

Contents

Contents	1
Editorial	3
Greed and stupidity – Impossible to stop?.....	3
Quotations	4
From the Media	5
Heinz plans to expand the reach of Golden Circle and Original Juice brands in the Asia-Pacific region.....	5
Red Bull under scrutiny after cocaine traces discovered.....	5
ESOMAR retail and shopper conference	6
IAB says online advertising growing	6
Twitter's Web site	7
Power Moms Represent Nearly 20 Percent of the Online Population,	7
Newbie Moms.....	7
Mom bloggers	7
Cocaine ad censored by ASB.....	8
Reebok creates trainer creation iPhone app.....	8
Health Survey results lead to renewed calls for new food legislation.....	9
Alcohol consumption	9
Fruit and vegetables	10
BMI Statistics skewed?	10
World's leading wine and spirits brands	10
Scottish retail staff get advice on violence.....	11
Airlines misleading customers	11
Fakes harming brands during recession	12
Among key findings of the study:	12
Thriving in a commoditised market.....	13
Australian families eating healthier, grocery budgets rising: Heinz survey	13
ESOMAR Guide on Passive Data Collection, Observation and Recording	13
Cadbury reports growth.....	14
Brand loyalty important for teens	15
Recession changing consumers' brand habits	15
Entertainment Shopping Auctions?	15
Virgin Blue 'most reliable airline'	16
Melbourne City Council launches Australian First for food retail	16
New food and drink products on the wane	17
Private labels as relevant as national brands in some categories?.....	17
40 per cent of grocery purchases made on impulse	18
Kellogg's profits from low cost 'at-home' breakfast options	19
Made in Japan	19
Mushi Guard Bug repellent.....	19
Washable wool garments.....	19
Japanese find another way to get tight.....	19
Japan is one step closer to making every surface an ad	19
"Air's new Doritos product from Japan Frito Lay. . ."	20
Want a FREE beer? Try Kirin	20

Smaller Japanese supermarkets get smarter.....	20
Mobile marketing takes off in India.....	20
From advertising to invertising	21
Singapore Airlines launches mobile check-in	21
New ad calls for junk food ad ban	22
The Public Relations Institute of Australia and Reputation TV launch 'PRTV'	22
AOL launches social networking aggregator	22
SBS researches drugs and alcohol audience	23
Stella Artois rebranding logo	24
Ad Trade Group Wants to Rehab Advertising's Image.....	24
Google breaks \$100bn brand value threshold	24
DJs' sales down	25
What Does Google Know About TV?	25
Luxury 'Arab cities' to be built in Malaysia	26
Predictions for second half of 2009.....	26
McDonald's \$100 Million Coffee Launch.....	27
Personality predicts media usage	28
Microsoft's 'Magic Wand'.....	29
McDonald's marketing boss defends ad strategy for kids	29
Analyst: Apple execs outline future of iPhone	30
A smartphone showdown	30
CIM aims to help marketers strengthen their influence.....	30
Burberry breaks billion barrier	31
UK High street predicted to sell legal services by 2011	31
Online retailers missing sales	31
Interactive Ad Bureau issues PPC guidelines.....	32
Google relaxes AdWords trademark policy.....	32
Australian Competition and Consumer Commission Clarifies New Pricing Requirements	33
Marketing law - GAF'S gaffe over small appliances warranty cards	33
ESOMAR Launch of new professional guidelines.....	34
Events and Adverts	35
MAANZ Good Marketing Ideas	37
Articles	38
Book Review: Waking the Giant. Revitalising the mature brand.....	38
Contents:	38
The Fallacy of Spending More	39
Marketing Ideas.....	40
The four things a service business must get right	40
Silo Busting: How to Execute on the Promise of Customer Focus.....	40
The Customer-Centered Innovation Map.....	41
Sales Promotion to the Sales Force and the Trade	41
Sales Force Sales Promotions.....	41
Supportive programs.....	41
Sales portfolios and product models	42
Motivational programs.....	42
Trade and Dealer Promotions.....	44
Goals of trade (Dealer) sales promotions	45
Types of dealer sales promotions	45
Point-of-Purchase Displays.....	46

Contests	46
Trade Shows	46
Sales Meetings	47
Push Money	47
Dealer Loaders	47
Trade Deals.....	48
Keys to Conflict Resolution,	49
7 Tactical Reasons To Use Mini Campaign Websites.....	50
7 Tactical Reasons To Use Campaign Websites.....	51
Action suggestions for better sales management	53
The benefits of creating an RSS feed for your website	55
Benefits of Creating an RSS Feed for your Website	56
Involving customers in product development.....	56
Set Up a User Group	57
Ask Customers to Evaluate New Products.....	57
Issue New Product Announcements.....	57
Work in Partnership with Customers	57
Understand Your Customers' Markets	57
Understand Customer Strategies	58
Assess the Value of Your Products and Services.....	58
Analyze Your Customers' Technical Requirements.....	58
Common mistakes	59
Ignoring User Groups	59
Failing to Understand Customer Strategies.....	59
Case Study - Nokia - Building A Powerful Technology Brand	59
Nokia Brand Personality.....	60
Nokia Positioning	60
Nokia Product Design	60
The deadly sins of strategy.....	60
4 Steps to a website brand.....	61
Human Motivational Optimisation	61
Branding Starts With Thinking Backwards	61
The Slogan.....	62
The Story Line (Logline)	62
People buy brands they like.....	62
Brand relationships are then about building friendships.	63
Brands need to play multiple friend roles.	64

Editorial

Greed and stupidity – Impossible to stop?

I was watching a TV show called Countrywide on the weekend. It featured the collapse of two companies called Great Southern and Timbercorp. The collapse, has caused considerable problems for not only investors (and I am not very sympathetic here) but local farmers and particularly workers.

Brand loyalty important for teens

A study of teen and young adult consumers (aged 13 to 21) has found that consumer behaviour among females in this age group has shifted more than that of males during the economic recession, according to the CRM and behavioural marketing agency Euro RSCG Discovery.

The study also found that brand loyalty is increasingly important among this age group, as the majority of teenagers and young adults (73%) now shop at a fixed group of stores.

The survey also suggested that the best opportunity to target the younger generation of consumers is in stores, despite a proliferation of internet and social network usage among this age group, as more than 70% of teenagers and young adults said they research and make purchases in stores. In addition, stores were the most prominent source of fashion purchase information, compared to word of mouth (53%), catalogues (37%), magazines (23%), online (20%) and television (17%).

MoreInfo:

<http://www.eurorscgdiscovery.com>

TheWiseMarketer.com).

[Back to top](#)

MAANZ MAANZ

Recession changing consumers' brand habits

Consumers around the world are more wary of trying new consumer goods products when they sense the economy is slowing down, according to the Ipsos Marketing Consumer Goods Study which examined global consumer attitudes and behaviour across 18 countries. In fact, more than half of global consumers said they shy away from new grocery, personal and household products during an economic downturn.

According to Ipsos, one area on which marketers must focus is value (rather than price) and consumer perceptions of price versus benefit should be explored carefully.

Web:<http://www.ipsosmarketing.com>

TheWiseMarketer.com.

[Back to top](#)

MAANZ MAANZ

Entertainment Shopping Auctions?

In the last 5 months we have seen a new phrase coined and that is "Entertainment Shopping." So what does this new phrase mean and why it is getting criticized left and right from people who claim it is immoral? Is it immoral and if so why?

Entertainment Shopping is a new type of online auction which operates differently than most auctions do. Unlike auctions like eBay, these new auction sites charge people for each and every bid they place. Depending on the auction site itself, these charges usually range from 20 cents to \$1 per bid. Because of this, the items tend to sell for fractions of their retail values. In fact, just a few days ago I saw a \$3000 65 inch flat panel LCD TV end with a

final price of just \$130. The crazy thing is though that the auction site walked away with over \$13,000 from this item. A \$10,000 profit. Why? Because the bid increment was at 1 cent.

This means that 13,000 bids were placed, costing bidders (both the winner and the loser) \$1 a piece per bid placed. To the person who walked away with the \$3000 TV, this was likely the deal of their life, but to the other bidders who may have spent hundreds of dollars trying to win the auction before they had to quit bidding ended up with nothing.

Although this is a risky way to bid on products, if the bidders are aware how the auction works and willingly purchase their bids, than what's the big deal? More and more sites like this are popping up and why not, with profit margins like they have? It should be very interesting to see just how the competition between all these Entertainment shopping sites pay off for the bidders.

Along with these sites popping up, so too are strategy guides giving away tips and tricks on how to win these auctions at minimal costs. Things like Price, number of bidders involved and past auction closing prices all factor into these strategic formulas people are trying to sell. In my opinion these strategy guides are largely a bunch of junk; however some may have valuable information. Most bidders with a good command of math can probably figure out the odds of winning and when to quit bidding on a given auction. I recommend taking advantage of the free bids most of these Entertainment shopping sites give new members for signing up.

[Back to top](#)

MAANZ MAANZ

Virgin Blue 'most reliable airline'

Reliable ... Virgin Blue passengers more likely to depart and arrive on time than those on other domestic airlines

Virgin Blue passengers have a greater chance of departing and arriving on time than those using other major domestic airlines, an industry report shows.

[Back to top](#)

MAANZ MAANZ

Melbourne City Council launches Australian First for food retail

A new pilot program launched by Melbourne City Council is designed to help consumers to make healthy choices about what they eat.

The 'green light, eat right' program, running at QV Urban Market from May 2009, provides consumers with a colour coded indication of the nutritional value of food they are purchasing and encourages food outlets to improve healthy food practices.

The basis of the scheme is a traffic light system that encourages consumers to eat green coded foods as often as possible, as they have the highest nutritional value. Amber foods like vegetarian pizza should be consumed in moderation and red foods such as chips and donuts eaten occasionally or as a treat.

The City of Melbourne engaged Nutrition Australia to develop and implement an innovative program for food outlets to help them improve the types of cooking oils used, swap full fat dairy products for low fat options, use more lean meats and introduce more fruits and vegetables into their menus.

Based on menu assessment undertaken by Nutrition Australia, the participating food outlets receive program accreditation and a certificate to award them either Gold, Silver or Bronze level. That is on the agenda of the Preventative Health Taskforce in Australia.

More information is available at: www.melbourne.vic.gov.au/

[Back to top](#)

MAANZ MAANZ

New food and drink products on the wane

Fewer new products are showing up on supermarket shelves this year as companies temper innovation in an uncertain environment.

New data from the Mintel's Global New Products Database (GNPD) shows total food and drink product launches have been cut in half since last year (a 51% decline from Q1 2008 to Q1 2009). New product introductions also dropped markedly from the last quarter of 2008 - by 32%.

Manufacturers typically release fewer new products during the first quarter of the year, but 2009's fall is stronger than that seen in recent years, according to Mintel.

"Faced with low consumer confidence and reduced spending, many food and beverage manufacturers cut back on product development and new product launches," Lynn Dornblaser, leading new product expert at Mintel, said. "Many companies face internal budget cuts that affect everything from new product ideation to development and marketing."

Mintel has tracked new products through three major recessions, discovering that new product launches consistently decline in the beginning of a recession, then quickly increase once signs of recovery are on the horizon.

[Back to top](#)

MAANZ MAANZ

Private labels as relevant as national brands in some categories?

Private label share has risen dramatically across retail channels and product categories during the past two years as consumers struggle with high food prices and other economic pressures, new research from America has indicated.

According to the latest research from Information Resources, Inc. (IRI), "The 2009 Private Label Report," this trend is expected to continue through 2009 and beyond, representing an unprecedented opportunity for retailers and a threat for branded manufacturers.

"Since many private label products are truly becoming mainstream these days,

The report discovered private label's strongest growth performance tended to be in such categories as cream cheese/spread, paper napkins, refrigerated entrees and shortening and oil. While pet supplies, cold/allergy/sinus tablets, refrigerated salad/coleslaw and salad dressings were listed as developing categories.

"The evolution of the U.S. private label market has accelerated in the face of growing financial turmoil," Sean Seitzinger, senior vice president, IRI Consulting and Innovation, concluded.

[Back to top](#)

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

40 per cent of grocery purchases made on impulse

The majority of shopper purchasing decisions are made in the supermarket, according to new research from Germany.

Just below 70% of purchasing decisions are made at the point of sale (POS) itself and the brand strength has considerable influence over whether or not a product makes it into a customer's shopping trolley. The GfK Store Effect fast-moving consumer goods survey, in which GfK Marktforschung carried out around 800 interviews at its test market MarketingLab, solidified a theory that has been circulating among marketing insiders for some time.

One in three consumers plans their purchases in advance and go into the supermarket with an actual or "mental" shopping list. These lists become increasingly important in proportion to the age of the customer and size of the store. In addition, half of all consumers collect information on current offers prior to doing their shopping, often with the help of retail advertising brochures.

Fewer than 10% of customers initially plan to buy a particular brand, but then change their minds once in the store and switch to a rival brand and a similar proportion ultimately don't even buy the category of product they had intended to.

Spontaneous purchases are the most common, with almost 40% of purchases not planned in advance.

A strong brand makes a product more likely to find its way onto the shopping list

Whether or not consumers actually follow through on their intentions to buy a particular product depends a great deal on brand strength, that is, the emotional value added that brand products have in contrast to no-name products. Six out of every ten planned purchases are made because of an established brand preference and in these cases, customers know exactly which brands they want to buy.

The number of planned purchases therefore increases with brand preferences.

[Back to top](#)

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

Kellogg's profits from low cost 'at-home' breakfast options

Kellogg Company, the world's largest cereal maker, reported higher first quarter profits overnight, as more consumers opt for low cost 'at-home' breakfast options.

The producer of Corn Flakes and Coco Pops advised that their relatively recession-resistant product range and strong focus on cost reduction had assisted in overcoming the worst of the troublesome economic environment.

"By remaining focused on our business model and strategy, we performed ahead of our expectations during the first quarter despite cost pressures and the difficult economic environment," said David Mackay, Kellogg's CEO. "We also continue to focus on cost-savings initiatives and reinvestment for the future. We now plan to increase our up-front cost investments to achieve our ambitious \$1 billion savings target."

Their Asia Pacific division, which includes Australia, Asia and South Africa, saw internal net sales rise by 11%, but currency fluctuations put a dampener on the results.

[Back to top](#)

MAANZ MAANZ

Made in Japan

Mushi Guard Bug repellent

Kiribai is a Japanese company that specializes in high-function products like pocket warmers, pressure activated ice packets and bug repellents.

The Mushi Guard Clip is a convenient way to keep pests away. According to the package, you just clip it on your cap or a pocket and bugs will stay at least one meter away. It works for a month and costs around 600 yen retail.

Washable wool garments

In Japan, dry-cleaning has tended to be preferred over regular washing for many. However over the past couple of years, washable wool has become big in everything from men's suits to sweaters and now it turns out those manufacturers of women's suits are getting in the game too.

In tough economic times, shoppers start thinking hard about justifying each purchase they make and providing a "reason why" allows them to spend more freely. "Just think about how much I can save on dry cleaning costs. . ."

Japanese find another way to get tight

Spavino is a kind of liquid bath salt that contains wine as one of the main ingredients. Apparently the brand was inspired by European spas (hence the name) which have been using wine-spiked soaks as part of their treatments to give women tighter, smoother skin.

Japan is one step closer to making every surface an ad

Japanese printing companies have started offering advertisers the ability to display moving pictures on paper advertisements.

One ad announces the debut of a new mascara from Lancome that uses a vibrating applicator brush. The poster is made from electronic paper — a technology that allows paper to be written and rewritten repeatedly. So what

you're looking at is essentially a paper poster hanging from the ceiling of a subway train in which the image changes.

Similarly some train stations are now equipped with poster banks for electronic paper ads that can refresh with new images at specific intervals. If you're an advertiser and you rent the space, you can replace the ad whenever you want while sitting right at your office desk, since the wall frames are connected to PHS phone networks that tap into the internet.

"Air's new Doritos product from Japan Frito Lay. . ."

You get a nice light crunch from these air filled triangular pockets just released under the Doritos brand by Japan Frito Lay.

Want a FREE beer? Try Kirin

No, they're not giving away free brews "Kirin Free" is a malty tasting beverage that's free of alcohol (the package shouts "0.00% alcohol").

Kirin is positioning FREE as "beer" for people who want to drink and then be able to drive and for sports enthusiasts who like to quench their thirst with a beer, but don't want to get hammered on the golf course or tennis court.

Smaller Japanese supermarkets get smarter

With today's difficult economic environment, a lot of Japanese consumers have been pinching pennies So major Japanese supermarket chains have been slashing prices and this has put a lot of pressure on smaller operators who lack the same economies of scale and bargaining power with suppliers.

A couple of smaller chains have stopped wringing their hands and have been fighting back with a clever approach: subsidized price cuts.

Here's how it works:

Let's say a supermarket chain wants draw people into stores with an outrageous sale on certain items (TODAY ONLY! 90% OFF!). In order to subsidize the promotion, which is going to mean a significant loss on every sale item sold, the company finds another retailer who wants to reach their customers with non-competing goods. In exchange for promotional fees, the second firm gets to have its mini ads, coupons or promotional announcements placed directly on the supermarket's sale item packaging (using stickers), as well as on merchandising tools like POP. So every time a shopper buys, he or she encounters the second retailer as well.

Michael Fiorella

Mike Fiorella has lived and worked in Japan for more than 20 years.

spark-productions-online.typepad.com

[Back to top](#)

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

Mobile marketing takes off in India

Cell phones have become a powerful advertising tool in India and once 3G and MVNO launch there, mobile marketing will be big business

The reach of the mobile phone in India that makes it significant for marketing efforts there.

[Back to top](#)

MAANZ MAANZ

New ad calls for junk food ad ban

The debate over food advertising intensified with the release of a new viral campaign calling for a ban on junk food advertising to kids, created by an advertising agency.

Creative agency I.D.E.A.S has created the ad calling for a ban on junk food advertising to children for the Coalition on Food Advertising to Children, whose members include The Parents Jury, The Cancer Council, the Australian Medical Association and the Obesity Policy Coalition.

The ad is hosted at the site burgercorp.com.au and shows a man dressed as a burger and smoking a cigarette, as a door-to-door salesman. The "Shamburger" character knocks on a door and tells the man answering the door that he is "here to see little Nicholas" and tries enter to see the man's son. The "Shamburger" is kicked out of the house and the ad says "You wouldn't allow it on your doorstep, why allow it on your television?" The ad ends with "Shamburger" saying "And you get this free toy!" and a "Ban junk food ads to kids" message.

Viewers of the ad at the site are then encouraged to send a message via the website to the Minister for Health.

The Advertising Federation of Australia is fighting a proposed food ad ban to kids, believing it will not work. Despite this AFA executive director Mark Champion said he understood why an ad agency would take on such a client: "The Coalition has gone to the professionals to make sure they get a professional product. Each agency has to decide to about their acceptable clients and it may or may not be philosophy based."

Champion also pointed to "scientific evidence", that consumers are actually taking in less calories than 30 years ago and it is energy expenditure which has changed in that time.

[Back to top](#)

MAANZ MAANZ

The Public Relations Institute of Australia and Reputation TV launch 'PRTV'

Practitioners from PR agencies, corporations, not-for-profit organisations and academia discuss issues ranging from the economy, online communication, corporate governance, to ethics. The program is hosted on the Public Relations Institute of Australia's website www.pria.com.au.

[Back to top](#)

MAANZ MAANZ

AOL launches social networking aggregator

AOL is rolling out a social network platform called Socialthing that will allow users to communicate with each other as well as broadcast their activities to other social networks like AOL's Bebo, Twitter, Facebook and MySpace.

[Back to top](#)

MAANZ MAANZ

Stella Artois rebranding logo

Stella Artois is rebranding with a 'decluttered' logo by Pearlfisher. The design, intended to increase standout and boost the lager brand's premium credentials, will launch globally this month.

[Back to top](#)

MAANZ MAANZ

Ad Trade Group Wants to Rehab Advertising's Image

At a time when some associations are struggling for relevance, the American Advertising Federation has added new corporate members and is looking to burnish its image with a new reality TV show and a presence on Facebook and Twitter.

James Edmund Datri, CEO the American Advertising Federation wants to improve the industry's image. He spoke to a breakfast meeting and "State of the Industry" luncheon hosted by the Cincinnati Ad Club. When he came on board in November, had to make changes fast. Mr. Datri said the group had a \$500,000 budget deficit and about a month of operating expenses in reserve. In response, he said the group reorganised, instituted purchase orders, "made a slight reduction" in staff, cut pay 15% at the VP level and above

The Reality show

Mr. Datri said he's in talks about turning the AAF's National Student Advertising Competition into a reality TV show, to give both students and the general public a better idea of what the industry actually does.

"One of the issues we have when it comes to public policy is that people don't have a very good perception of us," he said. "I want the public to see that advertising is so much more than [Madison Avenue] and I think by showcasing NSAC on a reality TV show, we're going to generate a positive perception of our industry that could really be a game changer."

Despite the recession and revenue reductions for the group, Mr. Datri said the AAF has had a net gain in corporate members on his watch.

AdAge.com

[Back to top](#)

MAANZ MAANZ

Google breaks \$100bn brand value threshold

Google has become the world's first \$100bn-brand, according to the latest BrandZ survey.

The study found that the internet search giant has reached a brand value of \$100,039m, a 16% year-on-year increase. It is trailed by Microsoft and Coca-Cola, which took the second and third spots respectively.

Microsoft's 'Magic Wand'

Microsoft has applied for a patent on a hand-held controller that can be used to control devices in the home and elsewhere.

Many users of technology want something like a Magic Wand -- really a high-tech universal remote control -- to help them interact with the world around them via gestures and other movements.

Microsoft has applied for a patent on a "Magic Wand" -- literally.

The "magic" will actually be provided via multiple communications technologies and various types of controllers, including video cameras, accelerometers and other velocity sensors, as well as location and direction sensors.

The patent application's abstract reads:

"The architecture can exist in whole or in part in a housing that can resemble a wand or similar object. The architecture can utilise one or more sensor from a collection of sensors to determine an orientation or gesture in connection with the wand and can further issue an instruction to update a state of an environmental component based upon the orientation."

"A number of devices exist that are intended to operate or control objects in the environment, even some that are specifically intended to leverage, simulate, or promote the appearance of magic," the application said.

"However, systems or devices in this technological area as well as even much broader market segments aimed at, say, consumer devices in general often suffer from a variety of difficulties that stem from two market-driving factors that are distinct and sometimes at odds with one another. In particular, consumers want devices that have a very rich feature set. On the other hand, consumers also want devices that are small, convenient (e.g., to carry) and easy to use," it continued.

Microsoft has been patenting inventions at a breakneck pace for the past decade or more.

[Back to top](#)

MAANZ MAANZ

McDonald's marketing boss defends ad strategy for kids

McDonald's director of marketing Helen Farquhar has hit out at attempts to ban the advertising of 'junk' food, claiming that the image portrayed of the fast food giant "isn't reality".

An alliance of groups called the Coalition on Food Advertising to Children (CFAC), including the Cancer Council and The Parents Jury among others, recently created an online video to support its campaign to ban TV ads of unhealthy food before 9pm, in order to protect children.

The video, called 'Shamburger', shows a man dressed as a hamburger attempting to visit a child at his home, only to be forcibly ejected by his parents. The push was timed ahead of a government taskforce report into the issue, due next month.

Farquhar criticised the video, saying: "It doesn't represent our policy of responsibly marketing to children. It's so far removed from what we do.

Slow websites, attempts to find cheaper products elsewhere or a simple change of mind were cited as reasons for abandoned purchases. The research also found that 56% of respondents feel security is the most important factor when shopping online, while 31% believe cost to be more important.

However, the research does show online shopping continuing to grow in popularity, with 57% of respondents now regularly purchasing products on entertainment websites; 41% regularly buying electrical goods; 33% regularly buying from clothing websites and 19% buying groceries online.

The research also suggests that retailers may need to rethink their Search Marketing strategies this year, as 63% of respondents now go directly to their favourite websites rather than using a search engine.

[Back to top](#)

MAANZ MAANZ

Interactive Ad Bureau issues PPC guidelines

New guideline issued today by the Interactive Advertising Bureau (IAB) are aimed at reconciling what constitutes a legitimate click in terms of online pay-per-click campaigns, in which advertisers pay publishers for each time a user clicks on an ad.

To an Internet user, a click is a simple action, but for online advertisers who pay for them, accurately counting those clicks is a complex task. In the past, advertisers have argued that often they pay for fraudulent clicks, usually conducted by malware programs, though publisher sites counter that they have steps in place to prevent marketers from paying for bogus clicks. Google was sued over click fraud in 2006 and agreed to pay an online advertisers \$60 million, though it was in online ad credits and not cash.

Currently, Google and other search engines generally credit advertisers' accounts for click frauds they filter out before sending advertisers bills, making it a passive, self-regulation.

The IAB set out to change that today by issuing its Click Measurement Guidelines, which establish parameters for the accurate buying and selling of cost-per-click advertising.

Highlights of the new guidelines include: Defining the technical life-cycle of a click; including provisions for identifying invalid or fraudulent clicks; established standard terms that will help streamline the buying and selling of click-based media; and increased transparency and consistency in click measurements.

[Back to top](#)

MAANZ MAANZ

Google relaxes AdWords trademark policy

Google has loosened its trademark policy for AdWords, the auction-based program where advertisers bid on keywords to place text ads alongside search results. Under the new policy, Google will allow advertisers to include trademarked names in their text ads, even if the trademark belongs to someone else.

Events and Adverts

June

4th Annual PR & New Media Conference: Brisbane 2009

Dates: Tuesday 2nd and Wednesday 3rd JUNE 2009

Venue: The Stamford, Brisbane, Queensland

Website: www.frocomm.com.au



brainmates will be running *Strategic Product Management Training* on the **18th and 19th of June** for Product Managers wanting to be more strategic in the planning, development and marketing of their new and existing products. The training provides attendees with practical knowledge, useful tools and skills to be more effective as a market-driven Product Manager. Call us on (02) 9232 8147 for more information.

brainmates is also passionate about building a Product Management community. We invite Product Managers to join us at our free networking event, **Product Talks**, on 14 May, to discuss the "Challenges of Developing and Launching a New Product".



Web 2.0 Within Business

29 - 30 June 2009

Holiday Inn, Perth

Whether you are in a large or small organisation, Web 2.0 evolution can be made possible provided that you employ the right tools and strategies to reach your organisational goals. The task for practitioners is to move past all the hype of Web 2.0 applications (Facebook and Twitter) and embrace the opportunities that these ideas present for

the workplace. The power source of the Web 2.0 revolution lies in transforming e-business and giving a voice to all stakeholders.

July

University of Queensland Business School

[Women Executive Leaders 15 Jun - 19 Jun](#)

[Web 2.0 in Government](#)

A one day conference exploring how the web is transforming Government

Date: 24th June 2009

Venue: Watersedge, The Rocks, Sydney

Researched & Produced by Frocomm www.frocomm.com



[STRATEGIC CORPORATE COMMUNICATION](#)

14 - 16 July 2009

Novotel Melbourne on Collins

Corporate communicators need to look for opportunities to refine and improve communication processes, cultivate a more diverse range of skill sets and put in place plans that will not only see their organisations better placed in a volatile market, but also lay the groundwork for success well into the future.

[B&T Digital Bootcamp 2009](#)

Perth Tuesday 22 July 2009

Brisbane Thursday 13 August 2009

Melbourne Tuesday 15 September 2009

Sydney Tuesday 20 October 2009

University of Queensland Business School

Leadership for the Not for Profit Sector 6 Jul - 10 Jul

Supply Chain Management 13 Jul - 17 Jul

The Leadership Challenge 27 Jul - 31 Jul

**Digi Tech:
The Future Face
of Marketing**

marcusevans

Digi Tech: The Future Face of Marketing

30th – 31st July 2009

Sydney

The 21st Century is the age of technology! As a result the new sophisticated savvy consumer is now increasingly prioritising green and environmentally safe products. It is vital marketing campaigns successfully integrate digital initiatives into their existing marketing mix developing a unique approach in an arena focused online, reaching to your consumer on a global scale.

[Back to top](#)

MAANZ MAANZ

MAANZ Good Marketing Ideas

New Benefits for MAANZ members. In about a week the members section of the MAANZ web site will feature a new type of information available free to members.

(Is your brand revitalisation strategy aligned with the industry's evolutionary path?; Is your brand revitalisation strategy aligned with the consumers evolution?; Is your brand revitalisation strategy changing the brand construct in the consumers mind?)

This is a very good book, well thought out and written and I recommend it to all marketing managers.

The following is an extract from Dr. Peter Steidl's new book *Waking the Giant. Revitalising the mature brand*

The Fallacy of Spending More

There are, of course, plenty of case studies and analyses that suggest companies should spend more rather than less in a recession, and that it is, in fact, simply a matter of outspending competitors. They typically refer to examples showing that companies that increased their advertising spending during recessions gained market share and outperformed the competition once the recession was over.

This applies not only to advertising spending. Other case studies show that companies that spent more on research and development (R&D) or product development pulled away from their traditional competitors. Even with respect to acquisitions we can find this pattern. An analysis by management consulting firm McKinsey & Company of 1000 mainly industrial US companies over an 18-year period (1982 to 1999) showed, 'Successful challengers maintained a greater appetite for acquisitions during the recession than did their less successful former peers'.

Common sense would dictate that a company able to outspend its competitors significantly should reap benefits with respect to market share and revenue. The problem does not lie in this overall assertion, but rather in the implicit idea that simply spending more will deliver these results. Many of the examples cited are highly selective and imply a causal relationship between a particular budget item, such as advertising spending, and an increase in market share or capitalisation. However, the real world is hardly ever that simple. Rather, when delving into these success stories we typically find a complex bundle of strategies, often executed by the management of a financially sound company that entered the recession with a strong balance sheet. Sometimes we see a company succeeding beyond expectations because a competitor dropped the ball, being totally unprepared for the economic downturn.

For example, an Intel versus AMD (Advanced Micro Devices, a company designing, manufacturing and marketing chipsets and video cards) case study shows that Intel significantly outspent AMD during — and in particular coming out of — a recession, laying the foundation for the former's rise to dominance. Yet it is often overlooked that AMD invested heavily in R&D and product innovation and was making progress with gaining market share when the recession hit. The market slowed down and became risk-averse, which meant that AMD did not get the expected returns from its aggressive investment into R&D, but rather found itself cash-strapped, having invested heavily into what turned out (only with hindsight) to be the right investment at part of Intel's success do we then ascribe to its increased advertising spend, and what part to AMD's cash situation and unfortunate timing?

Another frequently quoted example is that of US catalogue and retailer Talbot, which successfully strengthened its market position while outspending competitors significantly on advertising. Yet Talbot had already taken important action during the pre-recession period when it increased its flexibility through the extensive hiring of contract staff. While advertising well above competitive spending levels most likely contributed to Talbot's success, it is interesting to consider how the company would have fared had it not addressed the flexibility issue to start with, which allowed it to adapt quickly to changing demand by keeping its cost structure aligned with revenue flows. The point to be made here is this: it is dangerous to simply apply one element of a complex strategy that has worked for some companies during past recessions.

Firstly, we need to keep in mind that the most successful companies have taken multiple steps and the combined effect of (some of) these steps is likely to have contributed to the outcome, rather than a simple increase in spending in any particular area.

Secondly, we need to accept that each recession, each industry sector and each company is different. Moreover, even the timing of a strategy or initiative usually has a significant impact on its effectiveness. What works leading up to a recession is often not effective during the early phases of the recession, and what works at the height of the recession tends to be the wrong strategy when the recession draws to an end or during the post-recessionary period. In other words, this is a complex situation that can hardly be addressed by simply pulling out the cheque book. But it is not only complexity that makes this environment so challenging, it is also unpredictability. We do know that certain changes in consumer and competitive behaviour will occur, but we can't be sure when, nor how significant these changes are likely to be. All of this demands a different approach to gathering insights, making decisions and, most importantly, executing the resulting strategies. Nevertheless, we can learn from past experiences. The past allows us to identify ideas, strategies, thinking directions and processes that are worth exploring further. Thus, learning from the past can be extremely useful, while simply applying a particular, isolated strategy that seems to have worked at some stage for some other company rarely leads to success.

[Back to top](#)

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

Marketing Ideas

The four things a service business must get right

Recommendation from a Frances X. Frei article in the Harvard Business Review

Frei recommends an additional step to selling services profitably: acknowledging and dealing with the fact that customers themselves can erode the quality of your services merely by using them and thus jeopardise profitability. For example, a customer dithering at a service counter slows things down for everyone behind him, introducing frustration that can lead to lost business. How to consistently deliver service excellence despite customers' potential to muck things up? Strategies include articulating which behaviours customers must demonstrate to get the most value from your service, then designing services specifically to foster those behaviours. For instance, to get customers using new self-check-in kiosks, airlines ensured that travellers could complete transactions with far fewer keystrokes than check-in personnel used to need.

Silo Busting: How to Execute on the Promise of Customer Focus

Recommendation from an article by Ranjay Gulati Harvard Business Review
May 2007

Gulati affirms that if you decide to augment your products with added services, you'll need to be prepared to manage customers in new ways. This may mean reorganising internally to support your new offerings. Why? Knowledge and expertise reside in organisational silos and many companies find it difficult to harness their resources across those boundaries in ways that customers value and want to pay for. This article presents suggestions for internal reorganisation--including replacing traditional silos with customer-focused ones, developing new customer-satisfaction metrics and incentives and giving people who are closest to customers authority to act on their behalf.

course, depending on the needs and orientation of the company, the sales promotion staff might be involved in a small part of this effort or not at all.

Probably one of the most common and popular activities under this heading is the sales meeting. These meetings can take place at the local level or internationally, although national meetings are the norm. Depending on the company and its objectives, the meeting will be some combination of business and pleasure. Often local and regional meetings will be for business and the national meetings will be primarily educational and social. Although social elements are important and can be an effective form of motivation, training and educational elements tend to be more meaningful.

Since firms spend millions of dollars on training and education, it is important that these meetings are planned and executed properly. They should be designed to meet the particular objectives of the group attending. For relatively new salespeople, these meetings might involve emphasis on product training and sales skills. For more experienced salespeople, the subject might be motivation or morale. In either case, the meeting must be customised to the audience and every detail should be settled before the meeting begins. It is important that the participants understand the extent to which each meeting is to be business versus pleasure.

Another part of the training-related process developed for the sales force is supportive materials, illustrative materials that provide information to the salesperson or materials that can be used directly in the sales presentation. Typically, the sales manual is the most useful to the salesperson because it contains elements of both product information and the sales presentation. In the case of technical companies with extensive product lines the sales manual might be several volumes long. It usually contains product descriptions, prices, manufacturing processes, delivery times, product applications and suggested sales techniques. The sales manual is as important to the salesperson as a playbook is to a professional football player. Because much of the information is confidential and the salesperson may make extensive notes in it, it is guarded closely. Often, the sales promotion staff has a large part in the design of this manual.

Sales portfolios and product models

Sales portfolios and product models are devices that are used in conjunction with the sales presentation. The portfolio can take many forms: a flip chart, a ring binder, slides, photographs, transparencies and so on. It is coordinated with the verbal presentation to illustrate and highlight certain parts of the presentation. The models serve the same purpose. Some products demonstrate very well, others do not. A prototype or scale model might work well for small equipment, but look like a ridiculous toy for a three-story overhead crane. In the latter case slides or a movie might be substituted or the prospect would be taken to see the product installed and operating. Here again, sales promotion expertise is employed to develop and design the appropriate materials.

There are also materials that the sales force receives on a somewhat regular basis. One example is the house organ. Also known as the company newsletter, newspaper, or magazine, its purpose is to relay company programs, policies, new products, meetings, awards and retirements to the personnel. Larger companies may also develop special bulletins developed just for the sales force. Such bulletins may highlight certain products, meetings, or people. In any case, these types of communications can be helpful in keeping the salesperson informed and in creating higher morale and motivation for the entire sales force.

Motivational programs

Developing incentive programs for the sales force is very much the domain of the sales promotion department. It is not difficult to understand the popularity of this device for improving sales performance. The sales force of any company represents a more or less captive audience-measurable and capable of being reached most readily. This is the most direct point at which one can apply stimulus to add profitable volume.

Although the prizes or awards given to a salesperson as part of the incentive program are very important, they are only a part of the incentive program. There are several other considerations in this process. The first step is to determine the objectives of the incentive program. The overall objective of any incentive program, whatever its specific orientation to sales goals, is to get a little more sales effort from everyone in the organisation. To do this, the incentives must obviously be keyed to each participant's individual past performance and present potential. This suggests, of course, the setting of quotas as a basis for awarding incentives and a majority of sales incentive campaigns do indeed base awards on quotas. In fact, the wisdom and equity of quotas may very well determine the success of the entire program. While specific objectives are as individual as the sales manager's name, common objectives are to:

- Introduce a product to a new distribution area
- Reduce selling costs
- Improve working habits
- Offset competitive promotions
- Increase total sales volume

Another value of defining objectives lies in the fact that it forces a closer examination of just how the incentive campaign is going to arrive at the objective. This is the second step in the process-to communicate clearly to members of the sales force precisely what they are expected to achieve and how they are to achieve it. This begins by specifying the basis of awards. Four broad methods are used to provide award credits to salespeople.

1. A fixed number of awards are given to the top producers in terms of total volume (a head-to-head contest).
2. Awards are tied to unit sales on an absolute basis (no consideration for territory potential or previous record).
3. A fixed number of awards are given to those performing best in relation to their individual quota.
4. A quota is set individually for each salesperson and awards are based on the percentage of quota performance.

A third step in designing an incentive program is deciding just which members of the sales force should participate. In some cases, all salespeople may be the obvious answer. But if there are several categories of salespeople, divided by product line, by type of account, or in some other manner, it may be appropriate to limit the campaign to one or two groups or to provide different goals and rules for different classes of sales personnel.

The fourth step involves several time decisions. Three time factors are important: the specific break time of the promotion, the duration of the campaign and the planning lead time allowed to prepare for the push.

The promotion break date has to be dictated by marketing decisions. For example, if the sales incentive program backs a trade or consumer promotion or if a new product is being introduced, these factors will determine when the campaign begins. How long to run the program is influenced by the user's product distribution, type of salespeople, program objective and the executives' experience or feeling as to what works best for their particular organisation. The average length is slightly more than eighteen weeks. The other aspect of incentive timing is how much time is required for advance planning. Average lead times fluctuate quite a bit, between twelve and twenty weeks. During times of economic uncertainty this time frame is substantially reduced.

Determining the type of awards and prize structure is the fifth step in the incentive planning process. This decision is closely interrelated with other factors such as budget, length of campaign, theme and nature of the salespeople. While all salespeople may be subject to approximately the same group of emotions, not all respond to the same stimuli. It is important to know salespeople as individuals, to understand their income level, social and economic status, personal interests and tastes and anything else that will help plan a successful prize selection.

Initially, the decision begins with a choice of travel, merchandise, or a combination of the two. Travel has come to be the glamour incentive award in recent years and users will probably wish to consider it if they are planning a relatively long-term promotion with a budget that can be tailored to offer trips to a fair number of winners at the top, with merchandise awards for lower qualifiers.'

In looking at specific types of merchandise utilised in sales incentive programs, there are no particular rules except the obvious ones of fitting types of items to the people involved and of matching budget allocations. It may be useful to see what merchandise is selected by large numbers of salespeople when they are given free choice from a catalogue of thousands of items. Besides merchandise and travel, there are two other forms of prizes used-cash and honour awards. Cash has several drawbacks associated with it. It has motivational power to the same degree as the salary or commission income of the salesperson, but no special stimulus or recognition value. There are also practical arguments against cash awards. First, cash will buy from a third to twice as much when put into merchandise form. Also, awards offered to salespeople are usually in a class the recipients look on as luxuries. Thus, these awards are special, while the cash may not be. However, during economic down times, cash awards may gain in appeal.

Honour awards appear to be a more positive form of reinforcement. They provide recognition in its purest form, although they usually lack the intrinsic value of tangible awards. A weakness in the use of honour awards alone is that they must be few in number if the honour is to have real meaning. As a result, honour awards may often be an ideal recognition element to add to a merchandise or travel incentive program, enhancing the psychological effect of winning at small additional cost to the company.

The sixth and final step in developing a sales incentive program is selecting a theme. Confronted with an important objective, a realistic quota, workable rules and attractive awards, one would think that the average salesperson would be ready to work hard. However, it doesn't work that way. The salespeople may know all the right answers as to what they should do and how; they may have a clear view of their own self-interest in the program; and they may still just stand there. They have to be sold and sold hard, at every step throughout the campaign Their imaginations have to be sparked and their enthusiasm fired up.

All the things a sales manager and promotion manager do to promote a campaign stem from one or more words that are called a theme. The theme of a sales incentive program is much the same as any other theme, except it may appear a bit more outlandish in some cases. A theme provides a frame for the whole picture of the incentive program, gives unity to the promotional materials and adds a little extra fun. Popular themes have been related to games or sports, travel, company honour club and sales objective tie-ins, to name a few.

Trade and Dealer Promotions

Everybody knows what a middleman or dealer is, but it's hard to find agreement on how to move this person to desired action. A dealer, to generalise, is someone with a very hard head full of gross margin figures, with a store full of absolutely priceless shelf space and with very little imagination when it comes to merchandising a manufacturer's product. While the stereotype may be overdrawn, it is still basically true that in most fields the state of dealer relationships is a source of major frustration. The retailer's perfectly good arithmetic tells him or her to get the best dollar movement out of every square foot. The manufacturer is certain he or she has an appealing

formula, if the dealer will only push it. Bringing the two points of view closer together is partially the responsibility of sales promotion

Goals of trade (Dealer) sales promotions

The objectives of sales promotions that are aimed at the trade are different from those directed to the consumer. Trade sales promotions hope to accomplish four overall goals:

1. Support, in-store merchandising, or other trade support

Strong retail support at the store level is the key to closing the loop between the customer and the sale. Retail support can be in the form of feature pricing and point-of-sale materials, or superior store locations for the product (usually shelf space).

2. Control inventory

Sales promotions are used to increase or deplete wholesaler and retailer inventory levels. Sales promotions can also help to flatten the peaks and valleys between seasonal items.

3. Expand or improve distribution

Sales promotions expand product distribution to new areas of the country or new classes of trade. Sales promotions are also used to distribute a new size of the product. If existing outlets stock the new size while maintaining the old, the sales promotion will have been most effective.

4. Motivate the channel

The motivation of the sales and distribution channel can be achieved through sales promotions. The goal is to generate excitement about the product among those responsible for selling it.

The ultimate gauge of a successful trade promotion is whether more product is purchased by the end user as a result of improved reseller effort or superior product presentation. The responsibility of planning the trade promotion is usually that of the senior marketing officer or product manager. The actual decision as to the amount of the deal and its timing is made jointly by the marketing officer, sales manager and campaign manager. Since these deals have such a direct bearing on the pricing strategy and ensuing profitability, deals may have to be cleared by top management as well.

Types of dealer sales promotions

There are many promotional devices available to the manufacturer that hopefully will convince or motivate middlemen to engage in certain activities. The appropriate devices to employ depend on a myriad of factors such as type of middleman, services offered, product distributed, price structure, margins, competition and so on. These promotional devices include:

- Point-of-purchase displays
- Contests
- Trade shows
- Sales meetings
- Push money
- Dealer loaders
- Trade deals

Point-of-Purchase Displays

The forms POP displays take can include special racks, display cartons, banners, signs, price cards and mechanical product dispensers. In an industry such as the grocery field where a consumer spends about three-tenths of a second viewing a particular product, anything that can give a product greater visibility is valuable. This is even more important when evidence suggests that a large percentage of consumers' choices are actually made in the retail store. And as most retailing is totally or partially self-service, displays play a big role in the decision-making process. Several displays designed by Harbour Industries show the variety available.

However, it is one thing for manufacturers to know POP displays are good for them, but quite another to convince retailers that they will benefit as well. Unfortunately, this is not always accomplished, as judged by a recent estimate that as much as 50 percent of the free point-of-purchase material is never used by retailers. Probably the most effective incentive for a middleman to use a POP is for the manufacturer to take great care in planning and designing every detail of the display. If a retailer is willing to use your display there must be a high probability that it will generate greater sales for the retailer.

It is important that the theme shown on the POP material coordinates with the theme used in advertisements and salespeople. In addition, the display should be designed with the physical elements of the retailer in mind. Since shelf space is at such a premium, the display should not waste it. Many of the most successful supermarket displays are end-of-the-aisle structures that take up no shelf space.

The display should also be well-designed. Structurally, it should be constructed of quality materials so that it is sturdy, will not fall apart and can be easily assembled and unassembled. Aesthetically, the display should use colours, pictures and shapes that are attractive and that harmonise with the general theme of the store.

Finally, one of the most successful ways of promoting POP materials is through a professional, well-planned presentation. In the case of General Electric, this involves many hours of preparation which would include supportive statistics, examples of the POP, a discussion of the promotional strategy and good selling techniques.

Contests

As was the case in motivating salespeople, contests can also be developed to motivate middlemen. Thus, much of the criteria described earlier applies equally to channel members. The prizes tend to be the same and there is often a need to customise the program for the particular reseller group one is trying to motivate. Typically, the prize is awarded to the organisation or person who exceeds a quota by the largest percentage.

Great care is necessary in designing contests. Although there is a need to involve as many people as possible, the rewards offered may be so stimulating that the possible winners might engage in activities that are detrimental to their companies. Retail salesclerks have been known to push the product of the contest company to the total exclusion of competing brands. These practices can cause serious conflict between channel members. Also, the length and quality of contests need to be carefully governed. Contests are only effective if they take place periodically. This notion of "something special" should also be displayed in the manner in which the contest is promoted and organised and in which the prizes are awarded. Contests can provide short-term benefits and can help improve the relationship between the manufacturer and other middlemen if conducted properly.

Trade Shows

Hundreds, if not thousands of manufacturers of consumer and industrial products display their wares at trade shows. For many types of businesses, trade shows provide the major opportunity to write orders for their products. For others, it allows them to demonstrate their products, provide information, answer questions and be compared directly with their competitors.

In turn, trade shows allow manufacturers to gather information about their competition. Since all the companies are attempting to provide a clear picture of their own products to potential customers, this same information is available to competitors. Consequently, quality, features, prices and technology can be easily compared.

The motivational aspects of trade shows cannot be underestimated. The booths need to be staffed by the manufacturer's top salespeople. The trade show brings these salespeople into direct contact with top executives representing various middle agents. The salesperson can meet these people, introduce the product, demonstrate it, field questions, gather information and establish future contests. The social aspect of trade shows is also important. The atmosphere tends to be relaxed. Free products are distributed. Parties are sponsored by most manufacturers.

Although the trade show is less formal than the normal selling situation, it does not mean that any less care should go into its planning.

Sales Meetings

Somewhat related to trade meetings, but not nearly as elaborate, are sales meetings sponsored by manufacturers or wholesalers). Usually, these meetings are conducted at the regional level and are directed by sales managers and their field force. In some instances, a major marketing officer from corporate headquarters may direct the proceedings.

The purposes of these meetings are varied. Often they occur just prior to the buying season and are used to motivate middle agents, to explain various aspects of the product or the promotional campaign, or simply to answer questions.

Besides annual or semi-annual meetings, there are also periodic meetings that may be called for additional reasons. A common set of reasons revolve around the need to stimulate through contests or facts and figures, to discuss problems and to announce new products (advertisements, etc.). Sales training is also a major part of these meetings. However, a company must be careful any time it takes employees away from their job. In many cases, special incentives must be offered just to guarantee attendance.

Push Money

Although the term push money has acquired a negative, almost illegal interpretation, it is a common technique used by many manufacturers. It simply means that for a given period of time, a manufacturer will pay a retail salesperson a monetary bonus for every unit of product sold. For example, a manufacturer of refrigerators might pay a \$30 bonus for model A, \$25 for model B and \$20 for model C, between May 1 and September 1. At the end of that period, the salesperson would send in evidence of these sales to the manufacturer and would receive a cheque in a few days.

As is the case in most of marketing, there are certain situations in which push money is more effective. Undoubtedly, it works much better when the salesclerk has an inherent responsibility for the sale of the product. Products that have to be demonstrated, explained, or have a high unit cost would be best. This strategy also requires the complete cooperation of the retailer. If retailers feel that push money would be bad for morale or would cause a disproportionate emphasis on a particular brand, they will more than likely veto its use. There are also some ethical issues related to push money that have not yet been resolved. Still, the technique can create a great deal of enthusiasm and motivation at the middle agent level and will continue to be used.

Dealer Loaders

A dealer loader is a premium that is given to a retailer by a manufacturer for buying a certain amount of product. Although there are several possible combinations, two types of dealer loaders are most common. The first is a

buying loader, typically a gift given for buying a certain order size. The second is a display loader, in essence a display that is given to the retailer after it has been taken apart.

Both strategies can be successful in the right situation. Buying loaders are most often used as a door-opener in order to get shelf space in a new retail outlet, or when an exceptionally large amount of product must be sold. Display loaders are used in conjunction with special promotions when it is important to get the point-of-purchase display into the store. The underlying motivation for both is to move large amounts of product in a short period of time.

Trade Deals

Trade deals incorporate a series of strategies that have one common theme-to encourage middlemen to give your product special promotional effort that it would not normally receive. These promotional efforts can take the form of special displays, larger than usual amounts being purchased, superior store locations, or greater promotional effort. In return, retailers sometimes receive special allowances, discounts, goods, or cash.

The money spent on trade deals is substantial and in many industries, such as groceries, it is a fundamental way of doing business. As such, trade deals are expected in many businesses and may provide the primary incentive in receiving retail support. In addition, these programs are flexible and can be changed from day to day or even more frequently if necessary. The largest problem is making sure that everyone in the organisation is aware of these frequent changes. There are many examples of companies that created bad will or lost customers because not all the parties processing the sales order were aware of these changes. Finally, trade deals can be combined with other promotional strategies that provide an irresistible packet for a particular middleman.

The negative aspects of trade deals are also real. The most serious has been alluded to earlier. In many industries, trade deals are expected and a manufacturer who did not offer such incentives would be doomed to failure. Obviously, these deals can get out of hand quite easily. In some situations, where the retailer may dominate the channel, manufacturers may be played against one another until some have reduced their profit levels to an untenable point. There are also the problems of retailers either not passing the discount on to the consumer or not meeting their end of the agreement. In the former instance, the program developed by the manufacturer may revolve around a lower price. If the retailer does not cooperate, the manufacturer is put into a disadvantageous position. The latter problem exists because it is so difficult to monitor the many retail outlets involved in the promotion.

Even if retailers are suspected of pocketing allowance money, there is a great risk in confronting them with the fact.

There are two general types of trade deals. The first type is referred to as buying allowances and includes situations whereby a manufacturer pays a middleman a certain amount of money if a certain amount of product is purchased during a certain time period. With this strategy, meeting the specifications of the deal is all that is required of the retailer. The payment may be given in the form of a cheque from the manufacturer or a reduction in the face value of an invoice.

The count and recount technique is one approach used as part of the buying allowance. This is the offer of a certain amount of money for each unit of product moved out of a wholesaler's or retailer's warehouse during a specified time period. The title comes from the fact that the local sales representative will take a count of merchandise on hand at the beginning of the period and a final recount at the end of the time period. Thanks to the computer, this counting process can be greatly simplified.

A buy-back allowance is another type of buying allowance. This allowance immediately follows another type of trade deal and offers a specified amount of money for new purchases of the product based on the quantity of

purchases made on the first deal. Its purposes are to motivate repurchase of a product immediately after another trade deal on the product has served to deplete warehouse stock.

The final type of buying allowance is referred to as a free goods allowance. This is the offer of a certain amount of product to wholesalers or retailers at no cost but based on the buying of a stated amount of the same or another product of the manufacturer. The middle agent is given free merchandise instead of money. A manufacturer might offer a retailer one free case of merchandise for every twenty purchased.

The second category of trade deals relates to advertising and display allowances. An advertising allowance is a common technique employed primarily in the consumer products area. In this situation, the manufacturer pays the wholesaler or retailer a certain amount of money for advertising the manufacturer's product. The money can only be used to purchase advertising, although policing this process may prove difficult.

Many manufacturers will require some evidence of performance in order to assure themselves of proper behaviour. Nevertheless, middlemen may view this as a type of personal bonus and engage in devious behaviour such as billing the manufacturer at the much higher national rate rather than the local rate. Several types of criteria can be used to determine the amount of the allowance, from a flat dollar amount to a percentage of gross purchases during a specified time period.

Closely related to an advertising allowance is cooperative advertising. This is a contractual arrangement between the manufacturer and the middle agents whereby the manufacturer agrees to pay a part or all of the advertising expenses incurred by the middleman in advertising the manufacturer's product. The deal is usually restricted to newspaper, radio, or television advertising. Here again, because of a few dishonest middlemen, manufacturers normally do not pay for the advertising until they get some verification from the medium or a copy of the advertisement.'

Another form of display or advertising allowance is a dealer listing. In this instance, a manufacturer may be announcing a new product or running a special promotion. As part of a regional or national campaign the manufacturer will provide space on the advertisement to list all the retailers at which the product may be purchased. This technique not only generates traffic for the retailer but also makes the retailer feel that he or she is receiving a direct benefit from the manufacturer. There is also a certain prestige involved when a local retailer's name is associated with a national advertisement.

A display allowance is the final form of promotional allowance. Retailers are shown many displays by manufacturers every week. Some manufacturers will pay retailers to select their display. This payment can be in the form of cash or goods. Retailers must furnish written certification of compliance with the terms of the contract before they are paid. Again, because so many manufacturers offer this allowance, retailers tend to select displays that yield high volume and high profits, as well as being easy to assemble.

[Back to top](#)

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

Keys to Conflict Resolution,

This article addresses the risks posed by the common concept of the 'personality conflict' and identify ways to intervene for a positive outcome. This information may be useful to the person directly involved in the conflict, but is directed specifically at the supervisor or manager who may have to take a problem-solving facilitation role with

each product or service the same? And what about totally different audiences for the same product: audiences that need to be approached with totally different tactics? And then there are special circumstances like new product launches, time sensitive marketing campaigns and limited availability offers?

Mini Campaign Websites and Alternative Marketing Websites are an effective method of enhancing your marketing efforts and targeting optional audiences you would never have otherwise reached using your traditional sales marketing approach.

7 Tactical Reasons To Use Campaign Websites

1. Focus Your Presentation: eliminate distraction and non relevant clutter

It is human nature to want to get your money's worth, but when it comes to website marketing this can be counter-productive. Wanting to cram everything you offer into one website aimed, or more to the point not aimed, at every interested audience only creates clutter and confusion.

Forcing visitors to sift through reams of material only creates frustration and irritation and with a click of a mouse they're off to the next competitor listed on their favourite search engine before they even get to your relevant information.

A campaign or brand specific website allows you to get right to the point. Greet your targeted audience with a signature video Web-host supported by appropriate images and text. If a lot of text material is required then have it turned into an audio presentation so the material is made more accessible, understandable and easy to absorb.

A focused brand or campaign site shortens the sales cycle by making what you offer clear and distinct; it provides visitors with the sense that you are both competent and innovative in what you do and how you do it.

2. Use Alternative Tactics: experiment with non traditional campaign and sales' approaches

Most companies follow a consistent sales approach that they have found successful. This is both a good thing and a bad thing: following a plan that has worked in the past aimed at your traditional customer base makes sense, except that it also limits you in reaching new audiences for your products and services.

There may be markets for what you offer that you have never thought of, or that you are afraid to approach because they conflict with your current methods, promotions, or initiatives.

Why give up on these potential customers when you can create an audience specific Web-presentation on a separate campaign website aimed specifically at that market. With a series of highly targeted websites you speak to the needs of specific audiences and at the same time insulate your regular clients from the alternative approaches.

In a highly competitive marketplace, your competition will be looking for every opportunity to take advantage of markets you ignore. Don't let them. You can get to them first and establish your company as the niche leader.

All it takes is a little imagination, effort and a budget to implement. This way you can have your cake and eat it too.

3. Create Urgency & Impact: campaign sites urge quick response, while creating a memorable impression

Website visitors are always complaining how much time it takes them to search for and find the products and services they need. This often translates into complaints about download times, but the fact is, with the extensive availability of broadband, it's not download times that frustrate people, it's having to search through multiple pages and

levels, in a hide-and-seek game to find what they want.

A campaign or brand-specific alternative marketing site gets right to the point and delivers the information or the promotion referenced in your email, banner and print ads, or television and radio commercials.

And if you use a signature video Web-host to deliver the information, you are making sure the presentation has impact; so even if a visitor doesn't view everything, they at least get the core message in a way they won't forget.

Your targeted marketing sales pitch won't get watered-down by extraneous information that just gets in the way. Depending on how the site is constructed and what the marketing objectives are, a campaign specific website can create a sense of urgency by building in a time sensitive expiry date.

4. Target New & Alternative Audiences: create new markets for old products and services

Not every audience for a product can be approached with the same tactics. Specific brand or campaign sites allow you to customise your approach for new or alternative audiences appealing to their specific lifestyles or behaviour patterns.

If you've had experience running a sales staff or rep network, you know that salespeople who call on one specific market are rarely successful when asked to simultaneously call on another. Different markets require different approaches. Like a one-size-fits-all hat, it rarely fits anybody. Customise and isolate your approach to different markets, so you can speak directly to that market's needs and attitudes.

The marketplace is often more innovative than the marketer in finding new ways to use old products; ways the manufacturer never realized existed. Ask your customers how they use your products and then go after that market with a direct campaign that takes advantage of that specific niche.

5. Isolate & Differentiate Brands: target specific audiences with specific tactics

Companies that offer a large number of products or services often confuse potential customers by presenting far too many options and alternatives.

The result is the Webvisitor doesn't buy anything because they don't want to purchase the wrong thing, or not get the best deal. Even if you get the sale, you may lose the customer because they made the wrong decision.

You want to offer prospects a limited number of distinct alternatives, just enough so they feel they have been given a choice and don't have to look elsewhere. But too much choice within the same product category creates buyer indecision. If a product or service is aimed at a particular market because it has specific features, create a separate website to sell it. Isolating a product line on a separate website allows you to create a distinct image and brand story for that offering.

6. Accelerate Comprehension & Shorten Sales Cycle: be clear, be understood, be direct and sales will follow

Campaign websites get right to the point. They present the marketing message quickly, and promptly direct people to take action without making them wade through mission statements and corporate histories that for campaign purposes just get in the way.

The longer it takes for someone to understand what the campaign is all about, the less likely they are to stick around long enough to make sense out of it. This is why we strongly recommend adding video and audio to the

While it may be asking a good deal to expect everyone to take in a large volume of information reading this topic, for instance - circulating some information, in the form of charts for example (which can also be used at a meeting - as a visual aid), can begin to win others over.'

If you appear more attuned to the client's thinking than others, you will create a better and easier, basis for everything you do.

Preparation in all its forms is often skimmed so, while pressure of work (not least client pressure) may make it difficult, it is a very worthwhile investment and an important, easy step towards positive differentiation to make sure it happens.

Resolve to get hold of the meeting, ensure you are in the driving seat. Run the kind of meeting you want and clients find they like preferably like better than they do any competitors' and you will give yourself a head start.

Those who find out more about client needs, really find out and are seen to do so by the client, have a head start on everything else that follows. It can be the first step to beating competition.

In a technical business, the aspect of making things understood, clearly understood, can be easily overlooked (you may feel you need some help in making things more persuasive, but surely not simply in explaining the organisation, its services or a particular approach.) Make sure you really do explain clearly. At least as many prospects are lost solely because they are confused as because they are inadequately convinced. Check if you are not sure.

Talking benefits is always a basic component of an effective sales approach; it translates the case into clients' terms and makes it absolutely clear you are seeing things from the client's point of view. Check you are doing it justice; all the briefing and much of the thinking about the organisation and its services will be introspective and may prompt an introspective view and approach, unless you do so.

Obtaining feedback, maintaining a two-way aspect to the conversation (yet maintaining control) is crucial. Some of it is as simple as making sure you listen. 'Pardon?' Listen, really listen and use and be seen to use, the information you are given to tailor your case. Anything else will seem like the 'standard patter'.

You should rarely be caught out by objections you have not foreseen, at least in general terms. Thus, handling them effectively is another result of good preparation. There will always be some, however, that demand you are 'quick on your feet'. An apparently unexpected objection, well handled, can be impressive and taken as a display of competence,

Some of the business will always go to those most prepared to tie it down positively. It can be awkward actually to say 'Right, when do we start?' (probably because we know they could say 'no'), but not asking - or saying 'Please think about it' leaves us open to more positive thinking competition.

Always consider carefully just what a 'sales letter' actually is. Many kinds of letter have a sales connotation and need to be persuasive. Some may see them as 'administrative', as a surveyor or architect may see certain letters about technical matters on a project, or as an accountant may see the so-called 'management' letter sent after an audit - some see this as the final stage winding up the project and see no need for any sales orientation in it, while others see them as the first communication of a new period and by reviewing matters and flagging action for the future, it takes on a very clear sales role. This kind of view reminds one of the difference between the person who sees the glass of water as half-empty or half-full - a sales orientation sees opportunities everywhere.

Some companies, particularly in the IT sector, have put themselves under unnecessary pressure by trying to meet a series of preannounced release dates. The schedule may not allow proper time for development, resulting in failure to meet the date, or the release of a product that is not ready. Both are potentially damaging.

Ask customers before you launch your product

If you are planning a new product or redeveloping an existing one, ask your customers for their views on the existing product and what they would like to see in a new one. By explaining your plans and involving customers in product development, you can strengthen relationships and provide a service that is mutually beneficial. Questions could include:

- How can we improve the current product?
- What problems need to be overcome?
- What new features would customers welcome?
- Do the plans represent an improvement?
- Would customers make greater use of a product that included the features they have highlighted?

Set Up a User Group

You can encourage feedback and build a sense of community by setting up a user group. The user group would operate as a forum for discussing issues of mutual concern to customers such as quality, performance, standards, future developments and customer concerns. The group would include representatives from your own company and from a cross-section of your customers. Comments from the user group provide valuable feedback on current performance and help to identify needs that can be met through new product development.

Ask Customers to Evaluate New Products

Customer evaluation, or beta testing, is well established in the software industry. Customers test new products or upgraded versions before they are released to the market. They identify any problems in using the software, thus providing valuable feedback on product performance. Any problems or practical improvements can be incorporated before final release of the new product.

Issue New Product Announcements

Another valuable practice from the IT industry is to preannounce new products. For example, a company will set a number of release dates during the coming year when it will release new versions of products. The company outlines the new products and gives customers the opportunity to provide input to the development process. The major benefit for customers is that they can align their own business development plans to the release dates. They might, for example, postpone a particular project until the latest version of a product is released in six months' time.

Work in Partnership with Customers

Product development can be a joint initiative where you work closely with specific customers to develop products that meet their specific needs. This approach is a valuable one where:

- your customers have developed partnership sourcing to take advantage of your technology;
- your customers have technology and technical skills that complement your own and a joint project can produce more effective results;
- you want to strengthen relationships with key customers by working in partnership on joint development projects.

Understand Your Customers' Markets

The new products you develop could enable your customers to improve their competitive performance, so it is important to understand their markets. Tell customers about your product plans and ask them for input to your development process. By building a detailed picture of their markets, you can align your own plans with them and develop products that are tailored to their needs.

- What are their main markets?
- What is their position in the marketplace?
- Who are their main competitors?
- How are their products regarded in the marketplace?
- What are the key success factors in the market?
- What are the long-term product trends?
- What new technical developments will be needed to succeed?
- Could innovation by you help your customers to succeed?
- Are your customers considering entry into new markets?
- Do you have product development plans that are relevant to the new market?

Understand Customer Strategies

It is equally important to understand your customers' business strategies: their corporate direction and key objectives and how they aim to succeed. By aligning your product development objectives with theirs and showing how your products or services can help them to achieve their strategic business objectives, you can make sure that your new products will be successful.

There are two possible approaches to customer-focused product development.

Where your customers want to become market leaders through innovation, your new product programs can help them develop the right level of innovation without investment in their own skills.

Where they want to succeed through competitive pricing, you can help them reduce overall costs by developing cost-effective products.

Assess the Value of Your Products and Services

Products that help your customers to meet their strategic business objectives can increase the chances of new product success. The more your customers depend on your new product, the more likely you are to succeed.

For example, if your customer must develop new products quickly in order to retain and protect market share, your own new products can be critical to their product development program. Other examples are where your customers must reduce their cost base in order to compete effectively and your new products can help them to succeed, or where your products can play a vital role in improving their levels of customer satisfaction.

Analyze Your Customers' Technical Requirements

In assessing new product development opportunities, you should analyze how your products can help your customers. They can use your skills in a number of ways:

- improving the performance of their own products and services by using your design and development skills. They may gain privileged access to your technical skills to improve their own competitive performance;
- using your technical expertise to enhance the skills of their own technical staff, enabling them to make a more effective contribution to their own product development process;

generic brand personality. Only numeric descriptors are used for the products, which do not even appear on the product themselves. Such is the strength of the corporate brand.

Nokia has succeeded where other big brand names have failed, chiefly by putting across the human face technology-taking and dominating the emotional high ground. It has done so in the following way.

Nokia Brand Personality

Nokia has detailed many personality characteristics for its brand, but employees do not have to remember every characteristic. They do, however, have to remember the overall impression of the list of attributes, as you would when thinking about someone you have met. As the focus is on customer relationships, the Nokia personality is like a trusted friend. Building friendship and trust is at the heart of the Nokia brand. And the human dimension created by the brand personality carries over into the positioning strategy for the brand.

Nokia Positioning

When Nokia positions its brand in the crowded mobile phone marketplace, its message must clearly bring together the technology and human side of its offer in a powerful way. The specific message that is conveyed to consumers in every advertisement and market communication (though not necessarily in these words) is "Only Nokia Human Technology enables you to get more out of life"

In many cases, this is represented by the tag line, "We call this human technology". This gives consumers a sense of trust and consideration by the company, as though to say that Nokia understand what they want in life and how it can help. And it knows that technology is really only an enabler so that you-the customer-can enjoy a better life. Nokia thus uses a combination of aspirational, benefit-based, emotional features and competition-driven positioning strategies. It owns the "human" dimension of mobile communications, leaving its competitors wondering what to own (or how to position themselves), having taken the best position for itself.

Nokia Product Design

Nokia is a great brand because it knows that the essence of the brand needs to be reflected in everything the company does, especially those that impact the consumer. Product design is clearly critical to the success of the brand, but how does Nokia manage to inject personality into product design? The answer is that it gives a great deal of thought to how the user of its phones will experience the brand and how it can make that experience reflect its brand character. The large display screen, for example, is the "face" of the phone. Nokia designers describe it as the "eye into the soul of the product".

Excerpted from Hi-Tech Hi-Touch Branding by Dr. Paul Temporal. You can purchase this book from Amazon.

[Back to top](#)

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

The deadly sins of strategy

Focus: Focusing resources to where they will have the most affect.

Goal: What do we want to achieve?

Competitive advantage: What can we offer that others are not?

Superior Performance: How can we do what we do better than our competitors?

Brand relationships are then about building friendships.

Just like our friends, brands are chosen to be part of our lives and shape our experiences.

Friendships come in many forms and are reciprocal and. As people have many different types of friends, they will also choose to have many different brands. People's friends play different roles; brands can try to adopt some of these roles.

New York Times Bestselling author Tom Rath in his book *Vital Friends, The People You Can't Afford to Live Without*, introduced eight friendship roles that shape people's home and work lives. The roles are

Builder,
Companion,
Connector,
Collaborator,
Energizer,
Mind Opener,
Navigator,
Champion.

Typically brands want to play the Companion role in people's lives.

A Companion is intertwined in all aspects of a person's life, but with this comes a lot of responsibility that some of the other roles don't have. It's often too much for a brand to fulfil.

Roles that are perhaps better suited for brands include Connector, Collaborator, Energizer and Mind Opener. These roles address tangible needs and activities that people can look beyond another person to fulfil and still feel genuine.

Creating brand relationships like friendships requires maintenance. There are rules to follow in friendship and when the rules are broken, people will feel hurt and may leave. Close brand relationships have great benefits, but also put an organisation in a potentially vulnerable position.

Harley-Davidson has embodied what it means to cultivate a community and to form a friendship with individual consumers. Strong brands form friendships with consumers and can play a number of roles in people's lives. Harley-Davidson plays several friend roles: It acts as a Connector by bringing like-minded people together, a Mind Opener by inspiring people to try new things and a Collaborator by accompanying people in activities. For HD the danger is in playing Companion – a friend who will eventually disappoint.

Brand managers may discover they need to form and maintain special kinds of friendships.

The following are questions which should be asked:

Does the brand build trust with the customer through every action?

Are you enabling your "friends" the opportunities to interact with and to influence the brand? Friends need to belong

