

The communication process

Key-concepts

The process: the ins and outs.

- The communication process is a chain of production, a route of communication linking the company to its market, with each phase of the journey ending in a consequence and a necessity relationship between the previous and the next phase.
- Conceiving communication as a consequence based process, reveals how a company has heavily fragmented and numerous techniques available, and therefore needs to bring them together into a single vision coordinated with marketing objectives. (Holistic vision).
- Regarding a communication project as a chain of production, makes it that those who deal with planning and building up brand image, position themselves firmly on the company side. This functions as a check on consumer needs providing an increase in brand value, and acts as a monitor which is not necessarily utilised for purposes of selling one or more techniques of communication.
- The primary needs of a company, that is, obtaining a preset profit margin, constitutes in the communication field, the task of transforming brand awareness into loyalty and relationships shared with end consumers and distribution personnel. An understanding this process enables us to verify the link between brand awareness, relationship and loyalty, thus making result assessment feasible.

The client as a unique human being

- The human being, that is, the actual target of communication, does not require messages with advertising, promotional, emotive or rational content. He does not think in a technical or communicative manner, but needs clear messages, simple messages, rapid messages, useful messages, messages that are both arousing and stimulating, and that are capable of satisfying both emotive and rational desires.
- In the light of the certainty of the existence of an unseparable physical and psychic unit within each human being, containing both emotional and rational elements and this in differing proportions, it is of paramount importance therefore, as it is the above who is the target and the supreme judge as far as regards the market, that a holistic approach be applied to marketing communication, for the good of the brand.
- It is not the human being that must adapt himself to techniques, but viceversa it is the techniques that must be adapted to the human being. Techniques should be synergical and supply the greatest amount of possible satisfaction through messages and communication media. When we create direct marketing, advertising campaigns, relationships and interactivity, p.o.p. initiatives, outdoor messages, p.r. or promotions, etc, we do not obtain final results but tools that will effectively perform the task assigned only if they can generate satisfaction and value as far as regards “*the humanised customer*”.

Towards a new vision

- In reality, there is a need for a new vision of communication, more specifically of new strategy, as this is the source first of all of creativity and of messages received by the public in the form of the true product of brand communication.
- It is not only evolution that is needed, but a real live revolution in methodology and organization that, taking into account techniques deriving from past experience in various professions, is capable of revising communication philosophy, in favour of the human being as the centre of a new vision of methods and techniques that are no longer fragmented but coordinated with marketing and communication objectives.
- The fundamental objectives of complete messages as far as regards the emotive and rational profile, will be both brand awareness (to be considered no longer an end in itself but a “bridge”) and trust-based relationship objectives and brand loyalty.
- This vision, if believed to be of use to the company and brand policy, with progressive improvements, should incarnate a unique vision for each technical skill, as well as increasing the value of the brand on the market.
- It appears that we must overcome the conceptual fallacy that each technique, with advertising taking first place to be then followed by all the other stages, tends in practice whenever given the chance, to take control of the communication plan that a company offers. Therefore, we must break away from the egocentric vision, in favour of a group based point of view. This should be the new tool that provides the definition of strategies supported by all involved, with all involved being convinced that the first professional function is to satisfy the needs of the human being – client, and that this will bring great long term advantages.
- Communication should be global, both as far as regards brand positioning and as far as concerns brand relationships, to provide each consumer of the target with a unique personal response to his unique personal project.

- As far as the division of communication techniques into above and below the line is concerned, if we envisage the “line” as
the customer satisfaction line
then we could verify how many so-called above-the-line messages and media are in fact below-the-line, and of course, the opposite is also true.

Relationship communication within the new vision.

- Seeing communication as a human process, enhances the role of *relationship communication*, rendering the latter more and more necessary and strategic in a modern marketing setting as far as regards gaining brand loyalty from final consumers and distributors.
Customers need to be recognised by the brand first of all as human beings and not as mass targets. Their individual projects must also be recognised as being unique and all different, and therefore to be handled on a one to one relationship basis.
- Communication quality and value to the company, increases if the client’s / human being’s satisfaction grows.
The latter does not appreciate communication techniques as such, but he does appreciate solutions provided to satisfy his needs and desires.
- A unique project, if seen as being a part of an entire process, as well as being complete in itself, becomes more valuable as it is an integral part of an entire process. Therefore, the total value of the process is greater.
- Relationship communication, which should from now on be considered an essential element of each stage in the communication process, stems from ideas and a mental mode formed by decades of experience.
The power of this relationship, can be seen both in the human-being / client - brand liason and in the ability to create a synergic and multi-skill approach as far as regards the various professional techniques available to us, and which guarantee the actual execution of the holistic vision.

Creative teamwork from art and copy creative work

- Teamwork theory and practice could be the basis of a new method of building up communication strategy. Each skill would provide a common point of reference in an equally multi-technical manner (a single strategy as if it were “the common score of an orchestra made up of many different instruments”). Progressive development and further creative and media modifications would follow.

Each skill and therefore each individual person in the team, would have equal participation with each mind providing creative input to create a strategy of communication. The latter is a single source of messages which conforms to the features of each single medium but which does not lose its common identity.

A new definition for communication

- We believe that a possible new definition for the concept of company communication could be as follows:

Brand communication is the humanistic process by which a company generates a relationship with the public, offering each person elements which satisfy his need, be they of an emotive, a rational or an ethical nature, to establish a reciprocal and loyal relationship.

The communication process

First stage: the target

Getting to know the person and his needs.

1. Socio-economic factors
2. Instinctive factors.
3. Emotive needs
4. Rational needs
5. Ethical needs

Second stage: the company

Getting to know the company, products, solutions, objectives.

1. Corporate factors
2. Product factors
3. Satisfying emotive needs
4. Satisfying rational needs
5. Satisfying ethical needs
6. Marketing objectives and strategy
7. Communication objectives
8. Budget and timing

Third stage: syntesis

Need-Product solution: the magic moment

1. Emotive need satisfied by emotive solutions
2. Rational need satisfied by rational solutions
3. Ethical need satisfied by ethical solutions
4. Final solutions

Fourth stage: strategy

Developing communication strategy

1. Communication skills
2. Teamwork and staged work
3. Final strategy definition

Fifth stage: the message, the media.

Developing communication

1. Non-audiovisual message
2. Audiovisual message
3. Media planning.

Sixth stage: effectiveness

Result assessment

1. Response.
2. Perception. Attitude. Behaviour. Relationship.
3. Loyalty
4. Return on investment (Roi)

The communication process

The stages

Operational notes

- The complete process is meant to be used to create an optimum plan, within which the specific plan can then be inserted.
 - Each phase should be tailored to the plan.
 - Each person-consumer has both emotive and rational needs, which should be satisfied in a holistic manner.
 - The communication strategy is the fundamental result and should contain all elements that can create maximum person-consumer satisfaction.
6. The basic creative element is teamwork.
- No discrimination exists as far as regards above and below the line. There is only that which is of use to the person-consumer, and this will give us assessable results utilising the most suitable media and skills to obtain the maximum degree of satisfaction.
 - The satisfaction of the person-consumer, is equal to brand satisfaction, as the former is a fundamental factor of paramount importance to obtain corporate profit.

The communication process

First stage (Introduction)

THE TARGET

Getting to know the person and his needs.

1. Socio-economic factors
2. Instinctive factors.
3. Emotive needs
4. Rational needs
5. Ethical need

Operational notes

- Getting to know the person-consumer is essential if we want to offer messages and solutions that satisfy his needs.
- Each factor should be tailored and supply a full definition.
- Complete or improvised paperwork and research, should be supplied by the company and its marketing division.

The communication process

First stage (1/5)

THE TARGET

Getting to know the person and his needs.

Socio-economic factors

- Sex
- Age
- Status
- Education
- Profession
- Location
- Household
- Income

Operational notes

- As far as regards each factor, essential demographic data will be indicated.

The communication process

First stage (2/5)

THE TARGET

Getting to know the person and his needs.

Instinctive factors

- Conformist or innovator
- Pessimist or optimist
- Lazy or active
- Selfish or selfless
- Culturally open or closed
- Sedentary or athletic
- Traditional or “health food” eater
- Other instinctive factors

Operational notes

- The attitude of the person – consumer will be indicated as far as regards each factor
- The behavior pattern of the person – consumer will be indicated as far as regards each factor
- Additional factors will be included if suitable.
- Factors considered unsuitable will be eliminated.

The communication process

First stage (3/5)

THE TARGET

Getting to know the person and his needs.

Emotive needs

- Beauty
- Power
- Participation
- Confidence
- Maturity
- Protection
- Trust
- Other emotive needs

Operational notes

- The need-desire condition of the person-consumer will be indicated as far as regards each factor.
- Additional factors will be included if suitable.
- Factors considered unsuitable will be eliminated.

The communication process

First stage (4/5)

THE TARGET

Getting to know the person and his needs.

Rational needs

- Practical solutions
- Information
- Services
- Dialogue
- Further rational needs

Operational notes

- The need-desire condition of the person-consumer will be indicated as far as regards each factor.
- Further suitable factors should be included.
- Unsuitable factors should be eliminated.

The communication process

First stage (5/5)

THE TARGET

Getting to know the person and his needs.

Ethical needs

- Views on meaning of life
- Views on compassion for others
- Views on social utility
- Views on honesty
- Views on religion
- Other ethical needs

Operational notes

- The ethical need-desire of the person consumer will be indicated as far as regards each factor.
- Further suitable factors should be included.
- Unsuitable factors should be eliminated.

The communication process
Second stage (Introduction)

THE COMPANY

Getting to know the company, products, solutions, objectives

1. Corporate factors
2. Product factors
3. Satisfying emotive needs
4. Satisfying rational needs
5. Satisfying ethical needs
6. Marketing objectives and strategy
7. Communication objectives
8. Budget and timing

Operational notes

- Getting to know the above is necessary if we want to supply strategies, and messages, that is, practical solutions that satisfy person-consumer needs.
- Each factor should be tailored and provide a complete definition.
- Finalised or improvised paperwork and research will be provided by the company and its marketing division.

The communication process

Second stage (1/8)

THE COMPANY

Getting to know the company, products, solutions, objectives

Corporate factors

- Its past
- Mission
- Technical and production organisation
- Financial organisation
- Market area
- Inside organisation
- Distribution

Operational notes

- Suitable information will be provided regarding each factor
- Further suitable factors should be included
- Unsuitable factors should be eliminated

The communication process

Second stage (2/8)

THE COMPANY

Getting to know the company, products, solutions, objectives

Product factors

- Composition
- Design
- Packaging
- Its past
- Instruction for use

Operational notes

- Suitable information will be provided regarding each factor
- Further suitable factors should be included
- Unsuitable factors should be eliminated

The communication process

Second stage (3/8)

THE COMPANY

Getting to know the company, products, solutions, objectives

Satisfying emotive needs

- Beauty
- Power
- Participation
- Confidence
- Maturity
- Protection
- Trust
- Other emotive needs

Operational notes

- Suitable information will be provided regarding each factor
- Further suitable factors should be included
- Unsuitable factors should be eliminated

The communication process

Second stage (4/8)

THE COMPANY

Getting to know the company, products, solutions, objectives

Satisfying rational needs

- Practical solutions
- Information
- Services
- Dialogue
- Further rational needs

Operational notes

- We will indicate how the product satisfies as far as regards each factor.
- Further suitable factors should be included.
- Unsuitable factors should be eliminated.

The communication process

Second stage (5/8)

THE COMPANY

Getting to know the company, products, solutions, objectives

Satisfying ethical needs

- Views on meaning of life
- Views on compassion for others
- Views on social utility
- Views on honesty
- Views on religion
- Other ethical needs

Operational notes

- We will indicate how the product satisfies as far as regards each factor
- Further suitable factors should be included.
- Unsuitable factors should be eliminated.

The communication process

Second stage (6/8)

THE COMPANY

Getting to know the company, products, solutions, objectives

Marketing objectives and strategy

- Target (predefined)
- Market potential
- Competitors
- Pricing
- Distribution
- Promotion
- Marketing objectives
- Product positioning

Operational notes

- We will indicate how the product satisfies as far as regards each factor.
- Further suitable factors should be included.
- Unsuitable factors should be eliminated.

The communication process

Second stage (7/8)

THE COMPANY

Getting to know the company, products, solutions, objectives

Communication objectives

- Awareness
- Information
- Relationship
- Loyalty

Operational notes

- The three primary objectives involve the media. The fourth objective can be considered the final objective and this must be reached each separate time.
- Each objective should be defined as far as regards:
 1. Company
 2. Sales force
 3. Opinion leaders
 4. Distribuzione
 5. Final target (people-consumers)

The communication process

Second stage (8/8)

THE COMPANY

Getting to know the company, products, solutions, objectives

Budget and timing

- Company
- Sales force
- Opinion leaders
- Distribution
- Final target (people-consumers)

Operational notes

- The budgets allocated to objectives, should be for each target as far as regards:
 1. Awareness
 2. Information
 3. Relationship
 4. Loyalty

The communication process

Third stage (Introduction)

ACTION

Need-Product solution: the magic moment

1. Emotive need satisfied by emotive solutions
2. Rational need satisfied by rational solutions
3. Ethical need satisfied by ethical solutions
4. Final solution.

Operational notes

- The definition of the way in which emotive needs are satisfied by emotive solutions inherent in the product, allows us to understand how maximum satisfaction can be provided for the person-consumer.
- The same can be said regarding rational needs and rational solutions.
- The definition of the complete act of satisfying emotive and rational needs via emotive and rational solutions inherent in the product, will provided a base for the following stages of communication and message strategy definition.

The communication process

Third stage (1/3)

ACTION

Need-Product solution: the magic moment

Emotive need satisfied by emotive solutions

- Beauty
- Power
- Participation
- Confidence
- Maturity
- Protection
- Trust
- Other emotive needs

Operational notes

- The need-desire condition of the person-consumer will be indicated as far as regards each factors.
- Additional factors will be included if suitable.
- Factors considered unsuitable will be eliminated.

The communication process

Third stage (2/3)

ACTION

Need-Product solution: the magic moment

Rational need satisfied by rational solutions

- Practical solutions
- Information
- Services
- Dialogue
- Further rational needs

Operational notes

- The need-desire condition of the person-consumer will be indicated as far as regards each factor.
- Further suitable factors should be included.
- Unsuitable factors should be eliminated.

The communication process

Third stage (3/3)

ACTION

Need-Product solution: the magic moment

Final solution

- The person-consumer's emotional and rational needs, represent a "magic moment" when those needs can be satisfied by the emotional and rational properties of the product.
- Complementary services.

Operational notes

- The definition of that "magic moment" when need and solutions come together and both achieve success, will involve all the "communicating" information, headlines, sub-headlines and conclusions, which can then be used to inform and therefore stimulate in the person-consumer a positive opinion and a desire to purchase.
- Complementary services are those services provided during and after sale, guarantees, exclusivity regarding random clients and clients that demonstrate steady brand loyalty. The above definition can be included in that "magic moment", if judged effective to reach communication goals.

The communication process

Fourth stage (Introduction)

STRATEGY

Developing communication strategy

1. Communication skills.
2. Teamwork and staged work.
3. Final strategy definition.

Operational notes

- The communication strategy is the basis (or map) for all messages and planning. It is, in practice, the progressive definition of all the skills that can be called in to cooperate and each technique will indicate the optimum solution for our plan and for our objectives.
- The communication strategy will regard one single medium or more than one medium foreseen in the plan, both being part of a complete plan that the company-client has already in progress and which needs integration that we can provide.
- The strategy can, if feasible, be proposed in an optimised form, to provide the company with greater potential utility. This could also obtain improved investment optimisation and results regarding the plan agreed, if not only short term objectives, are foreseen, but also broader and more focused average-long term objectives.
- Each single message will be created taking into account the final strategy, even if it will adapt itself to the features of the medium adopted.

The communication process

Fourth stage (1/3)

STRATEGY

Developing communication strategy

Communication skills

- C 1** : Information
- C 2** : Copywriting
- C 3** : Visualizing
- C 4** : Dialogue and interactivity
- C 5** : Promotion and incentives
- C 6** : Loyalty services
- C 7** : PR Planning
- C 7** : Media planning

- S** : Synergy scale
- C** : Communication
- V** : Value

The communication process

Fourth stage (1/3)

STRATEGY

Developing communication strategy

Communication skills

Operational notes

- As far as regards communication objectives, the interdisciplinary creative teamwork, techniques and therefore the practitioners involved, must be defined. It is from these that the communication strategy, the messages and the media choice will come.
- Eventual broadening of the range of disciplines cannot be excluded, as the communication market place is in constant evolution.
- **S** is for the level of synergy generated in teamwork, and which increases the value of the various disciplines, at the end of the process.
- **C** is for the final communication value obtained.
- **V** is for the final communication value obtained, assessable in terms of person-client satisfaction.
- The following summary (which is not a formula), is on the other hand a symbolic explanation of teamwork in communication:

$$(C_1 + C_2 + C_3 + C_4 + \dots + C_n)S = C$$
$$C = V$$

The communication process

Fourth stage (2/3)

STRATEGY

Developing communication strategy

Teamwork and staged work

- Choice of teamwork by strategic planner / marketing communication manager (account executive).
- Stage 1, 2, 3 report.
- Further analysis of the report by single members of the team.
- Single team member report to team session.
- Initial strategic planner and marketing communication manager report to team session.
- Approval of communication strategy by all team members.
- Allocation of brainstorming and message duties.
- Brainstorming and message reconvergence with team.
- Approval of the general idea and message, by the team.
- Approval by company.

Operational notes

- The communication strategy is a product of various disciplines, and is finalised by the ideas and messages included.
- Each medium will be in line with the single strategy and the ideas / messages, which can then be adapted to specific media vehicles .

The communication process

Fourth stage (3/3)

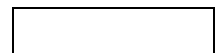
Developing communication strategy

Final strategy definition

- Definition of the report, subject, company, product.
- Preliminary project definition.
- Team definition.
- First, second, third stage of the process.
- Definition of finalised disciplines adopted.
- Definition of message ideas.
- Approval.

Operational notes

- The strategy is tailor-made to fit the project.
- The strategy will eventually be optimised or extended to achieve full optimisation of investments, over the short and average / long term.
The above operations can then be followed as one would follow a path leading to further relationship and loyalty building communication objectives



The communication process

Fifth stage (Introduction)

THE MESSAGE. THE MEDIA.

Developing communication.

- Non - audiovisual message.
- Audiovisual message..
- Media planning.

Operational notes

- The communication strategy and the ideas will provide a basis for messages which can be carried on one or more media.
- Messages will possess various structures if audiovisual or non – audiovisual, even if they will always be linked to the same communication strategy.
- The media plan contains all the framework of the communication project , especially as far as regards messages, media vehicles, timing of execution concerning one or more targets. The objective will be to obtain maximum optimisation of investments.

The communication process

Fifth stage (1/3)

THE MESSAGE. THE MEDIA.

Developing communication.

Non - audiovisual message

- Headline.
- Subtitling.
- Complementary titles.
- Main copy.
- Main image of main copy.
- Complementary images of main copy.
- Complementary copies.
- Main image of complementary copies.
- Complementary images of complementary copies.
- Logo.
- Pay-off.
- Graphics.
- Lettering.
- Symbols.
- Special effects..

Operational notes

- Team approval.
- Company approval.

The communication process

Fifth stage (2/3)

THE MESSAGE. THE MEDIA.

Developing communication.

Audiovisual message

- Headline.
- Subtitling.
- Complementary titles.
- Main copy.
- Main image of main copy.
- Complementary images of main copy.
- Complementary copies.
- Main image of complementary copies.
- Complementary images of complementary copies.
- Logo.
- Pay-off.
- Graphics.
- Lettering.
- Symbols.
- Special effects..
- Main storyboard
- Complementary storyboards.

Operational notes

- Team approval.
- Company approval.
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The communication process

Fifth stage (3/3)

THE MESSAGE. THE MEDIA.

Developing communication.

Media planning.

a) Media tools for internal targets (direct to company), that is:
Management, Personnel, Sales force, Distributors, Opinion leaders, Others involved.

- Events.
- Press office.
- Literature.
- Customer magazines.
- Audiovisual media.
- Public relations.
- Promotions.
- Incentives.
- Direct marketing.
- Internet.
- Exhibitions and trade fairs.

b) Media tools for external targets (via media), that is:
People-clients.

- Product.
- Product inclusions.
- Packaging.
- Packaging inclusions.
- All media tools for internal use.
- Dailies..
- Magazines.
- Supplements.
- Radio or TV..
- Outdoors.
- Point of sale.

The communication process

Sixth stage

EFFECTIVENESS

Result assessment

- Response.
- Perception.
- Attitude.
- Behaviour.
- Relationship.
- Loyalty.
- Return on investment (ROI).

Operational notes

- Each communication plan should include a method of assessing its effectiveness, both in terms of immediate target response and in terms of assessment regarding the generating of positive opinions, the desire to purchase, relationships and a certain degree of product and brand loyalty.
- The company should also break down results in terms of ROI.
- Reliable research Institutes are of great importance, so as to obtain thorough analyses regarding person-client satisfaction