

# **An Application of Integrated Communications In Wyeth (M) Sdn Bhd**

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## **Abstract**

**Integrated marketing communication has been popularly used as a strategic management process to create and manage strong brands effectively. The marketing communication tools and strategies used in Wyeth (M) Sdn Bhd have been broadly researched. This case study is conducted through data and information collected from many sources of evidence. This study showed that Wyeth uses several marketing communication tools to channel its marketing messages to the customers, thus achieving an integrated effect.**

## **Keywords**

**Marking, communication, management, strategic.**

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## **1. Introduction**

### **1.1 Company Background**

Wyeth was founded in 1926 under the name American Home Products Corporation. Today, Wyeth is a global leader in prescription pharmaceuticals, non-prescription consumer healthcare products, and pharmaceuticals for animal health. Headquartered in Collegeville, Pennsylvania, United States, Wyeth has global operations and markets its products in over 145 countries.

Wyeth is a research-based company that operates in 3 major divisions, namely Wyeth Pharmaceuticals, Wyeth Consumer Health, and Fort Dodge Animal Health. These 3 operating segments are managed separately because they develop, manufacture, distribute and sell distinct products and provide services that require different technologies and marketing strategies.

In Malaysia, Wyeth has always been positioned as a research based company; with a large portion of its business contribution is from the Nutritional business. The Nutritional division contributes nearly 70% of the overall contribution in the Malaysian business. This division has shown strong, double digit growth every year. Wyeth Nutrition offers a full line of nutritional products, including infant formulas, follow-on formulas, growing-up milks, prenatal and adult supplements. As the Nutritional business currently has a larger contribution in Malaysian market, the study on the application of integrated marketing communication shall be focused on the Nutrition division.

### **1.2 Research and development**

Wyeth is a research based company that focuses its continuous development through new innovations. Innovation serves as the main principle for the company to have new product pipeline, focusing on discovering, developing and producing products. The Nutritionals' double digit growth is based on prolific pipeline of new and improved products.

Wyeth also continuously focus on numerous research projects to build a pioneer record in nutritional advancement. Wyeth is well known for its position of being the ‘first’ in the breakthrough in the nutritional industry.

- First to provide an infant formula with a protein that is whey-dominant, similar to that of breast milk
- First to provide a fat blend specifically patterned after that of breast milk
- First to add beta-carotene—an important antioxidant
- First to stamp an expiration date on cans to ensure freshness
- First to add nucleotides—known to enhance immunity—on a global basis
- First to add arachidonic acid (AA) and docosahexaenoic acid (DHA) from purified natural sources—nutrients important for infants' and children's visual and brain development
- First to improve whey protein in infant formula, by making the protein rich in alpha-lactalbumin—the primary protein in breast milk. Alpha-lactalbumin—rich protein has been shown to be better tolerated and is easier to digest.

#### Customer Service

Wyeth believes in building good relationship with its customers through providing excellent customer service. The tagline ‘Reassurance Beyond Nutrition’ promises its customers:

- Excellence in pediatric nutritional products
- A history of nutritional innovation
- Manufacturing to pharmaceutical standards
- Knowing how to listen
- Unsurpassed product quality

### 1.3 WEAKNESS

#### Dependent on sampling

The Malaysian Ministry of Health is strongly promoting breastfeeding among the society and has implemented the Code of Ethics as a guide to control the marketing activities of the infant formula industry players. Due to the Code of Ethics by the Ministry of Health, the infant formula is not able to be advertised and aggressively promoted to the consumer. All healthy mothers should be encouraged to breastfeed and any party or activity that discourages breastfeeding in a government institution will be penalized. Currently, the only way to promote infant formula to consumers is through doctor’s recommendation. In order to increase the chances of securing more babies who uses their formula, milk companies send samples to the healthcare professionals in the private sector to distribute and recommend to their patients. It is a win-win situation for both the milk company and the doctor because the free samples serve as added value to the doctor’s services. This method of promoting infant formula has been widely used in the industry because giving free samples fall in the grey area of the Code of Ethics.

#### Limited manufacturing capacity

The nutritional business is growing at a fast pace in Asian countries. Currently, the manufacturing facilities for Wyeth Nutrition products are only available in certain countries to support the growth. In Malaysia, Wyeth Nutrition depends solely on the import of products for sale as it does not have any manufacturing facilities in the country.

To meet the increasing demand for its high-value products, Wyeth Nutrition increased its manufacturing capacity in Mexico and began construction of an expanded facility in the Philippines. Significant manufacturing expansions currently are underway in Asia Pacific region to support Wyeth Nutrition’s business strategy. As the Malaysian market is relatively small in total global sales, it might take a period of time in order for the effect to be effectively seen and felt in Malaysia.

## Distribution Gaps in Trade

Wyeth Nutri in Malaysia depends on its distributors to distribute the products to its trade partners before it reaches the consumers. As a result, the company's product availability in the trade depends solely on the distributors. Wyeth forms close partnerships with various distributors and wholesalers to ensure that the supply of its products in the supply chain run smoothly. However, there are gaps in the trade which results frequent out-of-stocks incidents in certain retail outlets that causes hiccups in the distribution channels. This results in inconvenience of getting product supply for the customers and dissatisfaction among users of Wyeth Nutritional products.

There has been continuous communication and partnership programs between Wyeth and its trade partners to close the distribution gaps but the company needs to enhance the partnerships as to ensure that the business grows according to their objectives.

### **1.4 OPPORTUNITIES Improved Socio Economic Trend**

The company's Gold range product is positioned as the premium product line to meet the demands to provide infants and toddlers with high value products. Wyeth Gold infant formula and growing-up milk is positioned as one of the most expensive formula in the Malaysian market. Currently, Wyeth Gold is the No.3 player in the premium milk category. There is an opportunity to expand its business in Malaysia to be the top player in the industry. The Malaysian socio-economic has improved with higher education level and more women have joined the work force. Averagely, purchasing power in a household has increased and it is more affordable for the parents to supply premium infant formula to their babies. Also, it has been a trend for the young parents to strive for their best to give the best of everything to their children. As a result, they opt for having lesser children.

### **1.5 THREAT**

#### Global Operational Uncertainties

Wyeth Malaysia operates in a business environment that is very competitive in the aspect of product pricing as it is subject to political, economic, legal and business environments of the countries which are involved in the research, development, manufacturing or supplying raw materials of the final product. The multinational nature of Wyeth's business may cause limitation or disruption of operational costs which affects the pricing of products. Situations that may affect the business include:

- Fluctuations in currency exchange rates,
- Impositions of governmental controls,
- Import and export license requirements,
- Political instability,
- Changes in tax laws and tariffs,
- Trade restrictions and restrictions on direct investments by foreign entities.

These uncertainties cause competitive pricing for Wyeth's pharmaceuticals and nutritional products. Furthermore, government entities are employing cost containment programs such as price control, hence restricting the amount paid for the products, which constraints the company revenue.

## **2. Literature Review**

### **2.1 Integrated Marketing Communication**

The traditional face of marketing has changed over the years with the emergence of new technology development and rapid globalization. As a result, new marketing communication channels such as the internet contributes to the change of tools available for an organization to reach their target audience. According to a research by Porter (2001), revealed some important findings on the impact of new technology - the differences among competitors have been reduced, competition is driven by price, geographic market widens with increased number of competitors, and increased consumers' bargaining power due to low switching cost. Rapid ongoing global changes in marketing

communications environment creates the need for effective marketing communication; hence driving the focus on IMC.

## 2.2 Definitions Of Integrated Marketing Communications

Over the past decade, IMC has become a powerful marketing concept among marketers. The idea of integration serves as a realistic approach to reach competitive strategic position (Holm, 2006). However, until today, there is no universally agreed definition of integrated marketing communications. There are various definitions for IMC found in marketing literatures.

Holm (2006) defines IMC as ‘an art of uniting a sender’s purposes and goals with the carefully selected receivers’ prerequisites of interpretations and pre-understanding, to develop a creative strategy, where content and form of messages are congruent and to optimize the selection of channels’. The author thinks that the main objective of IMC is to influence the perception of value and behavior through directed communication.

One of the earliest definitions for IMC that was developed by American Association of Advertising Agencies; a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communications disciplines for example, general advertising, direct response, sales promotion and public relations and combines these disciplines to provide clarity, consistency and maximum communications impact (Schultz, 1993). It stresses on the development of total marketing strategies that recognizes how all the company’s marketing activities is communicated to its customers. The IMC is a process of developing and implementing various forms of persuasive communication programs, intended to influence or directly affect the behavior of customers and prospects for the selected communication.

## 2.3 Marketing Communication Tools

IMC is customer focused, database driven, technology facilitated marketing communication process, and it focuses on the strategic integration of communication at all organizational levels- a unified external message to be integrated to ensure the consistency of the brand. IMC supports an organization’s effort for building a brand; which serves as the long term sustainable competitive advantage (Schultz & Schultz, 2004).

The practice of IMC provides an enterprise wide assessment of its marketing efforts and the data will reveal customer’s preferences and buying patterns. The application of IMC has shown substantial improvements in reaching audiences and increased revenues (Duncan & Mulhern, 2004). In hand with the implementation of IMC, there is a need to implement a common technology backend through a Customer Relationship Management (CRM) team. Customer database allows tracking sales and identifying sales patterns across channels. Customers contact information, purchase history; brand preferences across multiple channels can be easily tracked. Moreover, there is a sharper focus on the customers’ preferences, using cross-channel data; resulting in more personalized communications and products (Peppers & Rogers, 2007).

The main goal of IMC is to reach customers through strategically planned contact points to maximize the impact by knowing exactly how, when, where the customers want to be contacted (Duncan & Mulhern, 2004). Customers’ interaction across channels can also be tracked. This allows allocation of resources to the factors that meet the needs of the company’s most valuable customers. At the same time, it can be used to motivate the less profitable customers.

Multiple channel customers are more profitable than their single channel counterparts. This is because independent channels will compete against each other, confusing the customers. Customers are channel agnostic and expects a seamless experience across all channels; hence, the look, feel, messaging and policies in all marketing communications need to be consistent (Peppers & Rogers, 2007).

Marketing communications comprises 5 broad categories; personal selling, advertising, public relations, direct marketing and sales promotion. Each has its pros and cons in a variety ways. In the application of IMC, the key is to look at the available options in a comprehensive way and to ensure

consistency throughout the selected media. Marketers may accomplish a multifaceted communication goal by relying on not just one form of communication, but bringing a number of different modes into a consistent and complementary way. The entire communication will foster the consumer's awareness of the product, knowledge about its feature, interest in purchasing, likelihood of trying the product or purchasing it (Dolan, 1999).

Each communication tool is chosen based on the objective of the marketing communication. Different types of communication are used for the simple reason that some types are better than others for specific purposes. For instance, television advertising is great for creating awareness but not powerful enough for a limited time promotional offer in generating the consumers' immediate action. The challenge in today's marketing has made marketers turn to a wide variety of possible communication options in order to achieve the desired consumer impact (Dolan, 1999).

Table 1: Marketing Communication Options

Category		Communication Tools	
Media Advertising		Television Radio	Newspaper Magazine
Direct Response and Interactive Advertising		Mail Telephone Broadcast media	Print media Computer related
Place and Advertising	Outdoor	Bulletin Billboard Poster	Cinema Transit
Point of Advertising	Purchase	Shelf talkers Aisle markers	Shopping cart ads In-store radio or TV
Trade Promotions		Trade deals and buying allowances Point-of-purchase display allowances/ activities Push money	Contests and dealer incentives Training programs Trade shows Cooperative advertising
Consumer Promotions		Samples Coupons Premiums Refunds/ rebate	Contests/ sweepstakes Bonus packs Price-offs
Personal Selling		Account management and relationship management	

Event Marketing and Sponsorship		Sports Arts Entertainment	Fairs and festivals Cause- related
Publicity an Relations	Public	Product review	Company review

Communication tools can be divided into two dimensions; namely one-way or two-way communication, and mass or customized communication (Dolan, 1999). A one-way communication is a situation whereby there is only outbound communication to the consumers. On the other hand, a two-way communication is a form of communication which involves interaction between the initiator and receiver of the initial dialogue. The dimension that looks into whether a form of communication is mass or customized describes the extent to which the message is to be varied to meet the particular communication needs of the person receiving it.

### 2.3.1 The Role of Advertising in IMC

The main objective for advertising is to create the awareness, strengthening the position and image of the company. In addition, advertising also creates a more favorable climate to generate sales (Dwyer & Tanner, 2002). According to Dolan (1999), advertising can be used to elicit a purchase action by the consumer, or to set a foundation for that by impacting the consumers' knowledge and attitude. Advertising tools includes television, press, radio, advertising board and brochures.

#### Television

Television's prime advantage is its ability to reach broad segments of the population at a set time with a 'sight-and-sound' message (Dolan, 1999). It is usually expensive. In a typical hour of prime time programming, more than 15 advertisements will be featured. In addition to compete with 14 other advertisements, an advertiser must compete with other activities for the viewers' attention. Advertisements are frequently 'zapped' as viewers use their remote control to switch to another channel temporarily when a commercial break appears. With the proliferation of cable tv channels, television has increased its customizability. There are now many specialized channels for sports, music, etc.; which delivers specialized audiences. In this case, advertisements can also be varied by shows to match the message to the target audience.

#### Newspaper

Newspaper advertisement can be divided into the local advertisement display in the main body in the newspaper or in the supplements. Newspaper advertisement can be used to reach the target readers in a local basis or the national basis. The main advantage of using newspaper advertising is that most consumers look upon advertising in the newspaper more positively as compared to the television advertising; in which television advertisements are deemed an intrusion but newspaper advertisements are considered informational (Dolan, 1999). Newspaper advertising is a selective medium with a low production cost; thus may be published frequently at the selective geographical area. However, newspaper advertisements are usually low in printing quality, a 'sight-only' medium and short lifespan (Dolan, 1999; Dwyer & Tanner, 2002). The 'life' of a newspaper advertisement is typically one day before it is dispatched into the recycle bin.

#### Radio

Radio advertisement is low in cost and can be used to reach a well-segmented target audience because there are a large number of radio stations available within a market; and each have their distinctive position. Hence, radio advertisement is ideal for the use of delivering a message frequently to a well defined audience (Dolan, 1999); with an outstanding flexibility (Witt & Moutinho, 1995). The limitations of using radio

advertisement are that it is a 'sound-only' medium and the message delivered is short-lived. Like television, it also faces the challenge of competing for listeners' attention. Nevertheless, a creative radio advertisement may capture the listeners' attention and imagination.

### Magazine

Magazine advertising enables the advertiser to deliver its messages to a broad audience or a sharply defined audience. Unlike newspaper advertising, magazine advertising has a higher print and graphic quality (Witt & Moutinho, 1995); and benefits from pass-along readership (Dolan, 1999). Magazine advertising is considered to have the longest 'life-span' of any medium.

### 2.3.2 The Role of Direct Marketing in IMC

Direct marketing is also known as 'an interactive system of marketing which uses one or more advertising media to affect a measurable response and/ or transaction' (Wells et. al., 1998). A common characteristic of direct marketing is that a customer's file or database records messages sent and whether or not there was a response. Some use the term direct marketing and database marketing interchangeably. The primary objective of direct marketing is to achieve more cost effective use of marketing budget to gain deep knowledge of the customers' behavior and have direct communication with them.

### Infomercial

It is a form of communication that combines information and entertainment to the consumers. It is usually long presentation with lots of information to provide entertainment; and the right context for the product and brand messages. Marketers prefer to use this channel for educating the consumers of the concept of the product they want to sell.

### Catalog

Catalog is a multi-paged pieces showing merchandise for sale. It is usually used to complement the retail presence. A company may have a variety of catalogs to match the frequency acquired by a customer and the purchase history (Dolan, 1999). Catalog is a form of direct mail. Direct mail includes a sales brochure, letter, instructions on how to place order, or a reply form.

With the emergence of internet technology, e-mail acts as a form of marketing communication with opportunities for more customization and faster information exchange. There is also instant interactivity and low cost in using the internet as a marketing communication. However, the audiences are not guaranteed and the 'hits' may not represent interest among the audiences (Witt & Moutinho, 1995). There are a large number of consumers that have a 'junk mail attitude' due to the loads of e-mail from various companies trying to promote via the internet (Dolan, 1999).

### Telemarketing

Telemarketing is selling by phone, as opposed to the traditional face-to-face selling. The marketing communication can be highly customized in accordance to the message receiver's initial response. This form of immediate two-way communication is also low cost; as compared to in-person sales call (Dolan, 1999).

### 2.3.3 The Role of Promotion in IMC

According to Dolan (1999), advertising and personal selling generally seek to move the customer through a purchase process by describing the reasons to buy. Promotions act as a complementary part in the communication mix. In promotions, a specific inducement to generate purchase behavior is offered. There are 2 types of promotions; the end consumer or the trade promotion. A consumer promotion works to induce consumer action to 'pull' the product through the distribution channel. Meanwhile, the trader promotions work to provide support to carry the product or 'push' it through to the consumer.

### Consumer Promotions

Promotions give a tangible incentive for the consumers to encourage buying behavior (Duncan, 2002). In addition, sales promotion also stimulates dealer and sales force effectiveness in the short term through temporary incentive. Examples of sales promotion include;

- Free samples to generate trial of a product.
- Price-oriented programs, which reduces the consumers' real cost in some way or the other; such as discount coupons, cash rebates and bonus packs.
- Premium; a different item given away at an attractive offer, with the purchase of a product.
- Tie-ins; a joint promotion of two items.
- Continuity Program; a reward given to the consumer in recognition for continuing the relationship.
- Contests/ Sweepstakes; to create an excitement over the product.

#### Trade Promotions

Like consumer promotion, the main objective of trade promotion execution is to induce the trade members to 'push' the brand and through these efforts induce the consumers to purchase. It is basically cooperation between the manufacturers/ suppliers with the retailers. Specifically, trade promotions can serve to induce the trade to carry an item, increase the inventory held, display/ advertise an item, lower the price of the item (Dolan, 1999).

Examples of trade promotions given by Dolan (1999) and Duncan (2002) are as below:

- Trade shows; display of product to provide information to potential buyers, demonstrate and sample the product, engaging in one-to-one dialogue with the current and potential customers.
- Slotting allowances; payment for rental shelf space to retailers to induce the retailer to take on an item.
- Cooperative advertising; the manufacturer bears a part of the trade of advertising cost; with the condition that the product is featured in advertising in a particular way.
- Floor Planning; the manufacturer finances the inventory of the retailer for a given period of time; especially for expensive and seasonal items.
- Temporary price cuts; the manufacturer lowers its price to the trade for a fixed period of time. Usually, the price cuts are expected to be passed through to the end consumers by the trade.
- Volume discounts; price reductions for units ordered above a certain level.
  - Contests to sales people, to generate 'push' effect by the trade.

## 2.4 The Levels Of Integration

IMC is known as the alignment of all external communication programs to present a coordinated, single selling message to the stakeholders. Now, it has been expanded to include the total selling and marketing efforts. While every manager knows that single focus, clear-cut company strategies and selling messages are important; most companies still tend to send disparate messages to the outside world due to the reason that their functional organizational structure has not been integrated (Schultz, 1998).

### 2.4.1 Dimensions of Integration

According to Gronstedt (2000), the once production-driven economy is now a customer centric economy which shifts the power from the manufacturer to the customer, and successful management of communication is now the key to build the customer relationship and driving business results. With the new concept of Integrated Communications, Gronstedt (2000) suggests 3 different dimensions of integration in the communication to create value of the product and company to the customers.

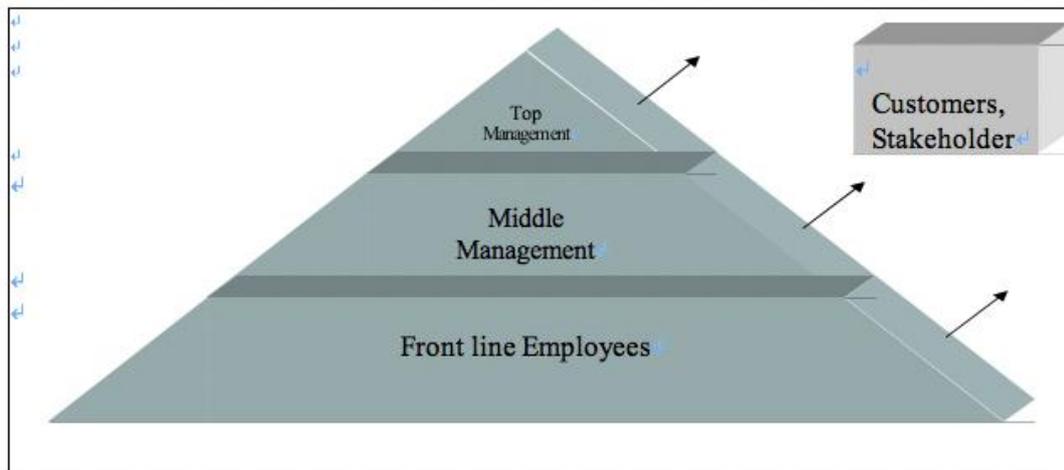


Figure 1: The Dimensions of Integrated Communication

#### External Integration

The first dimension involves external integration between all levels of the organization with its external parties, namely the customers and stakeholders. According to Holm (2006), this is a form of integration that involves all internal departments and external employed agencies working towards an agreed plan and strategy. This dimension of integration helps an organization to build profitable relationships by integrating communications at every point of customer and stakeholder contact. Everyone in the organization, regardless of its rank or department is involved directly to key customers and stakeholders to better anticipate their ever-changing needs. Those who do not have a direct customer contact needs to support those who do. The objective is fully utilize every point of customer contact that can be used as an opportunity to revitalize and reinforce the brand proposition, improve customer satisfaction, identify problems and listening to customers' concern.

#### Vertical Integration

The second dimension of integration involves integrating vertical communications between the management levels of the organization with its front-line workers. Vertical communication integration aligns the internal communication objective with the marketing objectives and overall corporate objectives (Holm, 2006). It is the most fundamental and important integration because without vertical integration of objectives within the company, no effective marketing communication objective can be formulated.

#### 2.4.2 INTEGRATION IN MARKETING COMMUNICATIONS

Marketing integration occurs in more than one level of integration. Apart from the three main dimensions mentioned above, Holm (2006) added that there is also integration in other aspects that corresponds to the degree of integration.

- Marketing Mix Integration

The marketing mix elements of product, price and place are consistent with the promotion decisions and objectives. For example, the product/ price/ place are in line with the required promotion communication messages.

- Communication Mix Integration

All the communication tools that are used will guide the consumers through the stages of buying process. All communication messages should portray a consistent message to the consumers.

- Creative Design Integration

The creative design and execution of marketing communication is consistent with the chosen positioning of the product.

- Financial Integration

The allocation of budget is done in the most effective and efficient way to ensure the economies of scale are achieved and long- term investment can be optimized.

IMC is an on-going process that involves the whole organization and it takes time to be implemented before it becomes successful. Schultz (1998) and Schultz & Kitchen (2000a) showed four levels or separate identifiable stages towards achieving a total integrated marketing communication.

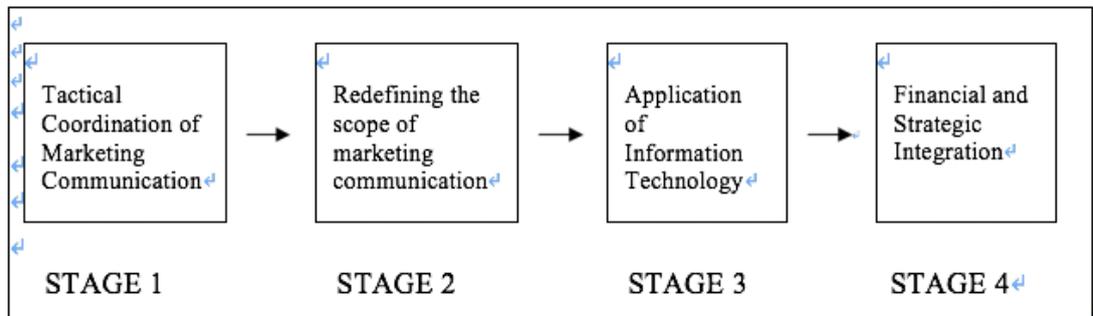


Figure 2: Stages for Implementation of Integrated Marketing Communications

#### Stage One

The process of integration has to start with the basic tactical coordination of the marketing communications. This stage requires a high degree of interpersonal and cross- functional communication within the organization and with external parties, such as advertising agencies. At this point of implementation, companies have to be led by the business, not influenced by external agencies. The identification and management of all external communication of the organization is necessary. The process of integrating the marketing communication is focused on branding of corporate and its strategic business units. This results in consistent, extensive branding policies, in which the company determines the direction of how the brand and corporate name should be positioned.

#### Stage Two

This stage involves redefining the scope of marketing communications. After focusing on the basic tactical coordination, the organization now has to shift into redefining its scope to a broader, more strategic function. Organizations gather extensive information about their customers and gaining feedback of the application of marketing communications. Besides, there should also be alignment with external agencies to

#### Stage Three

The third stage of integrating the marketing communication is to apply information technology development and implementation of marketing and communication programs. Organizations need to maintain accessible data sources and build to globally segmented databases. The organization has to effectively incorporate data in communication planning and implementation to turn customer data into customer knowledge. Information of customers' activities and purchases can be a competitive advantage as the information can be used to develop more relevant communications program specially targeted to a specific group of customers.

#### Stage Four

The final stage of integration is on the financial and strategic integration. Integrated marketing communication is a form of investment that needs to be monitored in the financial perspective. The organization has to constantly monitor the marketing communications performance from a return on investment perspective. Information and knowledge linked to an ongoing evaluation for the investment of integration. IMC is able to establish a customer's value, deploy sales, marketing and communication resources against those with the greatest potential return, rather than a common approach designed to fit the average customer.

Traditional disparate marketing communication is not able to lever on the consumer behavior (Gronstedt, 2000). Marketers today have to elevate their roles to becoming

## **2.5 Barriers To Integration Of Marketing Communications**

The concept of IMC has become an integral part of marketing and corporate communication strategy of many companies. Although it has been introduced for over a decade but it has yet to be fully implemented by organizations. The focus of organizations towards IMC has always been on how to make it work, instead of the theoretical or even practical of its significance. Thus, it is important to move IMC forward from perception to full implementation (Kitchen et al, 2004).

Kitchen et al (2004), Eagle et al (1999), Schultz (2000) and Schultz (2001) summarized that since IMC enables various messages from different communication channels unified to create a consistent corporate and brand image, the barriers to the success of IMC are as follows:

- Cross-disciplinary managerial skills
- Egos and turf battles
- Power, coordination and control issues
- Client skills
- Cultural issues
- Agency skills and talents
- Time and resources issues
- Flexibility for modification issues
- Organizational structure

According to Schultz (2000) and Schultz (1993a), internal structure of an organization is the most challenging problem of integration. The traditional command and control structure has to be replaced with a structure that focuses more on the outcome of the integration; to create competitive advantage, save time and cost; and boost sales and profits (Kitchen et al, 2004). Organizations need to realize that IMC is a long term relationship building process that is customer focused, instead of a campaign executed for a limited period of time to achieve certain types of advantage (Schultz, 2001).

## **3. Methodology**

### **3.1 Problem Discussion**

In the recent years, the increase of media clutter has made it more difficult and expensive for companies to reach and influence their targeted customers through the traditional media such as television, radio and the printed media. Before the 1990's, companies which seek consultation from their agencies to develop a marketing communication will be suggested to use the discipline the agency itself worked in, regardless of how ill-suited it might be to the company. Thus, the IMC is introduced to communicate a company's central theme, using various forms of communication, such as internet advertising, publicity and sales promotion. With the introduction of IMC, a consistent and unified image is created to achieve the maximum impact towards the targeted groups. All in all, the IMC is all about creating a single customer focus internally and a single brand message to all internal and external markets (Hinson, 2005).

### **3.2 Research Objectives**

Integrated Marketing Communications (IMC) is one of the most important trends adopted by marketers in the last decade. Marketing communications has always been used to refer to the promotion element in the marketing mix, which is traditionally defined as advertising, personal selling, public relations, direct marketing and sales promotion. Marketers are encouraged to integrate their marketing communications to gain the advantage of the combined effects (Fam, 2001). This study attempts:

1. To identify the various levels of integrations used in the marketing communications.

2. To broadly study scope of Integrated Marketing Communications strategies and tools are applied in the company's marketing activities.

## 4. Discussion

### 4.1 Case Analysis

The information collected for the case study of Application of Integrated Marketing Communications in Wyeth (M) Sdn Bhd is analyzed in this chapter. This chapter shall review the information according to the objectives of this case study to identify the various levels of integration used in the marketing communication of Wyeth (M) Sdn Bhd; and to broadly study the scope of IMC strategies and tools applied in its marketing activities.

#### COMMUNICATION TOOLS USED IN WYETH (M) SDN BHD

Wyeth uses several marketing communication tools to channel its marketing messages to the customers, thus achieving an integrated effect. The marketers usually look at the available options of communication tools in a comprehensive way and to ensure consistency throughout the selected media. According to Vargas (2005), the selection of various communication tools by an organization depends on several factors; namely the nature of the market and product, the stage of the product in the product life cycle, the price of the product and the funds available for the promotion of the product.

##### Advertising

The choice of channel used by Wyeth for advertising includes television, radio, magazine, educational brochures and newspaper.

##### Personal Selling

This channel involves personal, face-to-face interaction that involves convincing potential customers to buy products. Wyeth uses their own sales force, also known as Product Specialists, in healthcare institutions to sell the products to the healthcare professionals.

##### Sales Promotion

This tool uses short term or temporary incentives to generate short term purchase behavior. There are two forms of sales promotion; the consumer promotion and trade promotion

##### Public Relations

Public Relations is regarded as one of the most powerful tools today as it is a form of 'non-paid', non-personal tool to boost purchase by planting favorable news about a product in the media.

##### Direct Marketing

Direct marketing is a tool that uses one or multiple media to interact directly with targeted customers to solicit buy responses.

Table 2: Communication Tools Used in Wyeth (M) Sdn Bhd.

Category	Communication Tools
Media Advertising	Television
	Radio
	Magazine
	Newspaper
Personal Selling	Product Specialist
	Promoters
Sales Promotion	Trade Promotion
	Consumer Promotion

Public Relations	Product Publicity
	Press Release
Direct Marketing	Telemarketing
	Direct Mail

## 4.2 The Wyeth Brand

Studies have confirmed that brand equity can be enhanced by pursuing a strategy that integrates various communication tools (Vargas, 2007). One of the major drivers for the integration of communication is the concept of the brand (Proctor & Kitchen, 2002). According to Schultz (1997), one of the key ingredients for beginning the process of integration is a corporate brand policy. The focus is to reach organizational alignment; integration of every brand contact the customer has with the organization in a useful, relevant and brand reinforcing way.

In the case of Wyeth, the ethical way of operating the business has always been embedded in the daily tasks and operation of its employees. The trend towards ethical branding means that there are considerable implications on the image that an organization needs to communicate toward their audiences through the integrated marketing and corporate communication strategies. This way of communication is primarily focused on changing the way people think about the organization and its products, so as to ultimately drive preference to the brand (Kern, 2007). The underlying drivers of branding are the positioning strategy, combined with unique and innovative creative execution to attract the attention and influence the mind of its target audience.

## 5. Conclusion

### 5.1 Summary And Conclusions

The overall findings show that the organization has indeed applies the IMC concept extensively. The sales, marketing, trainings, financial and human resources are all focused on one-voice communication to both the internal and external parties that have contact points with the organization. The stages of designing the integrated communications in the organization are relatively informal and abstract. It usually starts with a top-down communication of company direction, sales targets; followed by business strategies and tactics in the entire organization vertically. The vertical integration is evident as the Director may sometimes be involved in a customer complaint. Horizontally, the employees are integrated to achieve the common objectives, aligned with the company direction. For example, the Human Resource Department prepares training sessions and hires the relevant expertise to cater for the needs of the organization to achieve certain business objectives. Every single employee in the organization is communicated with a clear, measurable objective.

In the case of Wyeth (M) Sdn Bhd, cooperation is encouraged by constantly introducing team building activities, and designing a team reward system where everyone works towards achieving a shared target.

### 5.2 Recommendations For Future Studies

IMC is a new concept and the area of research within the pharmaceutical industry is very limited. This research provides the first step into a more detailed examination of IMC application in Wyeth (M) Sdn Bhd. Further studies can be done in the areas on how the implementation of IMC impacts on the customers. Additional quantitative work can be done to further measure the extent of IMC application more precisely. Furthermore, the company's branding initiative and the relationship between brand building and IMC can also be researched in more detailed.

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