

**DIGITAL MARKETING - LEADER OR COMPONENT OF
INTEGRATED COMMUNICATION**

**DIGITALNI MARKETING - PREDVODNIK ILI SASTAVNICA
INTEGRIRANE KOMUNIKACIJE**

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ABSTRACT

The modern way of doing business has affected all segments, including the marketing environment. There are no borders for the economy, and everything is becoming global and at hand. Organizations that want to survive in the market are forced to change their way of advertising and accept this way of market competition. Thanks to these changes, consumers are changing their habits, becoming more demanding, and organizations have to adapt. Those organizations that want to survive in the market need to change their way of advertising and accept this way of market competition. The traditional marketing used up to date is changing significantly, and digital marketing is becoming a significant component of integrated marketing communication. The interactivity, faster and easier reaching of target segments make this way of communication inevitable in competition. The primary goal of this paper is to research and analyze the role and importance of digital marketing in an organization today. Also, the work will include research of digital campaigns conducted by the observed organizations independently or in combination with other communication channels.

Twenty B&H companies from various industries were selected to fill out an online questionnaire for the research.

KEYWORDS: digital marketing, interactivity, digital campaigns.

SAŽETAK

Suvremeni način poslovanja utjecao je na sve segmente pa tako i na marketinško okruženje. Ekonomija ne poznaje granice te sve postaje globalno i na dohvat ruke. Organizacije koje žele opstati na tržištu primorane su mijenjati svoj način oglašavanja i prihvatiti ovakav način tržišne utakmice. Zahvaljujući ovim promjenama, potrošači mijenjaju svoje navike, postaju sve zahtjevniji i na izvjestan način primoravaju organizacije da se prilagođavaju. One organizacije koje žele opstati na tržištu primorane su mijenjati svoj način oglašavanja i prihvatiti ovakav način tržišne utakmice. Tradicionalni marketing koji su koristili do danas uvelike se mijenja, a digitalni marketing postaje važna sastavnica integrirane marketinške komunikacije. Njegova interaktivnost, brže i lakše dostizanje ciljnih segmenata čine ovakav način komunikacije neminovnim u tržišnom natjecanju. Primarni cilj ovoga rada odnosi se na istraživanje i analizu uloge i važnost digitalnog marketinga u organizaciji danas. Također, rad će obuhvaćati i istraživanje digitalnih kampanja koje promatrane organizacije provodi samostalno ili u kombinaciji sa ostalim kanalima komunikacije.

Za predmetno istraživanje odabran je uzorak od 20 bosanskohercegovačkih kompanija različitih djelatnosti kojima je poslan anketni upitnik putem interneta.

KLJUČNE RIJEČI: digitalni marketing, interaktivnost, digitalne kampanje.

1. INTRODUCTION

A crucial function of any modern organization is the implementation of marketing activities. Mass markets are fragmented, with marketing professionals now moving their efforts away from mass forms of marketing and purposefully devising marketing communications that will better connect with their consumers and potentially develop a relationship with them. Standards of marketing practice in today's market orientation move from the interest of producers to the interests of consumers, taking into account the social and environmental consequences of the activities of that practice. Modern marketing seeks to respond to the challenges of the new age through carefully designed marketing communication that includes all elements of the marketing mix. Technology advances can enhance relationships between an organization and its consumers, but also can be a source of competitive advantage and a barrier for those who do not adapt on time. The development of society and information technology leads to the expansion of the number of communication channels, and even the division of the marketing budget into two types of communication channels: traditional (advertising, sales promotion, public relations) and digital communication channels (social media marketing, mobile marketing and database marketing data) (Kotler and Keller, 2017: 573). Modern marketing uses different communication channels in order for the company to achieve two-way communication with its existing and potential customers. Careful planning and integration of communication channels create the preconditions for successful communication. Digital marketing as a tool of communication through digital media plays an important role in integrated communication.

The aim of this paper is to explore the role and importance of digital marketing in an organization today. Four hypotheses were formed:

H1: Organizations use traditional and digital communication channels in equal proportions.

H2: The ability to establish two-way communication and interaction with customers is the biggest advantage of digital communication channels.

H3: Organizations plan to increase investment in digital communication channels in the future.

H4: Campaigns involving a combination of traditional and digital communication channels are more successful than campaigns involving only one type of channel.

In order to test the set hypotheses, a quantitative method of market research was used through survey questionnaire via the Survey Monkey internet programme. Twenty BiH companies participated in the research. The research was conducted in the period from 11/09-23/09/2020.

The questions in the research were created in a way to explore the use of digital and traditional communication channels in organizations, the reasons for choosing different communication channels, investment in communication channels, planned investments in communication channels in the future.

2. MARKETING COMMUNICATIONS

2.1. THE CONCEPT AND ROLE OF MARKETING COMMUNICATIONS

The message is conveyed by a word, a gesture, a movement, but silence can also serve the purpose (Bevanda, Šantić, Bijakšić 2019:205).

A society cannot exist without communication or any social creation at all. A social system can be created and maintained if individuals communicate within the same structure (Ćorić, 2019:11). Whether it is marketing communication, corporate communication or integrated communication, there is no doubt that communication is essential for modern societies and organizations. Regardless of which type of communication we are talking about, (Kesić, 2003: 9) for its success, it is necessary to achieve: division of thought between sender and recipient, the similarity of meaning of symbols and understandable language for participants in the communication process. The growing importance of marketing in modern economies is followed by the growing importance and role of marketing communications. Modern marketing does not only include a good and affordable product, but it uses different communication channels for the company to achieve two-way communication with its existing and potential customers. Marketing communications are the means a company uses to inform, persuade, and encourage customers to purchase its products and brands (Kotler and Keller, 2017: 558). Communication forms are directly related to the main functions of the marketing communication process, which according to (Kesić, 2003: 32) can still be divided into two groups.

The same author claims that the first group includes direct advertising and sales promotion with a direct effect, while the second group includes public relations, publicity, institutional advertising and sponsorships that require a longer period. Marketing communications have to be carefully planned, efficient and integrated to be effective. Various theorists observe effective marketing communications through a carefully selected marketing mix. According to (Kesić, 2003: 33), marketing communication consists of:

- Advertising (as an impersonal, paid form of communication)
- Direct marketing communication (communication with the selected promotional tool with the selected segment)
- Sales promotion (as an addition to advertising and direct marketing)

- Personal sales (as a direct incentive for the buyer to buy the product by the seller)
- Public relations (as an activity aiming to encourage a positive image, and the correction of negative opinions and attitudes about the company)
- Publicity (as an unpaid form of advertising to disseminate more reliable information on a current topic)
- Outdoor advertising (as a form of communication to a wider segment with a tendency of rapid development in the last few decades).

The development of technology is greatly changing the way consumers receive information as new ways of communication are replacing advertising as a central element of marketing communication. In addition to the so-called traditional elements of the communication mix such as advertising, sales promotion, public relations and publicity, direct marketing and sponsorships Kotler and Keller define new forms of communication primarily based on new technology capabilities. In addition to these communication types, the authors also add (Kotler i Keller, 2017: 560):

- Online marketing and social media marketing (as an online activity aimed at raising brand and product awareness and encouraging existing and new customers to buy products) and
- Mobile marketing (online marketing via mobile phones).

If marketing communication with the product, price and distribution is one of the basic elements of the marketing mix according to (Vlašić et al., 2007: 32) then, marketing communications can be defined as any form of communication and its environment. According to the same authors, technological advances have enabled more cost-effective two-way communication, which has enabled the development of interactive marketing communication. When technology entered marketing communications, the classic marketing paradigm changed from traditional marketing to interactive marketing. The same authors from the direction of the development of marketing paradigms predict the future of the company concentrated on personalization and two-way continuous interactivity with constant availability and adaptability to the consumer. (Vlašić et al., 2007: 32)

2.2. MASS AND DIGITAL COMMUNICATION CHANNELS

Marketing communication channels are used to create a positive image of the organization in society through building the brand image it communicates. However, they are an effective means of selling products and services. The selection of adequate communication channels in the promotional web is becoming an increasing challenge for marketers with the rapid development of technology. Kotler and Keller divide communication channels into personal and impersonal, within which there is a multitude of communication channels grouped into subgroups. Through personal channels, communication takes place between two or more people face to face, by phone or e-mail, while using non-personal channels, communication is directed to more than one person, namely: advertising, events, sales promotion and public relations (Kotler and Keller, 2017: 570).

The development and use of information and communication technologies and their importance from the social aspect have led to the creation of the name information society. Internet and the development of new digital media has a significant impact on the survival of "traditional media" primarily television, radio and newspapers, whose survival depends on their speed and how to adapt to information technology.

“Traditional media, such as television, radio, film, have not been spared the influence of the Internet. Therefore, media at the global level should adapt quickly to survive in the media market. The print and broadcast media that ignore the fact that the Internet has changed relationships globally will also ignore the fact that they should change themselves.” (Brakus, 2015: 1096)

The media future should be viewed through the establishment of a relationship between traditional media and the Internet. The emergence of online newspapers is the first reaction to such adjustments (Brakus, 2015: 1098). Back in 1995, Deighton and Grayson predicted that non-interactive marketing communication, which existed then in the future, would evolve towards interactive marketing communication in which interactive technologies would enable the establishment of dialogue and relationships with consumers at a lower cost. (Vlašić i dr., 2007: 89).

The main differences between modern interactive marketing communications and traditional communication (Vlašić et al., 2007: 91) can be seen in:

- Means of communication (the interactive form includes two-way communication, one on one, while the traditional form provides the possibility of one-way communication, one to many)
- Traditional media are used for mass markets, while interactive forms allow reaching with a known consumer.

The same authors see the main problems of successful interactive communication in neglecting the real possibilities of interactive communication, misunderstanding of management and wrong orientation of companies. With the development of the Internet, new services and new advertising opportunities are emerging that put marketers in an even bigger dilemma, requiring rapid adaptation of advertising and business for their message to reach consumers. Looking back, television was once the best medium for product demonstration, entertainment and pleasure. These are the results of a survey of traditional mass media conducted in Europe 1991-1995. (Kesić, 2003: 301) The development of information technologies has had an impact on the very reasons for using certain media. A large survey by Ipsos in cooperation with 24sata on the media habits of Croats in 2019 confirms the great dominance of the Internet in neighbouring Croatia. According to the same research, the most frequently used media are the Internet, which 91.6% of respondents watch several times a day, and television and radio, which are watched several times a day by 58.3% and 45.9% of respondents, respectively. (Ipsos, 2019). In the same study, respondents said the internet is a major source of information that cannot be found elsewhere. Back in 2017, the Internet surpassed television in the perception of reliability as the most trusted source, which brings reliable and accurate information. Among the reasons for following the media, 70.2% of the respondents stated the need for information, while 49.5% of them mentioned entertainment and relaxation. Whether for information or entertainment, the great importance and use of the Internet are evident in the same survey in which 91.6% of respondents said that they browse the Internet while watching TV. (Ipsos, 2019). According to (Vlašić et al., 2007: 94), interactive marketing of the new age enables companies to communicate more efficiently with consumers through lower costs and personalized communication. According to (Vlašić et al., 2007: 95), by applying interactive technologies, the new communication model emphasizes fun, informativeness, persuasion, reminder and interaction. The Internet also provides marketers with the ability to establish two-way communication during which companies can use suggestions from their consumers. Such suggestions are included by companies that value the opinion of the end consumer when creating marketing strategies and defining the functionality of the product they offer or the event

they plan to support. "What the internet offers is entertainment, which is free and consumers love it. Internet marketing can provide many opportunities, both for the company being advertised and for the consumers of a certain product or service." (Brakus, 2015: 1100)

3. INTEGRATED COMMUNICATION

3.1. THE CONCEPT OF INTEGRATED COMMUNICATION

In practice, the communicator must select effective communication channels for the message to reach the desired target group. For years, certain forms of marketing communications (advertising, personal sales, public relations, direct marketing, etc.) have been studied together in theory and applied separately. However, in the early 1980s, to have more efficient marketing communications, they realized the need to integrate communication channels. (Kesić, 2003: 29) The results of these findings and changes in communication science led to the emergence of the term integrated marketing communication (IMC). "Integrated marketing communication is the process of developing and applying various forms of persuasive communication with consumers and potential customers at a certain time." (Kesić, 2003: 28). The American Marketing Association (AMA) defines IMC as a planning process that should ensure the consistency of consumer contacts with a brand of a product, service, or organization. (Kotler and Keller, 2017: 577)

Furthermore, the development of society and information technology primarily leads to the expansion of the number of communication channels. Therefore, Kotler and Keller state that the marketing budget should be divided into eight communication channels. According to the same authors, the budget is divided into "traditional" communication channels (advertising, sales promotion, public relations...) and online marketing, social media marketing, mobile marketing and database marketing. (Kotler and Keller, 2017: 573) New marketing trends tend towards a two-way relationship between the company and consumers. According to (Vlašić et al., 2007: 33) "IMK represents finding the optimal combination of interactive and non-interactive (traditional) forms of communication to achieve maximum communication effects, i.e. to optimize investments in marketing communication."

Companies continuously face with the correct choice of communication channels in order to achieve the set company goals, which leads to a continuous need for research and the use of adequate communication channels in their promotional network. Replacement or complete elimination of individual communication channels during promotion often occurs in practice. Furthermore, depending on available budgets, but also with the development of technology, marketing has over time changed some "older" communication channels to newer ones, such as replacing sellers with ads, telemarketing, chat sales or, on the other hand, replacing TV commercials with videos or instructions for using products or video tutorials. Different companies prefer to use different communication channels. For example, Avon invests its budget primarily in personal sales, Revlon spends most of its money on advertising, and Electrolux invests a lot of money in door-to-door sales. (Kotler and Keller, 2017: 573). According to (Kesić, 2003: 29), the goal of IMK is to influence and direct the selected audience, while the whole process begins with selecting the target audience and defining the forms and methods through which a persuasive communication process will be created.

In order to better understand the IMC process, the same author lists five basic features of integrated communication: influencing behaviour, starting with consumers, using one or all forms of communication, achieving synergies, building a long-term relationship. (Kesić, 2003: 29) IMC will not happen by itself. They see the prerequisite for a successful IMC (De

Pelsmacker et al., 2013: 7) in the careful planning of all elements of the marketing communication mix and their integration into the communication plan, as well as the integration of different departments in the company responsible for individual parts of communication.

3.2. DIGITAL MARKETING IN INTEGRATED COMMUNICATION - INVESTMENT TREND

The companies have been forced to drastically change their business with the development of the Internet. Although various theorists advocate traditional communication channels as an indispensable part of the promotional mix, the development of information technologies "pulls" digital marketing as the primary communication channel at lightning speed. The influence of the mass media on public opinion is not as powerful and direct as marketers have assumed. One-way communication characteristic of mass communication is becoming more and more a shadow of two-way communication between the sender of the message and the consumer. For this way of communication, digital media are excellent communication channels. The advantages of digital (new) media (social networks, Internet sites) in relation to traditional (television, radio, newspapers) are huge. Some of the characteristics of new media according to Car are:

- digitality
- multimedia
- interactivity
- hypertextuality. (Ferenčić, 2010).

In 2016, the European Association for Digital Advertising and the Advertising Ecosystem (IAB) conducted a survey on trends in the use of digital advertising. According to the same survey, online advertising increased by 13.4%, while mobility is key to the growth of online advertising in all formats; mobile display increased by 61.3% and mobile search by 57.3%. The growth trend of digital advertising has not been absent in neighbouring countries either. The research conducted by RTL Croatia and S.T.A.R. Digital Group 2017 in Croatia says that more than 50% of companies have adopted digital strategies, while software for automated purchase of digital advertising space was used by 19% of surveyed companies. Despite the expansion of digital communication channels, some companies still achieve enviable results through offline communication, an example of the McWhopper campaign by which Burger King matted McDonald's.

Today, digital advertising is much more attractive to brands than traditional advertising channels, which Moore Stephens and the WARC survey from 2017 show. According to the results, digital advertising in the US and UK in 2017 exceeded 44%, while almost a quarter (23%) of the total marketing budget goes to digital marketing technology. (WARC, 2018). Digital advertising is more attractive to brands because of direct access to consumers as opposed to traditional advertising or advertising through intermediaries. Furthermore, globally, respondents from the same survey say their digital marketing advertising budgets will increase by an average of 13%, while 63% of brands in Europe expect an increase in digital advertising budgets. (WARC, 2018)

New research by Facebook and consulting firm Boston Consulting Group (BCG) has shown that digitalization of marketing strategy, hyper-localization, and dominant customer relationship management tools will be crucial to brand promotion after Covid-19. Research has shown some new trends as well as a shift towards a digital approach. According to the survey, 80% of consumers will practice social distancing in the long run. The changes in customer

behaviour are most evident through the rapid adoption of digital services by customers (digital payment) and the intention to inform customers about potential purchases through digital platforms and communication channels (Techciacle, 2020).

The Covid-19 pandemic also has an impact on overall advertising budgets, regardless of which communication channel it is (traditional or digital). According to a WARS estimate from 2020, total investment in advertising in the world should fall by 8.1%, which is a slight decline compared to 2009 when the advertising market fell by 12.7%, with traditional media go far worse than digital media. (WARC, 2020)

4. RESEARCH RESULTS

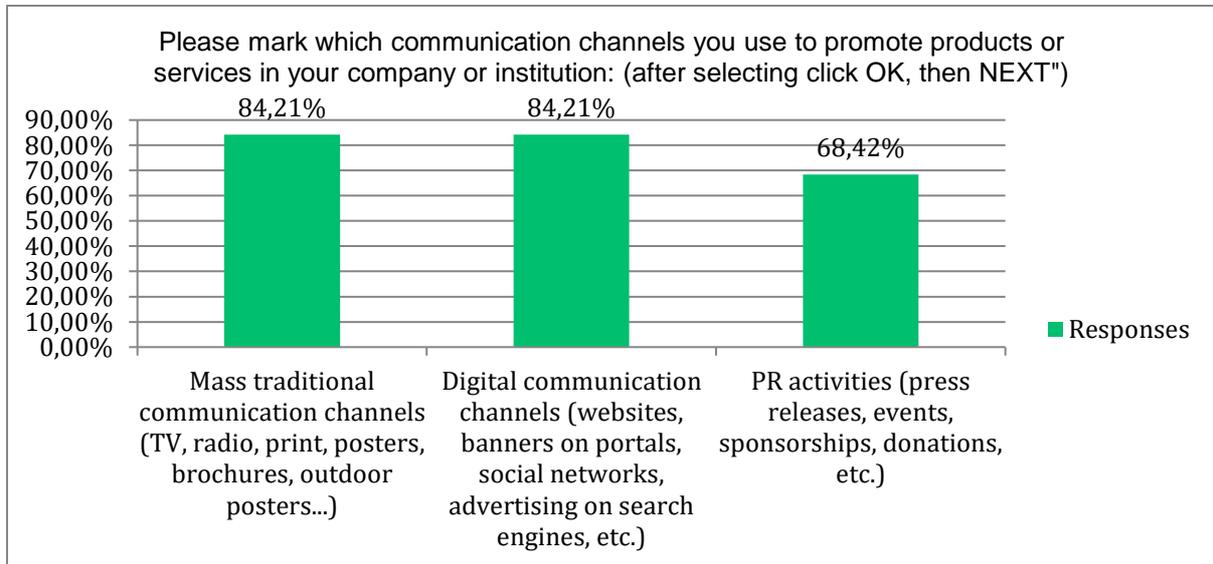
Regarding the structure of the respondents who participated in this research, it can be concluded that organizations with a higher number of employees participated in the research, among which 31% of organizations have from 51 to 250 employees and 31% of organizations have 250 and more employees. The headquarters of the surveyed organizations are different, with 38% of the organizations that participated in the research having their headquarters in Mostar or Sarajevo. According to the type of activity of the organization, the largest percentage of surveyed organizations are the activity of marketing 20% and retail 20%.

Figure 1. Research sample

Activity	
Wholesale	20%
Retail	13%
Car industry	13%
Banks	7%
Marketing	20%
Postal traffic	7%
Telecommunication services	7%
Energy production and supply	7%
Food production	7%
Number of employees	
Up to 10	25%
11-50	13%
51-250	31%
250 and more	31%
Municipality headquarters	
Mostar	38%
Ljubuški	6%
Sarajevo	38%
Široki Brijeg	12%
Čitluk	6%

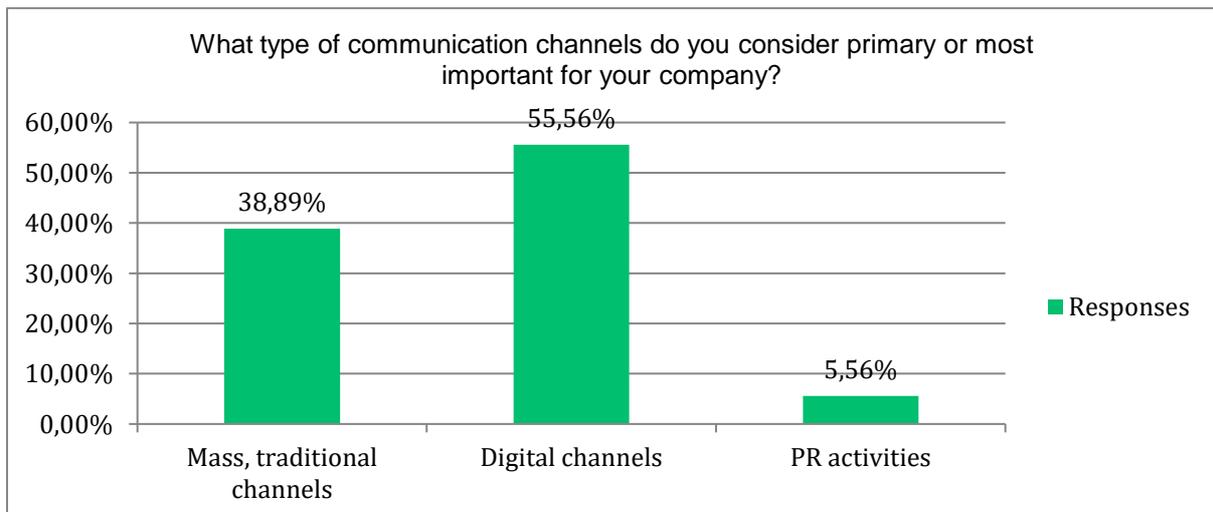
When asked about the type of channels that organizations use for their marketing activities, according to the respondents, it can be concluded that organizations use all communication channels in a similar proportion. 84.21% of respondents use traditional ones, 84.21% of respondents use digital advertising channels, while PR activities are practised by 68.42% of respondents.

Graph 1. Used communication channels according to the answers of the respondents



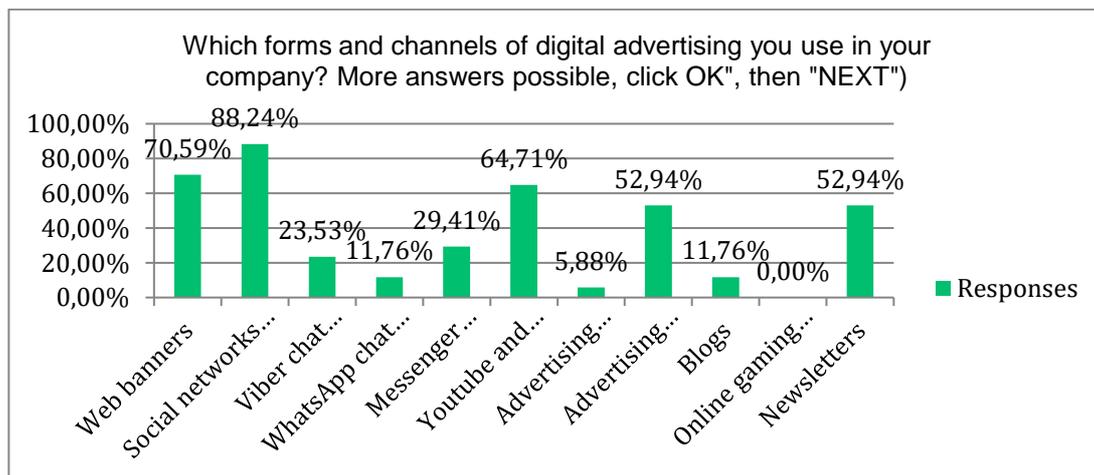
The respondents supported the importance of digital channels as primary communication channels. 55.56% of them said that their digital channel is their primary communication channel, while 38.89% of them still consider traditional channels as primary communication channels.

Graph 2. Respondents' answers about the primary type of communication channel in the organization



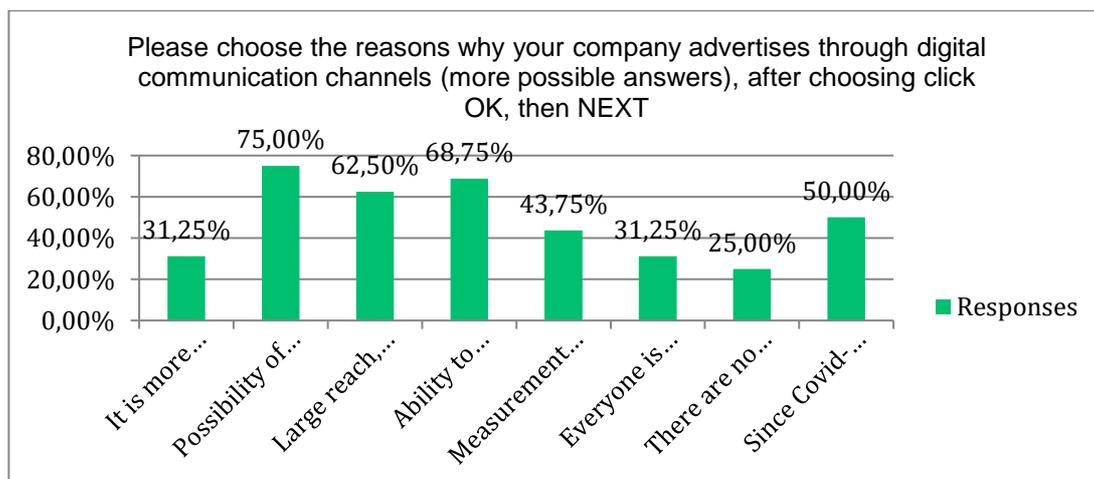
In the structure of the answer to the question about the use of forms and channels of digital communication in the organization, the research participants mentioned social networks as the most common answer (88.24%), followed by web banners (70.59%) and youtube (64, 71%). It is noticeable that the respondents mentioned online gaming (0%), advertising space (5.88%), and chat applications and blogs as the least used digital communication channel (11.76%).

Graph 3. Respondents' answers about the forms and channels of digital advertising in the organization



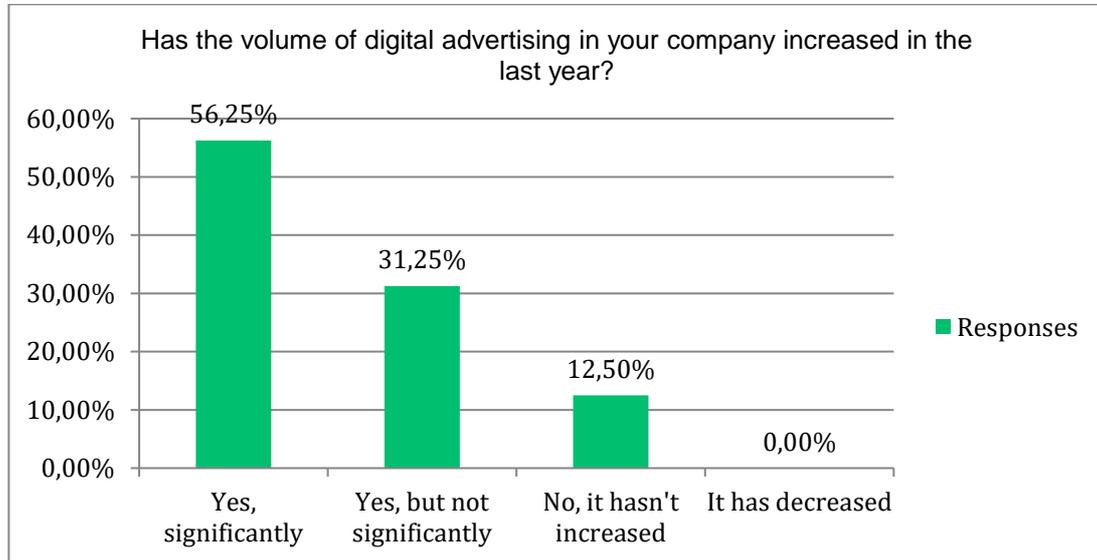
The reasons for using digital communication channels are primarily the establishment of two-way communication between senders (organizations) and recipients (target groups), which was confirmed by 75% of respondents while targeting the audience as the reason for choosing digital communication channels states 68.75% of respondents. Furthermore, from the respondents' answers, it can be concluded that the Covid-19 pandemic affected the increased use of digital communication channels, which was confirmed by 50% of the respondents.

Graph 4. Attitudes of respondents about the reasons for advertising through digital communication channels



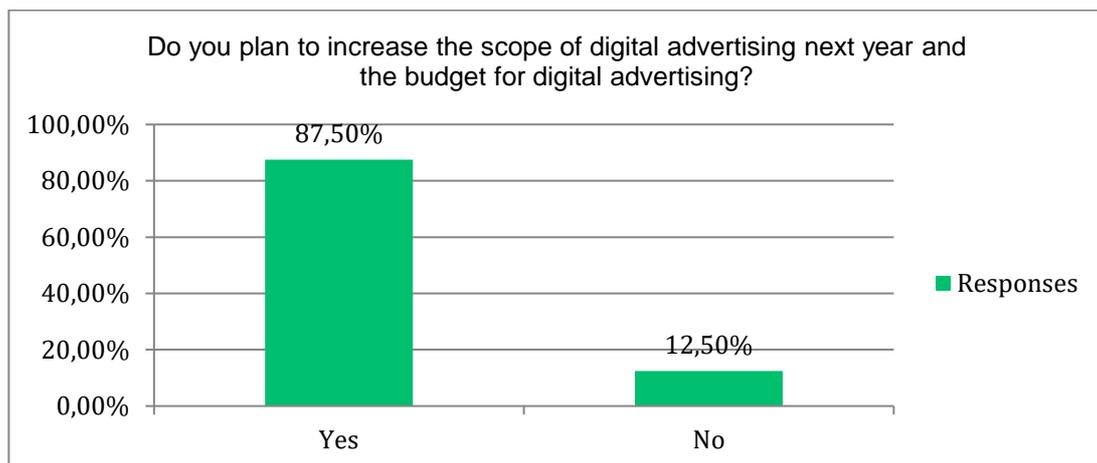
When asked about the scope of digital advertising in recent years, 56.25% of respondents said that the volume of advertising has significantly increased. 31.25% claim the same, but not a significant increase.

Graph 5. Respondents' answers about the scope of the digital advertising budget



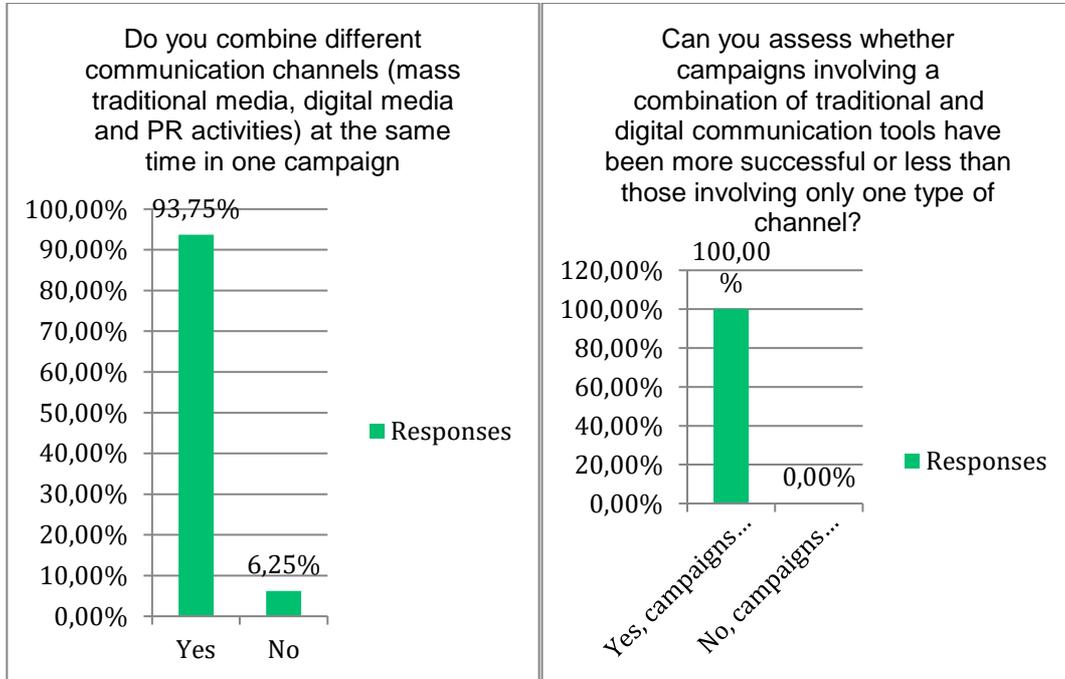
Considering the respondents' answers, we can conclude that the trend of increasing the volume of advertising and investment in digital marketing will continue in the next 2021, which was confirmed by 87.50% of respondents.

Graph 6. Respondents' answers about the planned increase in the volume and budget of advertising in the next year



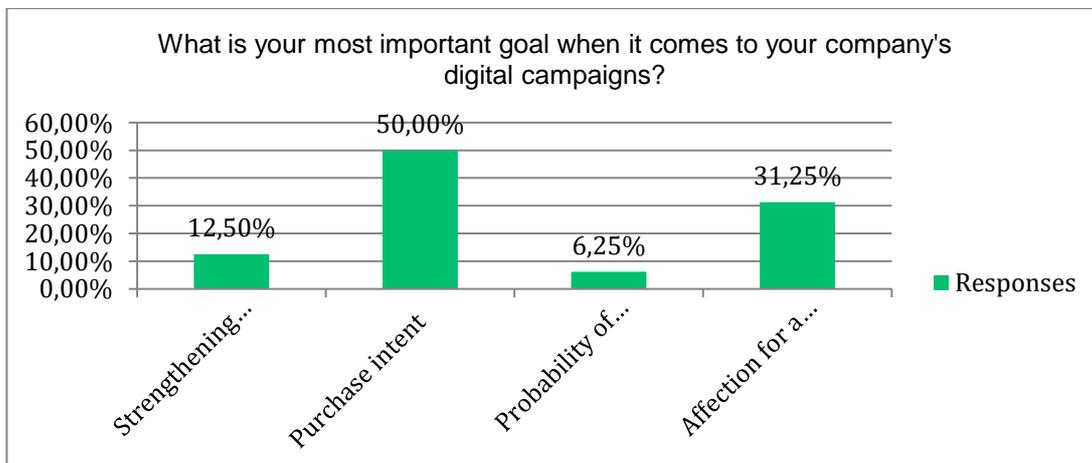
93.75% of respondents recognize the importance of integrated communication and its application in practice. All respondents (100% of them) confirmed that campaigns that combine traditional and digital communication channels are more successful.

Graphs 7 and 8. Respondents' answers about the combination of communication channels and the success of the combined communication models



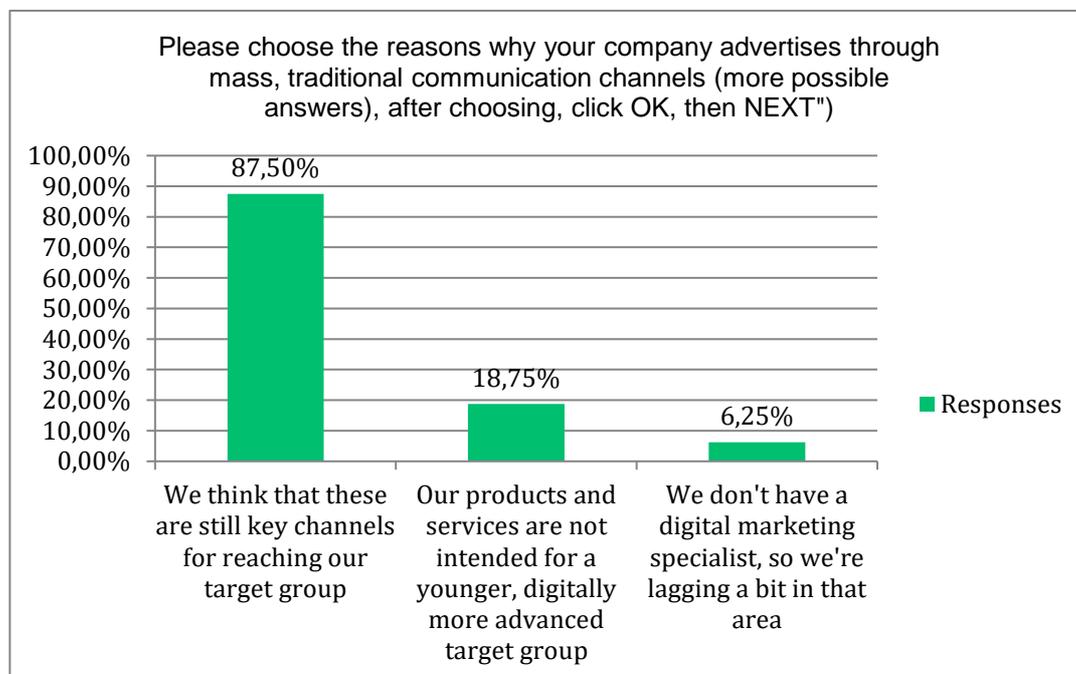
A digital campaign can be used to achieve different goals. In theory, these goals can be strengthening the brand image, buying products, etc. According to the answers of the respondents, we can conclude that the purchase intention is the most important goal of the digital campaign, which was answered by 50% of the respondents. A total of more than 40% of respondents cite brand affiliation and brand awareness as the goal of a digital campaign.

Graph 9. Respondents' answers about the goals of digital campaigns



The respondents' answers show that mass, traditional channels of communication are still present in campaigns when asked about the reasons for using them or advertising through mass channels of communication. The respondents stated in the answer structure that they are still key channels for reaching the target group. The same answer was confirmed by 80% of respondents.

Graph 10. Respondents' answers about the reasons for using mass communication channels



5. CONCLUSION

Constant changes in the marketing communication of the organization with its environment is a consequence of changes in all spheres of social and economic life. The sovereign consumer no longer buys just a tangible product but uses various digital channels of product information and online shopping. The evolution of marketing occurs with the development of information technologies, making digital communication channels a significant component of integrated communication. Organizations use digital communication channels to more precisely target their consumers and have the ability to collect data from consumers and modify their products based on customer response promptly. A significant feature of modern promotional activities is the achievement of the best promotional effects for the organization through the use of various communication channels — including traditional and digital communication channels. Marketers need to carefully plan promotional activities and select the best communication channels that will achieve the best campaign effects. Based on the results of the research, the author of this paper concludes that organizations accept the development of digital communication channels. However, traditional communication channels are still present in the promotional mix. Although digital channels make it easier to target the audience, traditional channels are still the key to reaching the target group. Therefore, further research is proposed with the aim of new insights into future trends in the use of communication channels. In this paper, four hypotheses are set and supported by research results for approval or disapproval.

Hypothesis 1 that the organizations use traditional and digital communication channels in equal proportions, has been confirmed. Despite the rapid development of technology, organizations still use all communication channels. 84.21% of respondents answered that they use traditional channels; 84.21% of respondents also use digital advertising channels, while PR activities are practised by 68.42% of respondents.

Hypothesis 2 that the possibility of establishing two-way communication and interaction with customers is the biggest advantage of digital communication channels has been confirmed. The theoretical part of the paper emphasizes the importance and role of two-way communication that is possible using digital communication channels. Respondents in this study confirmed the possibility of two-way communication as the biggest reason for using digital communication channels, as many as 75% of them. However, it is important to emphasize that respondents point out the possibility of targeting as extremely important through digital communication channels, which was confirmed by 68, 75% of respondents.

Hypothesis 3 that the organizations plan to increase investment in digital communication channels in the future, has been confirmed. The first part of the paper shows how globally respondents from Moore Stephens and WARC research say their budgets for digital marketing advertising will increase by an average of 13%. According to the results of research for the purposes of this paper, respondents confirm that they plan to increase investment in digital marketing, and more than 80% of respondents said that their budget has increased in the last year, stating that the trend of increasing advertising volume will continue in 2021 and investments in digital marketing, which was confirmed by 87.50%.

Hypothesis 4 that the campaigns involving a combination of traditional and digital communication channels are more successful than campaigns involving only one type of channel has been confirmed. Integrated communication with carefully planned and included all communication channels, discussed in the theoretical part of the paper, emphasizes the need for a planning process and ensuring consistency of consumer contacts with the brand and service. Respondents in this study also confirmed that campaigns that include all communication channels in their promotional web are more successful, which was confirmed by 100% of respondents.

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