



INTEGRATED MARKETING
COMMUNICATION

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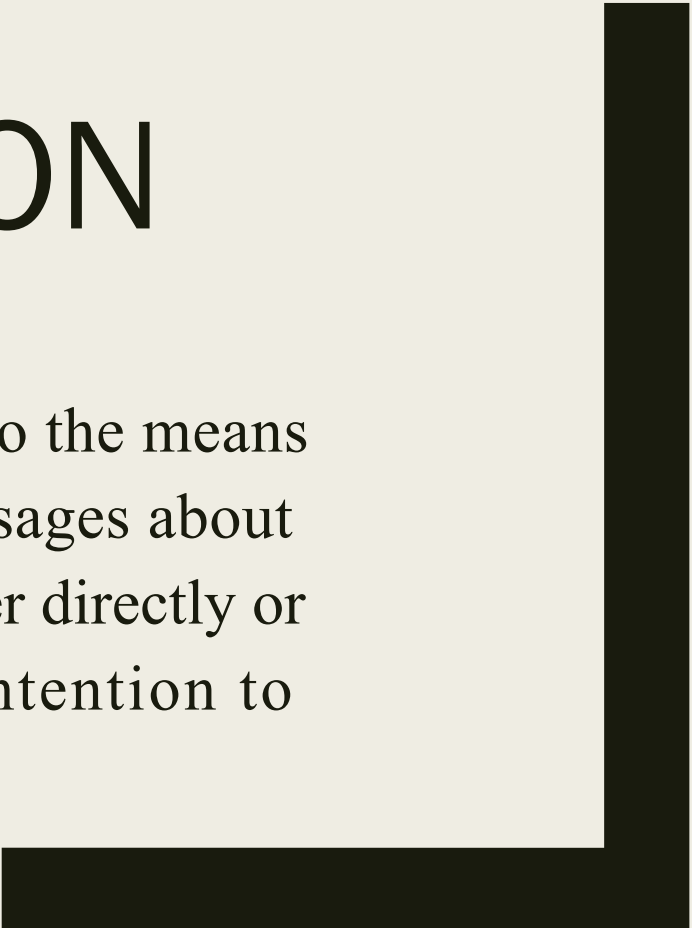
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MARKETING COMMUNICATION

The **Marketing Communication** refers to the means adopted by the companies to convey messages about the products and the brands they sell, either directly or indirectly to the customers with the intention to persuade them to purchase.



In other words, the different medium that company adopts to exchange the information about their goods and services to the customers is termed as Marketing Communication.

The marketer uses the tools of marketing communication to create the brand awareness among the potential customers, which means some image of the brand gets created in their minds that help them to make the purchase decision.

Elements / Functional Areas of Marketing Communication Mix



Advertising:

- It is an indirect, paid method used by the firms to inform the customers about their goods and services via television, radio, print media, online websites etc Advertising is one of the most widely used methods of communication mix wherein the complete information about the firm's product and services can be communicated easily with the huge target audience coverage.

No wonder you women buy more **TIDE** than any other washday product!

TIDE'S GOT WHAT WOMEN WANT!

NO SOAP-NO OTHER SLUDS-NO OTHER WASHING PRODUCT KNOWN-WILL GET YOUR WASH AS **CLEAN AS TIDE!**

ONLY TIDE DOES ALL THREE!

- 1. World's CLEANEST wash!**
You, Tide will get your wash cleaner than any other washing product! (Tide, unlike soap, removes both dirt and soap film.) No wonder more Tide goes into American homes than any other washing product!
- 2. World's WHITEST wash!**
It's a miracle! On hardest water, Tide will get your shirts, blouses, towels white—just white—then add soap of any other washing product, nothing!
- 3. Actually BRIGHTENS colors!**
Treat all your washable colors to Tide. With all its gentle cleaning action, Tide is truly safe . . . and actually brightens soap-dulled colors.

REMEMBER!
TIDE GETS CLOTHES CLEANER THAN ANY OTHER WASHDAY PRODUCT YOU CAN BUY!

TIDE'S A GOODING WHIZZ EVEN IN HARDEST WATER

THERE'S NOTHING LIKE PROCTER & GAMBLE'S TIDE

Sales Promotion:

The sales promotion includes the several short-term incentives to persuade the customers to initiate the purchase of the goods and services. This promotion technique not only helps in retaining the existing customers but also attract the new ones with the additional benefits. Rebates, discounts, paybacks, Buy-one –get- one free scheme, coupons, etc. are some of the sales promotion tools.



Personal Selling

- Face-To-Face interaction with one or more buyers for the purpose of making presentations, answering questions and taking orders. This proves to be the most effective tool in the later stages of the buying process.
- The advantage is that the message can be customized to the needs of the buyer and is focused on building a long-term relationship with the buyer.
- For Example, godrege soap

Direct Marketing:

- Direct Marketing involves the use of mail, telephone, fax, e-mail, or internet to communicate directly with or solicit response or dialogue from specific customers or prospects.
- Companies have a database of contact details of consumers through which they send catalogues and other marketing material making it easier for the consumer to purchase online. The relevance of direct marketing has increased in recent years.
- With the intent of technology, the companies make use of emails, fax, mobile phones, to communicate directly with the prospective customers without involving any third party in between.
- For Example, Naukari.com and fresher world

Public Relations and Publicity:

- The companies perform several social activities with a view to creating their positive brand image in the market. The activities that companies are undertaking such as, constructing the public conveniences, donating some portion of their purchase to the child education, organizing the blood donation camps, planting trees, etc. are some of the common moves of enhancing the Public Relations.

Events And Experiences

- These are company sponsored activities and programs designed to create brand-related interactions with customers. Sponsorships improve the visibility of the company. Companies provide customers with an experience of using the product which ends up leading to a higher brand recall than competitors. These events prove to be engaging with the audience.

Word-of- Mouth Marketing:

- It is one of the most widely practiced method of communication tool wherein customer share their experiences with their peers and friends about the goods and services they bought recently. This method is very crucial for the firms because the image of the brand depends on what customer feels about the brand and what message he convey to others.

Interactive Marketing:

- Interactive Marketing has recently gained popularity as a marketing communication tool, wherein the customers can interact with the firms online and can get their queries resolved online. Amazon is one of the best examples of interactive marketing wherein the customers make their choice and can see what they have chosen or ordered in the recent past. Also, Several websites offer the platform to the customers wherein they ask questions and get the answers online such as **answer.com**.

WHAT IS INTEGRATED MARKETING COMMUNICATION?

- Integrated Marketing Communications (IMC) is a concept under which a company carefully integrates and coordinates its many communications channels to deliver a clear and consistent message. It aims to ensure the consistency of the message and the complementary use of media.
- IMC is an integration of all marketing tools, approaches and resources within a company which maximizes impact on the consumer mind resulting in maximum profit at minimum cost.
- It uses several innovative ways to ensure that the customer gets the right message at the right place and right time.

various components of Integrated Marketing Communication:

- **The Foundation** - As the name suggests, foundation stage involves detailed analysis of both the product as well as target market. It is essential for marketers to understand the brand, its offerings and end-users. You need to know the needs, attitudes and expectations of the target customers. Keep a close watch on competitor's activities.
- **The Corporate Culture** - The features of products and services ought to be in line with the work culture of the organization. Every organization has a vision and it's important for the marketers to keep in mind the same before designing products and services. Let us understand it with the help of an example.
- Organization A's vision is to promote green and clean world. Naturally its products need to be eco friendly and biodegradable, in lines with the vision of the organization.

- **Brand Focus** - Brand Focus represents the corporate identity of the brand.
- **Consumer Experience** - Marketers need to focus on consumer experience which refers to what the customers feel about the product. A consumer is likely to pick up a product which has good packaging and looks attractive. Products need to meet and exceed customer expectations.
- **Communication Tools** - Communication tools include various modes of promoting a particular brand such as advertising, direct selling, promoting through social media such as facebook and twitter so on.
- **Promotional Tools** - Brands are promoted through various promotional tools such as trade promotions, personal selling and so on. Organizations need to strengthen their relationship with customers and external clients.
- **Integration Tools** - Organizations need to keep a regular track on customer feedbacks and reviews. You need to have specific software like customer relationship management (CRM) which helps in measuring the effectiveness of various integrated marketing communications tools.
- Integrated marketing communication enables all aspects of marketing mix to work together in harmony to promote a particular product or service effectively among end-users

THE EVOLUTION OF IMC

- During the 1980s, many companies came to see the need for more of a strategic integration of their promotional tools. These firms began moving toward the process of [integrated marketing](#) communications (IMC), which involves coordinating the various promotional elements and other marketing activities that communicate with a firm's customers. As marketers embraced the concept of integrated marketing communications, they began asking their ad agencies to coordinate the use of a variety of promotional tools rather than relying primarily on media advertising. A number of companies also began to look beyond traditional advertising agencies and use other types of promotional specialists to develop and implement various components of their promotional plans.

- Many agencies responded to the call for synergy among the promotional tools by acquiring PR, [sales promotion](#), and direct-marketing companies and touting themselves as [IMC agencies](#) that offer one-stop shopping for all their clients' promotional needs. Some agencies became involved in these non advertising areas to gain control over their clients' promotional programs and budgets and struggled to offer any real value beyond creating advertising. However, the advertising industry soon recognized that IMC was more than just a fad. A task force from the American Association of Advertising Agencies developed one of the first definitions of integrated marketing communications:
- a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines— for example, general advertising, direct response, [sales promotion](#), and public relations—and combines these disciplines to provide clarity, consistency, and maximum communications impact.

Contemporary Perspective of IMC

- **Recognized as a business process** – rather than just tactical integration of various communication activities.
- **Importance of relevant audiences** – externally these include customers, prospects, suppliers, investors, interest groups, and the general public. Employees are an example of an internal audience.
- **Demand for accountability** – increased emphasis on the *outcomes* of marketing communication programs.

REASONS FOR THE GROWING IMPORTANCE OF IMC

- Several shifts in the advertising and media industry have caused IMC to develop into a primary strategy for marketers:
 - From media advertising to multiple forms of communication.
 - From mass media to more specialized media, which are centered around specific target audiences.
 - From a manufacturer-dominated market to a retailer-dominated, consumer-controlled market.
 - From general-focus advertising and marketing to data-based marketing.
 - From low agency accountability to greater agency accountability, particularly in advertising.
 - From traditional compensation to performance-based compensation (increased sales or benefits to the company).
 - From limited Internet access to 24/7 Internet availability and access to goods and services.

IMC PLANNING PROCESS

Step 1: Know your target audience

As a general rule, there is no “general audience”. You always want to communicate with a specific audience to make the most effective use of your resources.

Segmenting specific audiences into groups based on characteristics will help you identify who are most likely to purchase or utilize your products and services.

Step 2: Develop a situation analysis

Commonly referred to as a SWOT Analysis, this is basically a structured method of evaluating the internal strengths and weaknesses, and external opportunities and threats that can impact your brand.

A situation analysis can provide much insight into both internal and external conditions that can lead to a more effective marketing communications strategy.

Step 3: Determining marketing communication objectives

In this step, you basically want to document what you want to accomplish with your IMC strategy. Objectives should be measurable if you truly want to map your campaign's effectiveness at the end of your plan's term.

Step 4: Determining your budget

Having a realistic idea on what you have to work with is important as it will shape the tactics you develop in the next step. Once you determine your overall budget, you will want to come back to this after completing step five to further refine your budget allocations.

Step 5: Strategies and tactics

Looking back at the objectives you created in step three, you will want to develop strategies which are ideas on how you will accomplish those objectives. Tactics are specific actions on how you plan to execute a strategy.

Step 6: Evaluation and measurement

Almost as important as the plan as a whole, you want to outline a method of how you will evaluate the effectiveness of your IMC strategy. Sometimes elements of your plan will not work. It's important to know what did or didn't, try to understand why, and make note for future planning.

The more focused on how you will utilize your resources for promoting your business, the more you will understand where your money is going and how it's performing. An IMC strategy is important for any business or organization.

ADVERTISING AGENCY

- Advertising Agency is just like a tailor. It creates the ads, plans how, when and where it should be delivered and hands it over to the client. Advertising agencies are mostly not dependent on any organizations.
- These agencies take all the efforts for selling the product of the clients. They have a group of people expert in their particular fields, thus helping the companies or organizations to reach their target customer in an easy and simple way.

Full-Service Ad Agency

- A full-service advertising agency offers a comprehensive range of services that address both the traditional and digital marketing aspects of a business. Full-service ad agencies are made up of a team of experts, and they're a one-stop shop of services:
- TV Ads
- Social Media Management
- Content Creation
- Web Development
- Radio Commercials
- Graphic Design
- When to use: A full-service ad agency is appropriate if your business needs the full-stack of marketing. They'll be able to deliver results through a TV ad as well as a social media campaign.

Traditional Ad Agency

- Traditional ad agencies primarily work with traditional forms of media, such as newspapers, television commercials, radio, and print.
- When to use: Traditional ad agencies are best suited towards companies who are trying to reach a local audience.
- For Example, Rasikbhai Chevda

Digital Ad Agency

- A digital advertising agency specializes in all things online. They probably have familiarity with traditional media, but their primary focus lies in the digital sphere, including:
 - Search Engine Optimization (SEO)
 - Social Media Marketing
 - Website Design and Developmen
 - Email Marketing
- When to use: Digital ad agencies are also a good fit for companies looking to improve their online presence and generate more leads through their website. Digital marketing agencies tend to have a mix of graphic designers, web developers, copywriters, ad specialists, photographers, and videographers.

Social Media Ad Agency

- Social media ad agencies focus on one thing and one thing only: social media. They are a team of content creators and ad optimizers that will max out your social channels. They may focus on many social channels or be experts in a single channel, such as LinkedIn. Because of recent social media algorithm changes that resulted in a drop-off in organic reach, expect social media ad agencies need to charge a budget for ad spend.
- When to use: Social media agencies are a good fit for companies who are looking to accomplish a single goal, such as selling skateboards, through social media platforms. These marketing agencies usually have a creative team, a content team, and might even have photographers and videographers.
- For Example, Oriflame Company

Public Relations Ad Agency

- Public relations, or PR, agencies serve to improve and manage the public image of a company and its employees.
- When to use: PR agencies are best for organizations looking to improve the public's awareness of the brand or their public image. PR agencies are especially important for brands that are frequently in the public view because they help manage the public's impression of the organization or its leader.

Branding Ad Agency

- Branding agencies specialize in, you guessed it, branding. They'll usually conduct thorough market research to better understand the competitive landscape and offer a range of services that include logo design, brand name development, creative identities, and signage.
- When to use: A branding agency is best if you are considering or planning an organizational rebrand, or are interested in seeing how your current brand is perceived in the market.
- For Example, Fair & Lovely

Creative Ad Agency

- Creative agencies focus on the design and graphics of a brand, but outsource the strategy and execution to other marketing partners. They usually excel in logo design, print marketing, letterheads, billboards, and business cards.
- When to use: These types of agencies are well suited for organizations who need to create a cohesive look and feel of their brand or who need to create some new marketing collateral.

Media Buying Ad Agency

- Media buying ad agencies focus on media planning and media buying, and they usually tailor their services to a specific channel. They identify a time frame, recommend a budget, and establish markets for reaching the target audience.
- When to use: Media buying agencies are great for organizations looking to only use a single channel. These agencies may have a creative team in-house, but they are typically most effective when paired with a creative ad agency.

Role of Advertising Agencies

- Creating an advertise on the basis of information gathered about product
- Doing research on the company and the product and reactions of the customers.
- Planning for type of media to be used, when and where to be used, and for how much time to be used.
- Taking the feedbacks from the clients as well as the customers and then deciding the further line of action
- All companies can do this work by themselves. They can make ads, print or advertise them on televisions or other media places; they can manage the accounts also. Then why do they need advertising agencies? The reasons behind hiring the advertising agencies by the companies are:
 - The agencies are expert in this field. They have a team of different people for different functions like copywriters, art directors, planners, etc.
 - The agencies make optimum use of these people, their experience and their knowledge.
 - They work with an objective and are very professionals.
 - Hiring them leads in saving the costs up to some extent.

**Compensation
Methods**

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graph LR; A[Compensation Methods] --- B[Commissions Method]; A --- C[Cost-Plus Agreements]; A --- D[Percentage Charges]; A --- E[Fee Arrangements]; A --- F[Incentive-Based Payment];
```

Commissions
Method

Cost-Plus
Agreements

Percentage
Charges

Fee
Arrangements

Incentive-Based
Payment

Commissions from Media

- The agency is compensated based on the time it purchases for its client.
- The commission has traditionally been 15% but now is often negotiated downward.
- Many advertisers have moved to a negotiated commission system that takes the form of reduced percentage rates, variable commission rates and minimum and maximum compensation rates.

Fixed-Fee method

- The agency charges a basic monthly fee for all of its services and credits to the client any media commissions earned.
- Under a fee-commission combination, the media commissions received by the agency are credited against the fee.

Cost-Plus Agreement

- Under this compensation method, the client agrees to pay the agency a fee based on the costs of its work plus some agreed-on profit margin.
- This system requires the agency to keep detailed records of costs incurred in working on a client's account.

Incentive-Based Compensation

- This type of Advertising Agency Compensation Methods is becoming more prevalent as marketers strive to make their agencies more accountable and reduce costs.

Percentage Charges

- When agencies purchase services from other outside agencies they typically add a percentage in the form of a markup charge as their compensation.
- These markups usually range from 18 to 20 percent.

Project Based:

- There are some clients who prefer to work on a project by project basis. This structure is typically used for a client with a more limited scope of needs. With a project based method, the agency will prepare cost estimates for each project, based upon client input, and the client must first approve the budget prior to the agency doing any work. This compensation method allows the client to only pay for the work they approve and also assures a fair return to the agency.
- For example, Vivo IPL

Advertising Agency Evaluation

- **(a)The experience of an Agency;** The longer an agency has been in business, the more stable it is expected to be; and stable agencies are more reliable.
- **(b)Agency size and location:** Large-budget advertisers want to go to large agencies because these agencies have better staff and more facilities. Large budget advertisers do not like to select small agencies as these are not profitable. Similarly small advertisers do not select large agencies for fear of insufficient attention.

- **(c)Product conflicts:** If an agency has already another account with the same or similar product, then it is not advisable to select that particular agency because of conflict of interest involved.
- **(d)Financial position of an agency:** If the agency is in a weak financial position, then it will spend more time in solving its own problems than working on the advertisers campaign. Financial difficulties also indicate the poor planning of the agency and lack of its stability.
- **(e) Special skills of an agency:** Some agencies specialize in certain areas such as industrial advertising, legal advertising or medical advertising. It would be useful to know if the agency specializes in a particular product or it has specialists who are familiar in the promotion of this particular product. If the agency has special skills for the promotion of this product, it will run a successful advertising campaign.
- For example, medical advertising for vicks and iodex product

(f) Current clients: Most advertisers are very careful in selecting an agency. They usually see the list of the clients of an agency. An agency with a solid list of clients would be more desirable. It will also be useful to know how many new accounts were acquired in the last two or three years and how many accounts were lost. The reasons for the lost accounts may highlight some of the weaknesses of the agency.

(g) The process of payment: It should be seen that what is the process of payment in an agency. The advertiser will have to pay in advance or after the advertising. The client should have a detailed analysis of the method adopted so that there is no misunderstanding afterwards.

Marketing & Promotion Process Model:

Four major Components:

- a. Marketing strategy & analysis
- b. Target Marketing Process
- c. Developing the Marketing Planning Program
- d. The Role of Advertising and Promotion



A. Marketing strategy & analysis: A strategic marketing plan usually evolves from an organization's overall corporate strategy and serves as a guide for specific marketing programs and policies.

Opportunity analysis



A careful analysis of the marketplace should lead to alternative market opportunities for existing product lines in current or new markets, new products for current markets, or new products for new markets (where there are favourable demand trends)

Example: increased number of health conscious people, Fruit Juices (Real, Tropicana)

Competitive Analysis



Direct brand Competition & Indirect competition (substitutes)

Example: Lays Baked, sales of bagels reduced down due to Quaker Oats or Nutri Grain

Reactions of competitors to a company's marketing and promotional strategy: Competitors may cut price, increase promotional spending, develop new brands, or attack one another through comparative advertising

Example: Coca-Cola & Pepsi, Tide & Rin

Target Market selection



Marketers pursue a number of different strategies, breaking the market into segments and targeting one or more of these segments for marketing and promotional efforts, different objectives may be established, different budgets may be used, and the promotional-mix strategies

b. Target Marketing Process:



Identifying markets with unfulfilled needs

- Identifies the specific needs
- Selects one or more of these segments as a target
- Develops marketing programs directed to each
- Example: Beer Industry
- Different tastes and lifestyles



Determining market segmentation

- Ways to group classes of buyers
- Ways to group the marketing actions
- Developing a market-product grid
- Selecting the target segments
- Taking marketing actions



Selecting a market to target

- Determining how many segments to enter
- Undifferentiated marketing (black ford)
- Differentiated marketing (viagra ads)
- Concentrated marketing (Maruti Suzuki: middle income class)
- Determining which segments offer the most potential (RC Cola failed against Coke and Pepsi)



Positioning through marketing strategies

- Approaches to Positioning (focus on either the consumer or the competition)
- E.g. Flipkart (video)
- Developing a positioning strategy: 6 basic quations
- Determining the positioning strategy


- Different Segmentation with Examples:
- √Geographic: Bennett, Coleman and Co. Ltd divided markets according to geographical units for their tabloids
- √Demographic: Age: HUL launched 'Pepsodent kids' toothpaste, Gender: HUL Fair & Lovely, Emami Fair and Handsome
- √Psychographic: personality: Raymond advertises its fabrics with the tag 'The Complete Man.' and/or lifestyles (VALS): Mercedes
- √Behavioristic: usage: Sony Play Station, benefit: Peter England- wrinkle free trousers
- Developing a positioning strategy: Positioning by (with examples)
- 1.Product Attributes and Benefits (Apple)
- 2.Price/Quality (Mahindra XUV)
- 3.Use or Application (Surf Excel is positioned as stain remover 'Surf Excel hena!')
- 4.Product Class (Dove: soap to mild shampoos category)
- 5.Product User (Sony webcam & phones with HD recordings)
- 6.Cultural Symbols (Humara Bajaj)
- 7.Repositioning (Cadbury- Emotional- Energy- softness)

c. Developing the Marketing Planning Program



Product Decisions

- Product symbolism
- Branding
- Packaging



Price Decisions

Relating Price to Advertising and Promotion

Eg. All telecom operators offering different schemes (Vodafone, Airtel, Idea)



Distribution Channel Decisions

- Direct channels
Eg. Internet
- Indirect channels
(network of wholesalers, retailers etc.)



Developing Promotional Strategies: Push or Pull?

Depends on a number of factors including the company's relations with the trade, its promotional budget, and demand for the firm's products

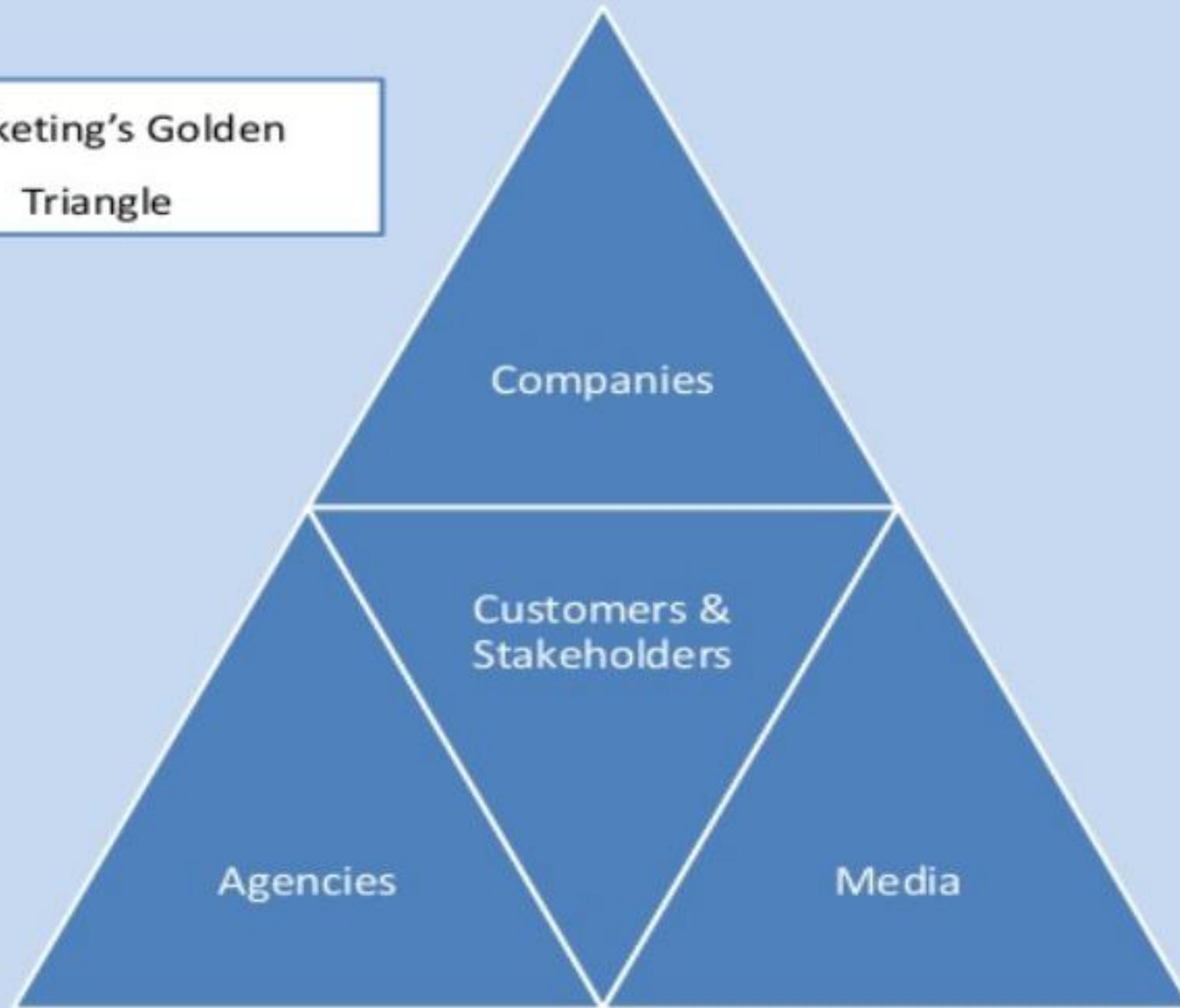
- Promotional push strategy
eg. most of the fmcg products
- Trade advertising
- Promotional Pull strategy (advertising)

d. The Role of Advertising and Promotion

- Interactive marketers use the various promotional-mix elements—advertising, sales promotion, direct marketing, publicity/public relations, and personal selling—to inform consumers about their products, their prices, and places where the products are available.

IMC PARTICIPANTS
/PARTNERS

Marketing's Golden
Triangle



IMC PARTICIPENTS

- Participants in IMC can be divided in five major groups-
 1. Advertisers or Client
 2. Advertising agencies.
 3. Media organizations.
 4. Marketing communication specialist organizations.
 5. Collateral services.

1. Advertisers or Client

- The Advertisers/Clients, are the key participants in the process.
- Advertisers/Clients have the **products, services, or causes** to be marketed.
- They provide the **funds** that pay for advertising and promotions.

- The advertisers assume major responsibility for-
 - Developing the **marketing program** and
 - Making the **final decisions** regarding the advertising and promotional program to be employed.

- The organization may perform most of these efforts itself,
 - Either through its **own advertising department**,
 - or
 - By setting up an **in-house agency**



2. Advertising agencies

- Many organizations use an advertising agency,
- “Advertising agency is **an outside firm that specializes in the creation, production, and/or placement** of the communications message and that may provide other services to facilitate the marketing and promotions process”.

- Many large advertisers retain the services of a **number of agencies**, particularly when they market a number of products.



3. Media organizations

- The primary function of most media is to provide information or entertainment to their subscribers, viewers, or readers.



- The media must have **editorial or program content** that attracts consumers so that advertisers and their agencies will want to buy time or space with them.
- The media's primary objective is to **sell itself as** a way for companies to reach their target markets with their messages effectively.

4. Marketing communication specialist organizations

- The next group of participants are organizations that provide **specialized marketing communications services**.
- They include-
 - Direct-marketing agencies,
 - Sales promotion agencies,
 - Interactive agencies, and
 - Public relations firms.



- These organizations provide services in their **areas of expertise**.
- A direct-response agency develops and implements **direct-marketing programs**.
- A **sales promotion agencies** develop promotional programs such as-
 - Contests and,
 - Premium offers, or Sampling programs.

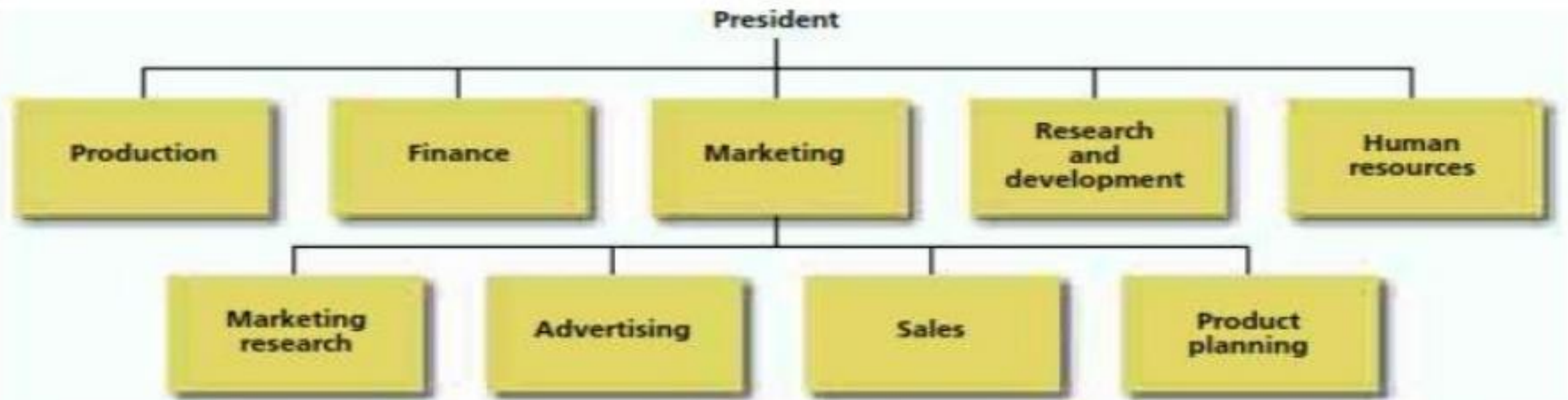
- **Interactive agencies** are being used to develop websites for the Internet.
- **Public relations firms** are used to generate and manage publicity for a company and its products and services as well as to focus on its relationships and communications with its relevant publics.

5. Collateral services

- **Collateral services** are the wide range of support functions used by advertisers/agencies/media organizations/and specialized marketing communications firms.
- These individuals and companies perform **specialized functions the other participants use** in planning and executing advertising and other promotional functions.

Organizing for Advertising and Promotion in the Firm: The Client's Role

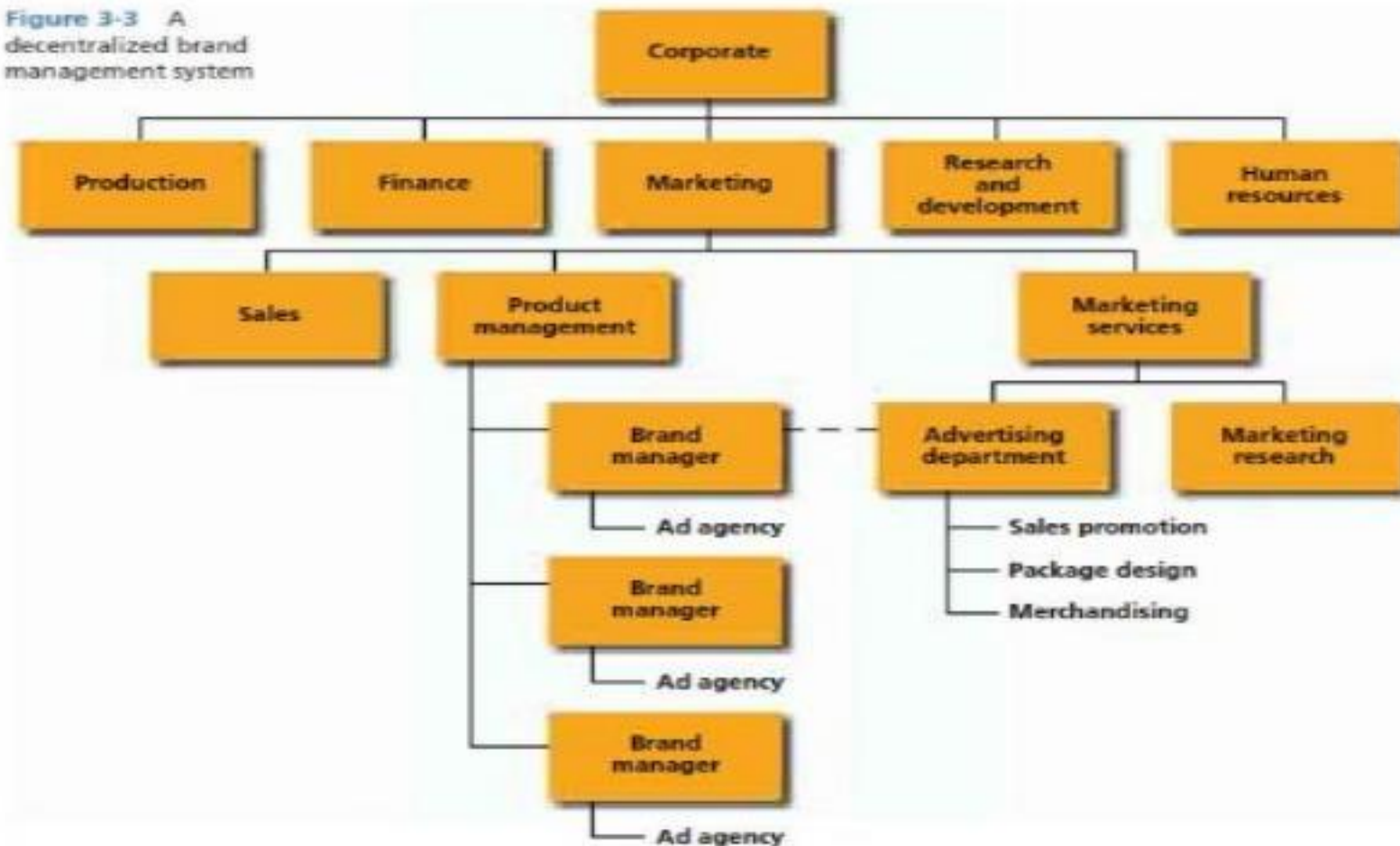
➤ The Centralized System



Organizing for Advertising and Promotion in the Firm: The Client's Role

➤ The Decentralized System

Figure 3-3 A decentralized brand management system



Organizing for Advertising and Promotion in the Firm: The Client's Role

• In-House Agencies

An **in-house agency** is an advertising agency that is set up, owned, and operated by the advertiser. Some in house agencies are little more than advertising departments, but in other companies they are given a separate identity and are responsible for the expenditure of large Sums of advertising dollars.

Comparison of advertising organization systems

| Organizational system | Advantages | Disadvantages |
|--------------------------|--|--|
| <i>Centralized</i> | <ul style="list-style-type: none">• Facilitated communications• Fewer personnel required• Continuity in staff• Allows for more top-management involvement | <ul style="list-style-type: none">• Less involvement with and understanding of overall marketing goals• Longer response time• Inability to handle multiple product lines |
| <i>Decentralized</i> | <ul style="list-style-type: none">• Concentrated managerial attention• Rapid response to problems and opportunities• Increased flexibility | <ul style="list-style-type: none">• Ineffective decision making• Internal conflicts• Misallocation of funds• Lack of authority |
| <i>In-house agencies</i> | <ul style="list-style-type: none">• Cost savings• More control• Increased coordination | <ul style="list-style-type: none">• Less experience• Less objectivity• Less flexibility |

THANK YOU