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**PLANNED AND UNPLANNED COMMUNICATION MESSAGES
USED FOR BRAND BUILDING**

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***Abstract:** One of the most important decisions that every modern company faces is the role and value of the different elements in the marketing communications program. This paper aims to show the valuable part that planned and unplanned communication messages play in brand building. When choosing an appropriate strategy for brand building communications, marketing professionals need to analyze the advantages and disadvantages of the different elements in order to consider which to use, how to combine and how to allocate the budget between them. The main thesis that is defended in the current paper is that planned and unplanned communication messages that are used for brand building will be implemented in more and more companies, because with their help the organizations are able to develop an effective communication campaign and to account for high performance at a low cost.*

***Keywords:** planned and unplanned communication messages, Integrated Marketing Communications, brand, brand building, word of a mouth*

1. Introduction

We live in times where every developed society has so many available means of communication and yet it fails to fully utilize their potential. There is an overload of information and at the same time attracting the attention of the audience becomes difficult to achieve. Parallel to this, the role of communication in modern organizations is becoming more responsible, as marketing communications guide and unite all aspects of building corporate image and its exposure in the various groups of society. Marketing communications are precisely the means by which the organization is differentiated from its competitors in the industry, both at corporate level and at the level of individual brands.

Recent market research shows that nowadays consumers' continuous exposure to clichéd sales messages using only one media tool is not working effectively. This is the precise reason why the development of interactive IMC (Integrated Marketing Communications) model is essential for modern companies that seek all sorts of ways and

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means of branding or brand building, and at the same time try to maintain their competitive advantage.

One marketing mix cannot meet people's needs in a particular target market, if these customers are not informed about the products, their advantages and where to find them. Even the best brands will not be sold if consumers do not know about their existence. If the customers are not properly informed about the product features and its benefits, the brand will not be preferred over those of the competitors. The new brands will have no market success if target customers do not try or test them. If companies fail to present these new brands properly and justify their prices with the quality, prestige and luxury of the goods, brands' price will be perceived as too high and as a result, consumers will refrain from buying. Temporary price reductions, auctions and price discounts, that companies conduct, will not have the desired results, if customers are not informed about them. If they are not properly stimulated, commercial brokers will be reluctant to buy, sell and distribute the quantities of the products (brands) that firms produce. The positive brand image, build through marketing communications, and also the created favorable public attitude both facilitate the collection of the necessary investment capital.

2. Integrated Marketing Communications Concept

The significance of brand equity is rising because a high level of brand equity means a high level of loyal customers. That's why the value of the brand name is a key factor for marketing success. The leading managers know that, and they try to reach two "conflicting" goals: first, to achieve considerable sales' volume (usually by sales promotion) and second, to build a strong brand's image. The way of reaching these goals is called integrated marketing communications. (Katrandjiev, Hristo 2000)

The purpose of the brands is to make economic changes that will affect the activity of the organizations and help companies achieve higher efficiency. Company's marketing communications include every activity of the firm that is related to communication of any kind and has the purpose to inform, persuade, or remind the potential users and the public about the products and services of the company, and especially about the brands that the business organization produces. Marketing communications help establishing a favorable picture of firm's brands and, as a result, support company's sales.

It is typical for Marketing Communications to focus on the benefits that a brand provides to its users and thus attracts their attention, stimulates interest and encourages decision-making and as a result – the purchase of the brand. By using Marketing Communications organizations pursue primarily economic goals and in order to achieve them, firms spend sums that, in some cases, are significant.

Modern marketing requires more than just developing a good product, its attractive valuation and providing clients with access to it. Companies also need to keep in touch with both current and potential clients. Every company inevitably plays the role of communicating and promoting means. (Kotler 2000, 209 (adapted))

The theoretical foundations of communications are the basis for the creation and development of the concept of Integrated Marketing Communications. Globalization and new technologies are among the most valuable reasons for the change in the way of companies and their customers communicate. Changes in the market economy, as well as in

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the main characteristics of the markets, also contribute to the development of IMC. One of these changes, which deserves a special attention is the separation of mass markets into many mini markets, each of which requires its own communication approach. Furthermore, new media are developing and consumers's intelligence and awareness is constantly growing. All these changes are forcing companies to seek a more complete and more modern use of the communication approach. This inevitable leads to the creation and implementation of the Integrated Marketing Communications in the practice of a number of business organizations.

IMC developed in the 90's, motivated by the need for companies to comply more with the preferences of their customers. And if, a few years ago, having a good product and using mass advertising was sufficient for the success of a company, today consumers' perception of a brand or brands that the organization offers, and not the actual facts, strongly influence customers' purchasing decision. Due to the abundance of marketing messages and multiple channels used for the transmission of communication messages today it is very difficult for any new information to make its way to the minds of customers.

Table 1. Integrated Marketing Communications vs Traditional Marketing Communications

Integrated Marketing Communication	Traditional Marketing Communication
Synergy function: Integrated into one	Isolated function: Partitioning
Customer-Oriented: start with the customer needs and wants	Organization-Oriented: start with the goals and product
Coherent communication programs	Breaking communication programs
Brand/Relationship building objective	Short-term sales objective
Targeted to stakeholder	Widespread audience

Source: Integrated Marketing Communication
(<http://www.v5.books.elsevier.com/bookscat/samples/9780750663618/9780750663618.PDF>)

The key differences between IMC and Traditional Marketing Communication are presented on the table above. It can be argued that in their essence IMC are customer-oriented and based on dialogue. The desire to maximize cognitive effect with minimal advertising budget raises the idea of Integrated Marketing Communications. Meanwhile the IMC appear to be an effective tool that can help solve some of the main problems of the branding specialists – namely, the brand management of the organization.

The Integrated Communications and their most common form – the Integrated Marketing Communications – are based on the principle that each communication tool must be suitable for integration with as many other tools as possible in order to maximize cost effectiveness and enhance the positive image. The need for integrated communications is due to a new trend – the development of the products themselves and the products turning into market phenomena. People want more “extras“ for the same money they used to pay for the products – and this is natural. Therefore the emergence of complex products and services – Shampoo “2 in 1”, tricolor toothpaste and “all inclusive” vacation is natural. The most natural requirement of the companies that offer complex products and services, in turn, is to require complex communication services. (Кутевски, Б. , 2004, 62-63)

Through the IMC concept the elements of the communication mix are combined and coordinated in such a way that each element matches the rest and ensures compatibility and consistency of communication. The achievement of integration, however, is difficult and takes time. This integration requires companies to organize their activities according to customer preferences, not according to the product or service they offer. If the efforts of every element are integrated and work together in order to achieve the goals of the organization and its brands, the effectiveness will be significantly higher. Customer's orientation must be present in the strategic objectives set by the management of the company. In order to develop an effective IMC program, which will be used as a brand building tool, it is extremely important for the company to know the process of reaction of the target audience. Consumers of the target audience must have at least one common, and ideally – a group of common signs, and to be influenced by the communication tools (advertising, sales promotion, etc.). The reaction can generally be divided in three stages, namely: the cognitive, emotional, and the stage of the operation. In the first stage – the cognitive stage – Marketing Communications are intended to inform buyers about the company, and particularly about its brands. In the emotional stage the aim is to create a positive attitude and preference for company's brands. As for the stage of action – the purpose of marketing communication elements is to make customers want to possess, even desire the brands that the company produces and to stimulate purchase.

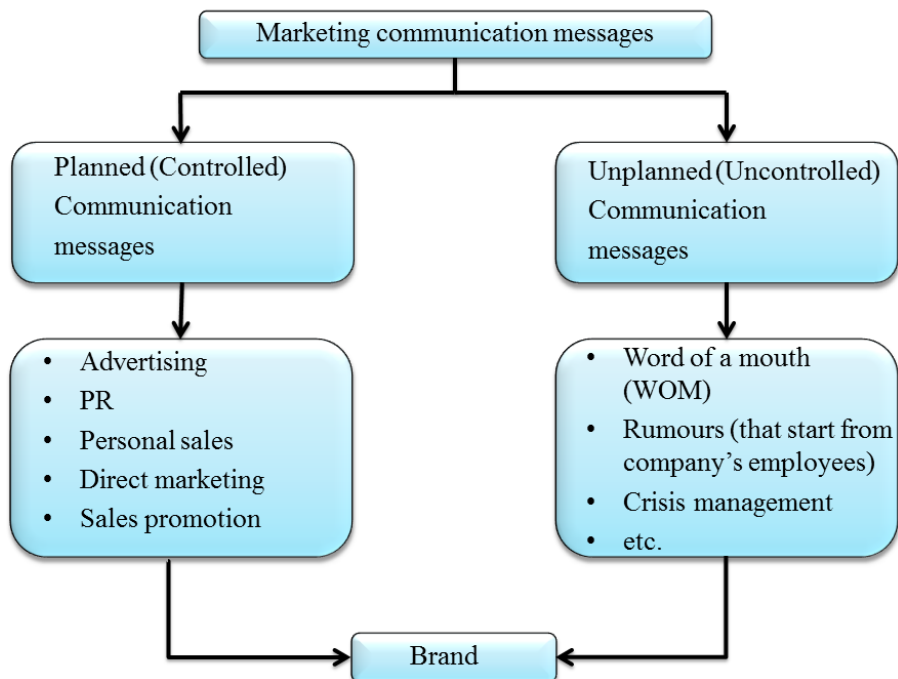
At the core of the marketing idea is the customer with his or her needs and desires. Companies use different methods when they communicate with individuals, groups and organizations. When an organization combines certain elements in order to present a product or a service, the selected combination of elements is the communication mix of that product or service. IMC are one of the most important elements of the marketing mix, since, in practice, they provide information about the relationship between consumers, the organization and the brands the company offers. Without sending information to the potential customers about the brands that the organizations offers, the company will not possibly reach its objectives - namely to maximize its sales, and hence - to increase its profitability. Among the IMC means of influence are: Publicity, Advertising, Public Relations, Personal Selling and Sales Promotion. The specific elements of this mix and the intensity with which they are used depends on various factors. However, the most important of them are the promotional tools that are available to the company, the characteristics of the offered brand and target market, the price and the availability of promotional methods.

However, when it comes to introducing a new brand to the market, the argue over which of the IMC elements is the most appropriate is simply inevitable. Opinions on this issue are many and various. Ultimately, there should be no competition between different elements of the marketing communication mix. In today's business environment, communications play a leading role in the lives of consumers and the question which marketing element should be used in the certain situation depends on many circumstances. This is the reason why more and more companies talk about the so called Integrated Communications, where the techniques of PR, Advertising, Publicity, Personal Selling and Sales Promotion mix together in such a way that soon it will be difficult to find where is the boundary between them. This integration, in turn, leads to faster and more efficient introduction of new brands on the market. Therefore it is not possible to talk about competition between different IMC elements, because there is cooperation between them.

3. Planned and Unplanned Messages Used for Brand Building

Marketing communications messages are either planned or unplanned. It can be argued that messages are the basis of company's marketing communications strategy and a variety of channels are used in order to deliver the marketing message. The messages that organizations send to their consumers or potential customers can be divided into two major groups – *planned (also known in the marketing literature as controlled)* and *unplanned (uncontrolled) communication*. The so called *planned communication messages* are as follows: Advertising, Public Relations (PR), Personal Sales, At the point of sale advertising, Visual Merchandising and last, but not least – Direct Marketing. This group – controlled communication – is a widely used advertising and brand building tool in today's dynamic business environment. The group of the *unplanned communication messages* that this article examines includes: Word of a mouth communication (WOM); Unplanned Publicity (also called Unpaid Publicity); Rumors that start from companies' employees; talks that are a consequence of staff's behavior; the development of firm's projects and sites; responses to inquiries, complaints, etc.; certain situations that concern logistics operations; Crisis Management; Media and Government relations; journalistic and other kind of investigations, store cleanliness (mentioned above in the section, contact points), and even the exterior surroundings of the business.

Figure 1. Planned and unplanned messages used for brand building



It is obvious that the two types of communication – planned and unplanned – can be equally important. The controlled and uncontrolled communication messages jointly influence the decision of consumers to purchase one or another brand. Depending on the

circumstances a brand can be stimulated by both planned and unplanned communication messages. It can be argued that, from customers' perspective, unplanned communication messages, such as word of a mouth, usually are considered more influential compared to planned forms of communication such as TV commercials, newspaper and magazines ads, product sampling etc. This is due to the fact that in general consumers are less suspicious of the uncontrolled communication messages.

In general, traditional *planned messages* usually promote the brand or the company and their objectives. This form of communication is under the control of the marketer or the brand manager. In addition to this, the so called controlled communication messages also encourage consumers' action – buying a certain product, for example. These messages are intended for customers and other key stakeholders. The planned communication messages – that are delivered through the traditional media channels such as newspapers, magazines, TV and radio – play a valuable part in brand building, because they tell companies' stories to a specific audience. This audience includes, but is not limited to, business partners, colleagues, users and clients. However, the same can be said about the audience that uses social media – it includes these same people or at least most of them. A great part of organization's audience already is online. Moreover, some of firm's potential clients may be reached only through the online channels ((company)web page(s), blogs, Facebook, Twitter or any other kind of online activity the firm relies on) as they have (long ago) lost touch with the traditional communication channels.

The controlled communication messages include all forms of marketing materials that a company uses to promote its brands. These messages can take the form of advertising, specific package or promotional material etc. By making specific choices about content of these planned messages and also by deciding which marketing communication elements to include, the firm will try to instill in the consumer's mind a specific understanding of the company values and brand's quality. Effective use of controlled communication messages gives the brand a personality.

Any person, event or thing that provides exposure to a brand is considered a medium. Today some form of advertising appears everywhere – embedded in the favorite TV shows, on the sidewalk, in the schools, colleges and universities, written in the sky, printed on people's clothes, on an airplane tray table... Actually, it may be easier for anybody to name the places where he or she does not see advertising today than to name the places full with advertising messages of different kind. However, it is undeniable fact that traditional advertising has never been less effective than it is today. Consequently this situation has lead to increased interest in IMC as a brand building tool and in the last few years brand managers have also shown considerable interest in the so called unplanned communication messages.

It is undeniable fact that many other communication elements exist, and the management of the companies has little or no control over these communication messages. As it was already mentioned above, one form of the unplanned communication messages is the so called *unpaid publicity*. Like negative word of a mouth communication messages, negative publicity is believed to to have a greater influence on consumers than positive publicity. It can be argued that negative publicity in general will not occur based on the initiative of the business organization. On the other hand, it is possible that this form of unplanned communication messages will occur by the media itself or the customers. Reporting on inconsistent quality of a certain brand can be an example of negative

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publicity. In addition to this, negative publicity usually belongs to the so called crisis communication or crisis management. Positive publicity, on the other hand, the type of publicity in which communication is initiated by the firm and is very likely to lead to positive or at least neutral brand publicity, is more typical for the controlled communication messages. In short, under certain circumstances, the publicity can be assigned to both groups – controlled and uncontrolled communication messages. Negative publicity usually cannot be assigned to the group of planned communication, because it does not have a strategic positive brand building role. It is undeniable fact, however, that negative publicity can be used in order for the company to achieve its marketing objectives. This is logical, because, as it will be further discussed in the paper, it is typical for the customers to share and believe more in negative communication messages than in positive communication.

Another form of uncontrolled communication messages are *rumours that start from the employees* of the business organization. As online communication is gradually gaining strength compared to other forms of communication, a good move for every company will be to use the rumors that start from firm's employees both online and offline. A good move for the organisation is to create rules and guidelines for the use of the social media as a communication channel for professional purposes. Nowadays firms should be well aware that sharing does not only apply to the online world, companies need to share with their employees. If organisations are successful in encouraging their employees to speak well for the products or services that are sold under the company's brand, these same employees can become the best medium through which firms' brand or brands are and will be promoted. In order for this to happen organisations must have a happy staff, one that is very proud of the products or services the company offers, and especially keen on the brand under which those products are sold.

If a customer receives messages about a company that the organisation did not intend for him or her to receive, such information can be defined as word of mouth or rumors. Usually this consumer, in his or her turn, uses received information to shape own understanding of the company's brand. It can be argued that consumer-to-consumer communication, by using **WOM**, has a strong influence on customers and their buying decision process of goods and services. WOM communication definitely plays an important role in modern business environment and has a huge impact during the consumers' shaping process of attitudes and forming their behaviour toward a certain brand. Although all word of a mouth messages are informal, skillful firms may attempt to shape consumers' understanding of their brands, retaining some control over these messages. Thus making this form (WOM) of uncontrolled communication a valuable brand building tool for modern companies.

According to the online encyclopedia Wikipedia, in marketing, word-of-mouth communication (WOM) involves the passing of information between a non-commercial communicator (i.e. someone who is not rewarded) and a receiver concerning a brand, a product, or a service. When WOM is mediated through electronic means, the resulting **electronic word of mouth** (eWoM) refers to any statement consumers share via the Internet (e.g., web sites, social networks, instant messages, news feeds) about a product, service, brand, or company. If the sender of word-of-mouth communication is rewarded than this process is referred to as word-of-mouth marketing, which relies on the added credibility of person-to-person communication, a personal recommendation.

The term non-commercial implies that word of a mouth communication messages are not (directly) manipulated by a certain organizations and, in addition, are not organized in an official manner.

Table 2. Definitions of WOM communication

Author/Researcher	Definition
Arndt, 1967	[WOM] is defined as oral, person to person communication between a receiver and a communicator whom the receiver perceives as a non-commercial concerning a brand, a product, or a service
Richins, 1983	the WOM communication was defined as the act of telling as least one friend or acquaintance about the dissatisfaction
Brown and Reingen, 1987	the WOM exists at the macro level of inquiry (flows of communication across groups) as well as the micro level (flows within dyads or small groups)
Hihie et al., 1987	“conversations motivated by salient experiences are likely to be an important part of information diffusion“
Singh, 1990	telling others about the unsatisfactory experience (that is, negative (WOM))
Bone, 1992	WOM communication is conceptualized herein as a group phenomenon - an exchange of comments, thoughts, and ideas among two or morw individuals in which none of the individuals represent a marketing source

Source: Word-Of-Mouth Communication: A Theoretical Review; Маркетинг і менеджмент інновацій, 2012, № 1

WOM has been shown to influence a variety of conditions: awareness, expectations, perceptions, attitudes, behavioural intentions and behaviour. Sheth (1971) concluded that WOM was more important than advertising in raising awareness of an innovation and in securing the decision to try the product. Back in 1955, Katz and Lazarsfeld found that WOM was seven times more effective than newspaper and magazine advertising, four times more effective than personal selling, and twice as effective as radio advertising in influencing consumers in a phase of brand switching. (Katz, Lazarsfeld, 1955.). A more recent reseach, Day (1971) inferred that this was due to source reliability and the flexibility of interpersonal communication. He computed that WOM was nine times as effective as advertising at converting unfavourable or neutral predispositions into positive attitudes. (Buttle,1998)

Specifically, for a product with initial low awareness level ... a WOM campaign is primarily beneficial to the extent that it results in the spread of information ... Very loyal customers are likely to live in social networks in which either (a) others are also loyal to the firm or (b) others are aware of, but not interested in, the firm’s products. (Godes, Mayzlin, 2007) In general brand customers rely heavily on information from personal sources – WOM and rumours, for example – in order to make their brand choices. It is even argued that a single positive word of a mouth message can result in formation of a favourable attitude toward the brand, this meaning that unplanned messages can have considerable influence on consumer brand decisions. (Swanson, S.R., S.W. Kelley, 2001)

Word of a mouth communication is actually one of the earliest emerged of the marketing communications elements. In general a greater part of the researchers suggest

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that favorable, positive word of a mouth communication messages are considered to be a brand success factor and, at the same time, WOM is one efficient way of attracting customers' attention and consequently this uncontrolled communication can even help the company make customers become loyal to their brands.

After purchases are made, when the consumers have eventually bought their desired brand, these same customers will often make comparisons between their expectations and the product performance they have experienced. If the brand performance is below their expectations, customers will definitely be disappointed. Indeed performance is important, but communication messages, such as advertising (controlled communication) and word of a mouth (uncontrolled communication), for example, also have considerable effect (positive or negative) on customers' levels of satisfaction with a brand.

One study conducted by the US Office of Consumer Affairs indicated that, on average, one dissatisfied customer can be expected to tell nine other people about the experiences that resulted in the dissatisfaction. Satisfied customers, on the other hand, relate their story to an average of five other people (Knauer, 1992). With regard to this study, it can be argued that the effect of negative word of a mouth messages and rumours can be stronger than that resulting from the positive unplanned communication messages.

Nowadays one thing is certain – companies have long ago lost the battle for control over the information about themselves and their brands. Today anyone who wants can share his or her opinion and facts about a product or service and spread them. If a piece of news does not appear on television or on the pages of a newspaper, but there is a need for it and people want to be informed about the subject, this piece of news will certainly be published online. People definitely enjoy this freedom and will not easily give it up. So companies should not think that they can win this doomed battle – people will either way find the information about a brand or a product they are interested in. On the contrary, the organisations that are aware of the change and have began sharing different things about their branded products or services, have already started making fans, even friends online. Online environment has proved to be a new means of communication. This does not mean that companies should forget the press and television as communication channels. They are extremely important and have their rightful place in the informational environment. This change gives the firms the advantage and the opportunity to authorize brand's most loyal supporters – your employees – to become spokespeople of the company and the certain brand, in particular.

In web 1.0, it was the role of the media to publish, while users could only take part passively, without opportunities to comment or give a response. Web 2.0 enables users to both read and write to express their views, thoughts, and opinions. The term refers to the new way of using the World Wide Web as a “platform whereby content and applications are no longer created and published by individuals, but instead are continuously modified by all users in a participatory and collaborative fashion.” (Kaplan, Haenlein, 2010)

The development of Internet, as well as the advanced technologies, have contributed to the changes that took place in customers' behaviour that used to spread offline WOM. A new concept evolved and was adopted easily by the consumers. The so called *electronic WOM*, is similar to offline WOM, but the chosen means of communication are different – electronic ones.

The author shares the opinion that the so called electronic WOM can be analyzed easily using social media networks such as Facebook and Twitter, for example, because they have very close, even similar characteristics with the offline word of a mouth communication messages, namely: spreading interesting information to a well known circle of friends; posting reviews, comments and replies within the circle of family or colleagues; discussing issues encountered while acquiring a specific brand; and last, but not least, sharing post-purchase impressions online.

Online consumer reviews, as consumer-created product information, can be viewed as a special type of WOM. (Godes, D., et al., 2004). These online word of a mouth messages are slightly different from the traditional WOM. The main difference, however, is that traditional word of a mouth messages influence is usually limited to a local social network. The electronic word of a mouth messages, on the other hand, have impact on online customer reviews and thus can easily reach far beyond the local community. As it is well known, consumers nowadays can access a review via the Internet from all over the world.

As most marketers define – a new “marketing era“ emerged as social media appeared. “Social media put customers back at the centre of the organization and gave marketers a new set of tools to listen to them and to encourage them to engage with the brand. A golden opportunity has emerged as organizations realize the possibilities of engaging with customers in new ways so they can become partners driving the business forward. The ladder of engagement makes it easy to nurture customers up to higher levels of involvement“. (Smith et al. 2011,4)

By making a conscious decision to limit employees in sharing professional information by social media and by doing nothing to encourage their word of a mouth advertising, companies actually miss many brand building opportunities. It is a proven fact that bans are not the most effective management tool. Good companies introduce rules, train their staff and even encourage them to talk about their work. It is a successful branding practice to encourage organisation’s employees to become spokespeople for the company. However, there are many fears – employees may say untrue things about the firm, tell confidential information and even embarrass the company in some way. No matter what the fears of the firm are, they may come true despite the prohibitions. Employees will either way communicate, organizations should find a way to make these same employees be their positive brand building tool.

As consumer-created information, online consumer review is likely to be more relevant to consumers than seller-created information. Seller-created product information is more likely to be product oriented, because it often describes product attributes in terms of technical specifications and measures product performance by technical standards. In contrast, the consumer-created product information is, by definition, user oriented. It often describes product attributes in terms of usage situations and measures product performance from a user’s perspective (Bickart, Schindler, 2001)... By allowing consumers to post their own product evaluations, the seller creates a new information channel for consumers, which thereby eliminates the seller’s capability to control the supply of product information. (Chen et al. 2008)

A lot of ‘old’ marketing has had too much emphasis on just marketing communications. This is a weakness. Once upon a time this worked, as customers had far

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fewer communication channels and therefore it was easier to get a customer's attention if marketers had the budget. And the big budget brands often announced 'as seen on TV' on their packaging, at point-of-sale and in their press advertisements. Being on TV gave the brand a level of credibility, perhaps because customers unconsciously assumed that being on TV meant that the company was a big company and big companies were trustworthy. Or perhaps customers trusted TV and the authorities that regulate the advertisements that are allowed on TV. (Smith et al.2011,4)

Nowadays successful organizations have developed their own (social) media departments which aim not to track or stalk, but to coordinate and guide the activities of the employees. The communication department should become something like a mentor, a coach or assistant of firm's employees who want to share their thoughts about the work they are doing, and even more importantly about the products and services that are produced under a specific brand. Thus the chances news from the company to be published in a certain media significantly increase.

Many companies will argue that the online audience is not their target audience or that their users use mainly traditional media. This statement can hardly be true as, for example, the people who work in the television, the radio and the newspapers – such as journalists, reporters, editors – surely are constantly online. From the online environment these people look for fresh ideas that can be used for their articles and reports. It is unacceptable for a good company to miss the opportunity to reach the people who make the media that loyal customers or potential consumers use.

Customers have discovered a whole new way to find out about products and services. Product review sites, ratings, discussion groups, Facebook petitions, blogs, mobile price comparison applications (apps), YouTube demonstrations (positive and negative videos) and Flickr photos: these are social media tools. And customers, not companies, are controlling the flow of marketing information as they shut out interruption marketing and use, instead, social media to find products, ratings and reviews... Social media has arrived and customers love it. Social media gives customers control. Marketing has been democratized courtesy of the internet and social media. And within the mass of customers lie the new opinion formers and opinion leaders: bloggers and twitterers. Marketers have a choice: join the conversation or fail to communicate... Social media is not about making short-term sales. It is about sharing and listening and channelling information into systems that alert certain staff to negative discussions, positive discussions, suggestions, complaints, and ideas for new products, new ads, new promotions and new discussions. (Smith et al. 2011)

Jeff Jarvis' statement "Give the people control and we will use it" (Jarvis, J., 2009) performs today. It is undeniable fact that people increasingly make use of social media channels. Company's employees should be trained how to create interesting information and how to share it. They should also be taught how to recognize the news and know what part of their work might be interesting for a particular group of people. Firms's managers should keep in mind that today their employees can post different information online. For example, they can share footages from advertising, which are not used in the final version of the TV commercial. The employees may also tell for company's corporate excellence or say a "Happy birthday" to a big client of the firm and thus make him or her feel special. They can even tell that the company has managed to reduce the paper use, because of the organisation's green policy. Company's managers can do many things for building firm's brands by simply allowing the employees to unleash their imagination and support them in

generating good and positive news for the company. This is a winning practice, which will allow any firm to make difference among other competitive companies and also help company's brands gain trust of the online active users, that include many of those that the company needs to keep as customers and partners. Of course, there is a high possibility for someone online to express their dissatisfaction of a company's brand. However, this can also happen regardless whether the firm is online or not. Yet, if the organisation or its employees are online, it will be a lot easier to handle the difficult situation.

In certain situations, one communication message (whether controlled or uncontrolled) is more effective than another. In addition to this, some types of advertising work better for specific types of products. It can be argued that users react differently to advertising communication. For example, there are customers who refuse to buy actively advertised brands. Others – on the contrary – began to seek the advertised product actively. And there is a third group that buys the brand without any advertising. This is because of the so called 20/60/20 rule, according to which 20% of consumers like the brand, they even become its fans and are willing to defend it. These are the so called *brand loyalists* – the clients who use the same brand all the time. The other 20% – on the contrary – do not like the brand and certainly do not intend to buy it. This is the group of the *brand switchers* – those who have no brand preference for a given product category, but choose a brand on the basis of situational factors. And the rest 60% should form their attitude and behavior toward the brand and the company that produces it. These third group consists of *primary users* – customers that use the brand most of the time, but occasionally also use other brands in the same category; they are secondary users for these competing brands. Defining the brand usage pattern is helpful for the identification of the appropriate target audience. When companies have chosen their target customers – these clients that play a major role in brand purchase decisions – then the firm has to choose appropriate controlled and uncontrolled messages in order to reach to the target audience.

Conclusion

The purpose of the marketing communications, and their most common form – the Integrated Marketing Communications – is to implement economic changes in order to achieve higher efficiency. Company's marketing communications include every activity of the organization that is associated with giving messages of any kind that aim to inform people, convince them to buy a certain product or use a specific service or even remind the potential customers and the society in general about the firm and its products and services. The planned or unplanned communication messages have a complex meaning and a beneficial impact on all aspects of business performance and brand building in particular. Nowadays the successful companies are those that focus on the customer, see the world from his or her point of view and seek effective brand communications in order to satisfy consumers' needs.

Although planned and unplanned communication messages have proved to be a powerful source in the brand building field, and many studies have been conducted on this topic, still there are unclear points, regarding controlled and uncontrolled communication, that need to be analyzed. It can be argued that any potential message whether controlled or uncontrolled, directly affects business of the company and should be carefully planned in order to insure success. Powerful business organizations will have to go deeper into the

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factors that influence both planned and unplanned communication messages. Consequently skillful firms should be able to assess which communication messages are favorable and focus on them. At the same time these same companies should be well aware which form of communication is unfavorable or undesirable for company's brands and for the organization in general. However, one thing is certain – both controlled and uncontrolled communication seem to be a tool that will increase in importance for marketing and branding in the near future.

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PLANIRANE I NEPLANIRANE KOMUNIKACIONE PORUKE KOJE SE KORISTE ZA IZGRADNJU BRENDA

Rezime: Jedna od najvažnijih odluka sa kojom se suočava svako moderno preduzeće jeste uloga i vrednost različitih elemenata u programu marketing komunikacija. Ovaj rad ima za cilj da pokaže kakvu ulogu imaju planske i neplanske komunikacione poruke u izgradnji brenda. Pri izboru odgovarajuće strategije za izgradnju komunikacionog brenda, marketing profesionalci moraju da analiziraju prednosti i nedostatke različitih elemenata kako bi razmotrili koje koristiti, kako ih kombinovati, i kako rasporediti budžet između njih. Glavna teza koja se zastupa u ovom radu je da će planske i neplanske komunikacione poruke, koje se koriste za izgradnju brenda, biti uključivane u sve više preduzeća, jer uz njihovu pomoć organizacije će biti u stanju da razviju efikasnu komunikacionu kampanju i po niskim cenama dobiti visoke performanse.

Ključne reči: planirane i neplanirane komunikacione poruke, Integrisane marketing komunikacije, brend, izgradnja brenda