the distribution system to replace stocks.

2.6.3 Sales Promotion

Sales promotion has also been defined as “a direct inducement that offers an extra value or incentive for the product to the sales force, distributors, or the ultimate consumer with the primary objectives of creating an immediate sale” (Belch and Belch, 2004). Fill (2005) sees it as a range of tactical marketing techniques designed within a strategic marketing framework to add value to a product or service in order to achieve specific sales and marketing objectives.
In relation to IMC, Belch and Belch (2004) added that advertising and sales promotion can have a synergistic effect if properly coordinated. Proper coordination of advertising and sales promotion is essential for the firm to take advantage of the opportunities offered by each of the tools of marketing communication and get the most value from its promotional budget. Successful integration of advertising and sales promotion requires decisions concerning a number of issues in the marketing communication programmes, such as budget allocation, coordination of advertising and promotional themes and media support training.

2.6.4 Direct Marketing

Direct marketing is now being increasingly used and taken as an important component in the integrated marketing programs of many organisations. In fact, today, direct marketing activities are supported by other elements of the promotional mix, according to Copley, (2005), Belch and Belch, (2005), and Picton and Broderick, (2004).

In IMC direct marketing is now been combined with other promotional mix elements such as:

1. Advertising: Direct marketing itself is a form of advertising. Either through mail, print, TV, the direct response offer is an advert.
2. Public Relations: PR activities often employ direct-response techniques. Private companies might use telecommunicating activities to solicit funds for charities. Direct mail can also be effective in recruiting job candidates.
3. Personal Selling: Telemarketing and direct selling are two good examples of personal selling methods. Profit-oriented organisations now use telemarketing with much greater frequency to screen and qualify prospects on telephone. (This helps to reduce selling costs and it also helps to generate sales leads). Direct-mail letters are often used now in developed economies to invite prospective customers to visit auto showrooms to test-drive new cars, etc.
4. Sales Promotion: Direct mail letters can be used by companies to notify customers of sales promotional activities, which might be imminent or coming very soon. In turn, the sales promotion event may help support direct-marketing effort. Databases are often built from the names and addresses acquired from a promotion.

2.6.5 Personal Selling

The CIM (2007) describes personal selling as an interpersonal communication tools which involves face-to-face activities undertaken by individuals, often representing an organisation in order to inform, persuade, or remind an individual or group to take
appropriate action as required by the sponsor’s representative. According to Belch and Belch, (2004), personal selling differs from other forms of communications because the messages flow from sender (or group of senders) to a receiver (or group of receivers) directly (usually face-to-face). This direct and interpersonal communication allows the sender to immediately receive and evaluate feedback from the receiver. This communication process according to the joint authors is known as ‘Dynamic Communication’ which allows the sender to tailor his messages in manner that is most suitable for the receiver.

Kotler (2000) gave an explicit picture of marketing communication elements and the various components of each of the tools. The view of Kotler (2000) is presented below in figure 9:

![Figure 9. Marketing Communication Elements (Kotler, P., 2000).](image)

2.7 Objectives of the Promotional Mix Tools

In general, according to Pelsmacker et al. (2004), the objectives of the tools described above follow the main IMC objectives: to inform, to persuade and to remind. CIM grouped these in their DRIP roles of marketing communication by adding “remind” objective to the list:

1. Differentiate – making the product/brand different from a competitor’s through effective positioning.
2. Remind – maintaining consumers’ awareness and concerns reminding customers that they may need the product at some point in the future and where shall they buy it.
3. Inform – measuring awareness of a new product, explaining the main purpose and functions of the product, suggesting new ways to use a product, and building the image of the company.

4. Persuade – making an audience take a particular set of actions, encouraging brand switching, changing customer’s perceptions of a product attribute, influencing customers to buy instantly, persuading customers to call back.

These four roles are the most important factors when considering the objectives for marketing communications and in determining the roles of individual elements of the communications mix, which sometimes, may cover more than one of the DRIP-related objectives, or maybe all at the same time. In IMC plan the emphasis and role of different elements of the communications mix need to be considered against the DRIP factors when designing and implementing supporting tactics and selecting appropriate media (CIM, 2007).

2.8 IMC Planning Process

Marketing promotional management involves coordinating the promotional mix elements to develop a controlled, integrated programme of effective marketing communication (Belch and Belch, 2004). It needs to be integrated with the overall organisational strategy and involve communications between everyone in the organisation (CIM, 2014). Marketers have to consider which promotional tools to use and how to combine them to achieve the marketing and promotional objectives.

Fill (2013) plots the IMC planning process as shown in the figure 10 below.
Figure 10. Fill (2013) Marketing Communications Planning Framework.

This framework relates various IMC components in a logical way, which also was presented earlier in RABOSTIC model by Pickton and Broderick (2004) - a comprehensive planning tool for communications campaign planning. It is similar to PR Smith’s SOSTAC (2003), but in the opinion of CIM (2014) RABOSTIC is considered more suitable for communications planning.

1. Research and analysis - Analyse and evaluate business, internal, external and customer contexts.
2. Audiences - Determine who to target with marketing communications.
3. Budget - Decide how much resources are needed.
4. Objectives - Set out what is needed to be achieved, who is there to target and what kind of behaviour from the consumer is expected.
5. Strategy - Develop the message and the communications strategy.
6. Tactics - To deliver the message by selecting the appropriate media and scheduling activities.
7. Implementation - Put the plans into action.
8. Control - Measure, evaluate and track the effectiveness of the marketing communications used.

The next section gives a closer look at the sections of RABOSTIC model, thus, preparing a layout for the proposed IMC plan for Emmaus provided in the last chapter of this paper.

2.8.1 Marketing Communications Planning with RABOSTIC Model

Research and Analysis
Here the company needs to ask itself how thoroughly it has prepared in gaining an understanding of the markets in which it operates. This decision, according to CIM (2007) should be an ongoing process which should underpin decisions made about how and when marketing communication might be employed.

Audiences
Information gathered through a research into the profile of target audience will certainly assist the company in planning its marketing communication campaigns. Target audience should focus on the main important stakeholders, discussed in section 2.4 of this research paper.

Budgets
Budgets must be set in the light of information regarding competitors’ activities and market analyses, target audiences and company objectives. Harley and Pickton (1999) added that the budgets should be broken according to the required elements of the communication mix.

Objectives

Specific promotional objectives must be spelt out and these must be derived from business and marketing objectives of the company as well as information gathered through research and analysis as well as information gathered through a research into the target audience profile (Pickton and Broderick, 2005).

CIM (2007) believes that such sales objectives must meet the SMART attributes. That is, the sales objectives set must be Specific, Measurable, Accurate, Realistic and Time-bound.

Strategy

Both new and old media platforms must be kept under constant review. The choice of which media to be used will certainly depend on the objectives of the campaign and the type of target audience sought (Pickton and Broderick, 2005). In addition, it also depends on resources available to the company, media used by competitors, competitors’ reaction pattern, amongst others.

Tactics

While strategy gives an overall direction for the campaign, tactics describe how exactly the company aims to achieve its marketing communication objectives. Here the chosen promotional tools are stated.

Implementation

Implementation of marketing communications strategy involves making decision on whether the company chooses to design and execute its advertising in-house or hand over the responsibility to an advertising agency. Secondly, the company considers how exactly it is going to integrate the communication channels in order to make them work most efficiently. Thirdly, this section covers scheduling statements as for how long is the company going to run the campaign and how often should each of the channels be updated with new content.

Control and Evaluation

This section of IMC is very important since it determines how well the communication strategy meets the objectives of the plan. Belch and Belch, (2004) opined that this information can be further used as input into the planning process.

The Chartered Institute of Marketing CIM (2007) provides a summary of the key characteristics of the marketing communication tools. These, according to CIM (2007),
are: communication impact, credibility, cost, control – the 4Cs shown in the figure 11 – used to determine the role and benefits of using each tool. Copley (2004) and Cornelissen (2001) stressed the need for organisations to recognise the attributes of each of the marketing communication mixes. The framework below developed by Fill, (2005) and cited by CIM (2007) focuses on the major elements of the communication mix. The institute believes that consideration of the impact of the 4C elements should be given when evaluating the use of other communication tools.

<table>
<thead>
<tr>
<th>4Cs</th>
<th>Advertising</th>
<th>Sale Promotion</th>
<th>Public Relations</th>
<th>Personal Selling</th>
<th>Direct Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to deliver a</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>message</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to reach a large</td>
<td>High</td>
<td>Medium</td>
<td>Medium</td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>audience</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level of Interaction</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Credibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Given by target audience</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Absolute costs</td>
<td>High</td>
<td>Medium</td>
<td>Low</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td>Cost per contact</td>
<td>Low</td>
<td>Medium</td>
<td>Low</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Wastage</td>
<td>High</td>
<td>Medium</td>
<td>High</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>Size of investment</td>
<td>High</td>
<td>Medium</td>
<td>Low</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td>Control</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to target particular</td>
<td>Medium</td>
<td>High</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>audiences</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management’s ability to</td>
<td>Medium</td>
<td>High</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>adjust the deployment of</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the tool as circumstances</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>change</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Figure 11. The 4C Framework (CIM, 2007 adapted from Fill, 2005).

3. Research Methods

According to Collins and Hussey (2014), research is “a systematic and methodical process of inquiry and investigation with a view to increasing knowledge.” This section describes the primary research method aimed to gather information for building conclusions and recommendations. It defines available research methodologies and presents the chosen one as well as it describes the research design.

3.1 Research Methodology

Bryan and Bell (2011) regard research methodology as the process of using objectives, planned and systematic collection, interpretation, analysis and reporting of data to arrive at dependable solution to problem.
Collins and Hussey (2014) classified four types of research according to its purpose: exploratory, descriptive, analytical and predictive, where the first two types are more common for undergraduate studies. Therefore, the paper will then focus on these two.

Exploratory research is mainly used when there is lack of information provided on the research question and aims more at designing patterns between the variables rather than testing a hypothesis. In exploratory research the focus is on gaining insights and familiarity with the subject area for deeper investigation later.

Descriptive research is conducted to identify and obtain information an the characteristics of a particular problem. It is claimed to go further than exploratory research, as it is undertaken to ascertain and describe the characteristics of the pertinent issues. Its primary goal is to assess a sample at one specific point in time without changing behaviour or conditions.

Along with these types, research , or its data collection method is considered to be either quantitative or qualitative.

Collins and Hussey (2014) defined quantitative research as “an inquiry into an identified problem, based on testing a theory, measured with numbers, and analysed using statistical techniques.” Its aim is to determine whether the predictive generalisations of a theory hold true. Quantitative research is considered to be objective, based primarily on deductive forms of logic and theories, and its results are independent of the researcher.

As opposed to qualitative research, qualitative method is claimed to have “the goal of understanding a social or human problem from multiple perspectives. Qualitative research is conducted in a natural setting and involves a process of building a complex and holistic picture of the phenomenon of interest.”

This study has adopted the descriptive research using a quantitative method for gathering and analysing data. It aims at investigating the awareness of the selected audience of the present charity organisations and most importantly finding out which communication channels have most influence of the audience.

3.2 Research Design

According to Kerlinger (1964), research design includes an outline of what the investigator will do from writing the hypotheses, research questions, operationalisation of variables, to the final analysis of data. It is therefore a blueprint of detailed planned
on how the research was completed. This involves operationalisation of variables, sample size determination, sampling techniques adopted in this work, sources of data, instrument used in testing the variables. It also incorporated procedural plan that was adopted for answering the questions raised validly, objectively, and accurately.

The current research gathered data in the form of a paper and online survey (Appendices 1), collected from 40 respondents, that were selected from the target audience over the period of two weeks.

The collected data was then grouped, analysed and presented with implementation of Excel software.

TARGET POPULATION
The target audience for the survey encompassed residents of St. Petersburg (Russia) both men and women, between 18 and 65+ years old. Population of the city totalled to 4,848,742 residents (WPR, 2016).

SAMPLE
A sample of 40 respondents was selected to represent the population. Half of the respondents completed the survey online and half returned the paper copies.

VARIABLES
Variables of this research are both numerical and categorical, meaning that they represent definite and separate values (integer numbers) (example: age: 18) as well as non-numerical, non-mathematical qualities (choice of media: TV).

3.3 Sampling
The purpose of sampling is to get reliable results using a sample of the whole population i.e. we have to ensure that the sample is representative of the population. The main sampling methods are: random sampling, systematic random sampling and stratified random sampling. This research used random sampling method, in which every member of the population has exactly the same chance of being chosen for data collection.
4. Research Results

4.1 Respondents’ Attitudes Towards Charities and Choice of Media

The main aim of the primary research was to investigate the awareness of the selected audience of the present charity organisations in Russia and most importantly finding out which communication channels have most influence on the audience. In first place it is important to identify the demographics of the research results. The total of the participants revealed a total of 22 males and 18 females. Although there is a higher number of male in the distribution, the difference between the variables is not too broad. Such close representation signifies that whatever information obtained from these two categories of respondents will be highly representative of people.

The age of the respondents as presented in the table 2 below revealed that those 18-24 year-old were the biggest age group totalling to 12 participants. Second largest age group was between 25-34 years, and represents. Six people were of 35-44 year-old, and 45-64 year-olds were eight, while the four senior respondents were above 65 years-old. Youth dominated the number of participants in this study and this has indeed contributed to the quality of opinions gathered. The age distribution is hereby presented in a broken pie chart illustration (figure 12) below for proper understanding and meaningful presentation.

![Age Distribution of Respondents](image-url)

Figure 12. Age Distribution of Respondents
In order to understand what kind of attitude does the audience hold towards charitable organisations, the levels of attitude were measured in the following way: respondents had to choose how positive or negative they stand towards charities and their activities. The results showed the following:

![Pie Chart]

Figure 13. Attitude levels of Respondents Towards Charitable Organisations and Activities

The results showed that overall the audience looked positive at charitable organisations: majority of respondents (40%) were positive and second largest group (27%) actively supported charitable activities. 20% of the audience stayed neutral, and 13% hold negative opinions about charities. This gives the researcher an idea that some proportion of the audience still needs to be educated and converted into charity supporters through various ways of influence. There is still room for gaining new customers, volunteers and active supporters.

Table 2 shows the awareness of charitable organisations that are present in St. Petersburg. It was very important to measure how well does the audience know the charities that have already been present in the Russian market for several years.

Table 2. The Awareness of Charitable Organisations In St. Petersburg.
The results showed lack of awareness among the research participants as the vast majority of respondents did not know any of the listed charities. “Spasibo” appeared to be the most familiar organisation to the quarter of the audience, leaving the other small fractions to the rest of organisations. Such outcomes lead to the assumption that it is really hard indeed for a charity to market itself in a way that it becomes recognisable for the audience. It therefore gives reasons for such organisations to have a thought-through marketing plan for implementation.

The next question of the survey attempted to measure the likelihood of buying goods (precisely furniture, electronics and clothing) from a charity instead of buying from a shop.

Table 3. Likelihood Of Buying From a Charity

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Number of votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Definitely yes</td>
<td>15</td>
</tr>
<tr>
<td>Most likely yes</td>
<td>18</td>
</tr>
<tr>
<td>Maybe</td>
<td>2</td>
</tr>
<tr>
<td>Most likely no</td>
<td>5</td>
</tr>
<tr>
<td>Definitely no</td>
<td>0</td>
</tr>
</tbody>
</table>

The results revealed that the vast majority (45% and 37%) again has voted positively for buying refurbished goods. Charity stayed as an option for shopping for 5% of the audience and the rest 13% were sceptical of buying anything from charities.

Finally, the survey has investigated what choice of media prevailed among the selected audience. This was the key question of the survey, since it investigates the popularity of present communication channels and therefore gives reasons for Emmaus to choose of form of communication over another in the proposed IMC plan below. The following data shown in Figure 14 below represents the choice of media that respondents claimed as the most influential for them.
The following important points can be made on evaluation of the gathered data.

First, it is obvious that Internet and social media, TV and email are the top three popular channels of the researched audience. However, it should also be noted that these channels are more preferred by the younger audience (18-24 and 25-34 year-old). Referring to the number of respondents in each age group from table 1, it can be stated that 100% of young adults 18-24 and 100% of 25-34 year-olds voted for Internet and social media as their most used channel.

Second, TV is a commonly used channel among all groups and is most favoured by middle-aged and older people: 90-100% of respondents over 45 years old chose TV as their favourite medium.

Third, radio and post are least popular channels among the evaluated audience and are mostly used by the elderly people (100% of 65+ year-olds rated radio just as favourable giving radio only half of their votes).

Forth, email remained as a second influential channel of information for young and mature audiences, having a linear relationship with the age of the respondents: the younger they are, the more likely they may pay attention to their email box.
4.2 Relating The Findings To The IMC Process Framework
The information attained from the research was used to determine the marketing communication approach for Emmaus campaigns, identify its key stakeholders, design Emmaus creative brief and finally, create the IMC plan for Emmaus to implement in the future.

4.2.1 Determining The Marketing Communications Approach
Using the communication theories discussed in literature overview, the research makes the following consideration:
The nature of such charity organisation as Emmaus is double-sided: on one hand it is highly humanitarian and on the other hand is seeks commercial profitability in its operations. Therefore, there may be two options for determining whether the nature of Emmaus offering is transformational or informational as it approaches both emotional and rational sides. According to the primary research results, it may be stated that the choice of buying from a charity instead of a regular store is a deliberate decision, that underwent the central-route processing. Thus, the informational or “think-high involvement” approach is relevant. However, considering the mission of the charity, the uniqueness of its operational model, the consumer may also tend to buy from it even if he/she understands that it may not be the best offer. In this sense the high involvement is also present, as it makes the consumer use reasonable thinking about the purchase, however the “feel” dimension prevails, as the purchase may make the consumer feel better, knowing that he/she has contributed to a better life of the community.

4.2.2 Identifying The Key Stakeholders
Before the research identifies the key stakeholders for Emmaus, the stakeholder groups should be formed in accordance with CIM (2014) guidelines:
Internal Stakeholders
1. Staff and Management: they require regular meetings and updates on business operations and should be approached via notice boards and in-person emails.
2. Companions: just the same as staff and management - emailing and notice boards may be useful.
Connected Stakeholders
3. Customers: these require constant reminders to shop at Emmaus, should be approached via direct mail (email), leaflets, social media, website and in-person.

5. Suppliers (of operations and workshop materials): these need to liaise directly as-and-when needed via telephone, email, and in-person.

External Stakeholders

6. Competitors: also require awareness of Emmaus and may be informed via website and social media.

7. Media (local): mostly require awareness of Emmaus via regular updates and news stories. Main tools for this group would be Emmaus website, social media, press releases, telephone, email.

8. Government and Regulators (local and national): also require awareness of Emmaus. Emmaus is responsible for keeping notified of new legislation.

By plotting the stakeholders listed above on Mendelow’s Power Interest Matrix (figure 15), it becomes apparent that the Key Players for Emma’s are its internal stakeholders - companions and staff & management, as they have high power and high interest. However, customers may also be categorised as Key Players, despite being connect stakeholders, as they have a high interest in the products offered and the organisation depends on their purchases (Mendelow, 1985).

![Figure 15. Mendelow’s Stakeholder Matrix (1985) Applied to Emmaus.](image-url)
Designing the creative brief, a document that gives details of what should be considered when something is being designed or advertised (Cambridge English Dictionary, 2016), is an integral part of any marketing communications planning process. According to CIM (2014), the key stages in the development of a creative brief are:

Value proposition

“A value proposition is a short, succinct statement of the bundle of benefits that company product or service will deliver to its target audience” (CIM, 2014). It is communicated through the creative brief which is a starting point of every advertising campaign (De Pelsmacker et al., 2004). For example, in the UK Emmaus proposition is financial and ethical value creation:

“Each £1 spent at Emmaus stores creates £11 in benefits for the companions, and it gives meaningful work for people and a chance for them to start their lives over again” (Emmaus UK, 2014).

This creative message should be in line with Emmaus corporate objectives – to combat homelessness and bring meaning into peoples’ lives. Value proposition is one of the key elements encoded in Emmaus creative brief because it is Emmaus unique selling proposition: Emmaus self-sufficiency model has differentiated the company from charities, because Emmaus persuades customers to buy the furniture that it collects and upcycles rather than just asking for donations.

The sender of the message

This is crucial to choose the right source, as Kelman’s theory of source credibility proves that using an attractive source in marketing communications leads the target audience to identify with the source (Kelman, 1961). For example, Emmaus St. Petersburg message may be expressed by a companion, a member of staff, a customer or a publicly known person – Emmaus St. Petersburg patrons, ambassadors or third parties.

The targeted audience

While working on the creative brief, Emmaus should look carefully at the current perceptions of the target audience and decide whether it wants to convert or reinforce them. In order to do this Emmaus evaluate the effectiveness of rational and emotional levers that can be used in communication with the audience. According to the Elaboration Likelihood Model (Petty and Cacioppo, 1983) consumers consider marketing communication messages to high and to low extent. The way they choose to do it determines the route of persuasion that marketers at Emmaus St. Petersburg
should use. The message suggests customers contributing to the lives of homeless people and helping to create more jobs for them, therefore it is paramount for Emmaus St. Petersburg to address the peripheral route or the emotional thinking of the potential customers. Emotional approach also reinforces customer brand memories and helps keeping the brand in the evoked set. This connects to Ehrenberg's weak theory of advertising, which holds that the role of advertising is to build familiarity and consumer identification with the brand (Ehrenberg, 1992). Therefore, by building an emotional bond with the audience, proving them that their contribution is highly valued in the community, Emmaus St. Petersburg can achieve better brand awareness and positive attitude towards its brand.

Budget

Budgeting procedures may be adopted from Emmaus UK as well. Budget in Emmaus UK is decided at the corporate meetings before each campaign by using a bottom-up method, meaning that it is proposed by the middle managers, negotiated and agreed with the other departments and confirmed with the senior management. The managers at Emmaus UK cannot plan the budgets too far off because Emmaus UK tends to spend most of its budget on developing its communities rather than on marketing and administrative costs. In fact, Emmaus UK charitable spending in 2014 was eight times higher than governance expenses (Emmaus UK Annual Report, 2014).

4.2.4 Integrated Marketing Communications plan

The following proposed marketing communications plan aims to build Emmaus corporate reputation in Russia and discusses the main objectives as well as the ways to achieve them through using the chosen integrated traditional and digital media channels.

Research and analysis

The business context. As the only charity that employs its beneficiaries – companions and does not rely on external funding, Emmaus UK has well differentiated itself from other charities in the UK. Similarly, in Russia there are no charities that actually employ their members. Therefore, such new type of charitable organisation as Emmaus may turn around the way charities work in Russia and the way Russian citizens perceive them.
The external context. The connected stakeholders include customers, donating public and suppliers. Customers need to have Emmaus brand in evoked set and are approached via direct mail, leaflets, social media, website, and in-person. The main need of donating public is awareness of Emmaus and it is approached via posters, leaflets, shop window notices and internet. Suppliers need to be regularly contacted for new items via telephone, email or in-person. Emmaus external stakeholders are competitors, media and regulatory bodies, which all require awareness of Emmaus via company website and social media. Local media needs regular updates and news stories, new content and can be approached via website, social media, press releases, telephone, interviews and email. Regulatory bodies need to have access to annual reports and accounts, while Emmaus has to keep track of changing legislation.

The internal context. The corporate policies does not allow Emmaus have neither large administration spend, nor extensive long-term investments. Thus, Emmaus profits are supposed to cover companions’ accommodation costs, food, upkeep and intensive training throughout their stay at Emmaus. This leads Emmaus to empower its employees and, for example, currently Emmaus UK has two communities fully managed by its former companions.

The customer context. Continuously rising prices for furniture and home supplies in Russia force more and more people go for the cheaper options, including refurbished goods, granting economical advantage to the businesses like Emmaus. However, even in such advantageous situation, Emmaus may lack public awareness of its brand and the store footfall may appear very low. In order to avoid such risk, Emmaus should use newspaper advertising, leafleting, newsletters, social media, PR and word-of-mouth advertising as the most effective way of growing brand awareness (Ferrier, 2015).

Audiences
The target audiences for building corporate reputation include local communities and potential volunteers. Local residents in their 40s and older get involved into social life of the communities and are most influenced by word of mouth and newspaper advertising. Growing number of volunteers among the temporarily unemployed and retired locals who want to make use of their spare time and contribute to the better life of the community can also influence Emmaus corporate reputation.
Commerially, the recommended target market for Emmaus is not simply defined as an age group but rather as a particular consumer profile. The consumer that this report
proposes should be targeted are, adults between the ages of 25-34, who are at the stage of moving away from home and starting to build an independent life. Whether they are buying or renting a home, it is likely that this age group will be purchasing furniture more frequently than any other age group and that they will be highly active on the internet and more likely to shop online to compare prices. The survey results infer that a high majority of participants admit that they are most frequently influenced by internet advertising, which also matches this reports’ proposed consumer profile.

Keynote (2013) states that 79% of 25-34 year olds own a laptop or netbook and that almost all owners of laptops, desktop computers and tablets used their device for internet related activities. This infers that the group is highly likely to be influenced by Emmaus online advertising and social media activity. Mintel (2014) reports also stated that 91% of 25-34 year olds are active users of social networking sites.

The proposed target market by this report is supported by the UK Consumer Classification by Mosaic (2010), which categorises New Homemakers as either single, young working professionals or young couples who live in affordable apartments or houses and are on average incomes. Furthermore, this group relies on searching the internet for information and advice about products and services The Guardian (2015) supported this by reporting that disposable income has fallen since 2006 and that the average household in 2001 were spending at least £10 more per week. Therefore this group is likely to be willing to purchase refurbished furniture if their awareness of Emmaus was increased.

Budgets
As the plan is timed for six months and does not involve much of above-the-line advertising channels, the budget should not exceed a half of Emmaus UK average marketing expenditure, resulting in £100,000 (around a million roubles in conversion rate for May 2016).

Objectives
The key objectives for Emmaus are:
1) To build consistent media presence and create the desired corporate image, by providing the chosen media with sufficient content weekly for the next six months.
2) To increase awareness of Emmaus mission, values and achievements among mature local residents aged 25-34 from 10% to 30% for the period of six months.
3) To employ volunteers among the mature temporarily unemployed or retired local residents that want “to give something back” in their free time.
4) To improve customers’, donors’ and suppliers’ perceptions of the organisation, so they will be motivated to cooperate with Emmaus instead any other charity.

Strategy
Fill (2013) distinguishes push, pull and profile promotional strategies. Pull strategy in Emmaus communication is crucial for achieving a positive corporate image and reputation, because in this case, according to CIM (2014), “forming an emotional attachment builds brand loyalty, whereas a rational reason can always be copied by competitors.” That is why “soft sell” approach and appeal to audiences’ emotions will help to build personal relationships with the brand and strengthen brand recall. The discussion about the peripheral route thinking in section 2.4 supports the proposed marketing strategy. Therefore, the proposed creative message shall feature the touching story of ‘Marty the Emmaus Bear’ (see Appendix 2), the character of Emmaus companion, who once got lost but eventually finds Emmaus – his new home, friends and purpose for living.

Tactics
Online media. Internet Live Stats (2015) suggests that out of a population of approximately 143 million people, 102 million (71.3 %) are active internet users. This shows big potential of online media for reaching out to wider audience. Emmaus should convey the proposed message via its website, open accounts on Twitter and Vkontakte - Russian version of Facebook and the most popular social network in Russia, and later on add new online platforms like YouTube and Instagram that could aid in creating a presence online, driving traffic to the company website and assisting with increasing brand awareness. The advantages of the mentioned social websites are that they may better illustrate the message, are fully integrated between each other, have open access, and do not bring additional costs. Content can be easily shared between the users in a comparably short time span and has potential to “go viral”. YouTube videos should be uploaded on a regular basis to keep the content varied and the audience entertained and informed. This can include weekly video blogs following the journey of the companions demonstrating the steps each person goes through to become a fully integrated part of the Emmaus family and the positive impact this has
on the lives of many. This can give the target audiences an insight into the benefits of buying from and working for the charity, enable them to see where their money go and the changes they personally make. Pictures illustrating the story of ‘Marty the Emmaus Bear’ on Emmaus Instagram page shall help to increase the emotional link with customers. This endorsement will resonate with the public and create a talking point to inspire further research and subsequent store footfall.

PR. Emmaus should expand its PR activities such as fundraising events, celebrity endorsements and interviews with company staff and volunteers. Fundraising events can help Emmaus to engage with the audiences. Opinion leaders and celebrity figures shall be invited to appear in the photos on Instagram or YouTube videos. This can help building brand preference and helping to keep the brand in the evoked set. Kelman (1961) believed that source credibility had a major influence when advertising. Interviews with Emmaus staff and volunteers can also help audience to identify with the source, build closer relationship with the audiences and create an image of an ethical and socially responsible employer.

Print media. Regardless of target audience choice of digital media over traditional, Emmaus may still want to use print media for building public awareness of its brand. Emma’s should expand its presence in the local newspapers by regularly providing them with interesting content like companions’ stories, overview of local Emmaus community achievements, etc. The reason for choosing newspaper is that they are easy to distribute, have high credibility for the targeted audiences, as well as their strong interest (CIM, 2014).

Implementation

Integrating marketing communications

Fill (2013) points out that all the tools of marketing communications can reinforce and complement each other to create a more powerful, persuasive and consistent message. Therefore, Emmaus marketing communications need to be integrated with each other and with the overall organisational strategy and involve communications between both internal and external stakeholders. Emmaus offline media should have links to its online social media profiles as well as to Emmaus local community website; online channels should mention the newspaper, where its ads are placed and the places of leaflets distribution; PR activities should be announced in newspapers and via social media posts; photos and videos should be shared between the social profiles as well as shown on the company’s website.
Scheduling. The campaign is scheduled for six months and is split in monthly public activities, weekly newspaper ads and articles, and daily Twitter and Facebook posts.

Resources. As the marketing resources are very limited, the plan suggests training companions as well as employing volunteers to carry on minor marketing tasks.

Control
To measure the effectiveness of the chosen communication tools, Emmaus should monitor its KPIs. Customers’ and suppliers’ perceptions and loyalty can be measured by the increased number of retained customers and suppliers by 25% in the next six months as well as increased sales and donated furniture by 15%. Increasing level of awareness of Emmaus mission, values and achievements in the local communities may be measured by increased store footfall and continuously growing number of fans, followers, likes and connections in the social networks. It can serve as a good indication of the company’s reach. If, while monitoring social activity on Emmaus pages, it will be noticed that fans start unfollowing the pages, Emmaus will have to adjust its strategy by changing the frequency of posts or their content. By the number of shares and likes Emmaus can monitor if the content is relevant to the target audience or not. The use of Twitter Ads Analytics can enable the company to identify the percentage of male and females engaging with the posts and the location of each follower. This information is important when making decisions about the time to update the account and the type of information/imagery that may be most effective to the current and prospective audience. Finally, identifying the percentage of traffic accessing the company website from social media, using programmes such as ‘HubSpot’, will enable the business to understand the effectiveness of the social sites. If this number is limited, expanding the reach and diversity of posts through the sites will be a necessary improvement.
5. Conclusion

The aim of this thesis has been to develop an integrated marketing communications plan for Emmaus charity through identifying the most relevant media channels to the target audience of local residents in St.Petersburg, Russia.

It has been recognised along the study that communication is a broad topic that covers a whole realm of various aspects. This paper has proved that contemporary marketing can not exist without thorough integration of communication channels and the consistent interpretation of the key message amongst them. IMC planning process has been viewed the key part of the successful marketing strategy and the elements of the plan have been supported by theories and practices discussed in the literature review.

Since the primary research conducted for this study has revealed that on average the attitude towards charitable organisations in Russia is rather positive, Emmaus may assume that opening a new branch in St.Petersburg could be an option for its expansion. In case Emmaus charity considers to enter Russian market, it can use the proposed IMC plan to build its communications strategy in the new market - consider the correct marketing approach towards the selected audience, design the attractive and effective creative message, and implement the strategy through the relevant communication channels. The proposed plan has met the set objectives of researching theories and practices behind the concept of IMC by conducting deeper research into the available literature on IMC topic; discussing various components of Emmaus marketing in relation to the selected theories and thus giving a base for developing a comprehensive IMC plan, which, the author hopes, Emmaus may want to use in the future.
Appendices

Appendix 1

Questionnaire

1. Are you male/female?
   Male / Female

2. Which age category do you fall into?
   18-24 / 25-34 / 35-44 / 45-64 / 65+

3. What do you think of charities and charitable activities?
   Very positive (I think that they are amazing! They bring a lot of benefits to the society.)
   Positive (I think it is good to have a charity around.)
   Neutral (I do not really care if they are present or not.)
   Negative (I do not think that there is any use of them.)
   Very negative (I think that charities should be prohibited.)

4. Select the charities that you know
   Spasibo / Centre Innovations / Rescue / Caritas / None

5. How would you respond to this statement? “I would consider purchasing refurbished furniture”? 
   Definitely yes / Most likely yes / Maybe / Most likely no / Definitely no

6. What type of media advertisements are you most frequently influenced by?
   Radio / TV / Post / Internet and Social Media / Email
Appendix 2

Marty’s Story
Marty was lost.

With no home and no family to take care of him he had to struggle from one cold doorway to another. Life was tough, food was short and warmth was a fragment of his imagination.

Strange faces passed by without a second glance, refusing to offer a helping hand or even a few words of kindness. If only they would listen Marty could tell them of his story – of how his mother couldn’t afford to keep him, he was a burden – so left to make her life easier.

People can be cruel in situations they don’t understand and Marty felt the force of this injustice. Push, pulled and prodded he was forced from one street to the next by disapproving parents and children bored with tormenting their own teddies.

Then Marty found Emmaus.
The smiling faces and warm words of encouragement made him feel comforted and happy.

They offered him a soft bed, a hot meal and most of all a home. Marty was made part of the community – he had a family again, people to rely on, friends. He had a purpose, Emmaus gave him something to look forward to, to work for – to become a companion.
References


