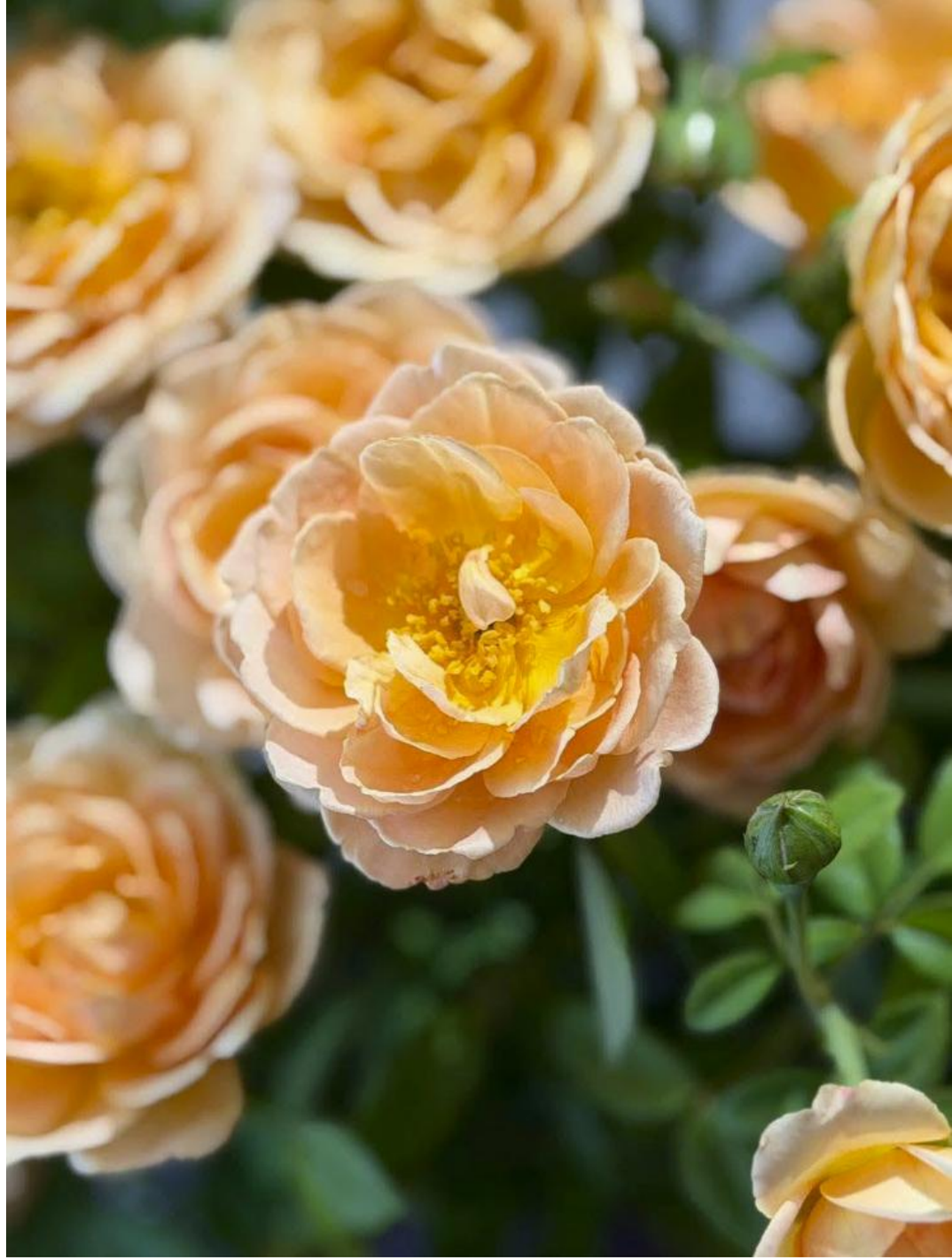
Lecture 9
Marketing Communication



Integrated Marketing Communications

Integrated Marketing Communications (IMC) is the process of coordinating different communication tools—such as advertising, public relations, sales promotion, personal selling, direct marketing, digital media, and social media—to deliver a **consistent, clear, and persuasive message** to target customers (Belch & Belch, 2021; Kotler & Keller, 2016).

- All communication tools should work towards a **common objective**.
- Messages should remain **consistent across different channels**.
- Communication should be **target-customer centred**.
- IMC combines **online and offline communication**.
- Its purpose is to build **awareness, positive attitudes, and purchase or service-use behaviour**.



TH True MILK

Consistent core message: “Fresh, pure milk / truly natural goodness.”



Advertisement
Brand awareness





Promotion/ digital
Customer behaviour



Product and content

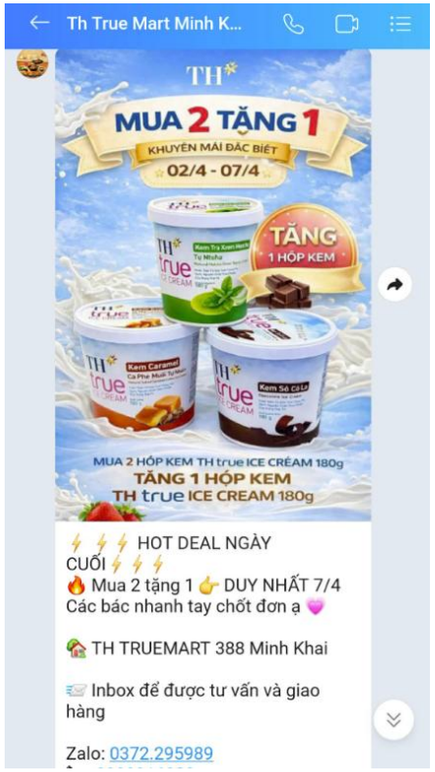
Story - telling

TH True MILK:

TH true MILK coordinates multiple customer touchpoints—including advertising, public relations, packaging, retail outlets, e-commerce, social media, and sales promotions. Together, these activities reinforce a consistent brand positioning: **clean, natural products that support health and well-being**.

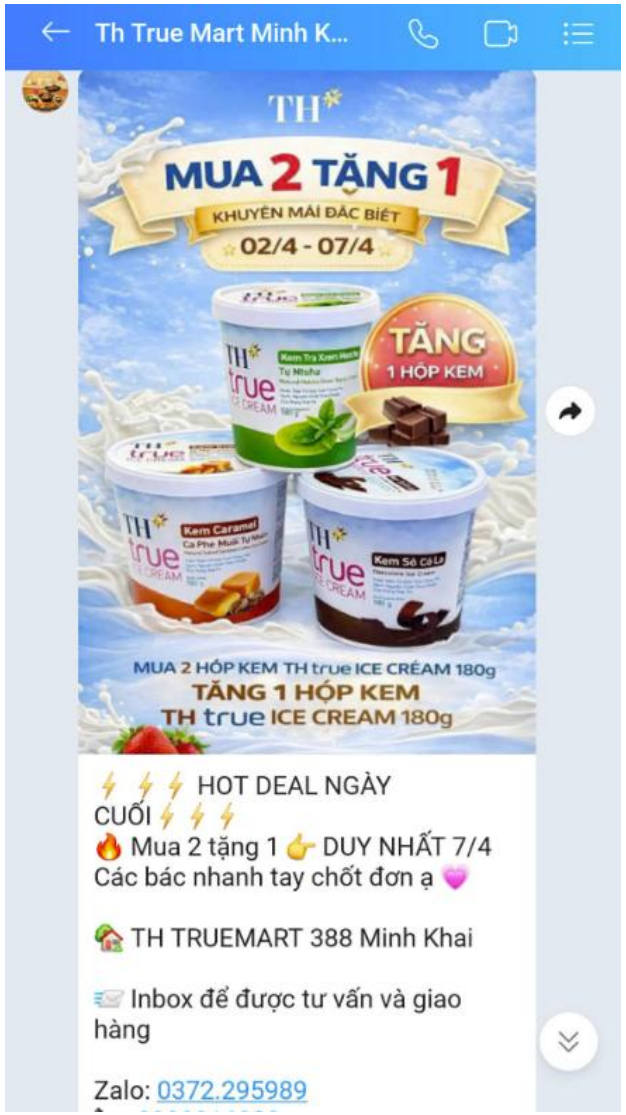


Positioning
Belief

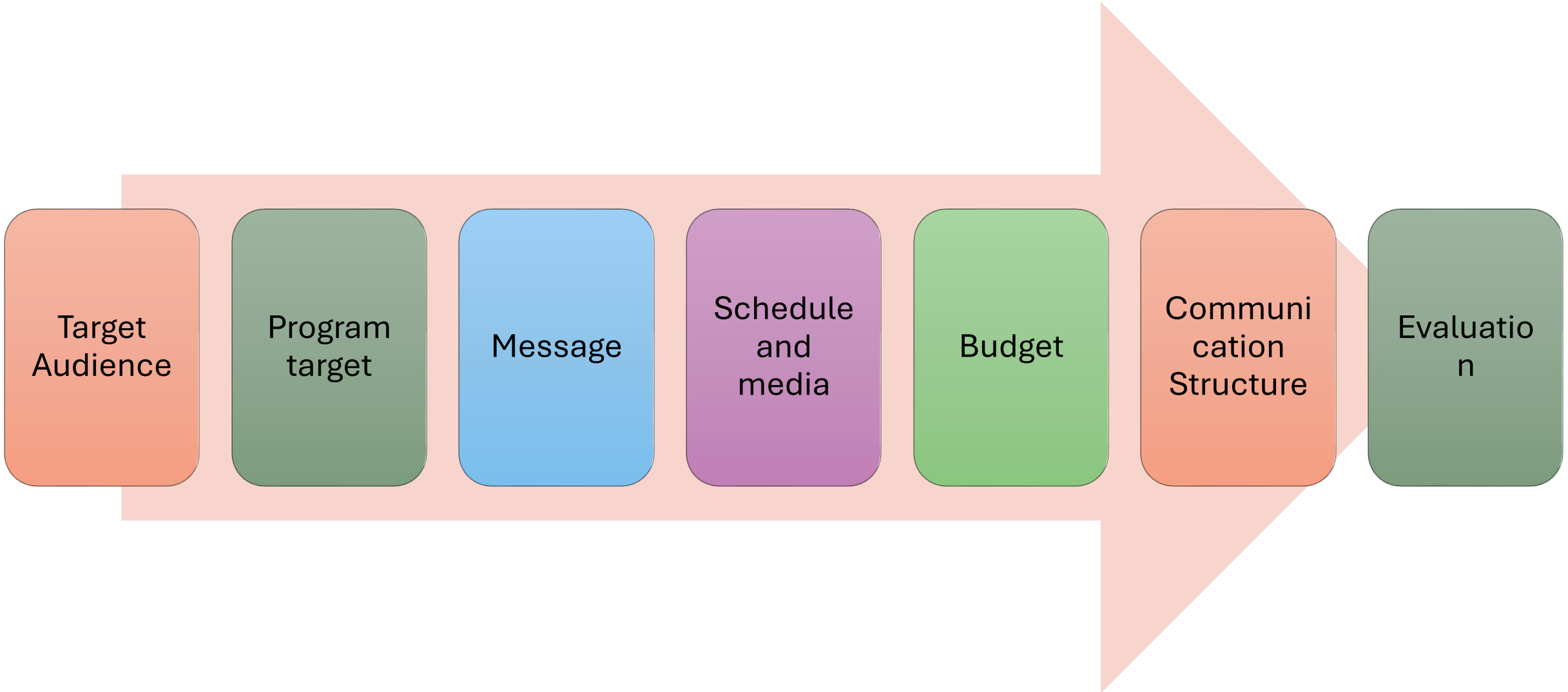


AIDA model

- **A – Attention: Capture attention**
  Customers become aware of the brand, product, or service.
  Example: An advertisement with striking visuals, an eye-catching headline, or an intriguing message.
- **I – Interest: Generate interest**
  Customers begin to want to learn more because the message connects with their needs, wants, or problems.
  Example: Content explaining product benefits, customer stories, or demonstration videos.
- **D – Desire: Create desire**
  Customers begin to feel that the product or service is relevant to them and want to own or experience it.
  Example: Emphasising emotional benefits, distinctive value, or positive customer reviews.
- **A – Action: Encourage action**
  Customers take the desired action, such as purchasing, registering, downloading an app, providing contact details, or visiting a store.
  Example: “Sign up now”, a limited-time offer, or a free consultation.



Steps in Designing a Marketing Communications Programme



Audience: Who are you communicating with?

- **Existing or potential customers?**
- **Buyer, user, or purchase influencer?**
  Example: Shampoo may be used by the whole family, but a woman in the household may make the purchase decision. Infant formula is consumed by the child, but purchased by the parents.
- **Demographic characteristics:** age, gender, income, occupation, and place of residence.
- **Psychographic characteristics:** lifestyle, personal values, interests, and motivations.
- **Consumer behaviour:** purchase frequency, level of loyalty, and preferred information channels.
- **Customer problems, needs, or wants:** What are they trying to solve, achieve, or experience?

Luxury goods are sold to the rich, but their advertising is often intended to be seen by the less affluent. Why is that?

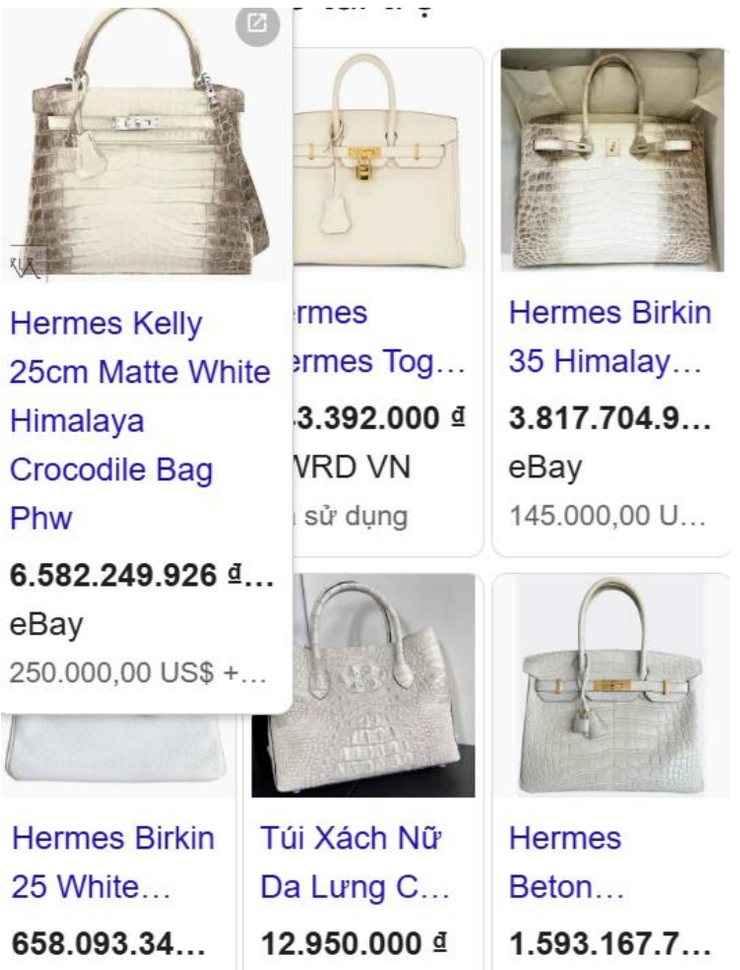
If a US$20,000 Hermès bag were valued only by wealthy buyers and the brand itself, it would be little more than a piece of high-quality leather. It becomes truly “powerful” when its owner walks down the street and everyone around them—even those who could never afford it—recognises how extraordinarily expensive it is.

This is why luxury brands need to be visible to a much wider, less affluent audience. Only then can the wealthy owner experience the admiration that comes from being seen with something that most people cannot attain.

The emotional value of luxury consumption, therefore, may come not only from the product itself but also from the **perceived status distance** it creates. The admiration, aspiration, and sometimes envy of others can reinforce the owner’s sense of prestige and social distinction.

This reflects both a basic logic of luxury marketing and an understanding of human behaviour. In the age of social media, consumers are increasingly surrounded by highly curated and often extravagant standards of living promoted through media and influencers.

Constant exposure to lifestyles and possessions that seem out of reach can contribute to feelings of inadequacy and status anxiety. In more extreme cases, it may encourage **conspicuous consumption beyond one’s financial means**—borrowing or overspending on luxury goods in exchange for temporary social recognition.



Communication Objectives: Specific and Measurable

- **Increase brand awareness**
  Example: Increase awareness of TH true MILK among customers aged 18–25 from 40% to 60% within three months.
- **Provide information about a new product or service**
  Example: Ensure that 60% of the target audience understands that the product contains natural ingredients and no preservatives.
- **Generate interest**
  Example: Increase the number of customers visiting the website to learn more about the product by 30% after the campaign.
- **Change customer attitudes or perceptions**
  Example: Increase the percentage of customers who perceive the brand as “trustworthy” from 50% to 70%.
- **Build brand preference**
  Example: Increase the percentage of customers who rank the brand among their top three favourite dairy brands.
- **Encourage purchase, registration, or trial**
  Example: Increase the number of orders by 20% during the campaign period.
- **Increase customer loyalty and encourage repeat purchases**

Message Design

- **What is the core customer benefit?**
  - Apple: **“Think Different”** → creativity and innovation
  - Biti’s: **“Nâng niu bàn chân Việt”** → care and comfort for Vietnamese consumers
- **Message structure**
  - Present a problem, then offer the solution
  - Show **before vs. after** using the product
  - Present **rational benefits first, followed by emotional benefits**
  - Support the message with **evidence, statistics, demonstrations, or customer reviews**
- **Message format**
  - Visuals
  - Colours
  - Sound and music
  - Language and tone
  - Brand ambassadors or spokespersons
  - Slogans
  - Overall design style
- **Key requirements:** The message should be **clear, consistent, memorable, and relevant to the target audience**.

https://www.youtube.com/watch?v=Dlx9Z0QcBds

Media Selection: Where Is Your Target Audience?

- **Mass Media**
  TV, radio, newspapers, magazines, billboards, and outdoor digital screens.
  Best suited when a company wants to build **broad market awareness**.
- **Digital Media**
  Websites, email, social media, search engines, online advertising, and mobile apps.
  Useful for **personalisation, interaction, targeting, and performance measurement**.
- **Direct Communication**
  Personal selling, consultations, seminars, events, and customer service.
  Particularly suitable for products or services that **require detailed explanation or involve high perceived risk**.
- **Word-of-Mouth and Community Communication**
  Customer reviews, KOLs/KOCs, online communities, discussion groups, and user-generated content.
  Useful for building **credibility, social influence, and customer engagement**.

Media schedule

- **Campaign start and end dates**
- **Frequency of message exposure**
- **Peak periods when communication intensity should be increased**
- **Coordination of different channels across campaign stages**
- Consider **seasonality, special events, holidays, and customers' typical buying occasions**.

The Curve of Forgetting

Hermann Ebbinghaus

1st

Learning

Learning will be forgotten rapidly in the short term without review intervention.

1 Hour

Review 1

Learning is refreshed and the rate at which it is forgotten is reduced. This could be in the form of questioning during the lesson or exit tickets at the end

1 Day

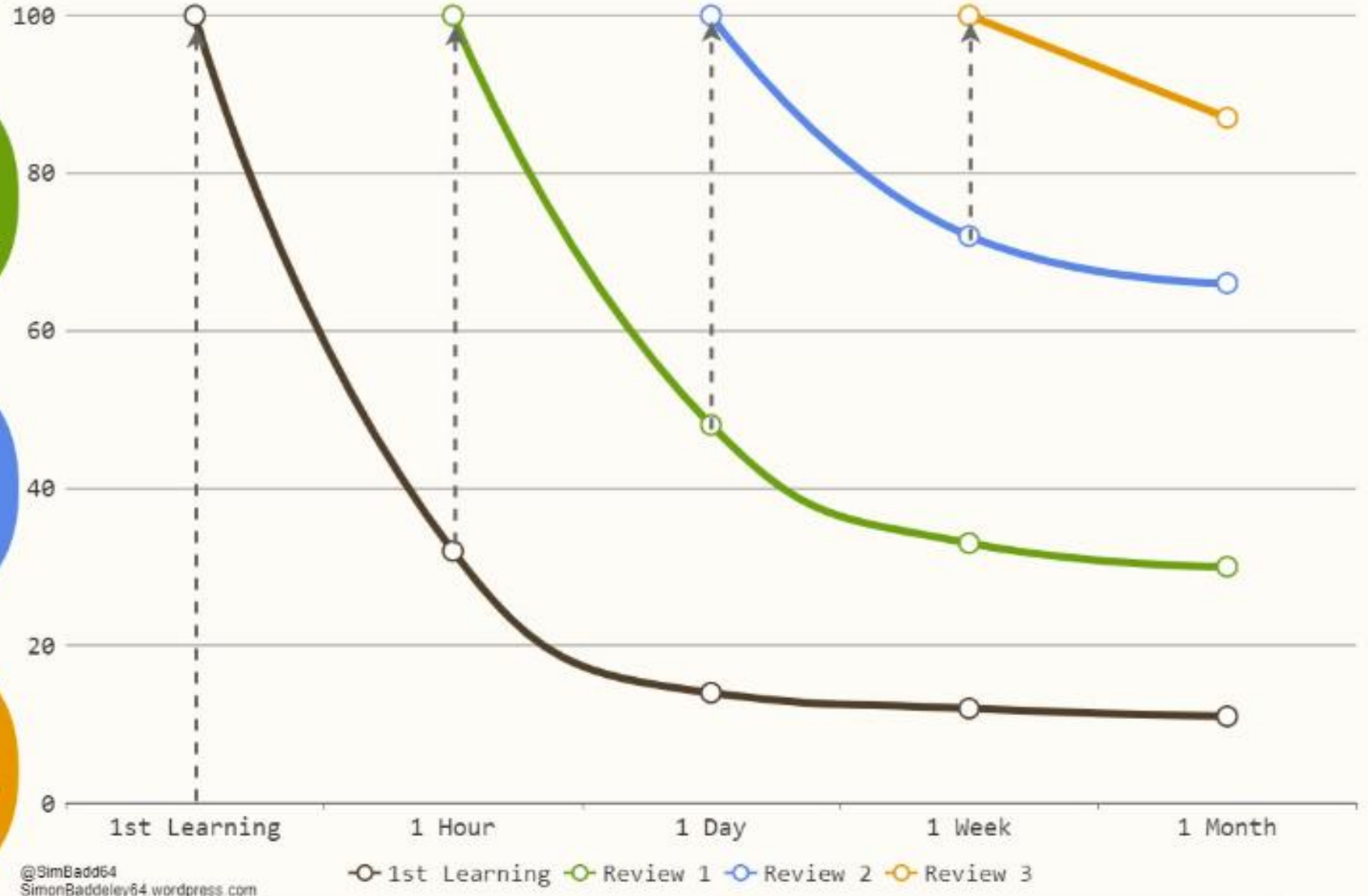
Review 2

Learning is refreshed and the rate at which it is forgotten is reduced. E.g. Summarizing the Key Points from last lesson using Cornell Notes

1 Week +

Review 3

This review should feed into a rolling cycle of periodic review to refresh the learning over time. E.g. Regular recall and retrieval practice



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Budget

Affordable Method

- The company spends **what it believes it can afford** on marketing communications.
- The communication budget is therefore determined by available financial resources rather than by specific communication objectives.

Percentage-of-Sales Method: The communication budget is set as a **percentage of current or forecast sales revenue**.

Competitive-Parity Method

- The budget is based on competitors' communication spending, media presence, and the firm's desired market share.
- A common assumption is that **market share is related to share of voice (SOV)**.
- The firm therefore considers how frequently competing brands appear in the market and how much communication pressure is needed to remain competitive.

Objective-and-Task Method

- Define specific objectives for **awareness, trial, purchase, or market share**.
- Estimate the total level of media exposure required, often expressed in **GRPs (Gross Rating Points)**.
- Estimate the cost of achieving each GRP.
- Calculate the total communication budget needed to achieve the objectives.

In short: Objectives → Required exposure → Cost per exposure → Communication budget.

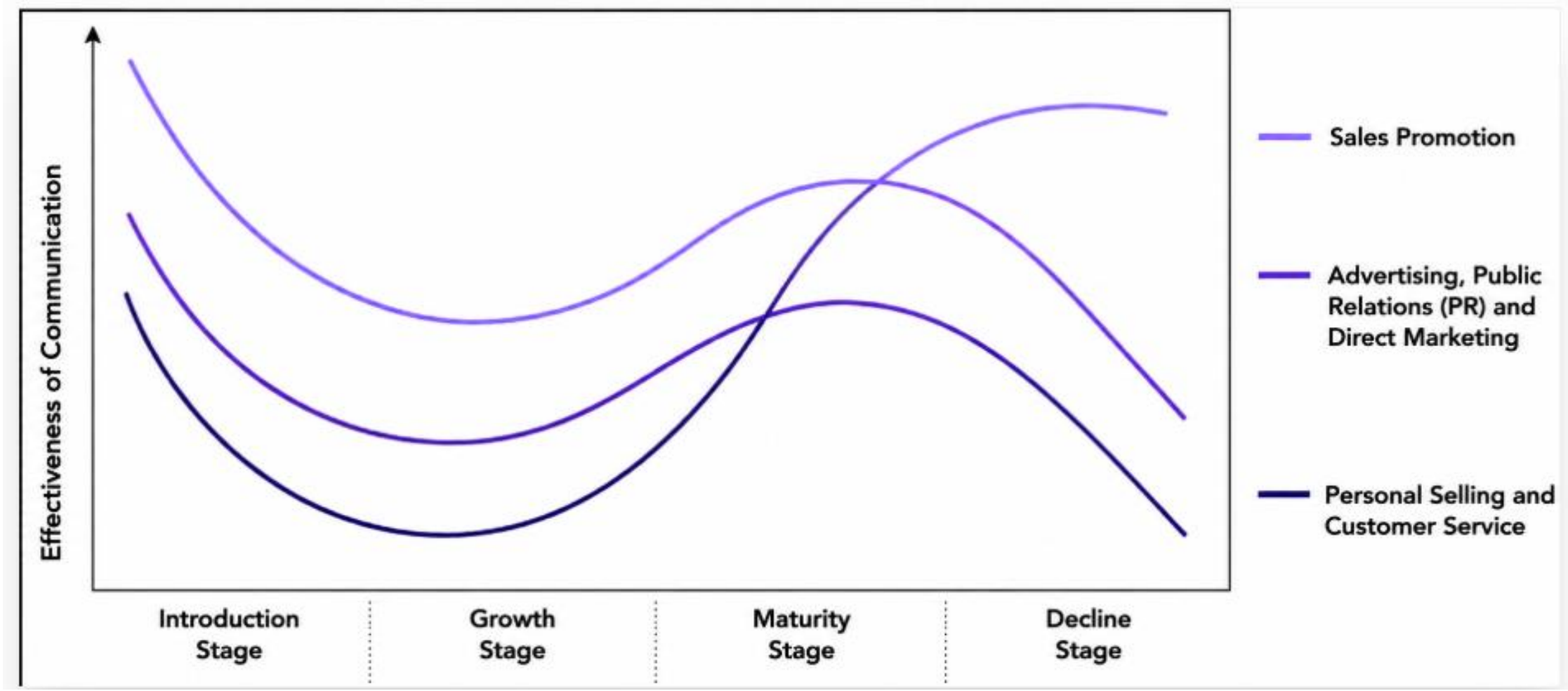
Structure

- **Budget allocation by product:** Percentage of the communication budget allocated to each product, brand, or model.
- **Budget allocation by geographic area:** Percentage of the budget allocated to each region, city, or market area.
- **Budget allocation by marketing communication tool:** Percentage spent on advertising, sales promotion, public relations, direct marketing, and personal selling.
- **Budget allocation by media:** Percentage spent on TV and radio, print advertising, out-of-home (OOH) media, online media, and other channels.
- **Budget allocation over time:** Percentage of the budget allocated by quarter, month, or week throughout the year.

Communication tools

- **Advertising:** builds broad awareness and gives the firm strong control over the message.
- **Public relations (PR):** builds credibility, reputation, and trust.
- **Sales promotion:** encourages short-term customer action and purchase.
- **Personal selling:** provides consultation, persuasion, and handling of customer objections.
- **Direct marketing:** delivers personalised messages to specific customers or customer segments.
- **Digital and social media:** encourage interaction, sharing, rapid reach, and real-time measurement.
- **Events and experiential marketing:** allow customers to interact directly with and experience the brand.

Mkt communication across the product life-cycle





Advertisement

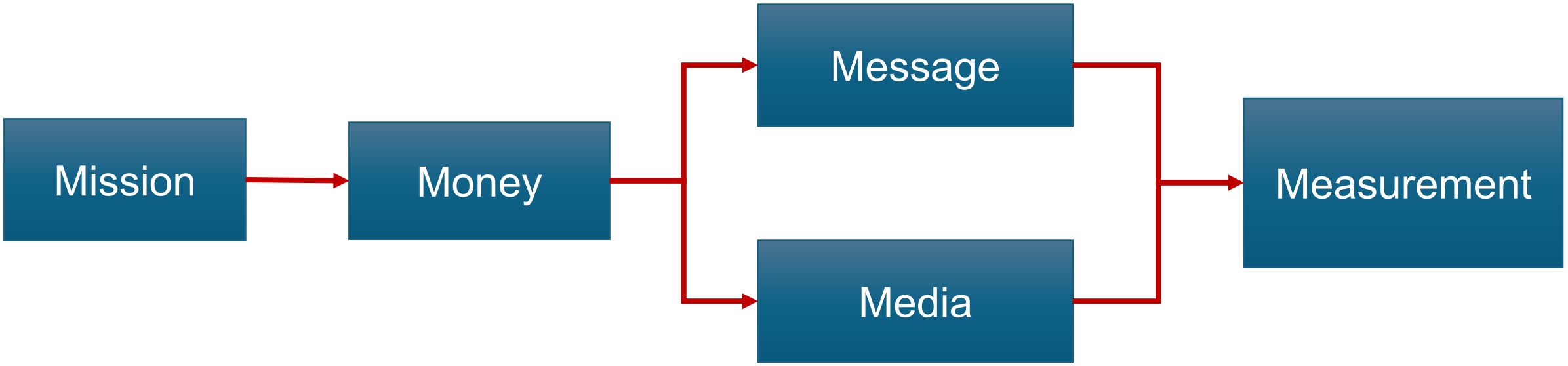
Advertisement

- Advertising is a **paid form** of communication in which a company places a message or brand on a media channel to inform, persuade, or remind customers (American Marketing Association).
- Applications:
  - Launching a new product
  - Building brand awareness
  - Repositioning a brand
  - Reminding customers
  - Creating differentiation


Do you want strong bones, bub?

3X GIÚP PHỤC HỒI HƯ TỔN^
CHO TÓC BÓNG KHOẺ
PRO-V
PANTENE
TOTAL
Damage Care
PHỤC HỒI TÓC HƯ TỔN
DẦU GỘI
PANTENE
MIRACLES
COLLAGEN
PHỤC HỒI TÓC HƯ TỔN
DẦU XẢ SIÊU DƯỠNG
^do gãy, so với dầu gội thông thường của P&G

Advertisement design



Mission

- **Behavioural objectives:** sales volume, revenue
- **Awareness and attitude objectives:**
  - **Inform:** unaware → aware
  - **Persuade:** aware → interested → preference → convinced
  - **Remind:** first purchase → repeat purchase

Money (Budget)

- **Bottom-up approach:** The advertising budget is built from specific communication objectives and the activities required to achieve them.
- **Objective-and-task method**
  - Define specific advertising objectives.
  - Identify the tasks needed to achieve those objectives.
  - Estimate the cost of performing those tasks.
  - The total cost becomes the advertising budget.

Eg: A company wants to achieve **70% brand awareness** among university students. It determines that it needs TikTok advertising, campus events, and influencer content. The estimated cost of these activities determines the budget.

Objectives → Tasks → Estimated costs → Budget

This is generally considered the **most logical and strategically sound approach**, because spending is directly linked to marketing objectives.

- **Top-down approach:** Management first determines how much money is available for advertising, usually based on financial or competitive considerations. The budget is then allocated across advertising activities.
- **Affordable method:** The company spends on advertising only what it believes it can afford after covering other expenses.

→ **Limitation:** Advertising is treated as a residual expense rather than an investment linked to objectives.

- **Percentage-of-sales method:** The advertising budget is set as a fixed percentage of current or forecast sales revenue.

Eg: If forecast sales are $10 million and the company allocates **5% of sales to advertising**, the advertising budget is $500,000.

→ **Limitation:** It assumes sales determine advertising expenditure, although advertising itself is intended to influence sales.

- **Competitive-parity method:** The company sets its advertising expenditure based on competitors' spending or industry norms.
- **Share of Voice (SOV) → Share of Market (SOM)**
  - **Share of Voice:** the brand's advertising presence relative to total advertising in its market.
  - **Share of Market:** the brand's sales as a percentage of total market sales.

Eg: If a brand accounts for **20% of total advertising expenditure** in a category, its SOV is 20%. If it has **15% market share**, then: **SOV 20% > SOM 15%**

→ This is sometimes called **Excess Share of Voice (ESOV)**. The underlying idea is that maintaining SOV above current market share may help a brand grow over time.

Bottom-up approach

Biti's Hunter – "Đi để trở về" campaign

https://www.brandsvietnam.com/campaign/209-biti-s-di-de-tro-ve

The **Biti's Hunter campaign** was built around an insight that resonated strongly with young Vietnamese consumers: young people want to travel, explore, and experience the world, but **Tet is still the time when they want to return home to their families**. The **"Đi để trở về" ("Go to Return")** campaign connected the footwear product with the emotions of **leaving and returning, exploration and family, and the spirit of Tet**.

- Music videos featuring celebrities.
- Storytelling content centred on the journey of going away and coming home.
- Social media communication, PR, and online community discussions.
- Out-of-home advertising, including buses, taxis, and point-of-sale displays, to reinforce the message and encourage purchase.
- **Buzzmetrics** noted that the campaign consistently applied the same consumer insight across multiple channels, while offline touchpoints such as **retail stores, OOH advertising, buses, and taxis** were used to remind consumers of the campaign message and keep the product highly visible.

• Under a **bottom-up approach**, the marketing team might begin by asking:

"If we want young consumers to love Biti's Hunter during Tet, what activities do we need to carry out?"

• We need an **emotional message**.

• We need a **music video with strong viral potential**.

• We need to select a **singer or celebrity who resonates with young consumers**.

• We need **social media activities** to generate discussion and engagement.

• We need **PR** to amplify the campaign story.

• We need **point-of-sale communication and out-of-home advertising (OOH)** to move consumers from brand preference to actual purchase.

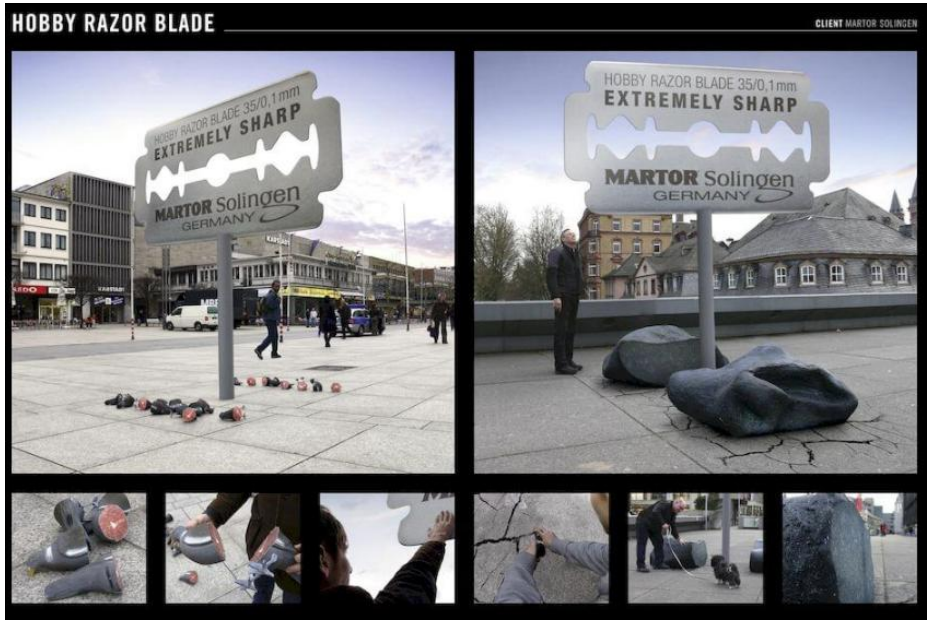
Top-down approach

- The company starts with a **large overall communications budget or target that has already been set at the corporate or regional level**, and then allocates that budget to specific activities.
- **Shopee:** major sales campaigns on special shopping dates such as **6.6, 7.7, 8.8, and 11.11**.
- These are **platform-wide campaigns** that are usually implemented simultaneously across multiple channels, including TV commercials, YouTube, Facebook, TikTok, KOLs/KOCs, in-app banners, vouchers, free-shipping offers, livestreaming, push notifications, and email, together with promotional incentives.
- Under a **top-down approach**, senior management may first decide: “The company will allocate a budget of X to increase traffic, generate more orders, and strengthen brand awareness.”
- The total budget is then allocated across specific activities, for example:
  - how much for TV commercials and YouTube;
  - how much for KOLs/KOCs;
  - how much for social media advertising;
  - how much for vouchers and free shipping;
  - how much for in-app banners;
  - how much for livestreaming and affiliate marketing.

Message: appeal strategies

- Creative
- Noticable
- Relating
- Memoriable
- Responsive







1. Start with a strong consumer insight: The message should connect with a real need, tension, desire, fear, aspiration, or experience of the target audience.

2. Choose the right advertising appeal: An **advertising appeal** is the basic approach used to attract attention and influence the audience.

3. Make the value proposition clear: The audience can quickly understand.

4. Make it relevant (meaningful to the target customer) **and distinctive (**different enough to stand out from competitors)

5. Tell a story: Storytelling makes advertising more engaging because consumers can identify with: **a character → a problem → an experience → a resolution.**

6. Use strong creative execution: The same message can be communicated through different **execution styles**, such as lifestyle, fantasy, mood or image, music, celebrity endorsement, demonstration, testimonial, humour, storytelling

7. Create emotional and brand linkage

8. End with the desired response

Message content example

Warning / Fear Appeal

(Problem–Agitation–Solution)

- **Headline (Hook): [WARNING] This mistake is damaging your skin every day!**
- **Content:** Clearly explain the negative consequences of the problem or bad habit → intensify the concern → introduce an urgent solution through the product or service.
- **CTA (Call to Action): Message us now to receive a free personalised treatment plan!**

UV is there every day → UV damages your skin → protect yourself every day with SPF 50+



Message content example

Benefit-Focused Appeal

- **Headline: Say goodbye to [problem] with just [X minutes] a day!**
- **Content:** Use trending phrases or viral expressions from social media to make the message humorous, relatable, and engaging, then connect them back to the product's core benefit.
- **CTA: Click the link to get [X% off] today!**

Dyson cordless vacuum

A cleaner home in less time.

Powerful cordless suction helps you move quickly from room to room without changing plugs or dealing with a cable.

Discover the Dyson cordless range today.



Message content example

Scarcity / Limited-Availability Appeal

- **Formula:** Scarcity → Urgency → Action
- **Headline / Hook:**
Only [quantity/time] left to claim this offer!
- **Content:**
Emphasise that the quantity is limited, the offer is available for a limited time, or the benefit is reserved for the first group of customers.

Only 20 places left for our Digital Marketing Programme!

Want to build practical skills in social media, content marketing, digital advertising, and marketing analytics?

Our **Digital Marketing Programme** is now accepting applications for the next intake, but places are limited.

Register **before 15 September** to receive:

- 10% early-bird tuition discount
- Free access to an industry workshop
- Personalised career consultation

After the deadline, the programme will return to the regular tuition fee.

Apply now to secure your place before the offer ends.

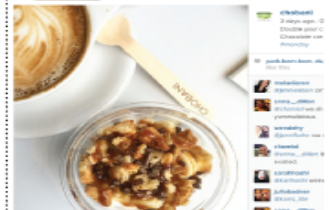
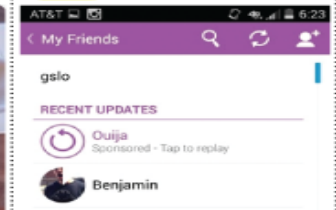
Chiến lược sáng tạo: 12 phong cách sáng tạo trong triển khai ý tưởng (execution styles)

Chào hàng trực tiếp (Straight sell)	Khoa học-Kỹ thuật (Scientific/Technical)	Trình diễn (Demonstration)	So sánh (Comparison)
Chứng thực (Testimonial)	Vấn đề thực tế trong cuộc sống (Slice of life)	Hoạt hình (Animation)	Biểu tượng cá nhân (Personal symbol)
Hình ảnh chung (Imagery)	Diễn kịch (Dramatization)	Hài hước (humour)	Kết hợp (combination)

TV channels

- **Reach:** High / broad
- **Audience selectivity:** Low to moderate
- **Impact / attention-grabbing ability:** High
- **Information retention:** Limited
- **Ability to build credibility/trust:** Limited to moderate
- **Timeliness:** High
- **Viral potential:** Low
- **Absolute cost:** High
- **CPM (cost per thousand impressions):** Relatively low
- **Typical target audience:** More effective for middle-aged and older consumers, especially those who spend more time watching television.

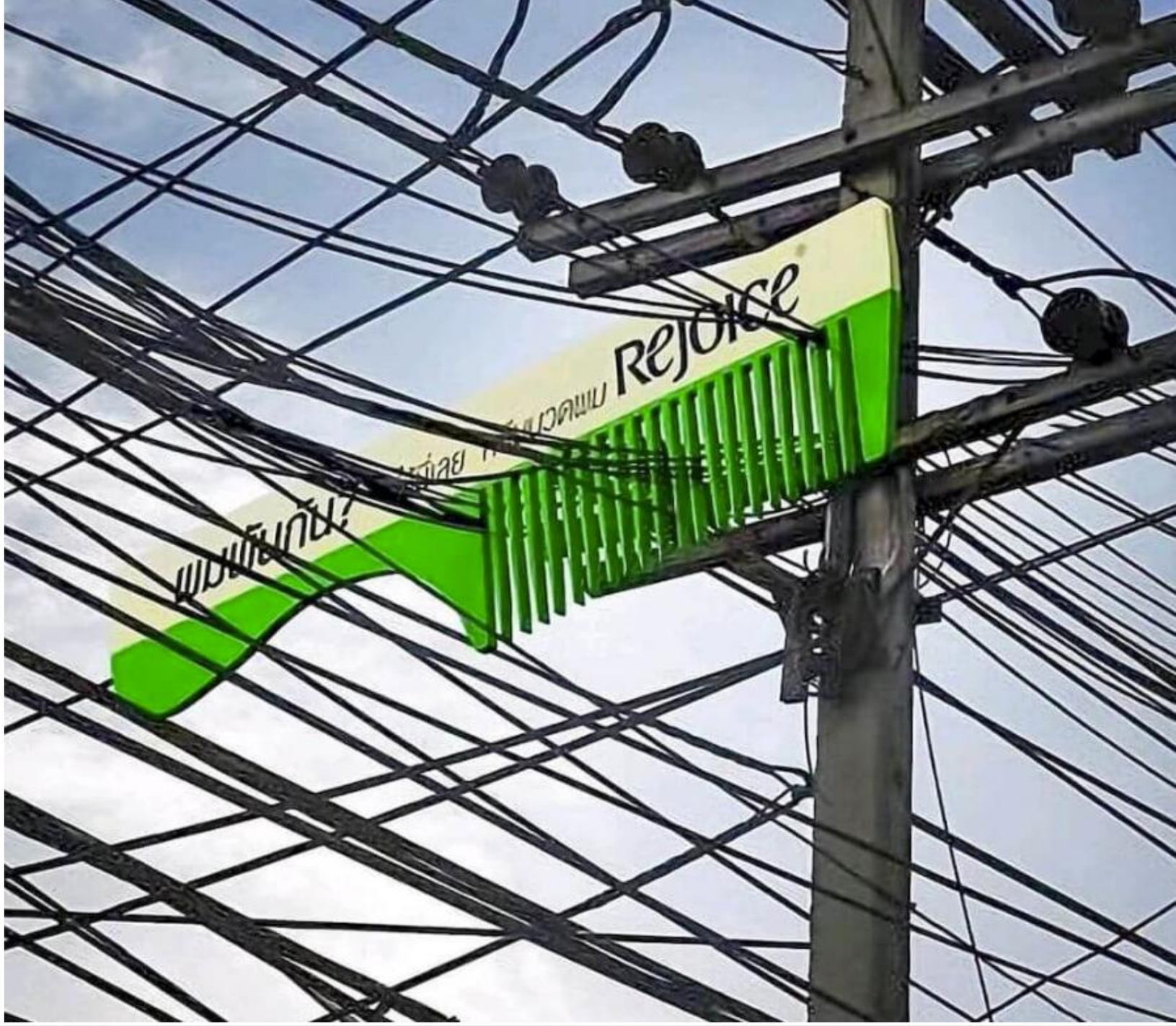
How social media compare as advertising platforms

	Facebook	Twitter	Instagram	LinkedIn	Pinterest	Snapchat	YouTube
							
Monthly active users	1.393bn	288m	300m	187m	70m **of which 20m-30m are estimated to be active**	100m **could be close to 200m now but this is unconfirmed**	1bn+
Average cost of advertising – cost per 1,000 impressions (CPM)*	$1.54	$12.16	?	$27.90	?	Adweek reported that advertising on a 'my story' could cost brands $750,000 a day. This is unconfirmed by Snapchat.	?
Percentage of users who log in daily	70%	36%	49%	13%	17%	?	?
Percentage of platform users who are millennials	75.6% **18-34-year-olds**	23.8% **18-34-year-olds**	43.1% **18-34-year-olds**	13% **15-34-year-olds**	17.9% **18-34-year-olds**	32.9% **18-34-year-olds**	82% **18-29-year-olds**
Pros	The biggest of the social networks, and the one with the most options for targeting.	People like to tweet while watching TV so advertisers are able to create 'two-screen' campaigns combining TV and Twitter.	Appeals to a younger generation who view Facebook as their parents' social network. Works well for brands that have strong visuals.	Access to a professional audience with accurate information about people's professional lives: people can be targeted by job title, employer, industry and even skills. LinkedIn members have twice the buying power of the average web audience, according to Comscore.	Users come to the site in a mood receptive to shopping. Many are creating boards around life events such as weddings, childbirth and redecorating, which advertisers are keen to tap into.	Users are highly engaged, and need to actively press a button to view a story, so advertisers can be sure attention is not wavering.	Holds users' attention for a long time: they can spend hours watching videos. A familiar advertising medium, very similar to creating material for TV.
Cons	Advertising is becoming more expensive.	Because users do not need to use real names or reveal much about themselves, does not allow as much targeting as Facebook.	Only a limited number of brands allowed to advertise at the moment. Lack of links on the site makes it hard to direct customers to products.	Users do not log on to LinkedIn as often as other networks.	Just one advertising format: Promoted Pins.	Stories and associated ads disappear after 24 hours. Ads are not shareable and there are no outbound links.	Viewers do not like pre-roll adverts and often skip them. Brands cannot request a specific slot, so there is a risk the ad will be playing just before something unpleasant.
Options and latest developments	Two options for ads: as a sponsored post in Facebook's news stream, or on the right-hand column. Allows advertisers to target users based on past purchases and demographics, even outside Facebook. Rumoured to be creating a video hub to make it easier to find and view video content.	Three options for advertising: promoted tweets, promoted accounts and promoted trends. Twitter ads can be targeted based on what users search for and what they reveal in their profiles. Also allows targeting according to what users have done online, outside Twitter.	Launched advertising a year ago with selected partners. Recently started allowing marketers to include links to their own products and websites from posts.	Two options: ads that appear in the sidebar, or sponsored updates that appear in the news feed. Recently launched a tool similar to Facebook's Atlas, which allows advertisers to target LinkedIn users outside the platform.	Reported to be planning to introduce a 'buy' button that would make it easier for users to make purchases directly from the platform. Offers advertisers access to the 'Pinstitute', a programme that teaches users how to create successful 'Pins'.	Advertisers sponsor 'stories', or collections of many people's pictures, often around specific events. Snapchat also recently launched Discover, where publishers such as the Daily Mail, Vice, Yahoo, CNN and ESPN display stories. Companies can buy ad space around this content.	Four options: display ads next to or below the YouTube player; semi-transparent overlay ads that appear over the bottom 20 per cent of a video; skippable video ads that can be inserted before, in the middle or after a video and non-skippable ads that must be viewed before the video is shown. Experimenting with a paid-for, ad-free service.

FT graphic. Sources: eMarketer; InSites Consulting; Pew Research Centre; Maija Palmer; FT research. * CPM can vary greatly according to different campaigns. Figures should be considered indicative only

OOH (Out-of-Home) advertising

- Advertising displayed in public spaces outside consumers' homes.
- The value of an OOH advertising location can be assessed based on the size of the advertising space, traffic volume, quality of audience-reach data, and the ability to optimise campaign performance in real time.
- Key planning decisions include where the advertisement is placed, when and how often it is displayed, and how the advertising budget is allocated.

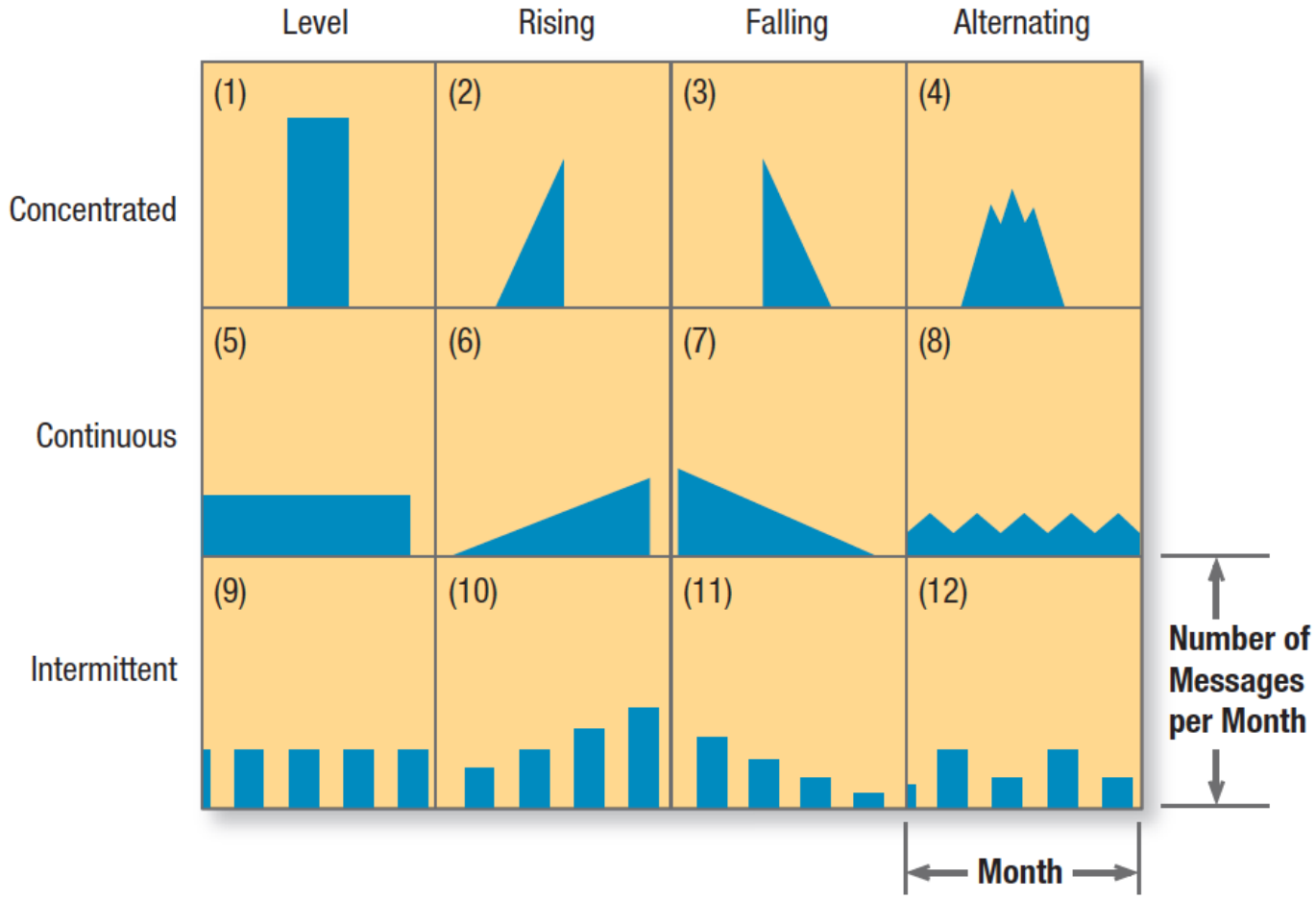


Ads schedule

Macro schedule: year and month

Micro schedule: week, day, hour

Schedule should match with type of target customers and their behaviours.



Media Selection: Factors to Consider

- When selecting advertising media, marketers should consider:
- **Target audience:** Who are we trying to reach, and which media do they use most?
- **Reach:** How many people in the target market can the medium reach?
- **Frequency:** How often will the target audience be exposed to the message?
- **Impact:** How strongly can the medium attract attention and create an impression?
- **Audience selectivity:** How precisely can the medium reach a specific customer segment?
- **Media habits:** Where, when, and how does the target audience consume media?
- **Nature of the product:** Some products need visual demonstration, detailed information, or repeated exposure.
- **Nature of the message:** Complex messages may require media that allow more explanation, while simple messages may work well in short-form media.
- **Cost and CPM:** What is the total cost, and how much does it cost to reach 1,000 people?
- **Timing and flexibility:** How quickly can the advertisement be launched, changed, or updated?
- **Geographic coverage:** Is the campaign local, regional, national, or international?
- **Engagement and interaction:** Can consumers respond, click, share, comment, or purchase directly?
- **Measurability:** How accurately can campaign performance be tracked and evaluated?

Measurement: Evaluation of Marketing Communication Effectiveness

1. Communication impact measures

Awareness rate: the percentage of the target audience who are aware of the brand, product, or campaign.

Comprehension rate: the percentage who correctly understand the intended message.

Liking: the extent to which consumers like the product, advertising message, or campaign.

Purchase intention: the degree to which consumers are willing or likely to purchase the product.

2. Sales performance measures

Sales volume: the number of units sold.

Sales revenue: revenue measured before, during, and after the campaign to identify possible changes associated with the marketing communication programme.

3. Evaluation methods: pre- and post-campaign surveys, brand-awareness and recall tests, message comprehension tests, attitude and purchase-intention surveys, sales analysis, web and social-media analytics, conversion tracking, and experimental/control-group comparisons.

Public Relations









PR

- Public Relations (PR) refers to activities aimed at building and maintaining a positive image, reputation, and trust between an organisation and its key publics, including customers, the media, local communities, government agencies, investors, and employees.
- Common applications: brand launches, corporate social responsibility communication, crisis management, leadership reputation building, and internal communication.
- Common PR tools and activities: press releases, events, CSR programmes, community sponsorships, media relations, crisis communication, and thought leadership.

LEGO Manufacturing Vietnam – Building Reputation

- In April 2025, LEGO officially opened its US$1 billion manufacturing facility in Vietnam, its sixth factory globally and second in Asia. The opening ceremony involved senior Vietnamese government officials, LEGO executives, business partners, and community representatives, making the event not simply a factory launch but a major corporate PR occasion.
- Instead of communicating only about production capacity, LEGO built the PR story around **sustainability, responsible investment, employees, and local communities**. The company described the Vietnam facility as its most environmentally sustainable factory at the time of opening. It installed around **12,400 rooftop solar panels**, introduced paper-based packaging, obtained LEED Platinum and Gold certifications for its buildings, and developed renewable-energy infrastructure.
- LEGO also linked the investment to its broader social purpose. Through partnerships with government agencies, NGOs and educational organisations, its programmes included LEGO Braille Bricks, *Build the Change*, and *Girls Unstoppable*. LEGO stated that these community initiatives were expected to benefit more than **60,000 children in Vietnam by the end of 2025**.

Event sponsorship / sponsorship PR

- **Tiger Cup** is probably the clearest example. Tiger Beer was the **title sponsor** of the ASEAN football championship from its launch in 1996 through the 2004 edition, which is why the tournament became widely known as the **Tiger Cup**. Asia Pacific Breweries explicitly described the purpose as associating Tiger Beer with football and increasing brand mindshare
- **Monsoon Music Festival** is also an excellent Vietnam-based case, but here I would teach it as **event sponsorship and cultural PR** rather than saying "Monsoon itself is PR." For example, **Tuborg became the principal sponsor of Monsoon Music Festival from 2016**, and the event was officially branded **"Monsoon Music Festival by Tuborg."** Tuborg committed to a multi-year partnership and connected the brand with music, youth culture and social messages such as responsible drinking and traffic safety

Heineken × James Bond 007

Heineken has partnered with the **James Bond film franchise since 1997**, beginning with *Tomorrow Never Dies*. By *No Time to Die*, the partnership had covered eight Bond films.

- For *Skyfall* (2012), Heineken created the global campaign **“The Express”**, featuring Daniel Craig as James Bond. The campaign was activated through television, cinema, digital media and interactive consumer activities in more than 50 markets. Heineken reported more than 22 million online views of the campaign at the time.
- For *Spectre* (2015), Heineken produced another Bond-themed commercial, **“The Chase,”** launched through Facebook before appearing on television and cinema screens. It also released special-edition packaging, exclusive Bond content and organised premiere events, including a *Spectre* premiere in Vietnam.
- For *No Time to Die*, the campaign again featured Daniel Craig and included TV, online and social media communication, consumer promotions and **limited-edition 007 packaging**. In Vietnam, Heineken released Bond-themed bottles and cans and offered Bond-related consumer experiences and prizes



→ **PR/Sponsorship objective:** Strengthen Heineken's premium and international brand image by associating the brand with the iconic James Bond franchise. The 007 partnership gives Heineken access to an existing **cultural property, story, celebrity, fan community, events and media attention**, which can then generate PR and brand associations across many channels.

PR Objectives

- Support the launch of a new product
- Support the repositioning of an existing brand
- Generate interest in a new product category
- Influence specific target publics or stakeholder groups
- Protect a product, brand, or corporate reputation during crises or negative incidents
- Build a positive corporate brand image that, in turn, creates favourable attitudes toward the company's products

Lắp đặt 100 trạm rửa tay miễn phí phục vụ người dân



Đồng chí Hầu A Lềnh, Ủy viên Trung ương Đảng, Phó Chủ tịch, Tổng Thư ký Ủy ban Trung ương MTTQ Việt Nam rửa tay phòng, chống dịch Covid-19. Ảnh: Văn Điệp – TTXVN



PR Tools



1. Publications

- Brochures, catalogues, flyers
- Books and stories
- Films, videos, and music



2. Events

- New product launch events
- Customer appreciation events
- Seminars and panel discussions
- Trade fairs and exhibitions



3. Sponsorship

- Cultural events
- Sports events
- Business events
- Political events
- Other sponsored activities



4. PR News

- PR editorials
- Advertorials



5. Management Speeches

- Speeches by managers or executives in front of the media
- Talks and presentations by managers or executives



6. Community Activities

- Charity activities
- Environmental activities
- Other community-oriented activities

Profile, Catalogue, Brochure, Flyer









PR editorial

- **A PR article written in an editorial style**, often using an inspiring story and providing more in-depth content.
- Uses **neutral language and an objective tone**, rather than sounding like direct advertising.
- Is **integrated naturally with regular editorial content**, rather than being placed in a separate advertising section.
- The **brand or product name is usually not prominently featured in the headline**.



Bàn tay chứa hàng triệu mầm bệnh

Thói quen không rửa tay sạch bằng xà phòng trước khi ăn, sau khi đại, tiểu tiện, hoặc sau khi tiếp xúc với môi trường kém vệ sinh sẽ khiến chúng ta có nguy cơ các bệnh tiêu chảy, tả, lỵ, giun sán...

Chiến dịch vì sức khỏe cộng đồng

Vừa qua, Bộ Y Tế cùng Quỹ Unilever Việt Nam đã phát động chiến dịch Rửa tay bằng xà phòng nằm trong khuôn khổ dự án Nâng Cao Sức Khoẻ Cộng Đồng trên phạm vi toàn quốc. Với thông điệp "TRAO YÊU THƯƠNG, ĐỪNG TRAO VI KHUẨN", mục đích của chiến dịch nhằm tuyên truyền, nâng cao nhận thức của người dân về tầm quan trọng của việc rửa tay thường xuyên bằng xà phòng. Việc rửa tay bằng xà phòng đã được chứng minh có thể làm giảm nguy cơ mắc các bệnh lây truyền phổ biến như viêm đường hô hấp, tả, lỵ, thương hàn, viêm gan A, bệnh chân-tay-miệng... và đặc biệt là dịch cúm A (H5N1). Đây là nỗ lực rất lớn từ Bộ Y tế và Quỹ Unilever Việt Nam với sự hỗ trợ của nhãn hàng Lifebuoy nhằm nâng cao sức khoẻ cộng đồng.

Nguồn bệnh di động

Bàn tay con người có thể được ví như một nguồn lây bệnh di động. Bàn tay là công cụ đa năng nhất trong lao động và các sinh hoạt hàng ngày của con người nhưng đồng thời nó cũng là phương tiện để phát tán mầm bệnh. Vì thế, việc giữ gìn cho bàn tay luôn sạch khuẩn thông qua việc rửa tay bằng xà phòng có vai trò rất lớn trong việc phòng chống lây nhiễm bệnh tật. Các nhà khoa học đã xác định, trên 1cm² da của người bình thường chứa tới 40.000 vi khuẩn. Đặc biệt số lượng này còn nhiều hơn ở trên da bàn tay, vốn là nơi thường xuyên tiếp xúc với đủ mọi vật trong cuộc sống thường ngày.

Vai trò của phụ nữ trong việc giữ vệ sinh bàn tay

Người phụ nữ luôn có ảnh hưởng nhất định tới sức khỏe của các thành viên trong gia đình. Họ là người trực tiếp làm việc, vệ sinh nhà cửa, nấu nướng, chăm sóc các thành viên trong gia đình... vì vậy cũng thường xuyên tiếp xúc trực tiếp với các nguồn bệnh. Tuy nhiên, qua điều tra, hầu hết các bà mẹ, đặc biệt là những bà mẹ ở nông thôn, chỉ nhận thức được rằng, vi khuẩn là các vết bẩn nhìn thấy được bằng mắt thường. Do vậy, họ chỉ rửa tay với xà phòng khi nhìn thấy tay bẩn, dính dầu mỡ hoặc có mùi khó chịu. Trong thực tế, dù tay trông sạch nhưng vẫn có rất nhiều vi khuẩn gây bệnh bám trên tay, sẵn sàng xâm nhập tấn công cơ thể. Điều này đặc biệt nguy hiểm với phụ nữ mang thai, chăm sóc con nhỏ, hoặc cho con bú. Một khi tay họ bị nhiễm khuẩn và không rửa tay bằng xà phòng, tay họ sẽ vô tình là nguồn bệnh lây nhiễm sang cho trẻ sơ sinh - thời kỳ trẻ nhỏ rất dễ nhiễm bệnh vì sức đề kháng còn yếu.

Cần thay đổi hành vi

Rửa tay bằng xà phòng, nhất là các loại xà phòng diệt khuẩn tin cậy như Lifebuoy được coi là cách phòng bệnh có chi phí thấp nhất nhưng lại mang lại hiệu quả cao. Thói quen rửa tay bằng xà phòng trước khi ăn và sau khi đại, tiểu tiện giúp loại bỏ mầm bệnh từ tay bẩn vào thức ăn, nước uống, rồi vào cơ thể gây ra những bệnh nguy hiểm cho con người.

DIỆU NGỌC

**Hãy luôn trao yêu thương với đôi tay sạch,
và tay chỉ thực sự sạch khi được rửa bằng xà phòng diệt khuẩn.**

Trao yêu thương đừng trao vi khuẩn

Endorsements and Statements by Influential Figures and Senior Leaders

- The **presence and public image of a manager or senior executive at an event** can serve as an important form of endorsement and brand communication.
- **Short remarks to the media** can also have strong PR value.
- Such remarks may be either **planned or spontaneous**.
- Even a brief comment can reveal the manager's **personality, opinions, perspective, and emotions** at that moment.
- Managers therefore need to be **careful when speaking to the media**, as unclear or inappropriate comments may create misunderstanding or negative impressions of the brand.
- **Formal speeches and presentations at events** are another important PR tool.
- These speeches should be **carefully planned and prepared**, both in content and delivery, to create the strongest possible positive impression of the brand.



Elon Musk, nhà sáng lập kiêm CEO SpaceX, phát biểu tại cuộc thi SpaceX Hyperloop Pod Competition II ở Hawthorne, California, ngày 27/8/2017. Ảnh: *Reuters*

Sales Promotion



Sales Promotion

- Promotional activities that provide short-term incentives or additional benefits to customers or channel intermediaries in order to encourage purchase, product trial, repeat purchase, or higher sales within a specific period.
- Sales Promotion vs. Advertising
  - **Advertising:** mainly aims to build **awareness, brand/product preference, and reminder**
  - **Sales promotion:** gives customers an **immediate reason to act**
- Sales promotion can encourage customers to:
  - Buy now
  - Try the product
  - Switch brands/products
  - Buy more
  - Buy earlier than they otherwise would
- Role in the AIDA Model**:** Sales promotion is particularly important in moving customers from: **Attention / Interest → Desire / Action**

Advantages

- **Stimulate short-term demand**
- **Increase seasonal sales or clear excess inventory**
- **Encourage customers to try a new product**, especially when they perceive some risk in switching or trying something unfamiliar
- **Increase purchase frequency or average order value**, for example through bundles, package deals, or loyalty points
- **Support distribution channels** by encouraging retailers to stock more products, provide better displays, or actively promote the brand
- **Easy to measure**, because results such as redemption rates, sales uplift, trial rates, and repeat purchases can be tracked relatively quickly

Disadvantages

- **Usually has only a short-term effect**
- If overused, customers may **wait for discounts before buying**
- The company may simply **bring future sales forward**, rather than create genuinely new demand
- Sales volume may increase, but **profit may not necessarily increase**
- Frequent promotions can **reduce the perceived value of the brand**
- Promotions may attract **deal-prone, less loyal customers**
- Heavy discounting may create a **perception of lower product quality**

Objectives

- A sales promotion programme should not be designed simply because the company "wants to sell more." It should be linked to a **specific marketing objective**.
- **Increase awareness and trial of a new product**
  Example: free samples of laundry detergent, cosmetics, or instant coffee.
- **Increase short-term sales**
  Example: 20% discount during a grand opening, Tet holiday, or Black Friday.
- **Increase the quantity purchased per transaction**
  Example: buy three items and receive 15% off, or offer a bundle at a lower price than buying the items separately.
- **Encourage repeat purchase**
  Example: loyalty points, coupons for the next purchase, or membership programmes.
- **Retain existing customers**
  Example: birthday offers, appreciation gifts, or exclusive vouchers for loyal customers.
- **Support distributors and retailers**
  Example: trade discounts, sales incentives, or merchandising/display support.

Pull strategy: focus on consumers

- **Direct price discounts**
  Example: 50% off selected products.
- **Coupons / vouchers / discount codes**
  Customers receive a price reduction on the curre
  Example: Shopee — discount codes, free-shippir
  double-date campaigns such as **8.8 and 11.11**.



- **Buy-one-get-one / Multi-buy offers**
  Example: buy one get one free, buy two get one free, or buy a bundle at a lower total price.
- **Free samples / Product trials**
  Particularly suitable for cosmetics, food, beverages, and personal-care products.
- **Free gifts / Premiums**
  Example: Vinamilk — promotional gifts such as toys, cups, mugs, or
- **Loyalty programmes and reward points**
  Example: collect points to redeem rewards, move up membership tie
  exclusive benefits.
- **Contests, sweepstakes, lucky draws, and mini-games**
  Used to encourage participation, engagement, and social-media sha



Push strategy: focus on intermediaries

- The objective is to encourage distributors and retailers to **stock more products, provide better in-store displays, and give the brand greater selling priority at the point of sale**.
- **Trade discounts**
  The company offers distributors or retailers a lower purchase price when they order larger quantities.
- **Sales incentives / Sales bonuses**
  Dealers, retailers, or sales staff receive rewards for achieving specified sales targets.
- **In-store display support**
  Examples: sponsored shelves, posters, booths, standees, and other POSM materials.
- **Sales support**
  The company provides promotional staff such as **PGs/PBs**, organises product sampling, or conducts product demonstrations in supermarkets.
- **Sales contests**
  Dealers or retail stores compete to achieve the highest sales performance and receive rewards.





Discussion:

- **Programme A:**
  A **20% price discount** lasting for **15 days**.
- **Programme B:**
  A **30-day lucky draw promotion**. For every purchase of **VND 500,000**, customers receive **one entry into the prize draw**.
- There are **3,000 prizes** with a total prize value of **VND 2 billion**. The top prize is a **car worth VND 1 billion**.
- **Discussion Question**
- **Which programme is better? Discuss and justify your opinion.**

Discussion

- If the objective is to **increase sales immediately in the short term**, Programme A may be more effective.
- If the objective is to **protect the brand image and avoid price erosion**, Programme B may be more suitable.
- If the objective is to **increase average order value**, Programme B may perform better because customers need to spend at least **VND 500,000** to receive an entry.
- If the target customers are **highly price-sensitive**, Programme A is likely to be more attractive.
- If the objective is to **generate attention, excitement, and publicity**, Programme B may be more effective.
- If the objective is to **control the promotion budget**, Programme B has an advantage because the total prize value is capped at **VND 2 billion**, while the cost of Programme A's 20% discount increases as sales volume rises.

Digital Marketing/ Direct Marketing



Digital/ Direct Marketing

- **Digital marketing** refers to marketing activities that use **digital devices, platforms, and channels**—such as websites, search engines, social media, email, video platforms, and mobile apps—to reach, communicate with, and engage customers.
- **Direct marketing** is a form of marketing in which a company **communicates directly with specific target customers** and enables them to respond or take immediate action.

Digital vs. Traditional Marketing Communications

Digital Mkt

- Tools: Search, social media, websites, email, apps
- Interactive communication
- Precise audience targeting
- High personalization
- Real-time and measurable data
- Flexible and easy to optimise

Key advantages:

Measurable

Targetable

Interactive

Flexible

Scalable

Key limitations:

Data privacy concerns

information overload and ad fatigue

Dependence on platforms and algorithms

Require continuous monitoring and optimisation

Traditional Mkt

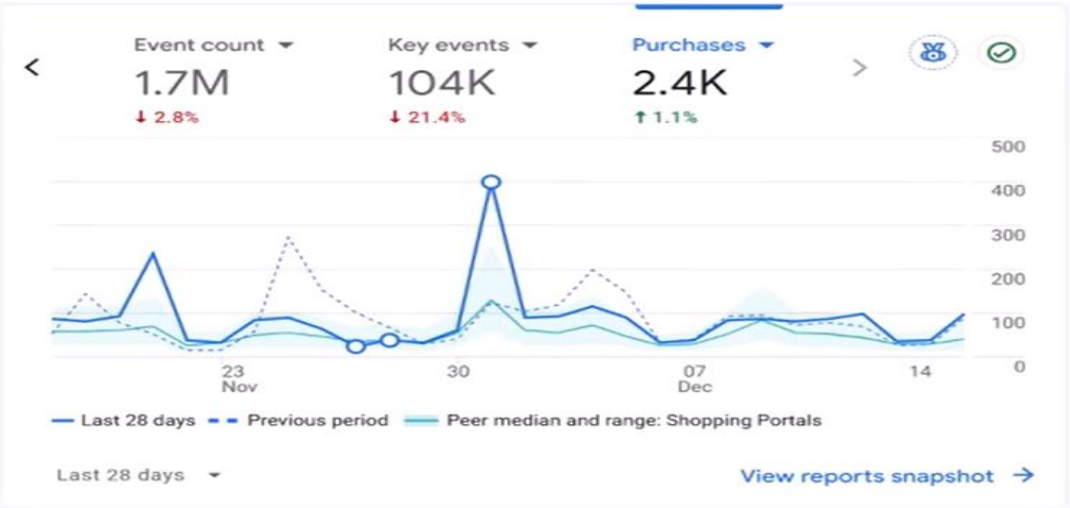
- Tools: TV, radio, newspapers, billboards
- Mainly one-way communication
- Broad audience targeting
- Limited personalization
- Difficult to track individual responses
- High cost of modification

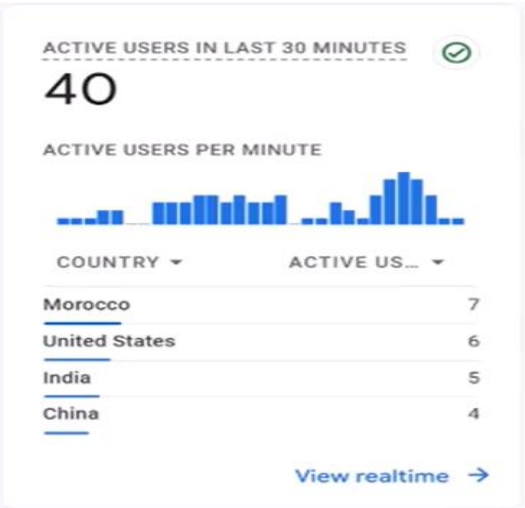
Digital mkt does not replace traditional mkt:

Our consumers still live in both digital and physical worlds

Digital Marketing channels

- SEO (Search Engine Optimisation): tối ưu để khách hàng tìm thấy doanh nghiệp trên Google.
- SEM (Search Engine Marketing): quảng cáo trả phí trên công cụ tìm kiếm







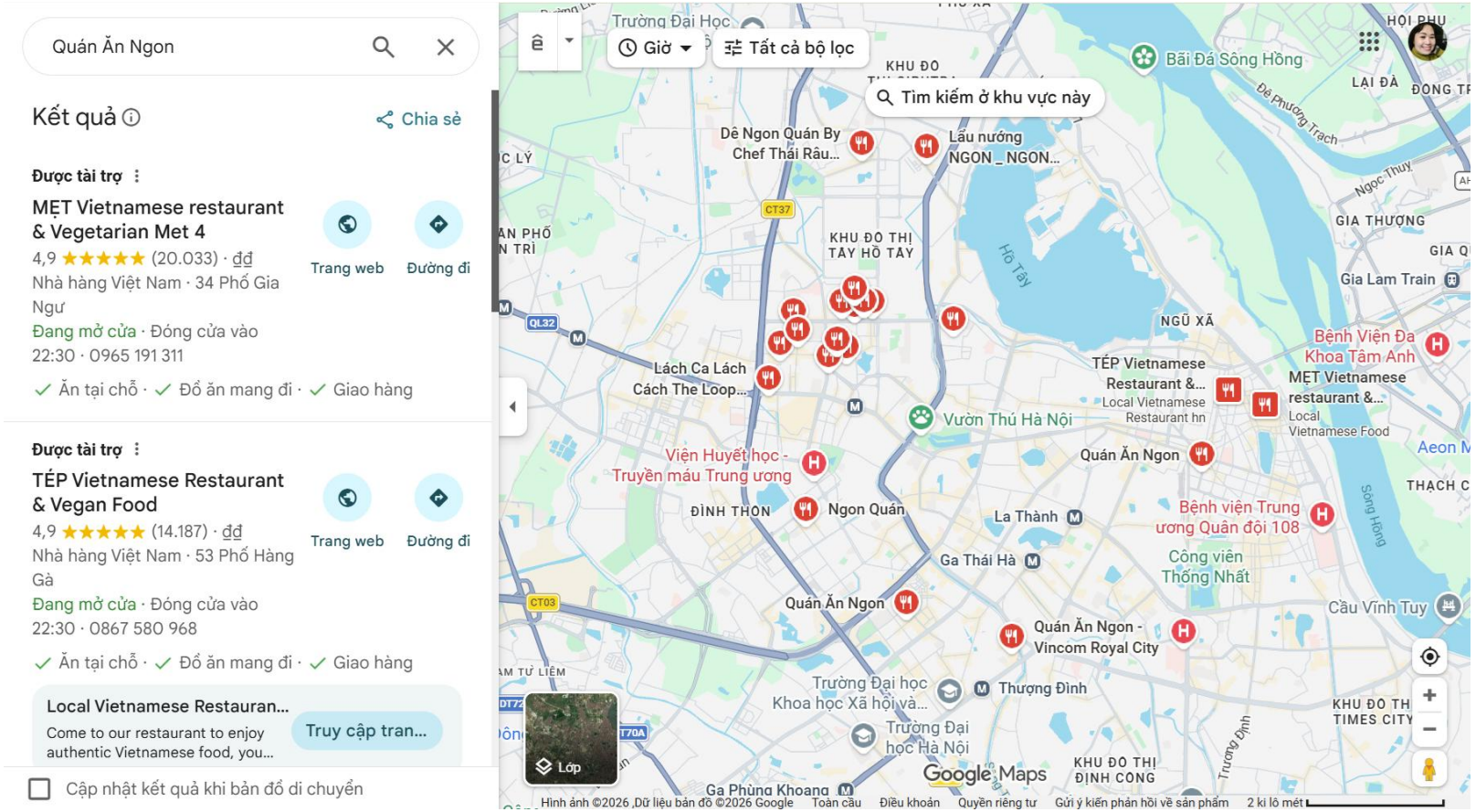
		Landing page	Sessions	Active users	New users	Average online session engagement	Key events All events
☑		Total	297,538 100% of total	173,313 100% of total	144,116 100% of total	1m 22s Avg 0%	381,144.00 100% of total
☑	1	/	142,146 (47.77%)	103,119 (59.5%)	83,765 (58.12%)	1m 48s	230,827.00 (60.56%)
☑	2	/checkout	3,716 (1.25%)	2,450 (1.41%)	433 (0.3%)	1m 49s	9,487.00 (2.49%)
☑	3	/shop/new	23,941 (8.05%)	17,320 (9.99%)	8,364 (5.8%)	1m 34s	38,452.00 (10.09%)
☑	4	/shop/apparel/mens	3,578 (1.2%)	2,572 (1.48%)	1,123 (0.78%)	1m 35s	6,836.00 (1.79%)
☑	5	/shop/clearance	2,145 (0.72%)	1,540 (0.89%)	385 (0.27%)	1m 46s	4,548.00 (1.19%)
☐	6	/shop/apparel	4,753 (1.6%)	4,051 (2.34%)	2,585 (1.79%)	1m 52s	8,746.00 (2.29%)
☐	7	/shop/lifestyle	895 (0.3%)	665 (0.38%)	232 (0.16%)	1m 27s	1,172.00 (0.31%)
☐	8	/canada	5,032 (1.69%)	4,432 (2.56%)	1,548 (1.07%)	42s	2,678.00 (0.7%)
☐	9	/product/chrome-dino-festive-frost-sweater-ggoegxxx2514	1,812 (0.61%)	1,358 (0.78%)	732 (0.51%)	52s	1,761.00 (0.46%)
		/product/shop-by-					

- **Social Search Optimisation** means optimising content so that customers can find a brand more easily when searching on platforms such as **TikTok, Instagram, Facebook, YouTube, and LinkedIn**.
- **Example search:** “Best sunscreen for sensitive skin review”
- Businesses may optimise:
  - captions
  - hashtags
  - keywords used in the video
  - video titles
  - review content
  - comments and community discussion
  - content formats such as **how-to guides, reviews, comparisons, and real-user experiences**
- **YouTube Search Optimisation (Video SEO)** means optimising video content so that it appears more prominently when users search for **tutorials, product reviews, real experiences, how-to content, or case studies**.
- **Example search:** “How to use sunscreen effectively”
- Businesses should optimise:
  - video title
  - description
  - thumbnail
  - subtitles/captions
  - keywords
  - video content structure
- **Social Search Optimisation:** Help customers discover the brand through social-platform search.
  Video SEO: Help videos rank and get discovered through YouTube search.

- **Marketplace Search Optimisation** means optimising product listings so that customers can find products more easily when searching directly on **e-commerce marketplaces** such as **Shopee, Tiki, or Amazon**.
- **Example search:** “Acne facial cleanser”
- Businesses should optimise:
  - product titles
  - product images
  - keywords in product descriptions
  - star ratings
  - number of customer reviews
  - chat response rate
  - selling price
  - vouchers and promotional offers
  - store ranking and seller performance
  - livestream content
  - affiliate and KOC reviews

- **Affiliate / KOL / KOC Marketing: Selling or Building Trust Through Third Parties**
- This group of channels relies on **other people talking about the brand rather than the company speaking about itself**. Its main strength is that customers often trust the experiences, reviews, and recommendations of third parties more than direct advertising from the company.
- **KOL (Key Opinion Leader):** a person who has influence or recognised expertise in a particular field.
  Examples: a dermatologist recommending skincare products, a financial expert discussing banking services, a well-known lecturer talking about education, or a singer promoting a fashion product.
- **KOC (Key Opinion Consumer):** an influential consumer who typically shares personal experiences of using a product or service.
  Examples: someone reviewing a lipstick on TikTok after trying it themselves, a mother sharing her experience of using a particular milk product for her child, a student reviewing an English language centre, or a customer posting a video such as "I tried this restaurant on ... Street."
- KOCs can create a sense of **authenticity, relatability, and trust**, helping other customers imagine the real-life product or service experience more easily.
- **Common KPIs:**
  - **Reach / Impressions:** level of audience exposure
  - **Engagement:** likes, comments, shares, saves
  - **Clicks / Link clicks:** number of clicks on a link
  - **Conversions / Sales:** number of orders or registrations
  - **CPA / CPL:** cost per acquisition / cost per lead
  - **Revenue / GMV:** revenue or gross merchandise value generated
  - **ROAS / ROI:** return on advertising spend / return on investment
  - **Sentiment:** positive or negative attitudes expressed in comments
  - **Affiliate code usage:** number of orders using each KOL/KOC's code

- **Local Search / Google Maps Optimisation: Location-Based Search**
- **Examples:** “Café near me,” “restaurants near HUST,” “English language centre in Bach Khoa.”
- Businesses should optimise their **Google Business Profile**, including:
  - address
  - opening hours
  - photos
  - customer reviews
  - frequently asked questions
  - phone number
  - website
  - directions / map location



- **AI Search:** Customers increasingly search through tools such as **ChatGPT, Gemini, and AI Overviews**.
  - “Recommend five reputable IELTS centres in Hanoi.”
  - “Compare banks that offer good credit cards for students.”
  - “Which sunscreen is suitable for oily skin in a hot and humid climate?”
- Businesses therefore need to make their online information **clear, trustworthy, well-structured, and easy for AI systems to identify and cite**. This approach is often referred to as **GEO – Generative Engine Optimisation** or **AI Search Optimisation**.
- Content should include:
  - consistent brand information
  - clear product descriptions
  - FAQs
  - in-depth articles
  - credible reviews
  - structured data
  - reputable cited sources
  - up-to-date information

- **Email / SMS / Zalo Marketing:** These channels are used to **nurture, remind, and activate customers whose contact information is already available**.
- Their key strength is that the company does not simply **wait for customers to search for or return to the brand**. Instead, it can proactively:
  - send reminders
  - maintain customer relationships
  - deliver personalised offers
  - encourage immediate purchase or other actions
- These channels can be highly effective, but they can also create a negative reaction if messages are **sent too frequently, are irrelevant to the customer, or use customer data without sufficient transparency**.

- **Content marketing:** articles, videos, infographics, e-books, and podcasts.
- **Marketing analytics** is the process of **collecting, measuring, analysing, and interpreting marketing data** to understand whether a campaign is effective, where customers come from, how they behave, and what needs to be optimised.
- **Customer sources:** Do customers come from Google, Facebook, TikTok, email, Zalo, affiliates, or organic search?
- **Customer behaviour:** Which pages do customers visit? How long do they stay? What do they click on? At which stage do they drop out?
- **Conversions:** Do customers register, make a purchase, complete a form, call, or send a message?
- **Costs:** How much does each click, lead, or order cost?
- **Customer value:** Revenue, profit, customer lifetime value, and repeat-purchase rate.
- **Common Tools**
- **Google Analytics 4:** analyses website/app traffic, customer behaviour, and conversions.
- **Google Ads / Meta Ads / TikTok Ads Manager:** measures the performance of paid advertising campaigns.
- **Meta Pixel / Conversions API:** sends event data from websites, apps, or servers to Meta to support advertising measurement and optimisation. Meta describes the Conversions API as a way of creating a connection between an advertiser's marketing data and Meta's systems.
- **CRM systems:** store customer information, consultation history, purchase history, and customer-service records.
- **Email / Zalo / SMS platforms:** measure metrics such as open rate, click-through rate, and conversion rate.
- **Power BI:** combines and visualises data from multiple sources for reporting and analysis.

- A **lead** is a potential customer who has shown some level of interest in a product or service, but has **not necessarily made a purchase yet**.
- Someone who **sees an advertisement** is not necessarily a lead.
- Someone who **likes a post** is also not necessarily a lead.
- A person is usually considered a lead when they take an action that shows clearer purchase interest, such as **providing contact information, sending an enquiry, requesting a consultation, or registering for an offer**.
- **Example:**
  An IELTS centre runs an advertisement. **500 people see the ad**, and **60 people complete a form and leave their phone numbers to receive a consultation**. In this case, the **60 people are leads**.
- Other examples of leads include:
- A customer leaves a phone number to request a consultation.
- A customer completes a form to request a quotation.
- A customer sends a message on Facebook or Zalo to ask about the price.
- A customer registers for a free trial class.
- A customer downloads a report or e-book and provides an email address.
- A customer adds a product to the shopping cart but does not complete the purchase.

Direct Sales



- **Direct sales** refers to selling products or services **directly to customers through personal interaction**, without relying mainly on mass-media communication or independent retail intermediaries.
- The salesperson identifies customer needs, explains the offer, answers questions, handles objections, and tries to close the sale.
- Typical direct sales activities include:
  - face-to-face selling
  - sales calls
  - product demonstrations
  - consultation and needs assessment
  - quotation and proposal
  - negotiation
  - follow-up
  - closing the sale
  - after-sales relationship management

Common KPIs for Direct Sales

- **Number of leads:** potential customers generated
- **Number of qualified leads:** leads with a realistic purchase potential
- **Contact rate:** percentage of leads successfully contacted
- **Appointment rate:** percentage of prospects who agree to a meeting or consultation
- **Conversion rate:** percentage of prospects who become customers
- **Sales volume:** number of units or contracts sold
- **Sales revenue:** total revenue generated
- **Average order value:** average value of each transaction
- **Sales per salesperson:** revenue or units generated by each salesperson
- **Sales cycle length:** average time from first contact to purchase
- **Customer acquisition cost (CAC):** cost of acquiring one new customer
- **Repeat purchase rate:** percentage of customers who buy again
- **Customer retention rate:** percentage of customers retained over time

Role of direct sales:

- Useful for high-value, complex, customised, or high-involvement products and services such as B2B solutions, banking, insurance, real estate, education, automobiles, and professional services.
- **Advantages:** highly personalised communication, immediate feedback, easier objection handling, relationship building, and strong potential for closing complex sales.
- **Disadvantages:** expensive per customer, difficult to scale, dependent on salesperson quality, and vulnerable to inconsistent service or aggressive selling.

Ethics selling

- Helping customers make a decision that is in their interests as well as the company's. Problems arise when the salesperson has more information than the customer and uses that advantage unfairly.
- The main ethical risks include:
  - **Misleading claims:** exaggerating product performance, hiding limitations, or making claims that cannot be supported.
    Example: telling a customer that a skincare product "will completely remove acne in seven days" without evidence.
  - **Pressure selling:** creating excessive psychological pressure so that the customer feels unable to say no.
    Example: "You must sign today or you will lose this opportunity forever," when the offer is not genuinely limited.
  - **Hidden conditions or fees:** highlighting attractive benefits but not clearly explaining important restrictions, charges, contract terms, or cancellation conditions.
    Example: promoting a "0% instalment plan" without clearly explaining administrative fees or penalties.
  - **Selling unsuitable products:** recommending what generates the highest commission rather than what actually fits the customer's needs.
    Example: a bank employee encouraging a student to take an expensive financial product that is inappropriate for their situation.
  - **Misuse of customer data:** collecting or using phone numbers, emails, purchase history, or personal information without proper consent or for purposes the customer did not expect.
  - **False scarcity:** pretending that stock, places, or promotional time is limited when it is not.
    Example: "Only two places left!" when there is no real capacity limit.
  - **Manipulating vulnerable customers:** taking advantage of customers who may have limited knowledge, financial difficulties, age-related vulnerability, or emotional distress.
  - **Conflicts of interest:** failing to disclose that the salesperson receives a higher commission for recommending one product over another.