





# THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

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## Editorial

### Dare to Differentiate

Differentiation is the key to survival and success in any business. There are three key fronts on which you can fight the differentiation battle: Price, quality, and service. Your ability to compete on price is limited. You can cut your margins just so far without jeopardizing your operation. It's difficult to compete on quality too.

Modern technology has caused most products to become commodities; hence, there is often little difference between Brand A and Brand B. Service is, therefore, the best strategy for competing in the marketplace. Being on par in terms of price and quality only gets you into the game. Service wins the game.

### Moments of Magic or Misery

In 1981, Jan Carlzon took over as chairman of one of Europe's most poorly rated airlines, Scandinavian Airline Systems (SAS). Carlzon quickly implemented many changes, the most important of which was to manage the interactions that SAS employees had with its customers.

In 1987, Carlzon wrote a book entitled, Moments of Truth, in which he said, "Last year, each of our 10 million customers came in contact with approximately five SAS employees, and this contact lasted an average of 15 seconds each time. Thus, SAS is 'created' in the minds of our customers 50 million times a year, 15 seconds at a time. These 50 million 'moments of truth' are the moments that ultimately determine whether SAS will succeed or fail as a company."

Carlzon hit upon a concept that is simple yet profound. Every single contact between any employee and a customer is an important contact, regardless of its length or content. The term "Moment of Truth" describes a contact that is neutral in nature.

As we all know, however, there are other kinds of interactions between employees and customers. "Moments of Misery" describe interactions that have negative outcomes. A "Moment of Magic" is an interaction that exceeds the expectations of your customer and leaves him/her with a positive impression.

Moments of misery are a fact of life because people and companies are not perfect. Mistakes happen, which is unfortunate, because research has shown that customers tell an average of 20 people about moments of misery; but they tell only ten people about moments of magic. To break even, therefore, you have to create twice as many moments of magic. Of course, the point is not to stay even; it is to



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stay ahead by managing interactions and making them moments of magic.

How are moments of magic consistently achieved? The bottom-line answer is that a company has to be customer-driven versus operations-driven, where it puts the needs of its customers first. An operations-driven company puts its needs, policies, and procedures first. A customer-driven company may bend its own rules to please its customers. An operations-driven company uses its policy manual as its Bible and will, if necessary, disappoint customers by invoking the most ignorant excuse on the face of the earth: "I'm sorry, it's against company policy."

### How To Become Customer-Driven

Since the middle of the 1980's, a lot of companies have talked about becoming customer-driven. Everyone aspires to becoming the next Nordstrom, Federal Express, or L.L. Bean. The transformation has worked for some, but for others it has been only talk. Talking the talk does not transform a company. Real change takes a concerted effort that requires Commitment, Communication, and a system for Conflict Resolution.

### The Foundation: Commitment

Without commitment, customer-driven service will be just another flavor-of-the-month training that will sharpen the skeptics' barbs. Customer-driven service requires a 100 percent commitment throughout the organization, starting with the CEO. This top-down company strategy must include people who interact with customers, and employees who serve in support positions. The reason is simple: customers must be defined broadly, and that definition must include "internal customers." Interactions between departments are analogous to interactions with external customers--they are subject to moments of magic and moments of misery.

### The commitment to customer-driven service requires four very important steps:

- 1. Set clear objectives and service standards.** High quality service must be defined so employees know what it looks like and how to provide it.
- 2. Train well.** The commitment must include the time, money, and effort necessary to train employees properly. When service expectations are raised, employees must be given whatever skills needed to meet or exceed those expectations.
- 3. Monitor and measure service.** Service has to be made concrete so that it can be monitored, measured, and made a part of everyone's performance review. In general, there are three ways to monitor service:
  - a) Ask customers for feedback.
  - b) The observations of management; and
  - c) the use of "mystery shoppers" who pose as customers and rate service on many dimensions.
- 4. Reward or retrain.** People who excel at providing excellent service should be rewarded; those who need help should be coached or retrained. Your goal is to empower people to be creative, resourceful, and autonomous in their jobs. If they are punished for mistakes, they will become defensive and stop thinking creatively. The better approach is to coach, retrain, and show them better, alternative solutions.

### Effective Communication

One of the goals of customer-driven service is to change the service-provider's focus from individual transactions to long-term relationships. Effective communication is the key to building and maintaining



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long-term relationships and can be looked at from two perspectives: the macro and the micro. The macro level is the communication strategies used to stay in touch with customers. The micro level is the communication skills used when interacting with customers.

Customer-driven companies encourage communication in which customers feel comfortable giving feedback on how well the company is doing its job. This feedback should be solicited on a regular basis.

### Conflict Resolution System

The third major building block of customer-driven service is a system for turning moments of misery into moments of magic. We have already conceded that moments of misery are bound to happen. Every company must, therefore, have a set of guidelines that helps employees "right the wrong." Customers do not expect companies to be perfect. They do, however, expect imperfections to be corrected quickly, painlessly, and fairly.

Every moment of misery is different, but there are some general guidelines that will give you insight into turning them around. When a problem occurs, listen actively, ask questions, and mentally trade places with your customer. Then determine the severity of the problem and a fair solution.

### Incorporate the following steps into your conflict resolution system:

**1. Handle the person first, then the problem.** Let angry people vent their frustrations by listening to them before trying to solve their problem. This alone will go a long way toward resolving the problem.

**2. Apologise.** Offer a sincere, personal apology that shows you are committed to the relationship.

**3. Show empathy.** Validate customers' emotions by letting them know that you would feel the same way if their problem happened to you.

**4. Find a solution.** Resolve the problem with your customers, not for them. Ask questions that get them involved in the solution process.

**5. Offer compensation.** If the moment of misery was severe enough, you need to say and show that you are sorry. Compensation should be immediate (no time-delays), meaningful (high perceived value), and consumable (something that can be used or eaten soon so the incident is forgotten).

**6. Follow up.** After resolving a problem, you must follow up to make sure everything is satisfactory from the customer's perspective.

Meeting standards of excellence in business has always been important, but in today's increasingly competitive marketplace, it is absolutely essential for your company's survival and success. To meet those standards of excellence, your company and every one of its representatives in every one of its departments must have a customer-driven orientation and provide consistent moments of magic.

**Brian Monger July 2004**

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## The Battle For Business

By Jim Dickins

July 11

SMALL business has rejected pre-election advances from both sides of politics, declaring its vote is still up for grabs.







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financial targets for the latest quarter.

The list includes: Veritas, Siebel Systems, PeopleSoft, Computer Associates, Kana Software, Sybase, WebMethods, Ascential Software, Informatica, Secure Computing. and BMC Software.

Germany-based SAP, the world's largest maker of business applications software, provided a notable exception to the trend Friday. Spurred by the recent spate of bad news, SAP revealed its second-quarter revenue rose 15 per cent from the same time last year.

Almost everyone else in the industry seems to be puzzling over how to get out of the current sales rut. Under the best case scenario embraced by most industry executives, software sales will pick up later in the year as protracted negotiations that started months ago culminate in deals during the fall and winter.

The sales slump in the most recent quarter "felt a little more like...increased sand in (the) gears of closing transactions than it felt like the budgets were evaporating," BMC Software CEO Robert Beauchamp said.

Siebel Systems CEO Michael Lawrie expressed a similar sentiment as he discussed his company's latest sales stumble in a conference call.

"The business environment, in our view, appeared to be reasonably healthy during the second quarter," he said. "Truth is, a number of transactions slipped at the end of the quarter."

The net result: Siebel's sales of new software licenses totaled \$US95 million (\$131 million), the lowest quarterly volume in more than five years, according to Friedman, Billings, Ramsey & Co. analyst David Filal.

While most industry executives expect an eventual recovery, a few iconoclasts believe the industry will never be the same again.

The skeptics foresee a shakeout that will produce more mergers among the industry's mishmash of specialty software makers, responding to customers' desire to deal with a few large vendors offering comprehensive product suites.

Oracle CEO Larry Ellison has been an outspoken proponent of this scenario and has pledged to lead his company on a takeover binge to help make it come true.

Having already stalked PeopleSoft for the past 13 months with a hostile takeover bid now valued at \$US7.7 billion, Oracle has vowed to pounce on other prey in the months ahead.

The industry's troubles have cheapened many software stocks, potentially making them more susceptible to takeover attempts.

For instance, Veritas's market value has dropped about 50 per cent so far this year while Siebel's market value has slid by more than 40 percent.

Investors recently have been more bullish about Salesforce.com, a company pioneering a new way to sell software — an approach that some observers believe will become more prevalent as the industry evolves with the changing needs of customers.

San Francisco-based Salesforce.com enables its customers to use software applications through an online connection instead of installing the programs on individual computers. Instead of paying a one-time licensing fee, the customers pay monthly or annual subscription fees.

The approach has been mildly successful so far. Salesforce.com has 9,800 customers, enabling the company to eke out a \$US3.5 million profit on revenue of \$96 million last year. The company's shares have gained nearly 50 per cent since its initial public offering at \$11 per share last month.

Most traditional software makers have brushed off Salesforce.com as a passing fancy. Salesforce.com believes the industry is in denial, a point that the company emphasizes with its taunting logo: the international "no" symbol stamped over the word "software."

*The Associated Press*

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"The ankle up to the thigh is going to be the next big thing," says Mr Zabotto-Bentley.

*The Daily Telegraph*

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### Kiwis Capitalise In On Aussie Trade Deal

**By Natasha Robinson and Megan Saunders**

**July 9**

NEW Zealand plans to capitalise on the proposed free trade deal between Australia and the US, with Prime Minister Helen Clark suggesting yesterday that any agreement should ultimately be trilateral.

"We are one market between Australia and New Zealand," Ms Clark said.

"We're pleased Australia got it, because eventually that must open the door for New Zealand. In fact, really it should be one trilateral FTA, eventually."

Ms Clark said Australia had negotiated the best trade deal it could with the US, as she moved to allay fears the agreement would lead to a rise in the cost of pharmaceuticals.

"Would the price of pharmaceuticals rise under the FTA as a result of this deal? I wouldn't think so," the New Zealand Prime Minister said.

"My understanding is that Australia conceded very little of anything on pharmaceutical benefits.

"It's really government policies of the day that determine what sort of co-payment people are going to pay of anything, so that becomes a domestic debate about the PBS, rather than connected to the FTA."

During an address in Sydney to a Trans-Tasman Business Circle lunch, Ms Clark also hit back at suggestions New Zealand was not pulling its weight in the war against terrorism.

"The assumption always is that New Zealand is some kind of bludger that does not say anything or do anything," she said, noting the nation's commitment to Afghanistan and Solomon Islands.

"I can tell you our record is second to none."

She said that after the September 11 attacks in the US, New Zealand had decided to be part of the military effort to defeat terrorism.

"I don't think New Zealand should feel inferior to anybody in these respects," she said.

New Zealand had also deployed its third frigate to the Gulf and had played a substantial peacekeeping role regionally in East Timor and Solomon Islands, she said.

"In fact, per capita, we've probably made one of the highest contributions to the military effort against terrorism."

A New Zealand provincial reconstruction team was also assisting peacekeeping efforts and Kiwi forces were helping train the Afghan national army, Ms Clark said.

She signalled to the business community that her Government was ready to accelerate the process of creating a "seamless trans-Tasman business environment".

"The key objective is to reduce compliance costs and other regulatory barriers," Ms Clark said. "The long-term goal is to enable a properly constituted Australian company to function as a company in New Zealand as of right, and vice versa."

She said the New Zealand Government would consider new initiatives to strengthen the Closer Economic Relations agreement "within weeks".

*The Australian*

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All organisations have their own specific requirements, own values and unique ways of doing things. Therefore, even the best and most comprehensive branding models have to be tailored to these needs and requirements. Often, only a few but important adjustments are needed to align your model with other similar business models and strategies in the company to create a simplified toolbox. Remember that branding is the face of a business strategy so these two areas must go hand in hand.

### **Involve all your stakeholders including the customers**

Who knows more about your company than the customers, the employees and many other stakeholders? This is common sense, but many organisations forget these simple and easily accessible sources of valuable information for the branding strategy. Obtain a fair picture of the current business landscape including the current brand image among stakeholders, brand positioning and also any critical paths ahead.

### **Advance the corporate vision**

The corporate branding strategy is an excellent channel for advancing the corporate vision throughout the company. It allows the management to involve, everyone around the corporate objectives, values and future pathway.

### **Exploit new technology**

Modern technology should play a part of a successful corporate branding strategy. Technology helps to gain effectiveness and improve the competitive edge of the corporation.

A company website is not only a must, but rather a crucial channel for any modern corporation regardless of size. If the corporation is not accessible on the Internet, it does not exist! The more professional the website, the better the perception among Internet savvy modern customer. Gone are the days where corporations could get along with a business card portrayed on the Internet.

### **Empower people to become brand ambassadors**

After its customers, the most important assets in a corporation are its people. They interact every day with colleagues, customers, suppliers, competitors and industry experts and also family members, friends, former colleagues and many others. Hence they serve as the corporation's most important brand ambassadors. This word-of-mouth can be extremely valuable and have a great impact on the overall image of the corporate brand image.

The most effective way to turn employees into brand ambassadors is to train everyone adequately in the corporate brand strategy (vision, values and personality etc.) and making sure they fully understand – and believe! – what exactly the corporation aims at being in the minds of its customers and stakeholders.

### **Create the right delivery system**

The corporate brand is the face of the business strategy and basically it promises what all stakeholders should expect from the corporation. Therefore, the delivery of the right products and services with all the implications this entails should be carefully scrutinized and evaluated on performance before any corporation starts a corporate branding project. Think of the cradle to grave concept of a lifelong customer and the value he/she will provide in such a time span. Make sure that customer is handled with outstanding care according to internal specifications and outside expectations. The moment of truth is when the corporate brand promise is delivered well – and it does



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not hurt if the corporation exceeds the customer expectation.

### **Communicate!**

Bring the corporate brand to life through a range of well-planned, well-executed marketing activities, and make sure the overall messages are consistent, clear and relevant to the target audiences. Make sure the various messages are concise and easy to comprehend. Do not try to communicate every single point from the corporate branding strategy. Instead, a selective approach will make much more impact using the same resources.

### **Measure the brand performance**

A brand is accountable and this is no different from a corporate brand. How much value does it provide to the corporation and how instrumental is the brand in securing competitiveness? These are some of the questions that need to be answered and that the CEO will automatically seek as part of a commitment to run the strategy successfully. The brand equity consists of various individually tailor-made key performance indicators (including the financial brand value) and needs to be tracked regularly. A brand score card can help facilitating an overview of the brand equity and the progression as the strategy is implemented.

Adjust relentlessly and be ready to raise your own bar all the time

The business landscape is changing almost every day in every industry. Hence the corporation needs to evaluate and possibly adjust the corporate branding strategy on a regular basis. Obviously, a corporate brand should stay relevant, differentiated and consistent throughout time, so it is a crucial balance. The basic parts of the corporate branding strategy like vision, identity, personality and values are not to be changed often as they are the fundamental components. Instead changes should be small and involve the thousands of daily actions and interpersonal behaviors, which the corporation employs as part of the brand marketing efforts. But make sure complacency does not take root in the organization and affect the goal setting.

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## **The Benefits of Membership**

The opportunity to achieve career advancement and enhanced credibility in the profession through profession development programs, access to the latest information on marketing practice and networking with fellow practitioners.

As a member of the Marketing Association of Australia and New Zealand, you will benefit from the information and professional development programs available to you. Membership acknowledges your personal standing and commitment and shows your support of Marketing as a professional activity.

We encourage you to make a personal and professional commitment - to the Association and to your own personal standing.

**Value for money?** One recent corporate member pointed out that so far this year, they saved three



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times their cost of annual membership on the members discounts from various seminars they have attended. Student membership is now just AUD\$25.00 pa. Personal membership starts at just AUD\$50.00 PA. Full Professional Membership is just AUD \$75.00

Do your career a favour. Just complete the membership application form [www.marketing.org.au](http://www.marketing.org.au)

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## Lessons for Management

### 1. Lesson Number One

A crow was sitting on a tree, doing nothing all day. A small rabbit saw the crow, and asked him, "Can I also sit like you and do nothing all day long? The crow answered: "Sure, why not." So, the rabbit sat on the ground below the crow, and rested. All of a sudden, a fox appeared, jumped on the rabbit and ate it.

#### Management Learning:

\* To be sitting and doing nothing, you must be sitting very, very high up.

### 2. Lesson Number Two:

A turkey was chatting with a bull. "I would love to be able to get to the top of that tree," sighed the turkey, "but I haven't got the energy. "Well, why don't you nibble on some of my droppings?" replied the bull. "They're packed with nutrients." The turkey pecked at a lump of dung and found that it actually gave him enough strength to reach the first branch of the tree. The next day, after eating some more dung, he reached the second branch. Finally after a forth night, there he was proudly perched at the top of the tree. Soon he was promptly spotted by a farmer, who shot the turkey out of the tree.

#### Management Learning:

\* Bullshit might get you to the top, but it won't keep you there.

### 3. Lesson Number Three:

A little bird was flying south for the winter. It was so cold, the bird froze and fell to the ground in a large field. While it was lying there, a cow came by and dropped some dung on it. As the frozen bird lay there in the pile of cow dung, it began to realize how warm it was. The dung was actually thawing him out! He lay there all warm and happy, and soon began to sing for joy. A passing cat heard the bird singing and came to investigate. Following the sound, the cat discovered the bird under the pile of cow dung, and promptly dug him out and ate him!

#### Management Learning:

- \* 1) Not everyone who drops shit on you is your enemy.
- \* 2) Not everyone who gets you out of shit is your friend.





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with their best advice. Here's what they had to say:

Cater your strategy to female clientele.

Focus on subtleties—details make the difference.

Forget gender; women are not all the same.

1. Cater your strategy to female clientele

Recent studies reveal significant and real differences in how women make decisions. With women as a large part of your customer base, it's important to consider the advantage of using a strategic approach to reach this audience and to weigh the costs of not using one.

Vanessa Freytag, President of W-Insight Inc., speaks from experience and points to valuable research that makes the need for a unique approach obvious:

Having been on the corporate side of this question as the head of a major bank's marketing initiative to women, and now as an owner of a firm that specializes in helping organisations expand their market share in the women's market, my answer is an emphatic but qualified YES. The emphatic part is based on facts—there are many studies identifying the differences in the buying patterns and preferences of women.

A terrific example is research done by the Center for Women's Business Research and IBM that identified differences in how men and women business owners buy technology. Both wanted a fair price, but men were more concerned with processing power (How fast is it? How much memory? etc.). Women were primarily concerned with ease of use (How easy is it to get this up and running? How easy is it to use? Will someone help me if I have problems?). Now let's look at the regular Sunday circulars from well-known computer/office equipment stores. What do those ads focus on? Price and power. They list all the facts and features of the product, but don't focus on what a female buyer would consider in her buying decision. They aren't offensive; they're just missing the point... the marketing point!

The qualified part of my yes is based on experience. You've got to do this the right way. Too many people think "marketing to women" means "making it feminine." It's not about pretty colors or girly features—it's about doing the research and meeting her needs. The great news is this can pay off big time when it's done right. I know a number of organisations that have substantially improved their bottom line by focusing on a relatively untapped women's market opportunity.

The goals you establish drive everything else. Setting them down on paper and integrating operations, marketing, and sales in the process will improve the chances you'll reach your target.

JoAnn Hines, chief people packager with Women in Packaging, recently conducted a survey and shares some of the feedback received from women on this issue:

Absolutely, women need a different approach. I conducted a survey recently for my seminar "How to attract the female buyer." The consensus was that organisations really don't market to women. They use the same tired approach as they do marketing to men, using male-oriented graphics, themes and sales approaches. The women buyers not only resent this, but also many times it puts the salesperson at a disadvantage, especially if they try to go over the woman's head to the male boss.

Women respondents also qualified the ways and manner they would like to be approached, including what works and what doesn't, along with many caveats. Interestingly enough, women marketing to women employ different strategies than men marketing to women. Women marketing to women is the hardest sell, but once successful, usually creates a long-lived relationship. There were at least five news articles on marketing to women in the media this week. Understanding how and where to reach women is fast becoming an increasingly important marketing strategy.

Lucas Snipes, vice-president of CHS, Inc., is a strong believer in the need for a specialized marketing approach and suggests resources for helping you develop a successful women-oriented marketing strategy:

First, I recommend reading "Marketing to Women," by Martha Barletta. I have been working with a nonprofit organization where 60 percent of the funders are women. I also do work in healthcare, where 80 percent of the employees are women and probably 80-plus percent of the purchase decisions are made by women.

The who, what, how, why, when and how many questions asked by women require a completely

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different style of response from a marketing point of view, because the drivers of the decisions are completely different for our female customers. Frequent visitors to MarketingProfs will be familiar with the research that shows women use the Internet more frequently and in a different way than men. Look at sites from organisations whose customer bases are predominately women and compare them to sites whose customer bases are likely men—the difference is striking. Yes, you do need a special marketing approach to appeal to your female clientele.

### 2. Focus on subtleties—details make the difference

Deciding to use a female-oriented approach involves not just a reassessment of your strategies but also an equally important examination of your tactical approach.

Howard Seibel, managing director of Wharton Strategic Services, offers this insight, after having witnessed a few failed attempts at marketing to women:

I've witnessed some disasters when organisations (undoubtedly run mostly by men) try to tailor their products for women, such as putting a pink handle on a razor and promoting it as designed for women. The automotive and investment industries were especially transparent and ham-handed in their approaches toward women, although they are much improved now.

In a B2B environment, my best advice is:

See what research already exists on this topic (which you are already doing).

Tailor your benefits copy to recognize that men and women make decisions differently. For example, it's been said that women prefer to make decisions based on consensus, more so than men.

Make sure your ad agency has plenty of women working on the creative portion of your account.

Make sure your salespeople are comfortable selling to women (not everyone is).

Be subtle; for example, if you are choosing a charity to align with, you could choose one that has special significance to women.

Don't obsess over this—in B2B, it's more important to make sure the advantages and benefits of your product are well positioned and communicated, no matter what the demographics of your audience.

Managing Director of Harris Campbell Pty Ltd. Michelle Harris believes that the success in your approach lies in the visuals you use to draw interest and promote your offering:

I would definitely suggest you do more SHOWING than TELLING. Use lots of screen shots and walkthroughs of particular tasks so they can get a "feel" for the software (like getting to know a person), rather than just listing out the features and benefits.

Certainly have detailed information easily available, but give an overall high-level (preferably graphical) impression first, so that the details are put into a context that makes them easier to relate to. Remember, men give directions by using street names; women give directions by using landmarks.

An anonymous SWOT Team member notes that using a tailored approach does not exclude the interests of your male audience:

Tailoring an approach to women doesn't eliminate the appeal for men. It's just a different approach.

Marketing materials should be educational and help the user make an informed decision. Compare your products to the competitions' products.

Products should be presented by how they will save the prospect valuable time. Tell "stories" to relay the benefits you have to offer; they're more memorable than "sales copy." Use testimonials. By incorporating items important to women in your promotions, the men will come too.

Wamai Robert, consultant with The Bigger Picture, highlights these important nuances that separate women from men and call for a unique approach:

Having worked as a strategic planner for Saatchi & Saatchi, I have learned the value of looking at women at a different level and targeting them that way as well. One of the biggest differences between women and men as customers is that women have better memories. Therefore, they tend to remember experiences, especially nasty ones! Secondly, women have a higher degree of loyalty, as they tend to be creatures of habit more than men. This is both good and bad for a marketer. Good if they are your customers, bad if you are trying to poach them! Tailor your approach to women, you cannot go wrong.

### 3. Forget gender; women are not all the same

Could it be that by focusing on and catering to our audience based on gender we are at risk of



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neglecting other more important factors that affect the purchase decisions of our customers and prospects?

Marcus Barber adamantly believes that gender is not the issue. He shares his opinion about focusing on what matters:

Focusing attention on gender is taking the exact same approach to marketing that so many businesses take, which means making the same mistakes, wasting time and money. Lets break down the question to what it really says—"Women are different from men, so we need to talk to them differently." Yes, okay a reasonable first step. But where most people go wrong (and it is a major mistake) is that from the position "women are different from men" we make the unfounded leap to "all women are the same." Focusing on gender difference ignores the reality that all women are NOT the same.

I shake my head at the amount of so-called marketing experts who try to claim that "it's all about gender." It is not. Gender is but one factor to be included. Male versus female is no more advanced in thinking than a "them versus us" argument—who exactly is "them" and who exactly is "us," and how can you tell?

Do you really believe this group of female users, decision-makers and influencers are all the same? I suspect your answer will be "No." My next question is, "Why raise the gender issue at all?" Surely it will be more effective for your organization to understand the differences in the way these people think, in what drives their desires and aims, in what "pushes their buttons" in a marketing sense, and then tailoring all sorts of marketing messages to reach each segment of your target group.

Acknowledging that women as a group think differently from men as a group doesn't get you any closer in reality, to achieving a positive outcome. The woman sitting next to you thinks differently from the woman down the hall, thinks differently from the woman behind the counter, thinks differently from the woman presenting the conference—ad infinitum.

Janet, I hope you recognize that using the gender approach homogenizes your audience, and you treat them with disrespect if you try to fit them all into the same box. I recommend you check out a Web site on spiral dynamics and begin learning about Value Systems and the way they drive behavior. Forty years of proven research constantly being added to, used in major corporations and global arenas helps "sell a message" or position a perspective; it is also used in one-to-one sales letters, advertising design and product development. You'll discover that the issue is more about HOW people think rather than what sex they are.

[Read more...](#)

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