

## Contents

|  |    |
|--|----|
| Contents   | 1  |
| Editorial  | 2  |
| Making words count   | 2  |
| Quotations   | 3  |
| From the Media   | 3  |
| Black & Decker repeats 'Made in Australia' claim   | 3  |
| Aldi to double store numbers in Australia  | 4  |
| Rhetoric & behaviour not aligned   | 4  |
| Contradictory times?   | 4  |
| Tourism industry facing plunge   | 5  |
| More seek work-life balance  | 5  |
| Study shows it departments in digital media & entertainment industry lacking action in their quest to go green | 6  |
| Rethink loyalty strategies   | 7  |
| CeBIT Australia 2009   | 7  |
| More CeBIT Australia - WebForward  | 7  |
| Australian small business research   | 8  |
| Is CRM still a valid loyalty strategy?   | 9  |
| ACCC dumps on Coca-Cola myth-busting   | 10 |
| Australian Economics & Demographics Scoreboard   | 12 |
| Latest from the Marketing in the News Blog   | 12 |
| Ryanair alienates more people by proposing a toilet charge   | 13 |
| World's largest music store to close   | 13 |
| How pricing impacts customer loyalty   | 13 |
| Entrenched corporate cultures  | 13 |
| U.K. Magazine circulation up, while papers struggle  | 14 |
| Intention to buy a New Car in Next 12 Months down in February  | 14 |
| Factors influencing marketing budget allocation in 2009  | 15 |
| Guess which medium is as effective as ever: TV   | 15 |
| Jaguar, Land Rover make \$1.6 million mobile buy   | 16 |
| Ad Asks: 'Have you ever seen a fat Chinese woman?'   | 17 |
| Is the end of the big box store in sight?  | 17 |
| The Price is Right   | 18 |
| Events and Adverts   | 18 |
| Articles   | 22 |
| How Marketing Succeeds (But Still Fails To Impress)  | 22 |
| Differentiating on price - good or bad move?   | 25 |
| Promotional mailings   | 27 |
| Marketers, It's Time to Hop Off the 'Time Management' Treadmill  | 28 |
| Top 5 legitimate SEO techniques that will help your business get found   | 30 |
| The seven steps of a sale  | 32 |
| Writing good copy  | 33 |
| Where the Kids Are   | 36 |
| Rethinking Media Planning  | 36 |

|  |    |
|--|----|
| Making Web 2.0 work .....  | 38 |
| Why the click is the wrong metric for online ads .....                       | 42 |
| Marketing Law - ACMA shows teeth on Spam Act, Do Not Call Register Act ..... | 43 |
| Fixing the Language of "Pass the Buck" .....                                 | 46 |
| Top tips to writing effective surveys .....                                  | 47 |
| Warmer cold calling .....  | 50 |
| Words to Remember about making web sites work .....                          | 51 |

[Back to top](#)

MAANZ MAANZ

## Editorial

### Making words count

There are some 171,476 entries in the Oxford English Dictionary, plus another 47,156 words that have fallen out somewhere.

Half of these words are nouns, one-fourth are adjectives, and 14.285% are verbs; the rest consist of all those other things the purpose of which most of us long ago forgot.

It's a lot of words by any standard.

Of the tens of thousands of words to choose from, most people recognise less than ten percent, while some seem to only be able to handle about half that amount; that doesn't count slang, instant-messaging jargon, or swearing.

Why are there so many words if we all refuse to use them? I mean, why waste all those perfectly good words on English teachers? (

### Words are potentially useful

Words have meaning and impact, and they provide the emotional context of our communications; and we add subtlety and nuance by how we deliver them, using tone, cadence, and gesture.

Words are the medium of your ideas, your emotions and commercially, your business. Used well they will serve you well. Ignored and they may just jump up and bite you.

And, as important as words are, so is the way they are used and delivered

Think more about what you communicate and how as well

Peter Steadman AFMA

[Back to top](#)

MAANZ MAANZ

## Quotations

I do the very best I know how - the very best I can; and mean to keep doing so until the end. If the end brings me out all right, what is said against me won't amount to anything. - Abraham Lincoln

This time like all times is a very good one if we but know what to do with it.- Ralph Waldo Emerson

A new broom sweeps clean, but the old broom knows all the corners.  
- Irish Proverb

If youth only knew; if age only could.- - Henri Estienne

Only trust thyself and another shall not betray thee.- William Penn

Trust your hunches... Hunches are usually based on facts filed away just below the conscious level. -- Dr. Joyce Brothers

Those who trust us educate us.- T.S. Eliot

No man is wise enough, nor good enough, to be trusted with unlimited power. -- Charles Caleb Cotton

To be trusted is a greater compliment than to be loved.- George MacDonald

Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.-Sun Tzu

[Back to top](#)

MAANZ MAANZ

## From the Media

### Black & Decker repeats 'Made in Australia' claim

Power tool maker Black and Decker has been given a slap on the wrist by the Australian Competition and Consumer Commission because of misleading packaging.

Black and Decker's Powerlife sanding belts have been removed from store shelves because of packaging that indicates some of the belts were "Made in Australia" when they were in fact made in Germany.

The material to make the belts was originally sourced from Australia but was later sourced from Germany, ACCC Chairman Graeme Samuel said in a statement on Wednesday.

In 2006, the company was found guilty of breaching the Trade Practices Act when it claimed some of its sanding sheets were "Made in Australia" when they were actually made in India.

[Back to top](#)

MAANZ MAANZ

## Aldi to double store numbers in Australia

The Aldi supermarket chain now has over 200 outlets in Australia and like in the UK, they plan an aggressive store roll-out.

The company is currently building new distribution centres in Sydney and Melbourne to cope with the expected expansion, allowing it to double its outlets over the next six to seven years.

Understanding customer and loyalty programme data

Many companies are unintentionally delaying the benefit they could achieve through better use and understanding of their customer and loyalty programme data, simply because they are too focused on the marketing-related benefits of their programmes, according to customer insight experts at Beyond Analysis.

The company warns that there are plenty of myths surrounding customer loyalty cards and rewards programmes. For example, there's the one that says a customer loyalty scheme must create a unique bond of communication between the business and the customer in order to derive actionable insight.

Fullstory: <http://www.thewisemarketer.com/news/read.asp?lc=b93935ix2890zd>

[Back to top](#)

MAANZ MAANZ

## Rhetoric & behaviour not aligned

Cash strapped US shoppers searched for bargains and some limited their gift giving to children reports SMH. All is gloom in US retail, with Bloomberg reporting sales were the worst since 2003.

The UK reported the worst December sales since records began with like store sales falling 3.3%. In France, post Christmas sales were up 2-5%.

Retail Biz reports that 62% of surveyed Australian retailers enjoyed sales equal to or better than 2007.

The anecdotal evidence suggests a strong Australian retail sector, with many reporting that the year has started at least equal to 2008.

[Back to top](#)

MAANZ MAANZ

## Contradictory times?

Retailers who struggle are almost invariably guilty of failing to keep their offer relevant to the consumer. But most will blame the economy if at all possible. It is far easier on the ego.

David Jones shedding 150 people is hardly earth shattering. It would be interesting to know their normal weekly staff churn.

It's hard to know what we should infer from Harvey Norman. Is it a retailer selling merchandise or is it selling finance?





\* 80 percent say the digital media & entertainment industry is more sensitized towards the move to Thinking Eco-Logical than they were a year ago

The data shows, however, that while the digital media industry understands the benefits, there are significant perceived obstacles in adopting Think Eco-logical practices, such as an unwillingness to compromise technology productivity (60 percent), costs of efficiencies (58 percent) and lack of awareness of benefits (50 percent). For more information on the Think Eco-Logical initiative visit <http://thinkecological.rackable.com>.

[Back to top](#)

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

## Rethink loyalty strategies

Many businesses may need to urgently rethink their approach to keeping customers loyal as the impact of the recession deepens, according to research by The Logic Group which found that, although 52% of UK consumers say they are members of a loyalty scheme, there are still significant opportunities to develop greater loyalty.

The positive news for the 57% of business leaders that recently stated their intent to focus on nurturing and keeping existing customers rather than concentrating on attracting new customers (only 23%) is that this strategy is likely to pay off during hard times, with the strongest companies concentrating on...

Fullstory: <http://www.thewisemarketer.com/news/read.asp?lc=x15338jx2882zd>

[Back to top](#)

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

## CeBIT Australia 2009

The increasingly Web-centric world, with the internet now playing an increasingly dominant role in our working and social lives, will be recognised at CeBIT Australia 2009 when "Webciety" makes its Australian debut.

Webciety, a vibrant multimedia demonstration of the promise and potential of web-based business and social practices, was one of the highlights of CeBIT Hannover this year, and will be replicated at the Sydney event next month.

CeBIT Australia is the largest business technology exhibition and conference event in the region. CeBIT Australia 2009 will be held from May 12-14 2009 at the Sydney Convention and Exhibition Centre at Darling Harbour.

MAANZ members are encouraged to take advantage of free entry to the ceBIT Australia exhibition by logging into <https://www.mycebit.com.au/reg09/> and using the following promotional code: maanzca09

[Back to top](#)

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

## More CeBIT Australia - WebForward

A new two-day conference, WebForward, demonstrating the latest techniques and tools to allow businesses to use the full potential of the internet for commercial success, will be a highlight of CeBIT Australia 2009's Global Conference Series.

Featuring four streams and forty high-level speakers, the WebForward Conference will put the spotlight on such new generation techniques as search marketing, location and mobile-based services and social networking for business success.

Hannover Fairs Australia Managing Director Jackie Taranto said the tough business environment would accelerate the mainstream adoption of the next wave of Internet-based productivity tools through innovations like Software as a Service (SaaS), Voice over IP (VoIP) phone systems, and geo-location based content services.

CeBIT Australia is the largest business technology exhibition and conference event in the region. CeBIT Australia 2009 will be held from May 12-14 2009 at the Sydney Convention and Exhibition Centre at Darling Harbour.

[Back to top](#)

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

## Australian small business research

Research conducted by Executive Wisdom (<http://www.executivewisdom.com>) in 2009 has provided the following extraordinary results of Australian Small Business.

59% consider marketing to be one of a number of important issues

36% report it is their key growth strategy (marketing)

Businesses in operation for more than five (5) years tend to consider marketing to be an important but not the key issue

More than one in three (35%) of small businesses set a marketing budget of between \$5,000 and \$20,000 for 2009

62% of business less than one year in operation (believe marketing is critical to the growth of their business) have only budgeted up to \$5,000

95% expect to increase or spend the equivalent on networking in 2009

85% expect to increase or spend the equivalent for both website development & management as well as brochures and marketing collateral

53% cite the number of new leads generated as the main measure for ROI (Return on Investment)

"Not surprisingly an ability to excel in each of these areas is what sets apart winners from the rest," Ric Willmot (<http://www.ricwillmot.com>) added.

But, where do you start? Here are six recommendations of Ric Willmot:

### 1. Company-wide sales culture

Organisations are successful in direct proportion to the extent to which they satisfy customers. A customer-driven business is one in which there is a company-wide commitment to satisfy customers.

First: Satisfy customers, those unreasonable, emotional and awkward people who seem to have only one thing going for them. They give you their money!

Second: Satisfy customers, those impertinent people who expect us to do it their way, and at their convenience, just because they are paying us!

Third: Satisfy customers, those disloyal people, who at the drop of a hat, would rather spend their money elsewhere if they think they're going to get better value on a product or service that's more closely tailored to their needs!

## 2. Use business data to dramatically increase your success rate

Continually engage in a process of obtaining specific information from the marketplace for the purpose of making better quality decisions about what to sell, to whom and in what way. Willmot suggests that if you think there is a gap in the market, market research will tell you if there's a market in the gap.

## 3. Formulation of an effective engagement strategy

Creating a winning marketing strategy involves the careful positioning of a product or service in the marketplace so that it has a unique appeal to a certain group of target customers and is difficult for competitors to copy.

Effective strategy is the pursuit of the right customers, with the right offering, in the right way, at the right time.

## 4. Become a nexus

Become a nexus organisation (person). A place where people come to get what they need, whether you have it or not. They just know that you will have the answers and steer them in the right direction no matter what. Develop a systematic approach to identifying potential ways to attract customers to you, using a variety of methods.

## 5. Audit your business communication

Design and implement methods of hearing the customer. Such as: Focus Groups, Customer Panels, Interviews and more. Executive Wisdom has created a spreadsheet showing the nature & purpose, advantages and disadvantages of varying business communication tools called: Tools for Hearing the Customer.

## 6. Take action and start the improvement today

The term customer relationships refers to the extent to which there is a feeling of relatedness and rapport between a business and its customers.

Attach a high priority to make certain customers keep coming back. "Many businesses see the sale as the end of the process, whereas most customers see it as just the beginning of a relationship," say Ric Willmot.

<http://www.ricwillmot.com>

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

MAANZ MAANZ

## Is CRM still a valid loyalty strategy?

The loyalty of customers stems from building relationships with them, and those relationships have to be managed. This is where true CRM (customer relationship management) comes in. Whether the relationships are so finely tuned as to be one-to-one relationships, or whether they are in bigger segments or groups, the principles of management are similar.

So when it was first introduced, CRM was hailed as the answer to many of the marketer's problems. However in many case its results didn't live up to that promise, resulting in a distinct fall from favour. A lot of companies

adopted CRM on a 'me too' basis without really understanding how fundamental it was to all aspects of their business. The result? Lots of tales of failure.

But corporate success depends ever-increasingly on extracting the maximum possible value from existing customers rather than simply trying to acquire new customers at great expense. So marketers are starting to take another look at CRM, but this time there's more talk of "explaining the benefits to everyone involved" - in essence, CRM has grown in the minds of marketing executives from being a heavy, costly IT project to being a widespread, corporate attitude - and the need for a process of change management is being recognised.

Individuality is what counts...

Then we come to the idea of marketing to our customers on a one-to-one basis - perhaps a logical extension of the CRM process. The phrase "one-to-one marketing" implies some kind of individualised business communication from the seller to the customer - but to do that in a mass market, the old Mom & Pop stores' direct familiarity with their best customers has to be replaced by a synthetic and automated familiarity.

Arguably the smartest way we've seen of doing true one-to-one marketing involves software applications that either recommend one or more products to an individual based on the customer's own profile data: Recommender Systems.

Recommender systems began gaining importance in 1996 with the publication of the first worldwide trial at the GroupLens project of the University of Minnesota. Since then, ever improving Recommender Systems have been used to reduce the enormous number of choices available to a shopper on an e-commerce website. Notable examples are Amazon.com, E-bay, Moviefinder.com, and Reel.com.

Recommendations...

But it's not just the online retailers that can make use of the technology: even physical retail stores are turning to electronic one-to-one communications to help boost sales and customer profitability. After all, the customer who's offered exactly what she needs at the right time is more likely to make that purchase from the recommender than if she had to shop around to find it.

There's a genuine competitive advantage to be gained from recommending the right thing to the right customer at the right time - and that's just one small aspect of the toolset of CRM and one-to-one marketing.

This article is based on the research and advice of dozens of loyalty thought leaders found in **'The Loyalty Guide III', which is The Wise Marketer's latest 900+ page global guide to loyalty** programmes, techniques, best practices, trends, and theory. The report is available now for £1,150 (approx. Euro 1,595 / US\$2,295). See [TheLoyaltyGuide.com](http://TheLoyaltyGuide.com) for the full executive summary, downloadable chapter samples, table of contents, online searching, and ordering details.

More info: <http://www.theloyaltyguide.com>

[Back to top](#)

MAANZ MAANZ

## ACCC dumps on Coca-Cola myth-busting

Coca-Cola will publish corrective advertisements in newspapers across the country about its 'myth-busting' campaign following action by the Australian Competition and Consumer Commission.

"The ACCC has accepted court-enforceable undertakings from Coca-Cola South Pacific Pty Ltd (CCSP), about statements published in Coca-Cola's Kerry Armstrong on Motherhood & Myth-Busting advertisement," ACCC Chairman, Mr Graeme Samuel, said today.

Coca-Cola South Pacific Pty Ltd (Coca-Cola) is responsible for marketing and technical services for the Coca-Cola beverage products within Australia.

"On 11 October 2008, Coca-Cola published an advertisement featuring actress Kerry Armstrong called Kerry Armstrong on Motherhood and Myth-busting. The advertisement referred to a number of 'myths' about Coca-Cola."

In particular, the advertisement used the words in relation to Coca-Cola:

- Myth. Makes you fat
- Myth. Rots your teeth
- Myth. Packed with caffeine.

On 18 October 2008 Coca-Cola published a further advertisement entitled To all our Customers which, in relation to the advertisement said "...we felt it was time to state the facts and to help you understand the truth behind Coca-Cola."

The ACCC believes the advertisements had the potential to mislead consumers by representing that:

- Coca-Cola cannot contribute to weight gain and obesity
- Coca-Cola cannot contribute to tooth decay
- 250ml of the Coca-Cola Product bearing the brand Diet Coca-Cola contains one half of the amount of caffeine as that contained in 250ml of tea, and
- a responsible parent can include Coca-Cola in a family diet without any regard whatsoever to the potential for weight gain or tooth decay arising from consuming Coca-Cola.

"Coca-Cola has been working with the ACCC to address concerns, and has agreed to:

- publish a corrective advertisement in; The Australian, The Sydney Morning Herald, The Age, The Courier Mail, Adelaide Advertiser, The West Australian, and the Hobart Mercury
- publish a corrective advertisement for a period of 28 days on <http://www.makeeverydropmatter.com.au>
- publish for six months on <http://www.makeeverydropmatter.com.au> the correct levels of caffeine for Coca-Cola, Diet Coca-Cola and Coca-Cola Zero and compare this with the levels of caffeine in the same amounts of tea brewed from leaf or teabag and instant coffee, and
- implement a trade practices law compliance review.

"After seeing the Myth Busting campaign the ACCC was immediately concerned about the misleading messages it was likely to send to consumers and in particular, to mothers who are often the decision makers about family nutrition.

"Coke's messages were totally unacceptable, creating an impression which is likely to mislead that Coca-Cola cannot contribute to weight gain, obesity and tooth decay. They also had the potential to mislead parents about the potential consequences of consuming Coca Cola."

**MAANZ Comment.** We think the ACCC overreacted. The things Coca Cola said does not lead to the misleading representations as claimed. Given that some folk at the ACCC apparently just felt this was obvious (do they do any research? Do they have a panel?) shows that Coca Cola had a point that far too many folk want to find evil in brands such as coca cola.



Retailer TM Lewin is a great example of how to run a never-ending sales promotion A great article in The Times describes how retailer TM Lewin runs a series of never-ending sales promotions - a super example to use with students

[Back to top](#)

*MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ*

## Ryanair alienates more people by proposing a toilet charge

It can sometimes be hard to understand the public face of Ryanair and its boss, Michael O'Leary. The firm seems to delight in its obnoxious image, something that has long puzzled me. There's been plenty of Ryanair news recently, but the most recent proposal, the idea that passengers will be charged to visit the lavatory prompted me to jot down a few ideas.

[Back to top](#)

*MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ*

## World's largest music store to close

The rise of music downloads has put pressure on CD retailers, except it seems, JB Hi-Fi. Now we read that the world's largest music store is to close. The Virgin Megastore in Times Square NY is in deep discounting. Virgin Megastores announced today that it will mark the closing of its iconic Times Square store with the biggest sale in music retail history. The staff at the Times Square Virgin Megastore has been working around the clock to prepare for this major event, which will begin February 19, 2009. From Yahoo:

[Back to top](#)

*MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ*

## How pricing impacts customer loyalty

Pricing strategy is a key feature of any business - it plays a major part in customers' perceptions and impressions of the business. Speak to any average consumer and mention the names of some high quality, leading businesses. The chances are high that one of the first words they will use is "expensive". Not "excellent service", "marvellous range" or even "helpful staff". Possibly "Expensive but worth it", or "You get what you pay for", but in the average consumer's mind, price is almost always a key factor.

[Back to top](#)

*MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ*

## Entrenched corporate cultures

With a mandate to drive marketing efficiency and yield, many marketers face change-resistant cultures that inhibit structural and operational overhauls and much-needed process improvement. According to new research by the Chief Marketing Officer (CMO) Council, marketers are facing significant challenges from entrenched corporate cultures, inter-departmental politics, and a lack of timely data and information access.

In our latest study, Calibrate How You Operate , we find that 60 percent of those surveyed believe marketing operational transformation is an essential area of focus. However, only 4.5 percent are very satisfied with their current level of marketing operational visibility, accountability and output. Unlike manufacturing, finance and supply chain executives, marketers struggle to obtain timely and reliable customer, market and campaign intelligence for better decision support. Other than deploying tactical point solutions (email, web analytics, CMS, and CRM), they are not yet widely implementing marketing automation platforms that integrate and optimize workflow, asset management, supplier performance and compliance.

Download the full findings of this benchmark report. Calibrate How You Operate features detailed findings drawn from insights of over 400 global marketers, along with in-depth executive insights from executives who are at the forefront of optimizing complex, global marketing operations. The report also introduces a new visual model, the Global Marketing Alignment Platform (G-MAP), that will serve as a start point for integrating and automating the marketing process, effectively linking between cross-functional stakeholders and tactical execution touch points within the organization. The full 63-page report is available for \$299, with a complimentary abridged executive summary also available at: [http://www.cmocouncil.org/resources/form\\_calibrate.asp](http://www.cmocouncil.org/resources/form_calibrate.asp)

[Back to top](#)

MAANZ MAANZ

## U.K. Magazine circulation up, while papers struggle

In the U.K., it's not all bad news for print. Overall magazine circulation grew 3.7% in the last six months of 2008 to more than 81 million, according to figures released Feb. 12, although free magazines and custom-publishing titles account for much of the rise. ...

AdAge.com

[Back to top](#)

MAANZ MAANZ

## Intention to buy a New Car in Next 12 Months down in February

The Roy Morgan Automotive Leading Indicators for February 2009 shows 3.5% (572,000) of people 18 years and older (excluding Fleet, Government and Rental Buyers) intend to buy a new car in the next 12 months. This is down marginally on the January 2009 figure of 3.8% (620,000) but up from the five year low of 3.0% (486,000 people) recorded in December 2008.

The number of Australians intending to buy a new car in the next four years is 11.8% (1,940,000) which is relatively stable on the January 2009 result of 11.6% yet well below the recent high of 14.1% recorded in July 2008.

Norman Morris, Industry Communications Director, Roy Morgan Research, says

"These Leading Indicators put 2009 intention to buy a new car in the next one year 14% below the level for the same period of 2008. Viewed in context with total 2008 new car sales volume, 2009 new car sales could fall to 870,000 units, a figure in line with FCAI's forecast of 880,000 units."

"This decline is consistent with the drop in Roy Morgan Consumer Confidence rating which has spent the first two months of 2009 well below the corresponding monthly figures recorded in 2008, suggesting no short term sign of a recovery in new car sales volume"





Land Rover spent \$63 million on domestic measured media in the first nine months of 2008, according to TNS Media Intelligence. Jaguar spent \$38 million over the same period. By contrast, General Motors Corp. spent \$1.6 billion in U.S. measured media for the first nine months of 2008.

[Back to top](#)

MAANZ MAANZ

## Ad Asks: 'Have you ever seen a fat Chinese woman?'

When Cultural Stereotypes Become Central Selling Point

We can talk forever about cultural clues and sensibilities when it comes to multicultural marketing. But a quick look at Spanish-language print media reminds us there is nothing quite like old-school advertising when it comes to generalizing about an entire population. Not only is it OK, but such generalization becomes the message at the center of the pitch.

In this print ad, which you can find pretty much every day in Impremedia's El Diario La Prensa of New York City, a company pitching tea (Te esplendida) asks readers the following question: "Have you ever seen a fat Chinese woman?" The assumption is that the target market's typical response will be, "Of course not. Never." The reason? "Chinese women drink tea all day long."

The black and white ad, which features -- what else? -- a slim Chinese woman, then urges us to call 1-877-chinito ("little Chinese") to order our daily fix of tea. The promise: lose weight without impossible diets, surgery or pills. Laura Martinez [http://adage.com/bigtent/post?article\\_id=134873](http://adage.com/bigtent/post?article_id=134873)

[Back to top](#)

MAANZ MAANZ

## Is the end of the big box store in sight?

Canada is seeing a slowing in the growth of big box home improvement stores as the market appears to be approaching saturation according to the Canadian Hardlines website.

Canada, with a population of 33 million has 274 big box stores. Australia, with almost 170 Bunnings warehouses has a similar level of saturation. Yet Bunnings continues to grow steadily, last year opening 11 new warehouses, 5 trade centres and a couple of smaller format stores.

Like the Canadians, the local leader is modifying its offer. Bunnings new Hawthorn store, with smaller footprint and higher merchandise intensity might portend the future - slightly smaller stores in inner urban and fill in geography.

Australians have a love affair with their homes and home improvement which suggests a larger market here.

Reduced consumer confidence may also help Bunnings. When times get tough, consumers tend to withdraw to safety. It's known as cocooning. It becomes evident in wartime, and during individual and shared crises, whether real or imagined.

[Back to top](#)

MAANZ MAANZ

## The Price is Right

One of the mooted changes to the retail landscape in 2009 is a flight to value. Who might win here? The head of UK grocer Asda says we are heading for an age of austerity in which frivolous is unacceptable and frugal is cool. One US report suggests that as consumers focus on basics, we may see a shift to grocery gift cards. Outlet chains will be the new black.

In the grocery sector, discounters like Aldi and Franklins stand to enjoy above industry average results. If Coles had retained Bi-Lo, they also would have joined the party.

Coles and Woolworths are both engaging in rapidly expanding private label programs. Overseas trends indicate that we can expect them to increase their focus on the value sector.

Aldi, if it follows its European roots will go after the middle classes. Aldi and Lidl are to open stores in more affluent areas.

The combined effects of government largesse, and reduced fuel and interest rates have either masked or forestalled an economic downturn in OZ. We won't know which until about Easter.

[www.brandish.com.au/](http://www.brandish.com.au/)

Slim Secrets expands range with low-fat potato chips

Capitalising on the success of their snack bars, Australian health food company Slim Secrets is broadening their range of snack products to include potato chips.

The launch is indicative of a push from manufacturers to improve the health content of traditional, popular foods as consumers increasingly demand healthier options.

Slim Secrets will launch their new products next week in 40g bags, which have only 1.2g of fat and 140 calories. Coming in three flavours - sea salt, salt & vinegar and cheese & onion - the new products are all gluten and cholesterol free and reportedly have higher protein and fibre than most other potato chips on the market.

[Back to top](#)

MAANZ MAANZ

## Events and Adverts

### eMetrics Marketing Optimization Summit

**Date:** April 22 - 23, 2009

**Location:** Munich, Germany

[Read more »](#)

### eM9 Marketing Conference

**Date:** April 21 - 22, 2009

**Location:** San Francisco, CA



# Marketing Extr@

Newsletter of The Marketing Association  
of Australia and New Zealand

Annual conference of the eMarketing Association

[Read more »](#)

## Forrester's Marketing Forum 2009

**Date: April 23 - 24, 2009**

**Location: Orlando, FL**

[Read more »](#)

## Youth Marketing Mega Event

**Date: April 27 - 29, 2009**

**Location: Huntington Beach, CA**

This event is all things marketing to YOUTH - - covers all age segments under the youth umbrella: kids, tweens, teens, college & the family - covers all aspects of marketing strategy and tactics including brand, creative, metrics, research and marcomm with a relentless focus on how these classic marketing principles can be applied for success when youth consumers are your target audience

[Read more »](#)

## CMA's National Convention & Showcase Forum

**Date: April 27 - 29, 2009**

**Location: Toronto, Canada**

[Read more »](#)

## Social Media Summit

**Date: April 27 - 28, 2009**

**Location: Toronto, Canada**

## Internet World 2009

**Date: April 28 - 30, 2009**

**Location: London, England**

The UK's leading Internet business and digital marketing event.

[Read more »](#)

---

## May



[Marketing Professional Services](#)

### *Implementing Firm Wide Initiatives to enhance your business and marketing activities*

**Date 7 - 8 May 2009**

**Location: Vibe Hotel, North Sydney**

**Event Type: Conference**

SPECIAL OFFER: (Name of Association) Members save up to \$500 on conference and workshops

More and more professional service firms are realising that marketing plays a critical role in building a reputable brand and attracting and retaining premium clientele. Marketing disciplines and business development techniques

are vital in an organisation's internal and external promotion, and will inevitably contribute to the firm's success or failure in positioning itself within the competitive Australian business market.

However, many organisations are facing difficulties in developing and implementing a new business model and change strategy, leading change and engaging senior management, communicating change to different stakeholders, dealing effectively with change resistance and motivating individuals to change.

This conference will assist marketing and business professionals to successfully position and revolutionise their firm's marketing strategy. You'll hear expert presentations on the following critical topics:

- Effectively managing client needs and expectations
- Working with other organisational departments to achieve your desired marketing message
- Quantifying the value of marketing to obtain the support of partners
- Predicting the future for your firm
- Identifying marketing threats ahead of time
- Using marketing tools and techniques to advance your firm

Should you have any questions or require further information please respond to [aga@arkgroupasia.com](mailto:aga@arkgroupasia.com) or call +61 1300 550 662.

Ark Group Research Team

[www.arkgroupaustralia.com.au](http://www.arkgroupaustralia.com.au)

---

#### **eMetrics Marketing Optimization Summit**

**Date: May 4 - 7, 2009**

**Location: San Jose, CA**

[Read more »](#)

#### **Community 2.0 Conference**

**Date: May 11 - 13, 2009**

**Location: San Francisco, CA**

HARNESS the power of community to BUILD consumer advocates, DRIVE smarter brand decisions & PROPEL business growth.

[Read more »](#)

#### **eMetrics Marketing Optimization Summit**

**Date: May 18 - 19, 2009**

**Location: London, England**

[Read more »](#)

#### **2009 Academy of Marketing Science Annual Conference**

**Date: May 20 - 23, 2009**

**Location: Baltimore, Maryland**

[Read more »](#)

## STRATEGY IN ACTION

University of Queensland Business School

18 May - 22 May

MAANZ endorsed event. Members will be entitled to a 20% discount

For more information please call **07 3346 7104** or visit [www.business.uq.edu.au/corporate-education](http://www.business.uq.edu.au/corporate-education)



**CeBIT Australia** is the largest business technology exhibition and conference event in the region.

**CeBIT Australia 2009 will be held from  
May 12-14 2009 at the Sydney Convention and Exhibition Centre at Darling  
Harbour.**

The event is expected to attract more than 770 exhibitors and 37,000 pre-qualified business visitors. For more information on CeBIT Australia, please visit [www.cebit.com.au](http://www.cebit.com.au).

## Job Ad

**Communications Officer - Online**

**ASIO**  
*something more...*

\$71,807 - \$81,906 + super

Canberra



Many dismiss marketing as manipulative, deceptive and intrusive. Marketing, they argue, focuses too much of our attention on material consumption. More recently, Benjamin Barber, in his 2007 book, *Consumed*, claims that marketing is "sucking up the air from every other domain to sustain the sector devoted to consumption."

He is correct. Coca-Cola, Nike and Starbucks command more loyalty among many consumers than any political party, trade union, church or mosque. Indeed, Starbucks founder, Howard Schultz, sought to make his coffee shops the "third place" in our lives, after home and work.

Marketing is an American success story. No country on earth is better at marketing than the United States. The latest Interbrand listing of the most valuable global brands reveals seven American brands in the top ten and sixty in the top hundred, more than twice the expected numbers based on the United States' command of 28 percent of the world economy.

Marketing by producers to consumers is as old as the bazaar. But modern marketing is more than just selling. It involves the design of products and services in response to consumer needs, latent or explicit. It involves branding these products and services, communicating their benefits to intermediaries and end consumers, and distributing them. All of these activities involve value creation. In return, producers extract value through the prices they set in the marketplace.

The advent of commercial radio and, after World War II, commercial television enabled marketers to drive home the benefits of their national brands and to announce quickly the launch of new products and services to a nationwide audience. The willingness of producers to build their brands through advertising supported the emergence of a diverse array of media for the American consumer to enjoy. Moreover, these investments in marketing attracted talented businesspeople into the marketing field. Best practices in marketing were documented so its effectiveness improved over time.

By the 1960s, American brands had benefited from so much cumulative investment in marketing that they were unquestionably the strongest brands in the world. There were three reasons why marketing developed in the United States ahead of Europe. First, the sheer size of the U.S. demanded it. Second, the ambitions of American inventors and entrepreneurs demanded the broadest possible distribution. The Wal-Mart mission, for example, is to lower the cost of living for everyone everywhere." Third, American society was open to marketing while, in Europe, business or "trade" was viewed as less worthy a profession.

Marketing in the United States benefited mightily from the endorsement of management guru Peter Drucker who famously stated: "Because its purpose is to create a customer, the business enterprise has two - and only these two - basic functions: marketing and innovation. Marketing and innovation produce results; all the rest are costs."

Warren Buffett, America's most celebrated investor, has religiously invested in companies with strong brand names such as Coca-Cola and American Express. To this day, the proportion of company chief executives who have risen through the marketing ranks is much higher in the United States than Europe.

The marketers at Wal-Mart, Google and Lenovo are in the best tradition of Henry Ford and his Model T. They seek to democratize access to their products by bringing good quality to the mass market at an affordable price. And not just the domestic mass market, the global mass market. In his landmark 1983 article, "The Globalization of Markets," Harvard Business School's Theodore Levitt wrote of "the one great thing all markets have in common is an overwhelming desire for dependable, world-standard modernity in all things, at aggressively low prices." With the fall of communism in the 1980s and 1990s, American brands, ambitious, confident and flush with capital soon established beachheads in the emerging economies. Local consumers, long denied access to Western brands and often victims of shoddy local imitations, were quick to try and adopt the former forbidden fruit.

Was this democratization of access to American brands is a Trojan horse for American cultural imperialism? No. In most product categories in most countries, there are strong local brands reflecting local tastes that coexist alongside global brands. Retailing and distribution remain largely local. And American consumers show a desire for increasing cultural variety in their life experiences, eating more often at ethnic restaurants and vacationing more often in faraway places.

In many categories, increased global demand drove costs and retail prices down, prompting global production to shift to economies with lower input costs. The manufacture of personal computer components is now concentrated in Asia and manufacturers are constantly seeking to drive costs lower still in order to hit retail price points that will enable additional millions of poor people to buy in. As prices have fallen, Asian brands such as Asus and Acer of Taiwan have gained share while IBM sold its PC business to Lenovo..

In addition to globalization, a second force enabling marketing to bring good quality to the masses is technology. Today, the Internet, supported like most of the diverse media that preceded it by brand advertising rather than subscription, is further democratizing access to markets. The ability of consumers to compare prices over the web irons out cross-border price differences and expands trade. A poor farmer in India can check commodity prices on the Internet before he sells his crop to the local buyer. Thanks to a progressive decline in data processing and storage costs, technology now enables marketers to offer consumers much more choice including the ability to tailor solutions to individual needs at only slightly greater cost. American Express and Harrah's Entertainment, both heavy investors in IT, now tailor their marketing communications to the buying patterns or sales potential of tightly defined consumer segments or, indeed, of individual consumers.

The interactive nature of the Internet means that customers are now engaged more than ever in the co-creation of brand meaning and the development of marketplace offerings. Procter & Gamble recently invited consumers to vote on suggested new flavors for Crest toothpaste. H.J. Heinz worked with Google to invite submissions of thirty second video ads for Heinz ketchup; over 2,000 entries were received. Senator Obama's website remains an impressive vehicle for engaging voters, many of them new to politics, as donors, volunteers and idea generators. Marketers aim to satisfy the needs of consumers at all levels of income wherever they live in the world, surely a worthy goal. Why then is marketing criticized so often? And why do marketers offer such little resistance? There are two main reasons. First, marketing is not a profession. Second, marketing is not a science.

Unlike accounting or the law, marketing is not a profession. Anyone can call himself or herself a marketer. The absence of entry barriers allows for greater creativity, imagination and new ideas. But the flip side is that manipulation and deception of consumers by irresponsible marketers is all too common. Absent professional exams and codes of conduct, abusers of the marketing toolkit are subject only to the sanctions of the marketplace and the law. The vast majority of marketers are honest and respect their customers but, collectively, they need to work harder to expose and shut down the charlatans.

At the same time, critics of marketing conflate their objection to harmful products such as tobacco with hostility towards the marketing toolkit harnessed to present them to the public. They also tend to overestimate the level of intentional deception and the vulnerability of consumers. As advertising icon David Ogilvy famously said in an earlier era: "The consumer is not a moron. She is your wife."

Perhaps marketers would be more self-confident about their contributions if marketing were a science with clear dos and don'ts. In fact, marketing is as much art as science, as much right brain as left brain. Many chief financial officers might still agree with John Wanamaker's famous adage: "Half my advertising is wasted. I just don't know which half." But our understanding of what works in marketing, how and why, has advanced greatly in the last twenty years. Low-cost data analysis enables marketers to understand what level and mix of incentives will produce behaviour change, even down to the level of the individual consumer. Marketers have no interest in annoying



pricing also introduced an element of excitement into shopping - shoppers felt good when they had bought an exceptional bargain, and this would tend to encourage them to return.

## EDLP (Every Day Low Pricing)

to appeal to the more 'no-nonsense' shoppers, and to simplify shopping for the time-poor shopper, other retailers adopted a pricing strategy whereby they charged a fair, but low-as-possible price for all products. While this is thought by some to be boring, it is very successful to this day. To those for whom shopping is a chore to be handled as painlessly and quickly as possible, EDLP is the perfect solution. No need to shop around, no need to clip coupons, no need to waste time, simply buy what you need from the same place every week and know that you're getting a square deal. However, EDLP presents a challenge to the retailer: in the absence of other differentiators any loyalty exhibited is to the prices charged, not to the business. EDLP shoppers will defect to a competitor who begins to charge slightly lower prices.

## PUF (Profit Up Front)

Some thirty years ago, Hi-Lo pricing and EDLP were joined in the marketers' armoury by a new weapon: Profit-up-front pricing. PUF pricing is seen in the warehouse club industry (for example, Costco, SAM's, and BJ's) where qualified customers pay for the privilege of buying items at bedrock prices which include extremely low profit margins. Usually, customers buy membership by paying an annual fee in advance. This admits them to the warehouse, where they can buy goods at 'wholesale' prices. The operator can sell goods at these low prices because the revenue from these up-front membership fees account for about half of its pre-tax profits.

## Access pricing

Just lately, a fourth way, called 'Access Pricing' (brainchild of retail marketing guru Brian Woolf) is making its appearance. Its unique feature is to differentiate prices on basic items between regular customers and occasional shoppers in an open, transparent way. up until now it's been very difficult to offer higher prices for casual customers and lower prices for regular customers within the same retail store, without offending some customers. In countries with a well-developed social conscience (the UK, for example) a policy of better prices for those who spend more can result in quite vociferous negative publicity. "Why should the poor old pensioner pay more than the rich young businessman?" would be a frequent cry. But Access Pricing, using readily available technology and a points-based loyalty card programme now make it possible.

## How Access Pricing works

Customers collect points on their purchases, using a seemingly standard points-based loyalty programme. There, the similarity ends. Throughout the store, key items are priced at two levels: the price that the item would normally cost, and a second price, very much lower, but supplemented by some of the buyer's loyalty points. For example, as expected, a product usually priced at US\$9.99 could be bought off the shelf for US\$9.99. But alternatively, it could be bought for US\$3.99 plus 900 of the loyalty points that the customer has already collected. That US\$6 discount was earned (at 10 points for US\$1 spent) by spending US\$90 - not counting bonus points; even then, it's a substantial reward. This means that the customers have control of the prices they pay, and how they spend their loyalty points. For loyalty programme operators this is excellent news: it maintains member interest, and gets customers interacting with the programme on a frequent basis - every time they go shopping. As Woolf says,, it's effectively putting "Golden Handcuffs" on your best customers.

Apart from retail... where else is access pricing good?

Clearly, food retailers can use access pricing. But many other sectors of business can, too. For example, consider two disparate sectors: airlines and office supply stores. But there are other sectors that could use this same





When you over- (or under-) react to the world around you, by not doing what you need to do in a timely fashion, your procrastination creates a state of chaos that affects your ability to succeed. So instead of your controlling yourself in your environment in order to get to where you want to be, your world controls you, limiting your chances for personal and professional success.

In the interview David suggested that when you avoid tasks you're actually allowing yourself to be distracted because the task is something daunting that is outside your comfort zone—even though that one thing could become the most successful thing you've ever done.

By over-thinking and embedding decisions in every task, you create barriers to your productivity, adding another layer of procrastination—which, as I'm sure we all know, leads to stress.

One of the biggest barriers to "getting things done" is not understanding what time management really means.

David said in the interview, "You can't manage time, you actually only manage what you do during time." Translation? To get more done, we have to look at how we manage our focus, our actions, and our activities, because "time" doesn't change. So "time management" is actually a misnomer.

Here are a few tips from David that I'd like to share with you to help better manage your focus and achieve your goals:

\* **Manage your tasks by taking the right action:** Instead of prioritizing your to-do list, decide what tasks you will commit yourself through to completion. Then, figure out where and when you need to accomplish your goal, so you can better manage your tasks. For example, if you have a project management list, you might want to determine what pieces you want to be involved with, what you want to delegate, and what tools you'll need to complete the project. From there, you can better fit the project into your schedule, because you know what you need to do and when you need to do it.

\* **Minimize your time stealers:** Anything that distracts you turns into a time stealer, because it's literally robbing you of precious time. Television is a big "time stealer" in our personal lives, but there are other things we do at work that affect us daily. Constantly checking your email or voicemail, or obsessing about smaller details on projects, can have an impact on our productivity. Many time stealers are essential to our work day, so the trick is to learn when these tasks are appropriate and determine whether or not you're doing them too much or too often.

\* **Review your tasks weekly, not daily:** One of the most common pitfalls in task management is to obsess about the unimportant details of your day. From up-to-the-minute schedules for lunch to clearing out your "in box," daily to-do lists are difficult to maintain in the longer term because of the "people" factor. In a perfect world, robots would do everything on your list in the order you've prioritized them, but life doesn't work that way. By looking at your to-do list on a higher level—in a weekly appointment with yourself—you can block out time to fit in your goals when it is appropriate during the week. And (here's the best part) you'll get more done.

Whether you work as a marketing intern or as vice-president, David Allen's *Getting Things Done* has something for everyone. His concept is not just about managing your tasks; it's about clearing out the clutter in your head to achieve "mind like water."

With such a frame of mind you will not only "get things done" in your career but also build a successful framework that will reach further than just "today."



The other smart thing Marketing Profs does is that the page title is different on each page of the Web site. Just as in the case of a lottery, you don't bet the same number over and over for the same drawing; you want to use each page of your Web site as a different entry into the SEO lottery, and a unique page title is how to do that.

## 2. Be smart about URLs

Your URL is how search engines track and manage your company's reputation online. Using a free URL that actually belongs to another company is a bad idea in the world of SEO because you can never change or forward that URL. Using URLs like yourcompany.blogspot.com make it possible for you to build SEO power for blogspot.com, but if you ever want to move or rename your Web site, you have to leave all that power back at the old Web site.

If you have your own domain, like yourcompany.com, then you can always move to a new address and forward all the SEO power you have built up.

## 3. Start a blog

Blogging does two great things that are a huge help with SEO.

First, if you run a blog correctly, you are updating content on a frequent basis. Search engines love fresh content on Web sites. Web pages or articles that have been published recently on an established Web site get an extra boost in the rankings. The second benefit of blogging is that blogs are a magnet for links. The people who do the most linking online are bloggers and writers. They are much more likely to link to an interesting blog article with a unique perspective on an issue than a typical corporate Web site.

If you start a blog and regularly post content that is appealing to your market, you will help your SEO efforts a lot.

## 4. Leverage your PR program

If you have a public relations program at your company, there are two things you need to do for SEO. First, you should optimize all of your press releases. This basically means adding links into your press releases that lead back to your Web site. Second, as you get coverage of your company in online publications, make sure that there is link within the article back to your company. You would be surprised how many journalists do not automatically link to companies they write about.

For bonus points, for your links in press releases and media coverage, use hyperlinked text with keywords relevant to your business as the link, not just the URL. The search engines key off of these keywords for added clues about the topic of your Web site. For example: you want a link like marketing resources, not <http://www.marketingprofs.com>.

## 5. Use social media to build links

Many marketers are scared of social media. The trick is to think of it just as an online version of all the business cocktail parties you have attended over the years. And just like at a cocktail party, with social media you should never enter the conversation with a sales pitch. But social media is an excellent way to promote your interesting blog articles or other content, because other bloggers and writers might write about your company and link back to your content. Find online communities, groups, blogs, and networks where your audience hangs out, and start listening and asking questions.

SEO is like a gigantic onion—there is always another layer you can peel off to go deeper, but these are just a few tips to get you started on the most critical first few levels.

Mike Volpe is the VP of marketing at internet marketing company HubSpot and writes for its Internet Marketing Blog. <http://blog.hubspot.com>

[Back to top](#)

MAANZ MAANZ

## The seven steps of a sale

The oldest sales formula around-"AIDA"- has been with us for so long that we may have forgotten where it originated. It was 1925 when E. K. Strong, in his book *The Psychology of Selling*, first proposed this formula for salesmanship. He said that, in order for the salesman to move the prospect through the phases of buying readiness, it was necessary to: "A, get Attention; I, arouse Interest; D, stimulate Desire; A, ask for Action. "

Like Strong, many commentators have analysed the selling process and have broken its stages into separate and discrete steps.

### Step 1: Prospecting

Using several techniques, salespeople look for prospective customers, those who are qualified to buy. In "the snowball approach"-which direct marketers have adapted into "the member get-a-member approach"-Satisfied customers recommend other names. The traditional "lead-generation" strategy-ads and mailings designed to build up a body of names the salesperson can work"-has been used in marketing since the very beginning of the industry. In fact, lead generation itself is a traditional marketing process, involving a two-step approach; first obtain the names of prospects through an offer, and then try to make the sale through a follow up. The least effective selling method is the "cold canvas approach" where a salesperson blindly calls on a number of people, knowing very little about them. This is equivalent to buying space in a publication on the strength of its catchy name or using a list just because it's cheap. The amount of time and effort expended in this unplanned selling will outweigh any benefits.

### Step 2: Preapproach

Good salespeople spend some time at their desk before going out to meet the prospect. They analyse any information they have about the prospect's past purchasing habits, including recency, frequency, and average purchase size. They study the prospect's current needs. And they think about the competition.

### Step 3: The Approach

What happens when salespeople meet their prospect? If they haven't done their homework, they'll probably never be able to secure the buyer's interest and attention. However, if an imaginative entry (based on an analysis of the prospect's working environment) gets them past the secretary, the ringing phones, and all the other bids for attention, they have a good chance of succeeding. The direct mail effort that doesn't stand out in the morning mail, the ad that is easy to overlook, the commercial that is silly or poorly produced or emanates a barely discernible energy level are all ineffective sales approaches that virtually eliminate any chance of success.

### Step 4: The Presentation

Here, the task is to tell as complete a story as possible about the product's attributes and benefits. In a short time, salespeople have to gain the prospect's confidence and change his behaviour. Whether they serve as order taker, order getter, or missionary building goodwill for a more intensive selling effort later on, salespeople will be attempting to send out an effective message, which must be spontaneous and flexible.

### Step 5: Meeting Objections



If your prospects don't feel at home with your language, they're not going to buy. Avoid technical words if possible.

Don't use scientific terms unless they're absolutely necessary. Use a conversational tone, the kind that a farmer (not an agricultural engineer) might use when talking with a neighbour. But stay away from localisms or slang unless you-and your audience-are at home with them.

## Vividness

Colourful language frames whatever you're talking about in a fresh way. Strive for metaphors that work extra hard. Why not make your readers respond with their sensory apparatus, as though they saw the object you're referring to? Actually, you can convey seven different types of sense impressions:

1. Tactile (those you feel)
2. Olfactory (those you smell)
3. Gustatory (those you taste)
4. Visual (those you see)
5. Auditory (those you hear)
6. Motor (those you feel through movement)
7. Kinaesthetic (those you feel through muscle sense)

Armed with all these images, you don't have to be content with flat language. You can make your readers active participants in the selling process by asking them to be just a little imaginative.

There are three more points to consider.

A selling style should be quickly understandable.

That doesn't mean you are restricted to using only very simple words. However, you should stick to language your readers are likely to know and use.

A selling style should be more direct and imperative than regular correspondence. Addressing your prospects directly calls for a heavy use of personal pronouns. Both 'you' and 'I' should play important roles in your sales material. You have a one-to-one relationship with your reader, which can be very advantageous. Don't walk away from it by being cold and impersonal.

A selling style should contain more restatement than regular correspondence does.

Sometimes in print or broadcast advertising, because of the constraints of design or time, even very important parts of the sale message can be mentioned only once or briefly alluded to and then must be set aside. In a mailing, though, you are in complete control of time and space. Feel free to bring up basic sales points several times if necessary; it can ensure comprehension and a sense of reassurance. But instead of just repeating it, try to restate the point in slightly different language!

## Personality Types and Styles

Understanding Personality Types helps us to understand the most effective way to communicate with others.

The theory of Personality Types suggests that people have a personality preference, and that our "Personality Type" indicates how we are most likely to deal with different situations that life presents, and in which environments we are most comfortable.

The theory today is that every individual has a primary mode of operation within four categories:

- \* our flow of energy
- \* how we take in information
- \* how we prefer to make decisions
- \* the basic day-to-day lifestyle that we prefer

Within each of these categories, we "prefer" to be either:

- \* Extraverted or Introverted
- \* Sensing or Intuitive
- \* Thinking or Feeling
- \* Judging or Perceiving

The possible combinations of the basic preferences form 16 different Personality Types.

We all tend to prefer using one mode of operation within each category more easily and more frequently than we use the other mode of operation. Although everybody functions across the entire spectrum of the preferences, each individual has a preference which leans in one direction within the four categories. The combination of our four "preferences" defines our operating personality type.

Our Flow of Energy defines how we receive the essential part of our stimulation. Do we receive it mainly from within ourselves (Introverted) or from external sources (Extraverted)? Is our dominant function focused externally or internally?

How we Take in Information deals with our preferred method of taking in and absorbing information. Do we trust our five senses (Sensing) to take in information, or do we rely on our instincts (Intuitive)?

The third type of preference, how we prefer to Make Decisions, refers to whether we are prone to decide things based on logic and objective consideration (Thinking), or based on our personal, subjective value systems (Feeling).

The fourth preference, is concerned with how we deal with the external world on a Day-to-day Basis. Are we organized and purposeful, and more comfortable with scheduled, structured environments (Judging), or are we flexible and diverse, and more comfortable with open, casual environments (Perceiving)? From a theoretical perspective, we know that if our highest Extraverted function is a Decision Making function, we prefer Judging. If our highest Extraverted function is an Information Gathering function, we prefer Perceiving.

This does not mean that all (or even most) individuals will fall strictly into one category or another. If we learn by applying this tool that we are primarily



Management, Bedfordshire, UK; Queensland University of Technology, Brisbane, Australia; and Tsinghua University, Beijing, China. He speaks around the world, writes prolifically, and was founding editor of the Journal of Direct Marketing. He is author or co-author of thirteen books, including Strategic Advertising, Essentials of Advertising Strategy, Measuring Brand Communication ROI, Communicating Globally, Raising the Corporate Umbrella, IMC: Next Generation and Brand Babble: Sense and Nonsense about Brands and Branding.

Don Schultz is challenging the "common wisdom" on how media advertising works. He says most of our media planning models are incorrect, and that current measurement systems fail to acknowledge changes in the marketplace. Having pulled together three new streams of research, he says he can prove that media planning concepts are out of date and need to be rethought, reorganized and redesigned.

First, Schultz argues that the basic "stimulus-response" model on which media advertising is delivered needs to be revised, in light of new cognitive psychology models that are emerging.

The second stream of research covers media multitasking. Today's embedded systems plan and measure marketing media independently, but consumers don't use media this way. He advises marketers to adjust their campaigns to take into account the schizophrenic behaviour of consumers in a media-saturated age.

Lastly, Schultz proposes new analytical methodologies that would allow marketers to determine and define the synergy that exists among and between various media forms in the marketplace. Discovering how all of the media work together should play a major role in marketers' planning process.

Taken together, Schultz argues that our present media planning and measurement systems are simply inadequate for the 21st century marketplace. He suggests that the industry switch to a consumer media consumption model, not a marketer distribution model.

We asked him to give us a preview of the findings and recommendations he'll present at the Summit in September:

iMediaConnection: Describe how the new cognitive psychology models are emerging and how they are better measurement tools.

Schultz: Every media model assumes a hierarchy of effects, which doesn't make sense in the cognitive process. Cognitive networks don't replace what "stimulus-response" models did before; they assimilate it with what they know. To date, all media planning models have been based on one basic hypothesis developed in 1961 that has not been changed. Our world certainly has changed since then.

iMediaConnection: What's wrong with the industry's standard distribution model?

Schultz: Media has been based on distribution but there is no real evidence that proves distribution has much to do with whether or not it works, only whether consumers receive it. We have no tools to measure the receipt of messages, nor simultaneous media exposure, which implies that media forms are currently overpriced. It's not enough to view impact based upon old measures of reach and frequency because they don't account for simultaneity. Instead, we need a radically different media measurement device, one that is a media consumption/reception model not a distribution model. It will value how much time consumers spend with media versus how many messages are distributed. It will force marketers to think about and use cross-platform planning.

iMediaConnection: How long do you think it will take the media and advertising industry to fully adopt these new models?



Earlier technologies often required expensive and lengthy technical implementations, as well as the realignment of formal business processes. With such memories still fresh, some executives naturally remain wary of Web 2.0. But the new tools are different. While they are inherently disruptive and often challenge an organization and its culture, they are not technically complex to implement. Rather, they are a relatively lightweight overlay to the existing infrastructure and do not necessarily require complex technology integration.

## Gains from participation

Clay Shirky, an adjunct professor at New York University, calls the underused human potential at companies an immense “cognitive surplus” and one that could be tapped by participatory tools. Corporate leaders are, of course, eager to find new ways to add value. Over the past 15 years, using a combination of technology investments and process reengineering, they have substantially raised the productivity of transactional processes. Web 2.0 promises further gains, although the capabilities differ from those of the past technologies

## Management imperatives for unlocking participation

To help companies navigate the Web 2.0 landscape, we have identified six critical factors that determine the outcome of efforts to implement these technologies.

1. The transformation to a bottom-up culture needs help from the top. Web 2.0 projects often are seen as grassroots experiments, and leaders sometimes believe the technologies will be adopted without management intervention—a “build it and they will come” philosophy. These business leaders are correct in thinking that participatory technologies are founded upon bottom-up involvement from frontline staffers and that this pattern is fundamentally different from the rollout of ERP systems, for example, where compliance with rules is mandatory. Successful participation, however, requires not only grassroots activity but also a different leadership approach: senior executives often become role models and lead through informal channels.

At Lockheed Martin, for instance, a direct report to the CIO championed the use of blogs and wikis when they were introduced. The executive evangelized the benefits of Web 2.0 technologies to other senior leaders and acted as a role model by establishing his own blog. He set goals for adoption across the organization, as well as for the volume of contributions. The result was widespread acceptance and collaboration across the company’s divisions.

2. The best uses come from users—but they require help to scale. In earlier IT campaigns, identifying and prioritizing the applications that would generate the greatest business value was relatively easy. These applications focused primarily on improving the effectiveness and efficiency of known business processes within functional silos (for example, supply-chain-management software to improve coordination across the network). By contrast, our research shows the applications that drive the most value through participatory technologies often aren’t those that management expects.

Efforts go awry when organizations try to dictate their preferred uses of the technologies—a strategy that fits applications designed specifically to improve the performance of known processes—rather than observing what works and then scaling it up. When management chooses the wrong uses, organizations often don’t regroup by switching to applications that might be successful. One global technology player, for example, introduced a collection of participatory tools that management judged would help the company’s new hires quickly get up to speed in their jobs. The intended use never caught on, but people in the company’s recruiting staff began using the tools to share recruiting tips and pass along information about specific candidates and their qualifications. The company, however, has yet to scale up this successful, albeit unintended, use.

At AT&T, it was frontline staffers who found the best use for a participatory technology—in this case, using Web 2.0 for collaborative project management. Rather than dictating the use, management broadened participation by supporting an awareness campaign to seed further experimentation. Over a 12-month period, the use of the technology rose to 95 percent of employees, from 65 percent.

3. What's in the workflow is what gets used. Perhaps because of the novelty of Web 2.0 initiatives, they're often considered separate from mainstream work. Earlier generations of technologies, by contrast, often explicitly replaced the tools employees used to accomplish tasks. Thus, using Web 2.0 and participating in online work communities often becomes just another "to do" on an already crowded list of tasks.

Participatory technologies have the highest chance of success when incorporated into a user's daily workflow. The importance of this principle is sometimes masked by short-term success when technologies are unveiled with great fanfare; with the excitement of the launch, contributions seem to flourish. As normal daily workloads pile up, however, the energy and attention surrounding the rollout decline, as does participation. One professional-services firm introduced a wiki-based knowledge-management system, to which employees were expected to contribute, in addition to their daily tasks. Immediately following the launch, a group of enthusiasts used the wikis vigorously, but as time passed they gave the effort less personal time—outside their daily workflow—and participation levels fell.

Google is an instructive case to the contrary. It has modified the way work is typically done and has made Web tools relevant to how employees actually do their jobs. The company's engineers use blogs and wikis as core tools for reporting on the progress of their work. Managers stay abreast of their progress and provide direction by using tools that make it easy to mine data on workflows. Engineers are better able to coordinate work with one another and can request or provide backup help when needed. The easily accessible project data allows senior managers to allocate resources to the most important and time-sensitive projects.

Pixar moved in a similar direction when it upgraded a Web 2.0 tool that didn't quite mesh with the way animators did their jobs. The company started with basic text-based wikis to share information about films in production and to document meeting notes. That was unsatisfactory, since collaborative problem solving at the studio works best when animators, software engineers, managers, and directors analyze and discuss real clips and frames from a movie.<sup>4</sup> Once Pixar built video into the wikis, their quality improved as critiques became more relevant. The efficiency of the project groups increased as well.

4. Appeal to the participants' egos and needs—not just their wallets. Traditional management incentives aren't particularly useful for encouraging participation.<sup>5</sup> Earlier technology adoptions could be guided readily with techniques such as management by objectives, as well as standardized bonus pay or individual feedback. The failure of employees to use a mandated application would affect their performance metrics and reviews. These methods tend to fall short when applied to unlocking participation. In one failed attempt, a leading Web company set performance evaluation criteria that included the frequency of postings on the company's newly launched wiki. While individuals were posting enough entries to meet the benchmarks, the contributions were generally of low quality. Similarly, a professional-services firm tried to use steady management pressure to get individuals to post on wikis. Participation increased when managers doled out frequent feedback but never reached self-sustaining levels.

A more effective approach plays to the Web's ethos and the participants' desire for recognition: bolstering the reputation of participants in relevant communities, rewarding enthusiasm, or acknowledging the quality and usefulness of contributions. ArcelorMittal, for instance, found that when prizes for contributions were handed out at prominent company meetings, employees submitted many more ideas for business improvements than they did when the awards were given in less-public forums.

5. The right solution comes from the right participants. Targeting users who can create a critical mass for participation as well as add value is another key to success. With an ERP rollout, the process is straightforward: a company simply identifies the number of installations (or “seats”) it needs to buy for functions such as purchasing or finance and accounting. With participatory technologies, it’s far from obvious which individuals will be the best participants. Without the right base, efforts are often ineffective. A pharmaceutical company tried to generate new product ideas by tapping suggestions from visitors to its corporate Web site. It soon discovered that most of them had neither the skills nor the knowledge to make meaningful contributions, so the quality of the ideas was very low.

To select users who will help drive a self-sustaining effort (often enthusiastic early technology adopters who have rich personal networks and will thus share knowledge and exchange ideas), a thoughtful approach is required. When P&G introduced wikis and blogs to foster collaboration among its workgroups, the company targeted technology-savvy and respected opinion leaders within the organization. Some of these people ranked high in the corporate hierarchy, while others were influential scientists or employees to whom other colleagues would turn for advice or other assistance.

When Best Buy experimented with internal information markets, the goal was to ensure that participation helped to create value. In these markets, employees place bets on business outcomes, such as sales forecasts.<sup>6</sup> To improve the chances of success, Best Buy cast its net widely, going beyond in-house forecasting experts; it also sought out participants with a more diverse base of operational knowledge who could apply independent judgment to the prediction markets. The resulting forecasts were more accurate than those produced by the company’s experts.

6. Balance the top-down and self-management of risk. A common reason for failed participation is discomfort with it, or even fear. In some cases, the lack of management control over the self-organizing nature and power of dissent is the issue. In others, it’s the potential repercussions of content—through blogs, social networks, and other venues—that is detrimental to the company. Numerous executives we interviewed said that participatory initiatives had been stalled by legal and HR concerns. These risks differ markedly from those of previous technology adoptions, where the chief downside was high costs and poor execution.

Companies often have difficulty maintaining the right balance of freedom and control. Some organizations, trying to accommodate new Web standards, have adopted total laissez-faire policies, eschewing even basic controls that screen out inappropriate postings. In some cases, these organizations have been burned.

Prudent managers should work with the legal, HR, and IT security functions to establish reasonable policies, such as prohibiting anonymous posting. Fears are often overblown, however, and the social norms enforced by users in the participating communities can be very effective at policing user exchanges and thus mitigating risks. The sites of some companies incorporate “flag as inappropriate” buttons, which temporarily remove suspect postings until they can be reviewed, though officials report that these functions are rarely used. Participatory technologies should include auditing functions, similar to those for e-mail, that track all contributions and their authors. Ultimately, however, companies must recognize that successful participation means engaging in authentic conversations with participants.

## Next steps

Acceptance of Web 2.0 technologies in business is growing. Encouraging participation calls for new approaches that break with the methods used to deploy IT in the past. Company leaders first need to survey their current practices. Once they feel comfortable with some level of controlled disruption, they can begin testing the new participatory tools. The management imperatives we have outlined should improve the likelihood of success.

Keep the conversation going on Twitter



because you saw something in the weekend circular that you wanted to buy or maybe you heard a radio ad. Under the last-ad-attribution model, the circular is worth, at worst, nothing, and at best far less than the ad for ground chuck in the storefront.

"[Online advertising] is not, by any stretch, always direct-response advertising," said ComScore CEO Gian Fulgoni, whose report, "Wither the Click," has been making the rounds in the marketing industry since he introduced it in December at a Wharton Business School conference. "In the offline world, media analysts don't think of an immediate reaction to TV or print ad."

The ComScore research, which studied 139 online ad campaigns by marrying data from its panel of U.S. internet users with shopper data, found online ads, even when they didn't result in a click, increased a consumer's likelihood of making a purchase at an advertiser's retail store by 17% and increased visits to a marketer's website by an average of 40%.

Microsoft's Atlas has been touting an alternative to last-ad accounting for the past year and research it's introducing today found that in the final two days before a sale or conversion, consumers see an average of five and a half ads. In the 90 days leading up to a sale consumers see 18 ads for a product.

"Virtually any seller that's not a search engine or affiliate [network] is not getting the proper credit for their ads," said Esco Strong, market research manager at the Atlas Institute. "There's a disconnect in terms of the actual work that's delivering people through that [sales] funnel and the sale and there's a disconnect in how advertisers are measuring their ads and planning their campaigns."

**Analytics, optimization**

Randy Rothenberg, the CEO of the Interactive Advertising Bureau, calls it "blunt-force mass buying combined with direct-response measurement metrics."

One solution for publishers? Organic's Mr. Kerho suggests they embrace analytics to help clients figure out how much to put in each bucket.

"Come to the table with solutions to reach the right audience with the right solution at the right time," he said. "There isn't a client we sit down with that isn't about analytics and optimization."

[Back to top](#)

*MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ MAANZ*

## **Marketing Law - ACMA shows teeth on Spam Act, Do Not Call Register Act**

Businesses which engage in direct marketing should take note: the Australian Communications and Media Authority (ACMA) has increased its enforcement activity in relation to the Spam Act and the Do Not Call Register Act over the past few months.

**The Spam Act**

The Spam Act 2003 (Cth) (the Spam Act) governs the sending of commercial electronic messages in Australia. "Commercial electronic message" is defined broadly, and includes any email or SMS message which has the purpose of advertising, promoting or offering any product, service or investment.

The Spam Act prohibits the sending of commercial electronic messages without the consent of the recipient. It also sets out certain conditions which must be met even when sending a commercial electronic message with the

consent of the recipient, such as the inclusion of sender information and a functional unsubscribe facility. In addition, the Act prohibits the creation or use of "harvested" address lists – lists of electronic addresses automatically gathered from the Internet.

ACMA has responsibility for administering and enforcing the Spam Act, including powers to take action in the Federal Court, issue infringement notices and seek enforceable undertakings against companies and individuals who contravene the Act. The Act sets out penalties of up to \$1.1 million per day for repeat corporate offenders.

The Spam Act provides for a broad range of penalties and remedies. If ACMA believes there has been a contravention of the rules, it may:

- \* issue a formal warning to the alleged offender;
- \* issue an infringement notice, whereby ACMA agrees not to institute proceedings if the alleged offender pays the penalty set out (to a maximum of \$110,000 for companies, and \$22,000 for individuals); or
- \* issue proceedings against the alleged offender in the Federal Court or Federal Magistrates Court.

ACMA may apply to the Court to issue various orders, including injunctions, an order for compensation, an order to account for profits or an order to pay a pecuniary penalty. Penalties for breaches of the prohibition on sending unsolicited commercial electronic messages range from \$2,200 for an individual with no prior record sending a single message to \$1.1 million for a corporation with a prior record sending two or more messages on the same day. Penalties for breaches of the other provisions of the legislation similarly range from \$1,100 to \$550,000. When the Spam Act was introduced in April 2004, many expected ACMA to institute a high-profile legal action at the first opportunity in order to highlight the new laws to business and the public.

While ACMA sought and obtained enforceable undertakings from one company which it considered to be in breach of the Spam Act in 2004, it was not until the following year that ACMA tested the Act in court for the first time. In June 2005, ACMA took action in the Federal Court against Clarity1 Pty Ltd and its managing director, Mr Wayne Mansfield, for sending unsolicited commercial electronic messages and for using harvested address lists. In October 2006, Justice Nicholson found that the defendants had contravened the Act in sending at least 231 million unsolicited commercial emails in the 12 months following the introduction of the Act and awarded pecuniary penalties of \$4.5 million against Clarity1 and \$1 million against Mr Mansfield.

Following its success in the Federal Court, ACMA's enforcement activities appeared to ease off. ACMA issued three infringement notices in mid-2007. In June 2007, ACMA issued infringement notices to two mobile phone companies for \$11,000 and \$4,400 for allegedly sending SMS messages to mobile phones without a functional unsubscribe facility. In July 2007, ACMA issued an infringement notice to DC Marketing Europe Limited for \$149,600 in connection with alleged "missed call" marketing, which involves sending short duration calls to mobile phones in order to trigger a "missed call" message. Apart from these infringement notices, it appears that there was relatively little enforcement activity throughout 2007 and the first half of 2008.

In the second half of 2008, however, ACMA appears to have increased its enforcement activities in relation to the Spam Act considerably. Since August 2008, ACMA has taken enforcement action in relation to nine companies.

The highest-profile of these was ACMA's decision in January to issue an infringement notice for \$110,000 to Optus for allegedly sending 20,000 commercial electronic messages with inadequate sender information. The messages carried the sender identification "966". Optus argued that this was intended to indicate that the messages were sent by OptusZoo, because "966" corresponds to "ZOO" on an alphanumeric keypad. ACMA rejected this as insufficient to identify the sender, on the basis that "966" could correspond to a number of possible words on an alphanumeric keypad. Optus and ACMA were unable to agree on the terms of an enforceable undertaking in

relation to the Spam Act, however ACMA stated that it was satisfied that Optus was taking steps to ensure the contravention was not repeated. The penalty attracted widespread media coverage.

ACMA also issued two smaller infringement notices in this period: the first for a penalty of \$4,400 to Best Buy Australia for allegedly sending emails to customers after they had asked to be removed from its mailing lists; and the second of \$11,000 against mBlox, a US-based company, for allegedly failing to include a functional unsubscribe facility on SMS messages promoting a premium ringtone download service on behalf of a content provider.

In another major enforcement action in January, ACMA commenced legal action in the Federal Court against Mobilegate Ltd, Winning Bid Pty Ltd, Jobspy Pty Ltd and individuals associated with those companies. ACMA alleges that these companies sent unsolicited SMS messages to mobile phones offering to supply various text messaging services. ACMA also alleges that the marketing of these services constituted misleading and deceptive conduct in contravention of the Trade Practices Act 1974. This is the first time that ACMA has taken Federal Court action against a company for sending SMS spam.

ACMA obtained enforceable undertakings from two companies during this period: Sydney-based content provider EMX Pty Ltd, which allegedly did not include adequate sender information in its electronic messaging; and Oxygen8 Communications, which allegedly sent unsolicited commercial SMS messages without sender information or functional unsubscribe facilities.

Finally, ACMA issued formal warnings to The Ad Company Pty Ltd, PR Media Group and Hyarchis Company Ltd, all as a result of allegedly sending unsolicited commercial emails and SMS messages.

## The Do Not Call Register Act

It also appears that ACMA has increased its enforcement activities in relation to the Do Not Call Register Act 2006 (Cth) (the DNCR Act).

The DNCR Act provides that unsolicited telemarketing calls must not be made to numbers registered on the Do Not Call Register – there are currently around 2.72 million numbers which have been registered on the Do Not Call Register. Any arrangements businesses make with telemarketers must require the telemarketer to comply with this requirement.

A telemarketing call is considered any voice call made (whether answered or not) for a commercial purpose. The Act specifies a range of purposes that will be considered commercial, including offering business opportunities and selling land.

The DNCR Act provides for a similar range of penalties and remedies to the Spam Act. The fines and pecuniary penalties for contraventions of the DNCR Act are similar in magnitude to those under the Spam Act.

In October 2008, ACMA issued an infringement notice to Dodo Australia Pty Ltd for \$147,400 after an overseas call centre acting on behalf of Dodo allegedly made telemarketing calls to numbers on the Do Not Call Register. ACMA indicated that Dodo had agreed to take steps to amend its procedures in relation to telemarketing calls.

Interestingly, more than half of the complaints received by ACMA in relation to the DNCR Act relate to telecommunications service providers. In 2008, ACMA has issued four infringement notices, accepted five enforceable undertakings and issued four formal warnings to telecommunications companies.

The holiday industry is the next largest source of Do Not Call Register complaints – complaints include calls offering discounted and timeshare holiday accommodation. Other industries which ACMA has identified as significant sources of complaints include the banking and finance industry and contracted call centres.



What goes on in public discourse happens inside companies and nonprofit organizations as well. A phrase like “customer service has decreased” leaves those responsible for the decisions that resulted in poorer customer service mysteriously unidentified.

George Orwell, in his wonderful 1946 essay “Politics and the English Language,” noted that language can corrupt thought. We apprehend the world based on the language we use, which is why Confucius said that the first thing he’d do if he were appointed to rule a country would be to fix the language. That is to say, if we actually want accountability and responsibility in the public and private sector, we need to fix our language. We should name those who make decisions and implement policies and then not forget either the people or the decisions when those choices fail.

DaVita is a large kidney dialysis company that has among the best clinical outcomes in the industry. I wrote a case on the company and have spent a lot of time studying its culture. One of its core values is accountability; DaVita believes it produces service excellence. Accountability means that when the CEO has failed to remedy a problem, he stands in front of hundreds of employees and admits it. In doing so, he also admits that the situation is unacceptable. When he doesn’t know something, he admits that, too, instead of making stuff up and hoping for the best. No language of “the machine was not repaired,” but instead acknowledgement of who and what failed and why.

Accountability is the first step toward learning and improvement. If “the regulatory regime failed,” we don’t know why or how. If, instead, we note that specific people pushed for specific policies that resulted in insufficient staff to do the jobs they had, we are on the way to understanding and fixing the problem, as well as preventing its recurrence.

In both companies and society, we would be well served to speak the truth. It may be unpopular or difficult, but as DaVita’s CEO Kent Thiry told me, you can’t fix a problem if you don’t acknowledge and understand its cause — or even its existence.

Jeffrey Pfeffer is a professor of organizational behaviour at Stanford’s Graduate School of Business and is the author or co-author of 12 books including “What Were They Thinking?: Unconventional Wisdom About Management.”

[Back to top](#)

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

## Top tips to writing effective surveys

Writing surveys is easy; or is it? The truth is that writing surveys is easy but writing effective surveys is more difficult. The following are tips that if followed will help you write more effective surveys.

### 1. What is the purpose of the survey?

Surveys are conducted for many reasons. By phrasing the questions and structuring the answers surveys can be used in a multitude of ways and for a variety of reasons. When compiling a survey don’t lose sight of its purpose.

### 2. Title the survey.

The survey title is a golden opportunity to instantly summarise a survey’s objective and grab the attention of invited respondents. Respondents are going to invest time in completing the survey so make them feel that their investment is worthwhile.

3. Do not make the survey any longer than it needs to be.

Every question that is asked should be asked for a reason. Focus on 'need to know' questions and minimise 'nice to know' information.

4. Use plain English, avoid jargon and acronyms, maintain consistency and don't ask questions that may result in ambiguous answers.

Care must be taken in wording a question. If a question is not clear then there is every chance that respondents may interpret the question differently to that intended by the publisher making any analysis of the data meaningless or at the very least misleading.

5. Avoid long questions.

Try to use short sentences wherever possible. Long questions tend to cause respondents discomfort and can lead to a higher level of incidents where respondents abandon a survey.

6. Ask one question at a time.

Avoid confusing the respondent with a question like 'Do you like football and tennis?'

7. Avoid influencing the answer.

It is important not to load the question. 'Should irresponsible shop keepers who sell tobacco to children be prosecuted?' is unlikely to have any value.

8. Ensure that the answer format used allows the respondent to answer the question being asked.

Allow the respondent to answer how they really feel or they may be less inclined to complete the survey. As a last resort consider the benefit of including a "Don't know", "Can't say" or similar response option.

9. At the same time that you compile the survey consider, when the survey is complete, how the compiled data is going to be analyzed.

If a question is asked that allows a free text open ended response appreciate that such information is likely to be difficult to score and/or summarised. Consider grouping answers. For example "How long have you worked here?" - 'less than 1 year', 'between 1 and 3 years' and 'more than 3'.

10. Ensure that the questionnaire flows.

When asking questions group the questions into clear categories as this makes the task of completing the survey easier for the participants.

11. Target your respondents.

In some cases you will want to target a specific group, in others a cross section. If you can't easily control the respondents consider including questions/answers that will allow you to filter out respondents who don't fit your target profile.

12. Allow the respondent to expand or make comments.

Allowing the respondent to make additional comments will increase their satisfaction level and will also give valuable feedback on the specific questions and/or the survey as a whole. Remember though for a large sample collection it may be difficult to analyse free text open ended responses.

13. If the survey you are conducting is to be confidential ensure that your pledge is upheld.

If you have assured the respondents that the survey is confidential ensure that the individual data is not to be shared with anyone and the information is not going to be used for any other purpose. Confidentiality must be maintained at all times and any identifying information destroyed after the survey is complete.

14. Weigh up the benefits of allowing respondents to be anonymous or identifiable.

If your respondents are to be anonymous then appreciate that you will be unable to follow up or match "pre" or "post" surveys. However in some cases allowing people to remain anonymous will allow people to respond without possible peer pressure.

15. Give careful consideration to the best response format.

It is good practise to maintain a consistency in the format used for responses. Keep in mind that when analysing the data radio buttons are easier to analyse than check boxes that offer the respondent multiple responses. Do not use a check box if a radio response would do.

16. Give the respondent an idea of how much time the survey will take.

Respondent drop out can occur if the survey appears to be a stream of never ending questions. It is good practise to give an indication as to how long the survey is likely to take so the respondents can choose the best time to complete the survey.

17. Inform the respondents of the survey end date

Encourage respondents to complete the survey as soon as possible but advice respondents as to the surveys end date so that they have the opportunity to schedule the necessary time.

18. Pilot the survey.

Before publishing a live survey publish a small pilot survey to check for questions that are ambiguous or confusing and to ensure that the survey is aesthetically pleasing.

19. Before publishing the survey proof read the survey several times.

Check and check again that the survey is grammatically correct and makes sense. If possible get someone else to proof read the survey before you publish, if no one else is available then take a break before checking again.

20. Remember to say thank you.

To complete surveys respondents need to invest their time and should be thanked either in a covering letter, at the end of completing the survey or in a follow up letter. You may even want to consider incentives such as a prize draw or reward.

For more information please visit <http://www.SurveyGalaxy.com>



## Words to Remember about making web sites work

Jerry Bader

### 1. Communication

In the movie *Cool Hand Luke* (1967) the following quote about sums up why some websites don't work: "What we have here is a failure to communicate." Communication is the key to success, and that doesn't just apply to your Web site—it applies to almost everything you do both inside and outside your business life.

If your Web site isn't communicating on both a rational and an emotional level, if it doesn't provide the psychological and emotional context of your marketing message, then exactly what is it doing?

### 2. Audience

Customers get so irritated by sales tactics that they end up not buying the thing they came specifically to your Web site to buy. Solving the problem is merely a question of altering your perspective. The average buyer is predisposed to dismiss and ignore high-pressure tactics and meaningless sales pitches. So instead of treating customers like customers, try treating them like an audience. Audiences want to be engaged, enlightened, and entertained. And that is the most effective way to make a sales impact.

### 3. Focus

All too often, Web sites inundate their Web audiences with facts, figures, statistics, and an endless list of features, benefits, options, and whatever else the sales department can think of throwing in. But all that stuff just confuses people.

Focus your message on the most important elements of what you have to say. If your Web site can embed that single idea in an audience's mind, then it has done its job.

### 4. Language

The words used, and how they are put together, provide meaning; they inform personality; they provide mental sound bites; and they turn whatever you are saying into something worth remembering.

Language is one of the critical elements of "voice," the ability to convey personality. Writing that doesn't have "voice" is instantly forgettable.

### 5. Performance

Even the most articulate prose can be lost in befuddled delivery. Communication is more than words; it's a combination of language, style, personality, and performance.

Things are rarely what they seem. Even our memories are a stylized versions of what we've actually experienced. Creating a memorable impression is about managing the viewer experience and providing the right verbal and non-verbal cues that make what is being said memorable.

### 6. Personality

Every business has a personality. The first problem is that few midsize companies ever attempt to manage that persona, and as a consequence the buying public forms its own opinion. And that opinion is often not the way you want to be regarded.

The second problem is that companies either don't have a firm grasp of who they really are or, if they know, they are afraid to promote it. If your company's identity isn't worth promoting, it is time to think why that is... and

