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**INTEGRATED MARKETING COMMUNICATION**

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## EXECUTIVE SUMMARY

Nestle is amongst one of the most important and popular food companies operating across the globe. The company offers around two thousand brands from which the most famous ones include Kit-Kat, Maggi and Nescafe. Despite being heavy on production innovation and advertising, the company is recorded a decrease in sales over the past few years. One of the most prominent reasons behind this is the failure of marketing communications of the company to promote the health and wellness aspects of its products offerings. Since there is an increasing trend in the market that makes the customers demand healthy products, Nestle is required to come-up with an integrated marketing communication mix that can make the consumers aware of the fact that Nestlé's products are healthy, safe, nutritious, and wellness focused. This integrated marketing communication plan offers Nestle with strategic recommendations to reposition itself as a brand that is focused on "*Understanding Health, Nutrition, and Wellness Needs of the Consumers.*" The use of print media, online media, social media, broadcast media, and display media is recommended to Nestle for achieving its short term and long term marketing communication objectives.

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## **1.0 Introduction**

The largest food transnational corporation focusing on nutrition and Health Company. The brand is currently positioned around the tagline of “*Good Food, Good Life.*” The company was a result of a merger of Anglo-Swiss Milk Company in 1905. Today the company operates in around 189 countries with two thousand brands (Kesavan, Bernacchi and Mascarenhas, 2013, p. 58). In 2017, the company earned revenue of CHF 89.8 billion. Nescafé, KitKat, and Maggi are few of the most popular brands of the company (Nestle, 2018). The marketing strategy of Nestle revolves around product and packaging designs, brand communication, consumer insight, and innovation. Nestle uses integrated communication strategies and make use of modern marketing channels. The major competition of the company includes Unilever, Danone, Mars, Kraft Foods, and Proctor & Gamble (Payaud, 2014, p. 51).

Build Nestle brand value (A regional brand goes International) and making healthy eating messages effectively. The current problem that Nestle has in its marketing communication campaigns relates to the lack of focus towards health eating practices. There are increased trends of eating healthy across the world, but there is a lack of evidence from Nestle to support the healthy eating messages. Majority of Nestlé’s campaigns revolve around proving its own products safe. For instance, the campaign saying “Your Maggi is Safe, has always been” clearly depicts that Nestlé’s marketing communication is not supportive of healthy eating habits but merely pronouncing its own products safer.

Increasing healthy eating trends is one of the most prominent issues that have been impacting the profit margins of the company. The largest food maker of the world suffered

from a drastic drop in sales over the past few years. In 2016, the organic growth of Nestle went down to 3.2% (Askew, 2017, p. 1). The sales of Nestle have declined in recent years as the consumers have started to view the products as highly processed and unhealthy. Therefore, Nestle requires developing a new integrated communication campaign to get its sales back on the track.

**Part 2: Research activities (Marketing communication plan)**

**2.1 Context Analysis for Nestle**

In the present day modern business environment, it is significant even for the companies like Nestle which have already established their presence across the globe, to focus over the sustainable benefits for its stakeholders. According to Jackson, Harrison, Swinburn and Lawrence (2014, p. 489), all the marketing communication campaigns need to be aimed at creating value for all stakeholders ranging from consumers to suppliers and from employees to distributors. The present marketing communication plan for Nestle aims to create sustainable value for consumers in the long run. A brief marketing audit in terms of the SWOT analysis for NESTLE helps in analysing the context for the company.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Strong internal communication</li> <li>• Worldwide presence</li> <li>• Unmatchable product and brand portfolio</li> <li>• Several successful marketing campaigns</li> <li>• Known positioning of “<i>Good Food, Good Life</i>”</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• The company is not clear about its communication objectives in the light of healthy eating trends</li> <li>• Food recalls (Jankovic, 2012, p. 63)</li> <li>• High water usage and unhealthy products range</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• An increase in the healthy diet awareness creates an opportunity to tap</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Increasing international competition from Unilever, Danone, Mars, Kraft</li> </ul>

<p>the market potential of organic and unprocessed food segment (Kesavan, Bernacchi and Mascarenhas, 2013, p. 58)</p> <ul style="list-style-type: none"> <li>• Clear labelling to prove the company's products healthy</li> <li>• Creation of better integrated marketing communications plan to depict the company's focus towards healthy eating and decide clear communication objectives</li> </ul>	<p>Foods, and Proctor &amp; Gamble</p> <ul style="list-style-type: none"> <li>• The pricing structure of Nestle is threatening towards its profit margins (Harrison and Jackson, 2013, p. 33)</li> </ul>
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## 2.2 Communication Objectives

It is significant for Nestle to develop clear communication objectives to sustain its market position in the short term and long term both. The basic issue that Nestle currently faces is related to the increased demands and focus of consumers towards healthy eating habits. Since majority of the products of Nestle are processed, inorganic, and frozen; there is a lack of nutritional value in the products (Payaud, 2014, p. 31). The current communication campaigns of Nestle are majorly focused towards declaring Maggi safe and there is no communication to the customers about the overall outlook of Nestle towards healthy eating. The recommended campaign aims to help Nestle address the issue. The short term goals of the marketing communication plan for Nestle include;

- To maintain the trust and satisfaction level of customers
- To depict Nestlé's commitment towards quality and health of consumers
- To positively impact the word of mouth towards the health aspect of Nestlé's products

At the same time, the long term goals of the marketing communication plan for Nestle revolve around;

- To Impact the consumer mind to accept the health focus of Nestle

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- To communicate healthy eating messages effectively
  - To reposition the brand Nestle as a brand focused on nutrition, health and wellness of the consumers
  - To depict the brand's commitment towards customer lifetime value

### *2.3 Marketing Communication Strategy*

**Position:** Positioning is one of the most important aspects of marketing communication strategy (Shkurkin et al. 2016, p. 9). The current positioning of Nestle relates to the tagline of "Good Food, Good Life." However, the changing trends of the food industry and increased focus of consumers towards eating healthy requires Nestle to reposition itself. The positioning strategy appropriate for Nestle revolves around the tagline of "Understanding Health, Nutrition, and Wellness Needs of the Consumers." This particular positioning will address the identified issues in the communication campaigns of Nestle.

**Audience:** The target audience basically reflect to the potential buyers or current users of the products of Nestle. Nestle caters to a mass audience as general public and individuals are targeted by the product offerings of Nestle. Under the current marketing communication campaign, the target audience are the parents who are looking for healthy baby products and the general public who are focused towards healthy eating trends. The audience to be targeted by Nestle age from 25 to 45. The target audience remains significant to identify in order to create a best possible communication mix to interact with them.

**Platforms:** The identification of appropriate platforms for the marketing communication strategies is essentially important (Kotler, 2015, p. 21). Integrated marketing

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communications mix provides an opportunity to companies like Nestle for using various platforms simultaneously. The proposed marketing communication strategy is about making an integrated use of the platforms of print, electronic, outdoor, and digital media.

Configuration: Configuration between the marketing mix objectives, platforms, audience, positioning is a key element for success in today's marketing environment. Nestle is recommended to make sure that all its marketing communication aspects are aligned with each other and the communication elements are properly configured. Different modes are required to work together for making the communication campaign well configured and effective enough to meet the short term and long term communication objectives.

#### *2.4 Coordinated communication mix*

According to Mulhern (2013, p. 19), there are various marketing communication promotional mix tools that could be used by Nestle for the campaign of depicting company's commitment towards the healthy and organic food products. The communication mix tools that are helpful for Nestle for the proposed campaign include print media, online media, social media, broadcast media, and display media. All these tools are helpful for advertising, direct marketing, and public relations. It is important to note that Nestle requires a holistic and integrated coordinated communication mix to reach its short term and long term objectives.

##### *2.4.1 Communication tools: focus on advertising*

While developing the communication tools mix, it is significant to examine the fact that Nestle has a very good position in the food industry. Being in operations since several

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decades, Nestle has developed a strong grip over different communication tools. For instance, Nestle uses print media, online media, broadcast media, and display media to build its brand. The print media is based on newspapers and direct mail. There would not be any exaggeration if it is claimed that the print media is one of the most commonly used communication tool and has several advantages for the companies (Shkurkin et al. 2016, p. 6). Nestle can aggressively get involved in newspaper and direct mail advertising to gain the trust of people about the products of the company being organic and healthy.

Similarly, online media has become an important communication mix tool. Emails and websites have emerged as important tools for communicating with the customers (Kotler, 2015, p. 21). Nestle can send personalised emails and make its website clearly focused towards healthy eating trends. For instance, Nestle will be using an interactive website that can persuade customers to buy Nestle products and eliminate their doubts of about the products being unhealthy and inorganic. Furthermore, the dominance of social media in the online communication mix tool cannot be ignored. Social media has become the most interactive tool for any integrated marketing communication mix (Boone and Kurtz, 2013, p. 18). Nestle will be using social media platforms like Facebook, Instagram, Twitter and others to communicate with the customers directly and answer all their queries regarding the health and wellness focus of Nestle in its products. Also, the promotional campaign of Nestle will maximise the use of these platforms for advertising its new positioning tagline “Understanding Health, Nutrition, and Wellness Needs of the Consumers.” In addition, the broadcast media including television and radio are also significant for Nestlé’s advertising.

Last but not the least; display media based on posters and banners are used to build the

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new brand image of Nestle. Different innovative logos for different regions (one example given below) will help Nestle to communicate its focus towards healthy eating trends. All the existing distribution channels remain useful to build the brand perception. Apart from advertising, the mentioned communication tools are also helpful for Nestle for direct marketing and public relations. The tools of social media, online media, and print media will facilitate Nestle to directly interact with the customers and convey the message easily. At the same time, the prominent utilisation of user generated advertising will help in enhancing the public relations of the company.

#### 2.4.2 Core types of message

The core type of messages to be delivered through this integrated communication mix are emotional, rational, use-generated, and informational. The following core messages are to be used by Nestle.

- Emotional: The targeted customers are mainly those who are focused towards healthy eating trends. With the passage of time, people have developed emotions towards being healthy. For instance, parents are always emotional for the health and wellness of their children. Thus, the emotional messages will revolve around taglines like *“Start Healthy, Stay Healthy”* and *“We believe in the wellness and health of your family.”*
- Rational: Apart from the emotional type of messages, the communication mix is intended to be rational as well. It is important to note that people want evidence and rationality in every advertisement. The taglines like *“Start Healthy, Stay Healthy”*

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and “*We believe in the wellness and health of your family*” are rational as well.

- **User-Generated:** User generated messages basically mean that the messages are supported by bloggers, forums, and social media experts. The user generated advertising is always helpful in gaining the trust of maximum amount of people. When famous celebrities and bloggers will endorse the taglines of “*Start Healthy, Stay Healthy*” and “*We believe in the wellness and health of your family,*” it will be easier for Nestle to achieve its communication objectives.
- **Informational:** The messages also need to be informational. The advertising experts know the significance of making the messages informational (Jankovic, 2012, p. 63). Information about how Nestle believes in the wellness and health of the customers has to be communicated. For instance, advertising the company’s production processes and depicting the selection of organic raw material can be useful informational messages.

## 2.5 Resources

According to Fill and Turnbull (2016, p .18), key resource requirements for the integrated marketing communications mix include budgets, creative and talented employees, and commitment from the top management and employees. A budget of approximately CHF 2 billion is required to implement the plan in an effective manner. This is mainly because a variety of communication mediums and platforms are to be used to convince customers about the focus of Nestle towards health.

The creative teams are also important resources that will help Nestle to meet its

communication objectives. Lastly, without the commitment and resource provision of top management and employees, the marketing communications plan can never be successful (Olawepo and Ibojo, 2015, p. 72). The implications of all these resources include a positive impact on company's earnings and brand image. This is mainly because of the fact that the marketing communications plan is aimed to address the issues of healthy eating trends and encourages customers to believe in the goodness of Nestlé's products.

### *2.6 Scheduling and implementation*

<b>Schedule</b>	<b>Implementation</b>	<b>Time frame</b>
Print media	Newspaper and direct mail advertising to be initiated in different regions. The implementation has to be creative and convincing enough to spread the taglines and new positioning of the company.	6 months
Online media	Creation of an interactive website and use of direct emails. This will help in answering the customers' queries.	6 months
Social media	Aggressive communication through social media platforms for making customers believe in the wellness and health focus of Nestle. Direct communication with the customers is triggered by the use of social media.	1 year
Broadcast media	Reminder advertising on television and radio. The	6 months

	taglines of <i>Start Healthy, Stay Healthy</i> ” and “ <i>We believe in the wellness and health of your family</i> ” have to be promoted.	
Display media	Posters, billboards and banners to be placed at important locations for wider visibility. The billboards have to emphasise over Nestlé’s products being healthy.	1 year

### 2.7 Evaluation and feedback

According to Yeshin (2012, p. 21), evaluation and feedback has to be the most significant aspect of the integrated marketing communication mix. The outcomes will be measured through surveys from customers and tracing the ultimate change in the sales volumes of the Nestle products. Customers will be surveyed about their opinions of Nestle products being healthy and organic. Furthermore, customers will be encouraged to provide their feedback on the website and social media platforms to measure the outcomes.

### 2.8 Plan fits within and Integrated Marketing Communication (IMC) approach Evaluation

The recommended plan fits with an integrated marketing communications approach because Nestle is suggested to use various communication channels like print media, online media, social media, broadcast media and display media. All the selected mediums are not only helpful in advertising, but also makes the company capable of getting indulged into public relations, and direct marketing. The tools of print media and online media combined with the marketing communication strategies will help Nestle to answer the increased focus towards

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healthy eating. In simple words, the plan fits within an integrated marketing communications approach as it guides the company to convince customers about the wellness and goodness of Nestlé's products.

### ***Part 3: Recommendations/ conclusion***

Throughout this paper, the significance of integrated marketing communications mix for industry giant Nestle was examined. There would not be any exaggeration if it is claimed that no matter how strong or old the organisations become, the relevance of effective marketing communications mix cannot be undermined (Boone and Kurtz, 2013, p. 15). Nestle has been witnessing a drop in sales as customers have started to focus over healthy eating increasingly. Majority of the customers believe that Nestlé's products are unhealthy and the recent marketing communication of Nestle only focused towards pronouncing Maggi safe. However, Nestle needs to do a lot more in terms of advertising all of its products safe and healthy for the consumers. For achieving the short term and long term marketing communications objectives, following strategic recommendations are made to Nestle.

- A holistic and integrated communication mix has to be implemented by Nestle. This is essentially needed to answer the increasing needs of customers for healthy and organic products.
- It is recommended to Nestle to reposition itself as "*Understanding Health, Nutrition, and Wellness Needs of the Consumers.*" This repositioning will help the company to sustain its market share and trust of consumers in the long run. People need nothing more than a commitment from Nestle towards their health, nutrition, and wellness. As

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soon as the company will create this positioning, the sales will be back on track.

- Get involved into reminder advertising. It is extremely important for Nestle to focus over reminder advertising. Customers need to be reminded again and again about the fact that the products of Nestle are healthy and organic.

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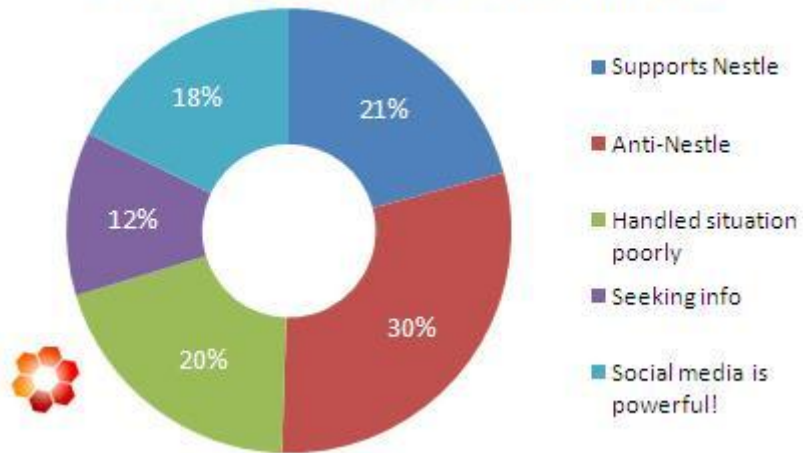
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## Appendix I – Nestle IMC Situation

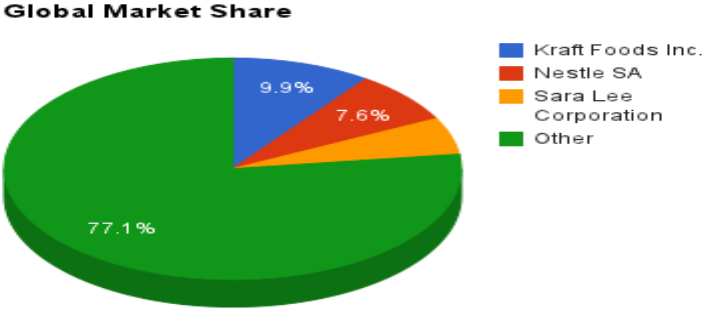
### What's the buzz about the Nestle situation?



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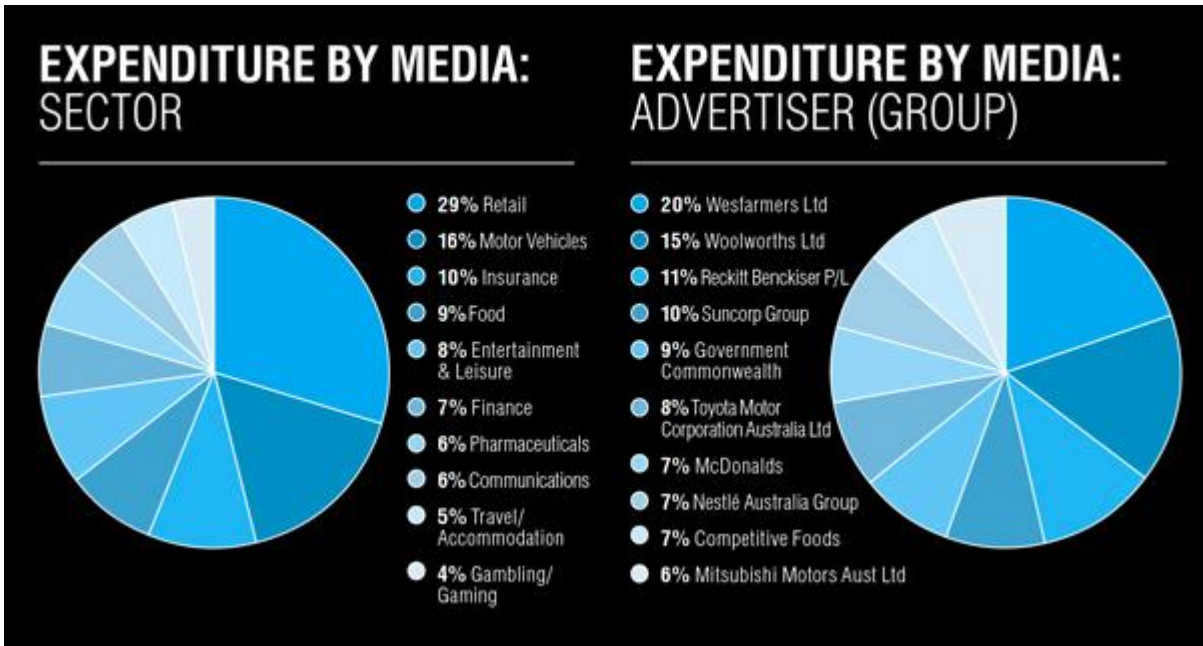
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**Appendix II – Nestle and Competition**



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### Appendix III- Marketing Expenditures



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