

On MKTG Mix & IMC

Promotion & Integrated Marketing Communication

IMC



Loyalty



Profitability

I) IMC

- ◆ Identify the **components** of the IMC process
- ◆ Explain the **steps** of a solid IMC Model and effective IMC program
- ◆ Describe the **various integrative communication channels**
- ◆ Learn the major **steps** in developing an effective integrated MKTG Com Program.
- ◆ Learn how companies they can **exploit the MKTG potential** of
 - ◆ *Conventional MKTG Channels &*
 - ◆ *Digital MKTG Channels*
- ◆ Explain the **various ways** used to allocate the **IMC budget**
- ◆ Identify marketing **metrics** used to **measure integrated marketing communication (IMC) success**

...IMC Paradigm...



...Developing the **IMC PLAN**...is crucial...

Selecting & Synthesizing Mix of Channels

Conventional Channels

Advertising
Sales Promotion
Personal Selling
Direct Marketing
Public Relations

Digital/Online Channels

Web (*User Interface/Experience/Responsive Design*)
Email Marketing (*standardized, customized*)
Mobile (*Mob Application*)
Social Media (*LinkedIn, Google, Facebook, etc.*)
Blogs (*Community, B2B, Professional, Guide, etc.*)

Coordinating & Integrating Use of Channels

Implementing IMC Strategy

Monitoring & Evaluating IMC Strategy

Strong Brand Relationship

Today's ...Conventional & Digital...IMC tools...

Conventional Tools

- **Broadcast** (TV, Radio Ads) (biggest)
- **Print Ads** (Newspapers, Magazines, etc.)
- **Billboards** (Outdoor, Indoor)
- **Direct MKTG** (Phone, Video, etc.)
- **Sales Promotion** (Consumer Promotions, Trade Promotions, Events, Trade Shows, In store experience, Packaging, etc.)
- **Personal Selling** (Account Mgt, Prospecting, Retail Sales, etc.)
- **Public Relations** (Publicity, Press Releases, Newsletters, Media Relations, Investor relations, Influencers, etc.)
- **Word of Mouth**
- **Other offline** (sponsorships, etc.)

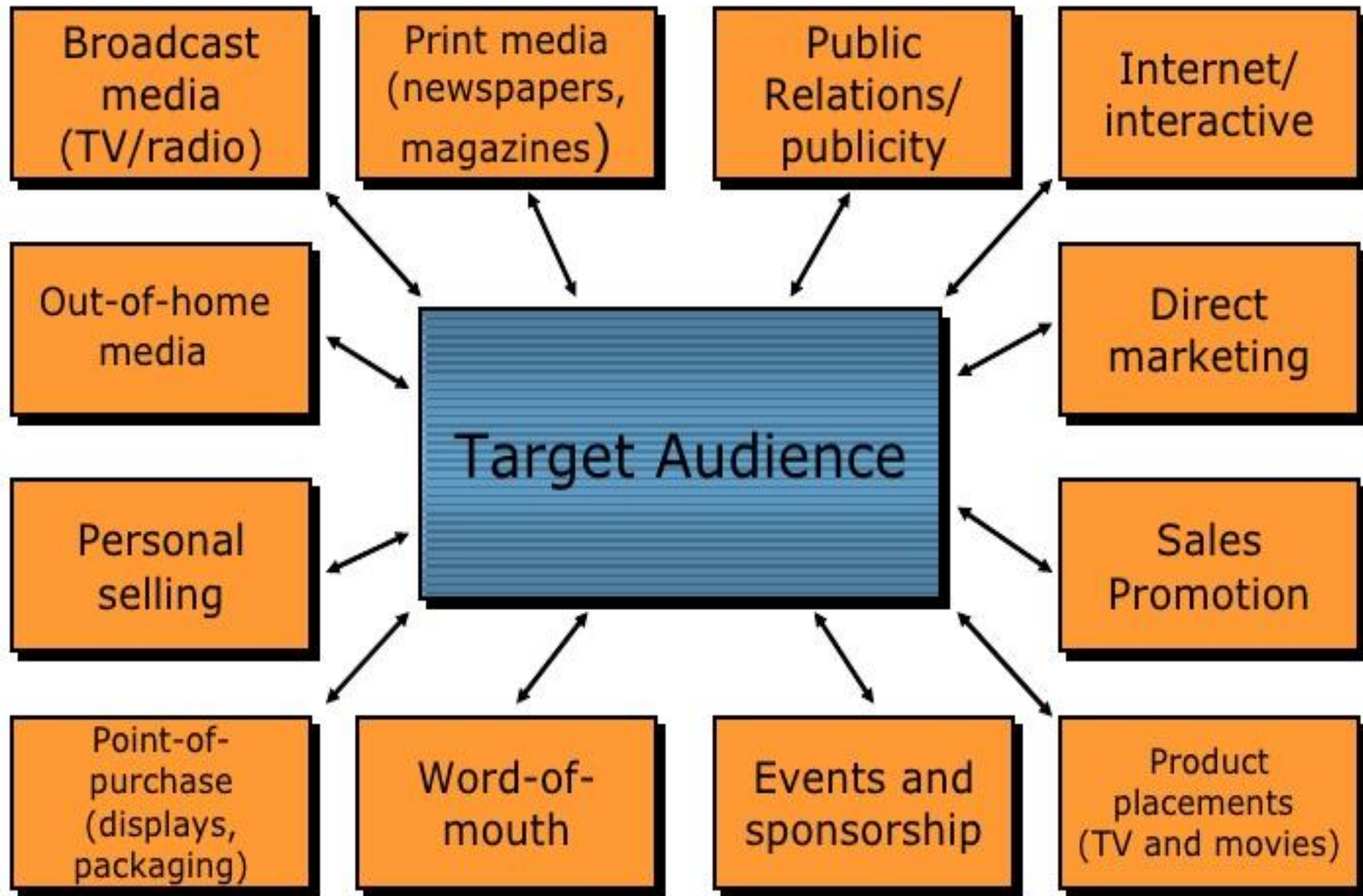
Digital/Online Tools

- **Mobile**
- **Social Media** (Facebook, Google, Snap, LinkedIn, Instagram, Twitter, YouTube, etc.)
- **Synthetic Billboards**
- **Email MKTG**
- **Website**
- **Blogs**
- **Public Relations**
- **Multi Media**
- **Search MKTG** (SEO/SEM Content)
- **Word of Mouth**

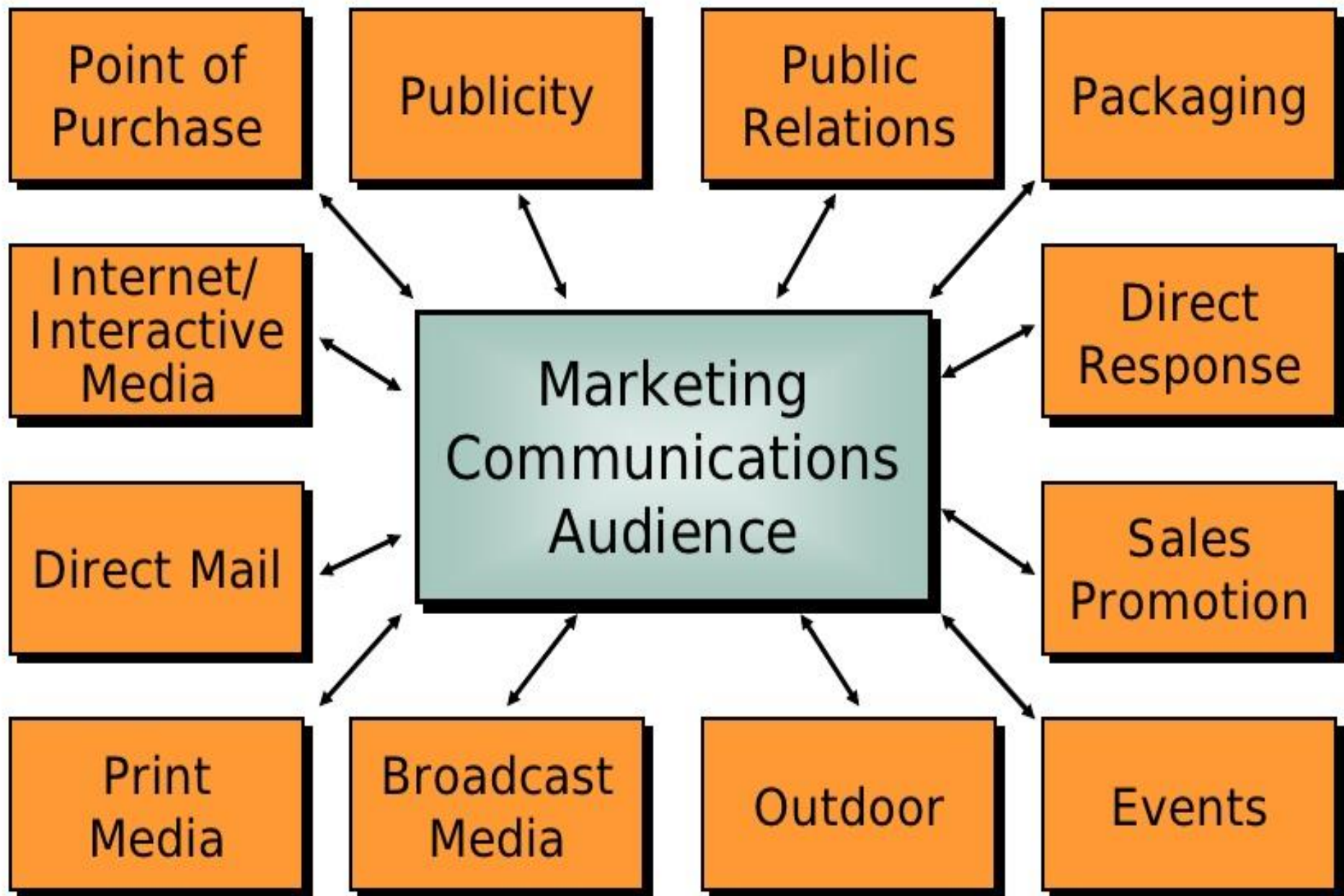


Engage targeted customer

Today's ...Conventional & Digital...IMC tools...



Today's ...Conventional & Digital...IMC tools...



...Artistic, Calculated, Measurable mix of IMC tools...

Conventional & Digital/Online Com tools Mix

- ◆ Advertising
- ◆ Personal Selling
- ◆ Sales Promotion
- ◆ Direct MKTG
- ◆ Public Relations
- ◆ e-MKTG
- ◆ Event MKTG
- ◆ Packaging

Clear
Consistent
Compelling

Message

Need/Reasons for IMC

Conflicting messages from different sources or promotional approaches can confuse company or brand images.

The problem is particularly prevalent when functional specialists handle individual forms of MKTG Com independently

Media fragmentation and companies do more narrowcasting than broadcasting

Mobility of Customers to Digital media

Improvements in IT facilitate segmentation

Mass markets have fragmented so Marketers move from Mass MKTG to Targeted MKTG

Trends driving Integration in MC

External

- Brand & product proliferation
- Customization
- Decreasing brand loyalty
- Price sensitivity
- More demand
- Less trust
- Service economics
- Rising costs
- Accountability

Internal

- Expertise
- Corporate missions
- Communication technology
- Benefits to be gained

The 5-Step IMC Process



... five steps of a ... **Marketing Communication Plan**

- 1. ♦ Situational Analysis**
- 2. ♦ Establishing Marketing Communication Objectives**
- 3. ♦ Budget Planning**
- 4. ♦ Developing Marketing Communication Program**
- 5. ♦ Evaluation and Control of Marketing Communication Program**

II) Why IMC?

Marketing Communication ...25 years ago...

Advertising

Determine objectives and budget

Message development

- Called "Creative Strategy"
- Determine basic appeal
- Determine main message

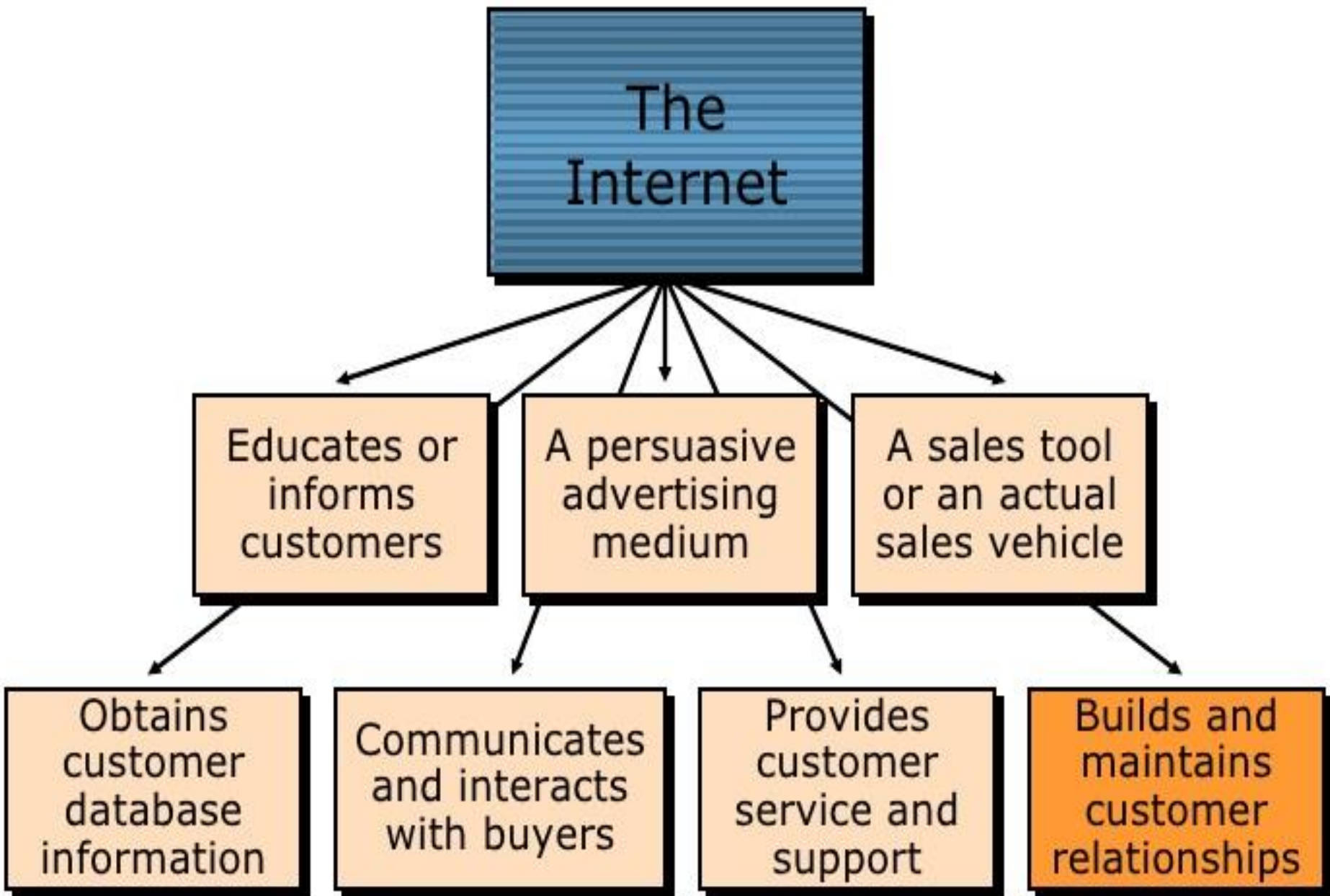
Media strategy

- Communication channels
- Type of media . . .
 - Newspapers/Magazines
 - Radio/Television
 - Outdoor/Specialty

Select specific media

- Specific papers, magazines, TV programs, radio stations, billboards, or other media

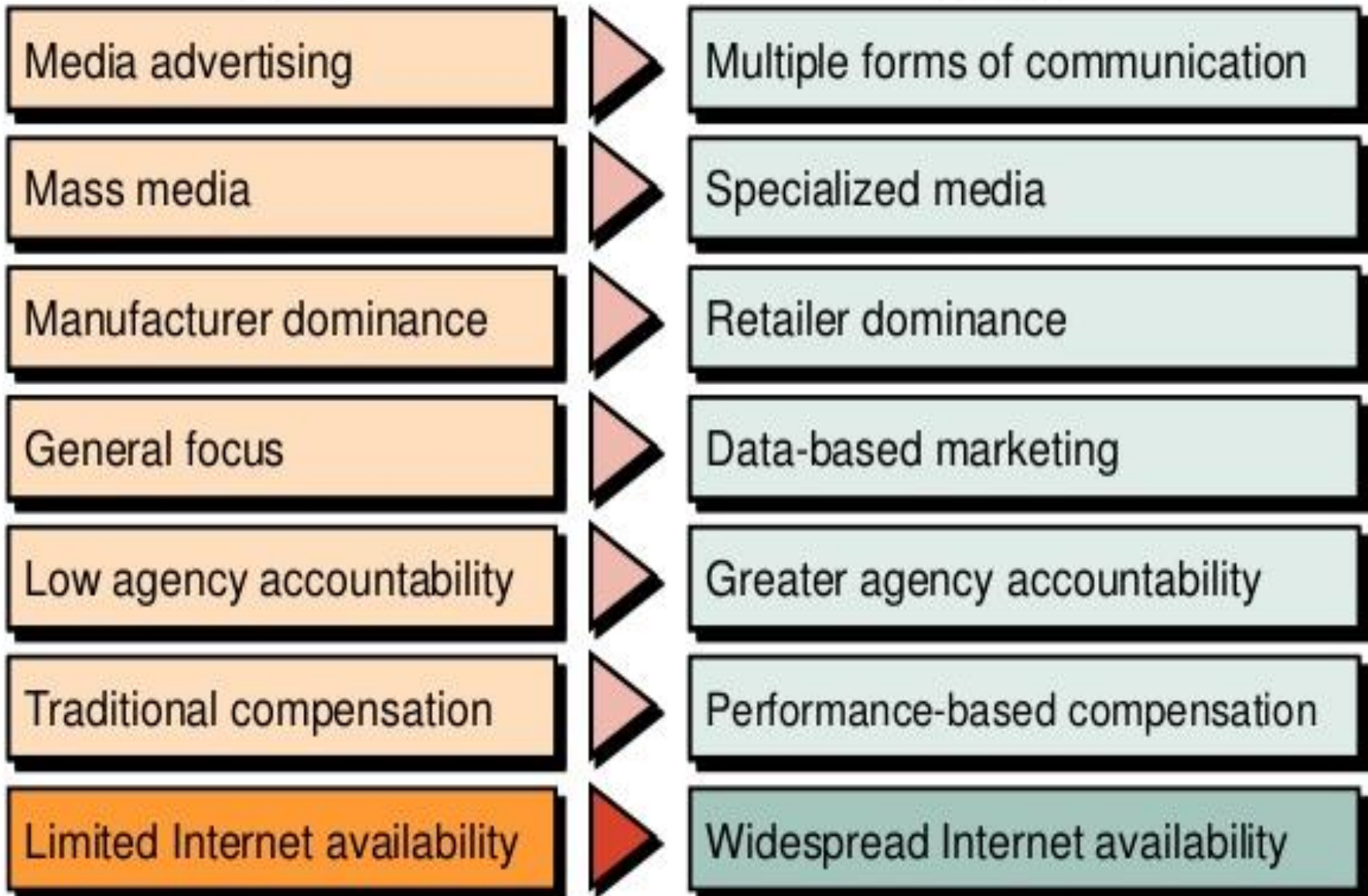
Then the INTERNET came ...



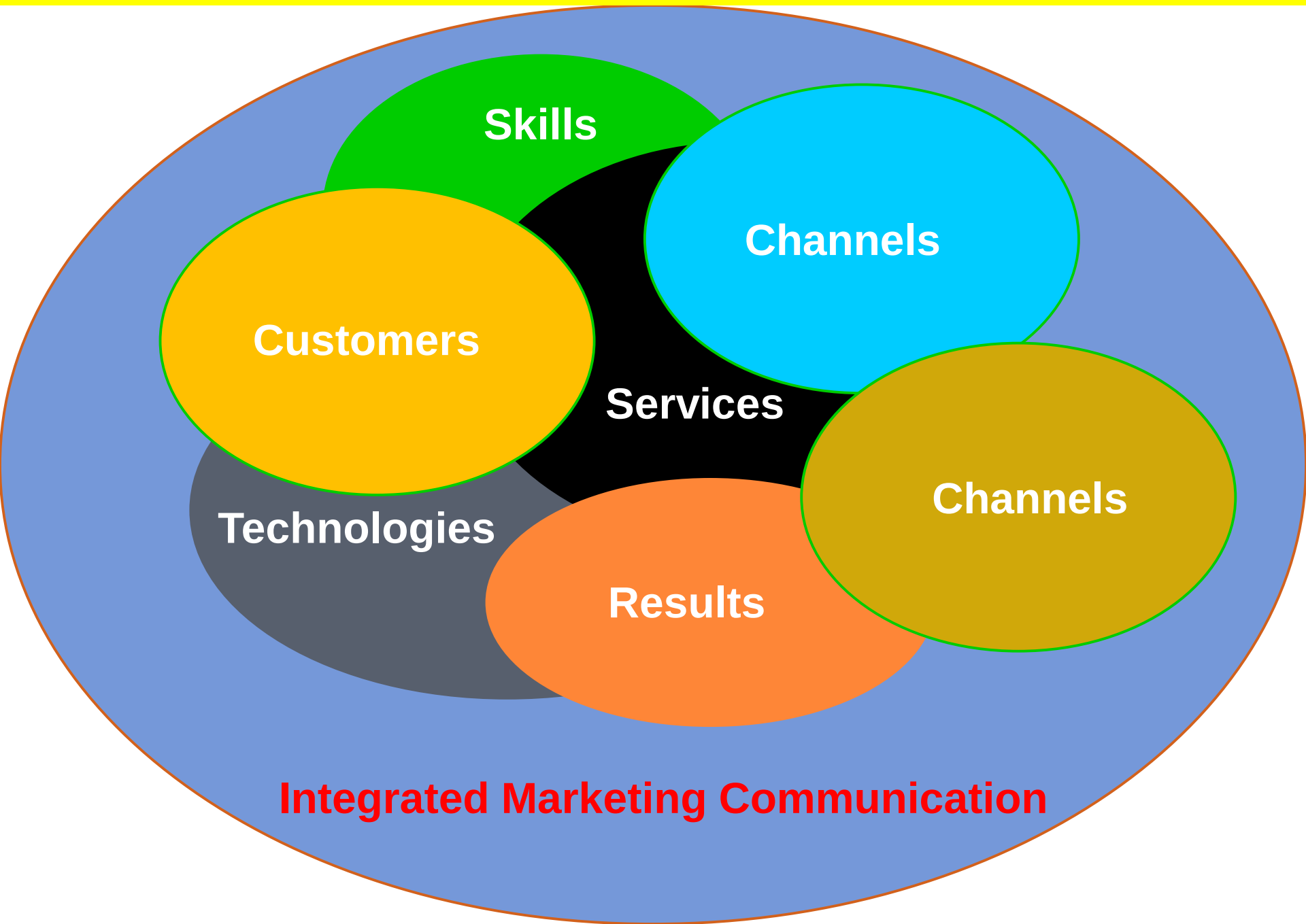
MKTG Mix changed - ... from MC...to... IMC

MC

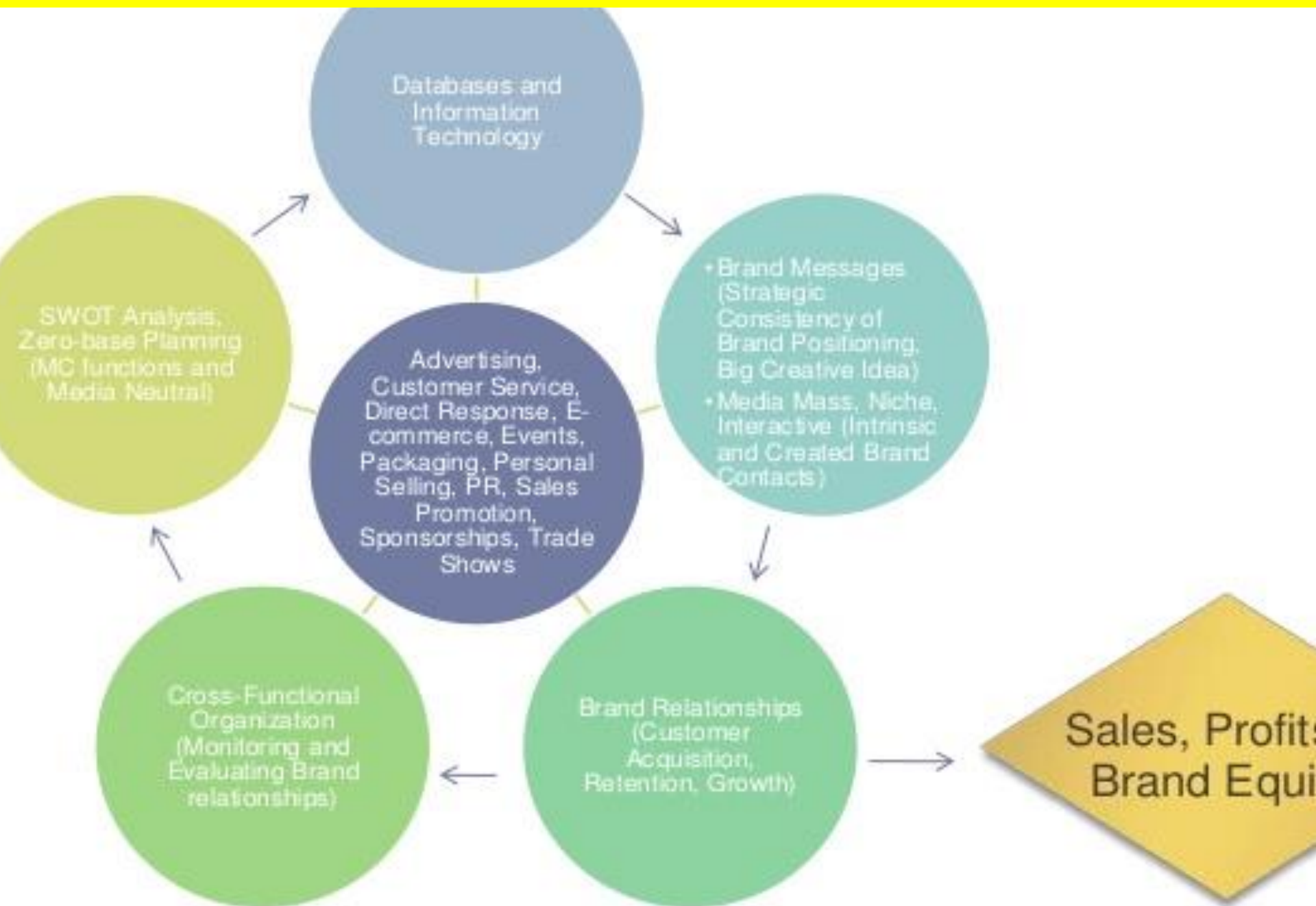
IMC



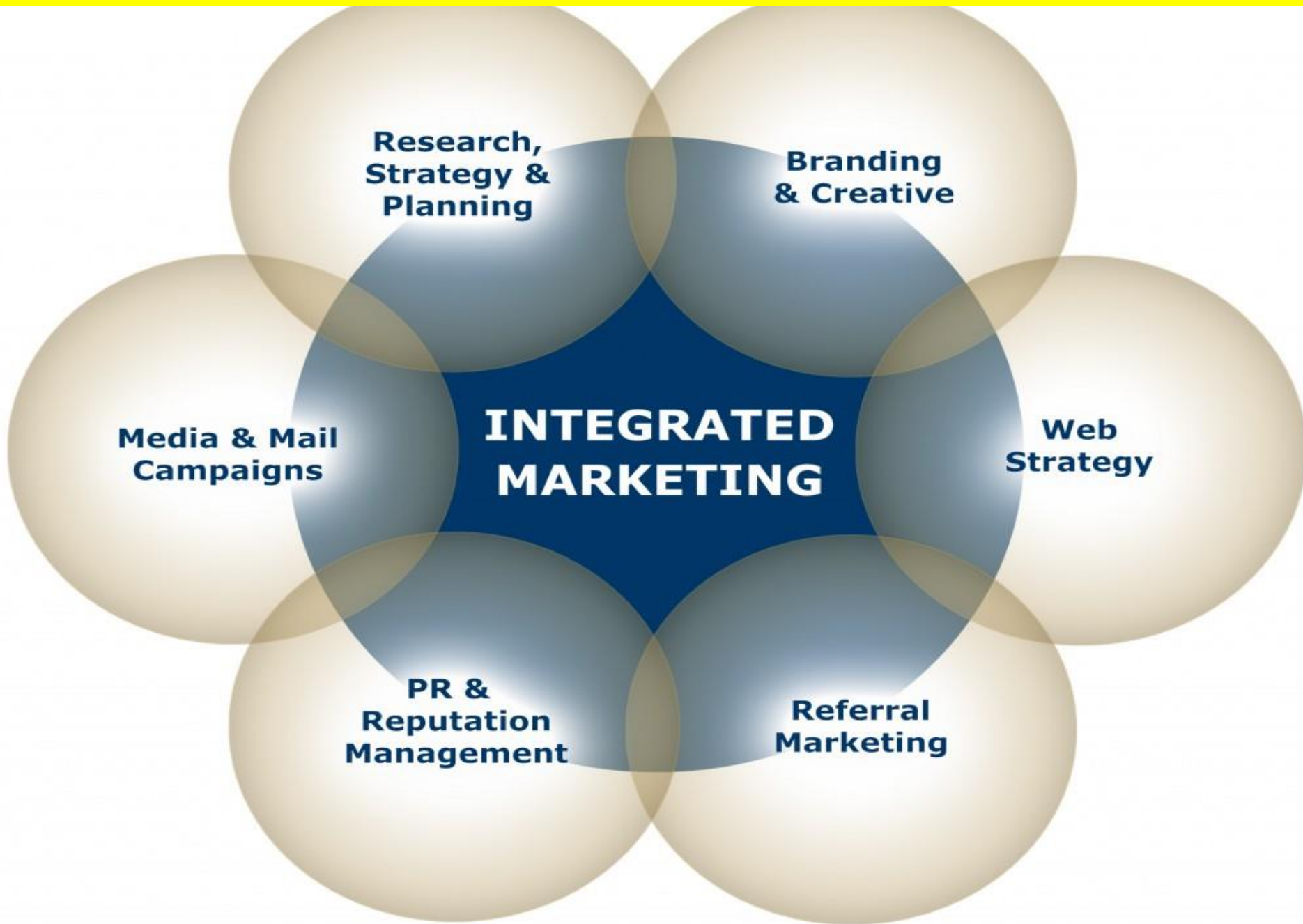
... from **MC**...to... **IMC**



Databases & Robots ...



And now we talk about ... **WEB strategy ...**



*and ...*IMC Strategy

Integrated strategic communications

Business strategy

Marketing and communication strategies

external and internal comms
customer experience, advertising
brand management, media relations
stakeholder and community relations
employee engagement, globalisation
corporate social responsibility +

Content strategy

content creation, delivery and governance

corporate publishing
audience and message architecture
tone of voice, content themes, topics
management, multimedia stories
editorial processes, workflow +
cross-organisational collaboration

Channel strategies

multi-channel optimisation
user experience, task management
information architecture, search
metadata, taxonomy, personalisation
accessibility, design, development
future-proofing, technology +

Auditing

Measurement

Return on
investment

...IMC Strategy



...IMC Strategy

Integrated Marketing Communications Plan and Strategy

Using the Plan to Supplement University Strategy

INTENTION

What we exist to do

USC delivers leaders – cutting-edge thinkers and practical problem solvers.

We build healthier, more educated communities.

BENEFIT

Why it matters

- Committed
- Welcoming
- Transformational
- Accessible

VALUE

What the brand will stand for over time; operating principle

USC inspires a better way of life.

We prepare the nation's future leaders.

PERSONALITY AND STANCE

The face we show the world; how we get it done

- Ambitious
- Confident
- Successful
- Genuine
- Vibrant

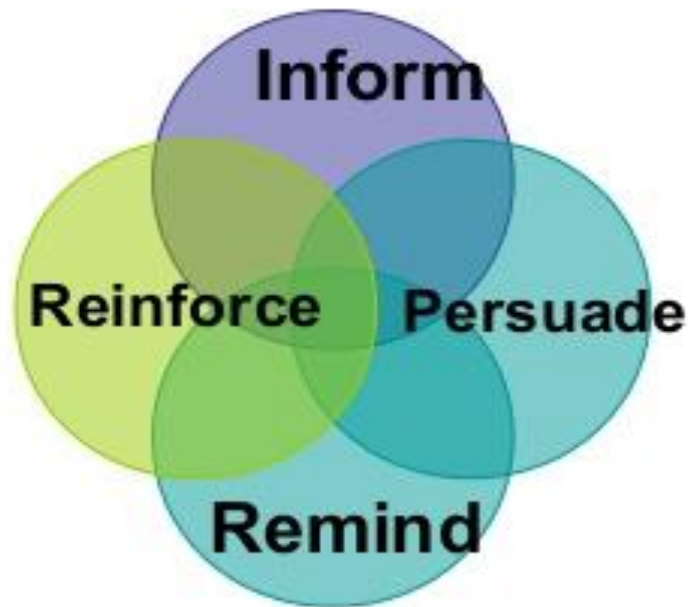


that starts with ... IMC Objectives



IMC Objectives

IMC's aim : PERSUADE WITH TARGETED AUDIENCES TO
INFLUENCE ATTITUDES AND BEHAVIOR



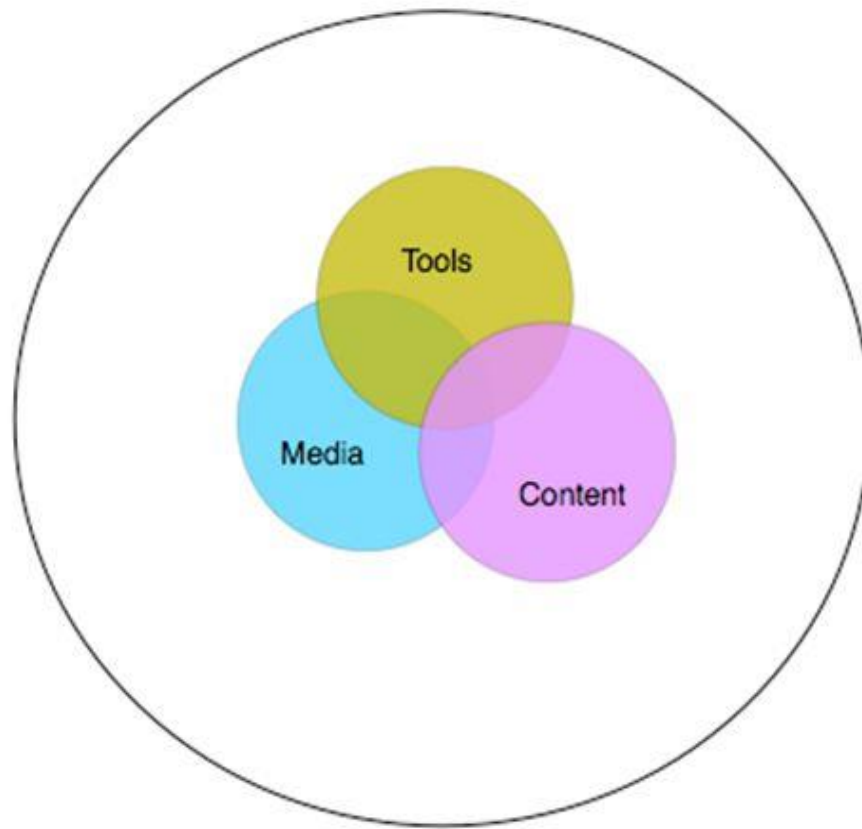
more... **IMC Objectives**

- Increase Market Penetration
- Develop Repeat Purchase Behavior
- Establish Customer Relationships
- Increase Rate of Consumption
- Encourage Product Trial
- Stimulate Impulse Buying
- Stimulate Demand
- Differentiate the Product
- Establish a Product Image
- Influence Sales Volume
- Establish, Modify, or Reinforce Attitudes
- Develop Sales Leads
- Stimulate Interest
- Establish Understanding
- Build Support & Acceptance



IMC Process - MKTG Communication Process

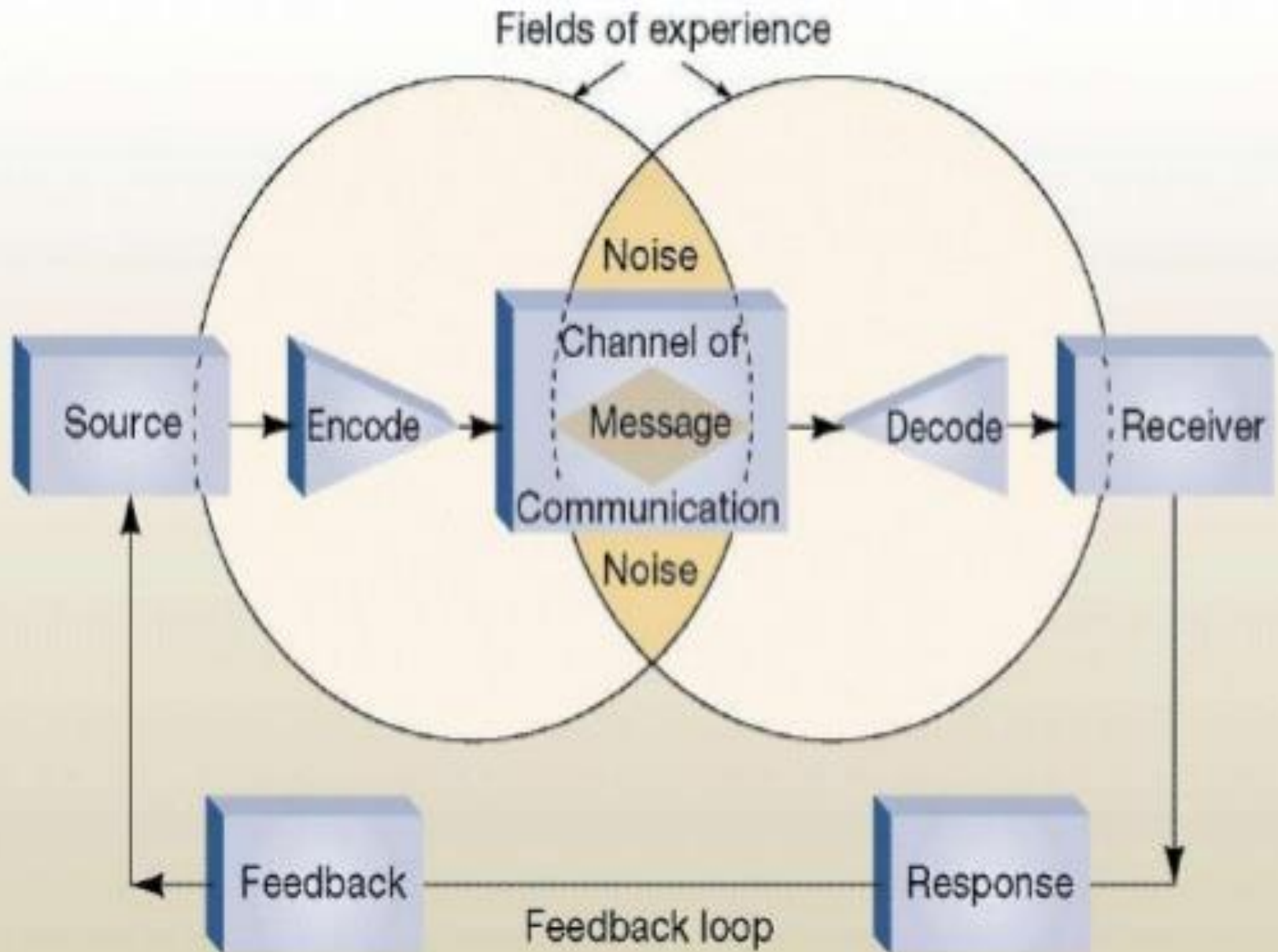
The marketing communications mix



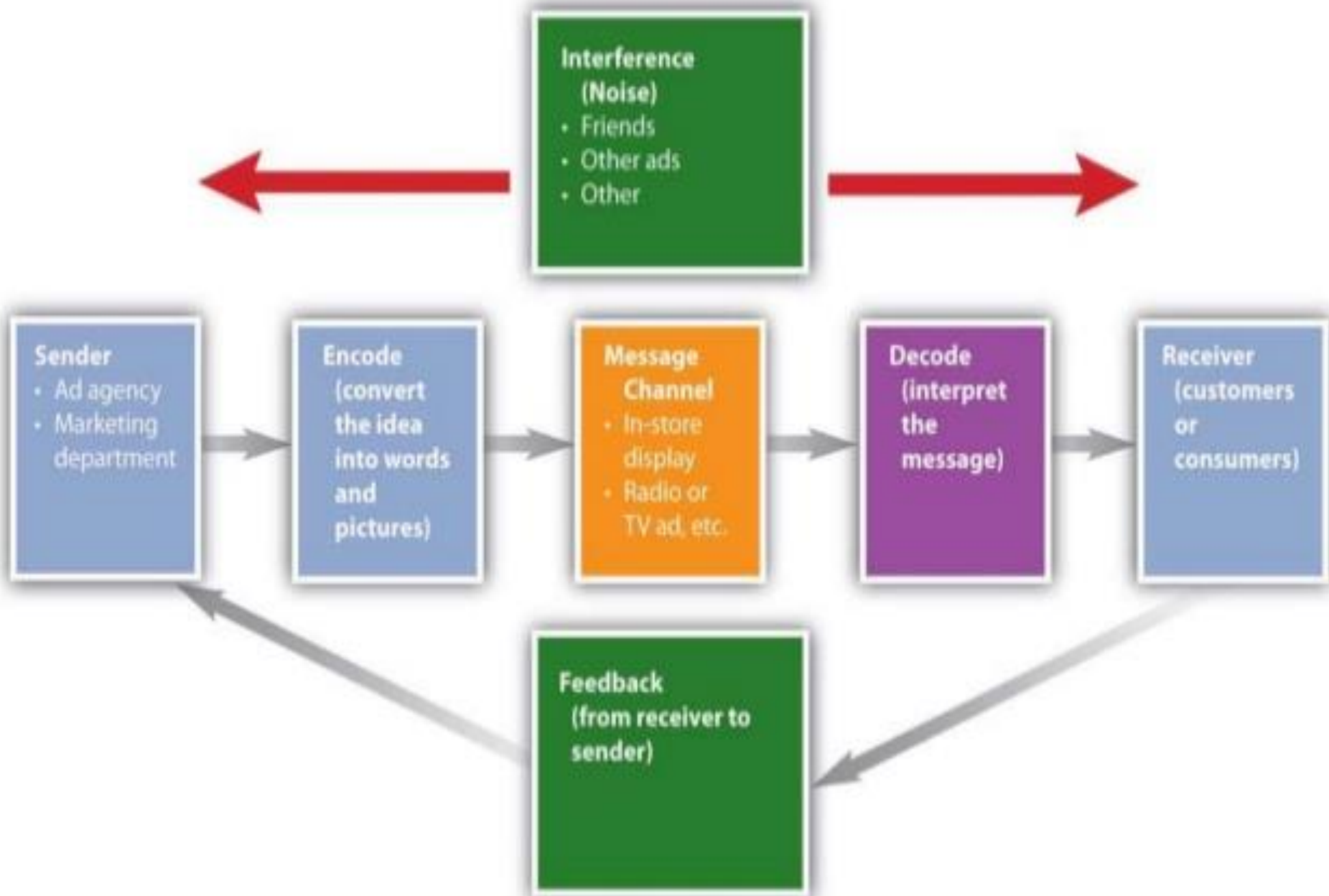
An Integrated
Marketing
Communication Mix

A contemporary model of the marketing communication mix

IMC Process - MKTG Communication Process



IMC Process - MKTG Communication Process

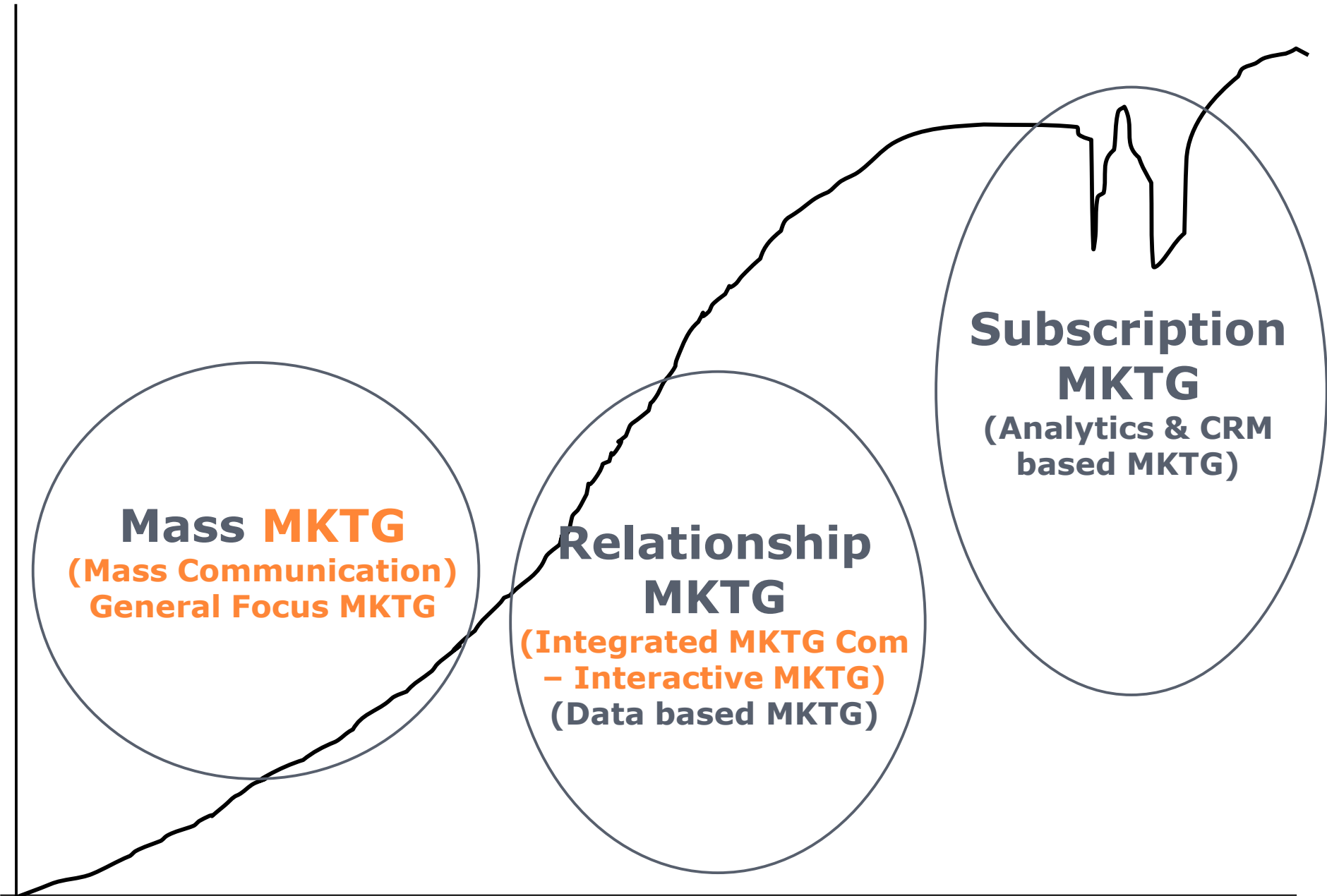


remember ...**Important Ingredients of IMC**

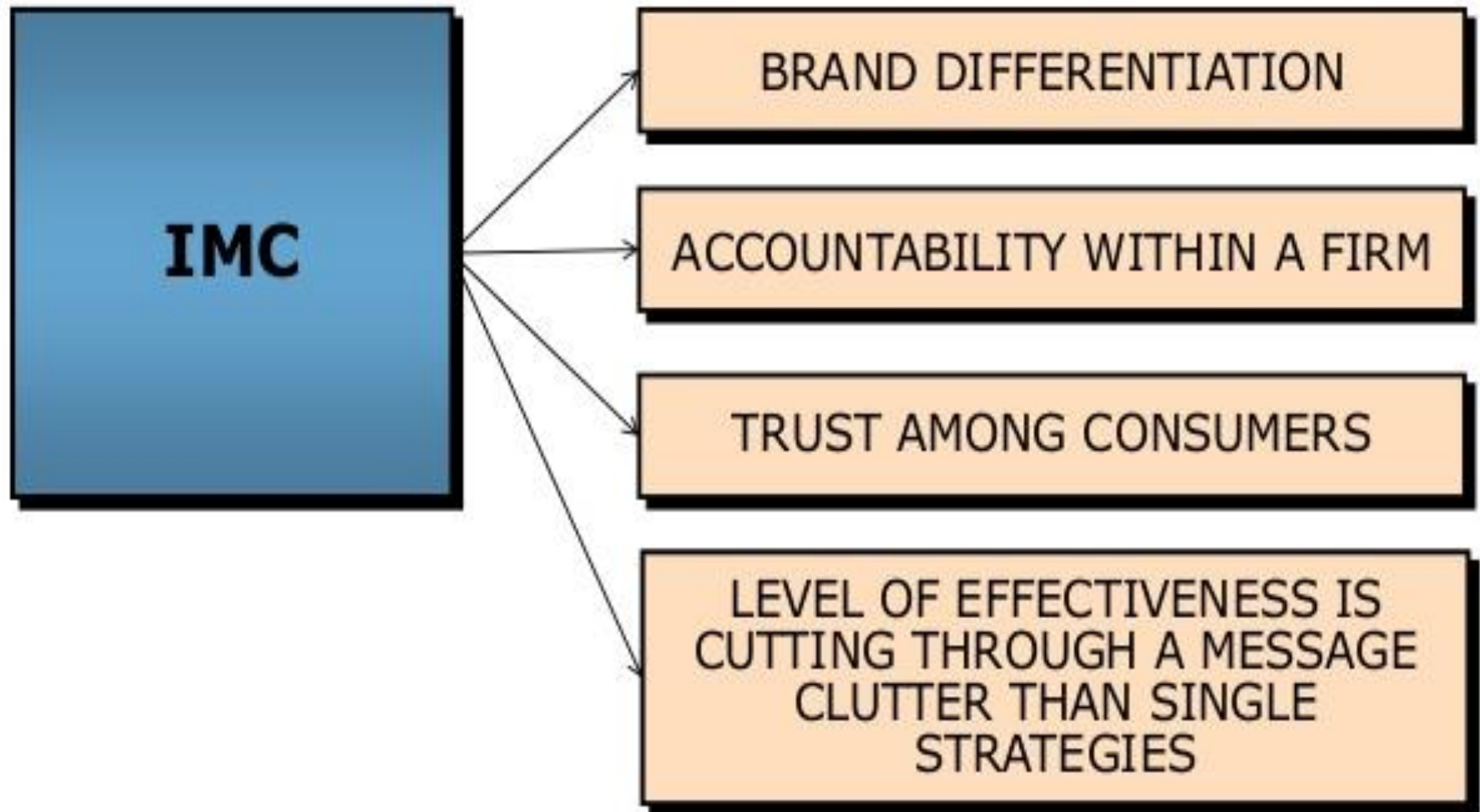
- Coherence – different communications are logically connected?
- Consistency – multiple messages support and reinforce, and are not contradictory?
- Continuity – communications are connected and consistent through time?
- Complementary – synergistic, or the sum of the parts is greater than the whole?

Ex: <http://www.smartinsights.com/traffic-building-strategy/integrated-marketing-communications/three-examples-integrated-campaigns/>

IMC at Life Cycle stages



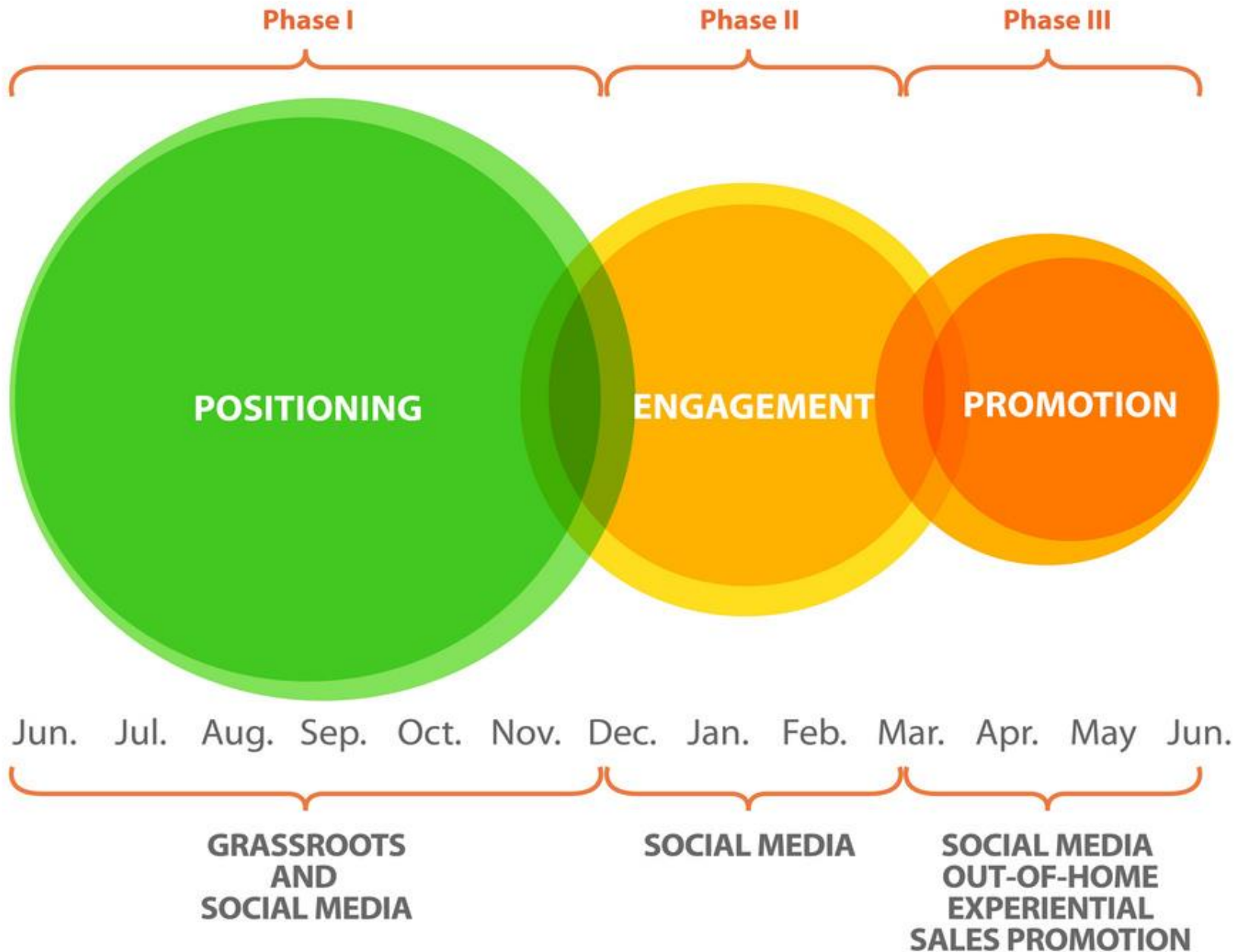
IMC benefits



... IMC takes place at the 4th stage in a MKTG plan..



... IMC takes place at the 4th stage of a MKTG plan..



III) Strategic IMC Plan

IMC Plan



Research & Insights

(SWOT, Customers, Competition, etc.)

Strategic Plan

(Messaging, MKTG Matrix for segments)

Tactical Plans

(Establish messages consistent to segments)

Measure Effectiveness

(Benchmarks, compare plans against goals)

IMC's Goal

- ◆ **SR - Profit:** Generate short term Financial Returns
- ◆ **LR - Brand:** Build long term Brand Value

IMC: Strategic Integration

- ◆ **Strategic integration** of multiple means of communicating with/to target markets, to form a clear, consistent comprehensive message.
- ◆ IMC is an important factor in **shaping MKTG Strategy**
 - ◆ Side by side with the firm's understanding and grasps of
 - ◆ *Consumer Behaviour*
 - ◆ *Lifestyle trends*
 - ◆ *Economic trends*
 - ◆ *Evolving new formats*
- ◆ Process which carefully integrates and coordinates its many communication channels to deliver a clear, consistent and compelling message about the organization and its products / brands.

IMC: Coordination & Consistent Message

- ◆ The **careful coordination** of all promotional messages to:
 - *assure the consistency of messages at every contact point, where a company meets the consumer.*
- ◆ The process of designing MKTG Com programs that
 - **coordinate all promotional activities** – *i.e. Advertising, Sales Promotion, Direct MKTG, Personal Selling, Public Relations, Publicity, etc.* – **to:**
 - **provide a consistent message across all audiences.**
- ◆ A concept of MKTG Com planning that recognizes the added value of a **comprehensive plan** that evaluates the strategic roles of a variety of communications disciplines (i.e. Direct MKTG, PR, SP, etc.).
- ◆ Combines these disciplines to
 - **provide clarity, consistency and max communications impact.**

IMC: persuasive brand to all audiences

- ◆ **A strategic business process used to**

- **plan, develop and execute and evaluate**

- **coordinated, measurable, persuasive**

- ❖ **brand communication programs**

- ✓ ***with all relevant external and internal audiences, such as:***

- ◆ ***Consumers***

- ◆ ***Customers***

- ◆ ***Prospects***

- ◆ ***Employees***

- ◆ ***Stakeholders***

- ◆ ***Shareholders***

- ◆ ***Regulators***

- ◆ ***Community***

IMC: Clarity ...Noise...

- ◆ **Quality MKTG Communication** occurs when customers (the receivers) decode or understand the message as it was intended by the sender.
- ◆ The most common form of **noise** affecting marketing communications is **clutter-confusion**
- ◆ Current customers are exposed to hundreds of marketing messages each day
- ◆ **Feedback** takes the form of purchases, inquires, complaints, questions, visits, to the store, blogs, and websites hits.

IMC: Clarity ...Noise...

- ◆ IMC is an approach to brand communications where the different modes work together to create a seamless experience for the customers and are presented with a similar tone and style that reinforces the brand's core message.
- ◆ The goal is to make all aspects of marketing communication (*i.e. advertising, SP, PR, DM, PS, Online communications and social media*) **work together as a unified force**, rather than permitting each to work in isolation, which maximizes their cost effectiveness.
- ◆ IMC approach calls for a centralized messaging function so that everything a company says and does communicates a common theme and positioning.

Paid - Earned – Shared - Controlled

Integrated Marketing Communications

Strategic Messaging Platform

Paid Channel

Ads

Sponsorships
Advertorials
Trade Shows

Earned Channel

PR

News
Publicity
Speaking

Shared Channel

Social

Linkedin
Facebook
Twitter

Controlled Channel

Collateral

Website
Events
Blog

Target Audiences
(The people who matter most)

IV) IMC Strategy in Digital Age

Process-Tools-Message

Engaging Consumers

Communicating Value *(providing value to consumers)*

Orchestrating Com Tools *(how we deliver value)*

via

Integrated Marketing Communication Strategy

Integrated marketing communications (IMC) involves

carefully integrating and coordinating the company's many communications channels

to deliver a clear, consistent, and compelling message

about the organization and its products.

CLARITY

SIMPLICITY

PORTABILITY

IMC:

CLARITY

SIMPLICITY

PORTABILITY

Need for integrated marketing communications

Integrating Digital MKTG Com Tools

The New Marketing Communications Model

- Consumers are changing.
- Marketing strategies are changing.
- Advances in digital technology.

Content marketing:

creating, inspiring, and sharing brand messages and conversations with and among consumers across a fluid mix of paid, owned, earned, and shared channels.

method



it's time to
clean happy

shop method ▶

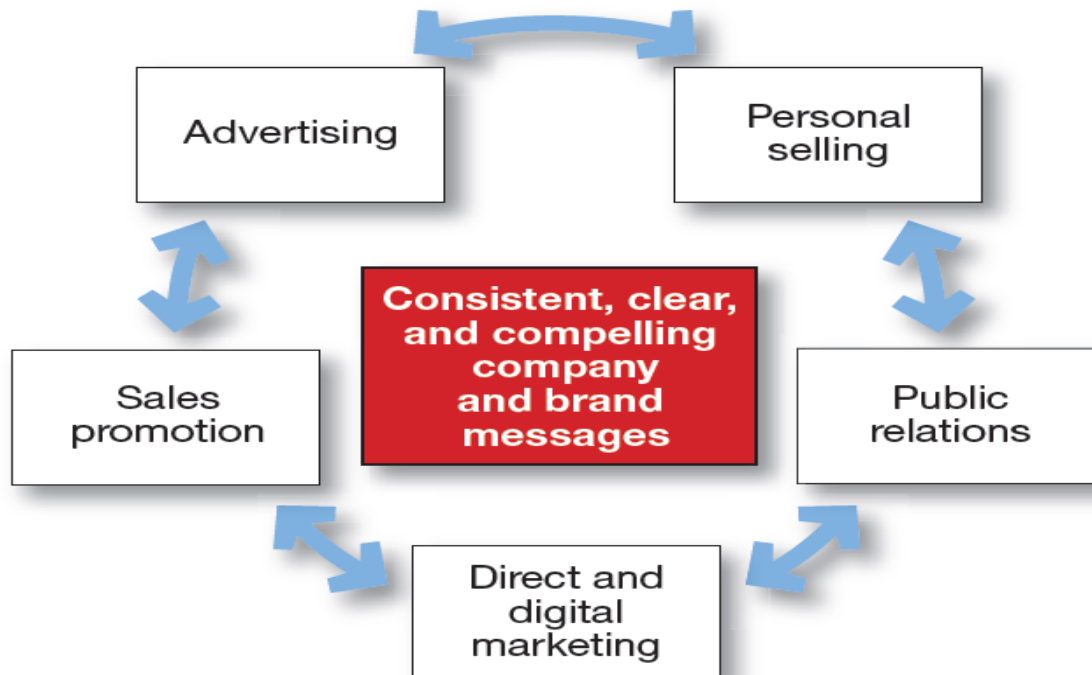
- The new marketing communications model: Method's successful and long-running "Clean happy" campaign began as an online-only effort and still relies heavily on digital and social media, supported only by carefully targeted regional cable TV ads in selected markets.

Method Products, LLC

The Need For Integrated Marketing Communications

Integrated marketing communications (IMC) involves carefully integrating and coordinating the company's many communications channels to deliver a **clear, consistent, and compelling message** about the **organization** and **its products**.

Carefully blended mix of promotion tools



Today's customers are bombarded by brand content from all directions. For example, think about all the ways you interact with companies such as Nike, Apple, or Coca-Cola. Integrated marketing communications means that companies must carefully coordinate all of these customer touch points to ensure clear brand messages.

Five Steps in Developing Effective Marketing Communication

Identify the target audience



Determine the communication objectives



Design the message



Choose the media to send the message



Select message source and collect feedback

Or ...

1. *Determining customers' current relationships with the product/brand*
2. *Setting objectives*
3. *Setting the budget*
4. *Implementing the program*
5. *Evaluating the communications effort*

Or ...

1. What are the info requirements of target markets?
2. What objectives must the communication strategy achieve?
3. How might the mix of communication activities be combined to convey information to target markets?
4. How much should be budgeted for communicating with target markets and how should resources be allocated among various communication activities?
5. How should the communication be timed and scheduled?
6. How should the communication process be evaluated?

Let's analyze the five Steps *(in developing Effective MKTG Com)*

1) Identifying the Target Audience

**What will
be said**

**How it will
be said**

**When it
will be said**

**Where it
will be said**

**Who will
say it**

2) Determining the Communication Objectives

A goal of marketing in general, and of marketing communications in particular, is to move target customers through the buying process. Once again, it all starts with understanding customer needs and wants.

as Trix, Cocoa Puffs, Cap'n Crunch, and Golden Grahams. To make consumers aware of these and other changes, General Mills launched a major "Love Cereal Again" campaign:

Although cereal remains the most-consumed in-home breakfast food, cereal sales have flattened recently as consumers have searched for healthier and more convenient alternatives. The "Love Cereal Again" campaign reintroduces the reformulated BigG cereals as something



● FIGURE | 14.3
Buyer-Readiness Stages

3) Designing the Message

AIDA Model

- Get **Attention**
- Hold **Interest**
- Arouse **Desire**
- Obtain **Action**

Message content is
“what to say.”

Message structure and format is
“how to say it.”

CHOCOLATE
AND PEANUT
BUTTER WALK
INTO A BAR.
THE REST
IS HISTORY.

Reese's perfect.

Message Content

“What to Say”

i) **Rational appeal**

relates to the audience's self-interest.

ii) **Emotional appeal**

is an attempt to stir up positive or negative emotions to motivate a purchase.

iii) **Moral appeal**

is directed to an audience's sense of what is right and proper.

4) Choosing the Communication Channels and Media

Personal communication

involves two or more people communicating directly with each other.

- **Face to face**
- **Phone**
- **Mail or e-mail**
- **Texting or Internet chat**

Opinion leaders

are people whose opinions are sought by others.

Buzz marketing

involves cultivating opinion leaders and getting them to spread information about a product or service to others in their communities.

Nonpersonal communication

channels are media that carry messages without personal contact or feedback, including major media, atmospheres, and events.

5) Selecting the Message Source

The message's impact depends on how the target audience views the communicator.

- **Celebrities**
 - *Athletes*
 - *Entertainers*
- **Professionals**
 - *Health care providers*

Collecting Feedback

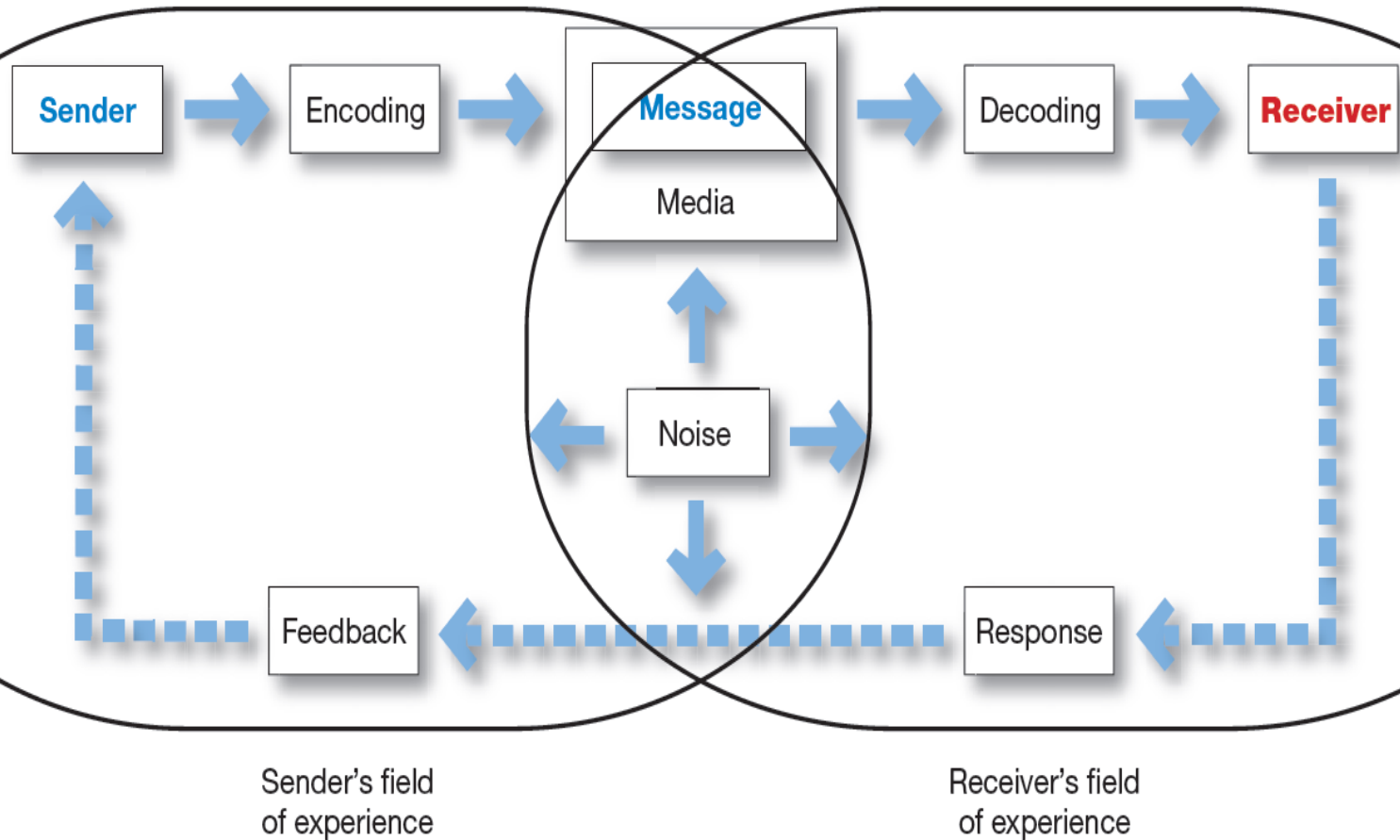
Collecting feedback involves the communicator understanding the effect on the target audience by measuring behavior resulting from the content.

Variables affecting the communication process

Beware of **NOISE**

● FIGURE | 14.2
Elements in the
Communication Process

There is a lot going on in this figure! For example, apply this model to McDonald's. To create great advertising—such as its long-running “i'm lovin' it” campaign—McDonald's must thoroughly understand its customers and how communication works.



Other Variables that might affect your Choices

- *Type of market*
- *Target market concentration and addressability*
- *Order size/cost*
- *Type of product*
- *The stage in the product lifecycle*
- *Available commercial infrastructure and cultural differences*

Most important variable:

COST or **Promotion Budget**

Setting the Total Promotion Budget and Mix

Setting the Promotional Budget

- The **affordable method**

sets the promotion budget at the level management thinks the company can afford.

- The **percentage-of-sales method**

sets the promotion budget at a certain percentage of current or forecasted sales or as a percentage of the unit sales price.

- The **competitive-parity method**

sets the promotion budget to match competitors' outlays.

- The **objective-and-task method**

develops the promotion budget by specific promotion objectives and the costs of tasks needed to achieve these objectives.

Using the promotion mix tools *(for communicating customer value)*

The promotion mix is the specific blend of promotion tools that the company uses to:
persuasively communicate customer value and **build customer relationships**.

1) Advertising is any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor.

- *Broadcast*
- *Print*
- *Online*
- *Mobile*
- *Outdoor*

2) Sales promotion is a short-term incentive to encourage the purchase or sale of a product or service.

- *Discounts*
- *Coupons*
- *Displays*
- *Demonstrations*

3) Personal selling is the personal interaction by the firm's sales force for the purpose of engaging customers, making sales, and building customer relationships.

4) Public relations involves building good relations with the company's various publics by obtaining favorable publicity, building up a good corporate image, and handling or heading off unfavorable rumors, stories, and events.

5) Direct and digital marketing involves engaging directly with carefully targeted individual consumers and customer communities to both obtain an immediate response and build lasting customer relationships.

*The concept of **integrated marketing communications** suggests that the company must blend the promotion tools carefully into a coordinated **promotion mix**.*

The Nature of Each Promotional Tool

- **Advertising** can reach masses of geographically dispersed buyers at a low cost per exposure, and it enables the seller to repeat a message many times.
- **Personal selling** is the most effective method at certain stages of the buying process, particularly in building buyers' preferences, convictions, actions, and developing customer relationships.
- **Sales promotion** includes coupons, contests, cents-off deals, and premiums that attract consumer attention and offer strong incentives to purchase.
- **Public relations** is a very believable form of promotion that includes news stories, features, sponsorships, and events.
- **Direct and digital marketing** is an immediate, customized, and interactive promotional tool that includes direct mail, catalogs, telephone marketing, online, mobile, and social media.

Challenges

Integrating The Promotional Mix

- The company must take steps to see that each promotion mix element is **smoothly integrated**.
- The various promotion elements should **work together** to carry the firm's unique brand messages and selling points.

Trade offs ... and ... Choices ... on Channels

		ADVERTISING		DIRECT		PROMOTION				PERSONAL SELLING	PUBLIC RELATIONS	INTER-PERSONAL	
						Point of Purchase	Consumer Price Promotions	Sampling	Trade Promotions			Word-of-Mouth	Viral
CHARACTERISTICS	Mass v. Addressable	Mass	Mass	Mass	Mass	Mass	Mass	Addressable	Mass	Individual	Mass	Addressable	Mass
	Paid/Unpaid Media	Paid	Paid	Paid	Paid	Paid	Paid	Paid	Paid	Paid	Unpaid	Paid	Paid
	One-Way v Interactive	One-Way	One-Way	Trackable	Interactive	One-Way	One-Way	One-Way	Trackable	Interactive	One-Way	—	Two-Way
	Persuasive	Awareness	☆										
		Interest											
		Decision/Trial				☆	☆	☆	☆	☆			
		Adoption											
	Information Content												
	Vivid/Image			☆									☆
	Credibility										☆	☆	
	Control												
	Reach		☆		☆								
	Waste			☆						☆			
	Clutter												
	Absolute Expense												
	Cost per exposure												



☆ - Outstanding strength.

some more ... **Specific Strategic Communications Issues**

Push Versus
Pull

Promotions
Versus
Brand
Building

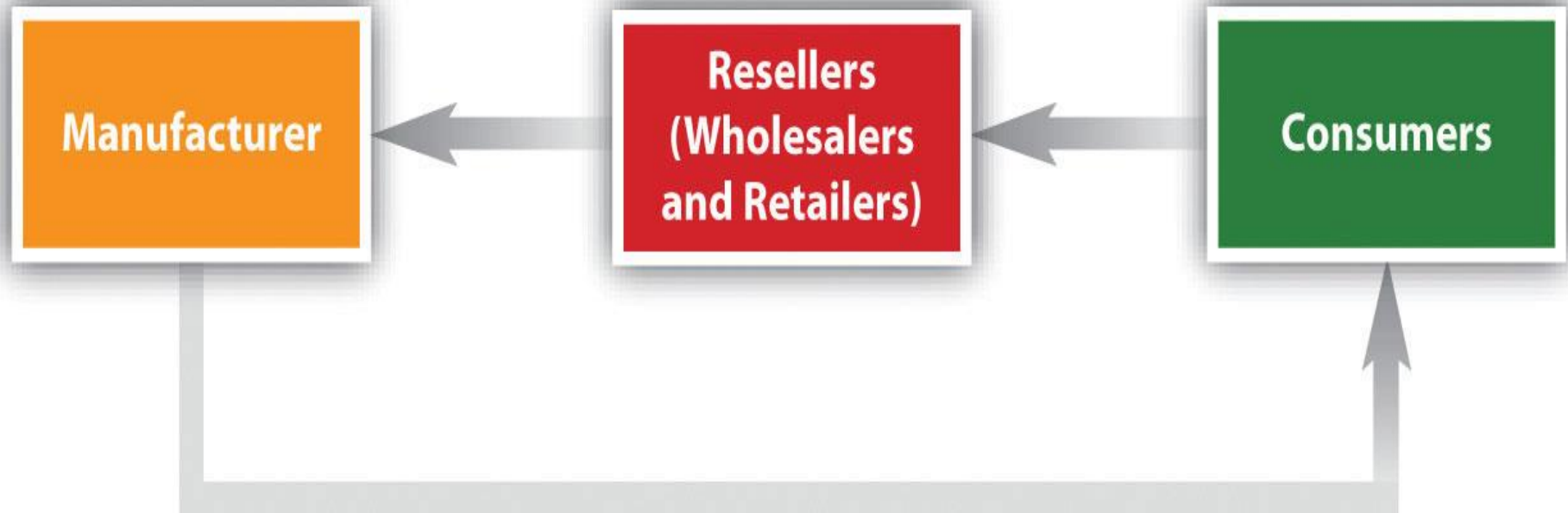
Customer
Motives
and
Decision
Making

Business to
Business
(B2B)
Motives
and Buyer
Behavior

Push Strategy



Pull Strategy



Push vs Pull Promotion Strategy

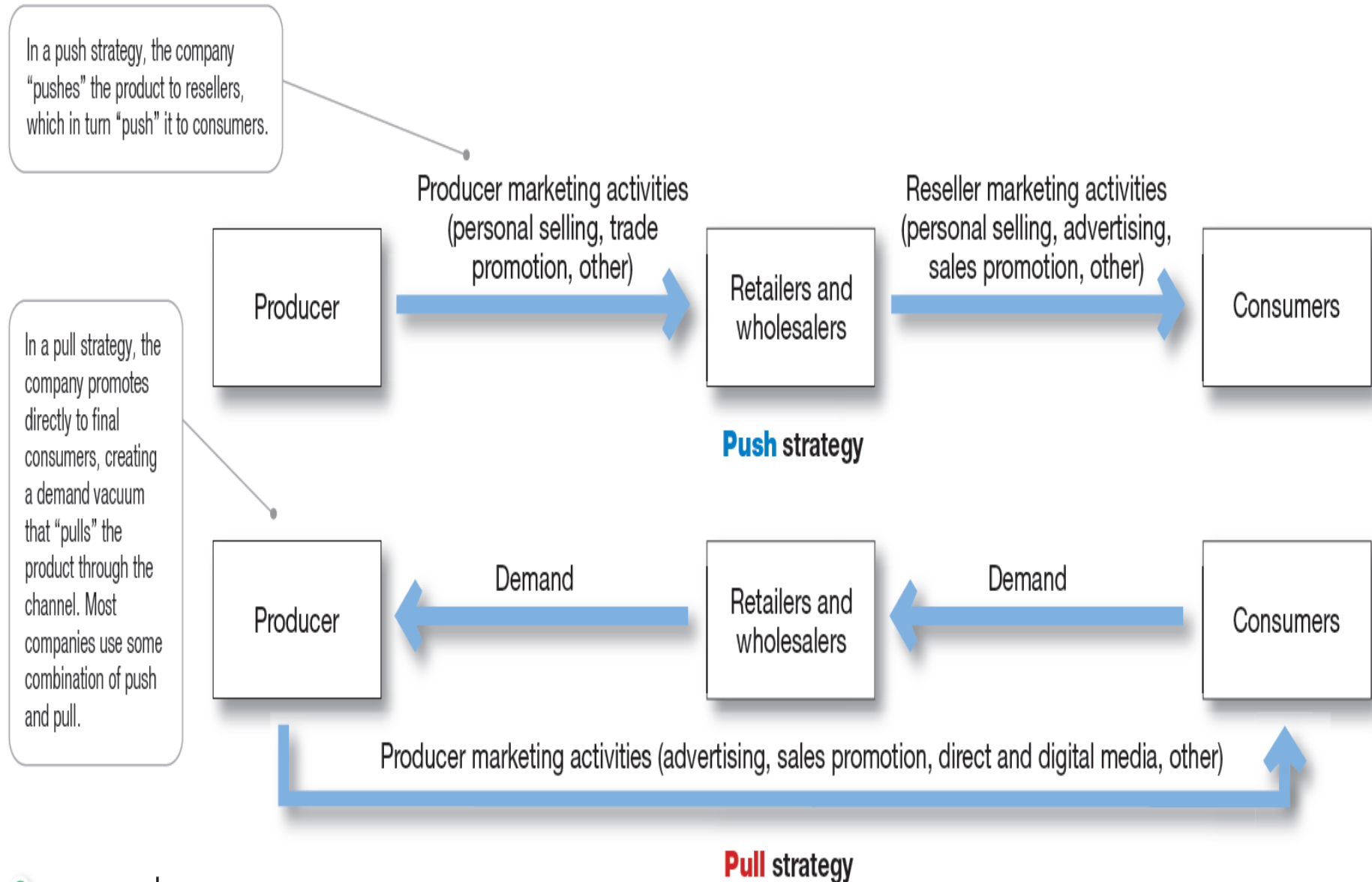


FIGURE | 14.4

Push versus Pull Promotion Strategy

Buyer Behaviour in B2B & B2C settings ...

Business to Business		Consumer		
Decision Process ⁶	Sales Funnel ⁷	Hierarchy of Effects ⁸	Consumer Decision Making Process ⁹	Adoption Process ¹⁰
Problem Recognition	Leads	Awareness	Need/Problem Recognition	Awareness
General Need Description		Knowledge	Information Search	Interest
Product Specification	Suspects	Liking	Evaluation of Alternatives	Evaluation
Supplier Search		Preference		
Proposal Solicitation	Prospects	Conviction	Decision	Trial
Supplier Selection	Customers	Purchase		
Order Routine Specification				
Performance Review			Post-Purchase Behaviors	Adoption

Primer in Decision Making (The FCB Grid) – *Mind vs Heart*

		Thinking (Rational)	Feeling (Emotional)
Involvement	High	House Computer	Apparel
	Low	Laundry Detergent	Beer

Finally some Tips

Advertising and Sales Promotion

- Communicate openly and honestly with consumers and resellers
- Avoid deceptive or false advertising
- Avoid bait-and-switch advertising
- Conform to all federal, state, and local regulations

Personal Selling

- Follow rules of “fair competition”
- Do not offer bribes
- Do not attempt to obtain competitors’ trade secrets
- Do not disparage competitors or their products

But we will come to these later onPart B – Selected Com Tools

V) Examples

Ground Research findings

..that 68% of the respondents put integrated marketing communications ahead of “effective advertising” (65%), when they were asked what the most important thing is that they want from an agency.

54%, point to the fact that marketing is becoming more complex due to the explosion of communication channel options that is making their job more challenging. An agency partner that can integrate messages holistically across channel is at a premium.

Barack Obama



- ✓ Personal charisma
- ✓ Use of all communications media
- ✓ Targeted his message beyond previous or likely voters
- ✓ The campaign consistently communicated his upbeat themes of "hope" and "change you can believe in"
- ✓ Anticipated and outsmarted the competition
- ✓ An excellent marketing and campaign team



OBAMA'08
WWW.BARACKOBAMA.COM

"I want to campaign the same way I govern, which is to respond directly and forcefully with the truth,"

~ Barack Obama



BÖWE BELL & HOWELL

Integrated Marketing Communications Plan

For BBH Services

BBH Services Web Site: Provide Easier Navigation and More Benefit-Driven Messaging

Plan	Communication Purpose	Goal	Action Item	Business Unit	Placement	Timeline	Costs	Measurements
BBH University Portal	Around-the-clock support is always available	To give BBH University it's own Web portal that BBH employees and customers can easily access	Create design and content for portal. Create ads and links from existing sites to BBH University site	BBH University	Web portal off of the intranet and off of the BBH Services Website	Q3 2008-Q1 2009	Outside designers, Staff time to create content, Web developer time to get it online	Measure engagements with clients via Page hits and posts
Add BBH Services on the Intranet	Around-the-clock support is always available	To give employees on all levels of BBH access to BBH services, case studies, brochures, sales collateral, articles and more	Redesign a portion of the BBH Intranet to make room for BBH Services	All of BBH Services	BBH Intranet	Q3 2008	Staff time to develop design and content, Web developer time to get it online	Measure engagements with employee via Page hits
Updated Messaging	Solutions tailored to clients' needs; Expertise and training keeps operations running; Around-the-Clock support is always available	Refine messaging of the BBH Services Portal. It currently describes the features of BBH Services, rather than the benefit to clients	Review Web site content and systematically update content to be more benefit driven	All of BBH Services	BBH Services Website	Q3 2008	Staff time	Measure success through interviews and surveys of client-facing personnel
Expand Content of Web site	Expertise and training keeps operations running	Show clients the level of detail that goes into our work	Post the reconditioning and enhancement chart on the Web site	Product Reconditioning and Enhancement Services	PRES portal	Q3 2008	Staff time	Measure engagements via Page hits and conversions
Web Site reorganization	Solutions tailored to clients' needs	Make it easier for customers to find articles, case studies, and contact information on the BBH site	Perform a site usability analysis and determine client needs of our site	All of BBH Services	BBH Services Website	Q4 2008 and Q1 2009	Analysis cost, staff time and outsourced designers time	Measure engagements via Page hits and conversions

Trade Shows: Give BBH Services More Presence at Industry Trade Shows

Plan	Communication Purpose	Goal	Action Item	Business Unit	Placement	Timeline	Costs	Measurements
Technical Assistance Center Video	Expertise and training keeps operations running	Use video at tradeshow to show real-world examples that our expert engineers at our Technical Assistance Center engineers in action	Create a video that shows our expertise at work	Technical Support Services	Conference Video will be used first at Graph Expo 2008. The video will also be placed on the BBH Services Web site.	Video created Q3 2008 so it can be unveiled at Graph Expo 2008, 10/26-10/29	Script Creation, staff time, video creation, conference attendance, travel and staff time	Measure engagements via Page hits and conversions.
Speaking Engagements	Solutions tailored to customers' needs	BBH Service experts will present real-world case studies at trade shows that demonstrate how we contributed to a client's success	Write a speech based on a real-world example of how we helped a client succeed	All of BBH Services	Speaking engagements will first be performed at Graph Expo 2008	Set up speaking engagements for Graph Expo 2008, 10/26-10/29	Script creation, conference Attendance, Travel and Staff Time	Measure number of attendees and response cards filled out after speaking engagement