



THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

The Coalition's broader reform agenda will also have a big impact on the tech sector, especially changes to industrial relations policy.

The scrapping of unfair dismissal laws for small businesses will be welcomed by the SME-dominated sector, which thrives on workforce flexibility.

A number of initiatives were on the agenda prior to the election. The Government promised in May to merge the Australian Communications Authority and the Australian Broadcasting Authority.

The plans, which are to take effect from mid-2005, are behind schedule because of the appointment of a new minister, and the election. Senator Coonan will need to make appointments to the boards of both authorities and the ABC before the end of the year.

With the re-election of the Howard Government, months of inactivity in the public service should come to an end. Certainly the slowdown that put some IT projects in limbo is over. Tech vendors and industry observers expect a surge of activity in the coming months, possibly kick-starting a new round of IT projects and a flurry of legislative activity.

The six-week election campaign put a freeze on the progress of new legislation affecting the IT industry, and the uncertainty has slowed a number of public-sector projects.

Big spending departments such as Defence, the Australian Tax Office, the Australian Customs Service and Health were most affected by the slowdown. Departmental spokesmen told The Australian current IT projects were unaffected by the caretaker period. However, a Defence spokesman said, announcements about "new and significant" IT initiatives were held back.

Defence is in the midst of several large-scale IT projects, including the \$34 million e-Defence, the \$700 million Battlespace communications network and its naval equivalent, and the Wundurra soldier of the future project.

In the health sector, a major project on the agenda is the roll-out of HealthConnect, a national health information network that provides a platform for collecting, storing and exchanging consumer health data in a secure environment.

The development of the biometric passenger processing system, SmartGate, by the Customs Service is progressing, but the Government has yet to make a decision on the Passport Bill, tabled in parliament in June. SmartGate is a critical part of the Government's \$9.7 million plan to use biometric scanning to improve security at passport checkpoints.

Privacy advocates have raised concerns about the bill.

Another piece of legislation the IT industry is eagerly awaiting news on is the anti-money-laundering bill. Financial services businesses, in particular, have delayed improvements to current systems as they await the legislation.

Prior to the election, news leaked out of the Howard camp that it was planning to water down tough new rules on money laundering.

After expectations that the draft would be available in July, the latest word is that it is not expected until later this year.

Financial institutions, which are already subject to money-laundering rules, may also have increased surveillance responsibilities.



THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

Robin Yapp October 20

Telephone users in the UK are finding robots on the other end of the line.

If they do, it means they have been sent a text message -- even though they don't own a mobile telephone. Instead of reading the message, the recipient on the landline will hear it spoken by a synthesised female voice.

The service -- which is already up and running -- is currently available to users on the Vodafone, T-Mobile, BT Mobile, 3 and O2 networks.

They simply tap a message out on their mobile telephone as usual then enter the landline number before pressing the send button.

The robot voice will read out the mobile number from which the text was originally sent -- ensuring callers are easily identified.

Texting a message to a fixed phone line typically costs around 10p (25), the same price as sending one from mobile to mobile. Customers with landlines with "caller display", whose phones have a screen to display text, will be able to read the messages as normal.

But for the majority of users without this service, the phone will ring moments after a text message has been sent. The woman's voice will ask them to listen to the new message, which it will then read out. The synthesised voice will even translate common text message abbreviations into spoken English and will faithfully relay expletives included in the original message.

Messages can also be saved.

The Courier-Mail

[**Back to top**](#)

MAANZ MAANZ

Are You A 'Chav' Or 'Retrossexual'?

Correspondents in London October 19

An English language fanatic has charted the course of "buzzword" history with a compilation of new dictionary entries from 1904 to 2004.

In 1904 it was "hip." In 2004 it's "chav." In between, there was "racism," "cyborg," "punk" and "9/11."

They are all words chosen by a book that charts the creation of new words over the past 100 years. Author and word lover Susie Dent has delved into the social and political concerns of society to choose a word for each year to provide a snapshot of it.

Each word in *Larpers and Shroomers: The Language Report* made its first appearance in the Oxford English Dictionary in its year of nomination.

Some words provide a distillation of the social or political scene in the given year - "U-boat" in 1916, "demob" in 1920, "Blitzkrieg" in 1939, "peacenik" in 1963, "Watergate" in 1972, "punk" in 1974, "dot-commer" in 1997 and "9/11" in 2001.

Others surprise at how early they appear chronologically - "spliff" in 1962, "mobile phone" in 1945, "wonderbra" in 1947, "generation X" in 1952 and "cyborg" in 1960.

"If you look at teddy bear (1906) for example, it came about as a result of (U.S. President) Teddy Roosevelt," Dent said.

"Mobile phone was almost certainly military technology postwar. It disappeared for a while, surfaced



THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

It seems that some smart guru hired by Starbucks wanted to downgrade from two-ply to one-ply toilet paper in store restrooms. He calculated a significant cost savings based on deep analysis of the comparative cost of toilet paper, the number of Starbuck stores, how many rolls per year were needed... and so on.

But Starbucks didn't agree, and the stores kept the thicker two-ply paper to preserve their "great coffee experience."

Quite literally, Starbucks was worried about all branding touchpoints.

A Touchy Subject

Your brand, as perceived by the only legitimate judges—your customers—is the sum of all their interactions with your company. Every place a customer can interact with your company is a touchpoint, and that touchpoint affects how you are perceived. A lousy experience with one touchpoint can negate all the brand equity you build in other touchpoints. When Microsoft releases a security patch that creates more openings for hackers, its brand is diminished.

That is why toilet paper matters.

Let's look at the high-tech market as an example. A customer, whether an IT or consumer electronics buyer, interacts with your brand both directly and indirectly, through promotions, sales, product use, technical support, up-sale opportunities and more.

All these factors contribute to a customer's impression of your brand. To create and manage your brand—in short, to make the market think and feel what you want them to—you must create your brand through all these touchpoints.

Sony consumer electronics is a depressingly good case. Sony is widely perceived as an inventive company with poor product quality and service. Innovation and product turnover drive Sony's corporate culture. But its brand never evolves past that barrier because Sony fails to carry any other brand initiative through touchpoints beyond the sale.

High-tech companies have a number of brand touchpoints and should evaluate how their desired brand is (or is not) being managed through those points of customer contact. You need to create your own list by determining every interaction that your customer has with your company and products. I'll get you started by listing the more common ones.

Promotions

Back before the Carly era, Hewlett-Packard was perceived as a great technology company that could not market its own wares. The standard industry joke was that if HP were to market sushi, it would advertise it as "cold, dead fish, low on intestinal parasites."

Promotions are where customers first encounter your brand. Like flirting in a bar, it is a process of attraction on superficial touchpoints.

Sadly, inexperienced marketing people create promotional images that do not match the product or company brands—or perhaps the company fails to live up to the image rightfully created by marketing. Regardless, this creates disappointment later in the customer relationship.



THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

If your promotions reflect a brand image you want to develop, the rest of your company has to reinforce that image. Failure to do so will rapidly create a consensus in the market that your promotions are misleading and that you cannot be trusted.

In the IT market—where customer expenditures can be millions of dollars—mismatched promotions and delivery can be fatal. IT buyers want to build long-term relationships with vendors—and, as we all know, relationships are built on trust.

Violate that trust, and the customer has every reason to abandon the relationship.

Sales Engagement

Salespeople are the first human interactions customers have with your brand (this is under the broad assumption that sales people are human, something yet to be scientifically proven). This applies regardless of products category or channel.

For example, in the consumer electronics space, your salespeople may be working for Best Buy or Circuit City (and thus are not entirely within your control). Poorly coached salespersons can destroy your brand more quickly than a defective product because they prevent the sale from ever happening.

And it all comes down to behaviour. Salespeople must project your brand, whatever you have decided that to be. If you are a low-cost provider, your sales team needs to be fast and efficient in helping a customer reach a buy decision. If your brand is based on great customer service, your salespeople need to listen first, then meet your customer's every need.

Regardless of your specific positioning, you must train and enculturate your sales teams to project your brand.

As an aside, let me note that I live in fear of salespeople with PowerPoint presentations. Most spend your customer's time explaining why their products are so great and why their company is wonderful, and almost no time listening and learning what their customers need and want.

After 30 slides of marketing effluvium, these self-absorbed sales types might actually ask a question, and might receive an answer if the customer is still awake.

Product Demos

For IT vendors, product demos are the very first interaction that customers have with your product. Your product must live up to the brand image that your advertising and sales people created. (Are you starting to see a layered effect in branding?)

Examine with a cold eye what your brand claims are and what the demo actually presents. If they are too different, then it is best to restrain product releases until everything is in harmony.

The two most common branding disasters with IT product demos are the "beta hack" and the "ease-of-use" lie:

Beta hack demo: All too often, a vendor is tempted to rush products out before they are ready. Under the top-line-revenue gun, it releases what should be considered beta test versions as the final product. This can be fatal in all technology markets, but it is especially acute for IT vendors. IT departments require stability as well as functionality for all products. Deliver beta test code as a final product, and you immediately destroy a core brand element.

Ease-of-use lie: The ability to easily use a product is a primary customer touchpoint. If your brand is built in part on an ease-of-use promise, you better deliver—because there is no way to mask poor



THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

usability.

Support

Technical support is the ultimate customer touchpoint. It creates (or breaks) human bonds and can often involve more hours of inter-company interaction than all other phases of the relationship. Support services are where customers build or lose trust with a vendor after having been beguiled by the advertising, charmed by the salesperson, and convinced by the product demo. (Did I mention that branding has a layered effect?)

Sadly, few technology companies educate their tech-support teams on the company brand and how to meet the expectations created through the promotion and sales process. Negative customer support images are greatly exaggerated by automated email response systems that incorrectly categorize a customer request and reply with unhelpful answers.

Training technical support staff in branding is not difficult and has amazing benefits.

Long ago, I managed a support group for a company that had a corporate motto of "we make happy customers." I indoctrinated the support team with war stories about the founder and how he went out of his way to make sure every customer knew how to get the most out of the product.

I also made it plainly obvious that I conducted random customer satisfaction calls from tech support logs (people never do what you tell them, but they do what you inspect).

My surveys indicated we had very happy customers, and not because the product was sexy (it drove pagers) or that it was easy to use (it didn't even have a GUI). They were happy because we helped them be successful with the product—we created happy customers.

Upsell and Ongoing Relationship

Sales people have jobs after the initial sale is complete. There are always opportunities to upsell customers and fatten revenues.

Likewise, there are always opportunities to destroy your brand after the sale. Upsell opportunities typically vanish in two ways: either the brand value was destroyed after the sale due to poor product design or support, or the sales person/system failed to correctly map the customer's situation and needs.

I once knew an IT software salesperson who was great at moving product and stunk at upselling. In every case, he failed to stay close to his accounts after the initial sale was closed. Thus, he never heard their complaints, concerns, suggestions, or understood where gaps existed between what he had sold and what they needed next.

When he did finally waltz back into the customer's offices, he would suffer a near endless barrage of verbal, and occasionally physical, insubordination from peeved clients.

The point is that to upsell, you have to have as good a grip on the customer's situation as you did at the initial sale. Often, with IT products, the salesperson correctly addresses the strategic desires of customers when making the initial sale.

But, just as often, the salesperson cannot grip the more tactical realities of the post-sale world, and thus the upsell opportunities available. This level of fumbling depletes the brand equity created through the rest of the process.

Touchy, Touchy, Touchy



THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

Executives need to understand one point with crystal clarity: your brand is communicated with every customer interaction. From your promotions, to your documentation, to your technical support, right down to the cheerfulness of your receptionist—your brand is defined, projected, enforced or depleted.

Defining your brand is the easy part. Your ongoing job is to drive that brand through every part of your organization and any organization that works on your behalf, such as your channels.

In other words, if Starbucks worries about toilet paper, you should worry about all the plies in your organization.

marketingprofs.com

Guy Smith is the founder of Silicon Strategies Marketing (www.SiliconStrat.com), a marketing firm that specializes in strategic marketing and market development for technology companies. Guy has a background as a technologist for NASA, McDonnell Douglas, and Circuit City and remains active in technology, primarily within the Open Source community.

[Back to top](#)

MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ

Counting Pets Just Good Census

Kate Uebergang October 22

Dogs and cats would be counted in the next national census under a local government plan.

The head count would be the first time animal numbers were included in an Aussie census.

Set to be debated at the National General Assembly of Local Government next month, the plan has already garnered support from the Lost Dogs Home.

Managing director Dr Graeme Smith said it was about time there was more information made available about pets.

"There are something like four million dogs and 2.4 million cats but pet ownership is actually in decline in relation to the population," Dr Smith said.

"A census would be an opportunity to have a look at the trend and to work out where we go into the future."

Evette Sampson said she already considered her 4 1/2-year-old Border collie part of her family. "I've had Scooter since he was five weeks old, he's very much part of the family," she said.

"I'm pregnant at the moment, but Scooter was here first. I think a census count is a great idea. It would help a lot with general information about pets."

Brisbane Council, which put forward the census motion, said pet population data would help local governments in the development of animal management policy and strategies.

Herald Sun

[Back to top](#)

MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ

Qantas Faces Christmas Strike Threat

Steve Creedy and Brad Norington October 22

QANTAS is preparing for major disruption to flights over the peak Christmas period, after unions



THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

Brand Bullies

Kartik Kompella

Recession or no recession, brand owners have to deliver good results to investors. In tough times this means cutting costs and trying to inch up sales. Employees are under pressure to perform or be axed. The lack of recruitment elsewhere makes retaining one's job imperative.

Some employees take desperate steps to retain their job. Those above them know that these employees are under pressure and keep this pressure going. Additional responsibilities and higher targets are given to employees knowing that they will put in the extra effort because the job is important to them. In some cases organizations that are not under pressure due to the recession act like they have been hit because the scenario of lower costs and higher profitability is always welcome. The siege mentality that prevails in the economy is enough to psych employees into believing that their organization is under fire too.

The aura of fear prevailing in organizations due to the indirect bullying of employees saps productivity and can be counterproductive to the organization. Brand managers temporarily forget about building brand equity and focus on driving sales. They vie to create more and more audacious sales promotion schemes to drive customers to buy the brand.

While this may have a direct impact on brand equity there are several other aspects that can impact brand equity indirectly. Employees seeking leverage bully vendors for lower costs and arm twist better deals. People down the line are squeezed in order to display greater productivity and lower costs. Salespeople make false commitments to customers to hit their targets and leave customer care to clean up behind them. No one above them objects too strongly as everyone is aware that all is fair when target achievement determines the group's survival.

Vendors find that they are not getting the same respect that they enjoyed earlier and the relationship is uni-dimensional focusing only on the lowest costs. Employees pass on some of what they are getting by bullying vendors and associates and constantly reminding them that relationships are not permanent.

Customers are also savvy to using bullying to get better deals. Especially with service brands, consumers wangle for every free benefit possible knowing that in a recession everyone wants business and even if the brand does not specifically need this sale the salesperson needs it.

It's quite a grim loveless situation! Brands are taking quite a beating in the process, and they pay long after the recession ends for public memory is long when it comes to remembering negatives.

Remember brands are not only about marketing. Organizations are brands and need to attract and retain high quality people. When market conditions improve and other companies start hiring, these brands may find that their employees are leaving them because of the bad treatment they received during the recession. Things may get worse if these brands develop a reputation for being unpleasant to employees and struggle to get good quality people.

Vendors and associates too may reduce their dependence on these brands as they have no loyalty toward them. Expertise and confidentiality may be lost if critical vendors and associates switch allegiance.

Brands may also lose equity with customers who find that the brand is no longer bending backward to offer freebies. Some customers may carry the annoyance of having succumbed to high-pressure sales tactics while others may be resentful toward of having bought on the basis of false commitments. All



THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

these misdeeds could come back to haunt the brand in the form of bad word of mouth and consequently reduced preference.

Brand owners that allow a bullying culture to set in during tough times can expect a backlash at some point in time. Brands that show graciousness when faced with adversity earn their constituents' appreciation. The best way to tackle a bully is standing firm. The best way to stand up to the temptation of winning through bullying others is realizing that it's a short cut to failure.

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[**Back to top**](#)

MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ

Economy to Steer Through Price Perils

David Uren October 22

Australia should be able to shrug off the threat to its economy posed by high oil prices, according to the Reserve Bank of Australia.

Economic growth will be slightly slower, but Australia will fare much better than most developed nations.

Provided oil prices do not spiral further, the bank believes they will not spill into a general increase in inflation in Australia. As a result, they should not force the bank to raise interest rates. The bank's analysis of the economic consequences of high oil prices, published in its monthly bulletin yesterday, is more relaxed than a report published this week by one of its directors, Warwick McKibbin.

The bank says the International Energy Agency's estimate that a \$US10 (\$13.60) increase in the price of a barrel of oil would reduce global economic growth by 0.5 per cent overstates the case.

It says that this estimate does not distinguish between oil price rises caused by interruptions to supply, and rises caused by increasing demand.

Previous oil shocks were provoked by oil-producing nations interrupting supply. This time, prices are being driven by high demand, particularly from China.

The bank says that a price increase driven by demand will result in a smaller fall in economic growth but a bigger increase in worldwide inflation.

The IEA says inflation should rise by a bit more than 0.5 per cent.

Professor McKibbin's modelling suggests that the damage to world economic growth will be 50 per cent greater than estimated by the IEA, while the increase in inflation will be smaller.

The bank says that because Australia is a substantial net energy exporter, with sales of natural gas and coal, it will benefit from higher energy prices.

This stimulus will be offset by a small reduction in consumer spending. The bank calculates that a \$US10 increase per barrel in the price of crude oil translates into an increase in retail petrol prices of about 9 cents a litre.

Assuming people do not change their driving habits, this would consume an additional 0.3 per cent of household income, leaving less available for other spending.

THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

Any reduction in world economic growth will also reduce overall demand for Australia's exports. Reduced demand from both consumers and export markets will lead to a lower rate of growth than would otherwise have been the case, but the bank says the fall should be smaller than in most other countries. It says the crucial issue for inflation is the extent to which higher oil prices lead to higher prices more generally.

There has been some evidence of this, with increases in ticket prices for domestic and international air travel.

"Further indirect effects could come from a range of industries that use oil in the production of goods (such as plastics) and services (such as transport)."

In the 1970s, these secondary price increases contributed to an increase in inflationary expectations and wage inflation.

However, oil is much less important to the economy today than it was then, while people are no longer anticipating higher inflation.

The bank says that for these reasons, the spill-over of oil price rises into the economy more generally should be contained. "The risk of more significant effects on wage and price expectations would obviously increase if oil prices continue to rise."

The Australian

[Back to top](#)

MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ

Insights into Marketing Communication Issues, Trends and Practices.

September 2003

Marketers are being challenged more than ever before as the environment changes and the means of reaching consumers continues to become more diverse.

Some of the points to emerge from a roundtable discussion led by the US-based executive editor of Advertising Age and a former news editor of the UK's Marketing and PRWeek and involving executives from the multinational PR agency, Ketchum were:

Demographic changes are forcing smart marketers to change their approach.

Many marketers are using a wider variety of tools in more equal proportions rather than relying on one method (e.g. advertising) to dominate.

However getting the balance right and knowing which tools are best in specific circumstances is proving to be a challenge for many marketers.

A significant development is in marketers realising the importance of influencers and opinion formers and the value word-of-mouth in the marketing mix.

While marketing via the text message has become hot in the UK marketers are still experimenting with what is acceptable to consumers on this front.

Increasingly marketers are determining that such factors as credibility, brand values, image and reputation come more from PR than advertisers.

Most brand managers and marketing communications staffers are well versed in advertising but PR isn't part of their educational foundation so until they use PR they don't appreciate its role or value.



THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

report expressed in terms of Advertising Equivalents (AVE). But AVEs have been frowned upon for years within the PR industry (see 'Measuring PR success – AVE's rejected').

In this article we look at the measurement of outputs. It's a discipline that should be an integral part of every PR program. And setting up and running a measurement system that is attuned to a specific company, product or issue is not difficult.

Here is a range of Media Output measurement options to consider:

Impressions – Readership (as opposed to circulation) of clips

Value - the equivalent advertising value of media coverage

Cost - the cost per media impression or the cost per thousand of a campaign

Frequency - number of times we gained exposure

Reach – the degree of coverage across our target audiences

Prominence - how and where the coverage occurred within specific media

Message delivery – did the story deliver specific pre-determined messages?

Tone – was the story positive, neutral or negative?

Share of Ink - total amount of coverage devoted to a topic

Share of Voice - percentage of coverage devoted to a client or product compared with competitors.

In addition there is a range of other measurement criteria than can be applied to other activities in a program. For example:

Functions. How many attended? What was the ratio of acceptances to total invitations? What was the acceptance rate by type of invitee? What was the cost per attendee?

Web sites. How many accessed our web site as a result of our communication? What sections did they go to? How long did they stay?

A mix of measurement techniques can be devised for each situation. However the criteria by which measurement is undertaken can vary widely. Multinationals typically have their own template in place – but it's not uncommon for variations to be needed to reflect the Australian environment.

The actual measurement requires a range of tools and/or disciplines. Some are simple and others more sophisticated. Some you can easily do yourself and others may need to be bought in. And in some instances you may only need external advice at the beginning and end of the project, or your annual program.

However the key to successful measurement is in the advance preparation. Communication professionals need to debate and discuss the various methodologies with those they report to so that meaningful objectives can be set.

Many executives will be surprised how measurable PR output can be. And they may be even more pleasantly surprised if the communications professional not only volunteers this measurement, but



THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

also comes with a carefully constructed approach to it.

*'PR Influences' produced by Network PR
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[**Back to top**](#)

MAANZ MAANZ

Smoking Ban in Pubs, Clubs

Michael Bachelard and Megan Saunders October 13

PUB and club patrons will be banned from having a cigarette with their drink the length of the eastern seaboard after NSW and Victoria announced they would join Queensland in banning smoking in all enclosed venues.

Smoking will also be banned in undercover areas of railway stations, but will be allowed in high-roller rooms in the states' casinos, and on most beaches. And smoking will be allowed in outdoor areas of pubs and clubs.

Premiers Bob Carr and Steve Bracks made the co-ordinated announcements yesterday, saying pubs and clubs would have a phase-in period of three years before the full ban came into force from July 2007.

But clubs, casinos and hotels associations hit back immediately, saying thousands of jobs would be lost, livelihoods damaged and smokers forced to stay home. The move could also put a dampener on the share price of pub owner Australian Leisure and Hospitality Group, currently under a takeover offer by Woolworths. The ALH share price dropped 4c to \$3.21 after the premiers announcement yesterday. The NSW and Victorian bans affect 60 per cent of Australia's population, while similar bans are planned for most of the rest of population in Tasmania, South Australia, Queensland, Western Australia and the ACT.

In a few years, the Northern Territory will be the only place where pub patrons will be able to smoke inside.

Mr Carr used figures from the Cancer Council of NSW estimating up to 97 deaths in the state each year were caused by exposure to passive smoking in licensed premises.

ClubsNSW chief executive David Costello said up to 3000 jobs were lost in Victoria following the introduction of a partial smoking ban to clubs in September 2002, and that similar losses could result in NSW.

Crown casino spokesman Gary O'Neill said it was "one of the great urban myths" to suggest more non-smokers would go to pubs if they were smoke-free.

The bars at Crown that had been forced to ban smoking as part of last year's ban in gaming venues had lost 40 to 50 per cent of their custom - the bars where smoking was allowed had picked up, Mr O'Neill said.

The Liquor, Hospitality and Miscellaneous Workers' Union welcomed the new policy, saying it had been pushing for a national ban for years.

THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

I learned this from a wedding photographer. He offer a basic, standard and deluxe service. He almost always sold the standard service. But people had the choice of three plans instead of a choice between yes and no. Almost all service businesses can offer some kind of choice. By the way, it is generally better to present the deluxe package first and then come down to the standard, instead of visa-versa.

Reduced Price = Reduced Value

When a client asks if you can reduce the fee you tell them you will be happy to. You simply need to discuss which objectives they do not want included in the total project. Hmmm. People love to reduce price but hate to reduce value. If it's truly a budget issue, they'll cut where appropriate. If they are simply trying to get a lower price they will back pedal more often than not.

Say No More Often

You can't raise your income if you don't set your sights on bigger things. And what this means is starting to turn down projects that don't stretch you. Each year you need to let go of 10-15% of the lower end of your clients. This is not easy, but it's a prerequisite to growth. If you keep doing exactly the same thing for the same price over and over you'll get stale while experiencing a declining income.

[Back to top](#)

MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ

Qantas Clear for Alliances

Steve Creedy October 13

QANTAS has been given a green light to more aggressively pursue regional alliances after the Australian Competition Tribunal yesterday approved its proposed tie-up with Air New Zealand.

Although the ACT's decision comes too late to save the \$NZ550 million (\$515 million) equity deal, industry observers believe it opens the way for wider co-operation across the Tasman and suggests Qantas would have little trouble gaining approval for a deal with carriers operating on more-competitive Asian routes.

Air NZ chief executive Ralph Norris also canvassed the possibility of an attempt to resurrect the alliance in the future. "I don't think there's any doubt about that," he told The Australian. "I think this decision on the Australian side does give us the opportunity to look at a re-application in two or three years to the New Zealand Commerce Commission."

The carriers abandoned their deal after New Zealand's High Court backed an NZCC ruling that the proposal was anti-competitive and not in the public benefit. They said yesterday they would not appeal the High Court decision because of the time, expense and small likelihood of success, effectively hammering the last nail in the current deal's coffin.

The Australian

[Back to top](#)

MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ

Fujitsu Encouraged To Offshore

THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

Herald Sun

[Back to top](#)

MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ

Salary Survey: Sales and Marketing

The following salary tables represent extracts from the National Market Salaries report by the Chandler Macleod Group released on May 3, 2004.

The Chandler Macleod salary survey is based on the remuneration details of 5500 staff members in 628 organisations across Australia.

The edited version below includes both a total remuneration package without performance pay and bonuses and a second column inclusive of performance pay. The line marked by an * indicates the pay range inclusive of performance pay.

National Market Salaries: Sales and Marketing		
Positions Surveyed	Salary Package: RANGE	MEDIAN
Head of Marketing and Sales	\$123,354-\$181,820 \$123,354-\$214,324*	\$147,100 \$162,043*
Marketing Manager	\$72,088 - \$114,228 \$73,941 - \$123,152*	\$92,650
National Sales Manager	\$122,089-\$152,860 \$127,060-\$168,265*	\$138,041 \$149,635*
Business Development Manager	\$85,075 - \$127,878 \$97,025 - \$148,995*	\$98,218 \$112,250*
Sales Manager	\$79,573 - \$113,076 \$83,596 - \$118,978*	\$95,862 \$99,658*
Marketing Officer	\$44,033 - \$56,276 \$45,369 - \$58,415*	\$49,655
Marketing Assistant	\$38,150 - \$43,600 \$38,821 - \$43,900*	\$41,250 \$41,528*
Product Manager	\$53,400 - \$81,805 \$53,400 - \$81,857*	\$69,553 \$70,850*
State Sales Manager	\$80,688 - \$135,236 \$81,186 - \$161,011*	\$91,389 \$106,300*
Branch Sales Manager	\$53,176 - \$103,015 \$55,426 - \$117,265*	\$84,820 \$90,820*
Account Manager	\$51,524 - \$74,920 \$54,446 - \$94,597*	\$58,575 \$62,000*
Senior Technical Sales Rep	\$77,498 - \$86,543 \$81,724 - \$89,094*	\$81,985 \$86,622*
Technical Sales Representative	\$48,877 - \$70,207 \$50,140 - \$72,582*	\$51,448 \$56,353*



THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

Toyota was spurred to reclaim top spot after being soundly beaten in 2001, when it finished almost 25,000 units behind Holden, he said.

Holden also finished first in 2002 but ran a close second to Toyota from 1998 to 2000.

Toyota sales have grown about 9 per cent this year. The overall market is up 5 per cent and on track for another record at 960,000 sales.

Sales of Land Cruiser petrol models had been affected, with sales down about 10 per cent over the past month, he said.

With a wide vehicle range, Toyota was well placed to weather a permanent fuel price hike. "

The Australian

[Back to top](#)

MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ

Jolly Robot

Greg Thom June 30

Just when we thought we had seen every techno gadget, along comes a toy robot that farts. And burps.

As the father of seven- and nine-year-old children, I can guarantee it will elicit peals of laughter.

Luckily for Robosapien's commercial lifespan, he can do more than mimic bodily functions. Some fairly cool dance moves, the ability to pick up and throw objects and a string of snappy one-liners are just some of his other tricks.

Robosapien has 67 commands which can be linked in a variety of combinations on the remote control, allowing users to queue up a range of antics and keep things interesting.

Splitting these into three colour-coded groups makes managing multiple tasks much easier.

The movements of the 32cm-high plastic robot are surprisingly fluid and realistic. The creation of robotics physicist Dr Mark W. Tilden, the \$180 toy is the first robot based on the science of applied biomorphic robotics.

Whether karate-chopping the air, delivering a high five or cutting a rug on the dance floor, his movements appear more human than robotic. Six sensors enable him to avoid obstacles.

Robosapien also can be configured to respond to sounds, such as dancing when your favourite songs comes on.

He takes four D-size batteries and the remote three AAAs.
If only I could program Robosapien to fetch me an ice-cold beer.

The Courier-Mail

[Back to top](#)

MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ



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Europe and the US.

The FAAA is shaping up for the Christmas stoush as it prepares to start negotiating a new enterprise bargaining agreement and fights a Qantas plan to base 400 flight attendants in London

The Australian Industrial Relations Commission will hear union complaints today about secrecy and lack of access to the short-term employees. The commission sent the parties away for face-to-face talks after a short hearing yesterday morning at which the union sought unsuccessfully to get a copy of the short-term contracts.

FAAA international division secretary Michael Mijatov said the flight attendants were receiving 11 days' training instead of six weeks.

The Australian

[Back to top](#)

MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ

Skills Shortage Slows Tax Project

James Riley October 19

The Australian Tax Office has delayed software development associated with its \$350 million Change Program by a year, citing a shortage of skills and a decision to extend the system's capabilities.

Change Program development, which the ATO will do in conjunction with software provider and systems integrator Accenture, will not be finished until December 2008, instead of the previous completion date of late 2007.

The work includes replacing the ATO's core revenue application and introducing front-end customer relationship management software.

ATO second commissioner Greg Farr, who previously estimated total Change Program costs at \$300 million to \$350 million, said the year's extension to the program would not "materially" affect the total cost of the program.

However, extensions to CRM capabilities could substantially add to cost of the Change Program, which is already one of the largest software projects in the country.

The office had completed phase two scoping of the project and had entered final negotiations with Accenture on total cost, Mr Farr said.

The ATO's executive committee had approved the Change Program plan to buy Accenture's Tax Administration System software and to tailor the package to Australian requirements through a technology transfer process to be conducted through a ATO-Accenture development joint venture, he said.

The ATO expects to have the final agreement with Accenture signed by December 7.

Mr Farr said it would have been possible for the ATO to have completed basic Change Program development work within three years – and to have returned later to do the CRM changes – but that would have stretched skills resources in the community to the limit.

"So we have re-scoped the program," Mr Farr said.

The Australian



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[Back to top](#)

MAANZ MAANZ

Intel Drops 4ghz Pentium Plans

Matthew Fordahl October 15

In the latest change to its product line-up, Intel has cancelled plans to release a 4Ghz microprocessor, saying it would rely approaches besides faster clock speed to improve the performance of chips.

The world's largest semiconductor company had originally said it would release the fast Pentium 4 by the end of 2004 after touting its plan for months. Then in July, it pushed back the release to early next year.

The cancellation was not a complete surprise, given recent changes in Intel's strategy. At the same time, the chip industry has begun focusing on improving chip performance through means other than processor clock speed.

Intel engineers are studying adding additional processing engines to a single chip and improving the efficiency in how the chips interact with the rest of the system.

"Those are the sort of things where you get more capability out of a processor by designing specific silicon solutions as opposed to just keep turning the clock faster," Intel spokesman Chuck Mulloy said.

Intel may still produce a processor that runs at 4 GHz or faster, but it would not be part of the current Pentium 4 model, often referred to by its code name, Prescott.

In the meantime, the company plans to release a 3.8GHz Pentium 4. Besides a small increase in the frequency, it will feature 2MB of onboard "cache" memory - double the amount on today's standard Pentium 4s. Currently, the fastest Pentium runs at 3.6GHz.

The latest change in Intel's roadmap follows a string of adjustments and missteps by the company.

In May, it cancelled work on a successor chip to Prescott so that it could focus on more promising technologies. In June, a manufacturing glitch forced a small recall of chip sets, which handle communications between the processor and the rest of the system.

Then, in July, the company said design problems would delay the release of mobile computer chip set dubbed Alviso until next year. And it said better-than-expected performance in manufacturing of Pentium 4s had resulted in an inventory build-up.

The Associated Press

[Back to top](#)

MAANZ MAANZ

Mobile Link to Tumour: Study

Matt Moore October 15

A Swedish study suggests that people who use a mobile phone for at least 10 years might increase their risk of developing a rare benign tumour along a nerve on the side of the head.

One of the researchers behind the preliminary study, Anders Ahlbom, said the results were surprising and more research is needed.



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US Attorney General John Ashcroft launched the aggressive new offensive on what he said was an "epidemic" of criminal piracy in Los Angeles, home to the Hollywood movie business and much of the US music industry.

Unveiling recommendations from a body set up by his Department of Justice to protect intellectual property rights, Mr Ashcroft said he was planning legislative and regulatory assaults on music and film thieves.

He called the plan "a blueprint for the most aggressive, the most ambitious, the most far-reaching law enforcement effort ever undertaken to protect intellectual property and to counter the impact of intellectual theft".

"As intellectual property's value to our economy has become more important, however, the theft of this national resource has become epidemic," he said, adding that the scourge threatened the US economy.

"With the recommendations put forward by the task force, the department is prepared to build the strongest, most aggressive legal assault against intellectual property crime in our nation's history," he said.

The Justice Department 's Task Force on Intellectual Property issued 55 pages of recommendations aimed at protecting the recording and cinema industry from an estimated \$US250 billion (\$343 billion) in annual piracy losses.

The report, compiled by a dozen top Justice Department officials over the past seven months, calls for a crackdown on all offenders from solo operators to international crime rings that are cost US businesses dearly.

Among the recommendations to be implemented are a proposal to charge and prosecute intellectual property crimes under federal laws as much as possible, in the same way the US government targets organised crime, fraud and illegal importation, such as drug trafficking.

"We're going to make it much more difficult for individuals to be involved in this arena," Mr Ashcroft told reporters.

"Right now, this part of our economy is haemorrhaging and we will stem the flow with an aggressive program that's been recommended (by) this task force," he said.

The task force proposed a dozen changes to rules governing criminal enforcement of intellectual property law and also called for the opening of five new anti-piracy offices across the United States.

Intellectual property industries make up approximately six per cent of the US gross domestic product, employ more than five million people, and contribute 626 billion to the US economy, Mr Ashcroft said.

The growing value of intellectual property coupled with the ease and low cost of copyright infringement via means such as the internet has significantly boosted the threat of theft in recent years.

"Well-organised criminal enterprises have recently begun to increase the scale, scope, and sophistication of international theft and counterfeiting," the Justice Department said in a statement.

The advent of new technology such as internet downloads has significantly worsened the problem, allowing thieves to steal at the click of a button.

Dan Glickman, the new president of the Hollywood studios' influential lobbying body, the Motion



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For Action Plan Marketing it is: "We help you find new clients without spending a fortune."

Packaging Your Services

Here are five key things to consider when developing the packaging strategy for your business.

Do you have an attractive and appropriate Business Identity Package consisting of a logo or company masthead on a business card, letterhead and envelopes. This is the look for your businesses and needs to express your identity and positioning strategy.

Do you have basic marketing materials (or brochure) for your business? These materials should include (but not necessarily be limited to): An overview of the problem that you are a solution for; an overview of your solution; a description of your Unique Customer Advantage; a listing of your key customer benefits; a listing of your various services; testimonials from satisfied clients; a listing of clients or client companies; biographies of company principals; information on how to contact your company and how to business with you; your address, phone, fax and e-mail numbers.

Have you designed a basic strategy for what services you'll offer and what the configuration of those services will be? A three day workshop; monthly executive coaching and team building retreats. All of these are packages. They need to be clearly defined and laid out.

Do you have a basic logistical plan for your business? A plan for the office; office hours; telephone message; signage, etc. All of these simple things convey a marketing image to your prospective clients. Create an identity and then package this identity in everything you do.

Have you put some attention on your personal package, your personal presentation? If you're a small service business you are selling you. You're the package. People make a dozen or more assumptions about you and your business in the first few seconds after meeting you in person or talking to you on the phone. Are you walking your talk?

Promoting Your Services

Here are five key things to consider when developing the promotional strategy for your business.

Are you networking enough? For many service businesses, networking is the key promotional technique. Join organizations; get to know people; get involved; keep in touch with people; do what you can to help them; be visible in your community.

Do you have a good, solid marketing letter that highlights your benefits and moves people to take action? This one inexpensive marketing tool is one of the most powerful when written properly.

Do you do personal PR such as speaking and writing? Again, these don't take much money but pay big dividends. Speak at Rotary, your Chamber of Commerce, at business associations and alumni groups. Write for your local paper; the trade journal of your industry, or even for someone else's newsletter. You can use the reprints later for credibility.

Are you mailing to people on your list? This is an absolute must. Don't let people forget who you are and how you can help them. From two to six times a year send clients and prospects a newsletter or other type of keep-in-touch mailing.

Do you have a Web Site? You should. It doesn't take a lot of money to create a web page and even less to post it. This is a powerful media that can serve as a combination direct mail piece, brochure and newsletter. Given the price of entry, it's crazy not to have one.

The Persuasion Process



THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

Here are five key things to consider when developing the persuasion strategy for your business.

Do you have an Audio Logo? When someone asks, "what do you do?" do you have a concise and powerful solution statement that expresses what you do in a nutshell? A good format is "I help (who you're clients are) to (what your solution is)."

Do you have a basic phone approach scripted out? Whether you get incoming calls or make outgoing calls, you need to have a track to run on that takes the call from interest to action. Script it out. Include questions, comments, stories and closes.

Are people interested in what your business can do for them? They'll be much more interested if you're interested in them first. Find out who your prospects are; their situation; their challenges; their problems; their dreams. And then really listen.

Really be interested. What naturally follows is their interest in what you can do for them.

Do you know how to generate desire for your services? Nothing generates desire better than success stories about successful projects. Have them at the ready for over-the-phone or in person meetings.

Do you wait for people to take action or do you move the action forward? You've got to ask; you've got to recommend; you've got to suggest. However, you don't need to be pushy or obnoxious. But it can be just as irritating when dealing with a salesperson who never asks for the sale.

Performance in Your Business

Here are five key things to consider when developing the performance strategy for your business.

Have you found a way to fit marketing into your schedule? Marketing is not a luxury, but a necessity. You must find ways to do a little marketing on an ongoing basis.

This may be only a few calls a week and a mailing every few months. But you must do it!

Do you keep track of both your long and short-term projects (including marketing projects), and review that list daily? Do you prioritize your projects and work on those first that have the highest payoff?

Do you have a way of combating procrastination and delay? There is nothing worse than generating work through effective marketing and then getting behind in the work you have generated.

Do you maintain the highest standards of integrity and excellence? Do you under-promise and over-deliver or visa versa? Your clients will judge you, not on what you promise but, on what you actually do.

Are you continually working to improve your skills in all areas of your business? Keep up your reading and education for your core professional skills while expanding your knowledge in other areas. Marketing, selling, negotiation, computer, financial and communication skills are important to every business.

[**Back to top**](#)

MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ