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DEFINING SUCCESSFUL MARKETING COMMUNICATION: A FOLLOW-UP OF A GLOBAL CAMPAIGN

Case Study: Wärtsilä Finland

Degree Programme of International Business

2009

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Utbildningsprogrammet för internationell handel

ABSTRACT

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Title	Defining successful marketing communications: a follow-up of a global campaign. Case company: Wärtsilä Finland
Year	2009
Language	English
Pages	74 + 1 Appendix
Name of Supervisor	Karl-Johan Smeds

Organizations today communicate both with internal and external audiences through a variety of tools. To coordinate that all messages coming from the organization is internally consistent, communications need to be integrated. Communication should be a two-way traffic but sometimes noises such as culture and media may interfere with the communications process and create barriers to effective communication. In order to state what vehicles and media to use for reaching the target audience a media plan can be decided to choose a course of action. A crucial part of communication is also to evaluate the activities by doing both pre-test and post-tests in order to define the successes and failures of communications.

The purpose of this thesis is to define successful marketing communication by focusing mostly on B-2-B communication. The theoretical framework provides guidelines and understandings of how marketing communications can be successfully implemented within an organization.

The campaign ”Energy, Environment and Economy” by Wärtsilä Finland has been investigated in the empirical research. A qualitative study was made internally among local marketers in all Wärtsilä sales regions concerning communication and activity related questions about the campaign. The findings showed that communication is well functioning among the regions although some disruption exists. Connections with the theoretical framework are made, and recommendations for an action plan as well as suggestions for further research are included.

Keywords Marketing, Communication, Campaign

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ABSTRAKT

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År	2009
Språk	Engelska
Sidantal	74 + 1 bilaga
Handledare	Karl-Johan Smeds

Idag kommunicerar företag både internt och externt genom olika metoder. För att koordinera att alla meddelanden som kommer från företaget överensstämmer internt krävs det att kommunikationen är integrerad. Kommunikation borde vara en tvåvägskommunikation, men ibland hindras kommunikationsprocessen av kultur och media som skapar hinder för effektiv kommunikation. För att klarlägga vilka metoder och media som kan användas för att nå målgruppen kan en mediaplanering bestämmas angående hur man ska gå till väga. Även en viktig del av kommunikationen är att utvärdera aktiviteterna genom att göra både före- och eftertester för att definiera framgångar och misslyckanden av kommunikationen.

Syftet med denna uppsats är att definiera framgångsrik marknadsförings kommunikation genom att fokusera mestadels på B-2-B kommunikation. Den teoretiska referensramen tillför riktlinjer och förståelser över hur marknadsföringskommunikation kan implementeras framgångsrikt inom ett företag.

Kampanjen ”Energy, Environment and Economy” av Wärtsilä Finland har undersökts i den empiriska studien. En kvalitativ undersökning gjordes internt bland lokala marknadsförare i alla Wärtsiläs försäljningsregioner gällande kommunikation och aktivitet om kampanjen. Resultaten visade att kommunikationen fungerar väl bland regionerna fastän en viss splittring finns. Anknytningar till den teoretiska referensramen är gjorda och rekommendationer för en handlingsplan och förslag till ytterligare undersökningar är inkluderat.

Ämnesord Marknadsföring, Kommunikation, Kampanj

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1. INTRODUCTION

In this chapter the structure of the thesis, purpose and limitations will be presented.

1.2. Structure of the thesis

This thesis is consists of eight (8) chapters. The theoretical part will include Chapters 2-4. The theoretical part provides a framework for the research subject and the empirical part will present results of the research made. The empirical part presents the research work done, the procedures of the research, as well as the findings and analysed results.

Chapter 1 consists of the introduction about the research, structure, its purpose and limitations of the research.

Chapter 2 gives an introduction to marketing communications and the process. It defines B-2-B communications both internally and externally and explains why integrated communication is so important today. Working in a multicultural environment means that there are variables that can affect communications such as culture and media, and these will be looked further into.

Chapter 3 explains the media planning process step by step, such as planning the campaign, communication channels, whether or not to standardize or customize the message. The last step of the media plan is to evaluate and measure the campaign and the chapter concludes with a presentation of pre-testing and post-testing campaigns.

Chapter 4 introduces strategic marketing communications, and includes brand building, corporate identity and image. Their roles and impact on marketing communications will be looked further into.

Chapter 5 will introduce the empirical part of this thesis. It gives an introduction to the case company and provides a basic framework about the campaign research which is the topic for the empirical part. It will discuss why a qualitative method for collecting data was chosen, as well as its validity and reliability.

Chapter 6 will discuss the results of the data analysis carried out in the previous chapter.

Chapter 7 presents a conclusion of the project. It sums up the theoretical framework and point out the key points that may be useful for the case company in this project. Chapter 8 provides the references.

1.3. Purpose of the study

The overall purpose of this thesis is to define the various characteristics of successful marketing communications and provide a deeper understanding of what role communication has within organizations.

This study will also analyze what role marketing communication play in implementing and managing a global campaign by Wärtsilä Power Plants called Energy, Environment and Economy (EEE). The research also aims at analyzing how communication efforts affect the campaign activity in several regions.

1.4. Limitations of the study

The thesis focuses mostly on B-2-B communications and therefore the aspects of B-2-C will not be discussed in further detail. The survey has been made internally and therefore it will not have any results from a customer point of view.

As the title says, this research is only a follow-up of a global campaign and does not attempt to analyze the final success of the campaign but mainly provide an analysis about what stage the campaign is in.

2. THEORETICAL PART - MARKETING COMMUNICATIONS

The theoretical part of this thesis will focus on marketing communications and its various characteristics. This chapter will introduce marketing communication with a brief introduction, followed by an explanation of the communications process which play a vital role and provides a foundation of how communication works. Business-to-business communication will be discussed, as well as whether to adapt or standardise the communicated message. Not to forget, communication is not only about communicating externally; internal communication should not be left out. When communicating globally one is also facing variables that affect the communication, such as culture and media. This will be discussed at the end of this chapter.

2.1 Introductions and key definitions

In modern marketing there must be something more than developing a good product, good pricing and making it available to target consumers. Companies must *communicate* with their present and potential customers, as well as internally, and therefore makes it very important in the marketing process. A modern company manages a complex marketing communication system; it communicates with its customers, distributors, suppliers, consumers and various publics. However, for most companies the issue is not whether to communicate, but rather what to say, where, to whom, and when (Koekemoer & Bird 2004, 31-32).

Chris Fill (1995) states that “the primary role of marketing communications is to engage audiences” and promoting both the organization and its offerings through different communication tools. It recognises the increasing role the organization plays in the marketing process and the impact that organizational factors can have on the minds of consumers. It is a management process through which an organization develops, presents and evaluates a series of messages to identified audiences (Fill 1995, 15-16).

In order to understand marketing communications it is fundamental to understand the marketing communications process. Chapter 2.1.1. will introduce the process.

2.1.1. The communications process

It was Wilbur Schramm (1955) who developed what now is called the basic communications model. It simply consists of a sender, a message and a receiver, see Figure 1 (Egan 2007, 30).

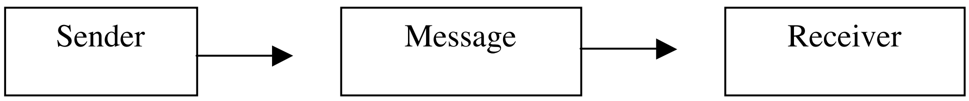

FIGURE 1. SCHRAMM´S MODEL OF COMMUNICATIONS.

But, communication is more than sending a message. In order to understand the communications process, the model in Figure 1 needs to be expanded further. This will introduce elements such as encoding, decoding, channel and feedback.

Communication starts with a source or sender, which can be an organization or a person. The source creates or encodes a message in words, symbols and signs that are intended for the receiver. Encoding is the process of putting the message into symbolic form, which is controlled by the sender. Since the message includes both words and other type of symbols or signs, the context of the communication is important. The intended and actual message needs to be the same between the sender and receiver; therefore it is important that any differences in their communication are recognized (Rugimbana & Nwankwo 2003, 145).

The encoded message is transmitted through a channel (also called medium), which is the path through which the message moves from sender to receiver. It can be direct, such as person-to-person, telephone, or indirect, using traditional mediums such as advertising, to reach the receiver (Rugimbana & Nwankwo 2003, 145). However, a message that is moving through a channel might face distractions that interfere with reception of the message, this is also called noise.

Noise refers to distractions that exist during the communications process. Cultural differences may act as a noise factor that can disrupt any part of the communication (De Lozier 1976).

Decoding is the process of transforming those message symbols, words and signs from the sender. For communication to be effective, the encoded (or intended) message must match the decoded message. Encoding and decoding are both mental processes. The more knowledge the sender has of the receiver, the more likely the sender can adapt the message to the receiver. It is important that there is a common ground or thinking between the sender and receiver, meaning that the fields of experience must overlap, at least to the extent of having a common language (Rugimbana & Nwankwo 2003, 145 - Blythe 2003, 3).

At last, feedback allows the sender to monitor how accurately the message is being received and it is an essential component of the communications process. By receiving feedback the sender is able to determine whether or not there is possible disconnects between the intended and interpreted message (Rugimbana & Nwankwo 2003, 146). Figure 2 below shows this slightly more complex model of the communications process.

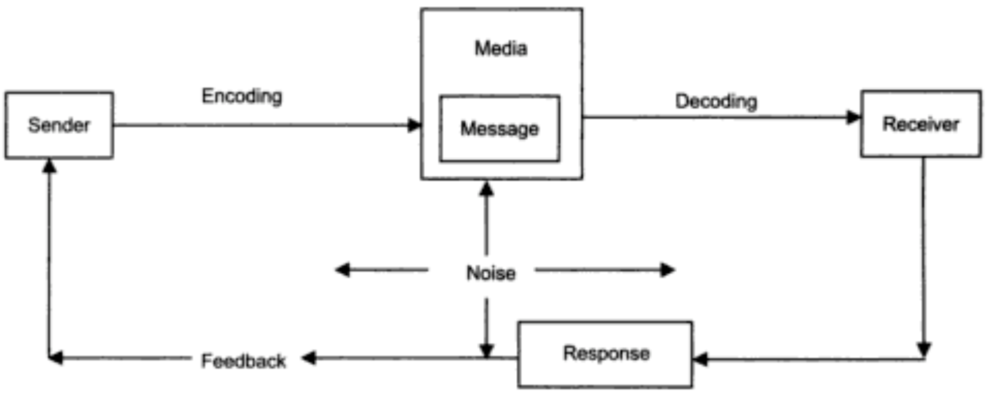

FIGURE 2. THE ELEMENTS IN THE COMMUNICATIONS PROCESS.

The key element here is that communication is intentional (an effort is made on purpose to get a response), it is a transaction (the participants are all involved in the process), and it is symbolic (words, pictures as well as music and other sensory stimulants are used to express thoughts). The firm that is issuing the communication must first reduce the concept to a set of symbols that can be passed on to the receiver; the receiver must then decode the symbols to get the original message. This means that participants in the process must share a common view of what the symbols mean; they must share a common field of interest (Blythe 2003, 2-3). This is illustrated in Figure 3 below.

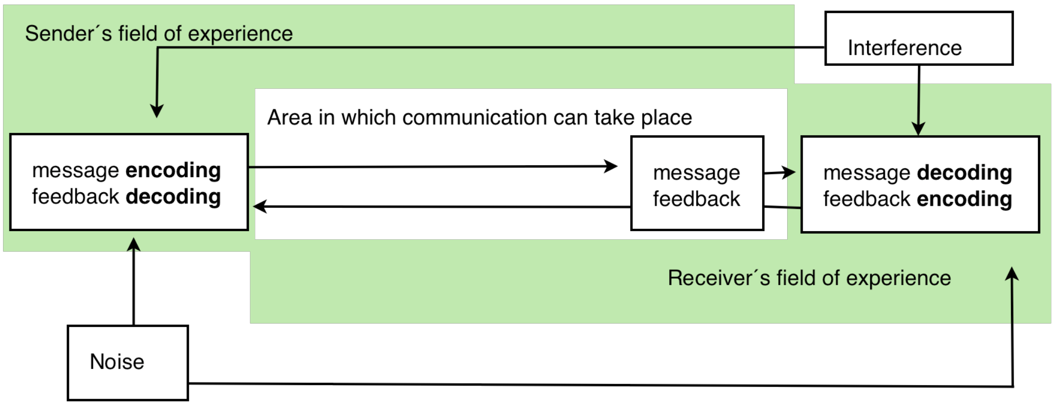

FIGURE 3. MODEL OF THE COMMUNICATION PROCESS

Sometimes the communication process is simple, but must often it is very complex. The success of the communication process depends on a number of factors such as the nature and complexity of the message, the receiver's interpretation of it, in what environment the message is received, as well as level of noise. The receiver´s attitude to and perception of the source and the medium used to transmit the message can also be a factor. Very often words, sounds, colours, pictures and symbols may mean different things to different audiences, and people's perception of it will differ (Koekemoer & Bird 2004, 32).

2.1.2. The communications mix

When communicating with the target audience a set of tools, also called the marketing communications mix, are used. There are five principal marketing communication tools: advertising, sales promotions, public relations, direct marketing and personal selling. These will be discussed more in the following sections. Each element of the marketing communications mix has different capacities to communicate and is used to meet different objectives. Also, in addition to these tools there is the media by which marketing communications messages are expressed. However, tools and media are different and they should not be confused as they have different characteristics and seek to achieve different goals (Fill 2006, 14-15).

Advertising

Advertising plays an important role in marketing communications since it can reach large audiences with simple messages that presents opportunities for the receivers and allowing them to understand what a product is and what primary function it has, and how it relates to other similar products. Therefore, the main function of advertising is to communicate with specific audiences, which may be consumer or business audiences. The prime objective is however to build or maintain awareness of a product or organization. It is important to know that advertising does not have a single role since it can be used to get several outcomes. Apart from its ability to reach large audiences, the key strengths of advertising have been to develop brand awareness, values and associations (Fill 2006, 172-3).

Advertising is a non-personal form of mass communication and offers great level of control for those who are responsible for designing and delivering advertising messages (Fill 2006, 16). The message can be transmitted in a particular manner and style that have been agreed upon at times that matches the management's requirements. The regular use of advertising can be important for creating and maintaining brand personality when it is in cooperation with other elements of the marketing communications mix. Advertising plays a significant role in the development of competitive advantage. In consumer markets advertising is the dominant form of communication for many organizations (Wright 2004, 383). It is a good marketing communication tool to inform and persuade people whatever product, service or idea is being promoted. It can be used to strengthen the corporate image and its products and so reinforce buyer loyalty. Advertising in the business-to-business market is more about to inform and remind and to provide relevant facts upon which decisions can be made. Regardless of the target audience, all advertising requires a message and a carrier to deliver the message to the receiver (De Pelsmacker 2001, 160-161).

Sales promotions

If advertising is used for creating brand values then sales promotion delivers a call to action. Advertising and sales promotions complement each other as advertising seeks to work over the long term to create awareness, while sales promotion works in the shorter term to create sales (Fill 2006, 221). Like advertising, sales promotion is a non-personal form of communication but it has a greater capability to be targeted at smaller audiences (Fill 2006, 16). Sales promotions consists of techniques that are aimed at increasing sales in the short run, meaning that they are mostly used for a short period of time. It offers control, and the costs can be much lower than of advertising. The main characteristics of sales promotions are that they offer better value for money and they try to cause responses immediately (De Pelsmacker 2001, 298). Sales promotion has a strong ability to add value and to bring forward future sales. For sales personnel promotional tools are used primarily for motivating staff or supporting them in their selling roles. In order for sales staff to carry out their various tasks they may draw heavily from information that is provided by the organization, such as brochures, catalogues, and selling aids such as presentation kits. Sales promotion is also a vital tool for organizations that rely on intermediaries in order to reach customers. Financial mechanisms (incentives and promotional pricing) are typically used as part of a company´s push strategy (meaning that they are trying to ´push´ sales through distribution channels) and might be used to gain acceptance of new products by middlemen or to create short-term sales (Brennan et al 2007, 182-3).

Public relations

According to Fill (2006, 241), “public relations is concerned with the management of relationships between organizations and their stakeholders” (Fill 2006, 241). It is an effort to establish and maintain good relationships, shared understanding and goodwill with secondary target groups (also called publics, they influence opinions about the company, but they are not the direct target group for selling products to), audiences or stakeholders. It is used to closing the gap between how its key public sees the organization and how the organization would like to be seen by its key public (De Pelsmacker et al 2001, 247).

Public relations is a two-way form of communication, meaning that the company learns from its publics and passes on information to them. It differs from marketing communications in several ways. Marketing communications tend to be commercial and short term, while PR executives are more concerned about the long-term goodwill towards and reputation of the company as a whole. Marketers always have to keep PR people focused on marketing objectives, while the role of PR people is to remind about the importance of non-marketing audiences for the well-being of the company in the long run. An important role of PR is to guide the company through crises without too much damage to its reputation. PR offers more flexibility since advertising and sales promotion are often very strictly regulated by governments (De Pelsmacker et al 2001, 247-249).

It is relatively cost-effective because it generates free media coverage and it enables the company to reach a large number of people compared to what it would cost to create an advertising campaign. The major weakness of PR is that there is little control over the media content. Media can publish stories that may be quite different from the information coming from the PR department. The context and style of the original message may be changed or lost, unlike in advertising where the company has full control over the content of what is being communicated (De Pelsmacker et al 2001, 247-50).

Direct marketing

Direct mail has been an important part of the communications mix in B-2-B markets for some time. It can support personal selling by building awareness, improve the image, establish reliability and taking orders, as well as providing levels of customer management (Fill 2009, 876-877). `Direct´ means using direct media such as mailings, catalogues, telephone, Internet, press and posters, and not through intermediaries such as dealers, retailers or sales staff. No media channel dominates their work. It is a tool that is used to create and sustain a personal communication with customers, potential customers and other important stakeholders (Fill 2006, 267-268).

Direct marketing has a basic philosophy and that is to consider each customer as an investment. By identifying each customer means that one can target the most appropriate communication in an interactive way. Customers are personally addressed and are able to respond, resulting in that the company may adapt an offer to the needs of the customer based on the data that have been stored in a database from the transactions (De Pelsmacker et al 2001, 325).

In general, direct marketing have three main objectives and target groups. The first one is that direct marketing communications can be used as a direct sales channel by selling products without any face-to-face contact, meaning that for example direct mail is used and orders are taken by phone or mail. The second one is sales or distribution support. It can be used to support the sales team, dealers or retailers since direct marketing tries to prepare and stimulate sales. Not to forget, it can also be used to follow up sales. The third and last one is customer retention and loyalty. Direct marketing is a suitable tool for improving customer relationships and increase the satisfaction and loyalty among them. Customer loyalty is important in many ways; loyal customers stand for a large amount of sales figures and they become profitable the longer they stay in terms of the return per customer will increase and positive word-of-mouth leads to new customers (De Pelsmacker et al 2001, 326-328.

Personal selling

According to De Pelsmacker et al (2001) this communication tool can be defined as two-way, face-to-face communications used to inform, give demonstrations to, maintain or establish a long-term relationship with members of particular audiences (De Pelsmacker et al 2001, 392). It is the most important tool of the marketing communications mix in B-2-B markets and representing the company is largely the role of personal selling and the salesperson is an important factor in image-building. There is a possibility of feedback and evaluation of messages that have been transmitted so that these personal messages can be modified and made more personal than any of the other communication tools. In business-to-business markets, sales personnel operate at the border at the organization and provide the link between the organizational needs and the needs of their customers. Without personal selling, communication with other organizations would occur through electronic or print media (Fill 2006, 279).

The major advantage of personal selling is the impact it has, meaning that a salesperson is more likely to break through, get peoples attention and even be remembered afterwards. The salesperson has the possibility of adapting the message to the type of customer he or she is dealing with. Since the communication is two-way there is less risk of misunderstandings and as stated earlier the salesperson gets immediate feedback (Fill 2006, 279-280). There is however also disadvantages with personal selling, such as high costs. As a consequence of this, the company cannot afford to send a salesperson to customers too often, therefore reach and frequency will remain limited. Also, the company does not have full control over its salesforce, as it has over the other communications tools. There may be differences in how salespersons represent the company. Sometimes the salesperson is the only contact a customer has with the company and therefore it is important that the salesperson act in a proper manner since inconsistent behaviour or messages might create confusion as to what the company stands for. (De Pelsmacker, 2001: 392-5).

Personal selling is important in the communications mix, especially in the business-to-business market. There are a lot of reasons for organizations to enter into relationships with other organizations, rather than with customers. This is referred to as the business-to-business (B-2-B) sector and will be looked into more detail next.

2.2. Communication on a B2B market

Business-to-business (B2B) markets operate at both national and a global level. It is where a business markets its products and services to another business, i.e. a wholesaler or a retailer to sell on to the end consumer, or directly to the end consumer (Wright, 2004: 2-3). The degree of cooperation between organizations can vary a lot, and the role of marketing communications is to develop and support the relationship between the partner organizations. The central part here is the decision-making unit and the complexity that are linked with the variety of people and processes that are involved in making organizational purchase decisions.

In Figure 4 the most important characteristics of business communications are summarised.

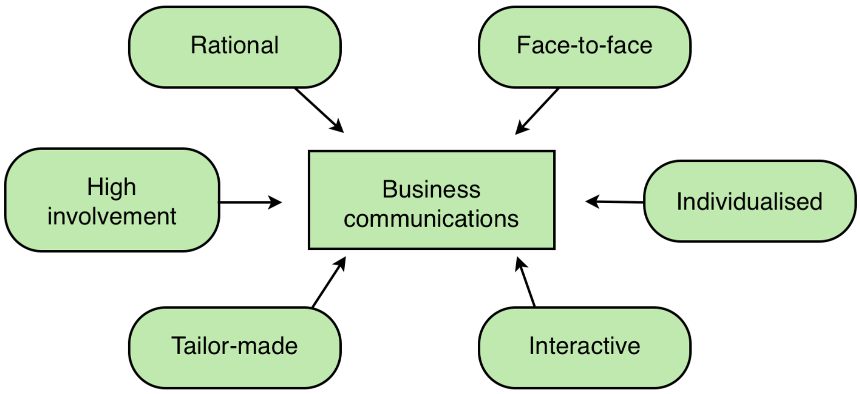

FIGURE 4. THE DISTINCTIVE CHARACTERISTICS OF BUSINESS COMMUNICATIONS (DE PELSMACKER ET AL 2001, 453).

Personal communication, and primarily the sales force that call and/or visit customers and prospects, play an important role. However, business communications are not only personal, they are also personalized and individualized. Direct mailing, as well as trade shows and especially personal selling, make it possible for direct communication with customers (De Pelsmacker et al 2001, 453).

Business communication also refers to interactivity, which to a certain extent is a common characteristic of direct mailing, personal selling and trade shows. Customers can be approached individually, but they also have the possibility to respond to the communications. Furthermore, business communications are usually more tailor-made than in consumer markets. This means that B2B customers often have specific needs and for effective communications to take place it requires tailor-made solutions being offered and communicated. At last, business products are often technically complex, and it leads to high-involvement decision processes. As a result, B2B marketing communications tend to be more rational and more objective. Business advertising and direct mail often lay the groundwork for the sales force, by creating awareness and interest in the company and its products, and often have a supportive role in the communications process (De Pelsmacker et al, 2001: 453-4).

Even though many refer to ´communications´ as interaction with external audiences, it may also be internal to the organization. The quality of the internal communication will impact on the effectiveness and efficiency of an organization and is vital for an organization to function properly. The following chapter will look further into internal communication and why it is becoming increasingly important for organizations, as well as how the involvement of the employees can be improved in the organization (Vos et al 2004, 77).

2.3. The importance of internal communications

It has been argued that employees should be treated like customers. As such, internal communication is as important as external communications. An organization is based on collaborations; the various segments of an organization are dependent on each other to achieve the common goals and therefore employees must understand where the business is heading, and that they are supporting the goals, visions and objectives of the organization. Many employees have contact with customers and should be able to spread the company philosophy in these contacts. By having good internal communication will result in harmonization between the departments and more knowledge about others work in the organization, which enables employees to be more flexible (Vos et al 2004, 77).

How can then the involvement of employees be improved in the organization? Carrying out a policy in an organization is not possible without communication. To pass on decisions and receiving and transferring signals is effected in the communication process. It is crucial to point out that effective communication should be a two-way traffic: a willingness to listen as well as to inform (Vos et al 2004, 77-79).

How the communication work is normally based on the culture of the organization, if it involves employees or not. When communication is not working, “the grapevine” steps in to fill the gap. The grapevine is made up of rumours and gossip and cannot be controlled. It always exists, but if communication works well within the organization, the grapevine effects can be moderate. It is more likely that problems arise if the grapevine is the only way of communicating, or is seen as more important than information sent by the management (Theaker 2004).

To prevent negative grapevine stories contaminate the organization, credible communication channels must be established for the information to flow. Two main communication channels used in internal communications are informal and formal channels.

2.3.1. Internal communication channels

Formal communication channels are planned and established by the organization and the formal communication lines are either hierarchical or lateral (between departments). These formal lines of communication can help identify as well as create hierarchical levels in an organization, departments, teams, responsibilities and also roles (Emmitt & Gorse 2003, 89-90). The communication flows from the manager to his immediate subordinates. Each recipient then transmits the message in the selected form to the next lower level of management or to staff members. Formal communications not only flow downwards but also upward through the organization, on the same basis (Acker 1992, 89).

In every organization many **informal** relationships develop among the staff. Many organizations try using these informal relationships in order to strengthen the formal relationships. Informal communication is often called the grapevine (explained in Chapter 2.2.), and takes place between people or groups at the same or different level of hierarchy. However, informal communication might be helpful in achieving the goals of an organization. Managers or supervisors can make use of the grapevine in order to solve particular problems. It is important to have in mind that the grapevine cannot always be relied upon in passing genuine information since such information can be influenced by gossip or rumours. But after all, it still plays an important role in the organization (Bhatia 2005, 170).

As mentioned in Chapter 2.2, it is important that a positive organizational culture supports both formal and informal communications to make communications work. By having a positive culture within the organization it helps increase morale and performance internally and it also sends positive images externally by for example having a positive company image (Emmitt & Gorse 2003, 90).

They way which communication operates within an organization vary in many ways. It is flowing downwards from senior director and management to workers, it is flowing upwards and between individuals and groups (Theaker 2004). This organizational structure will be discussed as follows.

2.3.2. Communication structures

The organizational structure indicates three different kinds of communication. These are upward, downward and across (lateral and diagonal). This organizational structure is showed in Figure 5 (Montana & Charnow 2000, 340). Each of these will be discussed here.

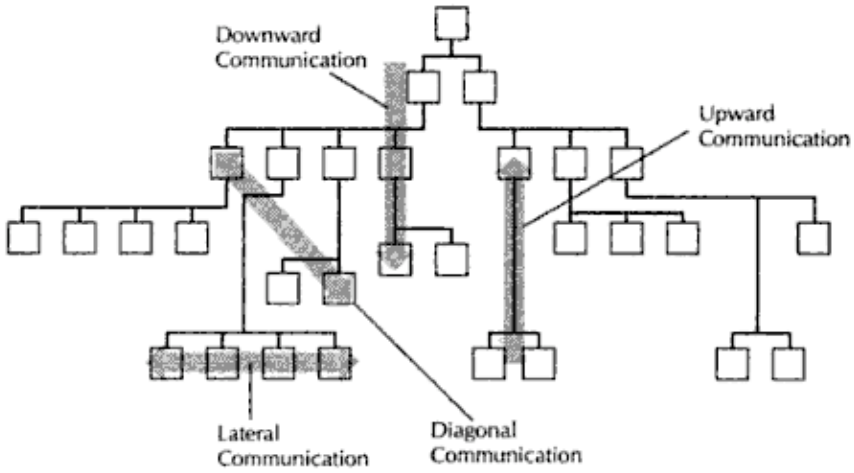

FIGURE 5. FORMS OF ORGANIZATIONAL COMMUNICATION (MONTANA & CHARNOW 2000, 340).

Downward communication is meant to be a directing tool for the performances of the employees in completing their tasks. It flows from the upper management to the lower levels in the organization. It is important to point out that downward communication may lead to conflicts and low morale among employees, since the communication may often be unclear. This transmission of an unclear message is not intentional, however. In order for this communication to be successful, managers must ensure that all the necessary information is included in the message that is being sent to the subordinate (Montana & Charnov 2000, 340-342).

Upward communication concerns performance achievements by employees as well as problem identification. Since subordinates are responsible for their actions, they must report their performance through reports, suggestions or complaints to their superior. This kind of communication moves upward from the subordinates at lower levels to superiors at higher levels. This is also called feedback information (Bhatia 2005, 171).

Lateral and diagonal communications do not follow the traditional hierarchical table of organization as upward and downward communication do. They are different from each other in terms of the organizational levels involved. *Lateral* communication exists between different persons or departments on the same organizational level (Montana & Charnov 2000, 344). In this way of communicating, peers are not hindered by any “chain-of-command” techniques, which make it a very effective form of communicating. Without lateral communication there would be lack of coordination and cooperation, and not to mention all the frustration that would come as a result of it (Kaul 2004, 8).

Finally, *diagonal* communication, on the other hand, communicates between two different organizational levels. In this type of communication, information does not travel through a direct path. It can take the upward path, then a lateral direction and, finally, move downward, and it can even skip certain stages. This channel helps in building relationships between the superior and the subordinate. On the negative side, this channel could give rise to gossip and rumour. This channel can also be slightly problematic since it cannot be effectively controlled by the organization (Kaul 2004, 8-9).

A lot of people are involved in the marketing communications process, and for all of these people and activities to work well together they need to be integrated. To integrate the people and activities is something the marketing communications industry actively trying to achieve. In practice, it is difficult to ensure that marketing communications are integrated but it should not prevent people from at least trying, since the rewards are significant (Pickton & Broderick 2001, 16).

2.4. Integrated marketing communications (IMC)

In the past, the promotional tools were seen as separate functions that were handled by separate departments. This resulted in uncoordinated communication, and in some cases, inconsistent communication. Today, the concept of coordinating all promotional tools – advertising, sales promotion, public relations, personal selling, and direct marketing – to provide a consistent message across all audiences is referred to as Integrated Marketing Communications (IMC) (A. Kerin et al 2003, 332)

IMC is a strategic approach, and, as stated above, it requires that organizations coordinate their strategies, resources as well as messages in order that it engages consistently with the target audience (Fill 2006, 98). All promotional campaigns will use more than one strategy to achieve the objectives and therefore it is important that the communication or promotional strategies work in harmony and are well planned (Wright 2004, 413). In other words, IMC is an attempt to ensure that all communication from the organization tells the same story (Blythe 2006, 43).

Creating a process that makes it easier to use and design programs is a key for developing successful IMC programs. In an integrated program, media advertising can be used for building awareness, generating inquiries by using sales promotion, direct mail for providing additional information to individual prospects, and personal sales to complete the transaction. Since the tools are used for different reasons, but are combined in their use, they create a synergy that should be the main focus of the assessment (A Kerin et al 2003, 332).

Although IMC requires a lot of effort, it has many benefits. The benefit from integrated marketing communications is synergy. Synergy refers to working together; therefore all marketing instruments have to work in the same direction, and not conflict with each other. By doing this, it can create competitive advantage, boost sales and profits, while saving money and time. IMC can increase profits through increased effectiveness. Basically, a unified message has more impact than a disorganized message and is able to cut through the noise of thousands of commercial messages customers are faced with every day. Research also suggests that images that are shared in advertising and direct mail increase both awareness and response. So IMC is able to boost sales by stretching a message across several communication tools (Smith & Taylor 2004, 16).

Another advantage of IMC is that it can eliminate duplication in graphics and photography since they can be shared and used in for example advertising, exhibitions as well as in sales literature and therefore it can save money. Even if there are several agencies used for communications, one is able to save time when all agencies come together for briefings, creative sessions, or tactical or strategic planning (Smith & Taylor 2004, 16-17).

Even though IMC has many advantages, it also has a number of barriers. By lacking integration of marketing communications elements means not only that many promotional tools must perform independently of the other elements but it also means that the total effort can be counter-productive, meaning that negative effects can be produced, such as a result in higher costs due to duplication of efforts and wasted efforts. In developing a campaign a single proposition is less likely to confuse and is more likely to create impact (Pickton & Broderick 2001, 67-70). It is also said that IMC can limit creativity, since it should fit into the overall marketing communications strategy. The creative challenge will however be greater and in the end more satisfying (Smith & Taylor 2004, 18).

Integrated marketing communications is not something that happens automatically. All elements of the communications mix must be planned in such a way that they form a consistent integrated communications plan(s). As a consequence, IMC can only be successfully implemented if there is also strategic integration of the different departments that are responsible for parts of the communications function (De Pelsmacker et al 2001, 9-10).

While it is argued that marketing communications should be integrated, the extent of integration can however vary enormously. The need for integration and the scale of it becomes greater as the size of the campaign increases. It is necessary to determine just how important it is that all messages should be consistent or whether they can remain separated and, if so, what will the impact be on the total effort. Integration of marketing communications gives the opportunity for marketing communications activities to work together to create a more positive added value than would otherwise be achieved by having the activities separated from each other. The more integration achieved the greater will the synergy be as well as positive results. (Pickton & Broderick 2001, 87-89).

There are however a large amount of variables that can impact on marketing communications, especially if it goes international. Communications are always a difficult process, and even if the message comes through there can be misunderstandings. In an international context, this is even more difficult and more complex. Different backgrounds, values, norms and expectations between the sender and receiver make it more complex to send a message (De Pelsmacker et al 2001, 464).

2.5. Key variables affecting international communications in multicultural organizations

There is a fundamental purpose within all forms of international marketing, and that is to ensure that the intended messages are communicated accurately between the sender and the receiver and that the impacts of unintentional messages are kept to a minimum. The communication process should always be two-way and the sender should collect feedback to ensure that the message has been understood (Doole & Lowe 2008, 312).

As stated in Chapter 2, marketing communications are concerned with presenting and exchanging information with organizations to achieve specific results. Not only the information must be understood accurately, but also the elements of influence are required. This process is difficult enough in a domestic environment, but to manage international marketing communications is particularly challenging by a number of factors including different marketing conditions, media availability differences, languages, different cultures, regulations that control advertising and sales promotion as well as the challenge of providing enough levels of resources (Doole & Lowe 2008, 308). Many of these are controllable by either local or central management. However, a large number of variables are uncontrollable and these need to be carefully considered before communicating. The following variables (culture and media) are highlighted here because of their relevance and impact on organizations and their communications (Fill 2006, 348-9).

2.5.1. Culture

Culture is a complex phenomenon and challenging for companies that wish to take the step out to the international market. Culture is referred to as values, beliefs, ideas, customs, actions and symbols. The importance of culture is that it gives individuals identity and direction of what is considered to be acceptable behaviour (Fill, 2006: 348). Culture can also be defined into high context cultures and low context cultures. In the first one, **high context cultures**, context is at least as important as what is actually being said and words are one part of the message. In **low context cultures**, a lot of emphasis is put on words. The communication should be as accurate as possible so that the message can easily be decoded and understood by the receiver. If marketing communicators are not aware of this basic difference, messages and intentions can easily be misunderstood (Czinkota & Ronkainen 2004, 59 - De Pelsmacker et al 2001, 472-3).

Language and symbols

Language is an important element of communication and is also the most obvious difference between cultures since it is part of the culture of a group of people. Language can be divided into spoken language and silent language, which refers to communicating with body language, silences and social distance. Silent languages are important in sales negotiations and other business meetings and they also influence internal communications in organizations that have employees from other countries and cultures (Doole & Lowe 2008, 77). Speaking in another language can be risky and this is why translating messages for international campaigns often leads to ineffective copy, as it is not easy to translate words for expressing peoples values. The language reflects the nature and values of a culture and the language being used in all marketing communications should reflect the cultural expression of the local target (Fill 2002, 415).

Aesthetics, in the form of design and colour, forms an essential part of packaging, sales promotion and advertising. Those who are involved in personal selling must be aware of the symbolic impact of formal and informal dress codes and the impact that overall personal appearances and gestures may have on people in different cultures. Advertisers need to be aware of that they do not violate a culture´s asthetic codes when they are designing visuals or when translating copy into the local language (Fill 2002, 415).

Values and attitudes

Values and attitudes determine what is right and wrong, what is important and what is desirable. To an extent, consumer behaviour is determined by values and attitudes, and it is therefore very important to understand the different cultural values and beliefs in different cultures. Because of these differences, different cultures require different way of communicating (De Pelsmacker et al 2001, 470). The more rooted values and attitudes are in central beliefs (such as religion), the more careful and cautious the international marketing manager must be. An attitude towards change is basically positive in industrialized countries, but can be viewed very suspiciously in more tradition-bound societies, especially if it comes from a foreign entity (Czinkota & Ronkainen, 2004, 68-69)

Manners and customs

Manners and customs must be carefully monitored, especially if there are obvious cultural differences between people. Understanding manners and customs is important in negotiations, since interpretations based on one´s own suggestion may lead to incorrect conclusions. Communications needs to be read correctly when negotiating abroad. Preparation is needed both in the business sense as well as the cultural sense (Czinkota & Ronkainen, 2004: 60-70).

2.5.2. Media

When it comes to media, different countries have different media preferences. Technology is changing rapidly and it has a huge impact on what forms and types of media audiences can access. The availability of media is however far from uniform, and the range and types of media vary a lot across countries (De Pelsmacker et al 2001, 474).

The Internet, for example, offers many benefits today, but although its convenience and simplicity it does not mean it can solve all marketing problems. Sensitive communication as well as confidential details can be misused or intercepted. Even though firewalls may protect internal data, people who use Internet often have limited resources for data protection. Another major barrier that may occur from Internet use is information overload. Too much information reduces the ability to concentrate effectively on the most important messages and will therefore create a barrier to effective communication (Paliwoda & Ryans 2008, 294-295).

What media channel to use for the message is also critical for effective communication. Sometimes it can be more appropriate to communicate on telephone than sending e-mail, but then again, some messages are more effective if they are communicated in writing. The choice of media should match with the nature of the message and of the group or individual who will receive it. Due to geographical circumstances, channels such as telephone or email may be heavily used. Even though they provide instant feedback they do not provide facial expression, eye contact or body movements that can be of great influence as well (Hahn 2008).

Despite the barriers to communication, the focus of communication is to deliver a clear message for the receiver to interpret. This is not a straightforward process and there are a lot of barriers to overcome. Deciding on what media to choose for delivering a message can be a complex process and within each type of medium there are several media vehicles to choose from. A media plan can be decided in order to state what media and vehicles to use to reach the target audience and to put it simply it is the process of choosing a course of action (Fill 2002, 534).

3. MEDIA PLANNING

A campaign brings together a wide range of media-related activities. These activities can work in a co-ordinated way to achieve the objectives and that is why one of the first stages of campaign planning is to have a clear understanding of these objectives (Palmer 2004, 437). When a message has been created and agreed, a media plan should be decided. A media plan can be defined as a document that specifies what media and vehicles will be purchased, when they will be purchased, at what cost and with what expected outcomes. The aim of a media plan is to create the best possible route for delivering the message to the target audience. It is however not only about deciding appropriate media, it is also a technical issue where the components of the media objectives and communication objectives are calculated as well as compared (De Pelsmacker et.al. 2001, 192).

3.1. Planning a campaign – successful media planning

Media planning is important for the different marketing communication tools in several ways. It focuses on what media will be bought, at what time, in what way and how often. There are several stages in developing a campaign, and these stages can vary in number as well as in which order they are implemented. However, campaign development will include the following steps in some form (Pride et al 2009, 436):

3.1.1. Define the target audience

The first step, targeting the audience, is an obvious step before launching the message. It influences decisions regarding what to say, how to say it, when and where to say it. If one fails to define the target audience it may result in wasted exposures, i.e. some are exposed to advertisements, while the targeted audience is missed. When defining the target audience in a media plan they can be either primary or secondary. A primary target audience refers to those that play an important role in purchase decisions, while secondary target groups play a less important role. (Pride et al 2009, 436).

3.1.2. Define the objectives

Once the target group has been defined it is crucial to set the objectives for the communication. It is important to establish what the company is trying to achieve through its campaign and specify a time frame for achieving the goals (Pride et al 2009, 437). The goals will influence the message and strategy development, budgeting as well as effectiveness research issues and they must always fit in with the marketing objectives (which should contribute to the goals of the organization). To formulate the communication objectives is important for judging the effectiveness of a campaign since it is impossible to evaluate campaigns if one does not have a thorough knowledge of the objectives (De Pelsmacker et al 2007, 147).

It is important to keep in mind that the objectives depend on the type of campaign, but Table 1 presents some typical objectives.

Area	**Objective**
Cognitive	Clarify customer needs Increase brand awareness Increase product knowledge
Affective	Improve brand image Improve company image Increase brand awareness
Behaviour	Increase word-of-mouth recommendations Increase re-purchase rate Stimulate search behaviour
Corporate	Improved financial position Increase flexibility of corporate image Increase cooperation from the trade Enhance reputation with key publics

TABLE 1. POSSIBLE COMMUNICATION OBJECTIVES (DELOZIER 1976, 279-280).

The objectives for communications work as a guideline for all who are involved in developing the campaign and realisation. These are marketers, advertising agencies, PR officials and sales promotion agencies, media planners and researchers. The objectives also provide a fundamental base for the campaign strategy, meaning that all stages of the communication plan (such as media and decisions on budget) should be built on the objectives. It is crucial that they are well defined since they are the criteria against which a campaign´s success (or failure) is evaluated (De Pelsmacker et al 2007, 149).

When it comes to media objectives they are all derived from the communications objectives. Reach and frequency are typical characteristics of media objectives. Frequency refers to how many times on average an individual from the target group is exposed to the message within a certain time period while reach is the number of individuals who are estimated to be exposed to the message at least once during a specific time period (De Pelsmacker et al 2007, 226, 230).

When planning media plan objectives, media planners often want a combination of reach and frequency since they are both related to each other. They want the highest reach possible because that means more people will be exposed to the campaign, and they also want high frequency if they feel that people only will take action after several exposures to the campaign. It is impossible to maximise both reach and frequency with a fixed budget as well as time frame, and media planners need to know the campaign objectives: is it to build reach or develop frequency? (Fill 2009, 814-815).

3.1.3. Determine a budget

Establishing a budget for marketing is a difficult process, but this stage is critical to the campaign success and determining the budget can be done either before the media planning process or after. Efforts based on an insufficient budget will have a negative effect on customer demand and if a company places a budget too large it will waste the company´s resources (Pride et al 2009, 437).

There are several methods for setting budgets, Table 2 will present three different budget methods.

Method	Explanation	Advantages	Disadvantages
Objective and task method	Identify the objective to be achieved, then determine the costs and effort required to achieve those objectives	Has a logical basis, and if carried out correctly will achieve the firm´s strategic goals.	Difficult to calculate the necessary spend to achieve the objective. Time-consuming and expensive in terms of market research.
Percentage of sales method	A fixed percentage of the firm´s sales is used for marketing. A common method for budgeting.	Simple to calculate and it ensures that if sales drop off, costs also drop.	Is based on the false premise that sales cause promotion, rather than promotion cause sales.
Comparative parity method	The marketer matches expenditure to that of competitors. Thus the firm does not lose ground if a competing firm increases its budget.	Ensures that the firm remains on a par with the competitors. Does not waste expenditures.	Takes no account of changes in the market or opportunities. Not customer-oriented.

TABLE 2. METHODS OF BUDGETING (BLYTHE 2001, 219).

The objective and task method has been argued by several authors to be the best method. It is however the most difficult one to implement successfully. The judgmental element when using the percentage of sales method is to decide on what percentage of sales to apply. The comparative parity method involves discovering what the competitors are spending and then try to match that or exceed it. Despite which method marketers often adopt a combination strategy, which means that they use several budgeting methods, and not just one. Marketers often need to develop campaigns within tight budgets and therefore it is important to develop a budgeting method that gives a realistic figure for the marketer to work with in order to achieve the objectives (Brassington & Pettitt 2006).

3.1.4. Develop media plan

A media plan specifies what media will be used in the campaign and when. The primary concern of media planners is trying to reach as many persons as possible in the target audience. This of course includes costs, and therefore media planners must consider the location of the target audience, the message content as well as the characteristics of the audience reached by various media. General media decisions, selecting subclasses within each medium and selecting media vehicle for the campaign is something the media planner begins with (Pride et al 2009, 437).

It is important to point out the difference between media and vehicle. Advertising media indicates types of communication channels (mediums) that distribute a message, while a vehicle refers to particular programmes, for example a certain company magazine. Before which media will be decided, the different media should be evaluated on three criteria's; quantitative, qualitative and technical. Quantitative criteria refer to how many people that can be reached, as well as how often and how quickly. It also deals with whether the message can be adapted for different geographical regions. Qualitative criteria refer to how the medium is capable of brand building, what impact it has on the audience and how involved the audience is with the medium. It is also about whether or not the vehicle can add value to the brand (or product) and how many times the audience needs to be exposed to the message in order to remember it, the handling of media buying and how available it is (De Pelsmacker et al 2001, 203-206).

3.1.5. Design the message

The characteristics of people in the target audience, campaign objectives as well as choice of media are all influencing on the content and form of a message. These factors must be considered when choosing words and visuals that will be meaningful and interesting to the target audience. Creating a campaign theme is also important since the theme is used to strengthen the message. A campaign theme should back up the message by providing a number of arguments that clarifies and backs up the overall message. Depending on what media choice that is chosen, the words of the message may vary. However, it should try making the target audience move through attention, interest, desired and then action (Pride et.al. 2009: 437). By doing a market analysis the identification of the intended message can be made. If the communicator has misunderstood the market it will lead to an ineffective theme for the message and the communication will be non-successful (Koekemoer & Bird 2004, 45).

The final step of the media planning process is campaign evaluation. It is not discussed here but will be explained separately in Chapter 3. 3. It must be taken into consideration that media planning is not just about selecting appropriate vehicles with the most promising results. The different media and vehicles must be considered in combination with each other (De Pelsmacker et al 2001, 206).

3.2. Standardisation vs. Adaptation (customisation) of communications

Whether to standardise the communication mix worldwide or adapt it to the environment of each country or cultural group is an important strategic decision international marketers have to make. Standardisation refers to using similar or identical marketing communications across countries, while adaptation refers to communications that are changed from country to country to suit the particular requirements of individual markets. Choosing between standardisation and adaption concerns the issue of strategic and financial importance since adaption forces loss of control and extra costs while standardisation threatens local customer appeal as well as global market share. Those who support the adaption strategy recognise that the different needs of international markets can be satisfied more successfully by flexible international businesses (Pickton & Broderick, 2001). Figure 5 illustrates the difference between standardised and adapted communications campaigns.

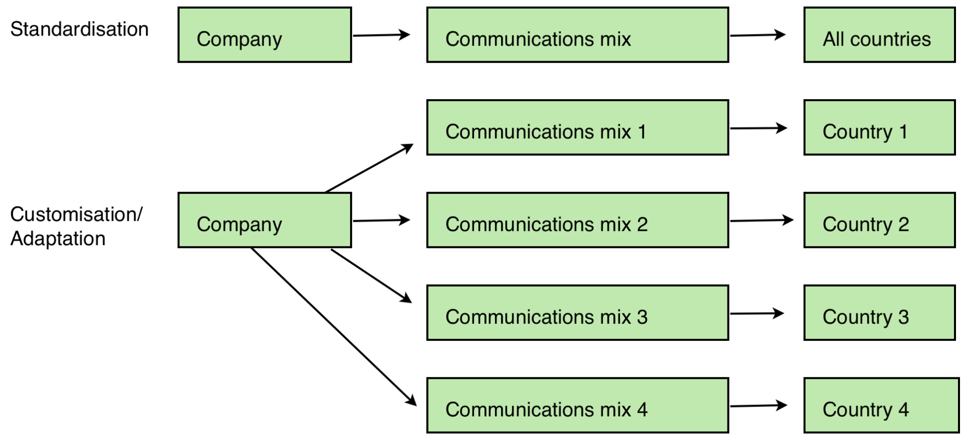

FIGURE 6. COMMUNICATIONS STANDARDISATION OR CUSTOMISATION/ADAPTION. (DE PELSMACKER ET AL 2001, 483).

Standardisation refers to treating the world as one market, and ignoring any apparent regional, cultural or national differences, and promoting the firm's output in exactly the same way in all regions (Bennett & Blythe, 2002: 307). Concerning campaigns, a standardised campaign can be defined as a campaign that is run in different countries, using the same concept, setting, theme, appeal and message, with the possible exception of translations (De Pelsmacker et al 2001, 481). By adopting a strict standardisation policy in the implementation of the communications plan, failure might be reduced. Standardisation of communications provides the customer with perceived added value, particularly in the intangible elements of the offer. This can for example be when the customer feels he or she is helping the environment by buying an environmental friendly product (Doole & Lowe 2007, 314-315). Also, since only one instead of several campaigns need to be developed and produced, savings can be made on the campaign's production costs, as well as on personnel. Other advantages are that global campaigns make things simpler for the company in the sense that coordination and control of the communications programme in the different countries become easier. Less marketing research is required, it is convenient, and global campaigns offer the advantage of globally making the most of a great creative idea. The standardised approach is often appropriate for advertising technically complex industrial products, as it ensures reliability in image and attracts the targeting of technically minded consumers with similar interests (Bennett & Blythe 2002, 307-308 – De Pelsmacker et al 2001, 484-85).

Managing cultural differences when communicating with customers in different countries are the main drivers of international marketing communication **adaption** since there are differences in how customers from different cultures respond to different communication approaches. People who live in different cultures have different experiences, therefore, by working with different cultures and different experiences may be very difficult, if not impossible, to create advertising that is understood in a similar way by people who live in different countries. The more distant these cultures are, the more problematic this will be. The main problem with adaption/customisation is that there will be extra costs of having to create and adapt campaigns for several market segments, including translation costs, higher agency fees for foreign work and costs of obtaining foreign currency to pay local media (De Pelsmacker et al 2001, 485).

Different cultures also have different education levels, which may lead to advertisements that are too complex or difficult for some nationalities (De Pelsmacker et al 2001, 485). However, there are also arguments that favour the customisation of messages. Local managers are more motivated if they can add to the creativity of the communications programme rather than just run a programme, which has been set up by the headquarters. (Bennett & Blythe 2002, 309).

In developing marketing communications the marketer will face at least two basic problems. First of all, the target audience is likely to differ from one another in different aspects, and secondly, there will most likely be different levels of knowledge and awareness of the target audience. This will result in varieties in how they response to the marketing communications and it will have a major impact on both the content of the message and channel to be used for the communicated message (Monye 2000, 14).

3.3. Communication channels

In general, communication channels are divided into two major categories; personal and non-personal/impersonal. **Personal channels** concern all those situations where personal contact is involved. One of the key advantages of this type of channel is that it is possible to modify the message content to each receiver. The communicator might also be able to determine the reaction of the receiver and in turn modify the message in respond to the feedback. This may increase the chances that the message content will be received and interpreted properly (Adcock 2001, 277). The major areas of personal communications are:

Internal communications

Most internal communication is of personal nature, that is letters, memos, meetings, presentations, telephone calls. Some authors suggest that all employees are part-time marketers so that they should have as deep knowledge as possible about the company and its products. The quality of the internal communication will in this respect have a direct input of the effectiveness and efficiency of an organization and its marketing orientation (Adcock 2001, 277).

Trade fairs and exhibitions

Exhibitions and trade fairs can be seen as temporary marketplaces for showing products and services. Often trade exhibitions are the only way in which some suppliers are able to meet the buyers in one place. B2B exhibitions can be very costly in terms of equipment, space rental and staff. Having clear objectives and policies about why the supplier is going to attend, who they hope to meet and what the end objectives might be is therefore important. As with all media types, the objectives must be measurable and monitored as well as controlled during and after the event (Wright 2004, 259, 397).

Unlike personal communication channels where personal contact is involved, **non-personal channels** refers to those situations where no personal contact is involved and it is also more difficult to measure how messages have been received and decoded. It refers to channels such as print media (magazines, news papers), television, audio (CD, video) and Internet, also referred to as mass media, which have the advantage of reaching a lot of people. The communication is external to the audience (Adcock 2001, 278).

Evidence suggest that both personal and non-personal communication channels have a role to play, and that non-personal communication is more effective in creating awareness and interest, while personal communication creates desire and action. It is also clear that most sales/marketing campaigns combine both personal and non-personal communications channels. Research that has been done by Lazarsfeld (*The people´s choice*, 1944) showed that non-personal channels are often mediated in their effect by personal channels, and this is known as the two-step flow of communication. This model refers to that certain members of the audience act as filters and ´speakers´ for the message, and these people are named opinion leaders and perform an important role in marketing communications. These opinion leaders get information on their area of interest from non-personal sources and then become personal sources in communicating their views to others who are seeking their opinions. A preferred tactic is to direct the communication directly to these opinion leaders, but it is often very difficult to identify these roles since nearly everyone is seen as opinion leaders in some field or other (Monye 2000, 15).

3.4. Evaluating and measuring a campaign

This is the last step of the media plan. All organizations review and evaluate the performance of their activities, and it is important to evaluate the overall impact and effect that a campaign has on the target audience as a part of the communications process. The results may be of great assistance to the management in order to learn and better understand the impacts of its communications. According to Chris Fill (2005), it is through the process of review and evaluation an organization has the opportunity to learn and develop. The results from the evaluation can be used for the next campaign and it enables the organization to provide higher levels of customer satisfaction (Fill 2005).

The evaluation of planned marketing communications consists of two separate elements. The first element concerns the development and testing of individual messages. A message has to achieve a balance of emotions and information in order that the objectives of the communications and message strategy are achieved. To do this, testing is required to ensure that the intended messages are encoded correctly and are capable of being decoded accurately and the intended meaning is recognized in the message. The second element concerns the impact and effect a campaign has on the target audience in general once a communications plan has been released. This is critical factor in post-testing, it will either confirm or reject management's judgment about the viability of its communications strategy (Fill 2005).

By evaluating a campaign one evaluates different elements of marketing communications. It is important to note that the marketing communications campaign should be evaluated against the set of objectives that were set for it. Five benefits in evaluating the marketing communications campaign are described as follows:

1. Improved decision-making – based on the best available information that can be afforded.

2. Risk reduction – based on gaining a better understanding of the market and intended campaign.

3. Improved campaign – based on evaluating as many elements as possible of the marketing communications plan.

4. Cost savings – based on improvements in effectiveness and efficiency.

5. Accumulated wisdom – based on the idea that learning about one campaign might be of great help with another.

It is unlikely that all aspects of any campaign can be evaluated and measured. Money, time or even political issues inside the company can be a constraint of the evaluation process. Also, none of the evaluation procedures that are currently available can be considered perfect measures. It is however better to recognise the imperfections rather than nothing at all. The following section relates specifically to evaluating the message content of the campaign. Two of the most commonly used methods of measuring the effectiveness of a promotional campaign are pre- and post-testing (Pickton & Broderick 2001, 365-66 - Bingham et al 2005, 319-20).

3.4.1. Pre-testing

These are evaluations of promotional messages before it is released and it measures the awareness of or reaction to a product or any other main message in a campaign. Respondents usually answer a series of questions or indicate their reactions to a number of situations, thereby conveying how much they understand the message (Bingham et al 2005, 319).

The objectives of pre-testing are:

1. Evaluating if the message that is given by the marketing communication is being perceived as intended by the target consumers by those who are responsible for it.

2. Providing information that will be for assistance for those responsible for such a marketing communication in achieving the optimum combination of visual imagery for the particular product at a point in time.

3. Reducing the risk of failure (having an optimal combination of the above) and reducing waste of resources (such as time and money) (De Pelsmacker et al 2001, 371)

Pre-testing marketing communications that are using qualitative research is very widespread. Qualitative techniques (depth interviews, focus groups, case studies) offer the capability and flexibility that is needed to do a thorough investigation of a new concept. Respondents can also develop their own themes spontaneously, which can be very valuable. Whether or not a concept has “standout” is one of the criteria that needs to be reviewed. The term ´standout´ can also refer as a meaning of impact, since the implication is that it should have some positive effect on the brand awareness (De Pelsmacker et al 2001, 371-5).

The advertising agency and/or the advertiser can make pre-testing of a campaign internally by doing a checklist (making sure that nothing important is missing) or readability analysis (the message and advertisement should be easy to understand). The effects of communication are measured in a sample of customers of the target group. It includes physiological tests (a measure on how the body reacts to advertising stimuli), recall tests (the individual is asked to look at ads and later on has to name the ads and content of the ads that he or she can remember) and finally direct opinion measurement where customers are exposed to several ads and are asked to rate the ads on a number of characteristics (De Pelsmacker et al 2001, 223-227).

It is crucial to keep in mind that pre-testing works as a guide to better advertising since pre-testing will not lead to the best possible ad but only offers an opportunity to select the best ads out of a series of ads that have been tested. Many pre-tests are taken place in an experimental setting and therefore customers may behave differently when they are exposed to the message and advertisement in real-life. Even though pre-tests are very valuable it is important to keep in mind its limitations when interpreting the results (De Pelsmacker et al 2001, 229).

3.4.2. Post-testing

Having looked at pre-testing in some detail, it is necessary to look at what type of evaluation that might be carried out after the implementation of the campaign. Today, many companies put less effort into post-testing than pre-testing. Once the money has been spent and the campaign has been launched, many companies do not investigate the outcome of the campaign, mainly because of time and money issues. In terms of what can be done, there are two areas that generally provide helpful feedback for companies. The first one is message content and design of the advertisement itself (or any other marketing communication), and the second one is the effect of that advertisement on awareness, attitude, purchase intention and claimed purchase behaviour. Unlike pre-testing, the emphasis does not lay on qualitative research, but on gathering evidence of performance on a quantitative basis (i.e. results in terms of figures and percentages, and not just quotes) (De Pelsmacker 2001, 375-6).

The particular testing method used for post-testing will depend on the campaign objectives. Communication objectives (product awareness, attitude change, brand awareness) might be determined through surveys; sales objectives might be measured according to changes in sales that can be related to the campaign (Blythe 2003, 49). However, the communication process cannot be successful without appropriate feedback (Taylor 2005). Feedback allows the sender to evaluate the effectiveness of the message. Feedback ultimately provides an opportunity for the sender to take action to clarify a misunderstood message. Bovee and Thill states that "feedback plays an important role by indicating significant communication barriers: differences in background, different interpretations of words, and differing emotional reactions" (Bovee & Thill 1992).

3.4.3. Campaign evaluation

In the marketing communications process it is necessary to evaluate the impact and effect that a campaign has on the target audience. All organizations today more or less evaluate the performances of their various activities. Evaluation is the process of assessing *what* has been achieved and *how* it has been achieved. It is through the process of evaluation that management can develop and have a better understanding of the impact of its communications and its audiences. This enables management to improve its competitive position and also to provide higher levels of customer satisfaction (Fill 2002, 731-732).

Evaluation is an ongoing process and should not be left to the completion of the campaign. Evaluation should start with the fundamental idea and the problem to study. The following questions are important to consider at the beginning of the evaluation process:

- How is the goal or problem defined?
- What are the objectives?
- What information is there about the target market?
- What is the message?
- What communications media will be used?
- Will it be cost-effective?
- How will the goals and objectives be measured?
- How will the marketing program be evaluated?

Evaluation is usually conducted in three phases: formative, process, and summative evaluation. In some cases impact evaluation is also used, which is the last phase in the evaluation process.

The first step in the evaluation process is to identify and assess the needs that are desirable for a communications campaign. **Formative evaluation** begins during the development of the marketing program and defines problems and refines possible interferences. It includes pretesting of ideas, materials and procedures, and uses focus groups, interviews, and surveys. The purpose of formative evaluation is to assist in making changes to achieve the goals of the program or to improve the outcome. By identifying what works and what is not working, one is able to focus the resources on the most effective parts of the campaign and eliminate or reduce other components. A good evaluation provides useful information, not just interesting statistics. Formative research shapes the campaign strategy and pretests the materials prior to implementation (Weinreich 1999, 204-205).

During implementation, the question “How are we doing?” evaluates whether or not the campaign is carried out as planned. **Process evaluation** determines what information or services were delivered as a result of the campaign and to whom.

Understanding what happened during the implementation, as opposed to what was supposed to happen, can help to identify what why certain elements of the campaign were or were not effective. Process evaluation occurs while the campaign is still running (Bhargava 2004, 245). One can use the results of the evaluation to change, improve or bring the campaign back on track and one can also monitor the stages and process of the campaign. As a result to this, one can more accurately attribute the successes or failures of the campaign to various aspects of the campaign strategy. This kind of evaluation will do a more accurate documentation of how the campaign was implemented and how to improve implementation for the next time (Weinreich 1999, 205).

Summative evaluation is the final step in evaluation and involves the question "Did we do it?" The ultimate goal of summative evaluation is to determine what effect the campaign has on the target audience. It determines whether or not the campaign achieved its goals and objectives and therefore it is crucial that the goals and objectives are well defined at the beginning (in the media plan), otherwise it is difficult to measure the success of them. One should evaluate whether target groups paid attention to the desired campaign messages, and whether their attitudes/behavior were influenced in the manner the campaign intended. To ensure that summative evaluation is performed properly and that its results are relevant to the campaign objectives, summative evaluation activities should be considered as a built-in component and an essential part of the campaign process. The findings of the summative evaluation should be used as inputs to formulate new (or improved) campaign objectives or to help set up new benchmarks for future campaigns. Although presented separately, summative and formative evaluation should both be consistent, and this consistency is achieved when they are both based on the objectives established at the beginning.

Figure 7 on the following page illustrates where in the campaign process formative, process, and summative evaluation take place.

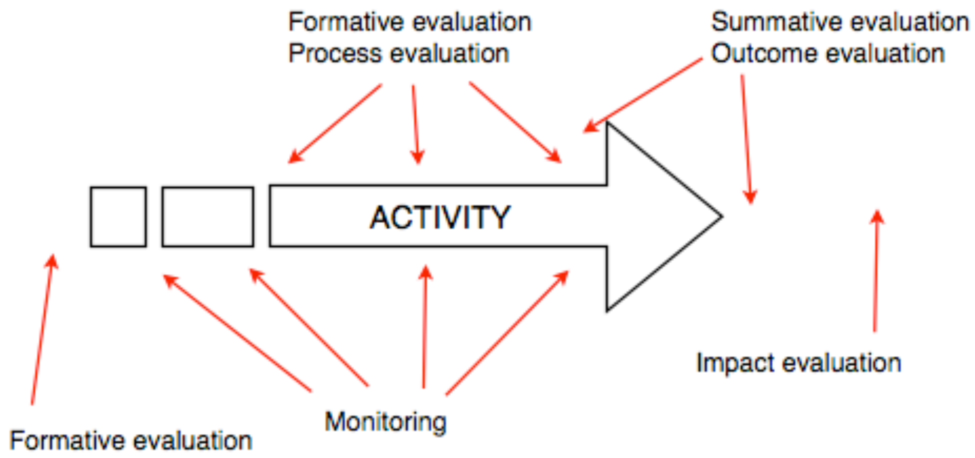

FIGURE 7. OVERVIEW OF EVALUATION ACTIVITIES

If evaluation is done correctly, it can provide valuable data and feedback. If it is done poorly, the positive effects of a well-constructed campaign can go undetected. This is due to a variety of challenges to conducting a sound evaluation. Recognizing and planning for them from the start can overcome these obstacles. A few challenges that may be faced in evaluation are the following:

- *Limited resources*. The biggest barrier to conducting an evaluation can be lack of resources, whether in the form of funds, expertise, or staff time. Using secondary data from other sources is one way of minimizing the cost of collecting data.

- *Unrealistic expectations*. When evaluating communications activities, one should be realistic in what one can expect for the results.

- *Research takes too much time*. As a guiding rule, evaluation results should be available before, during, immediately after and some later time after the campaign.

- *Evaluation detracts from campaign implementation*. Evaluations should not interfere but be an integral part of, and a complement to, the campaign.

While the evaluation phase is typically considered a distinct component, it can be integrated into all parts of a campaign. Once the campaign objectives have been specified, programs can be created to meet these objectives and also instruments can be developed to measure them. Therefore, the primary role of evaluation is to ensure that the communications objectives have been met. The secondary role is to ensure that the communications strategy has been efficiently carried out, that the promotional tools have been used to their full potential and that resources have been used in an economical way. The findings and results from the evaluation are fed back into the next campaign and also provide indicators and benchmarks for further decisions within the management (Fill 2003, 732). By knowing how or why a particular campaign worked increases the likelihood that the success can be repeated and the failures can be avoided for the future. Also, evaluation provides information that is relevant for future planning activities. The results from the evaluation can indicate what behaviors and which particular audiences that should be addressed for future activities (Rice & Atkin 2001, 106-107).

Contrary to post-testing, campaign evaluation focuses on the whole communications campaign effectiveness. Campaign evaluation focus on brand-related effects of the campaign such as awareness, knowledge, attitude, intention to buy and behavioral or commercial measures (De Pelsmacker et al 2001, 233).

Most of the measurements in communications effect are used in tracking studies where similar samples of consumers are asked a set of question at regular intervals. In this way, the brand position and competing products can be tracked over time. But, as in all before-after measurements, there can be problems with reading the results since the effect of the campaign may not become visible immediately (De Pelsmacker et al 2001, 235).

The approaches that have been discussed so far are intended to evaluate specific variables within campaign activity and do not include information about the strategic part of the organization. Strategic marketing communications deals with an area of growing importance to marketing professionals – that of developing effective strategies that are the heart of the marketing communications of the organization. Strategies should be integrated into an overall program that effectively, efficiently and economically meets both corporate and marketing objectives of the organization.

The information gained from campaign evaluation, while still useful, does not assist the management of for example the corporate identity. Evaluation of the corporate image should be a regular exercise, with support from management. An evaluation of the position that the organization has in eyes of key members is therefore required in order to assist management of the corporate identity. The results can be evaluated so that corrective action can be directed to particular parts of the organization and so that adjustments can be made to the strategies pursued at both business and functional levels (Fill 2006).

Communication is not only a vital but also a strategic factor for an organization to exist. To gain insight into whether the strategies of the organization is implemented as intended is crucial since the strategy of an organization is like a roadmap towards accomplishment of the long-term goals and objectives (URL: http://www.articlesbase.com/advertising-articles/strategic-management-effectual-marketing-communication-257132.html). The awareness, perception and attitudes that are held by an organization's various stakeholders vary in intensity and it is crucial that they are understood and acted upon. This can be accomplished through strategies that develop the profile of the organization, one that leads to development of trust-based relationships (Fill 2006).

4. STRATEGIC MARKETING COMMUNICATION

Marketing communications play an important role in developing positive images and brand associations. Brands are important instruments of strategic marketing and vital to reach long-term profitability. Chris Fill (2002, 384) states "awareness, perception and attitudes held by an organization´s various stakeholders will vary in intensity and need to be understood and acted upon". Corporate identity and image are the ways in which an organization presents itself and communications need to focus on all three components (Fill 2002, 384).

The aim of this chapter is therefore to identify the characteristics of brand building, corporate identity and image and to discuss the role they play in marketing communication.

4.1. Brand building

Branding has been defined in many different ways, depending on from which perspective it is perceived. The American Marketing Association (AMA) defines a brand as a "*name, term, sign, symbol, or design, or a combination of them which is intended to identify the goods or services of one seller or a group of sellers and to differentiate them from those of competitors*" (Heding et al 2009, 9).

At a basic level, the purpose of branding is to distinguish one thing from another, but brands are more than just a name and a logo. Branding is concerned with building positive reputation and visibility in the marketplace. It is about values that are generated in people's minds as a result of the marketing communication effort. Successful branding is when a strong and long lasting positive impression has been created in people's minds. Brands that are well recognized often make customers or potential customers to relate that to quality and expertise in a certain product range. This can lead buyers to learn to trust a brand, which in turn may lead to repeated purchasing activity. New products come and go, but only brands can survive changes over time. Basically, the brand is the sum of everything the company says and does (Rowley 2006, 103-104).

4.1.1. Benefits of branding

Dahlén and Lange (2003) describe the benefits of the developed brand from two perspectives which are *growth consequences* and *profitability consequences*. These will be discussed below.

A profitable consequence is that the loyalty existing customers have to a brand may increase. When the brand is able to confirm what has been promised in the marketing communication, it provides value for customers who then realize that they do not need to switch to other brands. Strong customer brand loyalty also reduces marketing costs, since it is cheaper to retain an existing customer than to win over a new one. However, a strong brand will benefit from attracting new customers since it in turn gets a bigger market share (Dahlén & Lange 2003, 208).

Higher perceived quality as well as a positive brand personality and higher customer loyalty gives a company the opportunity of charging a premium price, since the perceived risk is reduced and high product quality is expressed through the trust and experience which has been formed through an association with the brand. It also protects the company against price competition that may occur in the future. Not to forget, branding also leads to more support from the distribution channel and makes the company less vulnerable to competitors (Dahlén & Lange 2003, 208-209).

When it comes to the second perspective, growth consequences, one such consequence has already been mentioned; the ability to attract new customers. The publicity and attention that is given to a strong brand creates conditions for new customers. It has also been shown that strong brands are more effective in dealing with crises that may occur. Even though a company with strong brands is suffering from negative publicity in media, they are able to handle it without any major losses in sales (Dahlén & Lange 2003, 210).

Even though the brand is a part of all company actions, marketing communication channels such as advertising, direct mail, public relations, tradeshows and seminars play a vital role in communicating a brand. The following chapter will explain the role communications has in branding.

4.1.2. Role of communications in branding

Branding is in the end all about communication. It is a part of marketing communication in the sense that brands communicate messages, and branding is a vital component of any communications campaign. Its aim is to strengthen the impact of the brand by increasing awareness and it is an opportunity for creating an integrated and meaningful identity and image among the target audience by using different communication tools (Hasanali et al 2005, 35).

Hasanali et al (2005, 35) states that "*brand communication can foster a common language and a common understanding about the brand among a range of parties*". This means that brand communication in an organization can be used to motivate employees to reach higher levels of performance, and also to clarify to suppliers of their role in helping the organization deliver what it has promised, or give a clear concept to stockholders about what the organization represents and how it defines its mission as well as future (Hasanali et al 2005, 35).

Customers generally see an organization as a single unit, therefore it is important that the brand communication is integrated. Integration takes place on several levels to bring out a consistent image across all communication vehicles. A unique feature in having an integrated approach is the extent of brand communication efforts that stakeholders receive and it therefore "equip" all employees to serve as ambassadors of the brand. It places a great deal of emphasis on internal communication and helps employees at different levels to understand what role they have in developing brand value (Hasanali et al 2005, 38).

When thinking about branding it is often associated with actions taken outside the organization, in other words external communication, such as advertising and public relations. But it is also important for companies to get their employees educated and involved about the brand. Internal branding is about translating external brand values to internal organizational values (Dunn 2004, 23). For internal branding to be successful, the organizational image must be created in the minds of the employees before the image can be projected from the employees to others (Welsing 2006). It focuses on ensuring that employees are able to relate to the brand and its values, purpose as well as ambitions. Creating an organization that is able to live up to the expectations as well as exceeding those expectations that customers have of its brand is the aim of internal branding (Van Gelder 2005, 56). Branding is a form of relationship marketing with a two-way communication. Both branding and corporate identity share the need to communicate internally and externally (Ellwood 2002, 144).

4.2. Corporate identity

All organizations use corporate communication to deliver their corporate identity. As stated earlier, logos and names are only a part of the corporate identity and it is a visual system which uses all points of public contact. Despite logos and names; buildings, vehicles, uniforms, business forms, exhibitions etc. expresses everything about the organization. Identity is how the organization can differentiate itself from other organizations. The corporate identity is a strategic asset that helps achieving long-term communication goals, and it cannot therefore be used as a short-term tactical tool like PR or advertising (which can change from day to day). The identity of an organization communicates three key ideas to its audience; what the organization is, what it does and how it does it. Chris Fill (2002) also mention that the corporate identity is shown in four ways; these can be seen as the products and services the organization offers, where the offering is made or distributed, how the organization communicates with its target audience, and finally, the behaviour of the organization.

Managing the corporate identity is important, and the main reason for this is to clarify the values and beliefs of the organization to all stakeholders and how it is determined to achieve its objectives. How well organizations manage their identities can vary widely, but the main point is that all organizations have an identity, whether they like it or not. Some organizations choose to manage their identities just as individuals choose to not wear certain colours or fabrics. Other organizations take less care of their identities and this might lead to confusion for the target audience. In turn, this might lead to becoming a liability for the organization, and it sends out unorganised messages that weaken the initial or final impression that is left by the organization (Fill, 2002: 388-394 – Smith, 1997: 324). It is essential to communicate the desired corporate identity both externally and internally, since the audience's perception of the identity is therefore the image they have of the organization (Fill 2009, 405).

4.3. Image

There might be confusion about the differences between image and identity. The corporate identity should always match the corporate image. Corporate image is the perception of the way an organization presents itself. People form an image of the organization based on those parts that are visible, no matter of whether it is correct or incorrect. Both individuals and organizations project their personalities through their identity. Feelings become associated with thoughts, and therefore corporate image is what is felt and thought about an organization. It is a result of everything a company does or does not do. It is not possible for an organization to change its image in a directly managed way, but it can change its identity. In other words, by managing its identity the organization can influence its image. For an image to be sustainable, the identity of the organization must be based on its values and beliefs. Images can be consistent, but they are often based upon a limited amount of information (Fill 2009, 399).

Corporate image is formed from these four areas:

1. Products/services
2. Behaviours and attitudes
3. Environments (offices, factories)
4. Communications (advertising, PR, personal communication, brochures)

4.3.1. Advantages of a good corporate image

Corporate image (including corporate identity) can create competitive advantage in a number of ways, especially if there is barely any difference between competitors. First of all, it might help to improve sales. If an organization has a well-managed identity it reassures customers. By having a strong corporate identity tied to the corporate image it adds value to a product or a brand. Another advantage is that it supports product development, since a strong corporate identity combined with a positive image makes it easier to introduce new products to the market. A well co-ordinated corporate identity also helps to strengthen financial relations and increase awareness, understanding and support (Smith & Taylor 2004, 667-668). For large organizations employees can become lost as it grows or develops, therefore a well managed corporate identity can enhance employee harmony by creating a sense of common purpose which brings everyone together and help them to move in the same direction. Caution needs to be considered because of risking that employees dislike new changes. A corporate identity also presents the organization´s image to many audiences. The identity helps recruitment by strengthening the organization´s ability to attract the best employees and keeping them, since a clear and strong identity communicates positive messages to potential employees (Fill 2002, 395 – Smith 1997, 334-336).

5. EMPIRICAL PART

This chapter introduces the case company as well as their campaign Energy, Environment and Economy. It also states the choice of method used to conduct the data, as well as reliability and validity.

5.1. Introduction to Wärtsilä

Wärtsilä provides customers with life cycle power solutions. Wärtsilä strains for creating better and environmentally compatible technologies, while they are focusing on the marine and energy markets. Wärtsilä provides ship power solutions and flexible power plants with related services to their customers.

Wärtsilä is divided into three main business areas; Ship Power, Power Plants, and Services. Within Ship Power Wärtsilä provides solutions such as engines, generating sets as well as automation and power distribution systems for the marine industry. Power Plants provides power plants for baseload, peaking and industrial self-generation purposes as well as for the oil and gas industry. Wärtsilä Services supports customers throughout the lifecycle of their installations.

Wärtsilä corporate headquarter is located in Helsinki, Finland. According to the annual report of year 2008, the personnel in the whole Wärtsilä group is 19,000 and has 160 local company offices in more than 70 countries.

The mission of Wärtsilä is as follows: *"We provide lifecycle power solutions to enhance the business of our customers, whilst creating better technologies that benefit both the customer and the environment."* (URL: www.wartsila.com).

5.2. Wärtsilä Power Plants Campaign: Energy, Environment & Economy (EEE)

Securing the worlds energy supply as well as the discussion about climate change has become familiar to almost everyone around the world today. Wärtsilä is participating in this ongoing global energy debate and offers perspectives on the challenges faced by the energy sector and they are promoting solutions that can help meet these challenges. The main message is that Wärtsilä has the know-how and technology to help the world with power plants solutions that are operating in a both environmentally and economically sustainable way. That is the fundamental reason for the Wärtsilä Power Plants campaign "Energy, Environment and Economy" (EEE) that will be rolled out globally during 2008-2009 and is held in all Wärtsilä Power Plants sales regions. It is a campaign to raise awareness and create discussions on the following topics:

Energy – how to generate twice as much electricity by 2030?

Improving efficiency in the electricity sector is a key issue. The current efficiency of the net sector is slightly over 31% and it is unsustainable. By having local generation and fast-response peaking and also back-up power can help improve performance. Fuel flexibility and use of renewable energy must ensure that the best and most sustainable options of fuel will be used.

Environment – how to cut CO2 by 20% before 2030?

By generating systems which are running on renewable energy, fuels with low specific C02 emissions and cogeneration, as well as an improvement in efficiency, it can all together reduce CO2 emissions in electricity generation by 20%.

Economy – How to raise total efficiency above 90%?

The answer to this question is cogeneration of electricity and heat/chill. Cogeneration should be applied whenever possible. To stimulate maximum application of cogeneration barriers such as legislative, bureaucratic as well as monopolistic should be removed and make efficient cogeneration the norm.

(Source: Energy, Environment and Economy brochure)

So how does this campaign work? The whole program is developed in a modular way. A wide range of Wärtsilä seminars for customers are organized around the world. One main Wärtsilä seminar is scheduled per region to the target group, which is selected by the respective Vice Presidents and Regional Directors, together with the Business Development Managers. After the seminars, the regions should take over and arrange further regional or country-wide seminars or events to the target groups to promote Wärtsilä's ability to offer solutions.

5.2.1. Campaign objectives

The objectives are divided into global and regional levels. At a global level, the objective is to provoke discussions on Energy, Environment and Economy and position Wärtsilä as a solution provider towards this need.

At a regional level, the objective is to link the discussions with regional requirements and offer concrete solutions according to the needs in each region.

The outcome of this is to gather both customer and market feedback and provide it to different levels of the organization for development work.

5.2.2. Target groups

This is an unusual campaign since there is not one single target audience. Since each continent faces different challenges the final campaign target groups are defined on a regional basis. The primary target groups for this campaign are existing and potential customers, as well as energy utilities, industry, municipalities, IPP, and the Oil and Gas industry about the Wärtsilä Power Plants decentralized solutions.

The secondary target groups includes all Wärtsilä stakeholders, energy consultants, experts and researchers, politicians, policy makers, environmental authorities as well as media and key organizations and any other parties that are related to the business through whom the message of Wärtsilä's power generation solutions can be delivered.

(Source: Energy, Environment and Economy brochure)

5.3. Choice of method

An internal survey in the form of a questionnaire with mostly open questions was sent out via email to Wärtsilä's own local marketing persons in the networks, who have all been involved in the campaign implementation. It was sent out to all Wärtsilä Power Plants sales regions to measure the activity of the campaign as well as to examine the marketing communications in these regions, and to analyze the connection between these two.

The survey is made internally since the campaign is not launched to the external public under the name of Energy, Environment and Economy, but all the regions have used different names and themes for EEE events according to the need of the region/country.

5.4. Data collection and questionnaire design

Collection of the empirical data was done by a qualitative questionnaire (see Appendix I). It included a number of 16 questions of which the first 9 questions referred to the respondents experience in communications and were a mix of both qualitative and quantitative questions. The following 7 questions concerned campaign activity in each region and consisted of open questions.

The questionnaire was designed as a Word-template and was sent out to one local marketer in each of the Wärtsilä regions. Due to geographical reasons and time differences it was sent via email to the respondents. They were asked to complete the questionnaire and return it by email.

The questionnaire was conducted over a 3-week period and out of 10 questionnaires, 6 replies were received.

5.5. Reliability and Validity

In a broad sense reliability and validity addresses the data quality. To ensure high reliability in a qualitative research, it is vital to examine the trustworthiness. The respondents to the questionnaire are local marketers within their own region and their opinions and thoughts are based on experience and knowledge of interacting with the EEE campaign. They are experts within their field of work and are up to date about campaign activities in their own region. The questionnaire was made in cooperation with the Power Plants Marketing department in Vaasa; it was approved and tested by them also before sending it out to the respondents. Since data was not collected from all regions, it is difficult to say whether or not the overall results would differ if all regions responded to the survey.

Validity determines whether the research measures what it is supposed to measure, or how truthful the results of the study are. It refers to how accurate the measurement is. Burns and Bush (2001 p. 332) states that "it is an assessment of the exactness of the measurement relative to what actually exists". It refers to what extent the measure is free from systematic and random error. The responses have been related to the variables that were measured. What needs to be taken into account is that the study results are based mostly on attitudes and opinions.

6. ANALYSIS OF THE EMPIRICAL MATERIAL

This study has been made in collaboration with the Marketing department at Wärtsilä Power Plants in Vaasa, Finland.

The respondents to the questionnaire are all local marketers within Wärtsilä Power Plants in their own region and have all been involved in the implementation of the campaign. With respect to the respondents identity the regions will be named as Region 1 - Region 6 in the analysis.

The survey was divided into two parts: communication and activity. The purpose has been to study how the communication flows between the regions and to analyze how communication efforts affect the activity and the results.

6.1. Communications

The initial question concerned what the target groups were for the Energy, Environment and Economy event in the respondents own region. A majority of the respondents chose existing and potential customers as their target group for the campaign. Since this campaign not only focuses on one target group the respondents also chose policy makers, regulators, consultants, and engineering companies. In Region 3 they also target financial institutions and media while Region 6 also targeted energy utilities.

When it comes to the particular method of how attendees of the EEE event received information about the campaign, almost all regions chose organized meeting as one of their main method. Region 1 used 3rd party organized events. No explanations of why choosing this particular method were given, but one can refer to the theory which states that the major advantage of using organized meeting/face to face communication is its impact it has, meaning that it is more likely for one to break through, get attention and get immediate feedback. It is also possible to adapt the message to the target group and therefore avoid misunderstandings. Since this is a campaign with several target groups not only one method was used among the regions. Besides organized meeting other popular methods were email, brochures and face to face.

A regularly used communication tool among the respondents has been to arrange organized meetings also when communicating with the target groups, as well as using email and print media. Region 6 explains that the methods used depends on the nature of the target group, what is the position of the personnel within the target group, and whether or not there has been any previous established contact with them.

The findings show that email was one of the most regularly used methods when it comes to internal communications concerning the campaign. The second most regularly used method was face to face. Region 3 mentions that it is important that everyone is on the same page when speaking to external parties, which is also highlighted in the theory. It will result in harmonization between the departments and more knowledge about others work in the organization, which allows employees to be more flexible. Regarding electronic communication there is no doubt that it is one of the most frequent methods of communication at work places today. Region 6 mentions that communication is also nowadays handled via Microsoft Communicator system as well as via Live-meetings, which are similar to telephone conferences, except one is attending via a laptop with a headset. This shows how rapid electronic communication changes today, but also the convenience of using electronic communication when communicating across borders.

The network marketers communicate with other internal staff from different regions across the world at a daily basis. Cultural differences have not been a major issue but are still recognized among some. Region 1 explains as follows:

“Communication usually takes two people, we were given material. What this communication refers to?”

This is a clear example of how important it is for communication to always be a two-way traffic. From the theory one can read that an organization is based on collaborations; so is also communication. Feedback plays an important role here since it is an essential part of the communication process and it can determine whether or not there is possible disconnects between the intended and interpreted message. In this case, however, it is difficult to say whether the noise is caused by deficient communication or cultural differences. Clear communication is vital and Region 3 refers to the importance of this:

“If you are clear on what you want to communicate and how you want to communicate it, and whom to communicate it to, then there is no room for differences.”

The other regions all agree on that they have not experienced any cultural differences. Region 6 mentions that people in its region have been enthusiastic and implementing the campaign locally “with good spirit despite the geographical or cultural factors”.

From the theory it is important to keep in mind the basic difference between high context culture (where context is at least as important as what is being said and words are one part of a message) and low context cultures (emphasis is put on words) when communicating, otherwise messages and intentions can easily be misunderstood.

For the campaign to reach maximum impact, it is important that relevant material is available. Both internal and external campaign materials are presented, consisting of brochures, campaign kits (DVD’s, music CD, pens, brochures), banners, roll-ups and giveaways for seminar attendees. The survey shows that the materials for the campaign have received a positive feedback from the respondents. All regions agree on that the material is very good and have been very helpful in their work. Both Region 2 and Region 3 think that the material is “Excellent”. Region 4 points out that the material works well as basic information:

“The material provided is very suitable as basic information. The presentations & pamphlets have been prepared to meet local customers interest and requirements.”

Region 5 also mentions that the brochures and banners are helpful, but that the most affective method is to organize a seminar that includes face-to-face communication.

As mentioned along the thesis a vital aspect of communication is to adapt the message to the target group, and Region 6 confirms this by explaining that the campaign material has been planned in order to meet the needs for campaign communication and that the target groups to be approached were thought of in the planning process. It is clear that this campaign has attached great importance in this matter. It has been part of the campaign's strategy from the very beginning, to offer concrete solutions to the regional needs.

Working with a campaign requires a lot of effort and collaboration. All respondents agreed on that they wish to receive more information about campaign results. Several authors have pointed out the importance of motivating employees in their work, and the ability to see results from an effort can act as a motivating factor in the employees' daily work and are appreciated among them. Region 3 also points out that there is a need to benchmark campaigns and learn from one another. Besides campaign results, campaign developments and materials were also on top of the wish list among the respondents.

Regarding improvements for future communication many of the respondents chose target group relations. This comes quite naturally since organizations always want to improve their customer relationships. Region 4 refers to a direct approach when communicating with target group relations:

"The direct approach is the most winning way as you can get a response from the customer and will be able to react immediately."

This again refers to the organized meeting/face to face method where one is able to get immediate response and feedback from the target audience.

Region 1 and Region 3 also put internal communication as something that should be improved. Region 1 argues:

“We were never asked if this kind of EEE is necessary or if we consider this to bring any business. To do EEE properly, it is huge amount of work and EEE may not be #1 priority to each marketers. At least not here.”

This is another clear example of the importance for communication to be two-way: a willingness to listen as well as to inform. Otherwise misunderstandings easily occur and the message is interpreted in a way for which it was not meant to.

Furthermore, Region 3 added a wish for more global case studies.

6.2. Activity

This part of the survey measures the activity of the campaign in different regions. The overall reaction within the target audience towards the Energy, Environment and Economy campaign has been very positive in all responding regions. It has created a debate as well as provided positive support and response from the target audiences.

Region 2 experienced a very positive response from its target audience and their target group showed great interest in what they had to say while they also had many attendees at their events. In region 4 it “created a debate and as a spin of a release of a tender based on our technology.”

Region 5 believes that their target audience gave importance to the EEE campaign also and they received full participation and support from their target audience.

Region 6 explains the challenge of approaching their main target group, utility companies, since they are not familiar enough as a target group for Wärtsilä. But the reaction has been positive in the sense that it created a discussion and brought out arguments to support Power Plants solutions towards the target group. Region 6 also explains that their second main target group, consultants and engineering companies, were easier to reach as Wärtsilä already has established contacts with them. During the seminar targeted for this target group there were a more specific discussion about real projects under development, where solutions from Wärtsilä Power Plants can be used.

Internally this campaign has brought positive reactions also. The network company offices are active and carry out the planned campaigns, and according to Region 6 this is shown especially when it is possible to add the regional approach to the general campaign approach. Region 2 believes that EEE campaign motivates and educates the sales team more about what Wärtsilä is doing and shows them that Wärtsilä concerns for the environment also. This is an important factor since having a positive culture within the organization helps increase morale and performance internally and it also sends positive images externally by having a positive company image.

The increase of interest in the respondents own regions toward the themes and topics presented in EEE events has to some extent been improved according to the findings. A few of the respondents believe that the interest has been increased due to the global warming and global financial crisis since the campaign brings up environmental and economical related questions. Region 5 believes that people have gained more conscious in recent years and are therefore more sensitive because of global warming and bad effects on climate change. Region 2 is on the same line and points out the following:

“The environment is not – yet – a theme that decides or not a deal to be closed. But it is little by little becoming different”.

Most of the respondents believe that the target groups persuaded the messages presented in the campaign, while one believes it was more a warning. Region 1 highlights the importance about having a specific message for specific audiences. In their events not only EEE was presented, but also cogeneration was discussed. In Region 6 the messages were persuaded also and explains the following:

“In target group of consultants and engineering companies, the audience was easier to persuade as they were mostly common with our power plants solutions. In target group of utilities, the reached audience was small but we were able to provide our message and to convey them with our solutions.”

This shows the importance of adapting a message to the target groups; otherwise it may result in wasted exposures. To engage audiences and promoting both the organization and its offerings through different communication tools is a primary role of marketing communications.

The opinions among the respondents differ slightly concerning if further EEE events are needed in their own country/region. Region 1 will do its own promotion and therefore believes that a global approach is not needed. Also Region 2 points out that there will not be any events in the region for some time. Region 3 do believe that further EEE events are needed in its region:

"Yes, it is an ongoing campaign which has to be escalated step by step for a complete orbit change and to get results."

Region 4 also agrees that further events are needed and more events are planned for their region. Region 5 is planning on organizing more events in 2010 and explains, "we have to organize it again to remind people". Furthermore, Region 6 points out the importance of taking into account the strategic developments of the power plants business unit when planning new campaigns. This shows the significance of taking into account the findings and results from the evaluation and feed it back into the next campaign. By knowing how or why a particular campaign worked increases the possibility that the success can be repeated and failures can be avoided for the future.

The Energy, Environment and Economy campaign is about to come to an end, and the overall success for the EEE campaign has according to most of the respondents been very positive in their own regions. Both Region 2, Region 3 and Region 6 states that it has been successful in order to create valuable business contacts; while Region 1 argues that it is slightly difficult to understand what message is told via EEE to help a particular business when looking at the opportunities in the region. Region 5 states that they have found an opportunity of sharing information with their target audience.

The final question in the survey asked if the participants had further suggestions or feedback for the Energy, Environment and Economy campaign in their own region/country. Not all regions responded to this, but Region 1 points out that a global approach is not good enough and time should be spent on more important issues in their markets than EEE. They do, however, believe the campaign material is welcomed since it can be used in many occasions. They also mention that there is a need of different kind of draft material about what is tailored for the region's own markets and for events they participate in. Finally, Region 2 mentions that all regions need to come back to this topic in a year or so, but with a different approach.

6.3. Summary of key findings

The campaign objectives have been to provoke discussions on Energy, Environment and Economy and position Wärtsilä as a solution provider towards this need, as well as to link the discussions with requirements of each region and offer concrete solutions according to the needs in the regions. When looking at the findings in general one can tell that the success of the campaign varies, mostly due to each regions need, but a few regions are already planning for further events in their own regions and in some regions deals are under negotiation.

The survey findings indicate that communication within and between regions is working well, although some disruptions do exist. The findings have shown the importance of communicating a clear message as well as the significance of adapting the message to the receiver. Also campaign materials have been prepared to meet the needs of communication and for the target groups to be approached. This has been appreciated among the respondents. The survey also showed a wish from the respondents for more updates about campaign results and developments. This would keep staff more motivated and lead to more activity in the regions while they at the same time could learn from each other.

Internally e-mail and face-to-face were the most regularly used methods of communication. The regions also recognized the importance of organized meetings, which had been the most regularly used method externally, when approaching target groups, where an opportunity to receive and offer feedback is given.

Furthermore, the findings showed that the reactions from the target groups towards the campaign had been appreciated and the messages were persuaded while it also successfully created discussions and debates in the regions. Internally it received a positive feedback and support also. The interest regionally towards the campaign had according to the respondents slightly increased, mostly due to the financial crisis, climate change and increased focus on environmental related questions.

Even though it was argued that EEE takes a lot of time from other important work and may not be top priority to each marketers, the findings indicated that most of the responding regions believe that the campaign has been successful and an opportunity has been found to share information with the regional target audiences and valuable business contacts have been created.

This survey has only been a follow up on the Energy, Environment and Economy campaign, but should at least give a preview of how the overall implementation of the campaign has resulted in different regions during 2008-2009. Since not all regions responded to this survey a more thorough research, from all Wärtsilä regions, is therefore recommended to determine the final results of the survey.

6.4. Recommended action plan

During the work with this paper one can tell that a well-planned campaign could lead to big success. Even though the results of the Energy, Environment and Economy campaign has been positive among the regions in general, the local marketers should continue their effort with communicating clear messages internally; this to make sure that everyone is on the same page before communicating externally. At the same time effort should be put on keeping staff updated about developments and results from the campaign. This would in the end benefit the motivation among them. More internal surveys where opinions, needs and suggestions for further improvements could be collected from local marketers in order to find out the needs and requirements for each region.

Since the campaign has several target groups, the messages during the campaign events have been customized for each target group; this is a positive and well-planned strategy that should be implemented in similar future campaigns as well. It requires more resources and more knowledge about the target groups, but in the long run it is more a benefit than a disadvantage.

A recommendation would also be to implement the evaluation process, involving formative, process and summative evaluation. This would include pre-testing and post-testing. By evaluating the progress of the campaign in different stages could provide information that otherwise would not have been discovered, and this information could be valuable for future campaign strategies. As mentioned earlier, one can state that the EEE campaign has been successful in provoking discussion and reaching the target audiences with over 100 events. Keeping an open mind and look back at the successes and failures of previous similar campaigns are both important ingredients for creating a successful campaign.

6.5. Suggestions for further research

The thesis included a broad area of subjects within marketing communications. An area of great importance within organizations is internal communications. It was discussed briefly in the theoretical framework, but a suggestion for further research is to do a case study focusing mostly at internal communications, for example between managers and staff in order to measure in what way communications efforts affects motivation levels among subordinates and middle managers in campaign planning and implementation. It considers in what way the organization influences and what effect communication has on leadership and motivation. By expanding Figure 5, which is about organizational communication where communication flows upwards, downwards, horizontal and diagonal, one could relate to and make connections with different motivation theories.

Another suggestion for further research within internal communication is to do a case study in a multicultural company and investigate how the internal communication is affected by the organizational culture when communicating with middle managers and subordinates. To make it more interesting, one could do a reversed study and investigate how the organizational culture is affected by internal communication. This could be a possibility for giving insight to middle managers of what extent the organizational culture is affecting daily communications. Also the company management could benefit from the results since it is of importance for management to have knowledge about the information flow within the different levels of the organization.

7. CONCLUSION

The aim of this thesis has been to define successful marketing communications and to investigate how communication has been working in implementing the Wärtsilä Power Plants campaign Energy, Environment and Economy (EEE).

As it has been recognized along this thesis, communication is a broad topic, which is integrated by a number of aspects. Even though this thesis has attempted to define successful marketing communication it is vital to mention that there is no recipe for successful communication, but one needs to take into consideration the different aspects mentioned in the theoretical framework. This is to recognize the different barriers to communication that may arise, especially in multicultural companies. It is also about integrating communication to ensure that all messages from the organization tell the same story. By developing a media plan one can plan communications and decide the best route for delivering the messages to the target audiences. Communication is about shared meaning and it is therefore important that those responsible for marketing communications attempt to communicate messages in a way that all recipients understand the intended message. To recognize the importance of communications in strategic marketing, and what affect it has on branding, corporate image and identity, is crucial communicating the intended messages both internally and externally.

The campaign Energy, Environment and Economy has in many ways been implemented successfully. By doing the follow-up one can see the results of cooperation, teamwork, integration and the use of several communication methods among regions. Even though there were some disruptions in communication, the final results are very positive. With well-planned campaign material and professional communication the campaign has been able to reach its objectives and reach out to the target audiences. There are still things to improve and develop, but since this campaign is soon ending, it is important to remember the successful strategies from this campaign and bring it into future campaigns.

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OTHER

Energy, Environment and Economy campaign material

APPENDIX I

ENERGY, ENVIRONMENT & ECONOMY SURVEY

Please specify your answer in the text boxes below each question (if applicable).

COMMUNICATION

1. Your country/region:

2. What were the target groups of the Energy, Environment & Economy event on your country/region?

☐ existing and potential customers

☐ policy makers, regulators or similar

☐ consultants, engineering companies, other experts

☐ other, please define:

3. By which method did the attendees of EEE event on your country/region receive the information about the EEE campaign and why was this particular method chosen?

☐ face-to-face ☐ brochure ☐ telephone

☐ organized meeting ☐ direct mail ☐ e-mail

☐ other, please specify:

4. Which of the following methods do you regularly use to communicate with the **target group** of your country/region, and why this particular method?

☐ e-mail ☐ telephone ☐ print media

☐ direct mail ☐ organized meeting ☐ face-to-face

5. By which method do you regularly communicate with **internal staff** concerning this campaign, and why this particular method?

☐ e-mail ☐ telephone ☐ print media

☐ direct mail ☐ organized meeting ☐ face-to-face

6. What kind of cultural differences have you experienced when communicating with internal staff from other regions regarding this campaign, if any?

7. What is your opinion on the campaign materials provided (campaign kit, brochures, banners etc.)?

8. What type of information concerning the campaign do you wish to receive more information about, if any?

☐ exhibitions and trade fairs ☐ campaign developments

☐ campaign materials ☐ campaign results

☐ other, please specify:

9. In your expertise, do you think that any of the following elements should be improved in future communications? If so, why?

☐ internal communications ☐ trade fairs and exhibitions

☐ target group relations ☐ campaign materials

☐ other, please specify: ☐ no need for further improvements

ACTIVITY

10. How has the overall reaction towards the EEE campaign been in your country/region **within your target audience**?

11. How has the overall reaction towards the EEE campaign been in your country/region **internally**?

12. Have you experienced any increase in interest in your country/region toward the themes and topics presented in EEE events?

13. In your opinion, did the EEE campaign persuade the target group of your region/country to agree with the messages presented?

14. Is there a need for further EEE events in your country/region, and why?

15. How successful do you think the EEE campaign has been in your country/region in developing solutions for the questions concerned?

16. Do you have further suggestions or feedback for the EEE campaign in your country/region?

Thank you for participating in this survey!