

Integration Argument

Steinlager – ‘We Believe’



We believe.

Table of Contents

Introduction	3
1.0 Marketing Risks & Opportunities	3
2.0 ‘We Believe’ – Integrated Marketing Campaign	4
2.1 Campaign Message & Positioning	5
2.2 Campaign Objective	5
2.3 Campaign Promotions.....	5
3.0 Media Channels Used.....	6
3.1 TV Advertising	6
3.2 Outdoor Advertising.....	8
3.3 Promotions	11
3.4 Magazine.....	13
3.5 iPhone App.....	14
3.6 Facebook.....	15
3.7 Website	16
3.8 Members	17
4.0 Integration	18
References.....	20

Introduction

When launching an integrated marketing campaign (IMC) a marketer is hoping to create opportunities for their brand. A well executed marketing campaign can increase brand awareness as well as strengthening the brand’s image, leading to influencing customer purchasing behaviour and developing long-term brand/customer relationships.

Using Steinlager’s ‘We Believe’ integrated marketing campaign as a case-study, this report discusses the process of integration in marketing campaigns and identifies the risks and opportunities associated with using multiple media channels.

1.0 Marketing Risks & Opportunities

With any integrated marketing campaign there are potential risks and opportunities when considering how to best penetrate a target audience. (Mayo, N.D) Risks can come by way of damaging a brands image with a poorly executed campaign leading to a misunderstood message, or by a brand upsetting customers with availability and pricing issues.

For example the Telecom NZ ‘Abstain For The Game’ All Blacks campaign (after being leaked to the media) was so poorly received that it never actually made it to air. The damage however had already been done. Telecom made a public apology claiming to have miss-read the New Zealand public. (NZ Herald, 2011) As well as causing damage to the Telecom brand, Telecom would have lost a considerable amount of money in producing a TV commercial that was never aired.



Adidas recently caused damage to their brand in New Zealand on the launch of the 2011 All Black rugby jersey, by making the same jersey available overseas at a much cheaper price. There was such an outcry in New Zealand that many outlets refused to stock the jersey and Adidas was forced to reduce the price. Adidas were also forced to cancel a celebrity party because of the weight of negative press towards the Adidas brand. By this point Adidas had already damaged their brand in New Zealand considerably. Although All Black jersey sales picked up once the price was reduced, other Adidas product sales dropped as a consequence of the brand damage. (Stuff, 2011)



With an integrated marketing campaign making use of multiple media channels, each channel used will have associated risks and opportunities. These risks and opportunities must be identified and assessed prior to the launch of, and throughout the running of the marketing campaign.

Looking at Steinlager’s ‘We Believe’ IMC we can look at why integration is important in a modern marketing campaign, as well as the risks and opportunities associated with individual media channels.

2.0 ‘We Believe’ – Integrated Marketing Campaign

The ‘We Believe’ marketing campaign was launched pre Rugby World Cup 2011 by DDB Group NZ, for beer maker Steinlager. The campaign aimed to ‘inspire local consumers and fans looking for that elusive second win for their beloved All Blacks.’ (Campaign - Asia Pacific, 2011)



The campaign was officially launched in celebration of a 25 year relationship between the All Blacks and Steinlager making Steinlager the longest standing sponsor of the team. However the timing of the campaign launch as well as the obvious Rugby World Cup theme came very close to being considered an ‘ambush marketing’ strategy.

Although Steinlager are longtime sponsors of the All Blacks, they have no affiliation to the Rugby World Cup. Heineken are official sponsors of the Rugby World Cup at a global level, as worldwide partners. (Rugby World Cup 2011, N.D)

‘To celebrate our 25 years of unconditional support, this year we are bringing back the iconic white can. First introduced in 1981 and not seen since 1992, the white can brings back all the memories of New Zealand’s heyday; both on and off the field.’ (Steinlager, 2011)

‘We have had a 25 year association with the All Blacks and our campaign is about 25 years of unconditional support.’ (Steinlager, 2011)

Steinlager’s view is that people will be passionate about the All Blacks, not about the tournament. (Gordon, 2011)

We believe.

(Image 1: ‘We Believe’ logo (Steinlager, N.D)

2.1 Campaign Message & Positioning

The ‘We Believe’ slogan in essence is the campaign message. Being the feeling that every All Black fan has leading up to the world cup. We believe in our country, we believe in our team.

‘The connection to the All Blacks is positioning Steinlager as a loyal and faithful friend for life, the campaign aimed to manifest the metaphor that Steinlager have been through the highs and lows of the game, have shared and mourned the All Blacks fortunes, or lack thereof, along with the fans for 25 years’. (Creative, 2011) The campaign will hope to inspire rugby fans to stock their fridges with Steinlager in preparation for the next high, Rugby World Cup 2011.

2.2 Campaign Objective

Besides developing an emotional connection to the Steinlager brand through it’s long standing affiliation to the All Blacks, the ultimate objectives of the ‘We Believe’ campaign were to increase brand awareness, and sell more beer.

By using the 25 year anniversary of this relationship as well as leveraging off the Rugby World Cup, Steinlager hoped to touch a nerve among the patriotic Kiwi rugby supporters. By highlighting Steinlager’s historical sponsorship and their unconditional support of the All Blacks they hoped to transfer New Zealanders unconditional support of the All Blacks over to the Steinlager Brand.

Establishing an emotional connection between Steinlager and the All Blacks will not only create the short-term benefit of selling more Steinlager products but will also start to develop a long-term relationship between New Zealand rugby fans and the Steinlager brand, leading to Steinlager instead of a competing beer being their unconditional beer of choice.

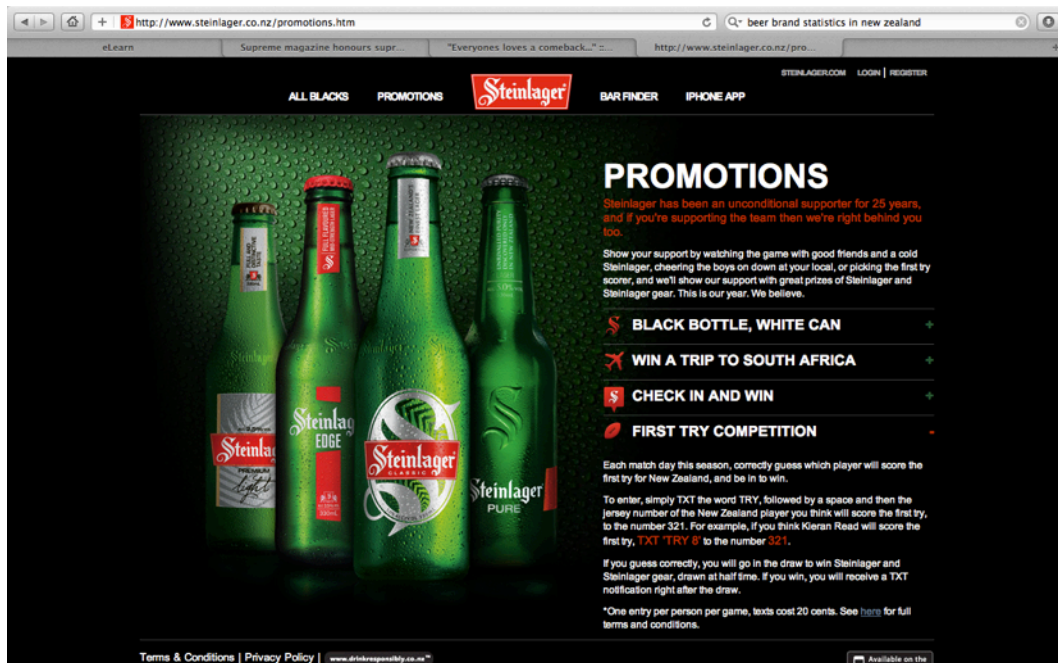
2.3 Campaign Promotions

Steinlager Say: ‘Steinlager has been an unconditional supporter for 25 years, and if you’re supporting the team then we’re right behind you too.

Show your support by watching the game with good friends and a cold Steinlager, cheering the boys on down at your local, or picking the first try scorer, and we’ll show our support with great prizes of Steinlager and Steinlager gear. This is our year. We believe’. (Steinlager, N.D)

The ‘We Believe’ marketing campaign used many promotional tools as well as the re-launch of the iconic white can in order to engage consumers. A second black can representing the All Blacks was also launched, and like the white can, was a limited edition release filled with Steinlager Classic (beer), further endorsing Steinlager’s connection to the All Blacks.

A competition to win a trip to South Africa, a ‘check in and win’ and a ‘first try’ competition were also run.



(Image 2: Screen Shot, promotions ‘We Believe’ campaign (Steinlager, N.D)

3.0 Media Channels Used

The ‘We Believe’ campaign makes use of multiple on and off-line media channels, each with a consistent message and overall objective, but also with individual objectives relating to different aspects of the campaign as a whole.

3.1 TV Advertising

Steinlager ran TV advertising as part of the ‘We Believe’ marketing campaign, first airing on the 4th of July 2011. The 90 second commercial ‘We Believe’, ‘tells the story of a man and his can’. (Creative, 2011)

The story starts with a fan in the stands of a match. However, because of sponsorship rights the commercial never actually reveals who is playing or which game they are playing. One can only assume that it is the 1987 Rugby World Cup final, which the All Blacks won. Instead of the fan drinking his last Steinlager at fulltime, (white can) he keeps it for the next

World Cup win. The story then traces through the proceeding World Cups with the fan pulling out his winning white can, watching his team with the same group of friends, in anticipation of another World Cup win. The commercial finishes with a considerably older fan, can in hand, walking with his same group of friends to the ground of what can again be assumed as being the 2011 Rugby World Cup final.



(Image 3: ‘We Believe’ TV advertisement (Gapes, 2011))

The objective of TV advertising with the ‘We Believe’ campaign was to achieve maximum market penetration in order to launch the campaign. The commercial does not direct the audience to other media channels to seek further details, to outlets where Steinlager is available, nor does it introduce the ‘We Believe’ promotions and competitions.

The ‘We Believe’ TV commercial’s purpose, as well as launching the campaign, was to strengthen Steinlager’s brand awareness and to develop an emotional connection between New Zealanders and the Steinlager brand, by highlighting Steinlager’s emotional connection to the All Blacks.

In New Zealand TV has nearly 100% coverage, broadcasting 24 hours a day (Statistics New Zealand, 2000) and in 2008 the average New Zealander watched 3 hours of TV per day. Almost 2.5 million New Zealanders watch TV at some point during each evening. (Media Works, N.D) New Zealand businesses spent \$607 million on TV advertising in 2010 accounting for 28.4% of the total advertising spend. (Advertising Standards Authority, 2010)

TV advertising is the most expensive media channel to utilise, but is also the most effective method of reaching a mass-market audience. Not only is the actual airtime expensive, so to is the production process. It is usually necessary to hire an agency to coordinate this process, which on top of scriptwriters, actors, editors and the production team is quite expensive also. (All Business, N.D)

Unless the TV campaign’s objective is to reach a broadly defined target audience (which in the ‘We Believe’ campaign’s case it was), many resources can be wasted on mainstream TV advertising. A target audience can however be narrowed down by which time a commercial airs and during which TV shows. (Business Product Management, 2011) The Steinlager ‘We Believe’ TV commercials for example targeting beer drinking All Blacks supporters, frequently aired during Super 15 and ITM cup matches. Target audiences can also be reached more effectively by airing on specialised TV channels such as Sky Sport or the Rugby Channel.

TV advertising allows for much creativity. Well thought out and well produced TV commercials can really engage an audience making use of sight, sound and motion.

The ‘We Believe’ TV campaign was used to reinforce brand awareness and to launch the overall campaign, with other media channels being utilised to directly engage market segments.

3.2 Outdoor Advertising

To accompany the TV advertising Steinlager ran an outdoor advertising campaign with billboards throughout major cities and on the top of the Auckland Tram as well as static signs at various Steinlager outlets. The advertising was of a simple nature with the image of Steinlager products and the words ‘We Believe’ or other catchy multi-meaning lines.



(Image 4: ‘We Believe’ billboard situated at Victoria Park, Auckland)



(Image 5: ‘We Believe’ billboard situated cnr Pitt and Hobson Street, Auckland)

The ‘We Believe’ campaign themed billboards form a direct connection to the TV commercial further supporting the overall campaign by creating an additional point of communication. This additional communication may engage the audience to recall the TV commercial, therefore recalling the Steinlager brand.

The Auckland Tram billboard was of a similar style to the other billboards, but with the triple meaning pun ‘Everyone Loves A Comeback’. Referring to the re-launch of the iconic white can, the refurbishment and running of the old Auckland Tram and the hope that the All Blacks will triumph in the Rugby World Cup once more.



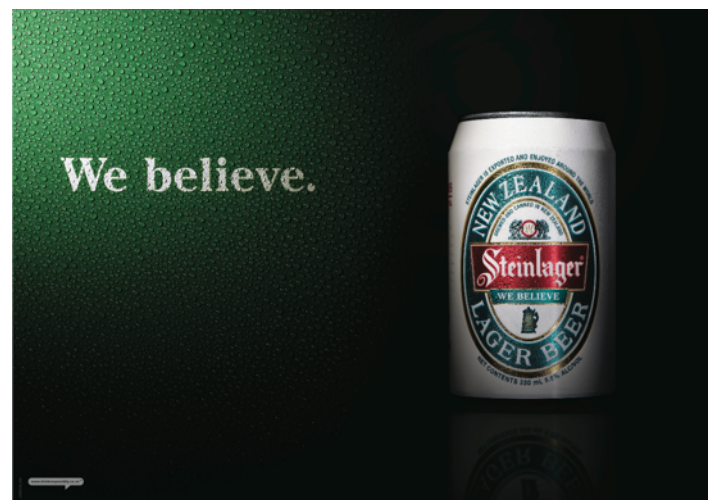
(Image 6: Steinlager advertising, Auckland Tramways (Facebook, N.D))

Billboard advertising is another form of mass advertising, in this case targeting no direct market segment but effectively achieving mass-market penetration.

By placing static promotional displays inside or outside of alcohol outlets consumers may be influenced to purchase Steinlager products on entering the store or bar. All display materials carried the ‘We Believe’ theme further developing awareness of the Steinlager brand as well as making a direct connection to the TV commercial and to the All Blacks.



(Images 7, 8: Outdoor advertising (Ad Review, 2011))



(Images 9, 10: Outdoor advertising (Ad Review, 2011))

As technology becomes more mobile allowing people to be more mobile and to spend more time out of the house, businesses are increasingly looking to outdoor advertising as an alternative mass-market media channel to TV.

\$70 million was spent on outdoor advertising in 2010, accounting for 3.3% of New Zealand’s total advertising spend and the amount of time we spend outside the home is expected to increase by 30% by 2020. (Advertising Standards Authority, 2010)

As lives become increasingly saturated with advertising, ad avoidance will have a greater impact on traditional marketing models as consumers filter advertising messages. Outdoor is the only advertising medium that is virtually immune to consumer avoidance. It can’t be turned off, clicked away, flipped to the next page or thrown away. (APN Outdoor, N.D)

Large billboard and public transport advertising, as used by Steinlager during the ‘We Believe’ campaign can be expensive to produce but is ‘high visibility’ and effective at catching the attention of passing pedestrians and motorists, while communicating the message quickly. Purchasing billboard space in high visibility areas such as Victoria Park in Auckland, or on public transport vehicles can also be very expensive.

With the use of a catchy phrase or slogan and/or a distinctive image, outdoor advertising can be memorable and serves well to support other media channels, further strengthening brand awareness and recall.

3.3 Promotions

Promotions were used by Steinlager to directly engage consumers to interact with the ‘We Believe’ campaign while targeting key market segments, influencing them to change their purchasing behaviours.

The four promotions run during the ‘We Believe’ campaign were targeted towards beer drinking All Black fans.

- White Can, Black Bottle:

By re-launching the iconic white can, which had not been on sale in almost 20 years, Steinlager was said to be ‘bringing back all the memories of New Zealand’s hayday, both on and off the field’. (Steinlager, N.D)

While the white can was available for wholesale only, the black bottle was made available to Steinlager bars and restaurants. Steinlager was said to be ‘showing unconditional support by creating a blackout, with Steinlager Classic available in a memorable black bottle in bars and restaurants so you too can get behind the team’. (Steinlager, N.D)



With a key objective of Steinlager’s ‘We Believe’ campaign being to sell more beer, it was important to not only create an emotional connection between rugby fans and Steinlager, but to also re-create an iconic Steinlager product, Steinlager Classic. By producing two re-branded limited edition Steinlager Classic beers, rugby fans were given a limited time only opportunity to be a part of a 25 year celebration while supporting their favourite team to World Cup victory. Further influencing rugby fans to purchase Steinlager over a competing brand.

‘In three weeks Steinlager has sold 2.1 million cans wholesale of the 3 million run for the white can product and expects a second run’. (NZ Herald, 2011)

Promoting a product by re-introducing an already known look from the past can create instant acceptance of the promoted product. This acceptance can also be achieved by re-labelling a promoted product to fit in with a current event or activity. The ‘We Believe’ campaign dramatically increased Steinlager Classic sales by introducing the white can and black bottle. However if sales had not increased Steinlager would eventually have been forced to run price reduction promotions in order to move the product.

- Competitions:

Steinlager ran three competitions simultaneously throughout the ‘We Believe’ campaign.

By buying specially marked boxes of Steinlager, customers could text in a key word to go into the draw to win a trip to South Africa to watch an All Blacks game during the 2012 rugby season. Further influencing All Black fans to purchase Steinlager over competitive brands.



(Image 11: Competition (Steinlager, N.D))

‘Check in to win’ was a competition run out of participating Steinlager bars throughout New Zealand during the Rugby World Cup. Customers could text in the unique code of the bar as they entered it to watch a match, to go into the nightly draw to win Steinlager and Steinlager gear. By offering the opportunity to win prizes Steinlager were not only engaging directly with their customers via mobile phone but were also influencing fans to watch rugby matches at a Steinlager bar instead of a competitive bar in order to have the opportunity to win prizes.



The third promotion that ran during the ‘We Believe’ campaign was a season long competition where All Black fans watching a match could text in who they thought would score the first All Black try to go into the draw to win Steinlager and Steinlager gear. Like the check in to win promotion this competition was engaging fans to interact directly with Steinlager, even if they were watching the match at home. Thus keeping the Steinlager brand at top of mind as well as further building the All Black, Steinlager connection.

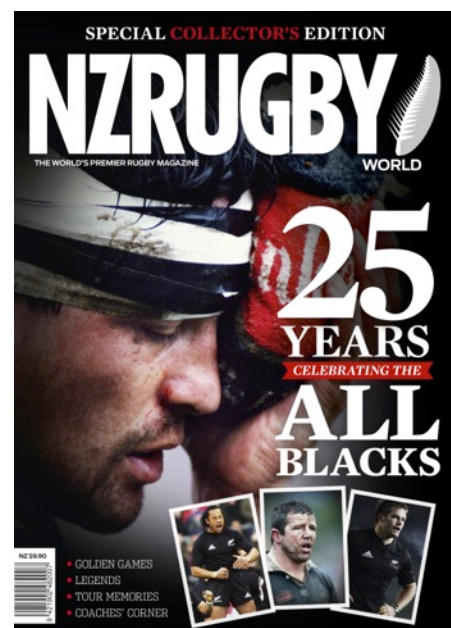
Running competitions can be relatively inexpensive and is an effective way of increasing sales and engaging an audience as well as a method of collecting valuable customer data. By offering the chance to win a trip to South Africa, Steinlager could influence consumers to buy boxes of Steinlager beer, and by giving away free Steinlager and Steinlager gear consumers were influenced to watch the All Blacks play at a Steinlager bar. Having competition entries lodged via text message enabled Steinlager to gained information about their customers. Such as their phone number, the time that they were entering the bar, or the number of Steinlager fans who were watching All Blacks matches from home compared to Steinlager bars. The loyalty of Steinlager drinkers could be measured by the number of times the same customer entered a bar, or a competition as well as being able to measure the overall awareness of the campaign and each competition by the total number of entrants.

By giving away Steinlager gear the brand may be repaid in the way of advertising every time the gear is used or worn in public.

If a competition offers no value to consumers and attracts limited entries then resources can be wasted on promotion and prizes that could otherwise have been committed to a better serving campaign.

3.4 Magazine

Released for sale in July 2011, Steinlager sponsored NZRugby World magazine was targeted to the heartland, Steinlager drinking All Black fan. The special collector’s edition magazine takes an in-depth look at the All Blacks achievements over the past 25 years and was sponsored exclusively by Steinlager to coincide with the 25th anniversary of its support of the All Blacks and the launch of its new ‘We Believe’ campaign. (StopPress, 2011) By sponsoring New Zealand’s premier rugby magazine Steinlager were targeting a niche audience of passionate rugby fans who will keep their



(Image 12: NZRugby World Cover (Tangible, N.D))

collectors edition magazine for years to come, (Tangible, N.D) creating long term top of mind awareness of the Steinlager brand. Exclusive sponsorship of NZRugby World magazine dedicated entirely to the All Blacks, further cements Steinlager's long-standing support of the All Black's.

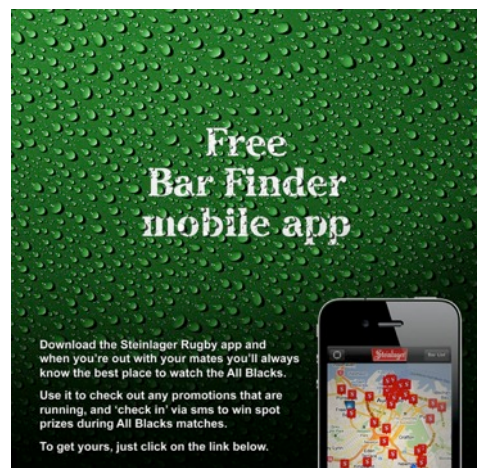
24,000 magazines were printed with half of them being sold through the normal retailers and half being used by Steinlager as a promotional tool. (StopPress, 2011) In 2010 \$219 million was spent on Magazine advertising accounting for 10% of New Zealand's total advertising spend. (Advertising Standards Authority, 2010)

Magazine advertising is an effective tool in reaching a niche target audience but can be expensive. (All Business, N.D) In Steinlager's case with the NZRugby World magazine exclusive sponsorship would have been very expensive. This however was a one off print campaign aimed at building brand awareness amongst the staunchest of rugby fans. With the publication being a collectors edition it may also have become a fitting gift item among rugby-interested families.

3.5 iPhone App

In keeping with the times Steinlager had an iPhone app developed which helped All Black supporters to find their way around town and home again safely. Fans who download the free iPhone app could use it to find a bar to watch the games at, using a map-based or Augmented Reality bar finder that runs off the iPhone's GPS. (Voxy.co.nz, 2011)

(Image 13: iPhone App (Facebook, N.D)



With the use of location based services the bar finder showed where the nearest Steinlager bars were (there are over 300 across New Zealand), and provided an indication of how busy the bar was by looking at how many people had 'checked in' recently. Supporters could take part in the 'check in to win' promotion using the bar's unique code listed in the app. There were also real-time streams of All Blacks news, and a built-in taxi finder to help make sure fans got home safely after the game. (Voxy.co.nz, 2011)

By developing an iPhone app Steinlager were targeting the younger metropolitan All Black supporters who own iPhones and are more likely to be heading into the city bars to watch the All Blacks play. The Steinlager iPhone app brought Steinlager into the hands of the technically

savvy All Black fans, influencing them to watch the game in a Steinlager bar, choosing Steinlager over a competitor beer.

The ‘We Believe’ campaign was further enhanced by actively engaging and interacting with Steinlager and All Black fans, creating brand awareness with the use of a practical modern tool.

By offering an interactive app to iPhone users only, there is the possibility of alienating other smartphone users as well as considerably reducing the number of smartphone users who are able to take advantage of the promotional tool. Steinlager was also able to collect data from fans, similar to the text message data but including location based information.

3.6 Facebook

The Steinlager ‘We Believe’ Facebook (FB) page has almost 11,500 fans and ran a competition where fans were able to upload a picture of the white can that they were saving, to be in to win a visit from an All Blacks legend as well as Steinlager prizes.

From the FB page supporters were able to link to iTunes to download the Steinlager iPhone app and keep up to date with everything All Blacks and everything Steinlager with regular posts from Steinlager.

The ‘We Believe’ FB page, like the iPhone app, was used to actively engage the younger Steinlager audience. By maintaining an up to date and engaging FB page, Steinlager were able to keep a constant presence on FB continually reminding the audience of the ‘We Believe’ campaign as well as the Steinlager brand.



(Image 14: Screen Shot ‘We Believe’ FB page (Facebook, N.D))

FB if well utilised can be effective in maintaining brand awareness among a select audience but requires constant updating and interaction in order to keep engaging fans. This can be time consuming. Competitions are becoming more popular on FB and aid in keeping the page fun, interesting and engaging.

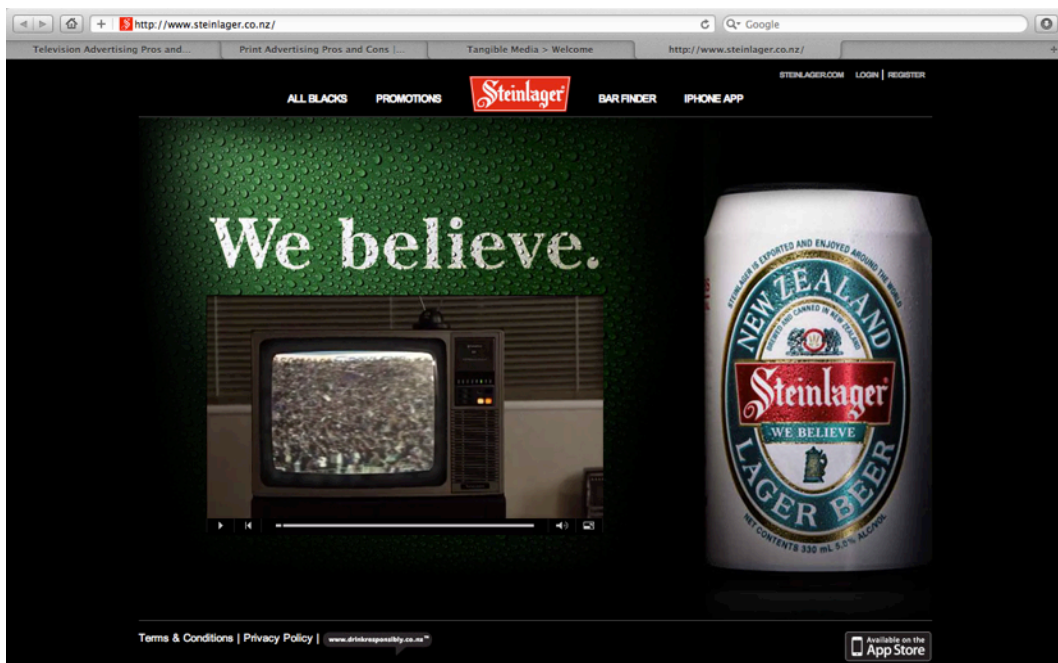
FB is more effective when linked to a businesses personal website as visitors to the website can then choose to follow the business on FB to become further engaged.

If a businesses FB page allows wall posts then the wall can become cluttered with unwanted content potentially harming a brands image. Regularly checking and deleting such content however can control this.

3.7 Website

The Steinlager website features the ‘We Believe’ campaign on the homepage, with the iconic white can and the campaign slogan, as well as a Flash Player movie of the TV commercial. From the home page there are menu tabs directing viewers to iTunes where the Steinlager iPhone app can be downloaded, to the Promotions page where the four ‘We Believe’ promotions are outlined, to the Bar Finder where a Google map shows the location of Steinlager bars and finally to an All Blacks page listing their 2011 fixtures.

The Steinlager website emulates the ‘We Believe’ campaign and acts as an information hub for the various promotions and competitions.



(Image 15: Screen Shot Steinlager Homepage (Steinlager, N.D))

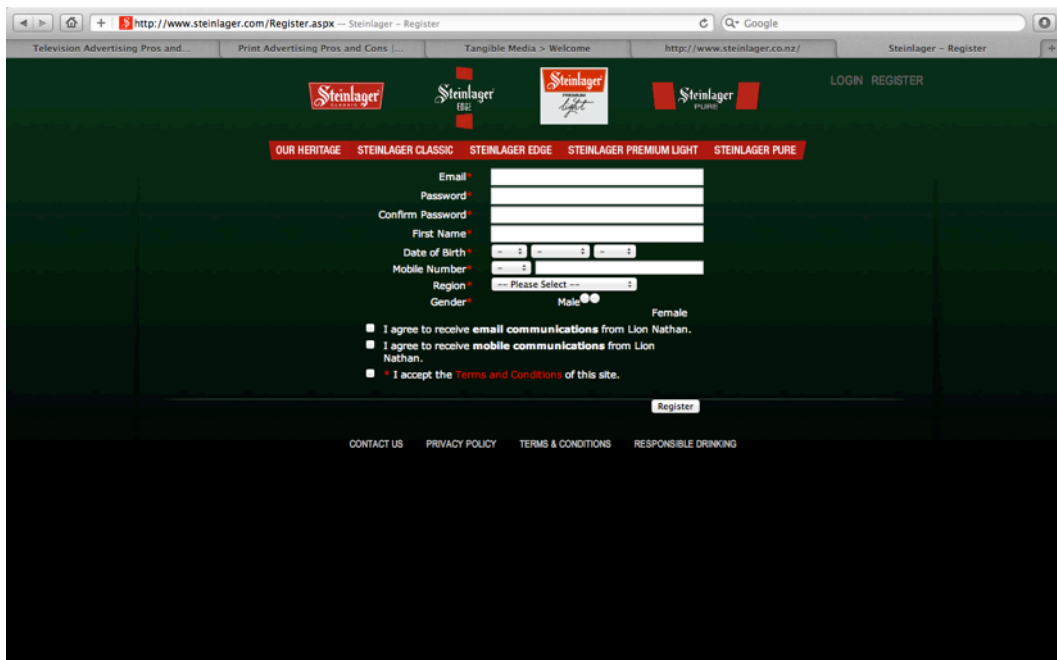
Websites have become an essential tool in modern marketing, often acting as the central hub of a campaign. Website content must however be kept current and relevant in order to accurately represent the marketing campaign.

The Steinlager homepage was dedicated entirely to the ‘We Believe’ campaign completely free of any irrelevant information or clutter.

If a website is poorly laid out or difficult to navigate then regular Internet users will become quickly frustrated and move on. This can negatively impact on the brands image as businesses nowadays are judge on the look and feel of their website.

3.8 Members

Steinlager keeps members up to date via email or mobile phone, with the latest Steinlager news and promotions. Steinlager fans can register via the Steinlager website to receive regular communications. By offering a membership Steinlager have created a captive audience allowing the opportunity to engage an audience who have opted in to a communication service. This audience is therefore more easily targeted with up and coming promotions and campaigns, as they are receiving communications by their own choice. Steinlager can consider members to be loyal Steinlager fans and offer special promotions and incentives in return for their loyalty.



(Image 16: Screen Shot Steinlager Members registration (Steinlager, N.D))

Although members willingly accept regular communications in the form of newsletters or promotions, these communications must be kept interesting, relevant and or offer value to the member. If a business regularly sends spam messages, which are more annoying than appreciated, then members will simply unsubscribe or cancel their membership. This can damage a brands image and drive a customer to seek an alternative brand.

4.0 Integration

The primary goal of marketing communication is to reach a defined audience to affect its behaviour by informing, persuading, and reminding. The successful process of marketing communication attracts new customers to a brand by developing awareness and encouraging trial. A secondary goal of marketing communication is developing and reinforcing relationships with the brand's stakeholders. (Mayo, N.D)

The progression of IMC has come about due to evolving trends in various areas of marketing. The increased segmentation of markets, advancements in information technology, the development of new communication technologies, increased segmentation of target audiences and the saturation of traditional media channels. (Gurau, 2008)

The IMC approach to marketing was widely accepted at the end of the 1990's due to a general desire to reduce budgets allocated to mass-market advertising campaigns, as well as focusing on more personalised communication with consumers via alternative media channels such as mobile phones and the internet. (Gurau, 2008)

This approach to marketing looked to use all forms of the promotional mix to reach customers at different levels in new and better ways. (Mayo, N.D) However, this also created the need for a consistent marketing message to be sent to multiple target audiences. (Gurau, 2008)

In an integrated marketing campaign it is important to not only deliver a clear and consistent message, but also to structure the campaign in such a way that each media channel plays a specific role in achieving the campaign objective. As well as targeting specific market segments, media channels are used to develop the campaign message, guiding consumers on a path to eventually influence their purchasing behaviours.

Sales driven only advertising is no longer considered to be the most effective method of influencing consumer purchasing. More focus is now being shifted to a long-term vision where building brand relationships with consumers and then trust, are more effective in not only influencing purchasing behaviours, but also developing loyal return customers.

The ‘We Believe’ campaign displayed this concept by firstly launching the TV commercial with the objective of building brand awareness and developing the consumer relationship with the brand. The brand/consumer relationship was built by establishing an emotional connection between Steinlager, the All Blacks and rugby fans.

Large outdoor advertising was then used to support the TV campaign by offering a second point of communication, therefore continuing to build on the brand awareness that the TV commercial had created.

The Steinlager sponsored NZRugby World magazine was published to illustrate Steinlager’s unconditional support of the All Blacks, targeting a niche rugby supporting market segment.

From here Steinlager used the iPhone app and Facebook to engage the ‘young adult’ All Black fan, interacting with them directly to keep the Steinlager brand at top of mind. The iPhone app also had the ability to draw fans into Steinlager bars to watch All Blacks matches and purchase Steinlager products.

The Steinlager website was taken over by the ‘We Believe’ campaign and provided consumers with additional information as well as offering Steinlager membership, leading to further opportunities for Steinlager to develop long-term customer relationships.

To this point not much focus had been put directly into advertising Steinlager products. So far the campaign was focused on the brand. This is where the ‘We Believe’ promotions come in. Promotions were used to directly engage consumers, keeping Steinlager at ‘top of mind’ with the objective of influencing consumer behaviour.

By launching the white can and black bottle, offering the chance to win a trip to South Africa when purchasing boxes of Steinlager, giving away prizes when ‘checking in’ to a Steinlager bar and displaying static advertising inside and outside of alcohol outlets, Steinlager was aiming to directly influence consumers to trial Steinlager Products.

When all of these individual elements of a campaign are put together and delivered harmoniously, you have an integrated marketing campaign.

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