

THE FOLLOWING REPORT IS AN INTEGRATED MARKETING COMMUNICATIONS PLAN DEVELOPED FOR LULULEMON AUSTRALIA AS PART OF MY MASTER OF MARKETING AND DIGITAL COMMUNICATIONS AT MONASH UNIVERSITY. THE BRIEF WAS TO DEVELOP A FULL IMC STRATEGY TARGETING A SPECIFIC AUDIENCE SEGMENT, AND I BUILT A CAMPAIGN CONCEPT AROUND LULULEMON'S EXISTING BRAND POSITIONING, TRANSLATING IT INTO A COHESIVE, CHANNEL-SPECIFIC PLAN ACROSS PAID, OWNED, AND EARNED MEDIA. THE PROJECT INVOLVED AUDIENCE RESEARCH, MEDIA SCHEDULING, AND STRATEGIC MESSAGING DEVELOPMENT, ALL GROUNDED IN ACADEMIC FRAMEWORKS AND REAL MARKET INSIGHT. IT WAS AN EXERCISE IN THINKING ABOUT A BRAND HOLISTICALLY, NOT JUST WHAT TO SAY, BUT WHERE, WHEN, AND WHY IT WOULD LAND.

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LULULEMON

IMC PLAN

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This IMC plan develops a three objective communications strategy for Lululemon's Australian market, building directly from the SWOT analysis and SMARTT objectives established. Each objective is addressed through a selection of two to three integrated IMC tools, chosen on the basis of audience insight, market evidence, and the specific communication task at hand. The plan covers the period July 2026 to June 2027 and targets the primary female segment: women aged 25 to 40 in major Australian metropolitan areas.

SMART OBJECTIVES

Three SMARTT objectives from the IMC Report are addressed in this plan. Objective 2 (Men's Segment Awareness) has been excluded to allow the remaining three sufficient depth within the word limit. Each objective targets the primary female segment, women aged 25 to 40 in major Australian metropolitan areas, and addresses a distinct quadrant of the SWOT analysis.

Objective 1: Rebuild Consumer Trust in Email Communications (Affective/Conative)

To rebuild trust in Lululemon's digital communications among lapsed Australian email subscribers by achieving a 35% opt-in re-consent rate within six months of launching a fully compliant re-engagement campaign.

Objective 2: Broaden Lifestyle Association (Affective)

To increase the proportion of Australian women aged 25 to 40 in major metro areas who associate Lululemon with everyday athleisure and lifestyle rather than exclusively gym and yoga, from an estimated baseline of 40% to 60%, as measured by a brand perception survey.

Objective 3: Drive Community Participation (Conative)

To grow active participation in Lululemon Australia's community events and ambassador-led activations among the primary female target segment (women aged 25 to 40) by 25% year on year, measured by event attendance records and ambassador program registrations.

IMC PLAN

Objective 1: Rebuild Consumer Trust in Email Communications

The \$702,900 ACMA penalty for sending over 370,000 marketing emails without a compliant unsubscribe option is not simply a regulatory failure (Ref1: Inside Retail, 2026). Email is the primary channel through which Lululemon exercises its direct-to-consumer strength, identified in the SWOT as a key competitive differentiator in Australia's high-digital-adoption environment. Rebuilding it requires more than infrastructure compliance: it requires a deliberate communications effort to restore how lapsed subscribers feel about the brand.

Three IMC tools are selected: direct marketing (email), public relations, and organic social media.

Direct Marketing: Preference Centre Re-engagement Campaign

Rather than a generic re-opt-in request, Lululemon should launch a preference centre campaign giving lapsed subscribers genuine control: content categories, preferred frequency, and format. This transforms the mandatory compliance step into a brand positive interaction. Belch et al. (2021, p. 507) note that relationship building requires trust as its foundation, and a preference centre signals that the brand is listening rather than broadcasting.

Scheduling: A flighting approach is recommended, chosen because trust restoration requires a visible before and after signal rather than continuous presence. An initial four-week burst (July to August 2026) launches a disciplined sequence: a transparent acknowledgement email, the preference centre invitation, and a single reminder to non openers. The restraint is itself the message. A consolidation phase (September to October 2026) follows, in which only opted-in subscribers receive communications. A second burst in November to December 2026 capitalises on pre-holiday engagement and promotes Objective 3 events to the newly re-consented list.

Strengths: Directly tied to the 35% re-consent target; highly personalised; measurable in real time.

Weaknesses: Dependent on rebuilt deliverability infrastructure; lapsed subscribers who marked prior emails as spam may not receive the sequence.

Example: The first email carries the subject line 'We owe you an explanation,' a direct acknowledgement of the ACMA penalty with a single call to action to the preference centre and no product promotion in the same send.

Public Relations: Proactive Credibility Rebuilding

PR is selected to reshape the dominant narrative before the re-engagement campaign launches. A proactive pitch to Inside Retail and Marketing Week Australia, positioned around the preference centre launch, reframes the story from penalty recipient to accountability leader. This is not crisis management. The penalty is already public. It is a forward-facing credibility play that reaches consumers not yet on the email list and provides context that makes the re-engagement email feel credible when it arrives.

Strengths: Earned media carries significantly higher trust than paid channels (Belch et al., 2021, p. 344); zero placement cost.

Weaknesses: No guaranteed coverage meaning any misstep in messaging risks amplifying the original story.

Example: A 400 word pitch to Inside Retail frames the preference centre as a case study in ethical email marketing recovery, offering a spokesperson quote from ANZ VP Paul Tinkler.

Organic Social Media: Supportive Brand Signalling

The Fit and Fab (Persona 206) and Social Progressives (Persona 103) personas are active on Instagram. A short Stories series, published in the week before the campaign launches, directs the existing community to the preference centre and signals changed behaviour, a brief, honest touchpoint that primes the brand's most engaged followers before the email reaches their inboxes.

Strengths: Reaches the brand's most engaged existing followers at zero media cost; the informal, conversational format of Stories is well-suited to a transparency message and feels less corporate than a formal announcement.

Weaknesses: Limited to followers who already have a positive brand relationship, it does nothing to reach lapsed subscribers who have unfollowed or disengaged from the account entirely.

Example: A five-frame Stories sequence opens with 'We changed how we email. Here's what that means for you.' and closes with a swipe-up to the preference centre, using plain language and no promotional creative.

Integration:

The three tools operate in deliberate sequence. PR generates credibility before the campaign launches. Organic social primes the Instagram community immediately before. The email campaign converts that warm awareness into measurable re-consent. Subscribers who re-opt in are segmented by content preference and enrolled in Objective 3 event notifications, turning the trust rebuild directly into community participation data. Critically, this sequencing means each tool reduces the resistance the next one faces: a subscriber who has read the Inside Retail piece and seen the Stories is far more likely to act on the email. This is the architecture Belch et al. (2021, p. 454) describe, where the output of one objective feeds the mechanics of another.

Objective 2: Broaden Lifestyle Association

The SWOT identified two compounding threats: locally embedded competitors with an inherently Australian lifestyle voice, and the risk of Lululemon being perceived as predictable by the Gen Z and Millennial consumers driving market growth (CBRE, cited in Ragtrader, 2025). The Fit and Fab and Social Progressives profiles are not gym only consumers, they integrate wellness across daily life, from morning coffee to interstate travel. The IMC task is to reposition Lululemon as a brand that belongs in every part of that life.

Three tools are selected: paid social advertising, influencer marketing, and out-of-home advertising.

Paid Social Advertising: Instagram and TikTok

Paid social is the primary reach vehicle. Both target personas are active on Instagram, with TikTok growing in relevance for the younger end of the 25 to 40 cohort (CBRE, cited in Ragtrader, 2025). Creative executions should reframe products in lifestyle contexts: a market run in Fitzroy, a weekend in Byron Bay, a lunch break in Surry Hills. Content must feel editorial, not activewear catalogue.

Scheduling: A pulsing approach is recommended, grounded in the Fit and Fab persona's behavioural profile. Roy Morgan (2022, p. 50) characterises this group as focused on embracing the present and seeking new experiences, making them highly responsive to seasonal lifestyle triggers. The September to October 2026 burst aligns with the spring lifestyle consideration period, January to February 2027 with post-summer re-engagement. Continuous low level spend between bursts maintains baseline presence. Placements prioritise Instagram Reels and TikTok For You feed, with interest based Meta targeting aligned to the Fit and Fab and Social Progressives profiles.

Strengths: Precise targeting, high creative control, real-time performance measurement. Weaknesses: Growing ad fatigue on both platforms, high-quality editorial creative at consistent volume is cost-intensive.

Example: A Reels execution follows a Social Progressives-profile consumer through a Saturday morning in Fitzroy, market, cafe, bike ride home, in Lululemon's Align joggers, with no gym setting and the caption 'Made for wherever Saturday takes you.'

Influencer Marketing: Lifestyle-Led Micro-Influencers

Influencer marketing provides the credibility layer paid advertising cannot replicate. The selection criterion shifts toward lifestyle micro-influencers (10,000 to 100,000 followers) whose content spans food, travel, and everyday wellness. Lou and Yuan (2019) demonstrate that micro-influencers generate higher perceived credibility than macro-influencers because audiences perceive them as peers rather than celebrities. Australian creators in this register are more culturally resonant than international brand ambassadors. Lululemon should brief them on the lifestyle range, not the performance range, with creative freedom to integrate products naturally.

Strengths: High authenticity and engagement within tightly defined communities; reaches the target persona in a trusted voice paid placements cannot achieve (Lou & Yuan, 2019).

Weaknesses: Reduced brand control; careful influencer vetting required.

Example: A Melbourne based creator (48,000 followers) posts a Sunday cafe unboxing of Lululemon's Instill tights, disclosed as a paid partnership, tagged to the campaign hashtag, and regrammed to Lululemon Australia's Stories.

Out-of-Home Advertising (OOH): Inner-City Urban Placements

OOH provides the ambient, always-on presence layer. Taylor, Franke and Bang (2006) find outdoor advertising is particularly effective for building brand familiarity among consumers with prior brand knowledge, well suited to reinforcing Lululemon's existing presence. Placements are concentrated in Fitzroy, South Yarra, Prahran, Newtown, Surry Hills, and Paddington, using large-format street posters and tram wraps through South Yarra and Fitzroy, serving a dual function: building lifestyle association and driving foot traffic to nearby Objective 3 event venues.

Scheduling: Continuity throughout July to December 2026, concentrated in September to November to align with paid social burst spend.

Strengths: High frequency in target personas' natural environment; builds brand familiarity at scale (Taylor et al., 2006).

Weaknesses: High production and placement costs; no direct response mechanism.

Example: A Route 78 tram wrap through South Yarra carries an editorial photograph of a woman in Lululemon at a weekend farmers market, tagged 'For everywhere you go,' mirroring the paid social aesthetic exactly.

Integration:

OOH builds salience, paid social builds lifestyle aspiration, and influencer content builds trust, the complementary communication effects Keller (2001) identifies as the hallmark of effective IMC. The integration is also structural: influencer generated content is licensed and repurposed as paid social creative, reducing production costs while increasing authenticity signals. OOH placements in South Yarra and Fitzroy are geographically co-located with Objective 3 event venues, so a poster seen on the tram can drive attendance at a Pilates activation two streets away.

Objective 3: Drive Community Participation

Lululemon's community model is its most defensible IMC asset. No competitor replicates it at scale. With fewer than 40 stores nationally, however, the activation footprint remains constrained (CBRE, cited in Ragtrader, 2025). The problem is not the model, it is the reach.

Three tools are selected: experiential marketing, sales promotion, and social media-driven UGC.

Experiential Marketing: Expanded Off-Site Event Program

The in-store event model is extended to off-site activations in partnership with established local wellness venues: Pilates studios in South Yarra and Balmain, yoga studios in Fitzroy and Newtown, and running clubs in Melbourne's inner north and Sydney's Eastern Suburbs. Schmitt (1999) argues experiential marketing creates richer, more durable brand associations than conventional communications because it engages consumers in sensory and relational ways paid media cannot replicate. Events are free, limited capacity, and bookable via the Lululemon app, generating a data capture touchpoint and a pre-event communications moment through the rebuilt email channel from Objective 1.

Strengths: Directly activates Lululemon's core IMC differentiator in new geographic contexts; creates durable brand associations (Schmitt, 1999).

Weaknesses: High logistical coordination burden; quality control across multiple venues requires significant resource investment.

Example: A Saturday morning run through Edinburgh Gardens, capped at 40 participants, includes a post run matcha activation, branded photography moment, and a limited-edition event tote, bookable via the Lululemon app in under 30 seconds.

Sales Promotion: Membership Tier Activation

Lululemon's existing membership program is activated as a structured participation incentive. Members who attend a defined number of events within a season unlock a higher membership tier with tangible benefits: early access to new ranges, exclusive colourways, and priority event booking.

Strengths: Directly measurable against the 25% growth target; creates a recurring incentive structure.

Weaknesses: Requires membership infrastructure investment; risks commodifying the community experience if benefits feel transactional.

Example: Three event attendances in a season unlocks 'Studio Member' tier, 48-hour early access to new season launches and priority booking for future events. Access over discounts protects brand equity.

Social Media: UGC and Community Amplification

Each event is designed with shareability as a deliberate outcome: visually distinctive environments, branded installation moments, and a consistent hashtag framework for participant UGC. Ambassador accounts amplify event content before and after each activation. This UGC serves a dual function, extending each event's reach and generating authentic lifestyle content that feeds directly into Objective 2's paid social pipeline.

Strengths: Organic amplification reduces reliance on paid reach; authentic UGC carries higher credibility than brand-produced content.

Weaknesses: Quality and brand alignment cannot be fully controlled.

Example: A branded arch installation at each venue anchors the hashtag moment. Ambassador Reels posted three days before drive pre-event conversation; curated post-event UGC is licensed and repurposed as paid social creative for Objective 2's next burst period.

Integration:

The three objectives form a closed, self reinforcing system. Consumers re-consent via Objective 1's preference centre and are enrolled in event notifications. They attend an Objective 3 activation, generate UGC that is licensed for Objective 2's paid social, and OOH placements in South Yarra and Fitzroy drive foot traffic past those same event venues. Each attendee who shares content extends reach into the Fit and Fab and Social Progressives networks, generating new email sign ups who re-enter the cycle at Objective 1. What makes this integration genuinely compound rather than merely connected is that each loop strengthens the next: a larger re-consented email list means better event attendance, better attendance means richer UGC, and richer UGC means more effective paid social. Luxton, Reid and Mavondo (2015) demonstrate that IMC capability has a significant direct effect on campaign effectiveness precisely because of this mechanism. The three objectives are not parallel campaigns. They are one integrated system.

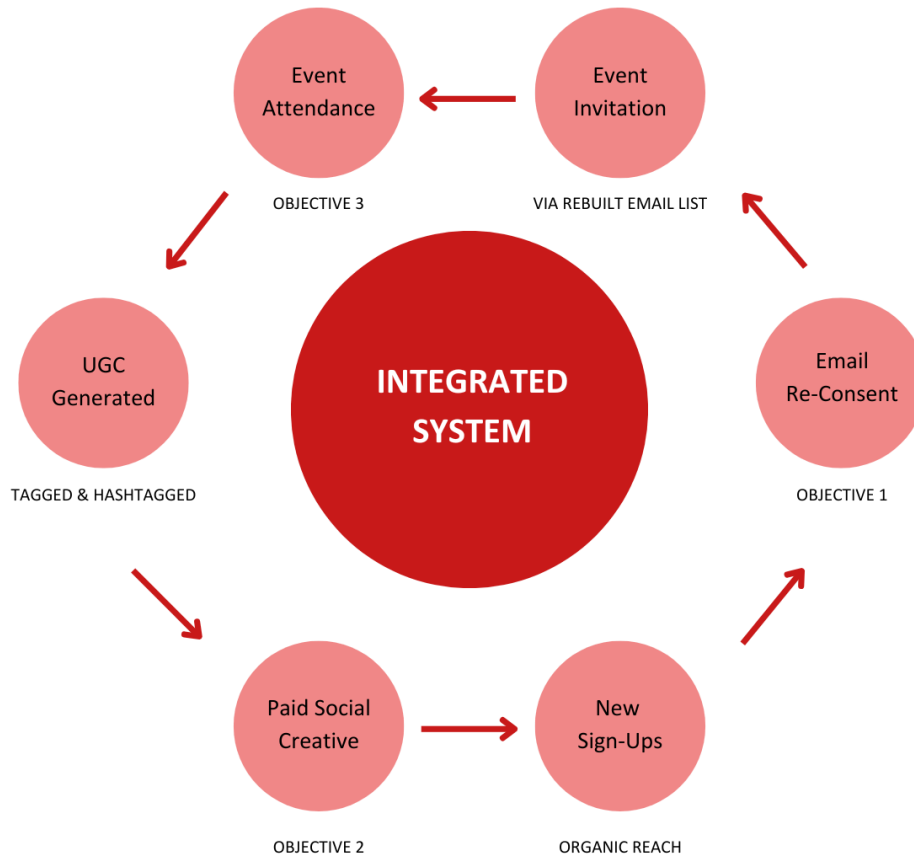


Figure 1: The integrated IMC system — how Objectives 1, 2, and 3 form a closed data loop.

Lululemon enters this campaign period with real strategic pressure, a compliance failure to recover from, a lifestyle positioning gap to close, and a community model that needs to reach further than its current store footprint allows. The three objectives and nine IMC tools proposed in this plan are not independent responses to independent problems. They are one system, designed to compound. Trust rebuilt through Objective 1 feeds participation in Objective 3. Community activation in Objective 3 generates the content that powers Objective 2. And the lifestyle credibility earned through Objective 2 makes every subsequent email, event, and ambassador post more effective than the last.

MEDIA SCHEDULE

LULULEMON AUSTRALIA · INTEGRATED MEDIA PLAN · JULY 2026 – JUNE 2027

Client: Lululemon Athletica Inc.

Product: Activewear & Lifestyle Apparel

Market: Australian Premium Activewear

Period: July 2026 to June 2027

Target Audience: Primary: Women aged 25 to 40, inner-city metro (Roy Morgan Fit and Fab, Persona 206; Social Progressives, Persona 103)

| Objective | Media Source | Scheduling Type | Creative Format | Jul '26 | Aug '26 | Sep '26 | Oct '26 | Nov '26 | Dec '26 | Jan '27 | Feb '27 | Mar '27 | Apr '27 | May '27 | Jun '27 |
|-------------------------------|--|---------------------------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| OBJ 1 Trust Rebuild | Email (Direct Marketing) | Flighting | Preference centre re-engagement sequence: acknowledgement email > preference centre invite > single reminder | BURST | BURST | * | * | BURST | BURST | * | * | * | * | * | * |
| | Public Relations | Flighting | Proactive editorial pitch to Inside Retail & Marketing Week Australia | BURST | * | | | | | | | | | | |
| | Organic Social (Instagram Stories) | Flighting | Trust signalling Stories series, pre-launch week only (preference centre redirect) | * | | | | | | | | | | | |
| OBJ 2 Lifestyle Association | Paid Social (Instagram Reels) | Pulsing | Lifestyle editorial content, morning market runs, weekend travel, city lunches (boosted from brand + ambassadors) | * | * | BURST | BURST | * | * | BURST | BURST | * | * | * | * |
| | Paid Social (TikTok For You Feed) | Pulsing | Lifestyle editorial content, For You feed placements, aligned to Instagram burst periods | * | * | BURST | BURST | * | * | BURST | BURST | * | * | * | * |
| | Influencer Marketing (Micro, 10K–100K) | Pulsing | Co-created lifestyle content with 10–15 Australian micro-influencers (food, travel, interiors, wellness) | | * | * | * | * | * | * | * | * | * | * | * |
| | OOH — Melbourne (Posters + Tram Wraps) | Continuity (concentrated pulse) | Large-format street posters + tram wraps: Fitzroy, South Yarra, Prahran routes | * | * | BURST | BURST | BURST | * | | | | | | |
| | OOH — Sydney (Street Posters) | Continuity (concentrated pulse) | Large-format street posters: Newtown, Surry Hills, Paddington | * | * | BURST | BURST | BURST | * | | | | | | |
| OBJ 3 Community Participation | Experiential Events (Off-site activations) | Continuity | Monthly free events at partner studios: Pilates (South Yarra, Balmain), yoga (Fitzroy, Newtown), running clubs (inner north, Eastern Suburbs) | | * | * | * | * | * | * | * | * | * | * | * |
| | Sales Promotion (Membership Tiers) | Continuity | Seasonal event attendance rewards, members unlock higher tier via event participation milestones | | | * | * | * | * | * | * | * | * | * | * |
| | Social Media (UGC Amplification) | Continuity | Hashtag framework + ambassador event amplification (pre/post each activation); UGC licensed for Obj 2 paid social | | * | * | * | * | * | * | * | * | * | * | * |

LEGEND:

BURST

Peak / burst period (high spend)

Active > standard scheduled spend

*

Low > continuous baseline spend

Inactive — not scheduled this month

REFERENCES

References

Ref1. Lululemon repentant after \$702,000 fine for email breaches. (2026). *Inside Retail*.

<https://insideretail.com.au/business/regulatory/lululemon-responds-after-702k-fine-for-email-breaches-202603>

Lululemon's Australian business has been issued a \$702,900 penalty by the Australian Communications and Media Authority (ACMA), following an investigation into its misuse of emails.

From December 1, 2024, to January 5, 2025, the ACMA found that the clothing retailer sent more than 370,000 emails with commercial content.

Ref2. Belch, George, et al. *Advertising : An Integrated Marketing Communication Perspective*, McGraw-Hill Education (Australia) Pty Limited, 2019. *ProQuest Ebook Central*, <https://ebookcentral.proquest.com/lib/monash/detail.action?docID=5989452>.

Relationship building also requires **trust**; if the customer does not **trust** the salesperson, there is no relationship and the sale will focus only on price. In a long-term relationship, the buyer and seller collaborate within the context of previous and future transactions.⁹³ According to some observers, adopting a CRM approach requires sales managers to develop non-traditional sales strategies, such as moving to a more strategic, less tactical approach, using emerging technologies to support this effort.⁹⁴

From an understanding of the strategic marketing decisions relating to **target market, segmentation and positioning**, we begin to build and integrate an IMC campaign. There are two key IMC planning models that offer some guidance in developing integrated campaigns. In essence, they contain many of the same components of other standard planning models—such as determining the target market, setting objectives, developing strategies and tactics, establishing a budget and evaluating effectiveness. However, each of the following models makes a unique contribution in the way it is framed and the emphasis it adds to IMC.

Strategic integration is a holistic approach that brings together all elements of the IMC mix to achieve common **objectives** and shared budget, measures and outcomes. This is what separates it from message integration.

Duncan and Everett make the point that it is strategic integration that makes IMC a new concept.¹⁴ Instead of just looking the same and delivering the same message, it is underpinned by a common direction or strategy. It is also very different from the traditional isolation, the inherent competition and different reporting structures of the marketing **communication** ('marcom') disciplines.

The factors of strategic integration include coordination strategy; common **objectives**; contribution to corporate mission; multiple **communication** disciplines; multiple audiences; shared budget, measures and outcomes; strong leadership and cross-functional teams.¹⁵

ALDI's agency, BME, says, 'In a sea of sameness, ALDI is different, Good Different. Its shopping experience and product offering is like no other: bringing high-quality products at the lowest possible prices to customers—every day.'¹⁶ This strong strategic positioning has been demonstrated in many ways, in many different campaigns. The recent *Painless* campaign, for example, celebrates another ALDI point of difference: it doesn't have reward schemes (see Exhibit 3.3). It just saves you more money than anyone else. That makes ALDI both good and different.



Ref3. CBRE, cited in Ragtrader. (2025). Who will lead in Australia's athleisure boom? *Ragtrader*.

<https://www.ragtrader.com.au/insights/who-will-lead-in-australia-s-athleisure-boom>

“Gen Z and Millennials have been keen drivers of activewear market growth. This age group tends to be heavily influenced by fashion trends and has a high use of social media, such as Instagram and TikTok, which feature celebrities and influencers aligned with activewear brands.

Ref4. Roy Morgan. (2022). *Helix Personas booklet*. Roy Morgan Research.

<https://roymorgan-cms-dev.s3.ap-southeast-2.amazonaws.com/wp-content/uploads/2022/08/30042139/Helix-Personas-Booklet.pdf>

206: FIT AND FAB

Population: 223k
Population Percentage: 0.9%
Average Household Income: \$88k

People belonging to the Fit and Fab Persona are full of youthful enthusiasm and optimism, focused on the present; embracing city life to the max by having fun and seeking out new and exciting experiences, rather than thinking about the future. They love fashion and beauty products, and are quick to embrace and consume new trends and products.

Fit and Fab are amongst the youngest of the Metrotechs – 1 in 3 are aged 14-24, and close to half are currently students and either living in shared households in inner city Sydney and Melbourne or with their parents. They are also amongst the most culturally diverse, with only 3 in 10 born in Australia. Almost half were born in Asia, with the rest from Europe along with a small proportion from the Middle East.

They tend to shun traditional media, commercial TV particularly. Technology plays a big role in their lives and they are highly mobile centric, relying on their mobile for information, and entertainment, and to organise their busy social, work and study lives. Not surprisingly, they don't hesitate to upgrade their devices and gadgets.

103: SOCIAL PROGRESSIVES

Population: 276k
Population Percentage: 1.1%
Average Household Income: \$162k

While a strong social conscience defines this Persona's mindset, it certainly doesn't diminish their desire to display their achievements and indulge their passion for the best of big city living. They are the most highly educated of all of the Leading Lifestyles Personas. On the weekends, you'll find them soaking up the cultural life at the theatre, cinema, museums and galleries. They also enjoy dining in restaurants and cafes or attending sports events.

A mix of young singles & couples, and mid-life households, you'll find this highly progressive, civic minded Persona living in inner city areas of Sydney and Melbourne.

They're also wealthy – almost half fall into the A3 Socio Economic Quintile. With all of that spare cash it's not surprising that they're also big spenders. You'll also find many technology early adopters among them.

Amongst the most intellectual and progressive of the Leading Lifestyles Community, this Persona is likely left-leaning and passionate about social issues and the environment.

People who belong to this Persona are driven by a desire for an exciting life. They embrace change and are always on the hunt for new things and ideas and love overseas travel.

A strong sense of curiosity about the world drives high engagement with news and current affairs, particularly with the ABC. Not surprisingly, you won't find many watching commercial TV on a weeknight. As heavy internet users, they're more likely reading the business or global news section of the newspaper on their phones instead.

They also find time for sport and exercise in their busy lives.

Ref5. Lou, C., & Yuan, S. (2019). Influencer marketing: How message value and credibility affect consumer trust of branded content on social media. *Journal of Interactive Advertising*, 19(1), 58-73.
<https://www.researchgate.net/publication/328620597> Influencer Marketing How Message Value and Credibility Affect Consumer Trust of Branded Content on Social Media

In the past few years, expenditure on influencer marketing has grown exponentially. The present study involves preliminary research to understand the mechanism by which influencer marketing affects consumers via social media. It proposes an integrated model – social media influencer value model – to account for the roles of advertising value and source credibility. In order to test this model, we administered an online survey among social media users who followed at least one influencer. Partial least squares path modeling results show that the informative value of influencer-generated content, influencer's trustworthiness, attractiveness, and similarity to the followers positively affect followers' trust in influencers' branded posts, which subsequently influence brand awareness and purchase intentions. Theoretical and practical implications are discussed.

Ref6. Taylor, C. R., Franke, G. R., & Bang, H. K. (2006). Use and effectiveness of billboards: Perspectives from selective-perception theory and retail-gravity models. *Journal of Advertising*, 35(4), 21-34. <https://doi.org/10.2753/JOA0091-3367350402>

Recent years have seen growth in outdoor advertising revenues. According to the Outdoor Advertising Association of America, annual revenues were \$2.8 billion in 1993; over the following 10 years, expenditures almost doubled, increasing to \$5.5 billion in 2003. This rise has occurred in spite of the loss of cigarette advertising on billboards due to the Master Settlement Agreement of 1998 and a decline in the relative proportion of billboards for alcoholic beverages (OAAA 2004). In recent years, a broader range of product categories has been advertised on billboards, led by a variety of retail and service businesses. Zenith Optimedia classifies outdoor advertising as a "major medium," along with television, radio, newspapers, magazines, the Internet, and cinema. Zenith Optimedia proj-

Ref7. Keller, K. L. (2001). Mastering the marketing communications mix: Micro and macro perspectives on integrated marketing communication programs. *Journal of Marketing Management*, 17(7-8), 819-847. <https://doi.org/10.1362/026725701323366836>

One difficult challenge for marketers is the large, diverse means of communication and communication options that are available to support their brands (e.g. TV, print, and interactive advertising; trade and consumer promotions; arts, sports, and cause sponsorships; etc.). Consequently, marketers must understand what various marketing communication options have to offer and how they should be combined to optimize their marketing communications programs. Towards that goal, this paper considers issues in how to develop, implement, and evaluate an integrated marketing communication program. Specifically, to provide micro perspectives – especially relevant for academic research – we introduce the Marketing Communication Tetrahedron as a means of classifying and analyzing factors influencing marketing communication effectiveness along four broad dimensions (i.e. factors related to the consumer, communication, response, and situation). To provide macro perspectives – especially relevant for managerial planning – we provide criteria as to how integrated marketing communication programs can be designed and evaluated as a whole (i.e. according to coverage, contribution, commonality, complementarity, robustness, and cost considerations). We also describe how the two perspectives relate and conclude by discussing theoretical and managerial implications and outlining future research directions.

Ref8. Schmitt, B. (1999). Experiential marketing. *Journal of Marketing Management*, 15(1-3), 53-67. DOI: 10.1362/026725799784870496
<https://archive.org/details/experientialmark0000schm>

In this article, I contrast traditional marketing with a new approach to marketing called Experiential Marketing and provide a strategic framework for Experiential Marketing. Traditional marketing views consumers as rational decision-makers who care about functional features and benefits. In contrast, experiential marketers view consumers as rational and emotional human beings who are concerned with achieving pleasurable experiences. Five different types of experiences, or strategic experiential modules (SEMs), that marketers can create for customers are distinguished: sensory experiences (SENSE); affective experiences (FEEL); creative cognitive experiences (THINK); physical experiences, behaviours and lifestyles (ACT); and social-identity experiences that result from relating to a reference group or culture (RELATE). These experiences are implemented through so-called experience providers (ExPros) such as communications, visual and verbal identity, product presence, electronic media, etc. The ultimate goal of experiential marketing is to create holistic experiences that integrate individual experiences into a holistic Gestalt. The paper concludes with an examination of strategic issues and a discussion about how to create the experience-oriented organization.

Ref9. Luxton, S., Reid, M., & Mavondo, F. (2015). Integrated marketing communication capability and brand performance. *Journal of Advertising*, 44(1), 37-46. <https://doi.org/10.1080/00913367.2014.934938>

Drawing on the resource-based view (RBV) of the firm this research investigates how an integrated marketing communication (IMC) capability drives a brand's financial performance through influencing the effectiveness of communication campaigns and the brand's market-based performance. The results illustrate that an IMC capability has a significant direct effect on campaign effectiveness and significant indirect effect on a brand's market-based performance and financial performance. The study highlights the role of IMC as a key firm-specific capability with significant impact on performance outcomes. Competitively, the more the firm is able to build its distinctive IMC capability, the greater its campaign effectiveness, which in turn leads to superior brand market-based and financial performance.