IKEA
A brand; a lifestyle.

IMC Campaign

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Executive Summary

IKEA is an international furniture company with a passion to provide quality, stylish furnishings at a reasonable price, so that anyone can afford to shop there.

This campaign discusses a current situation analysis of IKEA, a Swedish furniture company that has made international success across the globe. Though the European market has seen a boom in stores, the United States has only 34 across the nation mostly surrounding large cities. This fact alone leaves a lot to be desired for IKEA’s United States clientele. The potential for new-customer growth is massive.

Because of this fact, a plan has been critically discussed and advised via the below suggestions in order to build IKEA’s customer-base in the U.S. market.

As with any successful integrated marketing communications plan, IKEA will need to implement multiple waves of communication media to encompass all aspects. These include: SWOT analysis, goals and objectives, creative brief, strategy and execution, media and public relations strategies, objectives and tactics, and both direct marketing and sales promotion. Each of these aspects will work together to gain the customer-ship of the target audience: Men and women ages 25-45 years old who live a minimum of 100 miles away from an IKEA showroom.

Objectives for the plan include gaining new customers via online methods that introduce them to the IKEA range electronically.

The budget for this plan encompasses the allocation of $2 million across multiple platforms, ensuring that the even, multi-media approach of the IMC program is successful.

Within the first year of implementing the following IMC tactics, online sales for IKEA USA will increase by 15 percent. Several methods of IMC will ensure this outcome, including a unique event titled “IKEACon,” which will invite non-customers from the target audience in out-lying areas to a convention that is “All IKEA,” and also include a strong, interactive social media initiative.

By the end of the first year of implementation, IKEA will have gained more customers, built a stronger relationship with existing customers, created a fun, interactive social media network and increased online sales. Each of these things works together with the IKEA ideal and incorporates modern technology and networking that all combine to make IKEA more successful in the American market.
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Situation Analysis

Today, if middle class Americans were polled on what their ideal furniture provider is, most all of them would have differing opinions. Many Americans would cite Ethan Allen or Restoration Hardware. Still others would argue that the cost of commodities like these is too high and thus, not worth the investment.

Swedish furniture retailer, IKEA, strives to break through these stereotypes. The goal of this international company is to provide quality, stylish furnishings at a reasonable price (The IKEA Concept, 2011),¹ a lofty challenge that the company has risen to, and in some ways, surpassed.

The founder of IKEA, Ingvar Kamprad, opened the first IKEA showroom in 1953 in Almhult, Sweden (The IKEA Concept, 2011).² Kamprad founded the company in 1943, and worked to build his empire from scratch. Within just two years of opening the showroom, IKEA started it’s own line of furniture, and thus the present ideal was born: “The IKEA Concept. To provide functional, well-designed furniture at a price so low, that as many people as possible will be able to afford them, creating a better everyday life for them. (The IKEA Concept, 2011).”³

The world’s first IKEA was opened in 1958 in Almhult, Sweden (The IKEA Concept: Timeline, 2011).⁴ Today, there are more than 300 stores worldwide, located in more than 35 countries (The IKEA Concept, 2011).⁵ It has become the world’s largest furniture retailer (IKEA mulls joint venture with Bosnia furniture maker, 2008)⁶ with 38 stores in the United States (How many IKEA stores are there in the United States, 2011).⁷

Who is IKEA: The largest group of IKEA franchisees is the IKEA Group, a private group of companies operated by a charitable foundation out of the Netherlands. The Group owns more than 100 IKEA stores, and is active in developing, purchasing and selling IKEA products (FAQ: What is the IKEA Group, 2011).⁸

What is IKEA: Ingvar (the founder’s first name), Kamprad (the founder’s last name), Elmtaryd (the name of the farm where Ingvar Kamprad grew up), Agunnaryd (the name of the village near Kamprad’s boyhood home) (What does IKEA mean, 2009).⁹

Products

The IKEA experience has become somewhat unique, especially in the United States. Consumers can enter an IKEA show room and will be greeted with some combination of the 10,960 items in the IKEA range worldwide (FAQ: How many products are in the IKEA Range, 2011).

Each showroom is a maze of casual, to sleek, to trendy and functional mock-rooms, designed so the consumer may experience each furnishing element in a hypothetical surrounding.

IKEA showrooms display furniture and storage options for customers to browse, but they also furnish each “room” with area rugs, picture frames, artwork and more. The idea is to allow the consumer to view the room as it could be in their home, and to also push smaller-ticket items that consumers “can’t live without.”

The IKEA experience is not the same worldwide – the company recognizes the difference in lifestyles among different communities. For example: The U.S. measures beds in “full,” “queen,” “king,” etc., while IKEA was marketing them in centimeters for the European market. Down that same avenue, IKEA researchers discovered that they were not catering to the Californian-Hispanic culture. In 2004, displays were changed because research indicated that Hispanic families were more interested in large tables with a lot of seating, and loud, bright colors to accent their homes as opposed to a more reserved Scandinavian palate (Ikea: How the Swedish retailer became a global cult brand, 2005).

IKEA recognized both of these things, and changed the displays so that these demographics were being catered to.

Most of the furniture at IKEA is stored in the warehouse on a palette, flat-packed, so the consumer may easily transport the furniture to their home.

The furniture at IKEA is specifically engineered with style in mind, giving the consumer what they want for their homes for the right price. The designers at IKEA have a unique challenge to make quality products with economy in mind, and also the ability for the furniture to be snapped together by the consumer at home, with ease.

“Designing beautiful-but-expensive products is easy,” said Josephine Rydberg-Dumont, then-president of IKEA of Sweden in a BusinessWeek article. “Designing beautiful products that are inexpensive and functional is a huge challenge (Ikea: How the Swedish retailer became a global cult brand, 2005).”

IKEA showrooms have grown to be massive warehouses full of their furnishings – but that’s not all. IKEA stores offer child-care centers (IKEA: Children’s Furniture, 2011), so parents may browse the wares at a leisurely pace, un-hindered by sentiments of boredom from the little ones. At the center of each store also lives a restaurant (IKEA Food, 2011), where customers can rest and eat traditional Swedish fare alongside some Americanized favorites. Both of these features

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are supported by IKEA, not only to keep shoppers refreshed and happy, but to keep them in the store longer, so they might purchase more.

Finance
IKEA’s financial stance has been strong, also. Even during a recession, IKEA’s sales increased by 7.7 percent for the fiscal year, 2010 (IKEA Group is growing and financially strong, 2011). A press release from the furniture superstore attributed the increase to, “increasing sales, higher gross margin and improvements of the cost structure in the running business (IKEA Group is growing and financially strong, 2011).”

Figure 1

It is clear from viewing Figure 1, which IKEA sales increased exponentially in the years between 1954 and 2004. From there it shows that sales have continued to grow. While Figure 1 does not display the numbers by country, sales in United States has factored a significant amount towards the company’s growth.

Brand Loyalty from the Consumer
Though there are only 38 IKEA stores in the United States, their fan base is loyal. Most Americans find IKEA to be a fun, unique experience, where they don’t just go to pick something up – they plan their day around their visit. Many of the IKEA stores in the U.S. are located in or around large cities, so some Americans will faithfully travel several hours to receive the IKEA experience. In surrounding areas, IKEA weekends have even begun to spring up, where a group of individuals travel to their nearest IKEA store (which may be 9 hours away) in a charter bus and spend the weekend at IKEA, shipping their purchases home after.

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An article published by BusinessWeek in 2005, reinforces this by quoting a U.S. customer when discussing this very issue: “Half my house is from Ikea – and the nearest store is six hours away (IKEA: How the Swedish retailer became a global cult brand, 2005).”

The first American IKEA opened in 1985 in Philadelphia, Pa. (The IKEA Concept, 2011) Since then, the popularity of the IKEA brand has grown with such fervor in the American arena, that the store openings have become somewhat of a spectacle.

One account detailed the lengths a loyal fan went to become the first in line for the opening of IKEA Atlanta. Learning of a promotional $4,000 in gift certificates for the first person in line for the opening of the new store, a man camped outside for seven days before it opened (IKEA: How the Swedish retailer became a global cult brand, 2005), and by the time the doors were unlocked, 2,000 additional IKEA fans had joined him (IKEA: How the Swedish retailer became a global cult brand, 2005).

More stories of similar valor have come out, also. One story, describing crowds of up to 6,000 people waiting for the opening of the IKEA London store (IKEA: How the Swedish retailer became a global cult brand, 2005).

It is clear that IKEAs low prices and stylish furnishings have spoken to the masses. IKEA has given middle-class America a reason to rejoice: Convenient, reasonably priced furniture that makes their homes more comfortable.

To pay back their many fans, IKEA has joined the social networking scene to connect with its customers. Facebook, being top-of-mind, has gained more than 360,000 fans (IKEA USA, 2011).

Another unique campaign that IKEA uses to connect with its customers is through a website called www.theshare-space.com (TheShare-Space, 2011), where fans can post photos and stories of their IKEA success. Here, die-hard IKEA fans have the opportunity to showcase their own IKEA wares inside their homes, instead of on the showroom floor.

IKEA fans from across the globe have connected via this site, and shared their living rooms, dining rooms, kitchens, bedrooms and more for others to see. On this peer-to-peer website, fans can admire the IKEA-gination of others and even tag items they like to add to a wish list.

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This site gives users the opportunity to tag only IKEA products, and earn kudos each time they do to “show they’ve got style (TheShare-Space, 2011).”

The “Share Space” website not only allows IKEA customers to proudly share their purchases, but it allows other customers to admire them as well, fueling the IKEA fire with the wishlist function.

**Environmental Concern**
IKEA is more than just a furnishing experience; the company makes a concentrated effort to be environmentally aware, also.

The age-old IKEA adage to “create a better life for the many people” has been translated to encompass the environment, as well (Responsibility beyond home furnishing, 2011).

IKEA has risen to this self-proclaimed challenge with enthusiasm. Their approach has been simple, but effective. A portion of their website is dedicated to this campaign, and the improvements they have made toward this goal are described on “The Never Ending List,” which is always growing.

IKEA’s 2010 sustainability report, released in March 2011, details some of the successes and goals of the company in this regard. The report details a number of environmentally friendly changes and victories that have continued to lead the IKEA way into the future. In FY2010, the number of IKEA buildings with solar panels nearly doubled (Press Release: IKEA to present sustainability report 2010, 2011) and has announced a goal to phase out incandescent light bulb sales in U.S. stores to emphasize energy-saving bulbs like CFL’s, LED’s and solar lamps (Press Release: IKEA to present sustainability report 2010, 2011).

The forward-thinking company has even announced a partnership with ECOtality and is hosting “Blink electric vehicle charging stations” at some stores in the western U.S. (Press Release: IKEA to host electric vehicle charging stations at select western U.S. stores as part of ECOtality’s EV project, 2011)

Simply flat-packing their wares for customers in smaller packages, allowing for fewer transports and thus, fewer emissions. Their packaging is also recyclable, so people who shop at IKEA can also make a difference. IKEA is also making a stand to be more conscious of where the wood for their furniture has originated. They do not accept “illegally felled wood, or wood harvested from intact natural forests (The Never Ending List, 2011).”

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Their “better life for the many people” doesn’t just stop with the environment, however. IKEA makes a stand against child labor, also. The company works with UNICEF and Save the Children with the aim to put a stop to it across the globe (The Never Ending List, 2011).

The IKEA way has “gone green” in a number of way from including utilizing all the wood harvested, reducing scraps and waste, offering organic products and reducing energy dependency to changing the way their products are packaged and transported (The Never Ending List, 2011).

These are just a few of the things that IKEA has chosen to change their impact on the environment. Each year, the company takes on more green-initiative, to improve the lives “of the many.”

**Web Presence**

As the age of the Internet has grown exponentially, new ideas and technology have made the web a land-mine infested stomping ground for over-zealous designers to blast consumers in the face with their flashy home pages.

IKEA’s website avoids this approach, almost mirroring the sleek and simple design that is offered in the large range of furnishings they produce.

Upon visiting [www.ikea.com](http://www.ikea.com), customers must choose their country of residence where they are then taken to the site that consists of one royal-blue bar with drop-down menus. IKEA’s website features an “Ask Anna,” section, where customers can receive answers to all their IKEA questions as well as a portion of the website that lists promotions.

From this site, customers may access the 376 paged 2012 Ikea Catalogue, where visitors can view online, order a hard-copy version, or download it from their Android or iPhone.

The first edition of the IKEA catalogue was published in Sweden in 1951 to supplement the demand for Kamprad’s wares. Today, more than 100 million catalogues are sent out each year to households around the world, completely free of charge (The IKEA Concept, 2011).
Above, Figure 2 (The IKEA Concept, 2011)\textsuperscript{36} demonstrates the massive increase in catalogue distribution worldwide. Note that 2010 there was a slight decline in distribution. This could be a direct effect of the Internet age and the growing trends in mobile advertising.

**Competitors**

In the United States, there are few competing companies that have the ability to vie for IKEA’s customer base. While companies like Target and Pier 1 attempt to contend with IKEA, the low prices and showroom warehouse have somewhat paled the competition.

That being said, there are several companies that exist that compete with IKEA either in style, or price; rarely both, and never at the same volume that IKEA does.

Pier 1 and Pottery Barn, though trendy and popular among the same crowd as IKEA customers, tend to be pricier and more exclusive in their merchandise.

As you can see in figures 3 and 4 (below), IKEA and Pier 1 offer similar products. Figure 3 is the “Iron Scroll Lamp,” from Pier 1. It is a 13-inch table lamp selling online for $65 (Pier 1 Imports: Iron Scroll Lamp, 2011).\textsuperscript{37} Figure 4 is a 14-inch “Marby,” table lamp from the online IKEA catalogue listed for just $14.99 (IKEA, Marby Lamp, 2011),\textsuperscript{38} a vast difference in price. An IKEA customer could purchase this lamp three times for the price of a Pier 1 alternative, and still have enough left over for a family visit to the IKEA restaurant for some Swedish meatballs.

\begin{figure}
\centering
\includegraphics[width=0.8\textwidth]{ikea_catalogues.png}
\caption{IKEA Catalogues 1954–2010}
\end{figure}

\begin{figure}
\centering
\includegraphics[width=0.8\textwidth]{ikea_competition.png}
\caption{Competitors Comparison}
\end{figure}


IKEA has rapidly grown inside the U.S., their acclaim rising as each year passes. Though there are only 38 IKEA stores in the United States, more and more customers continue to be loyal, which is any brand’s only real namesake.

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Target Audience

IKEAs market spans several groups. Earlier, the Hispanic market was discussed, and how IKEA worked to please this market by changing their showroom to reflect their lifestyles. The idea key public for any company would be “the world,” but recent campaigns have proven that tactics targeting everyone are less successful than grass roots efforts. The election campaign of current U.S. President Barack Obama was an idyllic example of this type of effort. His strategy was to involve smaller groups of individuals, catering to each group’s need – this in turn, became a viral marketing plan, and the individuals almost did the marketing for him. (Obama’s Viral Marketing Campaign, 2011)41

In any successful business’ marketing plan, especially an integrated marketing perspective, the company must strive to make the customers the center of their business world. (Advertising and Promotion, 2012)42 This fact reinforces the importance of recognizing the target market of each campaign.

Each of these groups needs to be targeted and directly marketed to in different ways to persuade them to remain or become loyal customers to the brand. In order for IKEA to build a stronger brand strategy they need to reach out to each of these groups or risk becoming obsolete or losing their foothold in the current market they are building.

Women

One tactic used in many businesses today is social networking. IKEA is no different, and they have utilized one resource, Facebook, that allows customers to connect with the company and collaborate.

A noticeable trait of the IKEA United States Facebook is that women fans primarily direct the conversation (Advertising and Promotion, 2012).43 This places IKEA in a good spot to determine that targeting women, of any age, in their advertising and marketing is a good idea.

Presently, IKEA has a “family-oriented” philosophy, where parents can drop their children off at a childcare center located inside IKEA stores, and has also integrated an “IKEA Children” section in their range. In this way, IKEA has become the one-stop-shop for mothers looking to upgrade their growing children’s rooms (IKEA: Children’s Furniture, 2011).44

Though, “women” as a target market is slightly vague, IKEA has already shown their interest in targeting them with different tactics, such as the childcare center, IKEA Children (IKEA: Children)45 and through the Facebook page, answering each and every inquiry individually, whether it is a plea for a new IKEA store in Wisconsin, or a customer service complaint that is promptly dealt with.

Youth
As families and individuals grow, they acquire more and more belongings. It is arguable to say that once a house has been made a home, furniture purchases slow down and things are only replaced every few years.

IKEA recognizes this, and so a large market that is being reached are young professionals, individuals and growing families. These groups can be difficult to target based on the difference in geographics, demographics and psychographics, but as IKEA changes one third of their range each year, all groups have the opportunity to find something new.

One way that IKEA targets tech-savvy young professionals is through their mobile marketing. The IKEA catalogue is available for free on both Android and iPhones for downloading (IKEA Catalogue, 2012).46 This type of mobile-convenience could keep a commuting professional occupied for their entire subway ride to work, no matter how long.

Low-income families
In today’s economy, almost everyone is looking to save money so that they can nurture the important things in their lives. IKEA recognizes this, and so it offers low-priced, high-quality wares for families and individuals without an unlimited budget.

Each U.S. IKEA store is located in a different region – some with more business professionals and commuters, and some with larger Hispanic populations. With each different store, there are different tactics used to target the differing cultures. One example already used was the IKEA store in California that changed displays because they weren’t appealing to that demographic.

With each campaign that they launch, IKEA must strive to specifically target these groups – for both existing and potential customers.

Each of these key publics need to be targeted in specific ways that will allow for their needs to be met, so that IKEA may continue to grow and gain more loyal customers.

Target Audience
This plan will target an Internet audience of both men and women. IKEA needs to reach out to the people who are unable to visit a store. Too much emphasis is offered to existing customers with a means of traveling to a showroom to view the IKEA wares.

In this plan, the target will be 25-45 year-olds with a need to refresh their home décor. They must live a minimum of 100 miles away from an IKEA showroom, and are intermediately-advanced in their careers – some of these people will have children ranging from ages 0-20. While many in this group will be looking for children’s furnishings, a large percentage of them will be thinking of their child who will soon start college.

This target audience most likely already has an established home that is furnished, so IKEA will have an interesting challenge in acquiring these people as customers.

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The target audience is on the outer-edge of technology-era, and so some of them will be more perceptive to Internet marketing tactics than others. The entire group is “online,” however, even if just to check their e-mail. This campaign will have to compensate for both extremes of tech-knowledge in order to be successful.
SWOT Analysis

The analysis of strengths, weaknesses, opportunities and threats, otherwise referred to as a SWOT analysis, is an important aspect of any company.

Strengths
Based on the details in the background section, IKEA displays a great deal of customer loyalty and contact.

Their “Share-Space” website has created a web presence for existing customers to browse what other customers are using their IKEA wares for. It’s a comfortable place for like-minded people to gather and share their IKEA purchases. This is not only keeps the customers happy by creating an environment for them to gather, but also builds lasting relationships with their existing customers – a place for them to proliferate the IKEA ideal.

IKEA also has an extensive range of products – all displayed in the yearly catalogues, which are distributed to individuals for free.

- Customer loyalty (visible through Facebook)
- Direct Marketing through annual catalog
- Share-Space builds good customer relationships
- Large range of products
- Unique showrooms
- Strong image
- Low prices
- Easy-to-assemble products

Weaknesses
If anything, IKEA has demonstrated its strong ability to connect with existing customers. Unfortunately, this leaves a large gap encompassing non-existing customers: people who do not live within a reasonable distance of an IKEA showroom; people who don’t know about IKEAs range; or people who are unable to see the benefits of purchasing IKEA (over a competitor), because they don’t have access to the products.

IKEA does an excellent job at maintaining a good relationship with its current customers, but the campaign toward potential customers is lackluster in comparison.

- Does little to market to non-locals
- Does little to reach non-customers outside of range of IKEA store
- Has a Facebook, but rarely engages participants

Opportunities
The good news is that IKEA has an opportunity to gain an even larger customer base. Since there are only 38 showrooms in the United States, this leaves the greater part of the country untouched by IKEAs product line. The potential for growth is enormous.

- Massive potential for new customers
- Ability to engage customers in social media can lead to stronger brand loyalty
Threats

In this day and age, any marketing plan has the distinct challenge of “cutting through the clutter.” That is to say: making customers see and connect with IKEA, instead of the advertising tactics of a competitor.

In this way, and especially because this plan will focus on an Internet-based market, IKEA will face the same challenge. The threat could be even larger than traditional marketing plans, as the Internet throws advertisements at individuals at almost every moment they are online. IKEA must break through the clutter and become top-of-mind.

- Competitors (Pier 1, Restoration Hardware, Target, etc.)
- Clutter, online ads can be ignored easily
- Distance from showrooms clearly poses a problem for customers
Goals and Objectives

The overall strategy of this campaign is to raise awareness of IKEA’s range to outlying areas where individuals are either unaware of, or unable to visit an IKEA showroom.

Goal 1: Obtain 10,000 “first-time” visitors to IKEA showroom within one year of implementation.

Objective 1: Raise awareness of IKEA’s product range to individuals outside store areas

- Strategy 1: Increase the distribution of the IKEA catalogue in the U.S. by 5 percent over a period of 6 months.
  - Tactic: Implement new mobile app that allows customers to “build their own room” with the catalogue wares.
  - Tactic: Offer special promotions in mailed catalogues for customers who order online to entice them to get the catalogue and then make online purchases.
- Strategy 2: Increase the distribution of the IKEA catalogue in the U.S. by 10 percent over a period of one year.
  - Tactic: Implement new mobile app that allows customers to “build their own room” with the catalogue wares.
  - Tactic: Offer special promotions in mailed catalogues for customers who order online to entice them to get the catalogue and then make online purchases.
- Strategy 3: Increase the number of out-of-town visitors to any IKEA showroom by 3 percent over 6 months.
  - Tactic: Implement new marketing campaign using vlogs, blogs, and other audio/visual media and offer special promotions for people who visit the showrooms.
  - Tactic: Implement media promoting three upcoming IKEACon
- Strategy 4: Increase the number of out-of-town visitors to any IKEA showroom by 5 percent over one year.
  - Tactic: Implement new marketing campaign using vlogs, blogs, and other audio/visual media and offer special promotions for people who visit the showrooms.
  - Tactic: Implement three IKEACon’s within one year
  - Tactic: Implement new “IKEA Way;” a shuttle program designed to take customers from a location to the nearest IKEA store.

This goal is meant to reach potential customers without means or desire to travel to a distant IKEA showroom. If a consumer is made aware of the product line and prices, they may be more willing to visit the IKEA website and make a purchase when they learn how simple it is.

Goal 2: Increase online sales by 15 percent within one year of implementation.

Objective 2: Improve online IKEA experience for new and returning customers

- Strategy 1: Increase the Internet traffic on the IKEA website by 10 percent over a period of 6 months.
  - Tactic: Implement new social media initiative offering promotions for online customers.
  - Tactic: Implement new “build your own room” mobile application offering promotions for online customers.
• Strategy 2: Increase the number of Internet sales in the U.S. on the IKEA website by 7 percent over a period of 6 months.
  ▪ Tactic: Implement new social media initiative offering promotions for online customers.
  ▪ Tactic: Implement new “build your own room” mobile application offering promotions for online customers.
• Strategy 3: Improve the IKEA Catalogue application for iPhone and Android to be easily understood by any level of tech-knowledge.
• Strategy 4: Build an online showroom for customers, new and old, so that anyone, near or far, may partake in the IKEA experience.
  ▪ Tactic: Send e-mail blasts inviting customers to the “grand opening” of the new online experience.

This goal really epitomizes the campaign, as it is meant to include anyone who cannot physically visit a store. IKEA's Internet presence must accommodate this new target audience.

Goal 3: Achieve a 10 percent return-rate with newly acquired customers.
Objective 3: Build strong customer relationships with newly acquired customers
• Strategy 1: Refresh the IKEA USA Facebook page to integrate friendlier and humanistic customer service to customers who “Like” the page; increase number of “Likes” by 20,000 within one year.
  ▪ Tactic: Initiate trivia, games, promotions and contests via social networking and engage customers with personal messages.
• Strategy 2: Invite new customers to IKEA sites like “Share-Space” where they may collaborate with others; register 20,000 new users within one year.
  ▪ Tactic: Utilize Facebook and Twitter account to network for more registrations. Offer “percentage off” promotions with registration.
• Strategy 3: Reassure families with young children and college-aged kids that IKEA will fulfill their every furnishing need.
  ▪ Tactic: Implement a grass roots PR initiative that gives customers peace-of-mind, and emphasize the low-cost, high-style and ease of transaction with IKEA.

Goal 3 targets families and individuals by making them feel special and desired. Gaining their trust through these outlets will strengthen their IKEA relationship, potentially turning them into return-customers.
Creative Strategy

“We’ve been waiting for you.”

How
This statement is meant to “reach the unreachable.” Consumers should read this and feel invited into the community by the IKEA Company.

“We’ve been waiting for you to visit, and now you can.” Online.
“We’ve been waiting to inspire you.” Online.
“We’ve been waiting to invite you into our showroom.” Online.

This sentiment is directed towards people who are un-reachable by normal advertising means, that is to say, people who are not within a certain-mile radius of a showroom willing to travel.

“We’ve been waiting for you to discover us.” Online.

Inspiration
Because this campaign is attempting to reach non-customers, the strategy statement above is meant to invite them to join the IKEA family and to make them feel a personal connection with the company.

- Family
- Togetherness
- Unity
- Discovery
- Fresh
- New
- Build
- Relationships
- Dependable
- Trustworthy
- Honest
- Simple

Each of the above words emphasizes the “feeling” of this campaign. It should be perceived as sleek, concise, easy and fun. Most of all, customers need to become personally attached to the company through the reaches of Internet, instead of building a brand loyalty during an in-store visit.
Creative Brief

Client: IKEA
Type: Internet Ad/App

Date: 9/19/11
Pages: 1

Why are we advertising?
To increase our Internet sales to customers out of driving distance.

Whom are we talking to?
Men and women between the ages of 25-45 who have access to the Internet that are looking to freshen the look of their homes or to adapt for an evolving family.

What do they currently think?
They do not know the convenience of IKEA products. They think that their current options for home furnishings are their only options and buying online is a hassle.

What would we like them to think?
IKEA sells quality, affordable furnishings that are worth waiting for, and purchasing them online is their preferred option to visiting competitors. IKEA can give them everything they need through an online platform.

What is the single most persuasive idea we can convey?
IKEA will take care of you and your family.

Why should they believe it?
IKEA offers a fresh way to furnish homes, and buying their products online is just as enjoyable as visiting a showroom.

Are there any creative guidelines?
Internet ads and apps that are interactive and customizable.
Creative Execution

Please see Appendices 1-3 for examples of what one print distribution campaign could look like to reach this demographic.

Features in ads like these (just one medium that is planned during the execution of this campaign) include:

- Family setting
- Touching moments that real people can relate to
- Clean concise message
- www.ikea.com
- “We’ve been waiting for you.”
- The IKEA logo
- Different scenes that different people can relate to. Appendix 1 shows two young girls, as if the viewer is their mother, peeking into their room late at night.

Different ads could include:

- College-aged kids
- Post-grad kids
- Young families
- Young couple “starting out”
Media Objectives, Strategies and Tactics

Audio
Radio and pod-casts are media for listeners who are on their way to work or constantly on-the-go. This audio medium will help to target both men and women with busy schedules who get their news and information from audio sources like pod-casts and radio broadcasts. The people who fall into this category are 25-45 year olds who potentially have long commutes or who workout frequently and like to multi-task. The following tactics should be implemented in heavily populated areas: on radio stations in and around major cities, as well as in areas where IKEACon will soon be held. Large shows like the Tom Joyner show, Opie and Anthony, etc. should be included in the mix so that they can promote IKEA with themselves.

Print
Print resources often have more “stay” in the minds of consumers because the advertisements are colorful and meaningful and right in front of them. Putting photos and compelling copy on an advertisement offers more opportunity for consumers to feel a connection toward a company. This medium will also reach other networks of people. If they are distributed in areas – a minimum of – 100 miles away from the nearest IKEA, they will be effective in raising awareness of the company’s product range. This portion of the media campaign will need to be distributed in newspapers and magazines. Small local newspapers located within 100-miles of the IKEACon will need weekly advertisements, and large cities within that range will require daily submissions.

Internet
IKEA is a forward thinking company that has a prominent Internet base already. Many potential customers in the projected 25-45 year age range are the primary users of the Internet. The younger targets in that group, having grown up during the technology age, have the skills to do almost any technology-based medium. This target market is either just getting a foothold on their career or working hard to climb to the top of it. They are probably raising children, or preparing for them to leave for college. Though there is a 20-year age gap between the extremes, each branch is living a busy, hectic life with little time to travel to an IKEA store, and sometimes too little time to shop at all. This is why a strong Internet advertising campaign is necessary. Both younger and older branches of this target market are exposed to social media venues, whether it be through Facebook, Twitter, YouTube, Flickr or others, the reach of social media is great. IKEA already reaches out to customers via their Share-Space website, as well as through Facebook. This is a unique medium as it gives IKEA the opportunity to reach out to individuals on a very personal basis.

Mobile
The smart phone and tablet age is exploding, and with IKEA’s current mobile catalogue, the base is already built for a deeper Android, iPhone and tablet application.

Video
Another arm of social media for consumers is through video via things like the afore mentioned YouTube, in addition to things like vlogs and commercials. This type of media has the power to connect with consumers on a more emotional basis through images, music and copy. These messages have the power to be very personal and evoke strong emotion in potential customers. These types of emotional connections can turn a potential customer into a return customer.
commercials should run on large networks (ABC, NBC, CBS, etc.) during primetime. Though these are more costly advertising slots, the type of people we are targeting will be most likely to watch television then. Large commercial slots will need to be purchased for Hulu’s most popular shows, also.

**Objective:** Use audio and visual efforts to reach 100,000 potential customer-households around the United States within one year of execution.

- **Tactic 1:** Produce simple and evocative commercial for parents who will soon send their kids to college. Emphasize that IKEA has everything they will need in one place for reasonable prices. Plug Facebook page and catalogue application. Discuss prizes to be won at IKEACon (door prizes; gift cards; percentages-off prizes; “Win This Room” prizes)
- **Tactic 2:** Produce weekly vlogs in conjunction with podcasts targeting young professionals who are busy, looking to furnish their first apartment or home. Offer special discounts with specific vlog code. Discuss prizes to be won at IKEACon (door prizes; gift cards; percentages-off prizes; “Win This Room” prizes)

This objective supplements all objectives in the campaign in that the audio/visual aspect of the campaign can plug either the Facebook, Twitter, Flickr, (etc.) or mobile catalogue for viewing and suggest special offers for discounts or other promotions.

**Objective:** Employ social media monitoring on websites like Facebook and Twitter to create a personal connection with existing customers and to build trust and rapport with potential customers. Increase “Followers,” and “Likes,” by 20 percent within six months of execution.

- **Tactic 1:** Rotating radio spot advertising IKEAs product range, Facebook and Twitter page and catalogue application in conjunction with major holidays, back to school and seasonal changes. Offer special discounts with specific radio broadcast code.
- **Tactic 2:** Weekly pod-cast discussing current IKEA news plugging Facebook, Twitter, Share-Space and catalogue application available on iTunes and website. Offer special discounts with specific pod-cast code.
- **Tactic 3:** Make Google AdSense account for IKEA.
- **Tactic 4:** Employ social media monitoring on websites like Facebook and Twitter to create a personal connection with existing customers and to build trust and rapport with potential customers. Get personal. Engage customers.
  - Offer college codes and promotions.
  - Offer Christmas codes and promotions.
  - Offer seasonal codes and promotions.
  - Offer random codes and promotions.
  - Discuss prizes to be won at IKEACon (door prizes; gift cards; percentages-off prizes; “Win This Room” prizes)

This media objective will work toward the campaign goal of increasing Facebook “Likes,” and Twitter “Followers” by 20,000 within one year.

**Objective:** Subscribe 10,000 more users to mobile catalogue application within eight months of execution.
• **Tactic 1**: Magazine spread featuring different advertisements with tagline: “We’ve been waiting for you” as described in creative strategy (Real Simple – clean, concise, organized; Redbook – for working moms; Cosmopolitan, Glamour – hip, extroverted ads to reach kids ages 0-20 who will influence their parent’s purchasing) with code for special gifts. Offer special discounts with specific magazine code.

• **Tactic 2**: Build a sister app to the catalogue that allows potential customers to “build their own room” with the product range. Offer special discounts with specific catalogue application code.

• **Tactic 3**: Send text alerts to subscribers for special deals, discounts or promotions.

This objective will work toward the campaign goal of improving the IKEA mobile catalogue and building an online showroom for customers.

For a detailed time description of when these campaigns will tentatively run see Appendix 5 for the media flowchart.

## Budget Allocation

This plan dictates a heavy Internet and technology-based approach. Advertising will be costly, and “cutting through the clutter” will prove to be difficult. For this reason, $2 million will be utilized towards marketing this campaign through the previously mentioned media.

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<th>Medium</th>
<th>Approximate Percent of Media Budget</th>
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<td>Video</td>
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Public Relations Objectives and Tactics

**Objective 1:** Host at least three “IKEA Conferences” across the United States recruiting at least 700 people in attendance and include “online guests” totaling 500 more guests at each.

**Objective 2:** Generate 25 positive media reports about IKEA over the next 6 months.

**Tactics and Strategies**

**Objective 1:** Host at least three “IKEA Conferences” across the United States recruiting at least 700 people in attendance and include “online guests” totaling 500 more guests at each.

This objective is critical to introducing “The IKEA Way” to prospective customers in excess of 100 miles away from the nearest IKEA showroom. These three IKEACon’s will feature seminars on:

- Who IKEA is
- Why IKEA exists
- What is next for IKEA
- Green-initiatives for IKEA
- IKEA in the family home
- IKEA for teens and kids
- IKEA production and factory

The IKEACon will also feature smaller, portable showrooms for browsing as well as an IKEA restaurant. IKEACon will be the full IKEA experience, but in a short, weekend-only form.

The plan for the IKEACon is to invite people who can’t make it to a regular IKEA showroom. They will be held in convention centers at three different locations throughout the United States during the first year and feature IKEACon packages for out-of-towners in need of lodging and transportation.

A direct need for public relations in this regard is necessary, as IKEA needs to interest non-current customers to visit. Trust and faith in the company is necessary as these are not people who have any emotional connection to IKEA at all yet. Each of the following tactics will need to be accompanied with steep discounts or promotional offers. Games, trivia, prizes and other tactics will need to be used during the IKEACon events, and the methods of announcing the conventions will need to mention them.

**Tactics for generating interest include:**

- Direct-mailers/invitations to locals in the non-IKEA area that the convention is being hosted
- PSA (both radio and commercial/newsroom) about IKEA’s green-initiatives to attract environmentally friendly crowds
- Send e-mail blasts to consumers informing them of the online-conference setting that they can attend
• Send media alerts to local media outlets (and niche bloggers) informing them of the conference

**Objective 2:** Generate 25 positive media reports in major national publications about IKEA over the next 6 months.

This objective will be simpler to achieve due to the size of IKEACon.

Tactics for generating the media reports include:

• Personal media invitations to IKEACon (include niche bloggers also)
• Press conferences two-months prior to IKEACon in each of the three cities
• Press releases to all national and local media outlets six months prior to convention
• Press releases to all national and local media outlets two months prior to convention
• Press releases to all national and local media outlets two weeks prior to convention

**Objective 3:** Receive 3,000 positive mentions about the new IKEA “Design Your Room” application on social networking sites across the United States.

This objective is important, as it will create an online engagement between major news sites and IKEA customers (and non-customers) enticing people to join and participate.

Tactics for generating the mentions include:

• Send out media alerts to individual reporters in all major news outlets (ABC, N.Y. Times, etc.) and request a “Tweet-review”
• Send out e-invitations for the application to tech-bloggers
• Send out e-invitations for the application to home improvement bloggers
• Tweet and Facebook the release of the application at least once per-day, engaging in conversation about the application
Direct Marketing

In conjunction with the afore mentioned promotional events (IKEACon), direct marketing ideas for IKEA should come very easily.

In the previous sections, IKEACon is mentioned and discussed as a way to potentially gain a large number of new customers.

As public relations tactics oftentimes result in direct marketing towards guests, many of those tactics will work in conjunction with this section of the plan.

IKEACon – IKEACon is essentially a convention in a more rural area where no IKEA showroom is located within a reasonable distance. There will be a mini-showroom and restaurant to introduce new customers to the IKEA experience, as well as seminars discussing the IKEA way. (green initiatives, packaging, history, etc.)

A creative way to build interest with this is to make a new website for each IKEACon. Unveiling the website should be mysterious and build anticipation within the communities: “Something BIG is coming to [convention center near them]. Click below to receive updates/for more information.” See Appendix 4 for example. As the event draws nearer, IKEA can do a big e-unveiling for people describing the event, offering promotions, discussing options to attend (either in person, or online).

The strategy of these objectives, as previously mentioned in the Public Relations section of the plan, is to grow the IKEA customer base. There is an immeasurable number of people in the United States who have had no exposure to IKEA, so the potential for customer recruitment is high. Reaching customers directly will build trust, gain their customer-ship and ideally make them loyal to the IKEA brand.

Goals of this section include building a greater online (and mobile) experience for IKEA customers, and successfully reaching new clientele to attend the IKEACon.

Objective: Register 40 percent of attendees to IKEACon via each specific IKEACon website. Achieve 5 percent response rate.

Tactics:
A: Send e-mail blasts to all existing customers prior to the unveiling, inviting them to share in the excitement; implement a countdown clock.
B: Send e-mail blasts to potential customers in areas surrounding the convention center.
C: Mail postcards to households within 100-miles of IKEACon site with promotional codes for registering.

Objective: Achieve 70 percent “downloads” from current IKEA catalogue mobile application users to new IKEA “Design Your Room” application.

Tactics:
A: Send e-invites via Catalogue application update to all current users.
B: Utilize SMS-marketing techniques and offer entry into a “Win your room” contest with download of app within a certain window of time.

Sales Promotion

As this plan focuses primarily on recruiting customers, sales promotion should come easily for IKEA, as incentives for following the company should already be made apparent to them by the other tactics from this campaign.

Objective: Achieve 30 percent customer participation in IKEA’s new mobile app’s contest: “Win your room,” designed in the new application.

Tactics:
- A: Send e-mail blasts to all existing customers inviting them to share in the excitement and offer special discounts for people who register.
- B: Text a $15 coupon for downloadees, if they use application and make a purchase online with a 5 percent redemption rate.
- C: Text a “20 percent off this room” function when people register for new application (one time only) with a 5 percent redemption rate.

Objective: Register 15 percent new users for theShare-Space.com and offer promotions.

Tactics:
- A: Implement a promotional social media contest, where participants must join theShare-Space website and compete. Top ten winners will receive $500 off the room they built.
- B: Implement a promotional social media contest, where participants must join theShare-Space website and compete. Top 100 winners will receive $100 off the room they built.
Evaluation

The way this plan was built includes numerous evaluation tactics already implemented with the promotions.

If this campaign is successful, IKEA will have grown its customer base greatly, to include men and women, ages 25-45, in areas where no IKEA showroom is located – exceeding 100 miles.

In this plan, a lot of objectives and tactics have been thrown around, and while each section (media, public relations, direct marketing, creative, and sales promotion) works together among one-another, they each are working toward the campaign goals of:

1. Obtain 10,000 “first-time” visitors to IKEA showroom within one year of implementation.
2. Increase online sales by 15 percent within one year of implementation.
3. Achieve a 10 percent return-rate with newly acquired customers.

Through implementing the tactics found in the previous sections, each promo code offered serves two purposes: to entice customer participation, and to gauge the participation rate from each medium and method used.

As IMC is more than just a “one time” venture, IKEA should use the data that comes from these promotions and analyze it to shift the budget to appropriate avenues. If the above goals have been met within the time frame of one year, within the $2 million budget, then only small adjustments need to be made.

The IKEA plan is in place to overcome the SWOT analysis: while some of these bullets help IKEA, it is the mission of this plan to improve on other sections, such as the weaknesses (low engagement with social media); to take advantage of some obvious things, the opportunities (massive potential for new customer base); and to overcome others, threats (clutter from other advertisements).
Conclusion

If this campaign is successful, IKEA will have grown its customer base greatly, to include men and women, ages 25-45, in areas where no IKEA showroom is located – exceeding 100 miles.

The goal of this campaign is to reach that specific target audience, and along the way, IKEA will have built new methods of reaching out to non-customers across the United States, a large base of un-touched potential that IKEA should not ignore.

The goal of any IMC plan is to create a revolving door of constantly evolving marketing objectives. Those listed above should be evaluated for accuracy and effectiveness often.

Each initiative should work together, as with all IMC plans, seamlessly, to create a living, breathing campaign that answers all IKEA’s SWOT needs.

This campaign, if successful, will:

- Use audio and visual efforts to reach 100,000 potential customer-households around the United States within one year of execution.
- Employ social media monitoring on websites like Facebook and Twitter to create a personal connection with existing customers and to build trust and rapport with potential customers. Increase “Followers,” and “Likes,” by 20 percent within six months of execution.
- Subscribe 10,000 more users to mobile catalogue application within eight months of execution.
- Host at least three “IKEA Conferences” across the United States recruiting at least 700 people in attendance and include “online guests” totaling 500 more guests at each.
- Generate 25 positive media reports in major national publications about IKEA over the next 6 months.
- Receive 3,000 positive mentions about the new IKEA “Design Your Room” application on social networking sites across the United States.
- Register 40 percent of attendees to IKEACon via each specific IKEACon website. Achieve 5 percent response rate.
- Achieve 70 percent “downloads” from current IKEA catalogue mobile application users to new IKEA “Design Your Room” application.
- Achieve 30 percent customer participation in IKEA’s new mobile app’s contest: “Win your room,” designed in the new application.
- Register 15 percent new users for theShare-Space.com and offer promotions.

To work towards the following campaign goals:

1. Obtain 10,000 “first-time” visitors to IKEA showroom within one year of implementation.
2. Increase online sales by 15 percent within one year of implementation.
3. Achieve a 10 percent return-rate with newly acquired customers.
Appendices

Appendix 1

We’ve been waiting for you.
For your busy life,
we give you convenience,
so you can get back to the important stuff...

IKEA
We've been waiting for you.

www.IKEA.com
For super-moms, with super-kids;
We’ve got easy home solutions,
So you can focus on the good stuff.

IKEA

www.IKEA.com

We’ve been waiting for you.
Something BIG is coming..

October 7-10, 2012
www.BIGconventionTulsa.com
### MEDIA FLOWCHART

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**Total $**
Reference List


