

Brand PR

**Submitted By:
Hind Zamzami**

PR Integration: Is the new Paradigm Shift in Marketing Campaign the End of PR?

1 Introduction

In contemporary marketing environment, the most successful campaigns involve a closely linked, highly integrated combination between the different elements in marketing (Chung & Heath, 2013). The new strategy which is becoming more common nowadays, aims to reduce the overall costs associated with conventional marketing and advertising and if it is well crafted, it could potentially generate publicity for the brand as well as replace the conventional single discipline marketing approach (Carter, 2006). One of the main reasons cited for the rise of this new marketing strategy is due to its ability of achieving synergistic effect. Furthermore, numerous research has shown that marketers are willing to continue using this new creative integration strategy to drives sales, expand market share and most importantly appeal to new customers (Deephouse, 2010). Undoubtedly, PR has immensely contributed to the accomplishment of the integrated marketing campaign and as such incorporating the different disciplines of marketing into a unified, integrated and single component will usher a new era for marketing, advertising and promotion campaign in the future. This essay will provide an in-depth, detailed and thorough analysis on the emerging trend of this new campaign strategy including the factors that have contributed to its success, barriers & challenges etc.

Additionally, the essay will also discuss the future of PR vis-à-vis the rise of social media marketing.

1.2 The Rise & Importance of the Integrated Communication Campaign

Kitchen & Schultz (2000) argued that one of the key factors that have contributed to the rise of the integrated approach is that the concept is fully customer centric. This simply means that businesses are aware of consumer's contribution, feedback and experience which is immensely valuable to organisations. Since the concept provides a direct communication channel between the brand and the consumers, it provides the firm with ability to establish long term relationship which is extremely important for maintaining brand loyalty and reputation (Kitchen et al, 2004; PRWEEK, 2016). Integrating the marketing communication elements in contemporary business environment has shifted from a planning process to a strategic process. According to Schultz and Kitchen as a "strategic business process used to plan, develop, execute and evaluate coordinated measurable, persuasive brand communication programmes over time with consumers, customers, prospects, and other targeted, relevant external and internal audiences." (Schultz & Kitchen, 2000:10).

Since the 1980s, many companies have begun using the new marketing approach which integrates the different disciplines has been on the rise mainly in market driven companies (Fig 1) (Percy et al, 2001). One of the reasons cited by businesses, practitioners, marketers, academics and industry experts is that not only does it drive sales, but also, the different elements work together in harmony to create the most appropriate and effective methods of marketing communication (Dowling & Weeks, 2008). Many organisations, both small and large are aware that communicating effectively with consumers requires more than deliberate use of the traditional marketing communication tools

to convey messages to consumers thus the need to integrate different elements into a single, robust which is capable of projecting consistent and unified image to the market segments (Einwiller & Boenig, 2012).

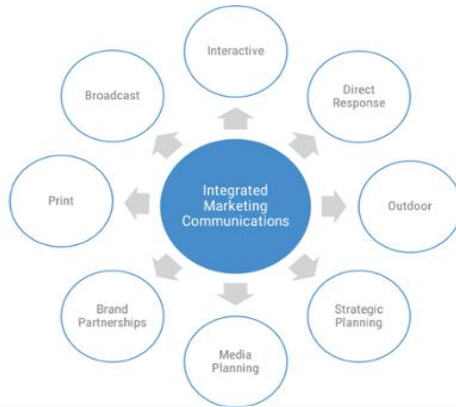


Fig.1 Integrated Marketing; Source: PRWEEKLY, (2016).

The rise of digital era has also immensely contributed to the increase of the integrated marketing approach (PRWEEK, 2014). Many organisations are aware of the importance of the internet and social media and its impact on product or the brand. Take for example, Cocal Cola which is famous for its marketing prowess and skills, introduced a new marketing strategy that is capable of increasing sales and customers as well as improving brand reputation through multiple communication channels (PRWEEK, 2016). Launched in London, the multi-million pound integrated strategy was considered to be the most effective marketing strategy in modern history maintaining long term growth and fostering customer loyalty. The same applies to other companies such as John Lewis who have all used the strategy to convey messages to consumers through all the points of contact consumers have with the company thus enabling the businesses maintain brand value as well creating a healthy and

vibrant two-way relationship with consumers (PRWEEK, 2016).

The paradigm shift in marketing is also financially beneficial to the organisation (Bush, 2009). Since the concept of integrating the different elements into a single unified campaign strategy, businesses are able to save costs in a changing media and marketing landscape (Deephouse, 2000). Take for example, previously companies use to advertise in different platforms with each costing a fortune. The new concept which integrates all the marketing into a single unified component has potentially saved costs (Kitchen et al, 2000). This is especially important for large organisations that usually spend substantial amount of money on advertisement (Raman & Naik, 2005).

1.3 Barriers & Challenges

Despite the successes of the integrated approach of marketing communication, the concept is also faced by barriers and challenged with some critics both academics and practitioners terming it as another ‘management fashion’ whose influence is merely a transitory (Duncan et al, 2004). Some of the main challenges faced by the implementation and execution of Integrated marketing approach are:

i) Power, Coordination & Control

Numerous studies in the UK and the US have shown that in some organisation there is a tussle for power between different departments within the organisation on the best way of using the integrated approach. For example, according to Duncan & Moriarty, (1997), a study conducted in the US indicated that egos and turf battles between Public Relations (PR) and Marketing departments could potentially derail the process since each side has its own views on brand creativity (Percy et al, 2001; Ewing, 2009).

ii) Agency Skills & Talent

Some organisations use external agencies for promoting their brand. Since the bulk of agencies specialise in one aspect of marketing, it could potentially be extremely difficult to find a single agency capable of combining all the marketing elements into a single and unified approach (Ewing, 2009).

iii) Restricting Creativity

ICM could potentially reduce creativity within the organisation if the purpose of the marketing campaign does not accommodate anything that does not necessarily fit with the firm's integrated marketing strategy (Ewing, 2009). Take for example, the organisation's short term and long term advertisement may have conflicting ideas. Additionally, anything that staff creates is required to fit within the overall marketing and communication strategy and as a result, this could potentially restrict creativity within the organisation. This may lead to low morale among the staff (Ewing, 2009)

1.4 Mitigating Barriers & Challenges

Regardless of the barriers and challenges, there are ways of reducing the impact or risks associated with the challenges (Hutton, 1996). Below are some of the ways to reduce the impact:

i) Unifying the Team

Bringing everyone within the organisation on board is extremely important for the organisation. By doing so, the organisation will reduce potential conflict by focusing on a single strategy approach that incorporates different departments (Ewing, 2009).

ii) Sharing Customer Feedback/contribution

Customer feedback and contribution is key to improving quality of goods and services. The organisation can create a team that will not only collect customer information from different

platforms but also provide the information to the different departments within the organisation (Ewing, 2009).

iii) Financial Resource

Using the integrated approach requires money, businesses are required to set aside money that will cover the whole integrated marketing process (Ewing, 2009). Every campaign requires finance and it is important to ensure that the marketing department has adequate financial resources to run a successful and effective marketing campaign based on the integrated marketing campaign.

1.5 Role of PR in Integrated Communication Campaign

Clearly, the boundaries between the different elements of marketing and advertisement are fading away and it is extremely difficult to distinguish the different aspects of marketing communication which are anticipated to merge in the future (Kitchen et al, 2014). This is evident from World Advertisement Research Council (WARC) awards over the past few years where all the winners used the integrated marketing campaign. Nevertheless, at the heart of the new marketing campaign strategy is the role of public relation (PR) which has immensely contributed to the success of the new concept (Maul, 2009). According to industry experts, practitioners, marketers, academic and critics of the integrated approach, there is a widespread consensus on the invaluable and complementary role PR has played in contemporary integrated marketing environment (Jones, 2008).

Take for example, despite combining the different elements of marketing campaigns, the National Basketball Association (NBA) realised that creating, communicating and delivering value to consumers cannot be achieved without a robust PR strategy in a marketing oriented sector. As a result, in order to complement, advertising, media, social media campaign, internet advertising road shows, event sponsors etc, NBA was

used PR in order to shape mass media contents and subsequently consumer's opinion, attitude and behaviour towards the organisation hence enabling NBA to seek more than just one time exchange with consumers (Chung et al, 2013). Aldi, Jaguar Land Rover, and other leading multinational corporations are among the companies that are still using PR as a core business strategy together with the other elements of the integrated model.

Even though some critics mostly *marcomm* practitioners strongly believe that role of PR in contemporary marketing environment is fast diminishing in the face of the emerging and robust integrated marketing campaign which would theoretically merge all the marketing components into a single element, a new article published last year by PRWEEK entitled *The role of PR in Modern Marketing Campaign* challenges the prevailing beliefs and further argues that for the new concept to become successful in the future, there should be a place for PR since not every product or brand can solely rely on advertisement alone to gain publicity, drive sales and business growth (Barrett, 2016).

1.6 PR vs Social Media

In an ideal marketing environment, PR and social media campaigns are required to work in sync in order to achieve the same marketing goals and objectives (Bush, 2009). This notion is also echoed by many academics, practitioners, industry experts and marketers. However, it is worth mentioning that the face of public relations (PR) has significantly changed since the advent of social media like facebook, Linkdn, twitter etc. According to Barrett, (2015), the two important elements of contemporary marketing campaign can be used together to achieve the desired results. The industry expert who is also a frequent contributor to PRWeek, argues that although both

disciplines require different approach, nevertheless, they can be effectively used to complement one another (PRWeek, 2016). Nevertheless, social media seems to have an upper hand vis-à-vis PR marketing (Berger & Milkman, 2012). Most critics view conventional marketing such as PR as a one-way street. For example, with the introduction of social media, many organisations are now listening to their consumers more than ever. It provided them with a communication channel where information and ideas are shared between the consumers and the businesses unlike PR. It is for these reasons, that many believe the role of PR in contemporary marketing environment is losing out to social media campaigns (Duncan & Mulhern, 2004).

According to Samadi, (2016) 'Traditional marketing such as PR is about control the market, scream out loud, push the product or service, control, pursue 'leads'. In sharp contrast, social media marketing involves creating community within the market, listen and allow to nurture long term relationship between consumers and the brand' a fundamental reason as to why many organisations understand the value of social media campaigns to the brand, product and organisation as a whole (Bush, 2009). Moreover, there is also a clear distinction between the two important and vital elements of marketing campaign. Whereas in PR, more emphasis is put on establishing and maintaining relationship with few individuals, in social media, it offers businesses with a large scale of consumers (Kitchen et al, 2014).

Even though some businesses that still use traditional PR are reluctant or unsure to switch to social media without amalgamating the two together, the PR industry is undoubtedly faced by uncertainties in the advent of social media which has taken the marketing industry by storm (Cornelissen & Harris, 2014). Some critics could argue that, and rightfully so, the effectiveness and success of social media has rendered PR irrelevant in the marketing sector. And it is for these reasons

that has provided businesses with a huge dilemma on the future role of PR as a core structure of the organisation's functions (Berger & Milkman, 2012).

Still, the PR discipline which dates back to the 20th century has played a vital role in marketing and its revival and very existent may depend on modernising its primary functions and role in marketing campaigns at a time when the emergence of new technologies such as twitter and facebook evoked a new era in the industry (Boyd et al, 2010; Bush, 2009). Cornelissen & Harris, (2014) argued that social media has evolved over the past years and continues to mature from a place to communicate to an environment that can help businesses grow sales, interact with consumers and most importantly engaging with consumers. Whether this is possible only time will tell, however, the £12.9 billion worth industry according to 2016 figures may soon become history if the trend continues.

Conclusion

The rise of the new integrated concept is evident from the tremendous growth it has achieved recently (Boyd et al, 2010). The traditional mass media campaign which has dominated the marketing scene over the last century is not losing its prominence but also its relevance in modern day marketing. Take for example, due to fierce competition and rivalry between businesses, many organisations are aware of the need to acquire cohesive marketing strategy (Angeles, 2012). As a result, they are looking into ways of combining PR, sales promotion, direct marketing, media advertising, internet promotion and events sponsorship to create a more effective and vigorous marketing communication (Herskovits, 2005). Additionally, businesses also view the new communication campaign as a permanent change that has replaced the conventional marketing strategy. Although the concept is somehow still new, it is like to generate criticism, for example, some critics view it as something fresh

but not last long. Despite the successes achieved over the years, the integrated marketing campaign is also faced by barriers and challenges. Furthermore, public relation which has played a vital role as key element of mass media campaign is faced by uncertainties with the emergence of social media as a key contributor to integrated marketing campaign. Unless urgent measures are undertaken to reverse the trend, PR may soon lose its relevance in the marketing sector.

REFERENCES

- Angeles, M. (2012). "Strategic Consistent Messages in Cross-Tool Campaigns: Effects on Brand Image and Brand Attitude." *Journal of Marketing Communications* 18 (3): 189–202
- Berger, J., and K. L. Milkman. (2012). "What Makes Online Content Viral?" *Journal of Marketing Research* 49: 192–205
- Boyd, D. E., R. Chandy, and M. Cunha Jr. (2010). "When Do Chief Marketing Officers Impact Firm Value? A Customer Power Explanation." *Journal of Marketing Research* 47: 1162–1176
- Bush, M. (2009). "Growth of Social Media Shifts PR Chiefs Toward Center of Marketing Departments." *Advertising Age* 80 (31): 7
- Carter, S. M. (2006). "The Interaction of Top Management Group, Stakeholder, and Situational Factors on Certain Corporate Reputation Management Activities." *Journal of Management Studies* 43: 1145–1176
- Chung, J., J. Lee, and R. L. Heath. (2013). "Public Relations Aspects of Brand Attitudes and Customer Activity." *Public Relations Review* 39 (5): 432–439
- Cornelissen, J., and P. Harris. (2014). "Interdependencies Between Marketing and Public Relations Disciplines as Correlates of Communication Organization." *Journal of Marketing Management* 20: 237–264
- Deephouse, D. L. (2000). "Media Reputation as a Strategic Resource: An Integration of Mass Communication and Resource-Based Theories." *Journal of Management* 26 (6): 1091–1112
- Duncan, T. R., and F. Mulhern, (2004). *A White Paper on the Status, Scope and Future of IMC* (from IMC symposium sponsored by the IMC programs at Northwestern University and the University of Denver). New York: McGraw-Hill

- Duncan, T., and S.Moriarty. (1997). *Driving Brand Value: Using Integrated Marketing to Manage Profitable Stakeholder Relationships*. New York: McGraw-Hill
- DiStaso, M., D. W.Stacks, and C. H.Botan. (2009). "State of Public Relations Education in the United States: 2006 Report on a National Survey of Executives and Academics." *Public Relations Review* 35 (3): 254–269
- Dowling, G., and W.Weeks. (2008). "What the Media Is Really Telling You About Your Brand." *MIT Sloan Management Review* 49: 27–34
- Ewing, M. T. (2009). "Integrated Marketing Communications Measurement and Evaluation." *Journal of Marketing Communications* 15 (2/3): 103–117
- Einwiller, S. A., and M. Boenig. (2012). "Examining the Link Between Integrated Communication Management and Communication Effectiveness in Medium-Sized Enterprises." *Journal of Marketing Communications* 18 (5): 335–361
- Hutton, J. G. (1996). "Integrated Marketing Communications and the Evolution of Marketing Thought." *Journal of Business Research* 37 (3): 155–162
- Jones, S.K. (2008). *Creative Strategy in Integrated Marketing Communications*, Unpublished manuscript. USA: Ferris State University.
- Kitchen, P.J. and Schultz, D.E. (2000). *Communicating Globally: An Integrated Marketing Approach*. London: Macmillan Press Ltd.
- Kitchen, P.J. and Schultz, D.E. (2001). *Raising the Corporate Umbrella: Corporate Communications in the 21st Century*. Hampshire, UK: Palgrave Publishers Ltd.
- Kitchen, P.J., Brignell, J., Li, T. and Jones, G.S. (2014). The Emergence of IMC: A Theoretical Perspective, *Journal of Advertising Research*, pp.19-30.
- Kerr, G., D.Schultz, C.Patti, and I.Kim. (2008). "An Inside-Out Approach to Integrated Marketing Communication." *International Journal of Advertising* 27 (4): 511–548
- Maul, K. (2009) Brands get Creative with Integrated Marketing. [online] Available at: <http://www.prweek.com/article/1271145/brands-creative-integrated-marketing> [Accessed 12/05/2017]

- Barrett, S. (2015) PR Agencies Retooling for integrated future. [Online] Available at: <http://www.prweek.com/article/1344328/tipping-point-pr-agencies-retooling-integrated-future>. [Accessed 11/05/2017]
- Barrett, S. (2016) Reading between the lines: PR. [Online] Available at: <http://www.prweek.com/article/1393197/reading-lines-prweek-global-agency-business-report-2016>. [Accessed 08/05/2017]
- PR Week, (2016) Integrated Marketing. [Online] Available at: <http://www.prweek.com/article/469050/integrated-marketing-equality-brings-results>. [Accessed 14/05/2017]
- Samadi, F. (2016) Experiential PR: The next wave of story telling. [Online] Available at: <http://www.prweek.com/article/1399945/deep-dive-experiential-pr-next-wave-storytelling>. [Accessed 08/05/2017]
- Herskovits, B. (2005) Integrated Marketing. [Online] Available at: <http://www.prweek.com/article/1243877/integrated-marketing-integration-store>. [Accessed 13/05/2017]
- Percy, L., Rossitor, J.R. and Elliott, R. (2001). Strategic Advertising Management. New York: Oxford University Press.
- Raman, K. and Naik, P.A. (2005). Integrated Marketing Communication in Retailing, pp. 339- 353.
- Reid, M. (2005). Performance Auditing Of Integrated Marketing Communication (IMC) Actions And Outcomes, Journal of Advertising, 34(4), pp. 41-54.

Appendices

Appendix 1- Integrated Marketing



Source: Linkdn, (2016)

Appendix 2- Traditional vs Integrated



Source: PRWeekly, (2015)

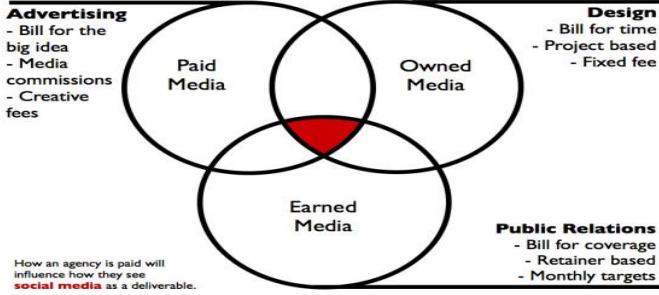
Appendix 3 ICM Mix tools



Source: Google Scholar, (2017)

Appendix 4 PR & Marketing

ADVERTISING, DESIGN & PR



Traditional PR vs. PR 2.0

Traditional PR	PR 2.0
<ul style="list-style-type: none"> • One way • News Release • Media Relations • The Wire • Events • One-to-many / Shotgun • Scheduled • Manageable Pace • Structure • Broadcast • Single Audience • One Voice • Spin 	<ul style="list-style-type: none"> • Two way • Social Media News Release • Video News Release • Search is King • Livestreaming • One-to-one / Intimate • Always-On • Hyper-Warp Speed • Open • Conversations • Peer to Peer • Multiple Voices • Authentic



Source: <http://www.edschans.net/Content/branding/pr-social-media-case-study-if-the-military-can-levage-social-media-to-own-you>
 Photo Credit: <http://www.toponblog.com/2009/11/social-media-pr/>

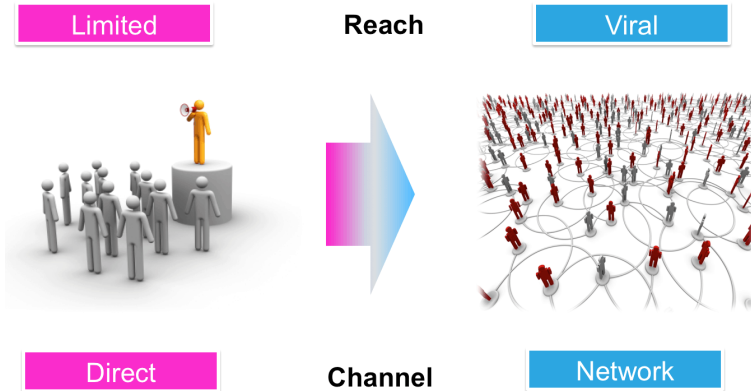
Source: Google Scholar, (2017)

Appendix 5 Social Media vs Traditional

DISTINCTIVE FEATURES OF TRADITIONAL MEDIA AND SOCIAL MEDIA

	TRADITIONAL MEDIA	SOCIAL MEDIA
POWER	Pitching Spinning Reporting	Engaging Conversation Sharing
INFLUENCE	Press Conference Campaign Authority	Social Networking Collaboration/Feedback Authenticity
REACH	News Circulation Database	Sharable Content Community Network

Channel Reach Disruption



Source: Google Scholar, (2017)