

## THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND



Newsletter of The Marketing Association  
of Australia and New Zealand

Issue #060401

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## Editorial

Shades of Sir Les Patterson? Tourism Minister Fran Bailey hailed it "a bloody good result". Adverts for Tourism Australia's controversial "Where the bloody hell are you?" campaign will be shown on British television after UK authorities today agreed to review their ban over the use of the word "bloody".

The \$180 million campaign features natural Australian icons such as beaches, the Great Barrier Reef, the outback, Sydney Harbour and Uluru. They end with model Laura Bingle, in a bikini, saying: "we've saved you a spot on the beach", before she poses the question.

The British Advertising Clearance Centre, the body that vets all television and poster ads, ruled that "bloody" was offensive. After lobbying by Australian tourism leaders, the federal tourism minister Fran Bailey and Lord Saatchi, whose agency M&C Saatchi made the ad.

Tourism Australia was warned months ago the ads would breach a list of words that can not be used in ads in Britain.

The ad has been downloaded from Tourism Australia's website more than 250,000 times so far: Carlton Draught's "Big Ad" was downloaded 464,000 times in its first week on the internet last year.

The ads with the word "bloody" have already been broadcast in Germany, the United States and New Zealand.

Tourism leaders have been making hay out of the controversy, with Mr Morrison and Ms Bailey giving extensive media interviews and running newspaper ads to direct the public to the uncut version on the website.

My view?

The need to get awareness has been pushed by generations of ad agencies. But getting attention is only the first step in the process - as I have told a couple of generations of Marketing Communications students. "Any fool can make a big noise and get attention - but will the targeted buyers be persuaded and buy?"

*Brian Monger  
FMA CPP*

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## Quotes

*If you put out another's candle, you also will be in the dark. - German Proverb*

*The greatest good you can do for another is not just to share your riches but to reveal to him his own. - Benjamin Disraeli*

*You don't make progress by standing on the sidelines, whimpering and complaining. You make*













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### Upcoming Events

#### **BRAND VANTAGE 2006**

*Reinforcing and strengthening best brand management to increase brand equity*

#### **The Grand Plaza Parkroyal, Kuala Lumpur**

24th & 25th May 2006

For more information visit [www.marcusevans.com](http://www.marcusevans.com)  
or e-mail to [bernadinem@marcusevanskl.com](mailto:bernadinem@marcusevanskl.com)

#### **INTERNAL BRANDING**

#### **Two- Day conference: 30 & 31 May 2006**

**Menzies Hotel, Sydney**

Did you know that 60% of consumers believe that advertising is irrelevant to them?

Do your employees believe in what you are promising your customers?

IQPC's Internal Branding 2006 conference is here to help you to engage your employees in external promises to help enhance the customer experience. Hear case studies and insights from experts from international and local organisations including former director of Ikea Europe, SalesForce, Virgin Money, Coca-Cola Amital, Tabcorp, NRMA, Gold Coast Tourism, Western Australian Museum, National Breast Cancer Foundation and many more!

**PLUS! As a member of MAANZ you will receive 10% off** – just quote the code C\*MZ.

To gain the most benefit, we encourage attendance from cross-disciplinary teams – register with a representative from your marketing, communications and HR departments and IQPC will give you \$800 off the total registration fee!

To secure your place and that of your team today call IQPC on 02 9223 2600, email [registration@iqpc.com.au](mailto:registration@iqpc.com.au) or visit [www.iqpc.com.au/AU-3144-002](http://www.iqpc.com.au/AU-3144-002)

### Points of Interest

International marketing is often more subtle than simply getting things to fit into the local marketplace. An example of this is the question of which side of an automobile the steering wheel should be on. Many analysts believe that it is vital for the wheel to be on the same side as the rest of the vehicles in the country (e.g., on the left in the U.S., on the right in England and Japan). Yet most Japanese who buy a Mercedes or BMW prefer the steering wheel to be located on the left -- or wrong -- side, because it is a status symbol. Further, according to Japanese reports, Honda quickly sold out of U.S.-made Accords that were brought into Japan, even though the steering wheels were, again, on the wrong side. In fact, a Japanese writer reported that the automobile "captured the hearts of young people with its left-hand steering wheel and luxury interior, unlike other cars found in Japan."

A U.S. deodorant found great success in the U.S. with their witty advertisement showing an octopus using the product under each of its eight "arms." When translated and shown in Japan, however, it was a flop, quite vilified by the locals; the Japanese consider octopus to have eight legs rather than eight arms.





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### Articles

#### Sun Tzu and the Essential Components of Victory

Sun Tzu is one of the most renowned strategists in history. Although his strategy was about warfare, the principles are still used today in Asia. Sun Tzu said these are the considerations to obtain victory:

1. Know when to fight and when not to fight.  
There is a time for everything. Act with forethought and dispassion instead of succumbing to emotion. Superiority of numbers or position is not always necessary for victory. The one who understands the rhythm of the battle and is able to freely utilise other natural advantages can realise victory with a smaller force or inferior position.
2. Obtain the wholehearted support of your troops.  
The one who understands how to obtain the unconditional support of his troops by creating a common objective will have a great advantage over his opponent.
3. Be well prepared to seize favourable opportunities.  
One must sharpen his intuition in order to recognise favourable opportunities and be prepared to seize them.
4. Free yourself from interference.  
If a superior is constantly giving orders to his general (manager), the general cannot fight an effective battle. Freedom from such interference is essential. If a general has been chosen well, he will insist on being given the freedom to win the battle.
5. When the time is right, act swiftly and decisively.  
Do not act precipitously, but do not hesitate when the conditions for victory are present.

The highest form of victory is to conquer by strategy

To win a battle by actually fighting is not the most desirable way. To conquer the enemy without resorting to war, conquering the enemy by strategy is the highest, most desirable form of generalship. The next best form of generalship is to conquer the enemy by alliance. The next is to conquer the enemy by battle on open ground, The worst form of generalship is to conquer the enemy by besieging walled cities ... those most skilled in warfare are those who conquer the enemy without fighting battles, who capture cities without laying siege to them, and who annex states without prolonged warfare. They can preserve their forces whole and intact while struggling for the mastery of their opponent. They can win a complete victory without as much as wearying their men. -All this is due to the use of strategy.

#### **The Opportunity for Victory is Provided by the Enemy**

Sun Tzu says that an army can only make itself secure against defeat; the opportunity for victory must be provided by the enemy. The wise commander cannot achieve victory unless his enemy presents him with an opportunity.

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### Better Customer Service

If you want to outshine the competition in customer service, you have to do a number of things that make you stand out from the crowd. Here are 7 ways that will put you on top.

**1. Roll Out The Red Carpet For Everyone.** If there's one thing people hate about poor service, it's getting treated differently from others. It makes them feel inferior and second-class.

**2. Take Time To Know Your Customers.** The fast pace of modern living together with advances in technology have together put a non-human face on much of our customer service. If you can find a way to re-connect with your customers one-on-one, you'll strike a chord with your customers that will be like a streak of gold. That's customer service - taking the time to know your customers, really caring about how they feel, and wanting to go the extra mile to make sure they're happy."

**3. Be Easy To Do Business With.** One of the problems with modern businesses is that the systems we use to save time and money are often devised for the company's benefit and not the customers. As a result, the customer experience is frustrating and difficult. Customers expect single source service. Customers don't want to be transferred to every unit of your business to have their problems solved. They want to be able to do business with you with the slightest amount of discomfort. You must be easy to do business with."

**4. Go Out Of Your Way To Make Sure They're Happy.** One of the most important things your customers want from you is a guarantee that your product or service will work. So move heaven and earth to make sure it does. Instead of offering a money back guarantee, a service business can provide a guarantee to solve the customer's problem.

**5. Notice What Customers See.** A big part of what customers think about you comes from what they see and believe.

**6. Work On Everything The Customer Experiences.** The customer experience isn't just receiving the service or buying the goods. It's about all the other little bits and pieces in-between. Such as the manner of the receptionist, the state of the floors and tables, the attitude of other staff, the ease of parking, the tone of the notices, the smile or lack of it on the face of the checkout team.

**7. Really Believe In Customer Service.** To become a great service organisation, you have to believe in customer service from the bottom of your soul. It has to be part of the way you work.

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### Strategic Social Marketing

If you run a not-for-profit, you know that marketing is an essential part of your mission. To many not-for-profit managers, marketing equals fundraising and nothing more. But your organisation exists for more than just bringing in donations. By using social marketing methods, you can boost the effectiveness of programs and activities that are the reason your organisation exists in the first place—to make a difference.

Social marketing uses the same tools and techniques of commercial marketing, but its purpose is to bring about positive health and social change. Rather than focusing on sales or funds raised as the ultimate outcome, social marketing's bottom line is behaviour change.

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When social marketers develop a program strategy, they have to consider the same elements of the marketing mix as commercial marketers. However, the social marketing mix has to be adjusted somewhat to take into account the unique nature of the types of products and environments with which they work.

What does the social marketing mix look like, and how is it different from the Four Ps that commercial marketers use?

### **1. Product**

The social marketing product is not usually a tangible item, though it can be (e.g., condoms). Generally, social marketers are trying to sell a particular behaviour.

### **2. Price**

While adopting the product may have a monetary cost, the more important price considerations are social and emotional costs. These might include the hassle factor of performing the behaviour, time, embarrassment, deprivation of something they enjoy, fear of finding a medical problem, or social disapproval. The strategic issue here is to figure out how to reduce the price as much as possible and make it easy and stress-free to perform the behaviour.

### **3. Place**

How will you make the product available? In other words, how and where can people perform the behaviour?

### **4. Promotion**

Promotional approaches for social marketing do not differ much from those used by commercial marketers. However, one key difference may lie in the types of target audiences addressed by social marketing programs. Many are not the types of consumers that a for-profit business would even consider going after; Social marketers may need to be very creative in the ways they promote their products to these hard-to-reach populations, such as those who are homeless, illegal immigrants, drug users, or sex workers.

### **Three more Ps of a the social marketing mix**

### **5. Publics**

To be most effective when planning and managing a social marketing campaign, you must take into account all of the people who can affect the success of the program. This includes the external publics—the target audience, groups that influence the target audience, policymakers, the media, and others outside the organisation. Just as importantly, not-for-profit social marketers must involve their internal publics in the development and preparation for the program implementation. These are the people within your organisation—everyone from your Board members and management staff who must approve your plans, down to the receptionist who answers the phones and needs to know what to do when someone calls in response to the campaign.

### **6. Partnership**

Many social marketing issues are so big that one organisation cannot address them alone. Potential partners include organisations (other not-for-profits, government agencies and businesses) that have one or more of the following attributes: similar goals to yours, access to the target audience, credibility with the target audience, interest in sponsorship of your program, or resources that fill gaps in your organisation's capabilities.

### **7. Policy**

Governmental or organisational policies can act as a catalyst for social change on a large scale. When

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policies are put into place that provide an environment of support for a particular behaviour, individuals are much more likely to sustain that behaviour change. For example, workplace non-smoking policies make it easier for smokers to quit by ensuring that they do not see others lighting up around them and removing those social cues to smoking.

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## Online Marketing Strategy

### Acquire More Qualified Visitors for the Lowest Cost

The first step in any online marketing strategy is to attract visitors to your site - through both online and offline channels. But all traffic is not equal. You need to acquire the most qualified visitors for the most effective cost. To be most effective in evaluating the success of your campaigns, you should go beyond just measuring click-through rates and focus on campaign conversion metrics and overall Return on Investment.

### Convert more visitors into customers by analysing behaviour click-by-click

Once you've acquired a visitor to your site, you need to persuade them to accomplish the goals you've set - and their own goals - such as completing a purchase. This is defined as web site conversion. Conversion rate is the measure of success of your web site's defined scenarios, such as the checkout process. Optimise your conversion rates by analysing your visitors' behaviour click-by-click through each step within your scenarios, helping you to identify bottlenecks, confusing navigation and abandonment points.

### Retain more customers by segmenting those most likely to return

It typically costs 5-10 times more to acquire a new customer than to keep an existing one. So once you have attracted visitors to your site and converted them into customers, you need to focus on identifying and retaining your most valuable segments of customers.

Determine exactly how well retention campaigns such as customer e-mails and loyalty programs encourage your most valuable customers to keep coming back and, more importantly, to engage in repeat business.

- \* What is the most valuable real estate" on my pages?
- \* Which marketing campaigns are driving the best results?

Click through rate was the metric marketers cared about years ago. Today, marketers need to go beyond click through rate to determine conversion by campaign, revenue by campaign and even the lifetime value of visitors from each campaign. Optimise the entire marketing mix by identifying which media placements and which specific campaign creative or offers are generating the most revenue.

Focusing specifically on your demand generation partners and affiliates, you need to identify which campaigns are most effectively contributing to your bottom line. With this information, you'll be able to understand which partnerships are having the greatest impact on your organisation's revenue.

- \* Refocus your demand generation efforts on your most effective partners and affiliates.
- \* Identify under-performing partner programs and make changes to improve them.
- \* Drill down to identify daily revenue for each individual campaign on each partner site.
- \* Easily export your WebTrends data to Microsoft Excel for additional analysis.

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### **How do different offers perform within the same advertising placement?**

- \* Optimise your creative with the offers, copy and designs that work best for each campaign.
- \* Determine whether the placement of creative has a direct impact on revenue.
- \* Make changes to your campaigns and see the before-and after results in a side-by-side view.

### **How do visitors find my destination pages, and where do they go from there?**

Driving visitors to the web site is only the first step. After the initial response, you need to ensure that visitors easily find your site's key pages and that they continue to complete your desired actions.

Path Analysis allows you to immediately see your site's most important paths, including the routes visitors take to key pages and where they go from there. Identifying the calls-to action, embedded text links, and paths that effectively lead visitors where you want them to go - as well as element that don't - you can work to improve navigation and achieve better results.

- \* Understand how easy it is for visitors to find your important destination pages such as a product page, a checkout page or a core content area.
- \* Determine if your destination page is having the desired effect and leading to web site conversion.
- \* Increase the number of visitors entering conversion scenarios by eliminating links that lead visitors away from task completion.

### **What marketing activities are driving sales from first-time vs. repeat buyers?**

To be successful, your business needs to regularly attract new customers and maximise revenue from your current customers in order to lower your ongoing customer acquisition costs and increase average customer lifetime value.

Improve the performance of marketing campaigns directed at both prospects and customers by segmenting your visitors and identifying which campaigns they responded to. Segmenting new and repeat customers to look at the most recent campaign they've responded to allows you to identify which specific campaigns are most effective with different segments of visitors.

- \* Encourage customers to engage in repeat business by targeting them with the most effective campaigns.
- \* Lower your customer acquisition costs by maximising return on key marketing activities.
- \* Optimise your merchandising mix with a combination of campaigns aimed at new and returning customers.

### **Which value offers are my most valuable visitors interested in?**

In order to identify your most valuable visitors - and uncover targeted actions that can help you retain them - you need to look at visitor behaviour by segments, such as new versus repeat buyers. Analysing different segments of visitors and their behaviour, such as what products they are interested in and what promotions they respond to, gives you the insight you need to increase customer retention and loyalty.

Segmenting visitors against the products they are most interested in shows which specific items within your product line are most engaging to different groups.

- \* Stimulate additional revenue by targeting repeat buyers with offers that feature the products that





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### Practical Stress Busting Tips for Marketers Under the Pump

We all suffer from it from time to time. If you have it, here are some ways to tone it down.

#### TAKE TIME OUT

Working long hours without a break for lunch or a cup of tea is counterproductive. Don't skip lunch! Go for a walk.

Even half an hour in a different environment can make you feel refreshed and better able to deal with what is happening.

Make time for you.

#### TAKE CONTROL

You are more likely to thrive on stress if you see change as a challenge rather than as a threat.

Define your priorities and attend to the important and satisfying things.

Explore alternatives. Look for new ways of doing things.

Develop your skills to meet new challenges.

Identify things that you can rely on to make you feel good. Avoid things that make you feel negative.

Celebrate your successes however small

#### RELAX

Relaxation techniques can help when you are feeling stressed and help you manage stress in the long-term.

Try Yoga or Tai Chi

Attend one of the Stress Management classes at the Staff Counselling service

Listen to a piece of music that you like that relaxes you.

Have a massage or try Aromatherapy.

Give yourself a treat.

#### SET YOUR LIMITS

Do you often find yourself saying "yes" when in fact you mean "no"?

Do you set or accept targets you cannot achieve?

By setting limits or boundaries and identifying the consequences of over stepping these you and those around you can prevent negative stress.

Remember you cannot be perfect at everything.

#### USE TIME WELL

Are you always late for things?

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Do you get frustrated knowing you could have done a better job if you had organised your time better?

Learn how to manage your time properly.

There are some excellent courses available via Staff Development and Training.

Use time positively to move towards your goals in life.

Balance recreation or time for yourself and friends with work

### TALK TO SOMEONE

When we're stressed we can feel very isolated, as if we are the only ones feeling that way.

Talking to colleagues can help you share some of the pressure.

Sharing your concerns with colleagues or partners helps resolve misunderstandings or frustrations.

Listen and develop co-operation rather than competition.

If you feel uncomfortable about talking about personal matters at work, talk to a friend.

Consider making an appointment to see the Staff Counsellor

### EXERCISE

Exercise can help to relieve stress and help to add balance to your life.

It can be a great stress proofer and it can be fun

Go for a walk at lunch time.

Take a subscription to a sports centre

Walk to the station rather than drive.

Take the children swimming.

### SMILE!

See the funny side of things.

Having a joke or laughing with colleagues can make stressful times easier.

Even being able to have a moan about the tube or the Boss or what's happening at home can make us feel better.

If this is not possible within work time make sure you build in some social time in your diary.

Laughing, crying and talking helps release some of the tensions of stress rather than keep them bottled up.







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damage its economies of scale. Anywhere in the world, there is normally only a maximum of two percent variation in the Ikea range stocked. As soon as Ikea starts changing things it adds cost.

Ikea's system of self service, self assembly and involving consumers in the whole retail process also bewildered Americans. This is a society familiar with slick customer service and customer focus. As for the store layout, American customers felt as if they were caught in a trap when shopping at Ikea. One of the most frequently asked questions was how to get out.

For the first time, Ikea produced a three step plan, explaining how to shop at its stores and installed much quicker check-outs because Americans didn't expect to queue as long as Europeans.

Ikea also introduced lots of water fountains throughout the store because Americans like drinking water while they shop.

However, the Swedish retailer refused to adapt most vital things. For instance, it was suggested that Americans wouldn't assemble furniture themselves. Rather than yield its flat packs, Ikea provided better instructions and offered a self-assembly service.

But Carstedt believes the most important achievement was keeping and developing the Ikea corporate culture in North America. This was done primarily by importing experienced long-time Ikea ambassadors into key management positions; all now hold high positions in the Ikea group worldwide.

### **Ikea and China**

China is an important new market for Ikea because home buying and home decoration has only very recently become a cultural currency. Sales at Ikea's two Chinese stores in Shanghai and Beijing rose by 50 percent since its arrival in 1998.

With a population of 1.25 billion, China has more consumers than the US and Europe combined. However, Ikea is perceived as expensive in China—a store for the middle class. Since its launch, Ikea has endeavoured to cut prices by using more and more local suppliers. Its prices have dropped by ten percent since launch and Chinese sales rose accordingly by 35 percent in 2003.

Globally, Ikea expects to source about 23 percent of its products from China in 2005. Despite this, Ikea has made little attempt to adjust its range to local tastes. In a range of around 7,000 to 8,000 articles, only three have been added for the Chinese market—chop sticks, a wok with a lid, and a cleaver. However, there are some other tweaks to the Swedish template. As many Chinese apartments have balconies, there is a special balcony section in the stores. Ikea also offers an assembly service for Chinese shoppers.

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### **Coping with presentation mistakes**

Every presenter makes mistakes – even the top professionals. The difference between the leading presenters in the world and the rest of us is the fact that the true professionals know exactly how to cope with the mistakes they make. They have a strategy for coping with each error and you can use their methods easily. In fact, coping with mistakes is so simple it's a wonder why the techniques from the top have not caught on!

**Never own up to a mistake.**





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Broad outline of organisation (leave the detail for the management plan

Broad Product Description (what do they do)

Location and Facilities

Summary of Activity to Date

The Operating Environment

Client services

What sectors does this industry include?

Basic information regarding current financial size (eg. \$x million turnover per year ) and trend)

Legislation and policy

Key Stakeholders

Statement of Vision/Mission and Goals/Values

Mission/Vision

Statement of Department's Values (e.g.) :

- \* Professionalism - doing the best job we can, serving stakeholders in a practical, diligent, rigorous and outcome-focused way.
- \* Integrity - behaving ethically, acting with honesty, loyalty and courage.
- \* Openness - building trust, being frank, open to ideas, and accessible to staff and stakeholders.
- \* Fairness- ensuring people get a fair go, that all are treated equitably and justly.
- \* Respect - respecting each other, our families, stakeholders, and those with different ideas and from diverse backgrounds and cultures.

Goals - broad statement of where they need to get to.

Corporate Objectives and targets - - Clear statements of the (SMART) Objectives of the plan

Within this framework our Objective is:

Insert Specifics here

Situational factors relating to this project

- \* Size of industry?
- \* The major players in this industry
- \* The markets and customers for this industry?
- \* What are the industry's estimated sales this year? Last year? The year before?
- \* National/economic trends
- \* What is the long-term outlook for this industry?
- \* Position In The Industry
- \* Supply and Distribution
- \* Technological Factors
- \* Seasonality
- \* Economic Influences
- \* Regulatory Issues
- \* PROBLEMS (or put in SWOT)

Corporate Strategy

Strategic Outline -

Strategic Priorities

Keys to Success KSF's



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Competitive Edge

Marketing Strategy  
Market Analysis Summary

Introduction -Situation Analysis/Marketing Audit  
Background  
Market Analysis  
Market Segmentation/Target Market Segment Strategy  
Market Profiles  
Market Needs  
Competition  
Market Forecast  
- Normal forecast  
- Opportunities and threats  
- Strengths and weaknesses  
PEST/STEEP Analysis  
Portfolio and other Analysis

Marketing Objectives - Sales Objectives for All Value offering Lines  
Sales Objectives for Strategically Critical Value offerings  
Sales Objectives for All Distribution Channels  
Sales Objectives for Sales Force  
Sales Projections - Sales Projections - All Value offering Lines  
Sales Projections by Geography (Division, Region, Territory)  
Marketing Research Information  
Segmentation and Targeting information - Target profiles  
Marketing Strategy Overview - key performance criteria; key points of importance in formulating strategy

Marketing Mix Strategies  
Brand Elements  
Product - (Value offering) Line Marketing Strategies  
Pricing - Value offering Line Pricing Objectives and Strategies  
Prices and Price Changes for Value offering Lines  
Channels of Distribution - Distribution Objectives and Strategies  
Description of Channels of Distribution Needed  
Promotion Program -  
Advertising Objectives and Strategies  
Advertising Media Program and Budget  
Advertising Expenditures by Month by Media  
Advertising Agency Information  
Sales Promotion Objectives and Strategies  
Sales Promotion Expenditures by Item by Month  
Publicity  
Sales Program

Implementation - Action Program  
Marketing Activities Timetable  
- How the plan will be implemented  
- Timetable  
- Development and Milestones

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Marketing Budgets - How the money will be allocated.  
Resources Needed  
Marketing Personnel

Controls - - How will we measure and assess  
- How will we make corrections?

Contingencies and Exit Strategy  
Risks and Contingencies

Common risks include:  
\* Increased competition  
\* Loss of a key employee  
\* Suppliers' failure to meet deadlines  
\* Regulatory changes  
\* Change in business conditions

Management Plan  
Current organisation  
Management Team  
Positions  
Key Personnel  
Organisational Chart  
Proposed organisation plan to carry out the strategy

Human Resources  
Our people  
Human resources needed  
Training (relate to implementation)  
Communication

Budgets and Schedule

Operations Plan

Organisational Description  
Facilities

Resource management  
Resources  
Equipment

Development  
Development Team  
Development Costs  
Development Risks  
Processes

Quality Management/Assurance  
Administration  
Key Suppliers



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attended to by Pears in their own homes. The Gerrard Street shop was used for the manufacture and sale of rouges, powders, creams, dentifrice's and other beauty aids-preparations used extensively by the rich to cover up the damage caused by the harsh soaps then used in Britain

The astute Cornishman recognised the potential of a purer, more gentle soap which would treat more kindly the delicate alabaster complexions than in favour (the upper classes unfavourably associated tanned faces with those of the lower orders who were obliged to toil out of doors for a living). He set about perfecting a manufacturing process for such a product and after much trial and error hit upon a method - which remains substantially similar even today- involving removing impurities and refining the base soap before adding the delicate perfume of English garden flowers. Not only was this product of high quality, it also possessed the great novelty value of being transparent. And it was this latter aspect which gave Pears Soap just the image it needed to be clearly identified by the public.

Though other products were manufactured alongside the transparent soap for many, many years (examples can be found in the following pages), it was clear almost from the very start that Andrew Pears' fortune would be vested in his shilling and half crown squares of amber soap. In 1835 he took on a partner, his grandson Francis Pears, and they moved to new premises at 55 Wells Street, just off the busy shopping thoroughfare of Oxford Street. The business had consolidated to such an extent that three years later old Andrew was able to retire, leaving Francis in sole charge.

Andrew Pears' legacy was a solid, if not particularly extensive or go ahead trading concern. Like many Victorian small businesses, it catered to a particular class of customer, whom it respected and wished to please. Andrew Pears was a cautious man, and he cared more for the quality of the products that bore his name than the number of people who bought them. Dogged by inferior imitations, at one stage he even went so far as to sign personally every package he sold. Because of the high price of his products, the market for them was necessarily an exclusive one, and there was little need or point in extensive advertising to try and widen this. Expenditure on sales promotion in the early Victorian period rarely exceeded ,80 per annum.

Sensing the impending stagnation of the firm, and recognizing the increasing buying power of the middle classes, Francis Pears realised that unless he developed and expanded the family firm he would soon be pushed to one side by more competitive rivals. New offices were opened in Great Russell Street, Bloomsbury, and in 1862 he bought a house and land at Isleworth in Middlesex, where he built a factory which he placed under the dominion of his young son Andrew. Widespread changes soon took place in the sedate and gentlemanly atmosphere of the West End offices, and into the firm came a new partner, Thomas J. Barratt, who had married Francis Pears' eldest daughter Mary. Barratt was far sighted, aggressive, willing to take risks and infinitely resourceful. Within months he had completely revolutionised Pears' distribution system and was turning his hand towards improving the firm's sales performance by means of expensive and highly original publicity schemes. All this was too much even for Francis Pears, who, fearing imminent bankruptcy, withdrew from the firm, taking most of the money and leaving only 4000 pounds as a loan to be discharged equally by his son and Barratt, who were to remain in sole charge of the business.

Barratt has many modern counter parts in the advertising agencies of Madison Avenue, and his methods were to become widely followed. He imported a quarter of a million French ten centime pieces (accepted in lieu of a penny in Britain), had the name 'Pears' stamped on every one of them and put the coins into circulation. Since there was no law forbidding the defacing of foreign currency, his scheme earned Pears much valuable publicity until an Act of Parliament could be hastily introduced to declare all foreign coinage illegal tender. The offending coins were withdrawn from circulation and melted down. He persuaded prominent skin specialists, doctors and chemists to give glowing testimonials to Pears Soap; among these were Sir Erasmus Wilson, President of the Royal College of Surgeons, and Doctor Redwood, Professor of Chemistry and Pharmacy to the Pharmaceutical Society

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of Great Britain, who personally guaranteed that Pears Soap possessed 'the properties of an edicent yet mild detergent without any of the objection able properties of ordinary soaps'. Such endorsements were boldly displayed in magazine and newspaper advertise meets, as handbills and on posters. Lillie Langtry, a highly popular actress of the day, cheerfully gave Barratt a commendation for Pears Soap (for which, as with the other illustrious patrons, no fee was asked) and he broke into the American market by persuading the enormously influential religious leader Henry Ward Beecher to equate cleanliness, and Pears Soap in particular, with Godliness - Barratt promptly buying up the whole of the front page of the New York Herald on which to display this glowing testimonial. It seemed no stone was left unturned in Barratt's endless search for good publicity. Infants whose arrival in the world was commemorated in the columns of The Times received a complimentary cake of soap and pictorial advertising leaflets by courtesy of Barratt. His most audacious publicity scheme, which in the end failed to get off the ground, was the offer of ,100,000 to the British Government to buy the back page of a contemporary national census form for Pears' use. Had he succeeded, Barratt would have put his firm's name before 35,000,000 people's eyes.

But the best-remembered piece of publicity which Barratt devised was the use of Sir John Everett Millais' painting 'Bubbles' as an advertisement for Pears. The model for 'Bubbles' was the artist's grandson, Willie (later Admiral Sir William) James, and the curlyheaded little boy made his first appearance at the Grosvenor Gallery in London in 1886; the picture was originally titled 'A Child's World'. The picture was bought by Sir William Ingram of the Illustrated London News for reproduction as a presentation plate in that magazine, and after use it was sold to Barratt for 2200 pounds. Though this gave Pears exclusive copyright on the picture, Millais' permission had still to be obtained before it could be modified (by the addition of a bar of transparent soap) for use as an advertisement. At first Millais, then unquestionably the richest and most popular painter in Britain, was apprehensive about such pointedly commercial exploitation of his work, but mollified by the high quality of the proofs which Barratt brought to his studio, he gradually warmed to the idea. Once the advertisement appeared he was obliged to defend himself vigorously against a hostile art world, and even as late as 1899, three years after his death, the affair was still a matter for debate in letters to The Times.

Barratt claimed to have spent 30,000 pounds on the 'Bubbles' campaign, and the number of individual reproductions of the painting ran into millions. By any standards, it was an unqualified success, whatever the critics had to say. Even today, 'Bubbles' remains one of the most instantly recognizable advertising symbols ever devised, and many of the prints, which Pears later made available to the public, were framed and hung in living rooms around the world. Barratt evidently had a ready eye for the commercial potential of art, for another of his acquisitions, Landseer's 'Monarch of the Glen', though never used by Pears themselves beyond appearing as a colour plate in the 1916 Pears Annual, duly became the distinctive trademark of the distilling firm of John Dewar & Sons, with whom A. & F. Pears had links.

Barratt thus held two trump cards. In one hand was an immediately recognizable product, Pears Transparent Soap. In the other was the association (in the popular mind at least) between that product and culture, represented by 'Bubbles'. It was a combination which was to represent Pears' public image for many years to come, and continues today with the tradition of each young Miss Pears (the winner of an annual competition) having her portrait painted by a recognized artist. Barratt time and again capitalized on this association. He brought art to the public eye through Pears Annual, first published in 1891 and surviving until 1920. The Annual was a large-format, limp cover publication containing, in addition to advertising for Pears' and other firms' products, quality fiction (Dickens's Christmas Books were reprinted in early editions), illustrations (as the years went by there was an increase in the use of colour plates and second-colour tints) and at least two large, separately packaged prints for framing. All this, at least until 1915, for sixpence!

Barratt evidently had philanthropic as well as commercial motives in bringing art to the public eye: the 1897 edition claimed that:

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'It is beyond controversy that, before the popular advent of Pears Annual, pictures of the refined quality of our Presentation Plates (which surpass any works of even this high" class order ever previously attempted) were unattainable by picture-lovers at anything less than a guinea a-piece. Our ambition has been to offer an appreciative and increasing public, which has grown to expect these advantages at our hands, presentation pictures of superior quality and of artistic values, to ensure our extended popularity, and to constitute Pears Annual the foremost achievement of this kind. . . The *bonne bouche* of Pears Annual 1897 will be readily recognized in the two large Presentation Plates, after the late and ever-to-be-lamented President of the Royal Academy, Sir John Everett Millais, whose two chefs-d'oeuvre, the well known pictures, 'Cherry Ripe' and 'Bubbles', are now placed within the means of the million for the first time, so beautifully reproduced as scarcely to be distinguishable from the original pictures themselves . . . which now have a value of more than 10,000 pounds for the pair. And whilst so long as Pears Annual is produced it will ever be our aim, so far as it is in our power, to maintain its excellence, we do not expect again to have the opportunity of furnishing you with such a pair of pictures as these -worthy, as they are, of being framed and hung in the first and most artistic houses in the land.'

Two points in this lurching piece of Victorian prose are worth picking up on. Firstly, the chromolithographic plates were undoubtedly 'beautifully reproduced', since they were printed from no less than 24 separate colour blocks; this book, as with almost all modern book production, uses a mere four impositions. Secondly, they were 'scarcely to be distinguishable from the original pictures' through a painstaking process (made defunct by the advent of photolithography) in which the original painting was copied and etched out by craftsmen on to each of the 24 stone blocks in turn. The original artists for these presentation plates included Frank Dadd, J. C. Dollman, Hugh Thompson, Will Owen (of 'Bisto Kids' fame), Maurice Greiffenhagen, Gordon Browne and Tom Browne. They were printed in huge quantities; records survive showing that Pears spent 17,500 on producing the 'Bubbles' print alone and almost all were still available to order by the time the last issue of Pears Annual appeared in 1920. Coloured frontispieces, which generally repeated material used in the Annual or as ad advertisements, were also used in the famous Pears Cyclopaedia, first published in 1897 and still issued today.

Barratt died on 28 April 1914, aged 72. He was widely mourned, particularly among the press and advertising fraternities. He had forced the manufacturing world to see the advantages of paying good money for good advertising; in the 1880s Pears were spending between 30,000 and 40,000 pounds a year on advertising and by 1907 the figure had risen to 126,000. He pioneered the technique, so familiar today, of saturation advertising; W. E. Gladstone, searching for a metaphor to convey a sense of vast quantity during a debate on a topic now forgotten in the House of Commons, suggested the articles in question were as numerous as the advertisements of Pears Soap, or as autumn leaves in 'Vallombrosa'. On hoardings and on railway stations, in the press and on buses, the name of Pears Soap was everywhere in Victorian and Edwardian times.

Pears' slogans - 'Matchless for the complexion', 'Good morning! Have you used Pears Soap?' were simple and unchanging, reflecting an era of guilelessness and security in which the good things in life might reasonably be taken for granted - at least by the more fortunate. Only the pictures themselves changed from time to time, and it is interesting to look at a 1907 newspaper interview with Barratt in which he says:

'Tastes change, fashions change, and the advertiser has to change with them. An idea that was effective a generation ago would fall flat, stale, and unprofitable if presented to the public today. Not that the idea of today is always better than the older idea, but it is different - it hits the present taste.' Pears advertising, to suit its brand image, was tasteful and restrained, needing no recourse to hyperbole often encountered elsewhere in the period we are considering. The message was simple:

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that Pears Soap was safe and healthy and that it made its users beautiful. It savours of prestige advertising, embodying an unquestioned market supremacy; probably there is a good hint of snobbery here as well, for while the middle classes are invariably seen as healthy and self assured, the social inferiors like servants, ragged urchins and in particular black people are frequently seen as figures of fun. In design terms, many of the advertisements illustrated here could be stripped of their typography and considered purely as genre paintings - as some of them indeed originally were. Though the product name and captions are generally in harmony with the pictures, they are typical of this transitional period of advertising design in that lettering and illustration are not considered as a single unified and integrated entity. But their appeal is simple and immediate, requiring no sophisticated interpretation: they provoke an emotional rather than intellectual response. Barratt aimed, he said, to make his advertisements 'telling, artistic, picturesque, attractive, pretty, amusing' - and of course commercially successful. If for nothing more than that they took art out of the galleries and into homes and streets, thus brightening the humdrum lives of ordinary people, they are worthy of remembrance.

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## Don't call please

It is expected that about a million households will sign up to a free national "do not call" register in its first week of operation.

Phone spamming will not end overnight. The register will not take effect until next year and there are exempt organisations Political lobbyists and opinion pollsters, charities, social researchers and religious organisations

The register will apply to local businesses and overseas telemarketers representing Australian companies. Those who disregard it may be fined up to \$220,000.

The Australian Direct Marketing Association, say they broadly support the proposal, which had come after two years of lobbying by the association.

But he expressed reservations over the proposed funding for the scheme, which will require the direct marketing industry to pay half the \$33 million it will cost to set up the register.

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## Putting the viewer in control of advertising?

New technology could see viewers switching to advertiser-funded content that "entertains and engages" them. Trials begin in July of the next generation of interactive advertising on pay TV - "dedicated advertiser locations", or DALs.

Interactive ads already allow viewers to press a red button on their remote to book a test drive with Toyota or a meeting with one of Commonwealth Bank's mobile financial advisers.

With the new technology, viewers will be able to go one step further and enter the company's DAL, which behaves more like a website. There, they will be able to choose from a range of specially created content that will provide more information and add an element of fun to the brand.

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The technology has already been used in Britain. A third of the 250 interactive ads run on BskyB last year had a DAL element and repeat booking by advertisers was proof that advertisers, in the UK at least, are getting behind it,

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### Battle of the brands

Will private-label supermarket products close the gap on established national brands?.

Researchers have identified that Australians prefer well know brands to private or shop labels but until recently, consumers have not been exposed to the wide range of quality private-label alternatives being introduced by supermarkets.

In Australia private label enjoy the highest market share in basic categories such as sugar, butter, paper napkins, flour and disposable cups and plates where many consumers appear to perceive little differentiation between branded and generic offerings.

However as the leading supermarket chains focus on ousting many national brands and delivering perceived quality at an cheaper price as well as increasing advertising for private labels, it is a fair assumption that consumers will become more aware of private-label alternatives.

The national brands are striking back with increased advertising that aim to communicate benefits over lower-priced alternatives."

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