

University of Wales Trinity Saint David

Marketing Management Assessment

Subject: The impact of a customer journey and the definition of marketing strategic inside Unilever corporate.

Teacher: Tushara Balendran

Student: Beatriz Marques Rodrigues

Student Number: 1817786

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Introduction

This report aims to analyse the marketing strategy conducted by a multinational British-Dutch company that is specialized in goods including food, drinks, products for cleaning and healthcare. The company is present in 190 countries and has more than 400 brands.

The typical shopping pattern has been changed and the consumer is now more attentive, more demanding and less loyal to the brand and the supermarket where it does its shopping. It has become more important to take advantage of opportunity than regularity in shopping. The main objective of this project was to structure and implement a process of standardization of promotional data, in order to create a tool for the analysis of the financial performance of these campaigns.

The report fits the current situation in the company, the market, the conditions under which it operates and processes a methodology to address the resolution of this problem. It explains in detail the existing problems in the company that motivated the accomplishment of this project, the implemented solution and the underlying process, and the results are needed and future aspects to take into account in the analysis. The computer support was developed in conjunction with the client account managers. The solution adds a system of pre and post promotional analysis, based on reports of strategic and operational objectives that, through a set of new financial indicators created specifically for this project, aims to evaluate the financial effectiveness of campaigns carried out by Unilever at retailers. The results reveal standard patterns in the company's promotional sales activity, such as an increasing weight of promotional actions in global net sales and a non-correlation between the additional incremental investment made in a promotion and its return. The trends to be evaluated in the future were identified, as well as the decisive factors to be restructured after future analysis.

Definition of Communication

The concept of communication comes from the Latin *comunicare*, which means make common, share, exchange share, associate, confer. The act of implies exchanging messages, which in turn involves sending and receiving information. Communication is the provocation of meanings common between communicator and interpreter using signs and symbols. According to Lucia Santaella (2001, p. 20), an additional criterion for defining communication is that of intentionality. The author defines intention as "Activity directed towards an objective, therefore involving validation". The sender attempts, through communication, to direct the receiver through a message. Being that, whatever a reaction of the receiver, it is part of a universe of hypotheses of the issuer's intentions. In view of intentionality, communication plays an important role exemplary power. Using communication we can convince, persuade, profit, arouse interests and feelings, and still provoke expectations. Within an organization, well-used communication can establish establishing peaceful relations, homogenization and integration of ideas. Torquato (1991, p.162) mentions that "in this way, communication is an important tool for efficiency and productivity ". Not communicating is impossible, because even if we don't want to sending messages to another. Silence in the face of a situation is a communication. Another characteristic of communication is its irreversibility. An time we communicate something is not possible backwards. And yet, communication does not repeat itself. Even if you say the same thing, using the same space and words, it will not be new a second time. Because, senders and receivers change a whole instant and carry as suffered changes that influence the how to communicate as well as how to understand or what was said.

Communication in the Company

Until the 70s, the communication activities of a company or entity were fragmented. With rare exceptions there was a department that brought together all the communication areas of the company with its different public. According to Bueno (2003, p.4), communication was almost always a residual activity, often performed by professionals from other areas. Internal communication was marked by authoritarianism, discouraging dialogue. Meanwhile, advertising was relaxed, simulating for the external public a democratic company and always willing to share. Anyway, there was no unity and respect in the dialogue at the company, the motto was in force: send whoever can, obey whoever has judgment. In the 70s, some changes occurred in the scenario of business communication with the arrival of professionals to the labour market job. And finally in the 80s, business communication gains space in organizations. The publication of Rhodia's communication plan marks that experience. According to Wilson da Costa Bueno (2003, p. 7), this was the first successful case of transparency and commitment applied to the exercise of Business Communication in our country. This pioneering spirit is due to the fact that a policy of media that suited the company, and that above all made it public its communication project. Rhodia's case has influenced other companies that also

decided to open their doors. From the 90's, we noticed the concept of communication linked to the strategy of organizations. The company sells what it is. The business communication now constitutes an integrated process that guides the relationship of the company with its different audiences, and that, above all, different ways of communicating speak the same language. Currently, the policy a company's communication system can be clearly expressed with the impossibility to suffer losses for that. Modern organizations have realized that they need to have tools to communicate and establish your concept in front of society and do not become a victim of that process. Communication advisory is a from them. Its performance is a thermometer for the company to know how it is doing your image on the market. Therefore, it is up to the consultancy to detect previously situations, distinguish situations and points of view; finally know how to plan. Planning differentiates simple dissemination work, done by amateurs, of coordinated, objective and clear business communication, made by professionals. Bueno (2003, p. 12) says that business communication modern society cannot do without professionalism, ethics and transparency. The importance given to an organization's communication is directly link to the training of professionals, which goes beyond merely technical. The business communicator has the knowledge of the market in the organization operates, the profile of the audiences it deals with and the channels it uses to promote this relationship. There are basic tasks that must be done he assumed, such as: releases, house-organs, event organizer and etc. In addition, you need to know how to deal with current technologies, know how to mobilize people and integrate them to achieve a common goal.

Communication Model

The definition of brand then became focused on the aforementioned thinking. Since 2010, the American Marketing Association (AMA) considers it a term, a name, design, symbol or any other aspect that characterizes and identifies a company making that differentiates it from another. And, more recently, as a consumer experience represented by a collection of images and ideas, which refer to a symbol, such as a name, logo, slogan and design. Related to this change in brand understanding and conceptualization, we have the concept of brand value, or Brand Equity. The term brand value is considered a translation not only of Brand Equity, but also brand value, which, according to Oliveira and Luce (2011), works that distinguish terms and others that do not. However, that the complexity of defining the term value reflects the multiplicity of concepts for brand value (Oliveira & Luce, 2011; Nikhashemi et al., 2016). The awakening of the use of this terminology occurred in the early 1980s (Aaker, 1996; Yoo & Donthu, 2001; Keller & Lehmann, 2006; Christodoulides & Chernatony, 2010) and can be understood and defined from three perspectives: from the financial, company and consumer (Keller & Lehmann, 2006).

From a financial perspective, the term is understood as the value (price) that can be obtained with the sale of the brand, that is, the value provided by the brand name, comprising it similar to equipment that can be bought and sold. From the company's perspective, a consolidated brand provides greater protection against competition, higher margins and better response to the price

increase (Keller & Lehmann, 2006). From the perspective of consumer, the focus is given to the preference that he attributes to the brand name, that is, the attraction to a specific product, given a brand that it carries and not its attributes specifically (Christodoulides & Chernatony, 2010). Some points are raised as crucial in the context of Brand Equity: advertising (Yoo & Donthu, 2001; Keller & Lehmann, 2006), loyalty - we can establish a connection personal contact with the brand, implying a commitment to it (Sasmita and Suki, 2015) and, the involvement with a brand (Rao, 2012). The age of the brand, or its longevity, is seen as source of value, the measure that can provide products with higher quality reflecting in loyalty, notoriety and even in ethical perception (Iglesias et al., 2019). Another source of value advocated by the same authors is the order of entry into the market, which consequently affects Brand Positioning, a relevant factor for the Brand Equity construct (Rossoni & Guarido Filho, 2015).

According to Oliveira and Luce (2011), there are several models for estimating Brand Equity, however, none is fully accepted. Aaker (1996) relates the concept of Brand Equity generating brand value for consumers and companies. To consumers, therefore, linked to perceived quality, generates greater satisfaction and trust, and for companies, it allows greater price margins and competitive advantage (Aaker, 1996). Taking into account the above, the author, like Keller (2001), identified five dimensions related to Brand Equity: loyalty, brand awareness, perceived quality, associations and other company assets, and, in the view of Aaker (1996), loyalty appears as a central dimension.

Based on the two authors mentioned above, Yoo and Donthu (2001), they reported three Brand Equity dimensions: brand loyalty, brand awareness and perceived quality. The research developed by the authors took place through the development and validation of a brand Equity measuring scale from the consumer's perspective. The authors considered initially four dimensions (loyalty, brand awareness, perceived quality, brand associations), however, by understanding the dimension associations to the inseparable brand of the others, they took the first three dimensions as related to Brand Equity. The following subsection aims to expose the definition and elements that make up Store Equity, term coined by Hartman and Spiro (2005), originating from studies on Brand Equity and more specifically Store image.

Integrated Marketing Communications

Integrated marketing communication aims to unify everything your company communicates to ensure that the voice is always the same, regardless of the content format or channel chosen. As defined by the American Marketing Association, integrated marketing communication is: A planning process designed to ensure that all contacts made by a brand with its target customer to publicize products, services or the company itself are relevant to that person and consistent over time. The concept is simple, an integrated marketing communication ensures that all forms of communication and their unique messages follow a larger and unique goal. The Promotion P is one of the elements of the marketing mix, which, in turn, has its own communication mix, with its specific tools that we will learn more about throughout the article. All of

these tools work best if worked together because the sum is infinitely better than the separate parts.

Promotions of Unilever

Unilever had traditionally invested in promotions more than other brands, especially for big categories such as fabric solutions. However, the company did not have a tool to evaluate the effectiveness of promotions and therefore shape a fully-informed strategy. Focus on their two key brands, Omo and Surf, Kantar deployed its uniquely detailed expertise in category sales and associated consumer behaviour to unearth insights about each brand and then turn these into tailored action plans.

Insight discounts, supermarkets and promotions have discounts of 30% or less were more effective for the Unilever brands. Hypermarkets were the channel where promotions drove more incremental volume. Large-packs promotions were able to drive both uplift as well as incrementality.

New Promotions

The Lightning promotions If you are in the habit of making good flash deals, the consumer will always be aware of what you are "doing" in your store. Actions on the line "only this Thursday, cameras with 15% discount" also arouse a sense of urgency in the customer. After all, he knows that if he decides to leave the purchase for later, he will no longer have the discount. Use the intelligence gained from your business metrics to make action more efficient. With them, you can know the day and time of highest traffic on your site and make promotions during that period.

Surprise promotions If you shop at supermarkets often, you may have heard a announcer at the store announce that in the next half hour the price of a kilo of needle rice would be discounted. You can also surprise visitors to your online store with promotions like this. For example, the customer is browsing the website and, suddenly, a pop-up window or a website banner appears saying that if he clicks there at that moment, he will have a discount on a certain product. You can even refine this strategy by establishing triggers for these surprise promotions to appear depending on the customer's behavior: certain time spent browsing the website or quantity of products in the cart, for example.

Exclusive promotions Is a Exclusivity is an excellent path for customer loyalty. When he realizes that a particular promotion was made exclusively for him, even if it extends to a larger group of people, he feels special and starts to enjoy his virtual store. You can do this, for example, by launching specific promotions

for your Facebook fans or your Twitter followers. You can also guarantee special discounts for your email marketing recipients or make special offers to customers who visit you most often.

Promotions on special dates when we are not just talking about Christmas, Mother's Day, Father's Day. These dates are also important, no doubt. But you can, and should, go further, offering discounts on the store's or your customer's anniversary month, for example. Another idea is to expand the strategy to dates that celebrate nothing. For example, why not set up special offers on Friday the 13th? Or, if you have a sporting goods store or sell televisions, guarantee different discounts when we are six months away from the World Cup?

Targeted promotions when segmenting your offers is halfway to getting it right. Use the knowledge you have acquired about your customers to do this and, in addition, earn points with them. You can use your customers' purchase history to make a promotion tailored to a specific group. If you sell books, for example, you can send special discount offers to customers who have already bought a book by a certain author when that author launches his new work. When shopping at your store, customers give you much more information than what is on the registration form they fill out before completing their first purchase. They tell you what they like, what brand they prefer, what music they enjoy listening to etc. Know how to recognize this information and use it to segment your promotions and get it right.

Definition of Brand and Brand Equity

The term brand equity is approached by several authors in different ways, some related to the measurement of brand equity based on the financial aspect, other more connected to the consumer. "Defenders of the financial perspective define brand equity as the total value of

According to Keller (2001) and Keller & Lehmann (2003) apud Chahal & Bala (2010), a "strong brand with positive equity provides benefits like customer loyalty, greater market share, higher margins, more effective communication etc., for companies." ¹⁷ "When marketers use the term brand equity, they tend to mean the strength of the brand, based on the client, to differentiate it from the meaning of asset valuation" (Wood, 2000 apud Castelo, 2011).

Brand equity is the potential of the brand, it is what makes it stronger at various levels from the price; the quality / performance of products; the effectiveness of brand campaigns, among other levels that are influential for consumer behavior. "THE value can be one of the greatest assets of organizations and a source of sustainable competitive advantage" (Keller, 1993; Aaker, 1998, apud Gonçalves Filho; Souki, 2009).

The construction of brand equity is fundamental for the sustainable management of a brand. I will essentially focus this theme on two renowned authors in the field, Aaker (1998) and Keller 1993 and to portray the models they made with regard to construction brand equity, as well as the multi-dimensional scale of Yoo and Donthu (2001). Keller (1993a) defined the client-based brand equity approach by focusing on brand awareness, taking into account brand awareness and brand image, calling them direct and indirect approaches. Aaker, on the other hand, built his brand equity model based on five dimensions (background): loyalty; brand awareness; the perceived quality; associations and brand assets, reflecting the brand value in the value for the customer and the company (consequent).

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