

1 **Integrated Messages: 30 Years Lasting Evolution** 2 **“Communication is Power” (Merrihue 1960: 150)**

3
 4 *All previous forms of communication such as printed media and others still exist*
 5 *and finding the right mix of them together with new media as social networking,*
 6 *etc., is the aim of communication managers armed with new technologies.*
 7 *Sometimes we all look for Renaissance communicators and especially during*
 8 *times of crises, which we have exactly at the moment of fighting against*
 9 *COVID-19 or other kinds of viruses. There are so many having something to*
 10 *say, express opinion or simply set new values and life-style, it is really the great*
 11 *need to make impact in all areas of our lives, but at the same time it is clear that*
 12 *those who agree and listen carefully not easy to persuade to do exactly what is*
 13 *the mostly important at the time. Besides, who may say, what actions are the*
 14 *priority and for whom, and why? Thus, is it possible to find a possibility to*
 15 *integrate a message in the mind of the selected addressee, to win in the*
 16 *environment of information overload and prepare messages that would be*
 17 *trusted? Propaganda or rhetoric, one to many communication or dialogue? Is it*
 18 *possible to plan and coordinate a “win-win” game?*

19
 20 **Keywords:** *integrated communication (IC), integrated marketing*
 21 *communication (IMC), practical usage, crises times, original model of*
 22 *communication management*

23 24 25 **Introduction**

26
 27 It is a new direction of management and the very first springs of paradigm
 28 may be discovered in the circles of journalists about 30 years ago. Journalists can
 29 be named as originators of paradigm’s shift. This study is created using simple
 30 structure of research results presentation with review of literature sources,
 31 methodology, results of the scrutiny and conclusions. Besides, this study has three
 32 figures and the cartoon for better understanding of the phenomenon of
 33 communication.

34 35 36 **Literature Review**

37 38 **The Aim to Integrate Message in the Mind of the Selected Addressee**

39
 40 A way to win in increasingly chaotic world, new approach and possibility to
 41 integrate message in the mind of the selected addressee, the chance to unite
 42 internal and external communication of organization, besides, not to separate
 43 political and business communication – integrated communication (IC) was
 44 originated as a management philosophy (Rebel 1999) at the cross of 20 and 21
 45 century and also strategic concept that is open for renovation and rethinking. IC is
 46 the result of integrated marketing communication (IMC) (Caywood, Schultz and

1 Wang 1991; Caywood 2012) development theoretically and practically
2 investigated by Diane Gayeski¹ (1996, 1998).

3 Clarke Caywood's (1997) approach is more useful for organisations with
4 strategically strengthened public relations, on the other side, Don E. Schultz
5 (1997) is rather universal and his understanding about levels of integrated
6 marketing communication can be used for targeted activities. The most
7 problematic is the level of reaching higher stages of integration, so it is useful to
8 have the plan of functional development and Hunter's innovative approach as an
9 example for possible creative adoption. Internal organisational dynamics and
10 external interactions are influencing the need to prepare evaluations and study the
11 situation with the aim to design more improved and new levels of IC.

12 According to Tom Duncan and Sandra E. Moriarty (1998), an appreciation of
13 the complexities of brand communication makes it possible to understand the
14 structural changes needed to facilitate cross-functional planning and monitoring of
15 all brand messages. Such kind of understanding is crucial for being able to apply a
16 communication-based model of marketing more easily and to deliver a more
17 effective relationship-building program. Duncan and Moriarty speak of three
18 common elements in marketing and communication: 1) relationship/exchange; 2)
19 channels/feedback; and 3) information signs/signals. These common elements
20 have related factors in integrated marketing: 1) customers and other stakeholders;
21 2) interactivity; and 3) everything sends a message.

22 With the end in view, Chris Fill was very far looking for: he wrote that
23 integrated marketing communication is the reduction in costs that this approach
24 makes possible (Fill 2001:411). It was proved: T.R. Duncan (2005) introduced a
25 detailed process of communication planning. This planning model has been
26 popular because of understanding that approach is related to effectiveness, – the
27 most respectful scholar who made a background for this – George S. Low (2000).

28 There are some requirements for management of communication in our so
29 turbulent news spreading industry: "...for continuously changing media
30 environment could be a strategic element for IMC implementation, since it
31 enhances the interactivity, on the other hand its high complexity could make it
32 difficult for practitioners to manage integration" (Porcu, Barrio-García, & Kitchen
33 2012: 344).

34 According to Kenneth Clow and Donald Baack, it is a "seamless program",
35 which maximizes the impact on consumers and others at a minimal cost
36 (2004:322). Due to the changes under way, complexity, electronic communication,
37 cyber marketing, the emergence of a global network in the market, it was simply
38 necessary to create a new direction of management, thus in the 1990s in the USA,

¹Diane Gayeski (1998) explains: IMC establishes a model for coordinating marketing, advertising, and PR efforts, all of which are promotional and external in nature. What we are calling IC is a model that encompasses both internal and external communication and its application for information dissemination, communication and collaboration, learning, and performance support. IC is the application of analysis, communication, and evaluation techniques to create and manage integrated, multifaceted interventions combining information, instruction, collaboration, business process design, feedback, and incentive systems to improve human performance in the workplace in order to achieve organisation's desired missions and visions.

1 the concept and theory of the IMC and after IC appeared. Thomas Duncan and
2 S.E. Everett (1993) presented the concept introduced by Paul S. Hume in 1991:
3 IMC also means that communication is integrated with the thoughts of the
4 consumer, and this have the feedback and affects sales. In their view, according to
5 W.D. Novelli (1989-1990), the interaction is at the heart of the IMC, which means
6 that individual efforts are mutually reinforced by the effect of the result achieved.
7 This is quite different from the individual objectives chosen by the representatives
8 of each functional sphere, different reporting strategies, and self-ordinated and
9 uncoordinated public awareness plans.

10 In order to ensure new thinking, the conclusions presented at the initial stage
11 of the development of the IMC concept are not sufficient. New communication
12 understanding should be taken up by representatives of all management chains,
13 integration processes should start at the top management level, along with a more
14 horizontal direction of processes, hierarchy reduction, centralised communication
15 planning, management, control and evaluation. The whole of the approaches
16 developed by the proponents of the IMC is the beginning of the theoretical
17 development of the IC and, at the same time, one of the elements of the structure.

18 IC is moving further than IMC according to the needs to have effective
19 communication and here must be mentioned: IMC means different things to
20 different people and, according to Chris Fill, IMC term should embrace the
21 marketing mix, the promotional mix, internal communications and all those
22 outsourced providers who contribute to the overall marketing communication
23 process. Fill argues that IMC is the reduction in costs that this approach makes
24 possible (2001:411).

25 Paul Smith's is still in use, he bases his marketing communication theory on a
26 rational argument: there is more room for a coordinated and crystal-clear message
27 in a world where the consumer bombards over 1000 commercial communications
28 every day (2004: 16). Hence, Smith with 7Ps – product, price, place, promotion,
29 people, physical evidence, process – is not very original in the crossing of
30 centuries, because a more precise formula of 12 elements was originated by Neil
31 H. Borden in 1964. On the other hand, Smith details promotion as an element of
32 the marketing mix and introduces the structure of the communication mix: selling;
33 advertisement; sales promotion; direct marketing; publicity and public relations;
34 sponsorship; exhibitions; packaging; point of sale and merchandising; internet;
35 word of mouth; corporate identity (2004: 6-8).

36 Ben Wightman (1999) discussed James E. Grunig's and Thomas Hunter's
37 suggestions mostly in the sphere of structural arrangements. It is some kind of
38 signal about problems of deciding, what IMC originally means and what higher
39 level of importance it has. The real strength of the concept is a variety of
40 communication actions, equal voices for different communication forms and
41 orchestration of them. Wightman's conclusion is related to the need for the great
42 changes in organisational thinking and also the deficit of skilled IMC
43 professionals. His explanations about Caywood's contribution to IC concept's
44 renovation give support to Gayeski's works and also may form the united
45 theoretical platform with Netherlands' scholars working in the same field.
46 Hunter's conception about unification of organisation's functions can be

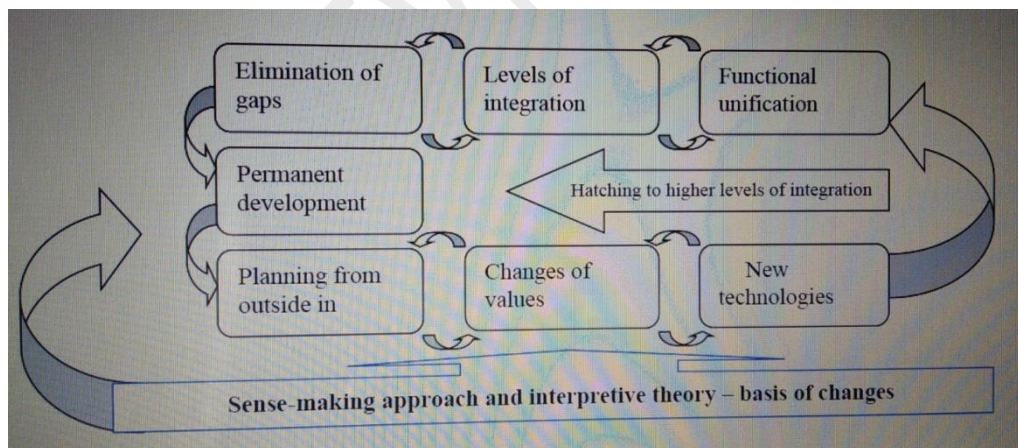
1 implemented in the institutions of the public sector not only in the business sector.
 2 Thus, the ability and aiming to launch IC was tested in Lithuanian public sector
 3 (Armonienė 2001).

4 **It is Possible to Implement**

7 IC practical usage gives evidence about universality of implementation, when
 8 this new paradigm was discussed and studied using qualitative and quantitative
 9 statistical methods in the field of bibliometrics and also from the point of view of
 10 Lithuanian realities in the public sector – sample of 13 ministries – in 2001.
 11 Besides, integrated communication as an outside-in planning model was suggested
 12 for Lithuanian food products promotion in case of having excellent promotional
 13 programmes and EU financial support infiltration in 2005. IC was evaluated as a
 14 model for on-line journalism development in 2009 and 2014 with introduction of
 15 IC as an universal model for those who are aiming to win with their “one voice”
 16 messages in a very turbulent market (Armonienė 2000, 2001, 2002, 2005, 2009,
 17 2014).

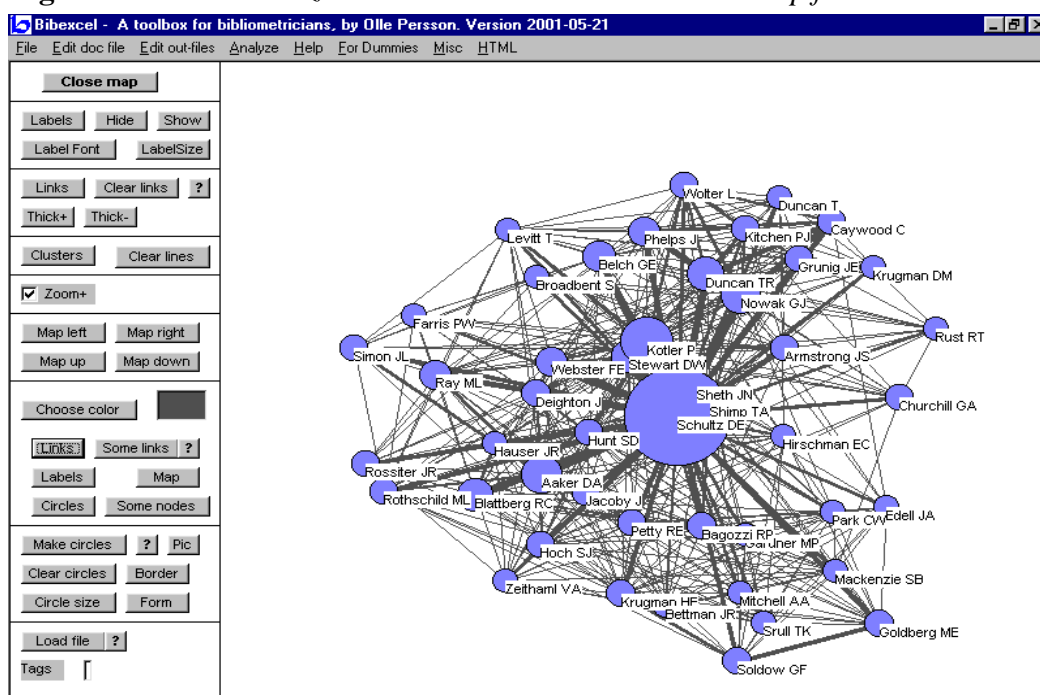
18 Here must be made some remark. It is clear, that development should be
 19 permanent and individual for every organisation. According to this,
 20 recommendations and variation of the theoretical and methodological whole
 21 (Figure 1) was originated as the result of the first research of such kind in
 22 Lithuania.

23
 24 **Figure 1.** *Dynamic Model of Integrated Communication: Elements of*
 25 *Development Consistency*



26 *Source:* Armonienė 2001.

27
 28 Another step of previous investigations was the “Bibexcel” program as an
 29 analytical tool developed by Professor Olle Persson, Umeå University, Sweden. It
 30 was a helpful instrument for sorting and counting the citation data and producing a
 31 Don E. Schultz centred first author co-citation map having the first decade of
 32 theory development till 2001 (Figure 2).

1 **Figure 2.** *Don E. Schultz Centred First Author Co-Citation Map for 1991-2001*

2 *Source:* Armoniené 2002.

3

4 A map can be used as an interpretative tool in understanding the structural
 5 properties of the intellectual base. The intellectual base has not been of a diffusive
 6 character since 2001 and it is crucial to continue investigations with the aim to
 7 study its dynamics in terms of its development over time. It is possible to know
 8 about this all more using the source – treasures of Umeå University with its human
 9 resources and extremely creative researchers (Armoniené 2002).

10 And with any doubt, starting input in the new paradigm and practical usage of
 11 the theory was made by Jan H.C. Rebel, who introduced IC concept for Vilnius
 12 University scholars from Faculty of Communication in 1999 (Armoniené 2000)
 13 and who implemented an approach of integrated communication for the banks
 14 sector and financial communication management in Poland during the last years of
 15 20 century.

16 The application of integrated communication outside the business sector is
 17 possible, the scientific literature mentions it (Schultz, Tannenbaum, & Lauterborn
 18 1994; Caywood 1997). One of the first major projects: a three-year integrated
 19 support and training strategy for the Polish public administration sector since 2004
 20 to prepare effectively for the absorption of the EU Structural Funds.²

21 The project is an excellent example of the application of integrated
 22 communication in the public administration sector and the integrated approach

²Integrated strategy for promotion and training activities of the Community Support Framework managing Authority in Poland for 2004-2006. Ministry of Economy and Labour. Warsaw, May 2004 [interactive]. http://www.fundusze-strukturalne.gov.pl/NR/rdonlyres/9C6046A1-B44F-48D3-9352-58F73BC9B4F1/0/strat_eng_230904.pdf, accessed July 1, 2005.

1 was chosen precisely in order to successfully work in the management of
2 Community financial assistance. In general, an integrated approach is envisaged
3 on the basis of an action plan, all measures are planned on the basis of strategically
4 justified objectives and specific objectives. The implementation of the integrated
5 strategy is primarily linked to the planning of actions, thus, establishing the
6 planning model is one of the most acceptable. The development of an integrated
7 approach is broadened by the development of integrated communication, which is
8 possible primarily by strategically underpinning coherent activities.

9 Hence, implication, that “it may be that integrated marketing can work in a
10 business context, but in terms of other organizations, municipalities, hospitals and
11 government agencies, the concept is not at all useful” (Falkheimer & Heide 2014:
12 133) has the opposite evidences, for example, IC is useful for implementation in
13 governmental sector. Lithuanian Government earned services of integrated
14 communication agencies in case to originate effective communication, prevent
15 crisis situation in various societies groups and coordinate messages during the
16 quarantine in the state because of COVID-19 infection since April, 2020.
17 Important to mention that it worked during the first quarantine in Lithuania in
18 Spring 2020.

19 Returning to theory building steps, for example, Nete N. Kristensen (2010),
20 who investigated Danish context, only 10 years later after the cross of 20 and 21
21 centuries claims again about integrated communication as a normative theory and
22 during writing about problems of its implementation summarises, that
23 communication managers are able to ask for more power, respect in times of crisis
24 and tightening budgets and that it is not normal when communication
25 professionals don't have the chance to integrate communication and manage at the
26 same moment when managers of organization or CEO “don't get it” (Berger,
27 2007:230). But it was proved in Lithuania that IMC/IC as normative theory has
28 practical implementation and signs of universal usage (Armonienė 2001, 2002,
29 2005, 2009).

30 31 **New Media – New Possibilities and New Requirements**

32
33 Thus, it is possible to get it – to implement IC in various organisations,
34 especially during the time of crisis. Changes of communication and its
35 management are in-line with social changes, spreading of new technologies
36 (Armonienė 1999) and information platforms, besides, active role has so named
37 social networks.

38 An important change is that there are often no decision-making factors in
39 virtual space about what to publish or what not, and there is no control function.
40 Knowledge is spreaded in discussion, and personal subjective opinion is freely
41 expressed. However, in virtual space, evolutionary processes do not take place, as
42 traditional journalism changes, interactive tools become part of the media – or vice
43 versa? Journalists can immediately exchange views with readers, ensuring
44 feedback. The process is being developed, its directions can be difficult to predict,
45 but one thing is clear – the tension that exists between institutionalised control in
46 traditional editor's offices and subjective free self-expression can be the solved

1 problem, that is related to implementation of integrated communication (IC),
2 which interacts with new media forms.

3 “Outside-in” approach of information dissemination planning and preparing
4 messages of “one voice” was created by journalists aiming to survive in a
5 turbulent market with news preparing and information preparing for various public
6 groups' business. IC is a way to jump out from the stream of chaotic
7 communication flows for a very different kind of future looking for organisations
8 and it is especially important during crises times. “One voice” messages are in
9 great need when we have a huge amount of false information reaching us mostly
10 from social networks during this COVID-19 crisis. People want information that is
11 truth worth; they need media and communication which they can trust.

12 Attempts to use propaganda during this worldwide COVID-19 health and
13 economy crisis is not in use, because people are able to use many channels of
14 communication and make conclusions and decide what to do and how to behave
15 by themselves, even so named experts not all gain real attention during crisis when
16 they are from the same country and people want to listen what foreign experts say
17 and what messages they are spreading, audience want to participate in dialogical
18 communication, to express opinion and not pay attention to one-sided monologue
19 communication.

20 21 22 **Methodology** 23

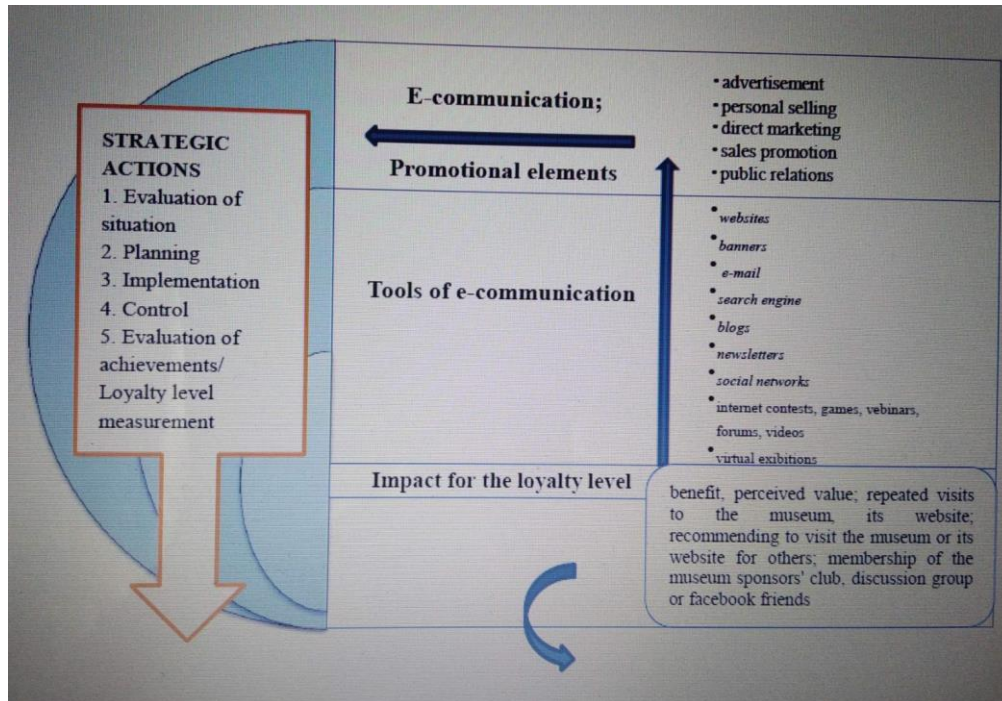
24 Descriptive research and problematic overview has been used in this study
25 devoted for 30 years anniversary of IMC/IC theory and practical usage
26 evolutionary development. Normative theory or so named new paradigm moved
27 towards implementation. During the situation of worldwide movements because of
28 the spread of biological viruses in 2019/2020/2021 the new one communication
29 model with presentation of new media tools incorporation to the older media
30 environment has been presented in this study (see Figure 3).

31 According to Michael Q. Patton's (1987, p.101–104) presented description of
32 the method, unifying framework was implemented with the aim to concentrate
33 investigations around three main themes: 1) mutual relationships, dialogue; 2)
34 integration of communication elements; 3) planning process from outside in. The
35 process of evaluation and comparison of existing situation with desirable fruitfully
36 supported movement toward more deeply understanding of problems that are the
37 mostly important for professionals working in the field: lack of knowledge needed
38 for managerial preparations to originate strategic plans of communication and
39 information dissemination. Additionally discussion group was gathered and data
40 about present and possible changes toward more effective communication was
41 collected. Data was analysed and the worth finding was about existence of initial
42 stages of IC or rather different kinds of attempts to improve communication
43 management in all Lithuanian ministries starting 2001 (Armonienė 2001). The
44 same method was used for the situation analysis in 2020/2021 – research object
45 was the sector of Lithuanian museums and their ability to make impact for virtual
46 clients. Other research methods which were used in combination of quantitative

1 and also qualitative research were described earlier as well (Armonienė 1999,
2 2000, 2001, 2001a, 2001b, 2002, 2003, 2005, 2009, 2014).

3

4 **Figure 3.** *Model to Strengthen the Application of Electronic Marketing*
5 *Communication Tools and Consumer Loyalty*



6 *Source:* Armonienė 2020/2021.

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11 **Results in 2020/2021: Research Agenda**

12 Lithuanian museums are reorienting and introducing active e-marketing tools,
13 so, it is important to assess their impact on the loyalty of visitors, prepare for
14 strategic works. The significance of this investigation is that there has been created
15 original theoretical model to strengthen the application of the museum's electronic
16 marketing communication tools and consumer loyalty.

17 Marketing of museums in the 21st century is quite actively explored the area
18 (Kotler et al. 2005; Kotler et al. 2008; McLean 1994; Goulding 2000; Lagrosen
19 2003; Conway, Leighton 2012), there are famous researchers of the field
20 (Rentschler 2002; Komarac 2014; Gilmore, Rentschler 2002; Conway, Leighton
21 2012; Styliani et al. 2009; Minoska-Pavlovskaja 2019). Lithuanian scientists have
22 also published significant results of research about marketing in museums
23 (Talijūnas 2004; Juščius, Baranskaitė 2015; Karpavičiūtė, Paqualén, Petkutė 2019;
24 Davidavičienė, Sabaitytė 2014; Dzemyda, Jurgaitytė 2014; Dulskis, Umbrasas
25 2012). To be noted are scientific works, in which various e-marketing models have
26 been presented, containing elements that can also be adapted in the museum
sector: Dzemyda and Jurgaitytė (2014).

1 Loyalty can be described as a long-term user's attachment to a particular
2 brand, brand or service (Backman, Crompton 1991). In this work, the following
3 indicators of the loyalty of museum visitors were selected: benefit, perceived
4 value; repeated visits to the museum, its website; recommending to visit the
5 museum or its website for others; membership of the museum sponsors' club,
6 discussion group or facebook friends. The following classification of electronic
7 marketing communication tools used in museums was chosen in the empirical
8 study of this work: website; banners; e-mail; search engine; news/discussion group
9 (blog); newsletters; social networking; webinars, videos, forums, online
10 competitions, games; virtual exhibitions.

11 This work was carried out in a quantitative and qualitative study, the Likert
12 scale and the Reichheld (2003) method were incorporated.

13 The summary is that the tools of electronic communication need to be aligned
14 with the elements of traditional marketing, but there is also a need to actively
15 analyze the situation and new tools, such as the rise of mobile marketing and
16 younger visitors will really prefer mobile apps, games, etc. The created model (see
17 Figure 3) is theoretical, it is open to improvement (Armonienè A. 2020-2021).

18 In addition to created model, should be mentioned so-named internet
19 communication models developed by D. Dunnington (2005) are of particular
20 importance. Two-sided, interactive communication is the essence of its models.
21 Dunnington (2005) developed, in a sense, a model of possible callback, the
22 concept of which is creators J.E. Grunig and T. Hunt (1984). The application of
23 the Dunnington (2005) models is important in the field of public relations, which
24 would actually contribute to the real use of the practice and the developed model
25 to help strengthen the application of the electronic marketing communication tools
26 and consumer loyalty (Armonienè A. 2020-2021).

27 In sum, IC is not easy to implement, but it means profit and winning position
28 according to the needs of those who are users of information which is well
29 structured and manageable. It means permanent development.

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Conclusions

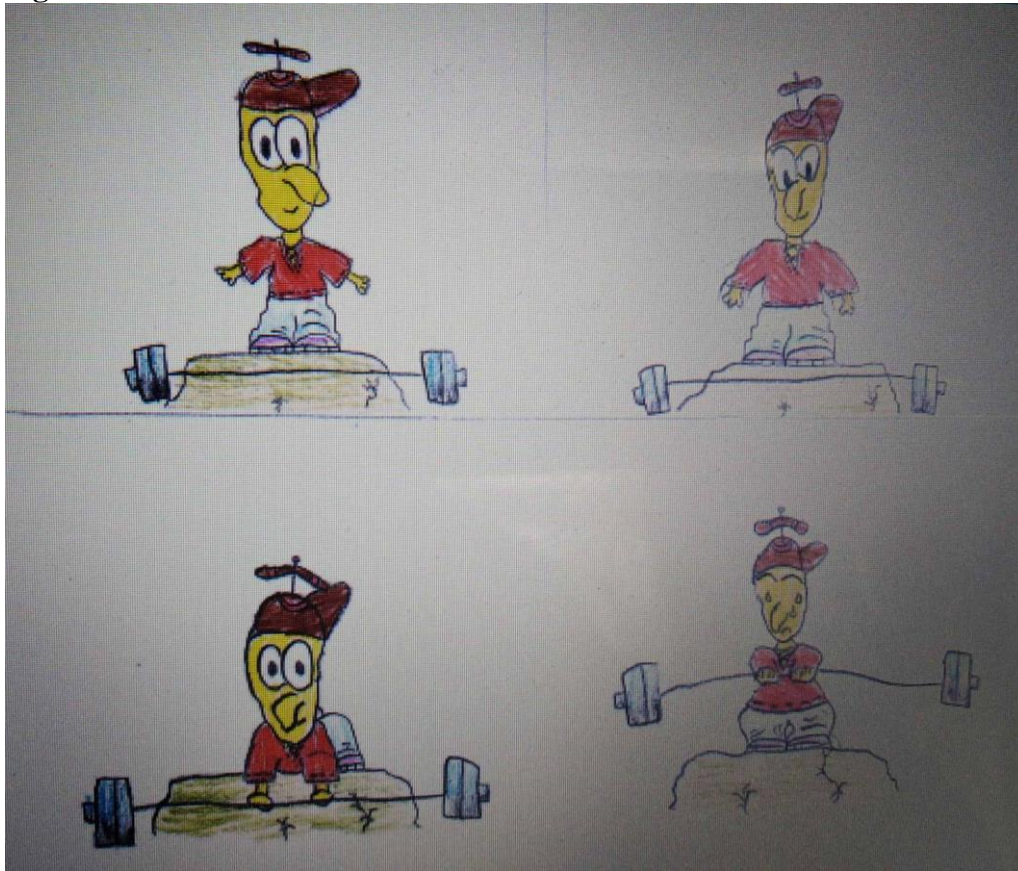
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34 Electronic forms of information and communication are more and more
35 deeply penetrating into everyday life and troubles related to management,
36 misunderstanding, not-successful communication may be possible to overcome
37 with ideas and approaches which are characteristic features of IC. A lot of research
38 questions are surrounding the implementation of the concept of IC and possible
39 solution may be the process of evolutionary developed integration as well as the
40 new understanding of strategic planning directed by an outside-in view. The
41 movement toward outside-in development seems to be one of the greatest
42 transformations and the mostly difficult to overcome obstacle. This process has
43 started together with the boom of information and communication technology and
44 has still been in a permanent development state, which is related to tremendous
45 energy condensation. However, difficulties of measurement are not helpful for

1 building an original wholeness of theoretical and methodological premises of
2 IMC/IC.

3

4 **Figure 4.** *Cartoon, its Title "Non Verbal Communication"*



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Source: Author Paulius Armonas, created being 8 years old, in 2000. Drawing had been made on the other side of printed paper page from his mothers dissertation about IMC/IC.

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