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INTEGRATED MARKETING COMMUNICATION PLAN FOR "BEYOND THE COVER" SEASON 6

A Book Cover Design Contest

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Abstract:

This paper contains major findings to support the case company in the planning process of "Beyond the Cover Season 6". The main concept of this study applied integrated marketing communications (IMC) theory and planning framework. The structure was divided into six chapters, namely: introduction, methodology, online branding, IMC theory, IMC plan in empirical practice, and conclusions.

The main objective was to develop a comprehensive communications plan for the case company by examining IMC and research methodology. On that account, the author's attempt was to assist the case company in the development of communication infrastructure and promotion strategies. The plan proposed tactics to empower the brand image of BTC in Vietnam among national publishers, young designers and artists.

Qualitative and quantitative methods were combined in this study. The techniques chosen to collect data were email interviews, online survey, and secondary resources. Pertaining to investigate opinions and preferences of target segments, the author affirmed to apply unstructured questionnaire for email interviews as the most expedient communication method, whilst a structured survey was distributed online.

The empirical part of this thesis indicated a combination of tools and techniques to consult the case company accelerating brand awareness of BTC in Vietnam effectively. Those activities contemplated both online and an offline strategy, notwithstanding the main focus was e-public relations. Recommendations on allocating other resources for implementation were issued. Suggestions for future developments without detailed actions were listed by cause of the author's limitation in accessing relevant resources.

Keywords: Marketing communications, integrated marketing communications, IMC, book cover, design contest, online branding, brand awareness, integrated planning

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1   INTRODUCTION

"Beyond the Cover" (BTC) is an annual book cover design contest first launched in 2009. The mission of BTC is to discover talents in digital design and fine art commerce. Throughout the years, BTC has grown with an impressive portfolio of talented artists and designers engaging in. For the contest to reach a higher perspective, BTC Season 6 is going to be presenting by Bookaholic.vn and a media partner whose name is undisclosed in this thesis. It follows that BTC needs to refurbish shortcomings in marketing communications to adjust to transmutation.

Concisely, the upcoming season will be organized under the cooperation of Bookaholic and a hidden name agency, attempting to leverage strengths and opportunities to promote BTC to a higher position in the industry. The author, hereby, accompanied to support the case company with a solid plan of brand reinforcement which examined the concept of integrated marketing communications and online brand management.

1.1   Thesis objectives and research questions

The main objective of this thesis is to design a communication plan for BTC Season 6. The author's intention is *to increase brand awareness of BTC in Vietnam by applying IMC activities* and, at the same time:

− to empower and enhance the brand equity of BTC, simultaneously, attach BTC brand name with rewarded contestants
− to improve the communication process of BTC by developing a strategic communication plan

The plan considers strategic actions to promote marketing communications of BTC by utilizing effectively various communication tools and techniques. With regard to achieve research objectives, the key research question is: *How to improve brand awareness and publicity of BTC in Vietnam by implementing IMC plan?*

Sub-questions to address the main research question are:

- How has BTC marketed so far and on what level of effectiveness have the previous marketing activities achieved?
- What are the most critical problems remaining in the communication process of BTC?
- What are the target settings and which media channels communicate most effectively to each segment?
- What is the main message throughout the campaign for the main target group?
- When do the communications take place? What are the budget and other resources and how to allocate them?
- What are the key criteria to determine a successful campaign of BTC?

1.2   Thesis scope and limitations

This thesis was developed solely for the Vietnamese market, in considerations of Vietnamese culture, lifestyle, belief and social behaviours, etc. to combine media channels and communication tools. For this reason, the findings are inapplicable to other countries, likewise those with low psychic or geographical distance to Vietnam.

The implication of the conceptual framework was revised with modifications in the empirical exercise in considerations of the practicality and suitability of the project; wherefore it does not strictly adhere to the theoretical planning scheme but accomplished intellectual concepts as groundwork. In that event, the reader is expected to consider differentiations and alterations in theory and in practice.

1.3   Research design

Table 1. Research design

	DESCRIPTION
Research approach	Inductive
Research method	Qualitative and quantitative method
Data collection	Primary data: email exchanges, interview, online survey
	Secondary data: books and online articles, statistics and census reports

Research methods used in this thesis were combined in qualitative and quantitative technique. Reasons for applying chosen methods are explained in Chapter 2.

Primary data was acquired by communication, consisting of an online survey, email interview, and personal communications, to seek better insights of the population lifestyle, attitudes, motives, online behaviours and personal interests, which are not mentioned in census reports and organization's owned documents due to privacy issue.

− Email exchanges and personal dialogues with the representative of the case company and BTC's organizers were collected.
− 264 answers in online questionnaires, which targeted young Vietnamese who have knowledge and interest in publishing, design and fine-art industry, aging between 15-34 years old, including those working and studying abroad, were collected.

Secondary data was gathered from printed books, journals, online articles, and census reports of Vietnamese digital landscape, produced by global and regional media agencies.

1.4   Thesis structure

This paper was divided into six chapters. Each chapter represents details derived from the research and analysis processes, including major findings, results and recommendations for the case company explained in both theoretical and empirical parts. A model of research design (Figure 1) and brief introduction of each chapter are presented below.

Chapter 1 introduces the background and objectives of this research, declaring the problem, research questions, research design and research limitations.

Chapter 2 introduces methodological frameworks to conduct the study and briefly explains the process of collecting and analysing data using the above-mentioned techniques.

Chapter 3 presents an overview of online brand management with comprehensive approach to brand reinforcement and integration.

Chapter 4 addresses the conceptual framework of integrated marketing communications (IMC) and the planning process in theory. This chapter goes further revealing the reason why IMC was chosen to practice in this context and the unsolved puzzle of the intellectual concept of IMC in the past 20 years.

Chapter 5 yields the empirical part which represents a thorough plan for the case company based on collected data. This chapter provides the case company with ideas and action plan in enhancing brand image, along with a proposal of strategic tactics and communication activities.

Chapter 6 verifies validity and reliability, discloses the benefit and shortcoming of this thesis, followed up with further suggestions and recommendations for future study.
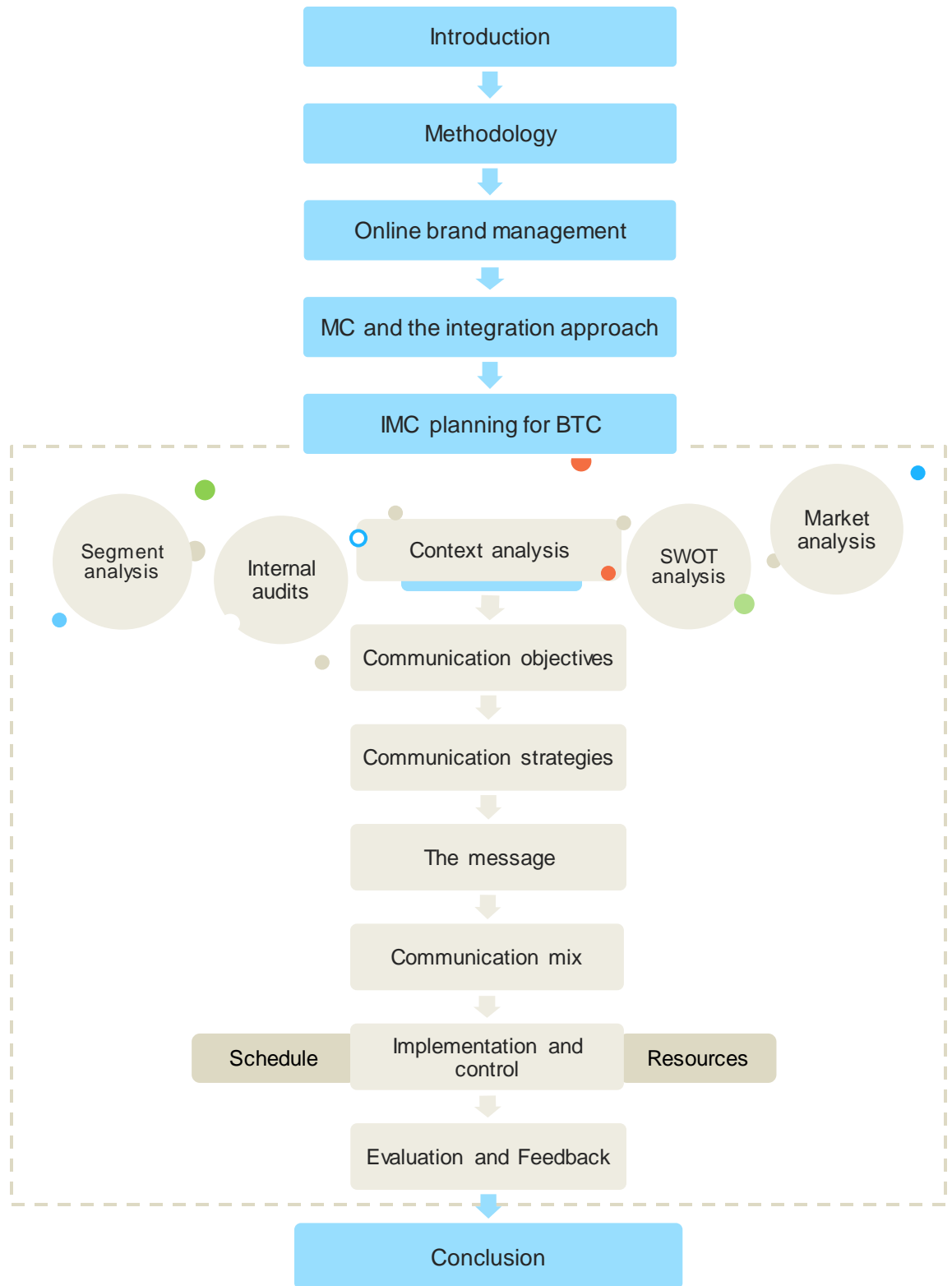
Figure 1. Thesis structure

2 METHODOLOGY

2.1 Methodological framework

The choice of data collection method in this research combined quantitative and qualitative research. The differences between the two methods of data collection and analysis, quantitative and qualitative research, are briefly described below in advance of approaching employed techniques. The techniques chosen for collecting primary data were online survey and email interview.

Data collection and the analysis process were accomplished by implementing qualitative and quantitative method. Ghauri and Gronhaug (2010) claimed that both techniques cannot be examined in isolation; in fact, the result is not entirely this method or the other. The authors also added that although the result does not clearly say which method is used in the analysis, the techniques used to collect data can be determined to be either quantitative or qualitative approach.

The differences between two methods lay primarily in the research objectives (Ghauri and Gronhaug 2010). In quantitative method, analysed results are based on collected figures and statistics from a big group of participants, which is mostly suitable for social structure emphasis study. Survey is one of the most popular tools in collecting particular data from a large amount of target population within a fixed period of time. The use of survey in quantitative method allows the author to define the connection between different variables and find possible relationships between them.

In contrast to quantitative method, qualitative method depends strongly on observations and interviews for in-depth intricate information and understandings, from which researchers are able to code collected answers into something usable for statistical analysis. In other words, qualitative data collection is quantifiable, even though qualitative findings cannot be analysed by the procedures of quantification. Qualitative research can be collected with historical review, focus groups, case studies, observations, unstructured interview and semi-structured interviews (Ghauri and Gronhaug 2010).

After determining the choice of research methods and techniques, the standardization of the questions must be addressed. Both structured and unstructured methods limit the respondent in some ways. The former allows the interviewee to select predetermined answers (e.g. 'please choose an answer A, B, C or D,'), the latter asks the respondent to reply to the question in their own words (e.g. 'If not, please explain.'). To date researchers are narrowing down the level of standardization of a survey into a less structured one to encourage the respondent to express in their own words, yet attempt to increase the level of accuracy in tested hypotheses (Ghauri and Gronhaug 2010). Since the research objectives were clearly announced previously, the author expected to seek better understanding of the subjects from the interviewee's point of view, which suggested that unstructured questionnaire was employed for email interviews, whilst a structured survey was put into practice.

2.2   Data collection and analysis

Online survey

The survey was conducted by convenient sampling technique to reach a large number of respondents, forasmuch as considered distanced geography among participants. Participants took part in the survey voluntarily without any burden, knowing that provided information of both the researcher and respondents was confidential and secured.

The survey was distributed online on official websites and Facebook pages of BTC and Bookaholic. The population of the research was 6029 followers on Facebook, so a sample size of 362 respondents taking part in the survey was calculated. Sample size represents the parent population in a manner that reflects appropriate results of the whole population with a given level of confidence (Xu 1999). Sample size is calculated by the formula:

$$n = \frac{\frac{Z^2 \times p(1-p)}{e^2}}{1 + \frac{Z^2 \times p(1-p)}{e^2 N}}$$

n: sample size
Z: confident level
e: margin of error
p: parent population

The number of 362 respondents, representing the population of 6029 people, was calculated with the confidence level at 95% and margin error at 5% by default. The survey was closed eight days later with 264 answers collected from 3 December to 10 December 2015.

Quantitative data in this research was calculated using SPSS software. Each question was labelled as a variable, and was encoded by being assigned a numeric label to each corresponding value.

Email interview

Most qualitative data was collected via email exchanges and personal meetings with the representatives of the case company previously, so a live meeting was considered unnecessary and time-consuming in this context. By reason of the author's past experiences as an assistant in BTC Season 5 and countless personal dialogues with the interviewee, the email interviews for qualitative research were solely an etiquette manner to the affirm validity of the research, accordingly, allowed the author to allocate information and got updated with the latest decisions of the case company. In this manner, an asynchronous interview via email was arranged with the CEO, Mr Hanki Nguyen. The questionnaire was sent to Mr Nguyen in 18 November and completed on 12 December 2015. All concerned questions were returned to assist the author in revising the paper and chosen tactics.

Unlike quantitative data, qualitative data is non-numeric data that cannot be encoded in specific numbers (Quinlan 2011). A simple approach to analysis this data set is to find common themes and correlations between answers. The analytical process comprises these following actions: transcripts were broken down into smaller pieces to find common themes and correlations, based on which assumptions were made and asserted to refine valid explanations (Ghauri and Gronhaug 2010). The author kept repeating this process until no new knowledge or perception occurred. After examining the scripts, data was compressed and represented in tables, data matrixes or figures that allow the researcher to interpret and draw conclusions.

3   MANAGING AN ONLINE BRAND

Brand is an essential part in organizational penetration of products/ services. In the definition of Johansson and Carlson (2015: 3), brands are *"trademarks that identify the product maker or service provider."* Simply speaking, a brand is anything with a name and distinctive visualizations. A strong brand generates competitive advantages to the organisation when it comes to customer's choice of products/ services. Competitive advantages of the brand derive from positive associations can be unique, temporary or it can be "grounded more in perception than reality" (Johansson and Carlson 2015: 05).

In terms of marketing, a brand consists of three elements: brand identity (name, logo, colours, products and services, etc.), brand image (positive and negative associations) and brand personality (a consistent set of traits that affects brand equity). Brands are distinguished by their names, logo, colours, symbols, shapes and any visible factor that make it symbolic (Johansson and Carlson 2015). Those elements are controlled and managed by the organisation to present itself refer to brand identity. Brand image, which cannot be affected directly by the marketer, is the perceptions of customers on brand identity. Hence, to customise a particular image of a brand on the consumer's mind, the manager often attempts to formulate the brand values by emphasizing the brand strengths and creating brand personality. Aaker (1997 cited in Johansson and Carlson 2015), presented brand personality in five basic traits called sincerity, excitement, competence, sophistication and ruggedness. (Figure 2)
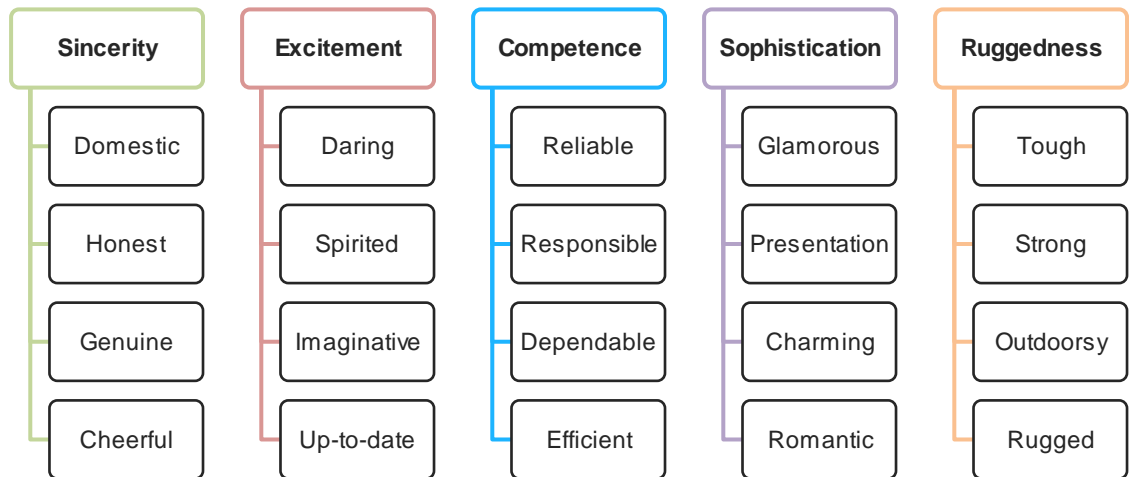
Figure 2. Traits of brand personality (modified Johansson and Carlson 2015)

3.1 Brand equity

Aaker and Joachimsthaler (2000cited in Chaffey et al2009: 290) defined brand equity as:

> A set of brand assets and liabilities linked to a brand, its name and symbol that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers.

Brand equity consists of brand loyalty, brand awareness, perceived quality, brand associations and other brand assets such as satisfaction, loyalty, market share and leadership popularity. For online brands, the measurement of brand equity concerns with online experience, interactivity, customization, relevance, web design, customer service, communities, and quality of brand relationships (Chaffey et al. 2009: 290).

The concept of online branding is closely linked to the delivery of online customer experience through the website (Chaffey et al. 2009). The authors emphasized that website should always be concerned with the users at heart. Continuous research, feedback, and data on user's experience with the site should always be monitored and collected for future development. Common yet essential factors of an efficient website are assessed by:

- ease of finding the landing page on search engines

- speed of bandwidth and connection speed provided by the host

- quality of outbound and inbound communication such as e-newsletters, response to contact request, processing time and follow up emails, etc.

Chaffey et al. (2009) also cited Chernatony (2001) to suggest three aspects of an online brand includes rational values, emotional values and promised experience, which is achieved from rational and emotional values.

RATIONAL VALUES	EMOTIONAL VALUES	PROMISED VALUES
Ease of use Usability Accessibility	**Design** Visual look Style tone	**Interactivity** Customer journey fit Flow and data entry
Relevance Content and search Customisation	**Reassuarance** Trust Creditability	**Service** Fulfilment Support
Performance Speed Availability		
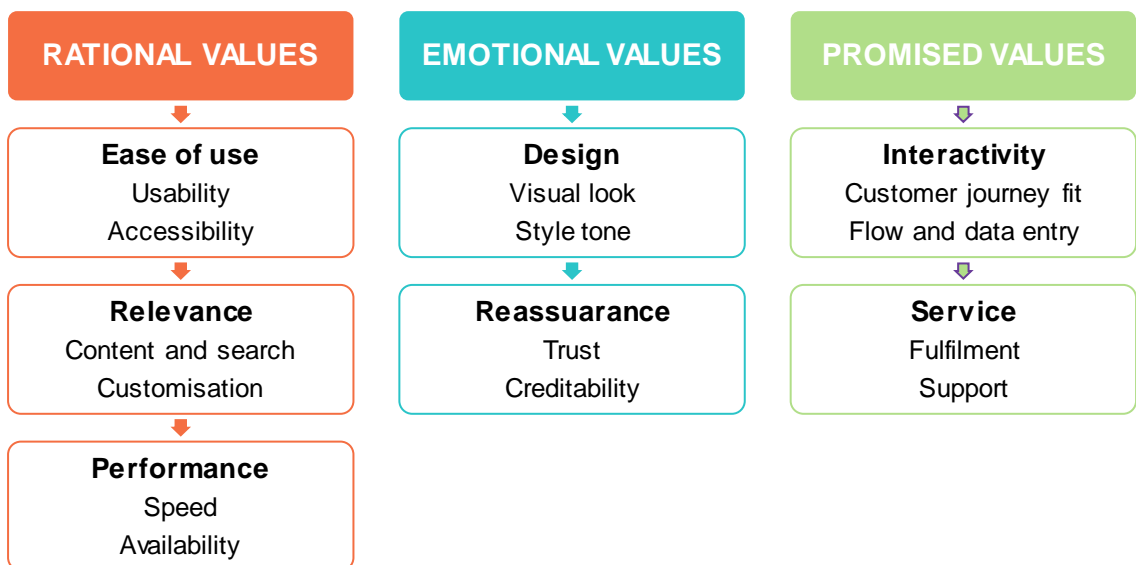
Figure 3. Successful factors for online customer experience (Chaffey et al. 2009)

The characteristics of segmented market indicate elements to attract repeating visits consist of fun, emotional, professional and easy-to-use design. Figure 3 represents factors for developing web user experience including three core values: rationale, emotion and organization promises. For non-profits, promised values created are not as important as web merchandising, but it is worth considering factors, e.g. service support, to enhance customer experience. Rational and emotional values, on the other hand, are critical to encourage the user to repeat visiting the site.

3.2   Online PR

Online public relations, often referred to as E-PR, is a part of Internet marketing strategy. Chaffey et al. (2009) mentioned that internet marketing is not solely a well-built website but closely associated with online intermediaries such as portals and social networks, implementing direct marketing strategy for relationship building and fostering communications with the outside world. Often, business separates internet marketing strategy with marketing strategy and develops both plans distinguishably, mainly because internet marketing is conflict with traditional marketing in a manner that makes it difficult to harmonize both functions into an integrated process; or "conflicts of ownership and tensions between digital marketing team and other departments such as traditional marketing, IT and finance" (Chaffey et al. 2009: 207).

On the other hand, for an organisation with young structure like BTC, the process of integrating internet marketing strategy as parts of the marketing to make it aligned with corporate and marketing objectives is less complicated in the early stage. Based on set objectives, e-marketing-related focus of BTC is 'Customer acquisition strategic initiatives', explained by Chaffey et al. (2009: 203):

> These are strategic projects to enhance a site's capability to deliver new prospects on a continuous basis through different online marketing techniques… involve[ing] investment in the site itself (e.g. SEO) or the back-end, integrating with affiliates.

To promote an online brand, the firm needs more than an attractive website to achieve. Chaffey et al. (2009) also added that the number of web traffic is not as important as the quality of visitors, as the goal of investing in a website is to generate loyalty returned visitors. This is where digital marketing strategy is made important in order to promote the brand successfully. Those activities engaging:

- Affiliate marketing and ads placement on partners' sites and social networks
- SEO and PPC customisation
- Editorial content delivered through official website and media partners' pages

3.3   Content marketing

Content marketing is no longer new in modern marketing. As Pulizzi and Barrett (2008cited in Holliman and Rowley2014), defined content marketing as "the creation and distribution of educational and/or compelling content in multiple formats to attract and/or retain customers." Later, Wuebben (2012 quoted by Holliman and Rowley (2014: 5), referred it to *"the story of your product or service and propels your brand into the hearts and minds of your prospect, customers and others."* Content marketing is more advantageous for those who use pull-strategy than push-strategy. It delivers the brand's stories, trust, and understanding of the organisation effectively, and thus, pursues the customer to learn about the organisation actively.

People love stories, yet the Internet makes them overload with a massive world of words. No matter how meaningful the story is, the reader would not rest the eye on it because the way it is told is not effective. Now that content marketing is far beyond an article full of text. A recent study (Davis 2013b) showed that online publications which contain multimedia (photo, motion pictures, short clips, etc.) attract 77% more reaches compared with text-only posts. Nowadays, online audiences are likely to scan through the content rather than reading it word by word and are likely to prefer articles having catchy titles, headline, or sub-headlines.

"Marketing is noisy" (Davis 2013b) and that make it demanding to make the content stand out from the crowd. A person is estimated to receive approximately 5000 messages per day, meaning potential audiences might ignore bland feed. According to the author's research (Appendix 2.2), BTC's readers do not expect intensive academic content which disconcerts them with complicated jargons, formal or grammar-driven dialogues. They are more open to informal and friendly style tone that is entertained and informative but, at the same time, is conducted in an appropriate manner, for example, no teen codes, spelling-error or poorly written sentence. Illustration and layouts style also play an important part in keeping the reader's interest and get it gone viral. A check-list of how to create viral content modified Dean (2015) is listed below.

Use number and brackets on the title: the study showed that 36% clicks are generated more in an article with a number in the headline and that number jumped up to 38% with the use of brackets.

Use short and descriptive URLs: short and clear URLs build trust and encourage the reader to click on the link. A descriptive link, for example, beyondthecover.vn/example-post, performs better than a random one (beyondthecover.vn/post?id=0205).

Put a featured image on top of the article: image relevant to the content always works to catch people eyes and encourage clicks.

Write short and easy to scan sentences: subheadings and bulleted lists increase readability by 57% while opening with short opening give the audience a quick idea of what written in the paragraph immediately and persuade them to keep on reading.

Be emotional and connected: the use of informal language with emotions such as "Cool!", "impressive", "Can't look away!" is more likely to go viral, backed up by a number of 28.6% more than articles which do not contain emotional expressions.

Write with facts, numbers and practical evidence: The reader observes that content with scientific facts and backed-up research is trustworthy and academic. Unexpectedly, the study revealed that article with more than 2000 words long is likely to get shared but must use less formal language and academic approaches.

Create relevant keywords, tags and SEO: these factors are critical maximizing the effectiveness of Google Adwords and high natural listing on search engines.

4 MARKETING COMMUNICATIONS AND THE INTEGRATION APPROACH

The conceptual emphasis of this thesis is on integrated marketing communications (IMC) framework. Despite few researchers proposed a fundamental framework of IMC in an academic approach, IMC has always been an undistinguished part of contemporary marketing (Schultz et al. 2007). It was because the traditional marketing communications relied primarily on mass media advertising, the messages received by the audiences were not coordinated within the business strategically (Duncan 2002) in spite of the vast availability of technical devices and digital support to reach a large number of audiences. Now that firms undertake different approaches in integrating tools and communication channels to determine which work best for their needs instead of paying millions to flyers and few seconds' appearance on television. Since the introduction of many new promotion tools such as the internet, websites, social media and online public relations; mass media advertising is no longer the only tool to reach mass audiences; hence, the sought to develop and improve an academic concept of IMC urges to be important.

However, before approaching what integrated marketing communication is, it is important to remind what communication means in marketing context, and why marketing functions must be integrated.

4.1 Communications and its roles in marketing

To describe, communication is the process of exchanging messages between the sender and the receiver. It is a process of transferring knowledge, emotions, values, facts and figures, etc. (Smith, Berry and Pulford 1999) between participants and is a ceaseless activity of organisations to interact, cooperate and express self-images. A simple model of communication in marketing context first introduced by Wilbur L. Schramm in 1955 comprises three primary elements: the sender, the receiver and the message. This early approach was later claimed to ignore of the noise appeared in the exchange process when the message was encoded and decoded by the participants, and to eliminated receiver's response. Four years later, Smith, Berry and

Pulford (1999) discovered that it is important to evaluate and assess the interpretation of the receiver once they hear the message. Thus, an additional element called feedback was added to the model (Figure 4) to answer three important questions which were not monitored earlier: (1) how the sender knows the message has been received, (2) how the sender knows the message has been interpreted correctly, and (3) how the sender can improve the message once it has not been received or understood incorrectly. Henceforth, feedback is an element that cannot be taken out of the planning process.
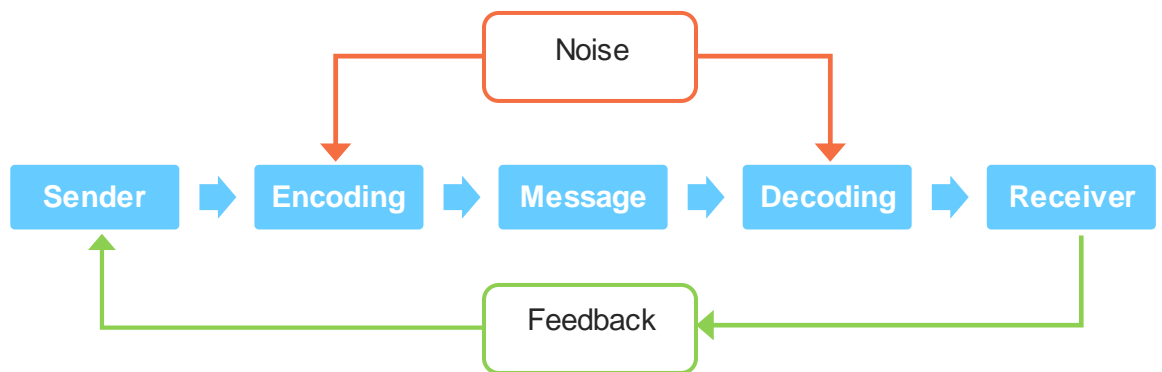
Figure 4. The communication process (cited in Smith 1998)

A definition of marketing communications

The concept of marketing communications has been studied by numerous researchers and practitioners in different approaches, many of who have shared similar idea supporting that *marketing communications is an exchanging process between the business and its market through which the message is delivered to target audiences using a set of combined tools* (e.g. advertising, public relations, direct-response marketing, personal selling, marketing design, and sales promotion, etc.) (Duncan, 2002; Fill, 2009; Pickton and Broderick, 2001; Smith, Berry and Pulford 1999). The marketer, therefore, can stimulate and analyse customer's perception on experienced products and services, as well as implement the level of effectiveness upon any response from target groups. Also, Fill (2009) added that consumer feedback on product quality is an important development tool of modern marketing which helps organisations to build faster and more effective

communication channels. By assessing valuable responses from the identified groups, researchers are enabled to convey messages by observing the audience's attitude, emotion and behaviour. As a result, a sharp increase in the need of managing customer and stakeholder relationships urged the industry experts to come up with various innovative efforts to centralize their marketing activity into customer-centric rather than company-centric, shifting traditional marketing communications emphasizing on product-related information to customer-based strategy.

The transition towards IMC

To remind that traditional marketing communications focuses on organisation-centric rather than customer-centric practice, businesses were forced to hire many independent agencies at the same time. Each has own immense specialization of a particular tool to deliver the messages to mass audiences (Fill 2009). However, this approach is inefficient because (1) hire many agencies to target specific groups is expensive, (2) business has little control in managing stakeholders relations (indirect communication) leading to (3) the risk of losing customers on the rival and information disclosure to outsiders, and (4) difficulty in gathering consumer's feedback on products and services (Fill 2009), therefore, (5) generate poor customer services. Smith and Zook (2011) added that unintegrated databases are unable to sketch individual customer profiles, causing many problem and complications to marketers.

The spread of the Internet in the 1980s did make impacts on changing the way marketing communications had worked, raising the doubt of those marketing practitioners about the level of efficiency and effectiveness in their marketing activities previously. Then, the new era of modern technology, e.g. new marketing tools and new media channels, eases out the way businesses communicate with their customers on local and global scale. This trend boosts the significance of integrating and combining new communication tools with the older ones for specific groups. This integration allows the marketer to create a more profitable marketing and constrain the structural inadequacies of communication tools, which increase the level of customers' interactions in

modern marketing and shifted away traditional mass media approaches (Fill 2009). Henceforth, one-way communication in traditional marketing is out-of-fashion and was replaced with a more interactive and effective practice that enables the audience to react and response. IMC was introduced, as a result, to ensure proper messages created by media agencies would fulfil the defect of the preliminary approach, which foster awareness and desired impact on customer to enhance purchase motives; *"just as power has moved from brand manufacturers to multiple retailers and now to consumers, so power is moving from agencies to clients"* (Fill 2009: 257).

Table 2. Differences between traditional marketing and IMC (Hiltz 2001)

FOCUS OF INTEGRATED MARKETING	FOCUS OF TRADITIONAL MARKETING
Relationships	Transactions
Stakeholders	Customers
Strategic consistence in messages	Mix of MC tools
Interactivity (dialogue)	Mass media
Mission marketing	Cause marketing
Zero-based campaign planning	Adjust prior year's plan
Cross functional organisation	Functional organisation
Core competencies	Specializations
Data driven marketing	Mass marketing

A pitfall often committed by most organisations is that they tend to use a certain set of communication tools, which they have already been familiar with, and ignore the existence of more potential and cost-effective ones. The purpose of practicing IMC is to eliminate this bias by implementing the right media vehicles, not the familiar ones, to deliver meaningful and adaptable dialogues. Consequently, it requires more efforts and works than a normal marketing communication process in return for lower cost and higher brand values (Duncan 2002).

4.2   Integrated marketing communications and controversy

The concept of IMC was first introduced in 1980 by the American Association of Advertising Agencies and later by Schultz, Tannenbaum and Lauterborn in 1993 with a comprehensive framework and theoretical base, along with relevant techniques and methodology which were contended to be practicable worldwide (Schultz et al. 2007). Despite the authors and researchers had struggled to provide an acceptable framework, they continued to encounter hardships in resolving the puzzle of unsustainability and unsuitability of IMC between theory and practice. Kitchen and Schultz (1999), Cornelissen and Lock (2000) and Gould (2000) (cited in Schultz et al. 2007) observed that previous approaches to give IMC a conceptual description had failed to provide a coherent and solid framework for every IMC exercises. Fill (2009) supported with further explanations stating that many organisations have recognised the opportunity delivered by IMC but most have yet to complete their integration progress; only parts of the progress are achieved.

On top of that, enthusiastic researchers and industry experts were not damped to discontinue the researching process. The cause and functions of IMC are believed to reinforce brand image and nurture profitable relationships with the stakeholder through consistent and meaningful dialogues. Some brief texts explaining the nature of IMC in different business contexts suggested by different researchers are given below.

Duncan's (2002) attempt to study the nature of IMC from the scope of relationship marketing provided that IMC allows business to create and grow profitable relationships with stakeholders by controlling all messages that influences and encourages mutual communications, thus, enhances corporate image and brand value. In other words, IMC empowers business to influence stakeholder behaviours strategically by generating strong relationships and delivering coherent, clear, powerful and valuable messages.

Also, Fill (2009) and Pickton and Broderick (2001) looking at IMC from strategic prospects of the organisation shared the same notion. They asserted that the role of IMC is to produce a coherent and meaningful message that nurtures valued relationships. Pickton and Broderick (2001) added to the

theoretical point stating that, at the heart of IMC lays the firm's strategies, resources and brand personality, which accompany with the reinforcement of brand consistency in the integration process across all customer contact points.

Additional substantiations given by Smith, Berry and Pulford (1999: 166) on the concept of IMC are:

− the management and control of all market communications
− [to] ensure that the brand positioning, personality and messages are delivered synergistically across every element of communication and are delivered from a single consistent strategy
− the strategic analysis, choice, implementation and control of all elements of marketing communications which efficiently, economically and its existing and potential customers, consumers and clients

On that account, the concept of IMC from BTC perspective is associated with the need of enhancing brand image by deliver coherent and consistent messages to the audience with the right tools and in right channels, emphasizing on cost-effective performance and profitable communication. Main objectives pertain to seek for better understanding of customer groups' characteristics, to build customer profiles in the marketplace, and to maintain and nourish profitable relationships with stakeholders.

4.3   Communication tools

The new fashion of marketing communications is emphasized on how communication vehicles are integrated and managed as part of the strategic planning (Duncan 2002). By examining and evaluating previous performances of BTC, three out of five tools introduced below (Figure 5): advertising, public relations and direct marketing, were selected to implement in this research paper.

	Advertising	Sales promotion	Public relations	Personal selling	Direct marketing
Communications					
Ability to deliver a personal message	Low	Low	Low	High	High
Ability to reach a large audience	High	Medium	Medium	Low	Medium
Level of interaction	Low	Low	Low	High	High
Credibility					
Given by the target audience	Low	Medium	High	Medium	Medium
Costs					
Absolute costs	High	Medium	Low	High	Medium
Cost per contact	Low	Medium	Low	High	High
Wastage	High	Medium	High	Low	Low
Size of investment	High	Medium	Low	High	Medium
Control					
Ability to target particular audiences	Medium	High	Low	Medium	High
Management's ability to adjust the deployment of the tool as circumstances change	Medium	High	Low	Medium	High

Figure 5. Effectiveness of the Promotional Tools (modified Fill and Jamieson 2011)

Advertising

Advertising is among popular tools to transmit the message to a large number of populations via mass media (TV, radio, magazines, and newspaper, etc.). An advertising plan conveys three elements: the message, the medium and the distribution period (Fill 2009). The cost of advertising is determined to be either absolute cost or relative cost. For the case company, the absolute cost is unaffordable because of enormous expense for rooms in printed magazines or newspapers, or the aired time on TV. The relative cost, on the other hand, is reduced as "the cost of the advertisement spread across each member of

the target audience reduces the cost per contact," (Fill 2009: 485) which often refers to the manipulation of social media and online advertising.

Direct marketing

Direct marketing, which differs itself from personal selling and mass advertising, is a form of advertising that enables the organisation to reach target customers directly via email marketing, database marketing, messages, and online newsletters. According to Fill and Jamieson (2011), organisations utilize direct marketing to minimize face-to-face dialogue with the customer. The spectrum of the Internet disseminates the advantages of direct marketing to the customer, just as many traditional functions are being digitalized.

Public relations

Fill (2009) defined public relations as planned activities to manage the relationships between an organisation and stakeholders. This is a common tool utilized by various types of organisation to build up creditability, trust, commitment and goodwill. The cost of this tool is inexpensive if the marketer knows how to combine an efficient communication mix in parallel with press release, interviews, corporate/ community events and crisis management.

4.4   Integrated Marketing Communications Planning

Integration is assuredly a good approach to lower marketing expenses but not all functions within the firm should be integrated (Fill, 2009). Different organisations have different approaches to IMC. In fact, the integration of marketing communications does not implement every detail of a marketing plan; in contrast, only important elements which allow the firm to achieve set objectives in the most effective and efficient etiquette are contemplated. As Low (2000 cited in Fill 2009) proposed that IMC is more likely to be successful in SMEs than large companies because SMEs have less complex organisational structure and fewer brands to be integrated, meaning it is advantageous for Bookaholic to practice IMC as regards the size and organisational structure.

An incremental approach to the establishment of IMC (Table 3) illustrated by Fill (2009) describes the transition process of IMC from the beginning to the very end where the process of integration has transformed and completely implemented in all functions of the firm. Accordingly, the process of establishing IMC plan cannot be accomplished within a short period of time. In fact, it requires a cooperative effort of all departments and individual functions that have close relations to the marketing team.

Table 3. An incremental approach to the establishment of IMC (Fill 2009)

Stage 1	Stage 2	Stage 3	Stage 4
Reflex the exchange context. Coordinate communication tools, media and message in- and outside the organisation's agencies.	Create technology platform for internal communication. Introduce internal marketing relationships and internal marketing communication.	Adopt media-neutral planning principles. Develop a full IMC process. Put the sucess of internal systems, procedures and employee mind set in place.	Continued interaction and relatipnship development are encouraged. All parties evolved derive more value than before integration.

To start with the planning process, Fill (2009) suggested defining all elements for integration, followed up by identifying a structural framework. Chosen elements of BTC are the communication tools, media selection, and the message. Among various attempts to formulate a thorough outset for an integrated communication plan, three frameworks: "SOSTAC + 3Ms" introduced by Smith (1998), the marketing communications planning framework (MCPF) suggested by Fill (2009) and "Zero-based campaign planning process" offered by Duncan (2002) are most commonly used by industry practitioners. A comparison of these three models in Table 4 briefly introduces each model entailed.

Table 4. A comparison of three IMC planning frameworks (cited in Smith 1998, Duncan 2002 and Fill 2009)

MCPF	Zero-based planning process	SOSTAC + 3Ms
Context analysis	Analyse SWOTs	Situation analysis
	Analyse targets and relationships	
Communication objectives and positioning	Determine MC objectives	Objectives
3Ps of communication strategy	Develop strategies and rationales	Strategies
		Tactics
Coordinated communication mix		Actions
Resources (financial and human)	Determine the budget	Money
	-	Men
Schedule	Determine the timing	Minutes
-	Test market MC mixes	-
Control and evaluation	Evaluate effectiveness	Control
Feedback		

Duncan's model is made useful for unstable market conditions, meaning current conditions of the market are always in focus, and new objectives and strategies must be re-defined for each individual campaign (Duncan 2002). Therefore, if a plan is determined to begin from the first stage of the process, it will be demonstrated under the scope of a zero-based campaign planning process. Moreover, the author also noted that strategic planning plays an important part in conducting a well-structured integration process because it must align the firm's objectives and resources with market opportunities. To conduct a communications plan that helps the organisation eliminate errors and avoid pitfalls, a sequence of decisions must be investigated under the scope of the firm's business plan, corporate and marketing objectives. Apparently, Duncan's model is unsuitable for BTC project nature due to the

massive of analysis and research required. It limits BTC's organizing team in a way that may catch confusions, duplications and massive workload.

MCPF and SOSTAC model have similar stages and approaches. Both models imply strongly on aligning and coordinating communication objectives throughout the progress that determine the success of the campaign. According to Fill (2009: 308), MCPF *"aims to bring together the various elements that constitute marketing communications into a logical sequence of activities"*, whereas SOSTAC + 3Ms, introduced by Smith (1998), is applicable for various kinds of plans for its similar, simple yet practical approach. Both models have distinguished advantages and disadvantages which contribute greatly to the planning framework of BTC programme. Therefore, a planning framework customised for BTC is developed using both models with the author's own modifications to answer eight ultimate questions (Fill 2009: 308-309):

1. Who is the receiver?
2. What does the message deliver?
3. What brand image expected to be perceived by the listener?
4. What is the budget to build this image?
5. Which vehicles will be used to deliver the message?
6. What actions of the receivers are expected to take?
7. How to control the whole process once implemented?
8. How to evaluate the success?

Briefs introduction of key elements of the plan in theoretical research are given below. The practical actions and analysis of these criteria are implemented in the empirical part of this thesis.

Context analysis

According to Fill (2009), the context analysis comprises four elements: customer context, business context, internal and external audits. The focus of context analysis is on understanding the market conditions and identifying drivers of the communication process. Context analysis is distinguished from

situation analysis (in SOSTAC model) because context analysis only examines factors influencing communication efforts rather than repeats all organizational factors that are implemented in a marketing plan (Fill 2009: 311).

Communication objectives

The first step to make before going on any journey is to identify the final destination, which roads to take and by which vehicles to travel. Respectively to the destination, the roads, and the vehicles are the objectives, strategies and tactics. Without these ingredients, the planner will search blindly among side distractions, utilizes wrong resources and ends up lost-sighted of expected outcomes.

There has always been a misconception among objective, strategy and tactic. People misuse these words sometimes, assuming that they have the same function even though they are not. As Westwood (2006: 33) explained, "Objectives are what we want to achieve; strategies are how we get there." The objectives must be achievable and quantifiable in order to illustrate a comparison of the goals and the actual performance as planned while strategies direct the success of an organisation in achieving target objectives in a required timescale by various kinds of tools. However, strategies do not include individual actions to be followed on a daily basis. Those detailed activities are set to be tactics.

Communication is a creative art of influencing people and every conversation must have a purpose. In marketing context, communication objectives are simply seen as the interpretation of corporate and marketing objectives (Fill 2009, Young 2010) which generate positive impact either on communication or behavioural effects (Duncan 2002). Often, companies tend to underestimate the critical role of defining clear communication objectives, which leads to the absence of an evaluation system to measures the achieved outcomes after the campaign period. Young (2010: 50) pointed out the lack of

"a clear understanding of the goals or the key performance indicators (KPIs)[1] at the outset of the campaign" was one of the main reasons of failure. This much explains the importance of establishing communication objectives that help directing the right strategies and tactics.

The tool used by the marketer to determine the set of objectives is called 'Consumer pathway' or 'Customer journey' developed from AIDA model of Elmo Lewis in 1897. The traditional consumer journey (adapted by Duncan 2002 and Young 2010) is consists of seven stages, namely Awareness, Involvement, Active consideration, Purchase, Consumption, Relationship building, and Advocacy.

Figure 6. Online consumer journey developed by Google (Chaffey 2013)
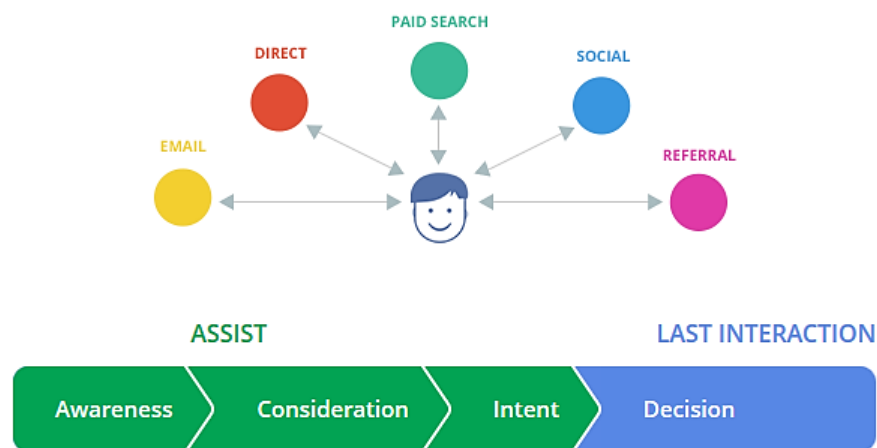
For online brand, the consumer journey (Figure 6) introduced by Google in 2013 (Chaffey 2013) is squeezed down to four stages: Awareness, Consideration, Intent, and Decision. Each stage is varied depending on the industry, the size of the organisation, in consideration with culture and consumer behaviour of specific country/ region. This allows the marketer to track and react to the current trends/ changes in the market.

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[1] KPIs: fans and followers, subscribers, comments, reviews, interaction rate, cost per click, click rates, impressions, and net-reach.

Strategies

A set of strategies is composed by push and pull -strategy. The difference between two terms focuses on which factors (target audiences or distribution channels) lie at the centre. It is common that push and pull -strategies are often combined in actions. However, the nature of the project will vary the decision-making progress in order to utilize the set strategy at most.

Actions

Detailed tactics and courses of actions are demonstrated in this part. The ability of an action plan is to "get people to deliver on time and within budget" (Smith and Taylor 2004:50), explained by employing the right tools and techniques to design a capable communication mix which enables the firm to achieve target objectives.

Resources

The process of allocating available resources cannot be underestimated. The term "resources" used in this context refer to human resources and finance to achieve the objectives. Fill (2009) suggests applying Gantt charts, used to create step-to-step action demonstrated in time scales, to organize this part of the plan.

Personnel are an important factor of an event organization. Whether they are volunteers or employees, team structure with clear authority should be established, given that every staff is well aware of their personal responsibility for their assignments.

Managing and recruiting the volunteer remain as one of the most challenging commitments to the manager. The volunteers are driven by their motivation for, for example, recognition, artistic outlets, social standing or fellows' footsteps (Monroe 2006). The crucial factor in volunteer's management is the understanding of staffs' expectations out of the given opportunity or an effort

of finding and matching needs of their ability and their expectation in joining the board.

Control, evaluation and feedback

Each tools and media channels are evaluated according to the communication objectives. The success of the plan is determined based on the degree of achievements mentioned in the objectives set. A measurement system is required in order for the manager to monitor and evaluate the final results.

5 INTEGRATED MARKETING COMMUNICATION PLAN FOR BTC

5.1   Context analysis

Business context

Bookaholic is a non-profit organization headquartered in Ho Chi Minh City, Vietnam; founded in 2009 by Hanki Nguyen. Three main subjects covered by Bookaholic are global publishing news; charity; and translators outsource. Bookaholic is most well-known for fast and trustworthy information on upcoming published books and high-quality contents.

Target audience groups of Bookaholic is the youth of Generation Y and Generation Z, who are the fastest learners in the age of technology and are the largest groups that have accessed to the Internet, aging from 15 to 34. Beginning with a foreign brand name, Bookaholic first found it difficult to attract Vietnamese youth in order to draw attention to their core contents. In the first few years after the foundation, Bookaholic had attempted to increase brand awareness by changing the logo and domain name into a more Vietnamese-friendly and memorable one (from Bookaholic Club/ bookaholicclub.com to Bookaholic/ bookaholic.vn). The introduction of new logo and domain name did earn better awareness of Bookaholic among the target audiences and is a considerate lesson for BTC. To date, Bookaholic has 20 qualified freelancers working as translators to create daily news and weekly posts for over 80,000 fans and subscribers. The translators come from every part of country, as well as those living and studying abroad.

Existing media partner

Designs.vn has a long-term partnership with BTC back from the early days of establishment. Although a new partnership is going to be formed between BTC and a new media partner, Designs.vn remains the main channel of BTC to publish press releases and related news.

5.1.1 "Beyond the Cover" project analysis and previous findings

Beyond the Cover (BTC) is a non-profit event organised by Bookaholic. Debuted as the first and only annual book cover design contest held in Vietnam, BTC has been attracting awareness, interests and supports in funds and media coverage from the national publishing houses. The aim of BTC is to provide a potential platform for publishers to recruit talents, at the same time, to foster the landscape of book cover design industry in Vietnam.

Mr Nguyen (2015), in dialogues with the author, revealed that the main target groups of BTC online are college students of the University of Fine Art, of the University of Architecture and of the Graphic design institute. Reasons for targeting this sector are because they are the most potential groups who have interests and desire for educational programs in art and design; and more importantly, there hasn't existed a reality show in this field that offers such a new and competitive programme. He added that despite the contest is developed mainly for Vietnamese-speaking group; there are a small number of foreigners express their interest in this concept and willing to participate as long as English instruction is available.

Existing communication channels of BTC can be named of online magazines for teenagers and the youth as earned channels and social media channels including Facebook, Behance.net, Pinterest, and Instagram, etc. as owned channels. BTC has a strong reliance on Facebook with the highest percentage of frequent updates and interaction with target audiences while other platforms receive new posts and updates automatically via a third-party intercede.

Factors that make BTC attractive to the viewers (Figure 7) are news of books and publishing industry internationally (57%), tutorials of graphic software (45%), advice on art and designing technique from experts (35%), and news of national publishers (34%). Simultaneously, the participants were most responsive to entertainment (61%), new and unique content (52%), competitiveness (38%), new skills learning from experienced contestants (33%) and curiosity of judges, contestants and guests (31%) when being referred to attractive features of a reality show (Figure 8).

Tips and tutorials of graphic design software ▇▇▇▇▇ 45%
Advice from experts in art and design ▇▇▇▇ 35%
Updates of national publishing houses ▇▇▇▇ 34%
Updates of new books and publishing trends ▇▇▇▇▇▇▇ 57%
Updates of online and offline design contests ▇▇▇ 23%
Not mentioned ▇▇ 18%
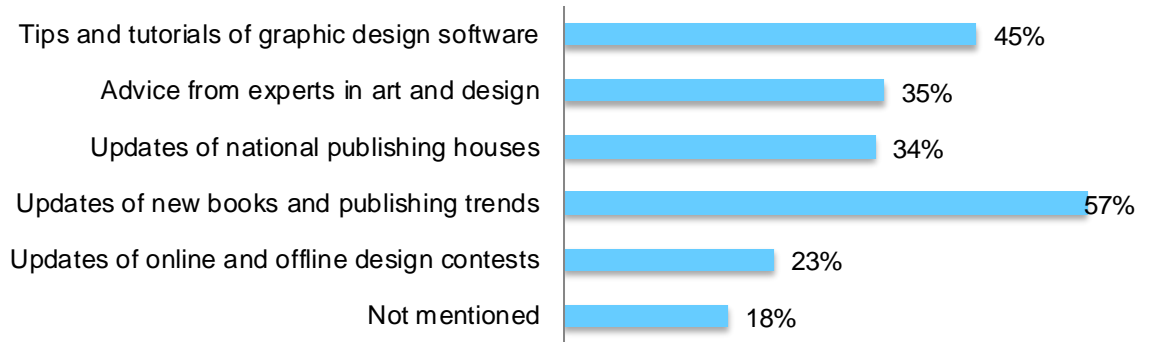
Figure 7. Interest areas of BTC's audiences (n=264)

The competitiveness advantage of BTC is more unique than temporary: BTC is the only organised book cover design contest that held annual by a private organisation to empower the contestants with self-expression, vast opportunities, potential career path, and recognition by the audiences and industry experts.

Advice and comments from the judge ▇▇▇ 28%
Competitiveness among contestants ▇▇▇▇ 38%
Learning from experts and contestants ▇▇▇ 33%
Entertainment ▇▇▇▇▇▇▇ 61%
New and unique content/ programme format ▇▇▇▇▇▇ 52%
Curiosity of contestants, judges and guests,... ▇▇▇ 31%
Others ▇ 5%
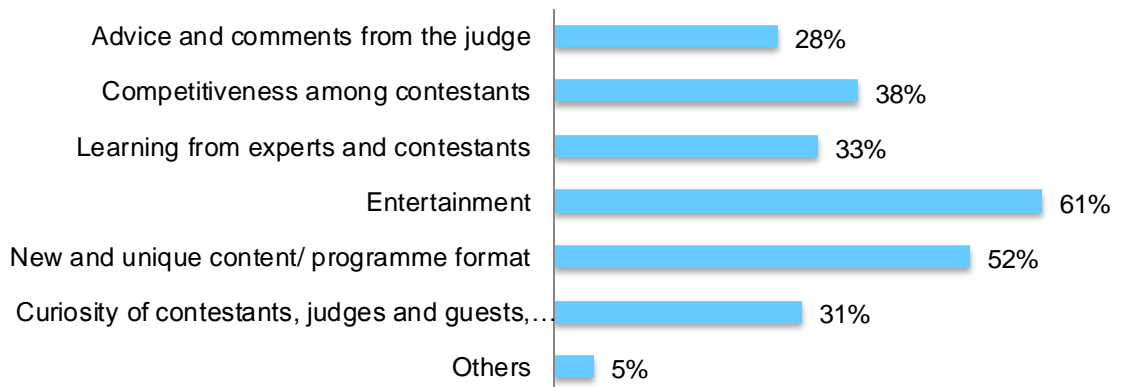
Figure 8. Key factors that makes a reality show successful (n=264)

Based on Facebook metrics, collected data shows that BTC has a total number of 6029 fans on Facebook (statistics on December 2015), 66% of who are female and 34% of the audiences are male (Figure 9). People in their 18-34 are the biggest group of audiences of both genders, equivalent to those belong to generation Y. Facebook insights metric also suggests that most viewers are form Vietnam (5633 users) and the US (110 users), a significant number of fans from Australia, Japan, Singapore, the UK, Germany, and

France are worth noticing. As statistics show user's preferred languages are Vietnamese (3391 users), English (5550 users) and the rest belongs to French (19 users), Japanese (12 users), and German (7 users). Clearly, the number of Vietnamese audiences interested in the event is dominated, including those who are living and studying abroad.
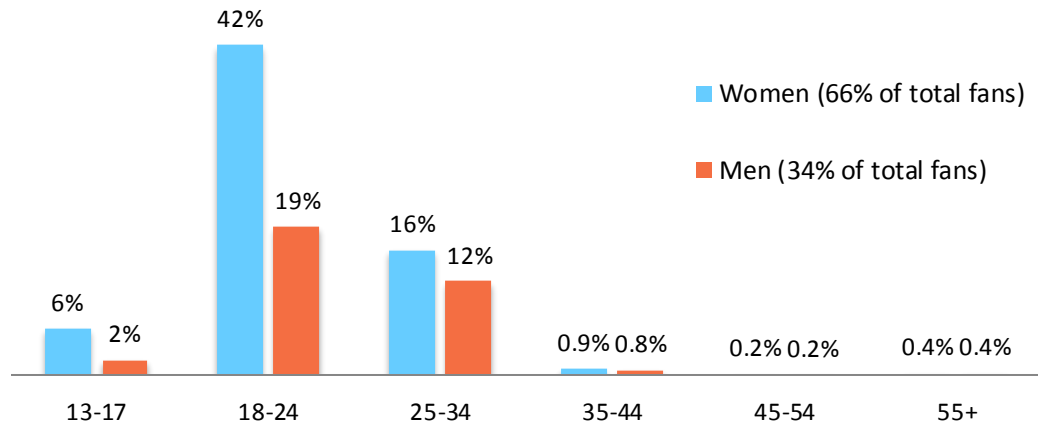
Figure 9. Number of Facebook fan in 2015

In addition, a study of Vietnam digital landscape conducted by Moore Corporation (2015) showed that Facebook has around 31.3 million Vietnamese users in 2015, 25.2 million (80%) of who are between 15 and 34 years old. Ho Chi Minh City (6 millions) and Ha Noi (6.4 millions) are two top cities of Facebook users, followed by Da Nang, Can Tho and Hai Phong city.

5.1.2   SWOT analysis

Non-profits tends to encounter problems in allocating their marketing and communication resources because this process was not targeted in their early years of establishment. Hence, it gets more difficult for organisation to make strategic planning when it comes to staffing and budgeting for communication. In concern with the organisational structure, Mr Nguyen (2015) expressed a concern in the shortage of skilled personnel in marketing communication, which leads to delays in the communication process. Therefore, the collaboration with a new media partner in the upcoming season is expected to aid BTC with communication experts.

Based on Durham (2010), what makes it hard for BTC to communicate more widely and effectively with the target audiences are: (1) BTC does not have a solid communication infrastructure in the early years; (2) BTC does not have sufficient budget to establish communication infrastructure because operational cost is dependent on external sources; and (3) the lack of communication experts prevents BTC from training personnel. A SWOT analysis of BTC is explained below in Table 5.

Table 5. BTC's SWOT analysis

STRENGTHS	BTC is the only annual book cover design contest in Vietnam; hence, it has not had any real competitor so far. The competition has attracted more than 300 applications in each and 6029 fans on Facebook alone. It is backed up by the sponsorships of various national publishing houses and organisation in financial funds and media supports.
WEAKNESSES	BTC depends highly on external funds and financial supports. The official website often appears to meet unexpected technical failure that hurt web's traffic. BTC has a low interaction rate outside the seasonal marketing activities. Existing media strategies are not effective; internal communications structure needs improvement.
OPPORTUNITIES	Generate revenue for expansion by attracting funds and sponsorships. New program development yields loyal audiences and new audiences.
THREATS	Many independent publishers are organising their own book cover design contests that potentially hurts the market share of BTC since BTC has not registered for patent protection. This urges BTC to perform legal act to protect its concept against copycats. Also, BTC has to compete with more popular and entertaining rivals, which are significantly dominating the market.

5.1.3 Market analysis

The target settings of this research were generation Y and Z as aforementioned to segment the most potential groups. According to Moore Corporation (2015), the population of Vietnam is 90 million people in 2015; 44% of whom (equal to 31 million users, representing penetration of 34%) use the internet regularly. On that account, people in between 15-34 years old, who accounted for 72.80% of the total internet users (Statista 2013) are observed to be potential audiences of BTC because (1) they have the highest percentage of internet users out of the total population by age; (2) they account the highest percentage of the internet usage on a daily basis (66% of the total netizens) (Statista 2014); (3) they were born on digital ages and are the fastest learners of modern technology, so (4) most of them tend to be freelancers in the fields of IT and art such as graphic designers and illustrators.

Social media and messaging apps are the two most powerful communication tools seeing the internet dominated by digital native users. Facebook, surpassed television and newspapers, becomes one of the most popular communication channels among young Vietnamese. In 2012, Facebook users in Vietnam grew 200% (from 2.9 million to 8.5 million active accounts) compared with the previous year (Kemp 2012). At the same time, Zing Me - the Vietnamese Facebook claims 8.2 million users, accounted for 27% of national active accounts in the same quarter. In 2015, Facebook still dominated the market with 57% account active (Moore Corporation 2015).

The author's study (Figure 10) resulted equivalent figures to Moore Cooperation's report (2015). The most popular social media platform used by BTC's target audiences is Facebook (99% of surveyed population), followed by Instagram (60%). The other platforms were not mentioned seeing low responses.
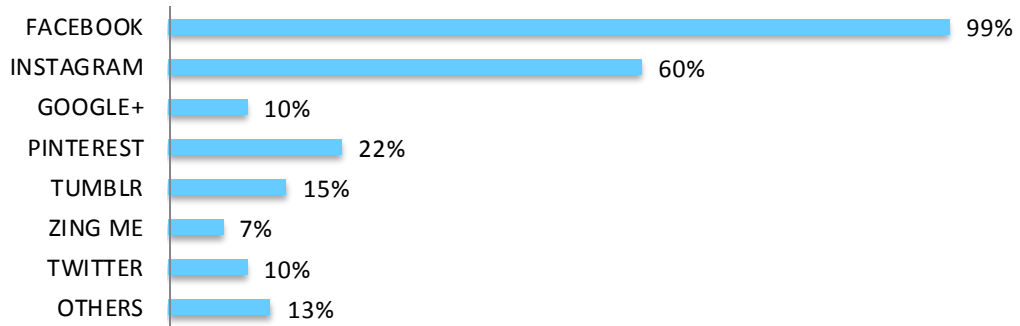
Figure 10. Most popular social platforms of BTC's audiences (n=264)

With reference to mobile marketing, the Vietnam digital market witnesses a significant growth in mobile instant messaging. This trend indicates a clear vision in the orientations of mobile-friendly and digital-driven campaigns (Benjamin 2015). Kemp (2012), regional managing partner at We Are Social in Asia, supported that 87% of internet users get online with mobile phones instead of laptops/ desktops and the figure are about to accelerate. He also added that the rise of chat apps in recent years means people are engaging in real-time conversations more than ever rather than posting on their social media account. A recent study (Benjamin 2015) indicates that Vietnamese generation Y and Z enjoy communicating online (using chat apps or social media networks) than face-to-face conversations. Facebook Messenger and Viber, as a result, are two most popular platforms in Vietnam. The popularity of Facebook makes Messenger – Facebook chat app – becomes the most popular chat app of all, followed by Skype and Viber apps. Zalo, the new chat app introduced in 2014, are gaining significant market share in Vietnam. Both platforms, Zalo and Zing Me, are belonged to VNG Corporation, a Vietnamese 2004 foundation specializing in digital content and online entertainment, social networking, and e-commerce.

People are spending more times online than before. According to Benjamin (2015), traditional channels such as television, radio, and printed magazines are being replaced by social media and electronic devices. 52% of the people claimed that they prefer watching YouTube videos to TV; in the meanwhile, online streaming videos also overtake TV live shows. The author also

observed that the average time spent watching TV per day has decreased from 134 minutes to 108 minutes; contradict to that of the Internet which increased from 84 minutes to 310 minutes. This fact questions the author whether TV advertising is suitable for BTC. For the reason that (1) the target settings of BTC are selective which emphasize on publishing and art sector while the coverage of TV advertising is far wider than expected; (2) YouTube advertising is more suitable which offers an affordable budget plan for BTC. Therefore, the author was affirmed to abolish TV advertising from the plan.

Printed newspapers and magazines are also examined for implementation. They project to be consumed by a large number of populations; yet the consumers in this segment are digital immigrants aging outside 35 years old. On top of that, social media platforms (Facebook, YouTube and Twitter, etc.) and instant messaging apps (Facebook Messenger, Zalo, Viber, and WhatsApp's, etc.) are more popular among 15 to 25 years old rather than those who are over 25 years old. Online magazines offer a more competitive and affordable price for adverting, not to mention earned channels which are at no cost. However, according to Moore Cooperation (2015) and the author's research, micro-blogging platforms such as Twitter and Tumblr are not popular among Vietnamese audiences, thereby, they are not recommended to employ as part of current media strategy.

5.1.4 Market segmentations

According to the research, the consumer journey of BTC's audiences focuses on the first stage of the model (Figure 6), which aims to generate the awareness of target audiences. In that event, an online survey (Appendix 2) was distributed to target audiences attempting to segment the market in order to demonstrate a descriptive profile of potential customers which displays their demands, desires and expectations.

The survey indicated that 85% of the frequent visits to the fan page are from people in 15-25 years old while visitors between 26-35 years old only accounted for 13%. Figures collected in the survey and Facebook metric recommended that female audiences accounted for over half of the total fans

(as demonstrated in Figure 9) has the highest online traffics occur after 8 p.m. On that account, the author segmented the target market into three groups, which are the publisher – they work in fine-art or related industry, including media agencies, who have an intention for recruiting new artists and designers (Segment 1); the potential candidate – they are people interested in relevant knowledge and skilled performances by professional in the industry (Segment 2); and the audience – they are people who have little or no design skills have interest in publishing and art-related programme (Segment 3).

Table 6. Psychographic and behavioral segmentation of BTC

SEGMENT 1	SEGMENT 2	SEGMENT 3
- Publishers and independent media agency, fine art industry	- Age between 15 – 25 years old	- Age between 18 – 25 years old
- Experts on the field, potential guests/ judges	- Have interest and sufficient knowledge/ skills in art and design	- Have interest in art and design but do not have equivalent skills and knowledge
- Located in Vietnam - Sponsor, business partner	- Study or graduate from art institutes	- Do not have background in art and design - Frequent purchase books
- Need for recruiting talents	- Need for educational and entertaining program	- Need for educational and entertaining program

Segment 1 aims at communicating with local organisations who are potential partners of BTC. They also take part in the contest as invited guests, the judge and professional consultants for contestants.

Segment 2 targets college students and freelancers who have skills and knowledge in art and design. They have a solid background in art and can be potential contestants of BTC. They are aged between 15-25 years old and are mostly university students.

Segment 3 relates to Vietnamese youth aging between 18-25 years who have no background in art and design but interest in publishing and artistic design. They are the target market of Vietnamese publishers and BTC's business partners (Segment 1). The range of age in Segment 3 is limited to 25 years old because people having no skills and interest in art and publishing industry rarely gets attractive to this concept. Not to mention people outside 25 years old spend less time watching reality shows which are out of their interest. Their motives to check out the programme are for entertainment and education.

5.2 Communication Objectives

A common pitfall committed by many practitioners is setting directional objectives; for example, increase brand awareness; because those directional objectives are immeasurable, thus, make it difficult to say whether the objectives have been achieved (Duncan 2002). Objectives are SMART, initially combined by Specific, Measurable, Actionable, Relevant, and Time-related. Three key characteristics of a good objective are realistic, measureable and achievable.

- 500 applications for the Qualifying round on the first week of June
- Attract 90% awareness of target audiences
- Acquire 70% of target groups visit official website during May and August
- Acquire 2000 new followers on Facebook from May to August
- Reach 4840 followers and over 500 times hash tag #Beyondthecover (or #BTC) is mentioned on Instagram from May to December 2016.

5.3 Communication strategy

Push strategy is the method of approaching the customer proactively and widely by spreading and maximizing the volume of advertisement presence while pull strategy is customised to attract specific groups of customer and have them looking for the information proactively. This plan is driven by pull strategy.

- Increase visibility by improving the quality of web contents

- Utilize Instagram to promote sub-campaigns

- Employ digital advertising on social media and search engines to reach target audiences

- Reach the customer within 24 hours upon requested contact by phone/ email concerning fundraising issues

- Organise marketing campaigns focusing on direct dialogues with target segments (company visit, university meetings and book fair)

5.4   The message

BTC's slogan: "You've got talent. We've got stage"

Campaign message of season 6: "I see love"

Table 7. Message tactics of each segment

	Key message	**Communication channel**
Segment 1	Discover talented artists and designers	Email, portfolio, website, direct contacts
Segment 2	You've got talent. We've got stage	Email, Facebook, Instagram, website, YouTube, university conference
Segment 3	You decide which design deserves	In-print, Facebook, Instagram, YouTube, Pinterest, website, book fair

Age, interests and online behaviours of the surveyed segment indicate that BTC's audiences are female between 15-25 years old as mentioned before. They are attractive to messages that deliver fun, excitement, joy, emotion and entertainment. They love reading, which makes books become their common interest and connection with BTC and Bookaholic. As regards set objectives, success of BTC entails strong brand reinforcement and nurture with rewarded contestants, the central of the campaign targets Segment 2.

The campaign message of Season 6 is introduced to be "I see love". The message of Season 6 focuses on chick-lit and romance genre, whereas love engages a broader meaning of family relationships and friendship values. Obviously, regardless of which perspective it is seen, the theme of Season 6 emphasizes human emotions. Hence, the following marketing campaigns and marketing tactics focus on emotion-driven content, which demonstrates the idea of love among the community.

5.5   Communication mix

As aforementioned, the Internet marketing strategy should be integrated with other marketing activities from the early stage to avoid duplicated tasks and waste resources. Figure 11 demonstrates organisation planning in BTC perspective, focusing on promoting BTC Season 6 via internet marketing campaign. Each campaign is developed with descriptive traditional and internet marketing activities, follows up by other promotion tasks that generate brand awareness and increase visibility.

Figure 11. Organization planning from BTC's perspective (modified Chaffey et al. 2009)

Tactics to promote BTC combining both online and offline tools are demonstrated in Table 8 and Table 9.

Table 8. BTC's campaign activities

Book fair	Location	9th Book Culture and Development Fair 2016, Le Van Tam Park, Ho Chi Minh City
	Time	21/3-27/3
	Activities: - Author autograph signings; talk shows with writers, poets, translators, and artists; games and small contests - Showcase book covers and projects of previous seasons - Create interactive sessions for contestants and interested parties - Organise lottery session, email collection for direct marketing - Merchandise BTC souvenirs/ products	
Company Excursion	Location	Sponsors or media partners in HCMC
	Time	Week 3 of July
	Activities: - Meeting with company representatives - Contestant pitching sessions - Team building activities	
University conference	Location	University partner
	Time	Agree with university partners
	Activities: - Meeting with university student - Exchange knowledge and in-sight industry information - Opportunity for young graduate programme (for representatives from publishing houses and media partners) - FAQ session	

Table 9. Tactics sheet of BTC

Website	Enhance with e-advertisement tools using search engine advertising, Facebook marketing and PPC News and frequent updates actively, 24/7 accessible Design professionally and suitable for the project nature, easy to use and update Design is consistent to brochures, theme, portfolio and other related products
Blog	Professional and in-sight views to attract viewers Enhance with e-advertising tools using search engine advertisement, Facebook marketing and PPC
Newsletters	Send out newsletter features free material (e.g. advice on design, tutorials, and in-sight interviews) and campaign news to target audiences using Mail Chimp: fast and inexpensive Recipients can easily forward on to others who might be interested Can be viewed as spam. Pictures or graphics can cause newsletter to be blocked or extent downloading time Need to keep email lists up to date Short and well written, preferably with list of contents at the top to save readers' time
Press releases	Well-written and informative May gain excellent coverage across a variety of media
Advertisement	Encourage other sites to share and reprint content with credit/ connected link to original article on BTC's website Total control over messages, the timing and the branding Ads placement on Youtube, Facebook and other sites Attractive design is essential

The lack of channel-specific objectives is manifest in under-constructed website and low traffic on the activated fan page. Statistics of previous years suggest a sharp increase in the number of web traffic only in two months during the event and quickly decline as the season concluded. Apparently, this is a result of low online presence and low interaction with target audiences, which drives online marketing focus of BTC to traffic focus and implementing PPC and affiliate marketing approach. A list of detailed actions to address and enhance SEO, PPC and e-advertising is indicated in Section 5.5.5.

5.5.1 Website

Interactive web-based experience undertakes design and functionality, featuring smooth, speedy and unique experience with photo display, imagery design, and concise information in texts and dialogues. In addition, the lesson learned from Bookaholic's case (Section 5.1.1) suggests BTC to have a Vietnamese-friendly domain name that is recognisable by the users, for example, beyondthecover.vn.

Check-list before publishing website:

- Grammar and spelling are correct
- The page is displayed compliant on various browsers
- Keywords for SEO and PPC are mentioned
- Sitemap and navigation are easy to find
- Submit the site to Google Webmaster Tools and Google Analytics
- Creative 404 pages, links to social media and relevant websites
- Privacy policy, terms and conditions if necessary
- Clear and easy to find contact page with contact form
- Test loading speed

404 pages

404 pages are known as error or non-existing page of a website which appear when the web server cannot find the address requested. 404 pages by default are left blank with short text indicating error but it can be viral content with a bit creativity and fun design.

Considering that each season is introduced with a different theme, the appearance of 404 pages can be refreshed to be aligned with the current design. A minor 404 page design contest held on social media between May and June to encourage unsuccessful candidates and the community to participate. The reward is to display the best designs on 404 pages with credits. This tactic is to create viral content and employ crowd-sourced strategy.

5.5.2 Blog/ Magazine grid platform

Being online with a website is not enough to build reputation. People love stories. They are more likely to stick to a brand which has inspirational, emotional, and self-relevant stories. On top of that, blog contents get shared and go viral easier than any kind of online community platform (Chrzanowska 2015). A blog-based website is far more effective and convenient for the case of BTC.

Strategies:

– Constantly produce new content to maintain audiences' interest
– Increase brand awareness at no cost as the writers produce new posts on their willingness and voluntary
– Showcase contestant's own portfolio of related work
– Publish new post between 8 p.m. and 10 p.m. (Appendix 2.3)

Facebook is reportedly the most common platform that helps increase brand visibility but according to Technorati Media (2013), blog reviews rank higher than Facebook and Twitter in shaping customer's opinions and purchase motives. Davis (2013a) revealed that 90% of the people participated in the survey conducted by Reach Local in 2013 admitted to be influenced by positive blog reviews. Charlesworth (2015) supported that the bloggers always have opinions and attitudes toward interested topics, and they do not hesitate to let the others dig their minds. The author continued to add that "with regard to using blogs as part of a social media marketing strategy… The words 'individual' and 'author' can be replaced by either 'product', 'brand' or 'organisation'." (Charlesworth 2015: 129).

In Vietnam, forum and websites sharing tips and advice for designers are vast and popular, but there is not any professional or qualified platform for art and graphic design communities. The case company's expertise in magazine grid design platform stands on good stead to create a blog-orientated website based Word Press. The blog is open for everyone to read but only selective writers/ bloggers are given the authorization to create content, showcase their

portfolio, work and promote themselves to the potential employers. In addition, intern journalists can be hired to create interviews with sponsors, judges, and relevant individual to enrich and diverse the content. This tactic not only helps ensure the content quality but also puts BTC's position in the audience's mind at a more professional and respectful level.

The blog platform requires many efforts and it should be consider as a managerial activity which is controlled under the editorial team before publishing, now that it is important to organize an editorial team who is in charge of operating the publishing process. According to the research, attractive content of BTC's audience focuses on refreshing articles written by experts/ professionals about graphic techniques, drawing and illustrating skills; comments on market trends and genres of books, etc.

5.5.3 Newsletters/ Email Subscription

E-newsletter is often used as a way to keep the customer informed about the news of an event. Email newsletters require the manager to keep a list of subscribers' contact details. It should be considerate with appealing content with appropriate amount of text. The main purpose of email marketing is to keep the audiences up-to-date with current news of the contest, generate clicks and encourage dialogues.

Strategies:

- Schedule weekly newsletters/ email notifications on every Thursday (the result announcement time of each round) from June to August
- Minimize text and make use of catchy titles, headlines and images
- Determine which segments prefer which types of content

Mail Chimp is used previously by the case company to manage business email address, so the author suggests using Mail Chimp for sending email newsletters, automatic messages and marketing campaigns to subscribers. Particular content is made visible to specific groups, meaning the content is customized based on the preference of the subscriber so that each segment

sees only their interested topics without being disturbed by unrelated content – often seen as spam.

5.5.4 Social media marketing

"Marketing communication is about listening," said Chrzanowska (2015). For online brands, the role of social media marketing is evitable and crucial building up their reputation and brand image, whereas a good review on the brand significantly boosts up its value in the mind of the reviewer's network, and opposite perceptions come with negative feedback. For that reason, social media is a quick and convenient way for BTC to interact and listen to the audience in a budget. Chrzanowska (2015) observed that generation Y and Z spend enormous time to express their self-images and lifestyles on social media. This platform is a rich pool for the marketer to learn, sketch, capture the target persona and generate the most potential leads.

Each social platform has a specific function and tool to deliver specific content, whereas many practitioners create the same content for every platform they employ – a waste in time and resources. For the marketer to invest wisely in social media marketing, it is worth noticing specific set of tactics and actions employed in each channel before combining a communication mix. Table 10 summarises different tactics customised for each social media platform. Initial social media strategies of BTC are listed below.

Strategies:

− Response to any negative feedback received on Face pages
− Tone and style on social media are friendly, kind and polite in any circumstance
− The content is up-to-date, relevant and frequently renewed
− The old content is shared to the community in a refreshing mean and must be aware of spamming issue
− The relation of partner's activity is not for commercial purpose which should be presented in an appropriate attitude

−   Post in golden hours which are between 8 p.m. and 10 p.m. according to the author's research (Appendix 2.2)

Table 10. Social media marketing guideline (modified from Safko and Brake 2009)

Tool	Objective	Strategies	Tactics
Skype	Internal communication	Group session	Weekly contact according to the program description
Zalo group	Instant communication with audience	Real time communication	Announce press release Q&A session
Facebook group	Informal internal communication	Share and exchange information	Shared workplace for informal communication
Facebook page	Increase publicity and visibility to generate attractions	Increase awareness among audiences	Viral content with photos and videos Facebook Fan Page promotion Text between 200-300 words Small quizzes and polls
YouTube	Deliver qualified contents to target audiences	Communicate, educate and entertain	Tutorials, expert advice, tips, interviews, insights
Behance	Promote expertise and content via photographs	Communicate, educate and entertain	Showcase seasonal portfolios and relevant artworks
Instagram	Promote expertise and content via photographs	Communicate, educate and entertain	Parallel with Facebook
Pinterest	Promote expertise and content via photographs	Communicate, educate and entertain	Info graphic, parallel with Blog and Word Press
Mail Chimp	Email newsletters, automatic messages, feedback, online survey	Communicate and collaborate	Structured questionnaires Short and understandable Clean and minimal newsletter design

Facebook is a familiar tool for communication and publicity. It is commonly used as the main vehicle to interact with target audiences. Facebook Messenger/ Zalo can be used in parallel with Skype, because each platform has its own strengths, to interact with contestants and employees internally. Whilst Skype is more advanced in video calling and organising group meeting that is suitable for formal conversations, Facebook Messenger and Zalo are more casual and much preferred by its users in instant messaging and informal communication.

Zalo is a second suggestion to replace Facebook Messenger. A research of Facebook Group showed that Facebook Messenger is more likely to be used for personal purposes such as updating activities, interacting with friends and relatives and sharing personal life. People on Facebook less prefer it for professional communication, while the new trend of using of Zalo app in Vietnam is increasing. Moreover, the competition is less intense on Zalo since there have not been many organisations with marketing penetration.

Pinterest is open for linking connections between two websites while Instagram is preferable for short and entertaining content/ messages. Since Instagram is a mobile application, it is recommendable to be utilized as a corporate image building tool to share internal and daily activities such as event preparation, employees' group work, etc.

Notwithstanding, Pinterest is suggested delivering more educated and intensive content on related issues such as design tips, infographics, summaries of census reports, statistical information and so on. It is customized for experts, experienced users in art and publishing industry, and a noticeable number of idea-seeker on Pinterest community.

Behance.net is an artistic platform customized only for professional designers and artists. Its features allow the user to organise a professional portfolio useful for online exhibitions which targets potential sponsors and business partners.

5.5.5   Online advertisements and affiliate marketing

It is worth reminding that the values of BTC are only delivered to those who only have similar interests, not to mention it is not always advantageous for a brand to be everywhere on the Internet no matter how big the target segment is. The aim of the case company is to position BTC brand into a more professional and highly appreciated perspective, giving people who have connections to the brand feel special, unique and valued; hence, it should be selective when it comes to affiliate partners.

High ranking in Google search engine is unarguably important for every business since it contributes a major success on accelerating web traffic and clicks. When it comes to search engine marketing, Google aced the market share in Vietnam with 92.97%, claiming to be the most popular search engine among Vietnamese netizens (Global Analyst 2015). Google search engine advertising helps the firm communicate with potential audiences, instead of reaching a large group of people digitally.

Table 11. Digital advertisement plan for BTC

Tool	Duration	Tactics	Cost
SEO	Continuous	Enhance and customise website with relevant keywords that list the site in high rank in natural listing on search engines	Free
PPC	30 days	List of keywords: thiết kế bìa sách (book cover design), cuộc thi (contest), nghệ thuật (art), thiết kế (design), Beyond the Cover, sách (book), publishing, Bookaholic, digital art[2]	PPC advertisement is launched for 30 days with a budget of VND 3,000,000

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[2] Search popularity for the above keywords for ad placement is listed in Appendix 6

Facebook Ads	30 days	Ads are visible to targeted groups Keywords: book, visual art, public contest, Bookaholic, publishing, beyond the cover, book cover Age: 18-35 years old Schedule: 18:00-24:00 every day Language: Vietnamese	Facebook advertisement promoting Facebook Page estimates 840-3360 likes for 30 days in a budget of VND 3,000,000
YouTube Ads	30 days	Create a short video clip for which to be shown before viewer reach their intended video Location: Vietnam Age: 18-34 Gender: all User interests: Comics and Animation Fans, Do-It-Yourselfers, Mobile Enthusiasts, News and Junkies & Avis Readers, Social Media Enthusiasts, Technophiles, Art & Theatre Aficionados	YouTube ad generates 1K – 2K views per day with a daily budget at VND 223,820 and CPV[3] at VND 112

The idea of **Pay-per-click** (PPC) and **Facebook advertisement** is that the company selects keywords which are relevant to their business, when, how, and how much they are willing to pay for a day, or in a specific period of a campaign launch. Money is collected on each click, not on display. The company will only pay to Google if the link is clicked. A maximum budget can be pre-determined by the marketer to control the cost of expense.

In contrast to PPC, **SEO** does not evolve a display cost for the company. SEO is concerned with keywords contained in the site and in its domain name and has nothing to do with photos, pictures, symbols or anything related to aesthetic design. The position of the company website on the natural listing depends on how well the page and linking connections are optimized. The goal of SEO is to make the website listed as high as possible on the natural listing of search engines. For BTC, those keywords include book cover design, design contest, and art, etc. (Appendix 6). The secret of effective SEO lies on simple, short, relative, distinctive and unique (Chaffey et al. 2009) keywords.

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[3] CPV: Maximum cost-per-view is the highest price the firm willing to pay for the viewer when an ad is viewed. It boosts the number of times an ad is shown to people.

For BTC audiences, those keywords should come along with relevant content including graphic tutorials, industry news, publishers' updates, and entertaining facts (see Appendix 2.2).

YouTube Ads: YouTube ads should not be longer than 60 seconds, and for any ad that is skipped before 30 seconds (or the end), the advertiser is not entitled to pay for that ad.

5.5.6   Recommendation of addition tools

Mobile application

Mobile marketing is invading the market. Smartphone is replacing laptop and tablet devices thanks to it compatible and convenient design. Many businesses are developing their own mobile application for Android and iOS. It is critical for BTC to be present in the mobile application business. Its first and foremost strategy is to develop a mobile application supporting at least two most popular platforms, Android and iOS, to foster the competitive advantage. Mobile-friendly customisation for web interface is a fact and a must. More detail on digital landscape and mobile usage in Vietnam is listed in Appendix 3.

Ads on bus

The author suggests placing ads on specific buses often commuted by students to specific Universities. The cost might be overwhelmed with limited budget; therefore, this tactic is proposed for future development. Further research on specific buses taken by target audiences and pricing plan should be examined by the local.

In-print

– Posters, flyers, brochure/ Annual Portfolio
– Gifts (cup, pen, key tag, bookmark)

BTC's symbol, domain name and contact detail printed on souvenirs as appreciating gifts to sponsors, partners, contributors and contestants. In-print

products are used in offline events such as book fair, meetings and excursion trips, or to give out to winners of a lottery/ quiz game/ poll on social media as rewards.

BTC Scholarship

Bearing the mission of discovering and supporting talents in fine arts and design, scholarships for university students in Partner Universities are an appreciate behaviour of BTC. The scholarship is affordable only when BTC has a solid organisational structure and strong business partnerships. As finance is the biggest concerns of BTC in projecting brave investment on education and charity, a detailed plan of raising funds and finding sponsors should be carefully considered and implemented.

5.5.7   Logo identity standards

The psychology of colours in marketing remains as one of the most controversial and interesting aspects to date. Researchers believe that colours do have an effect on customer mind and that it more or less expresses personal preference, experiences, perception and personality. Ciotti (2014) acknowledged that colour has an impact on how the customers perceive the brand personality. For example, the brand colour of blue and white deliver a feeling of calmness, tranquillity, professionalism, and reliability. Based on five dimensions of brand personality (Figure 2), it is obvious to claim perceived image of (?) BTC recognised by the audience is Excitement: fun, creative, unique and imaginative, and at the same time, confident, calm, and conservative. Whereas the colour of excitement and imagination is perceived by vivid hues such as red and violet; blue alone brings the perception of reliability, stability, calmness and professionalism but lacks of creativity, imagination and inspiration. A description of the relation between the brand and colours in marketing is demonstrated in Appendix 7.

Regarding the theme of Season 6, it is worth noticing that designing the poster of the following season is a quest of the final round and it will be used officially in the upcoming season. This made the poster of BTC Season 6 (Figure 12)

prepared by the winner of Season 5, Mr Quang Huy Nguyen. It follows that all materials and media appearance of each season must be aligned with the announced theme for the logo and brand identity of BTC to remain unchanged. This year's season considers soft, tint, romantic and nostalgic colours (red purple, violet, lavender, dusty pink, etc.).
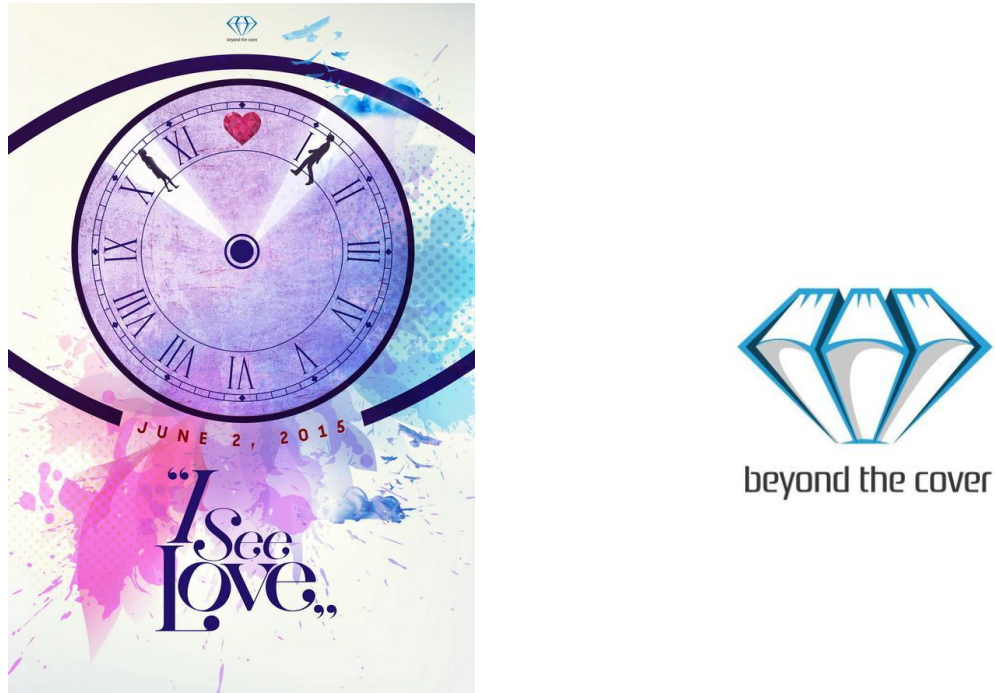
Figure 12. Brand elements of BTC Season 6. (On the left: Poster designed by the Winner of BTC Season 5 2014, Quang Huy Nguyen. On the right: The official logo of BTC)

Moreover, the logo of BTC must be attached to all online and offline materials used in Season 6. It cannot be distorted, amended or resized under any circumstance. Factors such as the area of isolation, the colour, the background colour, minimum size of the logo, preferred font (if applicable) and other elements affecting the appearance of the logo should be addressed. Brand identity and contact details must presented clearly on business letterheads, press release, newsletters and test materials and are synchronized with the same logo, design, and colours.

5.6   Implementation and control

5.6.1   Project timeline (campaign launch)

Pre-event marketing

Materials such as posters, flyers, sample papers and newsletters should be assembled two months prior to the launch.

– Two months prior to the application period, public invitations sent out to potential contestants in social media platforms informing the application period and exclusive activities of the current season
– Private invitations sent to sponsors, judges and media partners informing the upcoming events and activities and receive confirmations
– Two weeks prior to the application deadline, reminders sent to registered applications to announce a final call

During the contest

– Press releases and interviews sessions are sent out weekly according to the programme
– Keep social media active with small quizzes, polls or lotteries
– Refreshing contents for the blog and the website should be updated on a weekly basis

Post marketing communications

– Press release distribution and advocacy tasks are taken care of by the Acquisition team
– Work portfolios of Season 6's contestants are distributed among BTC's partners and as requested
– Feedback form for each group is customised and distributed online within two weeks after the Awarding ceremony

Tasks	Start	End	
Web building	**Mar-16**	**Apr-16**	**45**
Register domain name	Mar-16	Mar-16	1
Find host (ISP)	Mar-16	Mar-16	1
Choose page template	Mar-16	Mar-16	3
Create content and modify visualization	Mar-16	Mar-16	15
Revise pages usability	Mar-16	Apr-16	7
Test website	Apr-16	Apr-16	7
Publish page	Apr-16	Apr-16	1
Assign editorial team and recruit writers	Apr-16	Apr-16	10
Pre-event preparation	**Mar-16**	**May-16**	**62**
Prepare invitation letters	Apr-16	Apr-16	2
Create reminder emails, newsletter template,	Apr-16	Apr-16	7
Prepare materials (tutorials, weekly content,	Apr-16	Apr-16	7
Order in-print products (sourvenirs, gifts,	Apr-16	Apr-16	7
Prepare interview questionnaires	Apr-16	Apr-16	6
Send out invitation letters to subcriber and	May-16	May-16	1
Conduct interviews and publish tutorials	May-16	May-16	7
Send out newsletters and reminders	May-16	May-16	7
Book fair	Mar-16	Mar-16	7
Promotional period	**Jun-16**	**Aug-16**	**73**
Press release	Jun-16	Aug-16	1
Company excursion	Jul-16	Jul-16	1
University conference	unknown	unkown	1
Post-event marketing	**Aug-16**	**Aug-16**	**15**
Distribute and collect feedback	Aug-16	Aug-16	15
Lottery announcement	Aug-16	Aug-16	1
Send thank you letter to partners and audiences	Aug-16	Aug-16	1

Figure 13. Campaign time frame from 03-08/2016

5.6.2 Budget estimation

The budget calculated in this paper is not in exact. The budget locating is made in the effort that delivers an estimated number for further implementation of the case company.

Table 12. Budget estimation of communications activities

Tactic	Element	Expense (in VND, estimate)		Purchase time
E-PR				
Website & Blog	Template	VND	150,000	-
	Domain	VND	225,000	-
	Host	VND	125,000	month
PPC		VND	200,844	daily
Facebook Ad		VND	221,380	daily
YouTube Ad		VND	223,820	daily
	Total	**VND**	**19,631,329**	**seasonally**
		VND	**1,500,000**	**yearly**
Offline campaigns				
Book fair			unkown	
Univeristy conference			unkown	
Company visit			unkown	
In-print materials	Gifts	VND	1,000,000	
	Posters, flyers	VND	2,300,000	

Estimated expenses in Table 12 were calculated based on the current price levels in VND. However, the case company is expected to see differentiation in actual prices and additional costs on extra elements which might occur during the process. The budget plan must be carefully studied and revised to fit with the objectives and financial situation at most. An example of detailed project budget planning is given in Appendix 5.

5.6.3 Human resources

The author learned that all previous seasons of BTC were micro-management, which means all operating details were managed under the control of the Director. To reduce the amount of workload on the shoulder of the Leader, a balanced team structure needs to be formed and piloted.

Figure 14. Structure of the Communications department and roles of communication staffs

In other to achieve set objectives, a communication team specialized in content marketing and communication integration needs to be established. The personnel should be trained or qualified with these required skills. Figure 14 illustrates a new model of the department structure and individual functionality in details. The model is modified based on the current structure of the case company and the event organizers. Future implementation and continuous development need to be examined annually.

Content and social media lead – The specialist is content oriented and creative in the terms of social and viral marketing, skilled in creating and employing multimedia vehicles increase interactions and communications with audiences. He/ she is fully in charge of creating, updating and maintaining dialogues and interaction with audiences, thus, increasing publicity and visibility of the firm in the fastest and most effective fashion.

Analytical skills – basic knowledge in digital marketing that is able to interact with analytic engines such as Google Analytics, evaluate the effectiveness of the campaign, be comfortable in doing basic tracking and analysing, edit and improve articles and published articles on Owned and paid media, SEO and search engines.

Digital control – familiar with web design and HTML code, is capable in handling and preventing technical failure, improve web page experiences and minimise unexpected Majeure that can hurt web traffic.

Relationship management – it is critical maintaining and nurture relationships with business partners, sponsors and supporters of the event. He/ she is in charge of planning and implementing public relations strategies, in accordant with organising offline events promoting BTC such as exhibitions, book fairs, press releases, university visits, excursions, interview and talk shows, etc.

5.6.4 Other resources

Much of the work within the organising team is done under Excel and manual works due to a limited budget. However, with a large number of applications and data coming into the system, the most effective way is to have software

that handles email responses and applicant's database automatically. A suggestion for the case company is to collaborate with a technology-based company or media agency that provides technical and digital support in database management.

The application fee is not applicable before considers the scale of the programme. To improve the quality of the contest and to be at a more professional level in the industry, application fee applied for contestants should be collected. Since the main participant of BTC is students studying in Art, the amount of the fee is suggested being between VND 20,000 to VND 50,000 per application[4].

5.7   Evaluation and feedback

An event is successful when its objectives and goals are met with allocated resources. Standard criteria to measure the success of BTC are:

Operation:

- The number of application received
- Number of direct and indirect traffic draw to the website, bounce rates, CTR, word-of-mouth, customer satisfaction rate, brand recognition and level of brand awareness
- Number of new followers on social media compares to set objectives
- Number of new and repeat site visits
- Brand Attitude Index on how people perceive the brand
- The position of the website on natural search

Target settings:

- The audiences' reactions toward BTC's news and communication effort
- The number of received email, letters, calls, request contacts from each target segment

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[4] The price is determined based on monthly income and spending of Vietnamese students

Frequency of press appearance:

- How many magazines and newspapers mention the contest? How are the attitude, style and tone of the author and who are their audiences?
- What do they write about BTC and relevant organisations (media partners, sponsors, agencies, etc.)
- How many readers reach BTC's website from the mentioned magazines/ newspaper?

In post-marketing activities, evaluation and assessment guidelines addressing critical issues remaining during the event are mandatory for the case company to develop and implement the forthcoming plan. The system should include in-person interview with some participants in addressing remained issues, evaluation of the communication process and weakness in delivered messages. There are numerous tools and techniques enable the marketer to track and response to each change in the market and improve current situation of each promotional activity if it is observed to be under-performance.

One of the most common tools utilized by the marketer is Google Analytics, which provides metrics, insight data, and measurement of impressions[5], web traffic, clicks, bounce rates[6], conversion rates, click-through rate (CTR[7]), metrics and insightful data to analyze and improve the performance. The course of actions to implement Google Analytics into campaign evaluation reviewed from Colwyn (2015) includes:

- Use SEO report to monitor keyword rankings, clicks, and impressions
- Improve CTR of keywords with most impressions by adding them to relevant titles and blog descriptions
- Use the Top 10 attractive keywords (Appendix 6) as alt tags and titles for images, or create more content with keywords that are driving the most traffic

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[5] Impressions: The number of times an ad is shown on a Google Network, each click on an ad represents an impression
[6] Bounce rates: The percentage of visitors who leaves the website after viewing only one page
[7] CTR: The ratio of click on an ad divided by the number of times an ad is view

Feedback is a part of the post-communication process. Feedback is given to stakeholders and audiences in order to study and evaluation the post-event performances. The feedback form (Appendix 3) should not contain more 15 questions. The questionnaire is considered short, clear, coherent, direct and detailed. Duplication must be avoided as the purpose of the questionnaire is not for personality study.

6   CONCLUSION

6.1   Validity and reliability of the research

Qualitative research

The interview and personal conversations with representative of the case company provided the author with insights and information supporting the findings of this thesis. A summary of the research questions was answered in Table 14.

The questionnaire designed for the interview with the founder of the case company and BTC, Mr Hanki Nguyen, was on the purpose of allocating the information of the upcoming project and relevant data concerning previous performances and statistics of BTC. All collected data is fresh and up-to-date, ensuring the reliability of the study.

Table 13. Summary of research questions and related findings

RESEARCH QUESTION	FINDINGS
How to employ IMC plan to improve brand awareness and publicity of BTC in Vietnam?	Tactics are integrating online and offline public relations, social media marketing, digital marketing and online PR into a new communication mix
How has BTC marketed so far and?	BTC is well-known among people who are interested in digital arts and publishing industry, most of the audiences are driven from Bookaholic.vn. Hence, the objectives of BTC is to attract new audiences who have background or interests in publishing, art and design industry
What are the most critical problems remaining in the communication process of BTC?	An under-constructed website, shortage of communication professionals lead to unstructured social media strategies remain the most critical issues in the communication process.
What are the target settings of	Target segments of BTC are divided into three

BTC?	groups: The business partners (Segment 1), the potential contestant of BTC who have background in art and design studies (Segment 2), and the audiences interested in art and design but do not have sufficient skills (Segment 3).
What is the main message throughout the campaign for the main target group?	Segment 2, which receive the message "You've got talents. We've got stage", is the main target of the campaign. The message of Season 6 is "I see love".
Which media channels communicate most effectively to particular segments?	Social media (Facebook, Youtube, Behance, Instagram) and online communities (blog, websites, forums) for designers and artists
When do the communications take place?	The campaign is determined to start on March 16th to August 16th 2016
What is the budget estimation for the marketing communication in 2016?	The estimation of expenditure in a season is ranging from VND 20-30 million. This cost excludes the unknown cost of offline campaigns.
What are the key criteria to determine a successful campaign of BTC?	Effective viral and word of mouth marketing, in combination with positive media assessment and a high number of earned media in each annual performance.

Quantitative research

The issue of validity and reliability of a research is varied in qualitative and quantitative methods. Corbin (2008) cited in Quinlan (2011: 306) argued that "even the words 'validity' and 'reliability' do not fit well with qualitative research… [And] that they carry too many quantitative implications." In that event, a pilot study was carried out with five respondents to evaluate the quality of the questionnaire, as well as to avoid confusing and generic questions. Slang was strictly eliminated from the text, as well as abbreviations and jargons. They questions were conducted in the manner of the case company with clear instructions and explanations. However, there existed issues that caught generic problems. The respondents were later found out

that due to the variation in individuals' perception, each individual might interpret 'often' or 'usually' differently depending on various situations. For example, when being asked about "How often they buy books", some think making a purchase of books every two or three months is 'often' while others perceive two or three months is likely to be 'occasionally'. Therefore, the reliability of the survey was less concrete and precise due to this conflict.

The population of 6029 people was determined by the number of followers on Facebook. It represented a small number of the actual population target by BTC which was mentioned in Section 5.1.4, meaning the validity of the survey is uncertain to those who do not use Facebook. BTC focuses on Facebook and Instagram as the main communication channels in accordant with the official website. Therefore, the data collected from Facebook followers remains valid in this event inasmuch as the findings and conclusions generated from an equivalent result.

Table 14. The completion rate of online survey

Population	6029
Sample size	362
People who entered the survey	285
Number of completed surveys	264
Completion rate *= (Number of completed surveys/People who entered the survey)*100*	**92.6%**
Response rate *= (Number of completed surveys/Sample size)*100*	**72.9%**

The completion rate does not rely on the sample size but on the number of people interacting in the survey. A completion rate of 92.6% reflects that the survey was well-organised in an appropriate length and language. The response rate provides the researcher with the accuracy level of the data collected by representing the ratio between the numbers of valid responses received from the sample group (Quinlan 2011). For an online survey, the response rate is relatively low. However, a 72.9% response rate from this research ensures that the findings and conclusions drew from quantitative research are confident.

When compared characteristics between parent population and sample size, the result of this online survey was reliable. For example, the analysis of surveyed population showed appropriate statistics to parent population where over 66% of the population are female, aged between 15-25 years old and are currently studying. Whereas Facebook metric fails to describe the field of studies and related interests of BTC audiences, the survey went further on these studies providing the researcher with better insights, such as it revealed preferred communication channels, related skills, and expectations, etc.

6.2   Evaluation and conclusion

The communication plan for BTC Season 6 was conducted in a manner that enables the case company to undertake and implement it at any time. Further research on actual cost should be carried out carefully in consideration with establishing a sustainable communication team do perform the assignments most effectively.

With an increasing rise in the number of freelance designers and demands for fresh and creative ideas, many publishers are facing insufficient personnel in season projects. Keeping and maintaining relations with previous contestants and sponsors are key values of BTC and the case company. With a good reputation and relations with national publishers, BTC is also valuable for those who are interested in seasonal or fixed-term contracts with publishing houses. The aim is to attach the brand of BTC to previous contestants who wish to promote their career in the publishing industry and get those candidates acknowledged by potential employers from BTC contest.

The empirical part of this thesis indicated a combination of tools and techniques to consult the case company accelerating brand awareness of BTC in Vietnam effectively. Those activities contemplated both online and an offline strategy, notwithstanding the main focus was e-public relations. Recommendations on allocating other resources for implementation were issued. Suggestions for future developments without detailed actions were listed by cause of the author's limitation in accessing relevant resources.

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APPENDICES

Appendix 1

QUESTIONNAIRE GUIDELINE FOR QUALITATIVE INTERVIEW

1. What is your main target audience/ customer group?
2. What kind of services/ products features, in your opinion, are most appealing to your audiences/ customers?
3. What's your opinion in collaborating with other media agencies to organize this event?
4. How do you think BTC has marketed so far?
5. Did you meet any difficulty in the communication process? If yes, can you specify?
6. What are the marketing objectives and image goal of BTC?
7. What message do you want to deliver to your audiences? How do you assess the effectiveness of the message? (e.g. Do you think the audience perceive your message correctly? If not, did you have any action to improve the message?)
8. Which media channels (TV, social media, messaging apps, designer forums, etc.) do you use to communicate with your audiences? How do you evaluate the effectiveness of those channels?
9. What challenges did you meet during the campaign launch? What weaknesses did you tackle in previous seasons and do you have any solution to solve them?
10. Can you specify key criteria to determine a successful event in your opinion?
11. How much of your marketing budget should be allocated to online and offline marketing?

Appendix 2.1

ONLINE SURVEY OF BTC AUDIENCES

1. Age:
Number of respondents: 264

	Frequency	Percentage
<15 years old	2	0,76%
15-25 years old	224	84,85%
26-35 years old	33	12,50%
36-45 years old	2	0,76%
46-55 years old	1	0,38%
>55 years old	2	0,76%

2. Gender:
Number of respondents: 258

	Frequency	Percentage
Male	57	22,09%
Female	201	77,91%

3. Occupation:
Number of respondents: 264

	Frequency	Percentage
Officers	37	14,02%
Students	197	74,62%
Freelancer	17	6,44%
Other	13	4,92%

4. Do you have experience with graphic software (Photoshop or Illustrator, etc.)?
Number of respondents: 264

	Frequency	Percentage
Yes	102	38,64%
No	162	61,36%

5. Do you often purchase new books?
Number of respondents: 264

	Frequency	Percentage
Never	2	0,76%
Only necessary	51	19,32%
Occasionally	121	45,83%
Regular	90	34,09%

Appendix 2.2

6. Does the design of book cover affect your purchase decision?
Number of respondents: 264

Not important	1	2	3	4	5	Very important	Total	Average
	5	15	62	135	47		264	3,77
	1,89%	5,68%	23,48%	51,14%	17,8%			

7. Which information drives your attention?
Number of respondents: 262

	Frequency	Percentage
Graphic software tutorials	119	45,42%
Advice from experts in art and design	93	35,50%
News from national publishers	88	33,59%
Updates of current trends in publishing industry	149	56,87%
Updates of online and offline design contests	60	22,90%
None above	47	17,94%

8. Do you watch reality shows on TV?
Number of respondents: 258

Never	1	2	3	Often	Total	Average
	79	121	58		264	3,77
	30,62%	46,9%	22,48%			

9. If yes, how much time do you spend watching TV a day?
Number of respondents: 248

	Frequency	Percentage
15-30 minutes	106	42,74%
1-2 hours	111	44,76%
3-4 hours	29	11,69%
More than 5 hours	2	0,81%

10. In your opinion, what is the most appealing factor of a competition?
Number of respondents: 264

	Frequency	Percentage
Comments from the judge	75	28,41%
Competition among contestants	101	38,26%
Acquiring new knowledge	88	33,33%
Entertainment	162	61,36%
New and unique content	137	51,89%
Curiosity on the judge, contestants and the guest	81	30,68%
Other factor	13	4,92%

Appendix 2.3

11. Do you want to participate in a book cover design course?
Number of respondents: 264

No interest	1	2	3	Definitely	Total	Average
	53	107	104		264	3,77
	20,08%	40,53%	39,39%			

12. Which social media platform do you often use to get updated with news?
Number of respondents: 264

	Frequency	Percentage
Facebook	262	99,24%
Twitter	27	10,23%
Instagram	158	59,85%
Tumblr	40	15,15%
Pinterest	57	21,59%
Google+	26	9,85%
Zing Me	18	6,82%
Other	35	13,26%

13. Which chat app do you use the most?
Number of respondents: 264

	Frequency	Percentage
Viber	141	53,41%
Whatsapp	67	25,38%
Snapchat	21	7,95%
Zalo	101	38,26%
Line	31	11,74%
Kakao Talk	5	1,89%
Other	90	34,09%

14. When do you usually get online in a day?
Number of respondents: 264

	Frequency	Percentage
6:00 - 9:00	30	11,36%
9:00-12:00	54	20,45%
12:00-14:00	45	17,05%
14:00-16:00	44	16,67%
16:00-18:00	44	16,67%
18:00-20:00	78	29,55%
20:00-22:00	157	59,47%
After 10:00 p.m.	139	52,65%

Appendix 3

DIGITAL LANDSCAPE IN VIETNAM 2015 (cited Moore Corporation 2015)

Total Population:	90.7 Million
Active Internet User:	39.8 Million
Active Social Media Account:	28 Million
Mobile Connections:	123.8 Million
Active Mobile Social accounts:	24 Million
ANNUAL GROWTH	
Growth in the number of Active internet User:	+10%
Growth in the number of Active Social Media Account:	+40%
Growth in the number of Mobile subscriptions:	+4%
Growth in the number of Active Mobile Social accounts:	+41%
TIME INTERNET USERS SPEND ON MEDIA	
Average daily use on the Internet via a PC or a tablet:	5 hours 10 minutes
Average daily use on the Internet via a mobile phone:	2 hours 41 minutes
Average daily use on social media via any devices:	3 hours 4 minutes
Average daily television viewing time (Internet users who watch TV):	1 hour 48 minutes
INTERNET USE	
Total number of active Internet users:	39.8 Millions
Internet users as a percentage of the total population:	44%
Total number of active mobile Internet users:	32.4 millions
Mobile Internet users as a percentage of the total population:	36%
SOCIAL MEDIA USE	
Total number of active social media accounts:	28 millions
Active social media account as a percentage of the total population:	31%
	24 Millions
Total number of social account accessing via mobile:	26%
Active mobile social media account as a percentage of the total population:	
MOBILE PHONE	
Total number of mobile subscriptions:	123.8 millions
Mobile subscriptions as a percentage of the total population:	141%

Appendix 4.1

POST-EVENT FEEDBACK FORM FOR ONLINE DISTRIBUTION

Gender: Male
        Female
        Not mentioned
Residence:
Email address:
Age: < 15 years old   15-25 years old
        26-35 years old > 35 years old

From 1-5, please help us with your opinion about BTC Season 6

	Disagree	**1**	**2**	**3**	**4**	**5**	**Agree**
The contest is interesting							
I got frequent updates of the programme via email							
I acquired new skills from the programme							
I learnt to utilize graphic software better with BTC							
The tips and advices I get from BTC are useful							
The usability of BTC's website is good							
I like the web design of BTC							
I will recommend this programme to my friend							

Do you have any other comment to add?

Appendix 4.2

POST-EVENT FEEDBACK FORM FOR SPONSORS AND BUSINESS PARTNER

Unit:

From 1-5, please help us with your opinion about BTC Season 6

	Disagree	1	2	3	4	5	Agree
All objectives of the programme were met							
The programme was well-structured and organised							
The programme contributes good image to our company							
The marketing activities are effective							
I satisfied with the overall result							

Do you have any other comment to add?

Appendix 4.3

POST-EVENT FEEDBACK FORM FOR CONTESTANTS

Name:

Email:

From 1-5, please help us with your opinion about BTC Season 6

	Disagree	1	2	3	4	5	Agree

I satisfied with the overall result
The programme is well-organised
I satisfied with the judge's decisions and final result
The competition is fair and educational
I want to pursuit my career in book cover design
I acquired new skills from BTC

What was your motive to participate in BTC Season 6?

Did you encounter miscommunication with the organizers and the media?

What difficulties did you meet during the contest?

Do you have any other comment to add?

Appendix 5

SAMPLE OF PROJECT BUDGET PLANNING AND TRACKING

Starting Balance	**1,000**												
Total Income	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses	-	-	-	-	-	-	-	-	-	-	-	-	
NET (Income - Expenses)	-	-	-	-	-	-	-	-	-	-	-	-	
Projected End Balance	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	

INCOME	1	2	3	4	5	6	7	8	9	10	11	12	Total
Internal Funding													
Department Budget													-
Customer Billing/Invoicing													-
Existing Revenue Streams													-
Other													-
Total Internal Income	-	-	-	-	-	-	-	-	-	-	-	-	-
External Funding/Other													
Government Grants													-
Foundation Grants													-
Donations													-
Other													-
Total External Income	-	-	-	-	-	-	-	-	-	-	-	-	-

Total INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-

EXPENSES	1	2	3	4	5	6	7	8	9	10	11	12	Total
[Category Name]													
[itemized expense]													-
[itemized expense]													-
[itemized expense]													-
Subtotal	-	-	-	-	-	-	-	-	-	-	-	-	-
[Category Name]													
[itemized expense]													-
[itemized expense]													-
[itemized expense]													-
Subtotal	-	-	-	-	-	-	-	-	-	-	-	-	-

Total EXPENSES	-	-	-	-	-	-	-	-	-	-	-	-	-

Appendix 6

KEY WORDS POPULARITY FOR ADVERT PLACEMENT

Add around 15-20 keywords.
These are the search terms that may trigger your ad to appear next to search results.

Keyword	Search popularity ?	
beyond the cover	140	×
bookaholic	3600	×
thiết kế	1900	×
nghệ thuật	1300	×
thiết kế bìa sách	320	×
publishing	18100	×
book cover	40500	×
book	1000000	×
sách	6600	×
digital art	40500	×

Appendix 7

EXAMPLE OF INFOGRAPHICS CONTENT: THE PSYCHOLOGY OF COLORS IN MARKETING
(modified Homestead Technologies Inc. 2013)

Red

Encourages appetite; often used by fast-food chains

Creates a sense of urgency

Is frequently used for clearance sales

Associated with movement, excitement and passion

Is high in energy and immediately pulls focus

Physically stimulates the human body, affecting nerve impulses, raising blood pressure and heart rate

Blue

Preferred by men

Associated with peace, water and reliability

Provides a sense of security and promotes trust in a brand

Curbs appetite and stimulates productivity

Most common color used for offices and conservative corporate brands

Calming mind, providing a sense of tranquillity and space

Young people associate blue with maturity

Green

Associated with health, tranquillity and nature

Also associated with money and wealthy people or brands

Used in stores to relax customers

Frequently used for promoting environmental issues

Green stimulates harmony in the brain and encourage balance between body and emotions, leading to decisiveness

Purple

Associated with royalty, wisdom and respect

Stimulates the problem solving area of the brain as well as creativity

Frequently used for beauty and anti-aging products

Represents a creative, wise and imaginative brand, service or product

Orange & Yellow

Increases cheerfulness and optimism

Yellow makes babies cry, while orange can show caution

Used to draw in impulsive buyers and window shoppers

Stimulates logic centre of the brain and promotes enthusiasm

If used too frequently, can create a sense of anxiety