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Integrating Hybrid Campaign Design to Resolve Cross-Channel Fragmentation: A Systematic Review

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Abstract. *This study addresses this issue by systematically reviewing and synthesizing existing literature to develop a conceptual framework in which hybrid campaign design serves as a potential integrative approach to understanding cross channel coherence. Using a systematic literature review approach, the study analyzes 28 selected articles through thematic analysis, focusing on integrated marketing communication, omnichannel strategy, and design integration. A comparative conceptual analysis is then applied to distinguish fragmented campaign practices from integrated design approaches. The findings identify three primary sources of fragmentation: inconsistent visual systems, disconnected narrative structures, and discontinuities in user experiences across channels. In response, this study proposes the Hybrid Campaign Design Integration Framework, which is derived from the conceptual synthesis of the reviewed literature and built upon four key principles: systemic visual grammar, modular content architecture, narrative coherence sequencing, and cross channel experiential continuity. Together, these principles provide a conceptual basis for understanding how campaign development may transition from isolated channel execution toward a coordinated system level design strategy. Rather than representing an empirically validated solution, the framework offers a conceptual reference for communication designers and strategists seeking to align visual, narrative, and experiential elements across multiple platforms. Its applicability and effectiveness in real world campaign settings remain to be empirically investigated. By positioning design as a central integrative force, this study contributes a design oriented perspective to the literature on cross channel communication and establishes a basis for future empirical research on hybrid campaign integration.*

Keywords: *Hybrid Campaign Design, Cross-Channel Integration, Visual Communication Systems, Narrative Coherence, Omnichannel Experience*

INTRODUCTION

The contemporary communication environment is characterized by a rapid multiplication of media channels. Each channel demands distinct visual and interactional formats while contributing to a unified brand narrative. This condition creates a fundamental design problem. It raises the question of how communicative coherence can be sustained when campaigns unfold across platforms such as Instagram Stories, interactive web environments, physical retail spaces, and programmatic advertising. Fragmented brand experiences are consistently associated with perceived inconsistency, reduced credibility, and weakened customer–brand relationships within omnichannel contexts (W. Gao & Fan, 2021; Rodríguez-Torrico et al., 2020; Šerić et al., 2020). Consequently, the challenge extends beyond channel management into the domain of communication design, where campaigns must operate as integrated systems rather than isolated executions. Without a coherent design logic, organizations inevitably risk diminished campaign effectiveness and long-term erosion of brand equity and strategic positioning (Cao & Li, 2015; Timoumi et al., 2022).

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Cross-channel fragmentation becomes evident when a brand's expression varies across platforms in ways that disrupt experiential continuity. Visual identity, tone, and interaction patterns often shift, weakening overall coherence. For example, a campaign may deploy advanced motion graphics on a website while relying on simplified static visuals on social media. Similarly, messaging tone may diverge between email communication and printed materials. These inconsistencies are not merely aesthetic deviations; they signal structural deficiencies in the underlying design system. As organizations expand their martech ecosystems, channels are frequently added without parallel investment in integrative design frameworks (T. Cui et al., 2020; Hossain et al., 2020). This results in fragmented user journeys and undermines the cumulative persuasive effect of campaign communication. In competitive communication environments, such fragmentation directly constrains the strategic impact of integrated campaigns (Cocco & Demoulin, 2022; Shankar & Kushwaha, 2020).

Prior research has firmly established the value of integrated marketing communication (IMC) in strengthening brand equity and customer relationships. (Batra & Keller, 2016) demonstrated that message consistency across touchpoints significantly enhances brand recall and attitude formation. (Laurie & Mortimer, 2019) further emphasized that integration requires structural alignment between strategic intent and creative execution. (Payne et al., 2017) extended these insights into the omnichannel context, arguing that seamless transitions across channels are central to sustained consumer engagement. Collectively, these studies position integration as a strategic imperative. However, their primary focus remains on coordination and alignment mechanisms rather than on the underlying design structures that enable coherence.

Recent developments in the phygital paradigm represent a shift toward more holistic integration. (Batat, 2022) conceptualized the fusion of physical and digital touchpoints into unified experiential systems. (Alwi et al., 2022) introduced integrated hybrid communication as a critical intersection between marketing and corporate communication domains. (Vernuccio et al., 2021) advanced a holistic framework for online–offline integration within IMC. These contributions signal an emerging consensus that integration must extend beyond channel synchronization. Instead, it must be grounded in coherent communication design systems that govern how meaning, aesthetics, and interaction are orchestrated across contexts.

Despite these advances, existing scholarship has not adequately addressed cross-channel fragmentation from a communication design perspective. Design continues to be treated as a downstream executional layer rather than as an upstream integrative mechanism. While IMC and omnichannel literature emphasize consistency as a desired outcome, they do not specify the design structures that systematically produce it. In particular, there is a lack of explicit articulation

regarding visual systems, narrative architectures, and modular design logics that enable integration. As a result, practitioners are compelled to infer design strategies from operational or data-driven frameworks that were not developed for design integration.

Moreover, no prior study has developed a hybrid campaign design integration framework grounded in a systematic synthesis of interdisciplinary literature. The concept of hybrid campaign design remains theoretically unstable and inconsistently applied. It is variously used to denote multi-format content strategies, blended physical-digital experiences, or cross-functional collaboration models. However, it lacks a coherent definition anchored in design theory. This conceptual ambiguity constrains cumulative knowledge development and limits the transferability of design principles across contexts. Consequently, the absence of a unified framework prevents both scholars and practitioners from addressing integration at a structural level. Without such a framework, integration efforts will continue to operate superficially, leaving the core design problem fundamentally unresolved.

This study directly addresses these limitations through two primary objectives. First, it systematically identifies and categorizes the sources and patterns of cross-channel fragmentation in campaign communication. Second, it develops a conceptual framework for hybrid campaign design integration through a rigorous synthesis of existing literature. This framework specifies how design principles can be operationalized to achieve coherence across multiple channels. It reorients campaign development from channel-specific execution toward system-level design orchestration.

The study contributes a design-centered perspective to a field predominantly shaped by technological and analytical paradigms. It positions visual communication and design system logic as primary mechanisms of integration rather than secondary outputs. Furthermore, it synthesizes insights from design theory with established IMC and omnichannel frameworks, producing a model that is both theoretically grounded and practically applicable. The proposed framework offers structured guidance for communication designers in constructing coherent and adaptable campaign systems across diverse touchpoints. Theoretically, this study advances the integration discourse by formalizing design as a central organizing logic, thereby bridging a critical divide between communication design theory and marketing communication research.

LITERATURE REVIEW

A. Integrated Marketing Communication and Cross-Channel Foundations

Integrated Marketing Communication (IMC) theory provides the foundational logic for understanding why cross-channel coherence matters and how organizations can achieve it. (Batra

& Keller, 2016) articulated a comprehensive model of IMC that positions message consistency, complementarity, and cross-channel synergy as distinct yet interdependent dimensions of integration. Their framework demonstrates that consistency alone is insufficient; effective integration requires strategically complementary messages that accumulate meaning across channels rather than merely repeating content. (Laurie & Mortimer, 2019) extended this perspective by emphasizing that IMC implementation depends on shared understanding between organizational actors, particularly between clients and agencies. This insight reframes integration as both a design and coordination challenge, highlighting the importance of alignment not only in outputs but also in conceptual interpretation. (Huebner, 2020) further reinforces that IMC effectiveness depends on the systemic alignment of all communication elements, emphasizing that integration only succeeds when every component of the communication system functions cohesively.

The strategic scope of IMC has expanded significantly with the rise of digital and social media environments. (Rehman et al., 2022) showed that social media platforms reshape integration dynamics by requiring interactive, participatory, and user-driven communication rather than linear message delivery. Similarly, (Key & Czaplewski, 2017) demonstrated that IMC principles extend into social marketing contexts, where integration carries ethical implications in shaping behavioral outcomes. Complementing this, (Esiri, 2022) highlighted the adaptability of IMC frameworks across emerging communication domains. However, a clear theoretical tension emerges between strategy-driven integration, which emphasizes alignment and coordination, and the absence of design-driven integration, which would specify how such alignment is materially constructed. Consequently, IMC literature systematically treats integration as a strategic outcome while largely overlooking design as a primary integrative mechanism.

B. Omnichannel Experience and Fragmentation

Omnichannel communication theory extends IMC by shifting attention from message consistency to the continuity of customer experience across channels. (Neslin, 2022) conceptualized the omnichannel continuum as a spectrum ranging from isolated channels to fully integrated systems, emphasizing that the appropriate level of integration is context-dependent. (Saghiri et al., 2017) proposed a multidimensional framework incorporating channel structure, agent coordination, and logistics integration, revealing the infrastructural complexity behind seamless customer experiences. (Berman & Thelen, 2018) further highlighted the managerial challenges of implementing omnichannel strategies, particularly in aligning technological systems with customer expectations. These perspectives collectively demonstrate that integration is not only a communication issue but also a systemic and operational one.

Empirical research in omnichannel contexts has consistently shown that fragmentation produces significant negative effects on customer experience and organizational performance. (W. Gao & Fan, 2021) demonstrated that inconsistency across channels produces asymmetrically negative outcomes, where deviations from expected coherence reduce service success more strongly than consistency enhances it. (Rodríguez-Torrico et al., 2020) confirmed that seamless interaction across channels directly influences customer satisfaction, while (Gerea et al., 2021) identified consistency, personalization, flexibility, and seamlessness as core experiential dimensions. Additional studies (T. Cui et al., 2020; Hossain et al., 2020) emphasized that integration quality depends on system coordination and information flow. Despite this depth, omnichannel literature exhibits a second theoretical tension: it provides detailed insights into experiential outcomes and operational complexity, yet it fails to explain how such experiences are designed at the level of visual, narrative, and interaction systems. As a result, there is a persistent disconnect between experiential objectives and design implementation.

C. Design Integration and Visual Communication Systems

Design integration and visual communication systems represent a third theoretical domain that offers potential solutions to cross-channel fragmentation. Design systems defined as structured sets of visual elements, interaction patterns, and compositional rules provide a systematic approach to achieving coherence across platforms (Batat, 2022; X. Cui et al., 2022; Vernuccio et al., 2021). These systems enable consistency while allowing contextual adaptation, making them particularly relevant for multi-channel communication environments. Furthermore, research on omnichannel experience (Cocco & Demoulin, 2022) indicates that perceived seamlessness is strongly influenced by the alignment of visual and interactional cues across touchpoints. This reinforces the argument that design functions not merely as an aesthetic layer but as an underlying structural mechanism that shapes how integration is experienced and interpreted.

Despite this potential, design-related literature remains fragmented and insufficiently integrated with IMC and omnichannel research. (Palazzo et al., 2020) demonstrated that even when organizations recognize the importance of integration, the absence of shared design frameworks significantly constrains implementation. (L. Gao et al., 2020) similarly identified the need for systematic integration approaches across the customer journey but did not articulate the design principles required to achieve this. This reveals a critical theoretical limitation: existing literature acknowledges design as relevant but fails to formalize it as a central integrative logic. More importantly, current approaches systematically overlook the possibility of a design-first integration model that operates at the system level rather than at the level of channel coordination.

Consequently, there is a clear absence of a coherent, design-driven framework capable of resolving fragmentation across visual, narrative, and experiential dimensions.

Building on this synthesis, the present study advances the literature by proposing a hybrid campaign design integration framework that explicitly positions design as the central organizing logic of cross-channel communication. Unlike prior approaches that treat design as a supporting or downstream element, this study conceptualizes design as the primary mechanism through which integration is constructed, maintained, and experienced. This perspective resolves the identified theoretical tensions by linking strategy, experience, and system design into a unified model. In doing so, it bridges a critical divide between communication design theory and marketing communication research. Accordingly, the next section outlines the methodological approach used to systematically synthesize the literature and develop the proposed framework.

METHODS

A. Research Design

This study employed a systematic literature review (SLR) methodology to identify, analyze, and synthesize existing research at the intersection of hybrid campaign design, cross-channel fragmentation, and design integration. The SLR approach was selected for its ability to provide a transparent, replicable, and structured synthesis of fragmented knowledge domains, particularly in areas where conceptual integration remains underdeveloped (L. Gao et al., 2020; Gerea et al., 2021). Unlike traditional narrative reviews, SLR enables the systematic identification of patterns, theoretical gaps, and conceptual relationships that cannot be observed through individual studies alone. This approach is particularly suitable compared to empirical aggregation methods, as the study aims to construct conceptual relationships rather than test predefined hypotheses.

Given that the objective of this study is to develop a conceptual framework rather than to aggregate empirical findings, the review was designed as a theory-synthesizing SLR. This approach emphasizes conceptual integration and theoretical abstraction, aligning with prior integrative reviews in omnichannel and marketing communication research (L. Gao et al., 2020; Hossain et al., 2020). The review process followed four sequential stages identification, screening, eligibility, and inclusion in accordance with PRISMA 2020 guidelines. The identification stage involved retrieving records from Scopus, Web of Science, and Google Scholar. The screening stage involved reviewing titles and abstracts against the study's scope. The eligibility stage involved assessing the full text of potentially relevant articles against the predefined inclusion criteria. The inclusion stage established the final set of articles used in the conceptual synthesis. The numbers of records retained and excluded at each documented stage

are reported in the study selection subsection and summarized in Figure 1. These stages guided the subsequent procedures of data collection, selection, and analysis described in the following sections.

The review was designed to support conceptual synthesis rather than empirical validation. Accordingly, the proposed Hybrid Campaign Design Integration Framework represents an interpretation and integration of concepts identified in the selected literature. It should not be interpreted as a framework whose effectiveness has been empirically demonstrated by this review.

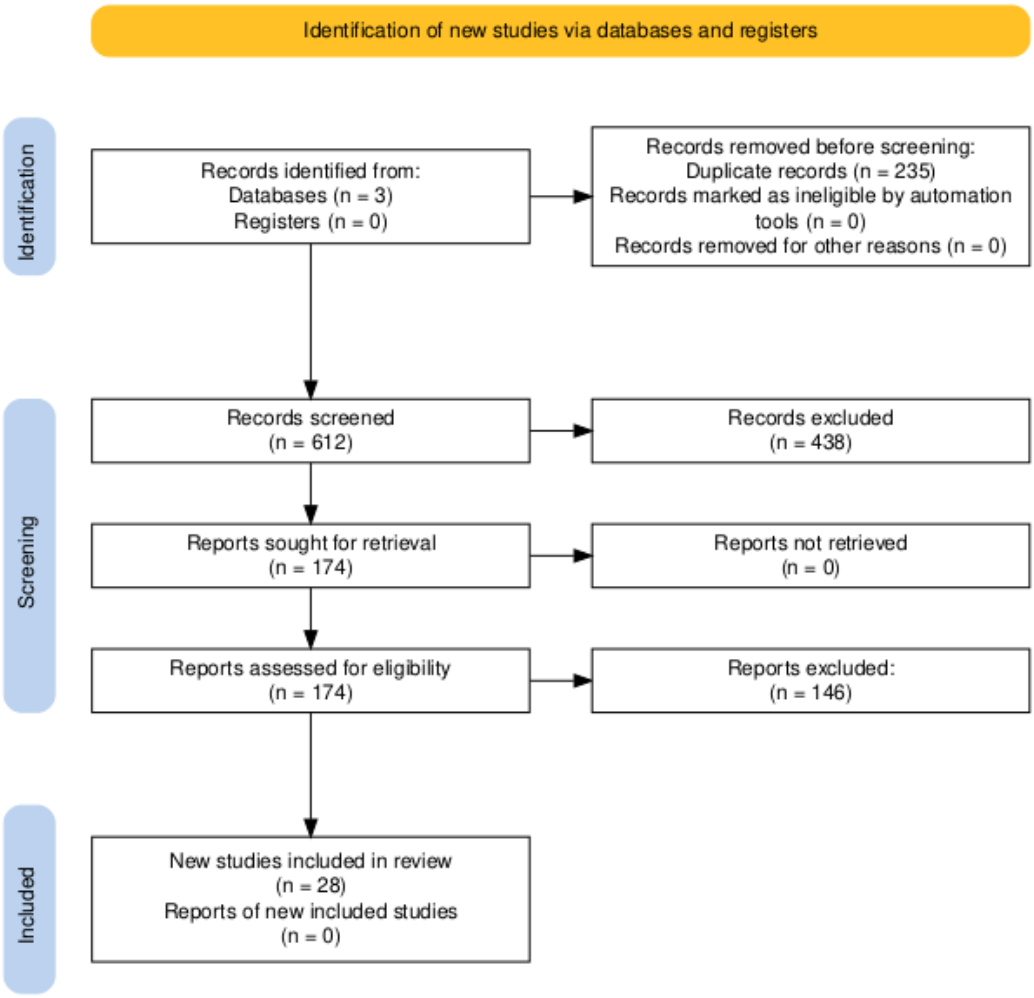


Figure 1. Research Flow Diagram of the Systematic Literature Review Process

B. Data Sources and Search Strategy

Data sources for the review comprised major scholarly databases, including Scopus, Web of Science, and Google Scholar, selected for their broad disciplinary coverage across marketing communication, design research, and human–computer interaction domains. This multi-database approach was used to retrieve literature spanning IMC, omnichannel systems, and customer experience research (T. Cui et al., 2020; Timoumi et al., 2022). By combining sources with

different indexing scopes, the study aimed to capture both highly cited foundational works and emerging interdisciplinary contributions.

The search strategy combined controlled vocabulary terms with free-text keywords organized into three conceptual clusters: campaign integration, fragmentation, and design integration. Boolean operators were used to connect terms within clusters using OR and across clusters using AND, producing a search string intended to balance sensitivity and specificity. The detailed configuration of these search terms is presented in Table 1, which outlines the structure of each conceptual cluster and the corresponding keywords. This approach is consistent with established practices in systematic reviews of multichannel and omnichannel research (L. Gao et al., 2020; Gerea et al., 2021). To support reproducibility, the exact search strings, search fields, and filters applied to each database should be documented. The search date and number of records retrieved from each database before deduplication should also be reported.

For Google Scholar, the search procedure should additionally specify the date of the search, the number of results examined, and the actual page limit, ranking cutoff, or stopping rule used during screening. These details are important because Google Scholar results and rankings may change over time. The information should be reported based on the original search records to ensure that the search procedure can be traced and reproduced.

The search was limited to English-language, peer-reviewed journal articles published between 2015 and 2022. This timeframe was selected to capture contemporary developments in digital media ecosystems, omnichannel communication, and customer experience integration while maintaining consistency with relevant literature (Cocco & Demoulin, 2022; Shankar & Kushwaha, 2020). These language, publication type, and year restrictions were applied to define the scope of the review and maintain consistency in the selection of literature for conceptual synthesis.

Table 1. Search Strategy for Systematic Literature Review

Conceptual Cluster	Search Terms
Campaign Integration	"hybrid campaign" OR "integrated campaign" OR "cross-channel campaign" OR "omnichannel campaign" OR "multichannel campaign"
Fragmentation	"cross-channel fragmentation" OR "communication fragmentation" OR "media fragmentation" OR "channel inconsistency" OR "design inconsistency"
Design Integration	"design system" OR "visual communication system" OR "design integration" OR "design coherence" OR "visual consistency"

C. Study Selection and Inclusion Criteria

The population for this review conceptually comprised scholarly literature addressing campaign integration, cross-channel communication, and design coherence. From an initial

retrieval of 847 records, duplicate removal reduced the dataset to 612 unique articles, as illustrated in Figure 1. This indicates that 235 duplicate records were removed before the screening stage. The duplicate removal procedure should be documented by specifying the method used to identify matching records, the bibliographic information used for comparison, and any reference management software employed, where applicable. Title and abstract screening excluded 438 articles that focused primarily on technical infrastructure, logistics, or financial performance without engaging communication design, content, or user experience dimensions. This step ensured that only conceptually relevant studies were retained for further analysis. The screening process prioritized alignment with the study's conceptual focus rather than broad thematic inclusion.

Full text assessment of the remaining 174 articles applied inclusion criteria requiring substantive engagement with at least two of the three conceptual clusters defined in Table 1. This ensured that selected studies addressed integration as a multidimensional phenomenon rather than as a single domain issue. The final corpus consisted of 28 articles, consistent with theory building SLR studies that prioritize conceptual depth and relevance (L. Gao et al., 2020). Accordingly, 146 articles were excluded during full text assessment, calculated from the 174 articles assessed and the 28 articles included in the final review. The specific reasons for these exclusions should be reported using the original screening records, together with the number of articles assigned to each reason. These counts should not be estimated retrospectively without supporting records.

The selection strategy emphasized conceptual richness and theoretical contribution over statistical representativeness. This approach is appropriate for framework development studies, where the objective is to synthesize and extend theory rather than to generalize empirical findings (Hossain et al., 2020). To improve transparency and reproducibility, the selection process should be reported consistently across the identification, screening, and full text eligibility stages. The final report should specify the actual duplicate removal procedure, the exclusion criteria applied at each stage, and the corresponding number of records excluded. A complete list of the 28 included articles, containing author names, publication year, article title, and contribution to the conceptual synthesis, should also be provided in the Results section or in the Appendix or Supplementary Materials.

D. Operational Definitions

The analysis was guided by three core constructs, each defined to ensure conceptual clarity and analytical consistency. Cross channel fragmentation was defined as the degree to which campaign elements across different communication channels exhibit inconsistencies in visual, tonal, structural, or experiential dimensions that disrupt communication effectiveness and user experience. This definition aligns with prior research on inconsistency effects in omnichannel

environments (W. Gao & Fan, 2021; Rodríguez-Torrico et al., 2020). It captures fragmentation as a multidimensional phenomenon rather than a purely visual or technical issue.

Hybrid campaign design was defined as a system oriented approach to campaign development in which multiple channels are conceived as an integrated communication ecosystem from the outset, rather than coordinated post hoc. This definition extends emerging perspectives on integrated hybrid communication and cross channel alignment (Alwi et al., 2022; Vernuccio et al., 2021). The emphasis on system level thinking distinguishes hybrid design from traditional multichannel coordination. It also positions design as an upstream structuring mechanism rather than a downstream executional layer.

Design integration was defined as the application of structured design principles, including visual systems, modular architecture, narrative sequencing, and experiential continuity, to achieve coherence across campaign touchpoints. This perspective reflects the growing recognition that integration must be operationalized at the level of design systems rather than solely through strategic coordination (Batat, 2022; Cocco & Demoulin, 2022). These definitions were refined iteratively during the coding process to ensure conceptual precision and alignment with the reviewed literature. The iterative refinement process ensured that each construct captured both theoretical nuance and analytical applicability. These operational definitions served as conceptual guides for coding and synthesizing the reviewed literature. They were not used as empirically validated measurement instruments, and their application in the proposed Hybrid Campaign Design Integration Framework should be understood as part of the authors' conceptual interpretation of the literature rather than as evidence of empirical validation.

E. Coding and Analysis

A structured coding framework was developed through an initial pilot phase involving ten articles. The framework captured bibliographic information, theoretical orientation, definitions of fragmentation and integration, design related constructs, and proposed or implied integration mechanisms. This systematic approach ensured consistent extraction of both explicit and latent insights across the selected studies. The coding structure was also aligned with the conceptual clusters defined earlier in Table 1. The unit of analysis in this study was the individual article, with extracted data serving as inputs for conceptual synthesis. The coding framework was used to organize and interpret the reviewed literature rather than to measure the effectiveness of hybrid campaign design in practice.

To enhance reliability, a second reviewer independently coded a subset of the articles, resulting in a Cohen’s kappa coefficient of 0.84, indicating strong inter coder agreement. This level of reliability meets accepted standards for qualitative systematic

reviews and supports the credibility of the analytical process. The use of inter coder validation reduces subjective bias and strengthens the robustness of the findings. This step also supports consistency in the application of the coding categories across reviewers. However, inter coder agreement indicates consistency in coding decisions and should not be interpreted as evidence that the proposed framework has been empirically validated.

Data analysis proceeded through three stages. First, thematic analysis identified recurring patterns in fragmentation sources and integration strategies. Second, comparative conceptual analysis contrasted fragmented and integrated campaign approaches, revealing differences in their underlying design logic. Third, synthesis translated these insights into the proposed Hybrid Campaign Design Integration Framework. Additionally, dummy data scenarios were developed as conceptual tools to illustrate fragmentation patterns and demonstrate the potential application of integration principles. These scenarios were used solely as analytical illustrations and did not influence the coding or synthesis outcomes. The framework was therefore derived from the authors' conceptual synthesis of the reviewed literature, rather than from empirical testing of campaign outcomes. The illustrative scenarios do not represent observations of actual campaigns, and they provide no empirical evidence of the framework's effectiveness. Its practical applicability and effectiveness require further investigation through empirical studies in real campaign contexts.

F. Ethical Considerations

Ethical considerations focused on ensuring transparency, accuracy, and integrity throughout the review process. All included studies were represented faithfully, with appropriate attribution to original authors and without distortion of findings. The synthesis process, as illustrated in Figure 1, was conducted in a transparent and systematic manner to support replicability. The procedures for literature identification, screening, eligibility assessment, and final inclusion were documented to make the review process more transparent and open to critical evaluation. Clear documentation of procedures supports the assessment of the review process and its potential reproducibility.

The conceptual framework developed in this study is explicitly presented as an interpretive contribution rather than a direct empirical output of the reviewed literature. This distinction ensures epistemological clarity and avoids potential misinterpretation of

the findings. The boundary between sourced knowledge and author generated synthesis is maintained throughout the analysis. Accordingly, the Hybrid Campaign Design Integration Framework should be understood as a conceptual synthesis derived from the reviewed studies, not as an empirically validated model or a demonstrated solution to cross channel fragmentation. This transparency strengthens the theoretical credibility of the study while acknowledging the limits of the evidence.

The use of dummy scenarios was clearly identified as illustrative, preventing confusion regarding their empirical status. Furthermore, the review protocol, search strategy as detailed in Table 1, and inclusion criteria were documented to support transparency in the selection and analysis of the literature. The illustrative scenarios were not treated as empirical evidence and did not establish the practical effectiveness of the proposed framework. The findings and framework therefore remain subject to further evaluation through empirical research. This approach reinforces the distinction between literature based conceptual interpretation and evidence obtained through practical implementation.

RESULTS

A. Sources of Cross-Channel Fragmentation

The thematic analysis of the 28 selected studies identifies three primary sources of cross-channel fragmentation, each operating at a distinct level of campaign design and communication structure. These sources represent recurring themes identified through the synthesis of the reviewed literature rather than findings from empirical testing conducted in the present study. First, visual tactical fragmentation emerges from inconsistent application of visual identity elements such as color systems, typography, imagery, and compositional rules across channels. The reviewed literature suggests that such inconsistencies reduce perceived coherence and weaken customer brand relationship outcomes in omnichannel environments (W. Gao & Fan, 2021; Šerić et al., 2020). This type of fragmentation is typically associated with the absence of system-level visual governance, where design decisions are executed independently across platforms without a unifying logic (T. Cui et al., 2020; Hossain et al., 2020). Consequently, campaigns may fail to maintain visual continuity despite operating under a shared brand identity, potentially contributing to fragmented brand perceptions.

Second, narrative structural fragmentation occurs when campaign messaging lacks continuity, hierarchy, and progression across touchpoints. Rather than functioning as a coherent narrative system, messages are often distributed as isolated units, resulting in redundancy or

contradiction across channels. IMC research indicates that effective integration requires complementarity and cumulative meaning construction rather than simple repetition (Batra & Keller, 2016; Payne et al., 2017). However, in practice, content is frequently developed in channel-specific silos, particularly in digital environments where platform logic drives content production (Quý & Sun, 2021; Rehman et al., 2022). From the perspective of the present synthesis, this pattern may disrupt campaign narrative continuity and limit the potential for consistent message interpretation across touchpoints. The present review does not independently establish its causal effects on persuasive effectiveness.

Third, experiential procedural fragmentation manifests in discontinuities in user experience during transitions between channels. Studies indicate that inconsistencies in interaction patterns, navigation structures, and information flow generate cognitive friction and reduce service performance (W. Gao & Fan, 2021; Rodríguez-Torrico et al., 2020). This issue is particularly critical in omnichannel contexts, where seamless interaction across touchpoints is a key determinant of customer satisfaction (Cocco & Demoulin, 2022; Neslin, 2022). Without coordinated experiential design, users may encounter disjointed journeys that undermine engagement and communication effectiveness. These relationships are interpreted here in light of the reviewed studies and should not be read as outcomes measured or tested by the present research.

Table 2. Mapping of Fragmentation Types to Design Dimensions and Affected Channels

Fragmentation Type	Primary Design Dimension	Channels Discussed in the Literature
Visual Tactical	Color, typography, imagery, composition	Social media, display ads, email, web
Narrative Structural	Story arc, message hierarchy, thematic development	Video, social content, blog, experiential
Experiential Procedural	Navigation, interaction, information flow	Web, app, physical environment, email

These fragmentation patterns appear to be interconnected across multiple levels of campaign systems. The synthesis of the 28 selected studies organizes these patterns into three analytical categories: visual tactical, narrative structural, and experiential procedural fragmentation. These categories provide a literature based conceptual interpretation of cross channel fragmentation rather than an empirically validated classification. These patterns are summarized in Table 2, which maps fragmentation types to their corresponding design dimensions and channels discussed in the literature. The mapping is intended to support conceptual comparison and does not represent a quantitative assessment of how frequently fragmentation occurs in each channel.

B. Comparative Conceptual Analysis

The comparative conceptual analysis reveals fundamental differences between fragmented and integrated campaign approaches across structural, organizational, and design dimensions. Fragmented campaigns typically treat each channel as an independent execution environment, resulting in decentralized decision-making and inconsistent outputs. In contrast, integrated campaigns conceptualize communication as a unified system in which channel expressions are derived from a shared design architecture (Berman & Thelen, 2018; Saghiri et al., 2017). Based on the reviewed literature, this distinction suggests a conceptual shift from channel centric execution toward system level design thinking.

From a structural perspective, fragmented campaigns develop content and assets either sequentially or in parallel without a unifying framework, leading to misalignment across touchpoints. Integrated campaigns, however, establish a core design logic that governs all channel outputs, ensuring coherence across the campaign ecosystem. Research in omnichannel integration indicates that such alignment requires not only message coordination but also integration of systems, processes, and content flows (T. Cui et al., 2020; Timoumi et al., 2022). Furthermore, differences in workflow reinforce these patterns: fragmented approaches rely on platform-specific teams making isolated decisions, whereas integrated approaches require centralized design governance and shared principles (Laurie & Mortimer, 2019). These comparisons suggest that cross channel fragmentation may be related to organizational arrangements as well as design practices. However, the present review does not independently test the causal relationship between organizational structure and fragmentation.

From an experiential standpoint, the reviewed literature associates integrated campaigns with the potential for smoother and more coherent user journeys, consistent with research on customer experience (Gerea et al., 2021; Mosquera et al., 2017). Fragmented campaigns, by contrast, are discussed in the literature in relation to discontinuities that may disrupt engagement and communication outcomes. This comparison represents a conceptual interpretation of previous studies rather than an observed outcome of the present research. The synthesis indicates that integration should not be understood solely in terms of coordination mechanisms or technological alignment. Instead, a unifying design logic emerges from the reviewed literature as a potential organizing principle for coordinating communication across channels. Without such a system level orientation, integration efforts may not fully address the design related sources of fragmentation identified in the literature.

Overall, this comparative analysis contributes to the conceptual development of the Hybrid Campaign Design Integration Framework by organizing the reviewed literature around structural, organizational, and experiential differences between fragmented and integrated campaign approaches. The comparison does not demonstrate

that the proposed framework has been implemented or empirically validated. Its practical applicability and effectiveness remain to be examined through future research involving real campaign contexts and relevant stakeholders.

C. Hybrid Campaign Design Integration Framework

The synthesis of thematic findings and comparative analysis results in the development of the Hybrid Campaign Design Integration Framework, which is structured around four foundational principles. These principles, namely systemic visual grammar, modular content architecture, narrative coherence sequencing, and cross channel experiential continuity, collectively address fragmentation across visual, structural, narrative, and experiential dimensions. Unlike existing approaches that emphasize coordination or channel alignment, this framework conceptually positions design as a primary integrative mechanism. The framework therefore represents a design oriented conceptual approach to understanding campaign integration, rather than an empirically validated solution.

The principle of systemic visual grammar establishes a unified set of visual rules governing campaign expression across channels, with the aim of supporting consistency while allowing contextual adaptation (Batat, 2022; Vernuccio et al., 2021). Modular content architecture introduces flexibility by structuring content into reusable components that can be recombined across platforms while seeking to maintain conceptual coherence. Narrative coherence sequencing organizes the proposed role of each touchpoint within an overarching campaign story, aligning with IMC principles of message complementarity and cumulative meaning construction (Batra & Keller, 2016; Payne et al., 2017).

Table 3. Overview of Hybrid Campaign Design Integration Principles

Principle	Description	Primary Fragmentation Addressed
Systemic Visual Grammar	Coherent visual rules across channels with contextual adaptation	Visual Tactical
Modular Content Architecture	Interchangeable content components across platforms	Structural (asset-level)
Narrative Coherence Sequencing	Cross channel storytelling with defined narrative roles	Narrative Structural
Cross Channel Experiential Continuity	Designed transitions and consistent interaction logic across channels	Experiential Procedural

Cross channel experiential continuity emphasizes the design of transitions between channels to support a more consistent and coherent interaction experience, reflecting insights from omnichannel experience research (Cocco & Demoulin, 2022; Rodríguez-Torrico et al., 2020). These four principles were derived through the conceptual synthesis of the reviewed literature. Their descriptions indicate proposed design functions and should not be interpreted as evidence that their effectiveness has been tested in actual campaigns. The principles are summarized in Table 3, which outlines their conceptual roles and corresponding fragmentation types.

D. Framework Application and Literature Frequency

The proposed framework is illustrated through a hypothetical campaign scenario to explain how its principles may be applied to the conceptual organization of campaign design. As illustrated in Figure 2, fragmented campaigns are represented by isolated channel nodes operating independently, whereas integrated campaigns are structured around a central design system that guides the expression of campaign elements across channels. This comparison illustrates a conceptual shift from independent channel execution toward coordinated design integration. Figure 2 is intended as a theoretical illustration rather than evidence of an implemented or empirically tested campaign.

The framework's principles operate interdependently rather than in isolation. Systemic visual grammar establishes the proposed basis for visual coherence, while modular content architecture enables the conceptual organization of adaptable content components across platforms. Narrative coherence sequencing supports communicative progression, and experiential continuity emphasizes consistency in transitions across the user journey. These relationships are consistent with themes discussed in omnichannel and customer experience research, which emphasizes integration across communication and interaction dimensions (Gerea et al., 2021; Neslin, 2022). Accordingly, the framework conceptualizes the four principles as related components of a design system. Their combined practical effectiveness, however, has not been established through empirical testing in the present study.

The distribution of the proposed design principles across the reviewed literature was also considered as part of the conceptual synthesis. However, claims about the relative frequency of these principles across academic domains require a clearly documented coding procedure and quantitative counts from the 28 included articles. Visual grammar concepts are discussed in branding and design research, while modularity is relevant to content strategy and technical implementation studies (X. Cui et al., 2022) Narrative coherence is addressed in advertising and storytelling research, whereas experiential continuity is discussed in user experience and service design studies (Cocco & Demoulin, 2022). These examples indicate the relevance of the principles across different research areas, but they should not be interpreted as evidence that one principle occurs more frequently than another unless the article level coding results support that comparison.

Taken together, the conceptual illustration and literature synthesis provide a basis for organizing the four principles within the proposed Hybrid Campaign Design Integration Framework. The framework offers a conceptual perspective on cross channel campaign integration, rather than a validated model of campaign performance. Future empirical research is

needed to examine its applicability in real campaign settings and assess whether its principles contribute to greater visual, narrative, and experiential coherence.

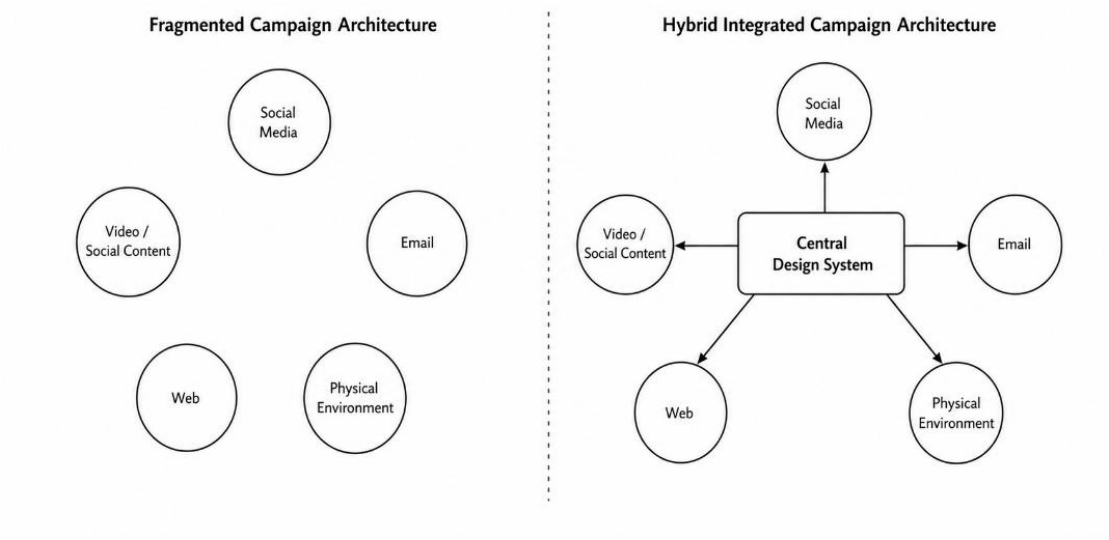


Figure 2. Conceptual Comparison of Fragmented versus Hybrid Integrated Campaign Architecture

DISCUSSION

A. Comparison with Previous Studies

The findings of this systematic review position hybrid campaign design as a distinct approach that differs from the channel coordination and message consistency strategies that dominate existing literature. Prior studies primarily conceptualize integration as a strategic or operational issue, emphasizing alignment across channels without specifying how such alignment is materially constructed. In contrast, the literature synthesis suggests that integration may also be understood as a design-oriented problem involving principles that can conceptually guide the organization of campaign elements across channels. This perspective extends Rajeev Batra and Kevin Lane Keller's work by interpreting IMC consistency in relation to potential design mechanisms for organizing visual and experiential coherence (Batra & Keller, 2016).

The framework also builds on the relational perspective of integration proposed by Sarah Laurie and Kathryn Mortimer, who emphasize the importance of shared understanding between organizational actors (Laurie & Mortimer, 2019). The synthesis suggests that a common design system could serve as a conceptual reference point for supporting shared understanding and coordination. Furthermore, the framework aligns with emerging perspectives on integrated hybrid communication, which highlight the convergence of marketing and corporate communication systems (Alwi et al., 2022). Its conceptual contribution lies in organizing these perspectives

through design-level principles. However, the present review does not empirically establish whether these principles produce improved integration in actual campaign practice.

In relation to omnichannel theory, the findings offer a design-oriented interpretation of integration alongside existing perspectives on channel configuration. Scott Neslin conceptualizes integration along a continuum of channel coordination intensity (Neslin, 2022), yet the present study indicates that similar channel configurations can produce different experiential outcomes depending on underlying design architecture. This observation is consistent with research showing that integration quality depends on system coordination and information flow (T. Cui et al., 2020; Hossain et al., 2020). Building on these perspectives, the proposed framework conceptually highlights how design architecture may influence the coordination of channel expressions. It also extends the holistic integration perspective proposed by (Vernuccio et al., 2021) by bringing structural design concepts, including modular content architecture and narrative sequencing, into the discussion of cross channel integration. Rather than demonstrating that design architecture produces particular outcomes, the framework shifts the conceptual focus from which channels are used to how design logic may organize those channels. Taken together, these comparisons indicate that the proposed framework offers a design centered interpretation of integration based on the reviewed literature, rather than an empirically established replacement for existing models.

B. Theoretical Implications

The findings suggest a theoretical perspective in which campaign fragmentation may be examined in relation to design decisions, rather than being attributed to channel proliferation alone. Based on the literature synthesis, campaign design can be conceptualized as a system level activity in which design principles provide a basis for organizing coherence across different channel expressions. This perspective aligns campaign design with broader developments in design systems thinking, which emphasize generative rules over isolated outputs (Batat, 2022). Accordingly, the proposed framework conceptualizes campaign design as a generative system, although this interpretation requires further empirical investigation.

The principle of systemic visual grammar contributes to ongoing debates in brand management regarding the balance between consistency and flexibility. Prior research shows that perceived consistency strengthens customer brand relationships (Šerić et al., 2020), yet rigid consistency can limit contextual adaptation. The proposed framework interprets consistency as a system of relationships rather than a set of fixed applications, potentially allowing variation within defined design parameters. This perspective extends traditional identity models into dynamic, multi-platform environments and aligns with research on omnichannel experience design (Cocco & Demoulin, 2022). It also provides a conceptual lens for interpreting research on the negative

effects associated with inconsistency (W. Gao & Fan, 2021). These implications represent a theoretical interpretation of previous studies and should not be understood as evidence that the proposed principle has been independently tested or confirmed.

More broadly, the framework offers a conceptual connection between marketing communication, design research, and customer experience theory. While previous studies have addressed integration from strategic (Berman & Thelen, 2018), experiential (Gerea et al., 2021), and technological perspectives (Timoumi et al., 2022), the synthesis brings these perspectives together through a design systems lens. It conceptualizes design as a possible link between communication strategy and the organization of customer experiences. This integration opens new avenues for theoretical development, particularly in linking communication design with system oriented approaches to customer experience. The framework therefore contributes a synthesized conceptual perspective on cross channel communication, while its explanatory scope and applicability remain to be examined through further research.

C. Practical Implications

Although the framework has not been empirically validated, its four principles, systemic visual grammar, modular content architecture, narrative coherence sequencing, and cross channel experiential continuity, may serve as provisional considerations for campaign planning and design. Rather than treating integration solely as a post hoc coordination effort, the framework proposes that integration be considered from the conceptual stage of campaign development. This perspective aligns with research emphasizing the importance of early stage integration in omnichannel strategy (Saghiri et al., 2017) However, the extent to which this approach improves campaign coherence or scalability in practice has not been established by the present review.

From a design perspective, the framework suggests several possible considerations for developing campaign briefs. Systemic visual grammar involves defining relationships between visual elements rather than relying solely on static brand guidelines. Modular content architecture involves considering how content components might be adapted and recombined across platforms. Narrative coherence sequencing involves mapping story progression across touchpoints so that each channel has a defined relationship to the broader campaign narrative. These examples illustrate possible applications of the framework's concepts. They are not findings from an implemented campaign or evidence of demonstrated practical effectiveness.

The implications may also extend to organizational structures and processes. Previous research discusses the relationship between organizational coordination and integration across

communication activities (Laurie & Mortimer, 2019). In light of this literature, centralized design governance and coordination between channel specific teams may be considered when planning integrated campaigns. Performance measurement systems could also consider experiential continuity alongside channel level outcomes, consistent with broader discussions of omnichannel management (Shankar & Kushwaha, 2020). These are potential implications derived from the conceptual synthesis, not empirically verified recommendations. Future studies involving design practitioners, campaign implementation, and evaluations of campaign outcomes are needed to determine their practical value.

D. Limitations

Several limitations should be considered when interpreting the findings of this study. First, the study is based on a systematic literature review and conceptual synthesis rather than primary empirical data. The Hybrid Campaign Design Integration Framework is therefore a literature derived conceptual framework, not an empirically validated model. While this approach enables the integration of diverse theoretical perspectives, it does not provide direct evidence of how the proposed principles operate in practice or whether they improve campaign performance. As a result, the framework should be understood as a conceptual contribution that requires empirical validation in future studies. This limitation is consistent with prior integrative reviews in omnichannel research (L. Gao et al., 2020).

Second, the final corpus of 28 articles represents a selective sample of the broader literature, shaped by specific inclusion criteria. Although this selection ensures conceptual relevance, it may exclude studies that approach integration from alternative perspectives. The interdisciplinary nature of the corpus also introduces variability in terminology and conceptual framing, which required interpretive alignment during analysis. This process may influence how certain concepts are represented within the framework. The findings should therefore be interpreted in relation to the selected literature and the review procedures reported in the Methods section, rather than as an exhaustive representation of all research on campaign integration.

Third, the framework's principles are derived from theoretical synthesis rather than direct observation of design practice. Consequently, they represent conceptual constructs whose suitability and interpretation may vary across real world contexts. Practical constraints such as time, budget, and organizational complexity may affect the implementation of design integration principles. Additionally, variations across industries and campaign types may influence how the framework is operationalized. Future research

should examine the framework through empirical case studies, interviews with design practitioners, expert evaluation, or implementation based studies. Such work could assess the relevance of the four principles, identify necessary adaptations, and investigate whether their application is associated with improved cross channel coherence. Until such validation is undertaken, the framework's practical effectiveness should remain an open research question.

CONCLUSION

This study systematically identified three sources of cross-channel fragmentation visual-tactical, narrative-structural, and experiential-procedural and synthesized them into the Hybrid Campaign Design Integration Framework, which proposes four principles for constructing coherent multi-channel campaigns: systemic visual grammar, modular content architecture, narrative coherence sequencing, and cross-channel experiential continuity. Derived from the synthesis of 28 selected articles, the framework represents a conceptual contribution to the literature rather than an empirically validated model. By repositioning design integration as a conceptual perspective for understanding fragmentation, the framework contributes theoretically by bridging design system thinking with omnichannel communication research. Its four principles may also provide preliminary guidance for considering integration during campaign planning, although their practical effectiveness has not been established by this review. Communication practitioners may consider the four principles when planning campaigns, including establishing visual governance, designing modular content before channel allocation, mapping narrative functions to specific touchpoints, and considering channel transitions as part of the overall experience. These suggestions should be interpreted as potential applications rather than proven practices. Future research should empirically validate the framework through comparative case studies, investigate how each principle relates to perceived campaign coherence, and examine its applicability in different contexts, including non commercial domains such as public health and political communication.

AI Usage Disclosure

Artificial intelligence tools were used solely to improve language quality, including grammar and textual clarity. The research design, data collection, analysis, and interpretation were conducted entirely by the authors, who retain full responsibility for the validity, originality, and integrity of the manuscript.

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