

## BACKGROUND COMMUNICATION STRATEGY TO PUBLIC COMPANIES

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*Before a company can proceed with marketing, it must first establish what markets and needs it wishes to serve.*

*Marketing is essential for any company seeking to take advantage of its*

*In the first stage, a company's task is to develop a global strategy which includes marketing strategy.*

*This paper starts from the importance of a good marketing communication strategy in the general activity of a company.*

*Key words: strategy, marketing communication, mission, budget, plan.*

Starting from the role that marketing communication has in the activities throughout an organization there is necessary the marketing communication approaching from a strategic perspective.

In the context of strategic approach, of organization overall policy, the marketing strategy is an important component of it, and in the marketing strategy, the marketing communication is strategically approached.

From the studies presented by many authors, the strategy promotes coherence, consensus and continuity of communication approaches.

The Romanian Marketing school had an important role in developing the concepts of strategy and strategic marketing too. Teacher Constantin Florescu said that "marketing strategy designate lines defining the attitude and business conduct in order to achieve certain objectives. How to implement the strategy is the field of marketing tactics. It involves practical actions by which the undertaking in its potential, while adapting to the concrete conditions of the market, so that, step by step to move towards the strategic objectives that it has proposed."

Olteanu Valerica states that "marketing strategy defines the firm attitude towards the environment and its behavior in relation to its components".

Following the concept of development strategy in general and in marketing strategy, in particular, becomes necessary to explain the concept of strategic marketing. In literature there are many definitions that try to explain what it means and what strategic marketing deals. When referring to literature in the field of marketing, but also that of management was a strong resemblance to present concepts of strategy, strategic planning, strategic marketing and strategic management.

The two concepts, strategic marketing and strategic management gather several important components: the enterprise mission, business strategy, positioning the product (service), competition analysis.

Thus, in the book "Management" by O. Verboncu I. Niculescu strategy is defined as "all major objectives of the organization for long term, the main ways of achieving, together with the resources allocated to achieve competitive advantage under the organization mission".

If in this definition we replace the word strategy with "strategic marketing" we can say that it represents an approach of the long term, a component of modern management-oriented to the market. The setting of objectives, the mission and strategies to obtain competitive advantage represent the strategic stages of the approach under consideration by an enterprise.

Due to the interference of the two sciences, marketing and management, it has been possible the occurrence of a new concept, management – marketing, seen as "an interdisciplinary scientific field, theoretical foundation of the company's effective integration into the environment (external)". This new concept, developed in the Romanian School of Marketing, demonstrates concerning for understanding and explaining the concepts of marketing and management, which creates a valuable scientific basis for those wishing to expand in these areas.

Marketing communication has to be regarded as an essential component in a company. We are witnesses at evolution in sense of increasing marketing communications role and its contribution in achieving the goals the companies proposes in their work.

Taking into account what we have presented, we can say that today: marketing communication is a fundamental dimension of the mechanism of operation of the organization.

In the way of background strategy marketing communication it must be taken into account the overall strategy of the organization and to take account of major strategic decisions which have the following:

- Long-term orientation of the organization;
- defining scope of work of the organization;
- linking activities with the environment in which it operates;
- linking activities with the resources it has available.

All items listed above represent fundamental options for the company for a period that can range from 5 to 10 years; they define the organization's overall strategy. They are designed to follow the competitive advantage of the company for long term and comes to the general management education.

As the basic responsibilities of management education, we mention:

- defining the organization mission;
- formulation of the fundamental objectives of the organization;
- determining the structure of portfolio activity;
- identify strategies to ensure achievement of the objectives;
- allocation of the resources required for implementing the strategies.

Defining the organization mission is a first phase of strategic planning that starts with establishing the mission, define the scope of activity that it will work, establishing strategic business unit and the general setting. Strategic vision will be reflected in all stages of strategic planning; through it the company is oriented to the market.

It should be noted that this step is part of the strategic planning-oriented market that is set at corporate level.

Defining the mission is a difficult task for management, because the goal involves determining what to do and what to become and where it wants to reach. In this regard, Peter Drucker outlined: "... A business is defined by the need that a customer satisfies when buying a good or a service. Satisfying the customer is the mission and purpose of any business."

As a result, a mission should be oriented to the market, to the consumers' needs.

Therefore, the mission must state:

- products / services, the company will achieve;
- consumer groups concerned;
- these consumers' needs.

If the mission is not clearly defined from the start, then all the marketing planning process will suffer, couldn't be precisely determined the objectives, the strategies and the envisaged programs.

Defining mission involves consideration of four elements:

- level of detail (width of the mission);
- audience of the mission;
- uniqueness mission;
- market orientation of the mission.

Level of detail refers to the narrow or too wide of the mission, both of them not recommended because it leads to impaired activity of the enterprise. For example, a producer of natural juices, which states that its mission lies in providing refreshments for the whole market is obvious that he has too broadly defined its mission.

Audience of the mission refers to the category of persons to whom it is intended, namely the segment concerned. Here should be considered in addition to the enterprise customers the employees and the suppliers, which must be informed about the purpose and the role they can play in achieving it.

The uniqueness of the mission has the merit of achieving a higher differentiation in relation to other competitors, which will enable the company achieve a competitive advantage.

Market orientation reflects the mission of the whole strategic vision management, which allowed the inclusion of mission between the strategic marketing.

Philip Kotler believes that a mission should be defined by five distinct elements:

- company history;
- current preferences of the owners and of the management;
- market situation;
- organization resources;
- specific capabilities of the organization.

In terms of communication approach, once defined, the mission must be made known to all categories of the public who presents interest for the organization.

From the employees' point of view, it must be motivating, so that they adhere to the objectives of the organization and have the feeling that their work is important and useful for the life of their fellows.

The formulation of the fundamental objectives of the organization is based on the mission the organization has made, taking into account the analysis of internal and external environment in which it operates. The objectives are set by the superior management and take into account all activities of the organization.

In terms of content they are divided into two categories: economic ones and social ones.

The economic objectives take into account the profit, turnover, level of dividends, the value of the shares.

The social objectives follow: the relationship with the organization's employees, the use of clean technologies, asserts an attitude that demonstrates a developed civic spirit, the assumption of social responsibilities.

Establishing the general marketing envisaged to be tracked down in a way that it will help to achieve the mission. As such, they must meet certain requirements: acceptability, flexibility, measure, staff motivation, clarity, feasibility and compatibility.

Establishing the structure of portfolio of activities. If the mission is focused on customers, then it becomes necessary to define the scope of its activity. Definition can be made in a broad sense, it is recommended that the definition of the scope of activity to be made taking into account both alternatives to avoid ignoring some advantages that would exist throughout the industry and to avoid any confusion due to the too vague scope of the work.

An enterprise may carry on its activity in one area or in several related fields.

After an enterprise successfully succeeded in defining its field of activity, it must also evaluate their activities to allocate resources to the profitable ones and to discard the less profitable ones. This can be done by defining strategic business units.

Defining strategic business unit (SBU) is closely linked to defining the scope of activity of the enterprise. The concept of strategic business unit was first used by General Electric, which has developed a method of analyzing the portfolio of activities (products) of the company. U.S.A. designates "a separate business within the company who has its own group of competitors and can be managed relatively independently of other business of the company.

Hence, we can deduce that SBU is a distinct activity with its own mission, which is derived from the general objectives and specific strategies. It has its own competitors, and thus it acts on a target market of its own.

Kotler notes that SBU may be a division, product line or even a single product or brand of the company.

Concluding, a SBU may have the following three characteristics:

- is an individual or group of related activities that can be planned separately from the rest of the company;
- has its own competitors;
- has a leader responsible for planning and obtaining profits, which controls the majority of the factors, determining profitability.

Therefore, identification of strategic business units has a major importance for the enterprise, enabling them to develop its strategic plans for each unit separately.

Another issue that is related to the SBU refers to the importance of appropriate allocation of resources to each activity. Some of these activities can be expanded, others maintained or even eliminated depending on their profitability or non-profitability. But those decisions may be taken only after the relevant assessment, using a series of analytical methods known in the literature as methods of analysis of the portfolio of business enterprise. The role of the portfolio analysis is to identify and exploit the competitive advantage in the market segment targeted. The best known models of analysis are: the Boston Consulting Group (BCG matrix), the General Electric (McKinsey), the Arthur D. Little.

The fourth phase of strategic marketing planning is to materialize marketing strategy in marketing programs, aiming at implementation and then, fixing a budget, finalizing with the analysis and control of all marketing activities.

The stage of resource allocation and control of the marketing program starts with a marketing program, a marketing tool that presents practical methods for implementing the chosen strategies. Another important step is determining the size of marketing budget, which is broken down for different areas: business market research, advertising, sales promotion, direct marketing, promotional events, distribution, and the months or quarters of a year. The budget should be made for each market segment taken into account, in accordance with the strategy chosen, being determined according to the developed marketing program. The marketing budget should include a statement of revenue, which specify the sales forecast, and planned expenditures related to costs of production and marketing (promotional activities, distribution, etc.).

In determining the size of the budget, there are used various methods, starting with the empirical ones and by using computer programs.

Marketing strategies are transposing into marketing programs for each component of the marketing mix, aiming to describe tactics used by the company to achieve objectives.

Philip Kotler states that an effective marketing program should combine the elements of marketing mix in a program designed to achieve marketing objectives of the firm. Concretely, the marketing must include routes for product, price, distribution, promotion; which will be used by the company to meet the target.

Marketing programs or programs of action refers to the concrete action for the strategy to be implemented. They indicate:

- what will be done?
- when will be done?
- who is responsible?
- how much will it cost?

The marketing should describe the activities to be undertaken, their sequence, duration, and responsible persons for each activity. The marketing program is part of the marketing plan. The enterprise periodically organizes a marketing plan, which will coordinate its work and more action programs, which will describe the concrete implementation of the strategy.

A marketing plan established for a period of three months, six months or a year shall be known as a tactical plan, while a strategic plan has an average duration of 2-3 years or 5 years long.

The relationship between the marketing and strategic marketing plan can be highlighted through the objectives of the program, supporting the objectives of the strategic plan. Specifically, the contribution of marketing in the process of global strategic planning, follows the following aspects:

- definition and mission support organization
- analysis of the environment in which the organization acts;
- defining the organization's overall image;
- evaluating the attractiveness of different industries.

In process of background communication strategy marketing it should be started from its importance in the strategic planning process. In developing this strategy it must be taken into account the complexity, hence the need for a strategic approach, in the global policy. The period for which this strategy is determined is from three to five years and must take into account in strategy background:

- global image and overall message to be sent;
- main lines of action;

the possibility to decline the general message according to main directions of action so as to maintain consistency of the specific messages that will contribute to global image. Marketing communications largely contribute to the formation of the organization's overall image. Taking into consideration the image corresponding to objective reality of the organization, specialists make the desired image, which corresponds to the way in which the organization wants to be perceived by the public. This strategy is the subject of communication. Implementing the strategy issued leads to the run picture. When communication strategy is put in place well, the picture should be circulated to coincide with the desired image. Besides your formal nature, in practice the organization may give some messages that are often in conflict with the desired image and can seriously harm the image of the organization.

Information which comes from different types of public the organization comes into contact: suppliers, distributors, customers, and competitors, they expressing favorable or less favorable opinions to the organization.

As a result of the intervention of factors which has lost the sight or the company can not control, often the image made is different to the desired image, so it will act so that the image formed to match the most desired image, counteracting the informal messages that may negatively influence the formed image, taking away from the desired image.

In order to create and strengthen the image specialists have the components of communication capital: manufactured products, marketed brands, identity, vocation, enterprise culture.

The overall design strategy is extremely complex.

In substantiation of this process is started by setting the coordinates to the image desired by the global organization. Basic features of the image of the organization should consider the following:

- be simple;
- be understood by all the concerned public;
- express reality;
- answer to the public's expectations.

In order to obtain maximum efficiency of a communication approach there must be considered the following characteristics: specificity, comparability, communicability, reliability, feasibility and profitability.

An important step in that the global communications strategy for marketing is analyzing the current situation of the organization. At this stage there are analyzed:

- The real situation (material resources, organization projects, the way of organization, communication with employees);
- Macro-environment in which the organization operates;
- Commercial context and relations with customers;
- Relationships with suppliers and distributors;
- The financial environments
- Relations with public opinion
- Current and previous communication;
- Competitors.

After the stage of analysis was finished, it goes to the next stage, the evaluation of the desired image through results, which will be held traits characterized by attraction, credibility and corresponding to strategic guidelines of the company.

The fourth stage is the formulation of communicational objectives approach, by creating a strong identity to the organization, conferring legitimacy to organization options, emphasizing a specific image.

Final step is making the best strategic options.

Thus it can choose between several strategic alternatives, depending on the overall picture:

-Commercial communication strategy which is chosen when the image is meant to coincide with the overall business;

-Corporate communication strategy the company chooses for when they want the overall image to coincide with the corporate one;

-Joint communication strategy that involves the combination of the two types of strategies, the commercial and the corporate ones.

In case of commercial communication, depending on the subject of communication, there appear as strategic options:

-communication strategy with the sole object adopted by organizations that produce a single product. There are exceptions in the case of companies which opt for either a star product or for a single one.

-communication strategy with multiple object used by organizations that produce multiple products and want the communicational message to be built as in center having at least two of them.

In case of corporate communications, depending on the target, we have:

- communication strategy with a single target which is used by organizations interested in one category of public.

- communication strategy with multiple target which is preferred by organizations that cover more categories of public.

In conclusion communication strategy aims to ensure coherence of approaches such as communication, the ultimate goal being that no messages will be disseminated to distort the overall picture, it is as close as possible to the desired one.

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